

# Shiseido at a Glance

## Corporate Profile



Foundation: 1872  
 Incorporation: 1927  
 Number of group companies: 97  
 (excluding Shiseido Co., Ltd. and including nonconsolidated subsidiaries and equity-method affiliates)  
 Total Assets: 808.5 billion yen  
 Number of Employees: about 46,000  
 (for the Shiseido Group)

### Registered Head Office

5-5, Ginza 7-chome, Chuo-ku, Tokyo 104-0061, Japan

Tel: +81-3-3572-5111

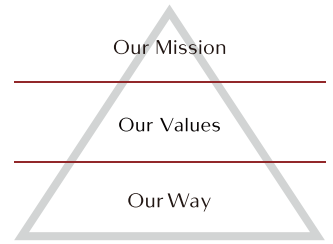
### Main Office

6-2, Higashi-shimbashi 1-chome, Minato-ku, Tokyo  
 105-8310, Japan (As of December, 2015)

## Our Mission, Values and Way



### Our Mission, Values and Way



### Our Mission

We cultivate relationships with people  
 We appreciate genuine, meaningful values  
 We inspire a life of beauty and culture.

### Our Values

In Heritage, Excellence  
 In Diversity, Strength  
 In Innovation, Growth

## Medium - and Long - Term Strategy VISION 2020

**Targeted outcomes for 2020**

Become a company supported and needed by society and consumers worldwide

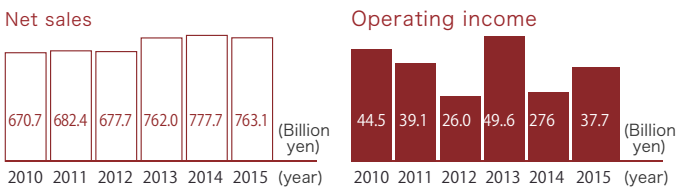
Be a company...

- Filled with energy
- Overflowing with youthfulness
- Always much talked about
- That the younger generation adores
- A multi-cultural company

**Numerical Targets for 2020**

Net sales over ¥1 trillion    Operating income over ¥100 billion    ROE of 12% or more

## Results of Operations



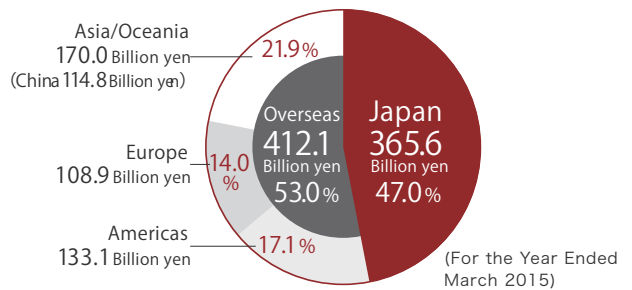
\*FY2015 was a transition period comprising 9 months (April - December) for the Company and most of its subsidiaries in Japan and 12 months (January - December) for its subsidiaries overseas. From 2016, all Group companies will operate on a fiscal calendar of January - December.

## Overseas Development

Number of countries and regions in which Shiseido group has presence:	about 120	R&D base:	9
		Manufacturing base:	13

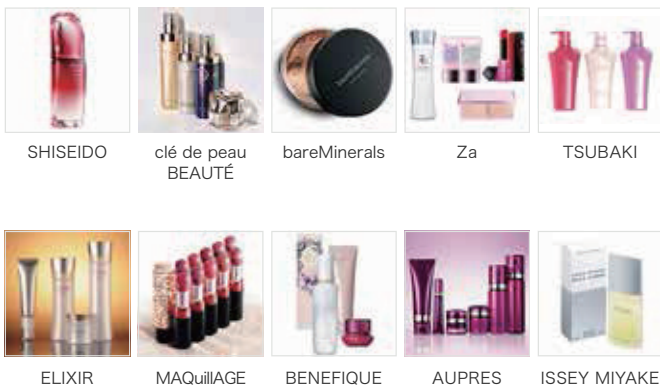
(As of Dec., 2015)

## Sale by Regions



\*Breakdown for FY ended Dec. 2015 not shown due to an irregular fiscal year consisting of 9 months domestic and 12 months overseas.

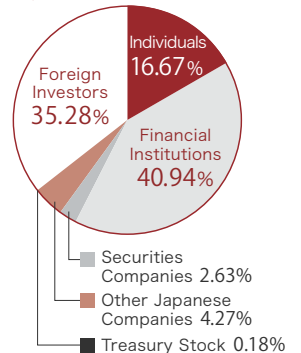
## Major Brands / Lines



## Stock Data (As of Jun. 30, 2016)

Number of shares outstanding: 400,000,000  
 Number of shareholders: 49,556  
 Share units: 100

### Composition of Shareholders (by number of shares)



### Annual dividends

