

The figures for these financial statements are prepared in accordance with the accounting principles based on Japanese law. Accordingly, they do not necessarily match the figures in the Annual Report issued by the Company, which present the same statements in a form that is more familiar to foreign readers through certain reclassifications or summarization of accounts.

May 12, 2020



## Consolidated Settlement of Accounts for the First Quarter of the Fiscal Year Ending December 31, 2020 [Japanese Standards]

### Shiseido Company, Limited

Listings: Tokyo Stock Exchange, First Section (Code Number 4911)  
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Filing date of quarterly securities report: May 14, 2020

Start of cash dividend payments: —

Supplementary quarterly materials prepared: Yes

Quarterly financial results information meeting held: Yes (Conference call for institutional investors, analysts, etc.)

### 1. Performance for the First Quarter of the Fiscal Year Ending December 31, 2020 (From January 1 to March 31, 2020)

\* Amounts under one million yen have been rounded down.

#### (1) Consolidated Operating Results

(Millions of yen; percentage increase (decrease) figures denote year-on-year change)

	Net Sales	Operating Profit	Ordinary Profit	Net Profit Attributable to Owners of Parent
First Quarter Ended March 31, 2020	226,893 [(17.1)%]	6,496 [(83.3)%]	6,052 [(84.7)%]	1,402 [(95.8)%]
First Quarter Ended March 31, 2019	273,618 [3.7%]	38,934 [(17.4)%]	39,515 [(16.3)%]	33,509 [16.1%]

Note: Comprehensive income

First quarter ended March 31, 2020: ¥(1,862) million [ —%]

First quarter ended March 31, 2019: ¥38,430 million [127.8%]

	Net Profit per Share (Yen)	Fully Diluted Net Profit per Share (Yen)
First Quarter Ended March 31, 2020	3.51	3.51
First Quarter Ended March 31, 2019	83.90	83.82

## (2) Consolidated Financial Position

(Millions of yen)

	Total Assets	Net Assets	Equity Ratio
As of March 31, 2020	1,178,465	503,960	40.9%
As of December 31, 2019	1,218,795	517,857	40.7%

[Reference] Equity: As of March 31, 2020: ¥482,557 million  
As of December 31, 2019: ¥496,437 million

## 2. Cash Dividends

	Cash Dividends per Share (Yen)				
	Q1	Q2	Q3	Year-End	Full Year
Fiscal Year 2019	—	30.00	—	30.00	60.00
Fiscal Year 2020	—				
Fiscal Year 2020 (forecast)		—	—	—	—

Note: Revision to the most recently disclosed dividend forecast: Yes

## 3. Forecast for the Fiscal Year Ending December 31, 2020 (From January 1 to December 31, 2020)

(Millions of yen; percentage figures denote year-on-year change)

	Net Sales	Operating Profit	Ordinary Profit	Net Profit Attributable to Owners of Parent	Net Profit per Share (Yen)
Fiscal Year 2020	— [—%]	— [—%]	— [—%]	— [—%]	—

Note: Revision to the most recently disclosed performance forecast: Yes

The global spread of COVID-19 is causing a decline in consumption and changes in consumer purchasing behavior. Business economic activities are stagnating, and the environment differs considerably from our initial expectations. Going forward, business results are still subject to uncertainties, such as the viral spread and the timing of resumption of economic activities depending on regulatory measures taken by each country. It is currently very difficult to assess trends and the impact of these uncertainties.

Given such circumstances, the Company has withdrawn its consolidated forecast for the fiscal year ending December 31, 2020 and will provide a new forecast at the time of the second quarter results announcement.

The same applies to the dividend forecast.

## Notes

- (1) Changes in significant subsidiaries during the period (changes in specific subsidiaries causing a change in the scope of consolidation): None
- (2) Adoption of special accounting treatment in preparation of consolidated quarterly financial statements: None
- (3) Changes in accounting policies; changes in accounting estimates; restatements
  - 1) Changes in accounting policies due to amendments of accounting standards: None
  - 2) Other changes in accounting policies: None
  - 3) Changes in accounting estimates: None
  - 4) Restatements: None
- (4) Shares outstanding (common stock)
  - 1) Number of shares outstanding (including treasury stock)

As of March 31, 2020:	400,000,000
As of December 31, 2019:	400,000,000
  - 2) Number of treasury stocks outstanding

As of March 31, 2020:	543,666
As of December 31, 2019:	564,455
  - 3) Average number of shares over the period

First quarter ended March 31, 2020:	399,450,760
First quarter ended March 31, 2019:	399,386,351

### **Implementation status of quarterly review procedures**

This Consolidated Settlement of Accounts for the First Quarter of the Fiscal Year Ending December 31, 2020 is not subject to quarterly review procedures by a certified public accountant or audit firm.

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# 1. Analysis of Operating Results

## (1) Consolidated Performance

(Millions of yen unless otherwise stated)

	Net Sales	Operating Profit	Ordinary Profit	Net Profit Attributable to Owners of Parent	EBITDA
First Quarter of the Fiscal Year 2020	226,893	6,496	6,052	1,402	24,005
First Quarter of the Fiscal Year 2019	273,618	38,934	39,515	33,509	52,618
Year-on-Year Increase (Decrease)	(17.1)%	(83.3)%	(84.7)%	(95.8)%	(54.4)%
FX-Neutral	(15.8)%				
Like-for-Like	(16.4)%				

In the first quarter of the fiscal year 2020, global economic conditions deteriorated rapidly, affected by the spread of COVID-19. In the domestic cosmetics market, momentum decelerated from February as a result of consumers staying at home and shortened operating hours or temporary closures of retail stores. A slowdown in inbound demand due to fewer tourists to Japan also had a negative effect. Growth in overseas cosmetics markets slowed sharply in line with the spread of COVID-19: from February, in China and the rest of Asia, and from March, in Europe and North America.

In 2015, the Shiseido Group (hereafter, “the Group”) launched its medium-to-long-term strategy VISION 2020 in a bid to ensure that it remains vital for the next 100 years. We are shifting all of our activities toward a consumer-oriented focus and working to globally enhance our brand value to gain a competitive advantage as a global beauty company with Japanese heritage.

The fiscal year under review is the final year of VISION 2020, but we expect the business climate to remain challenging. Despite such circumstances, we are continuing our investment in targeted global brands for sustainable growth and reviewing expenses throughout the year on a zero basis, while formulating and taking measures to restore business performance.

In the first quarter of the fiscal year under review, net sales decreased 15.8% year-on-year on an FX-neutral basis as a result of the global spread of COVID-19. Like-for-like growth, excluding the impact of the application of U.S. accounting standard ASC 606 and the acquisition of the U.S. skincare brand **Drunk Elephant**, etc., was a negative 16.4%. Based on reported figures, net sales declined 17.1% year-on-year to ¥226.9 billion.

Operating profit decreased 83.3% year-on-year to ¥6.5 billion, as a drop in margins resulting from lower sales and unfavorable product mix outweighed prompt cost-saving measures in response to the rapid deterioration of the market environment.

Net profit attributable to owners of parent declined by 95.8% year-on-year to ¥1.4 billion, affected by the decrease in operating profit and a negative impact on tax expenses, among other factors.

The EBITDA margin reached 10.6%.

Major foreign currency exchange rates applicable to income and expense accounting line items in the Company’s financial statements for the period under review are JPY108.9/USD, JPY120.1/EUR, and JPY15.6/CNY.

**[Consolidated Performance]**

(Millions of yen)

Classification	First Quarter Ended March 31, 2020	% of Total	First Quarter Ended March 31, 2019	% of Total	Year-on-Year Increase (Decrease)			
					Amount	Percentage	FX-Neutral	
Net Sales	Japan Business	85,673	37.8%	108,698	39.8%	(23,024)	(21.2)%	(21.2)%
	China Business	44,514	19.6%	52,507	19.2%	(7,992)	(15.2)%	(12.0)%
	Asia Pacific Business	15,083	6.6%	18,934	6.9%	(3,851)	(20.3)%	(19.2)%
	Americas Business	23,292	10.3%	27,692	10.1%	(4,399)	(15.9)%	(14.6)%
	EMEA Business	20,439	9.0%	25,030	9.1%	(4,590)	(18.3)%	(14.9)%
	Travel Retail Business	27,795	12.2%	28,671	10.5%	(876)	(3.1)%	(1.6)%
	Professional Business	2,877	1.3%	3,539	1.3%	(661)	(18.7)%	(17.2)%
	Other	7,216	3.2%	8,544	3.1%	(1,327)	(15.5)%	(15.5)%
	Subtotal	226,893	100.0%	273,618	100.0%	(46,725)	(17.1)%	(15.8)%
	Adjustments	—	—	—	—	—	—	—
Total	226,893	100.0%	273,618	100.0%	(46,725)	(17.1)%	(15.8)%	

(Millions of yen)

Classification	Intersegment sales or sales including internal transfers between accounts		
	First Quarter Ended March 31, 2020	First Quarter Ended March 31, 2019	
Net Sales	Japan Business	92,744	113,686
	China Business	44,622	52,600
	Asia Pacific Business	15,670	19,590
	Americas Business	30,236	37,348
	EMEA Business	23,152	27,328
	Travel Retail Business	27,852	28,734
	Professional Business	3,048	3,695
	Other	45,176	44,458
	Subtotal	282,503	327,443
	Adjustments	(55,609)	(53,824)
Total	226,893	273,618	

(Millions of yen)

Classification	First Quarter Ended March 31, 2020	Ratio to Net Sales	First Quarter Ended March 31, 2019	Ratio to Net Sales	Year-on-Year Increase (Decrease)		
					Amount	Percentage	
Operating Profit (Loss)	Japan Business	8,070	8.7%	22,644	19.9%	(14,573)	(64.4)%
	China Business	5,282	11.8%	12,979	24.7%	(7,696)	(59.3)%
	Asia Pacific Business	1,064	6.8%	2,365	12.1%	(1,300)	(55.0)%
	Americas Business	(8,877)	(29.4)%	(4,509)	(12.1)%	(4,368)	—
	EMEA Business	(6,463)	(27.9)%	(1,824)	(6.7)%	(4,638)	—
	Travel Retail Business	4,974	17.9%	7,501	26.1%	(2,527)	(33.7)%
	Professional Business	60	2.0%	56	1.5%	3	6.3%
	Other	4,240	9.4%	1,371	3.1%	2,869	209.2%
	Subtotal	8,351	3.0%	40,584	12.4%	(32,233)	(79.4)%
	Adjustments	(1,854)	—	(1,649)	—	(205)	—
Total	6,496	2.9%	38,934	14.2%	(32,438)	(83.3)%	

## Notes:

1. Group subsidiaries that use U.S. accounting standards have applied ASC 606, Revenue from Contracts with Customers, to the consolidated financial statements from the previous consolidated fiscal year. Subsidiaries subject to application of this standard are private companies in the U.S. and are applying the standard to the financial statements from the end of the previous consolidated fiscal year, as specified in the U.S. accounting standards. Accordingly, the standard was not applied to the consolidated statements of income in the first quarter of the previous fiscal year.
2. The Group has revised its reportable segment classifications from the fiscal year 2020. The business results of the airport duty-free business in Japan of The Ginza Co., Ltd., which were previously included in the Japan Business, are now included in the Travel Retail Business, and the business results related to the brand holder functions of **THE GINZA**, the same subsidiary's brand, are now included in the Other segment. In addition, the business results of Bare Escentuals K.K., which operates in Japan, and the business results and other costs associated with the Technology Acceleration Hub, previously included in the Americas Business, are now included in the Other segment. Furthermore, following the transfer of brand holder functions of the **ELIXIR** and **ANESSA** brands from Shiseido Japan Co., Ltd. to Shiseido Co., Ltd., the business results related to the brand holder functions of both brands previously included in the Japan Business are now included in the Other segment. The segment information for the previous period has been restated in line with the new method of classification.
3. The Other segment includes head office administration departments, IPSA Co., Ltd., Shiseido Beauty Salon Co., Ltd. and manufacturing operations, as well as the activities of the Frontier Science business, the Restaurant business, etc.
4. The ratio of operating profit (loss) to net sales shows operating profit as a percentage of total sales including intersegment sales, or sales including internal transfers between accounts.
5. The operating profit (loss) adjustment amount is mainly the elimination of transactions between segments.

Results by reportable segment are provided below.

#### **[Japan Business]**

The Japan Business saw consumption sentiment decline due to the spread of COVID-19 and the resulting tendency to stay at home as well as shortened operating hours or temporary closures of retail stores. This adversely affected sales, mainly for prestige and cosmetics brands. In addition, a sharp decline in the number of foreign tourists to Japan led to a significant drop in inbound demand.

As a result, net sales decreased by 21.2% year-on-year to ¥85.7 billion. Net sales decline excluding such factors as the transfer of the *FERZEA* and *Encron* brands in the previous fiscal year, or like-for-like, was 21.0%. Operating profit fell 64.4% year-on-year to ¥8.1 billion, mainly due to lower margins accompanying a decline in sales and unfavorable product mix.

#### **[China Business]**

The China Business was largely affected by the spread of COVID-19 from the latter half of January. Although approximately 70% of retail stores were closed at a time, over 90% resumed operation from late March, showing signs of recovery in mainland China. Moreover, sales in e-commerce, an area of strengthened investment, grew mainly for prestige brands.

As a result, net sales decreased by 12.0% on an FX-neutral basis, or 15.2% year-on-year to ¥44.5 billion based on reported figures. Operating profit dropped 59.3% to ¥5.3 billion, due to lower margins resulting from a decline in sales on top of such factors as product mix deterioration and higher marketing investments, which, though below the original plan, increased year-on-year.

#### **[Asia Pacific Business]**

In the Asia Pacific Business, we took efforts to expand our brands and strengthen e-commerce amid an uncertain economic environment, but performance was hit by the spread of COVID-19, particularly in Southeast Asia. In Taiwan, however, the impact was relatively small, and there were signs of recovery in March.

As a result, net sales decreased 19.2% year-on-year on an FX-neutral basis, or 20.3% year-on-year to ¥15.1 billion based on reported figures. Operating profit fell 55.0% year-on-year to ¥1.1 billion, mainly due to lower margins accompanying a decline in sales.

#### **[Americas Business]**

In the Americas Business, from March onwards, performance was affected by measures to curb the spread of COVID-19 such as lockdowns and stay-at-home restrictions. Meanwhile, *Drunk Elephant* was firm due to continuously strong e-commerce sales despite the challenging environment.

The above factors resulted in a 14.6% year-on-year net sales decline on an FX-neutral basis, or a 15.9% year-on-year decline to ¥23.3 billion based on reported figures. Net sales excluding the impact from application of U.S. accounting standard ASC 606 and the acquisition of *Drunk Elephant*, or like-for-like, declined 21.7%. Operating loss increased by ¥4.4 billion from the previous fiscal year to ¥8.9 billion, mainly due to lower margins in line with the decline in sales as well as an increase in expenses associated with the goodwill amortization of the acquired brand.

#### **[EMEA Business]**

The EMEA Business continued to grow faster than the market in January, driven by new launches of *Dolce&Gabbana*, but slowed down sharply in March in such countries as the U.K., Spain and Italy, affected by lockdowns and stay-at-home restrictions due to COVID-19.

The above factors resulted in a net sales decrease of 14.9% year-on-year on an FX-neutral basis, or an 18.3% year-on-year decline to ¥20.4 billion based on reported figures. Operating loss increased by ¥4.6 billion from the previous fiscal year to ¥6.5 billion, mainly due to a decline in margins accompanying lower sales, in addition to increased marketing investments associated with new product launches.

### **[Travel Retail Business]**

In the Travel Retail Business (sales of cosmetics and fragrances mainly through airport duty-free stores), consumer purchases dropped sharply from February onward, particularly in Japan and Asia. This was mostly due to large-scale suspensions of international flights, especially in Asia, and the resulting decline in the number of Chinese travelers worldwide. While many brands saw weak performance, sales of such brands as *Clé de Peau Beauté* and *NARS*, which were sluggish in the same period of the previous fiscal year due to a shortage of some products, increased.

The factors mentioned above resulted in a net sales decrease of 1.6% year-on-year on an FX-neutral basis. Based on reported figures, net sales declined 3.1% to ¥27.8 billion. Operating profit contracted 33.7% year-on-year to ¥5 billion, mainly due to lower profit margins accompanying weaker sales and unfavorable product mix.

### **[Professional Business]**

In the Professional Business, we deliver professional products such as hair care, styling, color and perm products to hair salons in Japan, China, and the Asia Pacific region. In the first quarter of fiscal 2020, net sales decreased 17.2% year-on-year on an FX-neutral basis, or 18.7% year-on-year to ¥2.9 billion based on reported figures, due to the impact of COVID-19 and resulting stay-at-home policies as well as closures of many hair salons. Operating profit rose 6.3% year-on-year to ¥60 million, thanks mainly to reduced marketing investments which offset the decrease in margins from stagnant sales.

## (2) Consolidated Forecast and Other Forward-Looking Information

The global spread of COVID-19 is causing a decline in consumption and changes in consumer purchasing behavior, and business economic activities are stagnating.

Going forward, business results are still subject to uncertainties, such as the viral spread and the timing of resumption of economic activities depending on regulatory measures taken by each country. It is currently very difficult to assess trends and the impact of these uncertainties.

Given such circumstances, the Company has withdrawn its consolidated forecast for the fiscal year ending December 31, 2020 and will provide a new forecast at the time of the second quarter results announcement.

The same applies to the dividend forecast.

### Revision of Forecast for Consolidated Results for Fiscal Year 2020

(From January 1 to December 31, 2020)

(Millions of yen unless otherwise stated)

	Net Sales	Operating Profit	Ordinary Profit	Net Profit Attributable to Owners of Parent	Net Earnings per Share (Yen)
Previous Forecast (A)	1,220,000	117,000	117,000	77,500	194.02
Revised Forecast (B)	—	—	—	—	—
Change (B-A)	—	—	—	—	—
Change (%)	—	—	—	—	—
[Reference] Results for the Previous Fiscal Year (Ended December 31, 2019)	1,131,547	113,831	108,739	73,562	184.18

## 2. Consolidated Quarterly Financial Statements

### (1) Consolidated Quarterly Balance Sheets

(Millions of yen)

	As of December 31, 2019	As of March 31, 2020
<b>ASSETS</b>		
Current Assets:		
Cash and time deposits	110,342	99,302
Notes and accounts receivable	172,905	152,319
Inventories	181,104	191,198
Other current assets	71,012	64,419
Less: Allowance for doubtful accounts	(2,741)	(3,075)
Total current assets	532,623	504,164
Fixed Assets:		
Property, Plant and Equipment:		
Buildings and structures	223,611	220,909
Less: Accumulated depreciation	(101,735)	(99,946)
Buildings and structures, net	121,875	120,963
Machinery, equipment and vehicles	104,566	105,995
Less: Accumulated depreciation	(60,284)	(61,021)
Machinery, equipment and vehicles, net	44,281	44,974
Tools, furniture and fixtures	94,939	95,153
Less: Accumulated depreciation	(53,840)	(55,105)
Tools, furniture and fixtures, net	41,099	40,047
Land	45,040	44,817
Leased assets	9,643	10,058
Less: Accumulated depreciation	(4,394)	(4,248)
Leased assets, net	5,248	5,810
Right-of-use assets	26,395	26,445
Less: Accumulated depreciation	(6,702)	(8,448)
Right-of-use assets, net	19,693	17,997
Construction in progress	37,518	36,639
Total property, plant and equipment	314,757	311,249
Intangible Assets:		
Goodwill	64,499	62,823
Leased assets	536	492
Trademark rights	135,209	135,660
Other intangible assets	48,963	49,116
Total intangible assets	249,209	248,092
Investments and Other Assets:		
Investments in securities	13,915	14,112
Long-term prepaid expenses	16,690	15,597
Deferred tax assets	55,313	49,045
Other investments	36,317	36,238
Less: Allowance for doubtful accounts	(31)	(34)
Total investments and other assets	122,205	114,958
Total Fixed Assets	686,172	674,300
Total Assets	1,218,795	1,178,465

(Millions of yen)

	As of December 31, 2019	As of March 31, 2020
<b>LIABILITIES</b>		
Current Liabilities:		
Notes and accounts payable	31,336	27,074
Electronically recorded obligations – operating	65,601	53,872
Short-term debt	120,496	97,499
Current portion of long-term debt	730	10,730
Current portion of corporate bonds scheduled for redemption	15,000	15,000
Lease obligations	8,722	8,103
Other payables	89,124	61,706
Accrued income taxes	11,951	9,552
Reserve for sales returns	5,333	4,384
Refund liabilities	9,899	9,198
Accrued bonuses for employees	25,132	18,580
Accrued bonuses for directors	101	15
Provision for liabilities and charges	341	360
Provision for loss on business withdrawal	117	116
Other current liabilities	80,383	63,839
Total current liabilities	464,273	380,033
Long-Term Liabilities:		
Bonds	15,000	35,000
Long-term debt	70,791	110,823
Lease obligations	17,368	15,969
Long-term payables	49,153	49,530
Liability for retirement benefits	69,804	68,586
Allowance for losses on guarantees	350	350
Deferred tax liabilities	2,712	2,693
Other long-term liabilities	11,485	11,517
Total long-term liabilities	236,665	294,470
Total Liabilities	700,938	674,504
<b>NET ASSETS</b>		
Shareholders' Equity:		
Common stock	64,506	64,506
Capital surplus	70,741	70,741
Retained earnings	371,435	360,856
Treasury stock	(2,591)	(2,497)
Total shareholders' equity	504,092	493,607
Accumulated Other Comprehensive Income:		
Unrealized gains (losses) on available-for-sale securities	3,106	3,161
Foreign currency translation adjustments	10,839	6,657
Accumulated adjustments for retirement benefits	(21,600)	(20,869)
Total accumulated other comprehensive income	(7,654)	(11,050)
Stock Acquisition Rights	1,263	1,284
Non-Controlling Interests in Consolidated Subsidiaries	20,156	20,118
Total Net Assets	517,857	503,960
Total Liabilities and Net Assets	1,218,795	1,178,465

## (2) Consolidated Quarterly Statements of Income and Consolidated Quarterly Statements of Comprehensive Income

### Consolidated Quarterly Statements of Income Cumulative for the First Quarter

(Millions of yen)

	First Quarter Ended March 31, 2019 (January 1 to March 31, 2019)	First Quarter Ended March 31, 2020 (January 1 to March 31, 2020)
Net Sales	273,618	226,893
Cost of Sales	56,584	49,794
Gross Profit	217,034	177,098
Selling, General and Administrative Expenses	178,100	170,602
Operating Profit	38,934	6,496
Other Income		
Interest income	276	248
Dividend income	8	2
Equity in earnings of affiliates	61	61
Rental income	154	156
Subsidy income	1,032	2,372
Other	329	269
Total other income	1,862	3,111
Other Expenses		
Interest expense	239	709
Foreign exchange loss	511	1,988
Other interest on debt	324	300
Other	205	556
Total other expenses	1,281	3,554
Ordinary Profit	39,515	6,052
Extraordinary Gains		
Gain on sales of property, plant and equipment	6	486
Gain on sales of investments in securities	–	5
Total extraordinary gains	6	492
Extraordinary Losses		
Loss on disposal of property, plant and equipment	288	919
Loss on sales of investments in securities	29	–
Loss on liquidation of subsidiaries and affiliates	466	–
Total extraordinary losses	784	919
Quarterly Profit before Income Taxes	38,737	5,625
Income Taxes – Current	10,588	(1,815)
Income Taxes for Prior Years	3,607	–
Income Taxes – Deferred	(10,455)	5,439
Total Income Taxes	3,740	3,623
Quarterly Net Profit	34,997	2,001
Quarterly Net Profit Attributable to Non-Controlling Interests	1,487	599
Quarterly Net Profit Attributable to Owners of Parent	33,509	1,402

**Consolidated Quarterly Statements of Comprehensive Income  
Cumulative for the First Quarter**

(Millions of yen)

	First Quarter Ended March 31, 2019 (January 1 to March 31, 2019)	First Quarter Ended March 31, 2020 (January 1 to March 31, 2020)
Quarterly Net Profit	34,997	2,001
Other Comprehensive Income		
Unrealized gains (losses) on available-for-sale securities	653	9
Foreign currency translation adjustments	1,492	(4,609)
Adjustment for retirement benefits	1,279	730
Share of other comprehensive income of associates accounted for under the equity method	8	4
Total other comprehensive income (loss)	3,433	(3,864)
Quarterly Comprehensive Income	38,430	(1,862)
(Breakdown)		
Quarterly comprehensive income attributable to owners of parent	36,712	(1,993)
Quarterly comprehensive income attributable to non-controlling interests	1,717	131

**(3) Notes Concerning Consolidated Quarterly Financial Statements**

**(Note on Assumptions of a Going Concern)**

Not applicable.

**(Note in the Event of Major Changes in Shareholders' Equity)**

Not applicable.