

November 10, 2020

Dear Sirs and Madams,

Name of Company: Shiseido Company, Limited
 Name of Representative: Masahiko Uotani
 President and CEO
 (Representative Director)
 (Code No. 4911; The First Section of the Tokyo Stock Exchange)
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Notice of Revision of the Consolidated Forecast for the Fiscal Year Ending December 31, 2020

Shiseido Company, Limited (“the Company”) hereby announces that it has revised the consolidated forecast for the fiscal year ending December 31, 2020, announced on August 6, 2020, as described below.

Note

1. Revised Forecast for Consolidated Results for the Fiscal Year Ending December 31, 2020 (from January 1 to December 31, 2020)

(Millions of yen unless otherwise stated)

	Net Sales	Operating Profit	Ordinary Profit (Loss)	Net Profit (Loss) Attributable to Owners of Parent	Net Profit (Loss) per Share (Yen)
Previous Forecast (A)	953,000	0	(6,500)	(22,000)	(55.08)
Revised Forecast (B)	915,000	(10,000)	(15,000)	(30,000)	(75.10)
Change (B-A)	(38,000)	(10,000)	(8,500)	(8,000)	
Change (%)	(4.0)%	—	—	—	
[Reference] Results for the Previous Period (Ended December 31, 2019)	1,131,547	113,831	108,739	73,562	184.18

2. Reasons for the Revision

Consumer sentiment in Japan has been weaker than expected, while in Europe and the United States, COVID-19 cases have been on the rise, with restrictions on movement and other measures being strengthened. Under these circumstances, net sales for the third quarter fell short of the Company’s projections announced in August. Considering that delay in market recovery will continue to a certain extent also in the fourth quarter, the Company has made a downward revision to its sales forecast for the full fiscal year as above.

Regarding profit, the Company assumes that it will maintain the previously announced break-even forecast for operating profit on an underlying basis thanks to continued comprehensive cost reductions, despite a decrease in gross profit due to lower sales. However, it also anticipates impacts from



expedited measures such as inventory optimization in the Japan Business and reform of the Americas Business aimed at strengthening the business foundation toward 2021. As a result, the forecast has been revised as above.

Assumptions regarding the major average foreign currency exchange rates for the full fiscal year are JPY107.1 /USD, JPY121.9/EUR, and JPY15.4/CNY.

Note: The above forecasts are based on information currently available to the Company. Due to various factors, actual results may differ from such forecasts.

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