

11-Year Consolidated Financial and Non-financial High

	2013 March 2013	2014 March 2014	2015 March 2015	2016 March 2016
Operating Results (Millions of yen)				
• Net sales	60,427	68,215	70,925	75,078
Overseas ratio (%)	36.8	40.0	41.3	41.3
Japan	38,208	40,945	41,637	44,104
Indonesia	13,510	15,968	17,172	18,164
Other overseas	8,708	11,301	12,115	12,809
• Operating income or operating loss	5,947	6,853	6,996	6,594
Japan	3,921	4,480	4,485	4,704
Indonesia	1,117	1,147	1,028	880
Other overseas	908	1,225	1,482	1,008
• Ordinary income or ordinary loss	6,241	7,330	7,595	7,415
• Net income attributable to owners of parent or net loss attributable to owners of parent	3,607	4,091	4,425	6,383
Capital investment	1,467	7,632	3,443	3,725
Depreciation and amortization	2,165	2,143	2,599	2,919
Promotion expenses	6,599	7,850	8,228	8,581
Advertising expenses	3,105	4,121	4,243	4,998
Research and development expenses	1,792	1,960	1,731	1,558
Financial Position (Millions of yen)				
Total assets	60,163	67,858	75,980	79,821
Liabilities	9,126	12,679	15,000	13,965
Total equity	51,037	55,179	60,980	65,856
Cash Flows (Millions of yen)				
Cash flows from operating activities	7,605	7,303	5,488	7,232
Cash flows from investing activities	(5,387)	(5,596)	(5,141)	(2,383)
Free cash flows	2,218	1,706	346	4,849
Cash flows from financing activities	(1,646)	(1,833)	(341)	(3,534)
Per Share Data (Yen)				
Book value per share (BPS)	1,005.54	1,091.54	1,197.11	1,277.01
Earnings (loss) per share (EPS)	77.15	87.51	94.64	136.52
Cash dividends per share	31.00	35.00	38.00	40.00
Financial Index (%)				
Operating margin	9.8	10.0	9.9	8.8
Shareholders' equity ratio	78.2	75.2	73.7	74.8
Return on invested capital (ROIC)				
Return on equity (ROE)	8.0	8.3	8.3	11.0
Return on assets (ROA)	10.8	11.5	10.6	9.5
Payout ratio	40.2	40.0	40.2	29.3
Non-financial Data				
Number of employees by region	2,221	2,316	2,400	2,663
Japan	565	566	557	562
Indonesia	1,222	1,353	1,421	1,689
Other overseas	434	397	422	412
Market Performance				
Domestic brand share of men's cosmetics market* (%)	〔 Due to a change in the calculation method in April 2021, data that can be calculated under the same conditions will be available from the 101st fiscal year (ended March 31, 2018) onward. 〕			
Domestic brand share of men's cosmetics market* (ranking)				

Notes: 1. We executed a 2-for-1 stock split of common stock on October 1, 2017. EPS and Cash dividends per share above are all figures taking into consideration the impact of stock split.
2. Beginning from the fiscal year ended March 31, 2019, some items that had been treated as expenses have been deducted from net sales at overseas consolidated subsidiaries.
3. The "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, February 16, 2018) have been applied from the beginning of the first
4. From the fiscal year ended March 31, 2022, some items that had been treated as expenses have been deducted from net sales of the Japan segment in order to apply the
* Market data by Mandom calculations (monetary value) Period: April of each year - March of the following year

2017 March 2017	2018 March 2018	2019 March 2019	2020 March 2020	2021 March 2021	2022 March 2022	2023 March 2023
77,351	81,386	78,997	81,774	63,310	57,361	67,047
40.6	41.3	38.7	43.5	38.6	43.2	46.7
45,945	47,739	48,442	46,175	38,847	32,595	35,769
18,323	19,616	17,044	17,791	12,102	11,751	14,178
13,081	14,030	13,510	17,806	12,360	13,015	17,098
7,617	8,457	7,135	5,970	(793)	(2,308)	1,409
5,077	5,525	4,248	3,014	(255)	(1,473)	282
925	1,181	681	645	(899)	(1,204)	(676)
1,614	1,750	2,205	2,310	361	369	1,802
8,183	9,264	8,161	6,706	(273)	(1,856)	2,207
5,566	6,086	5,087	4,445	860	(621)	958
3,309	2,855	3,559	9,193	7,980	1,970	1,433
3,165	3,315	3,583	4,369	4,818	5,337	4,988
8,077	8,673	6,006	6,471	4,836	2,021	2,281
5,331	5,207	5,156	4,725	3,416	3,204	3,279
1,717	1,813	1,826	1,855	1,480	1,399	1,402
83,835	93,195	93,402	91,660	87,911	85,767	91,005
14,245	17,445	17,592	18,208	18,198	16,716	19,820
69,590	75,749	75,810	73,452	69,713	69,051	71,184
9,045	10,246	6,587	6,937	6,208	7,693	4,065
(5,920)	(6,776)	6,921	(9,836)	(5,680)	(185)	(1,257)
3,124	3,469	13,509	(2,899)	528	7,508	2,808
(2,215)	(2,669)	(4,020)	(8,307)	1,125	(5,385)	(2,072)
1,352.88	1,484.67	1,496.20	1,495.40	1,431.42	1,407.65	1,448.35
119.05	130.19	108.76	97.68	19.17	(13.84)	21.31
48.00	59.00	60.00	62.00	32.00	36.00	38.00
9.8	10.4	9.0	7.3	(1.3)	(4.0)	2.1
75.4	74.5	74.9	73.2	73.1	73.8	71.6
				(0.3)	(1.7)	2.1
9.1	9.2	7.3	6.5	1.3	(1.0)	1.5
10.0	10.5	8.8	7.2	(0.3)	(2.1)	2.5
40.3	45.3	55.2	63.5	166.9	—	178.3
2,662	2,694	2,914	2,954	2,914	2,765	2,732
581	595	605	629	667	665	670
1,670	1,671	1,693	1,701	1,652	1,561	1,512
411	428	616	624	595	539	550
	27.9	27.6	26.8	24.5	22.8	23.5
	No. 1	No. 1	No. 1	No. 1	No. 2	No. 2

included in financial statements conforming to IFRS.
quarter of the fiscal year ended March 31, 2019.
Accounting Standard for Revenue Recognition (ASBJ Statement No. 29), etc.