

11-Year Consolidated Financial and Non-financial Highlights

	2014 March 2014	2015 March 2015	2016 March 2016	2017 March 2017
Operating Results (Millions of yen)				
● Net sales	68,215	70,925	75,078	77,351
Overseas ratio (%)	40.0	41.3	41.3	40.6
Japan	40,945	41,637	44,104	45,945
Indonesia	15,968	17,172	18,164	18,323
Other overseas	11,301	12,115	12,809	13,081
● Operating income (loss)	6,853	6,996	6,594	7,617
Japan	4,480	4,485	4,704	5,077
Indonesia	1,147	1,028	880	925
Other overseas	1,225	1,482	1,008	1,614
● Ordinary income (loss)	7,330	7,595	7,415	8,183
● Net income (loss) attributable to owners of parent	4,091	4,425	6,383	5,566
Capital investment	7,632	3,443	3,725	3,309
Depreciation and amortization	2,143	2,599	2,919	3,165
Promotion expenses	7,850	8,228	8,581	8,077
Advertising expenses	4,121	4,243	4,998	5,331
Research and development expenses	1,960	1,731	1,558	1,717
Financial Position (Millions of yen)				
Total assets	67,858	75,980	79,821	83,835
Liabilities	12,679	15,000	13,965	14,245
Shareholders' equity:	51,038	55,974	59,707	63,253
Cash Flows (Millions of yen)				
Cash flows from operating activities	7,303	5,488	7,232	9,045
Cash flows from investing activities	(5,596)	(5,141)	(2,383)	(5,920)
Free cash flows	1,706	346	4,849	3,124
Cash flows from financing activities	(1,833)	(341)	(3,534)	(2,215)
Per Share Data (Yen)				
Book value per share (BPS)	1,091.54	1,197.11	1,277.01	1,352.88
Earnings (loss) per share (EPS)	87.51	94.64	136.52	119.05
Cash dividends per share	35.00	38.00	40.00	48.00
Financial Index (%)				
Operating margin	10.0	9.9	8.8	9.8
Shareholders' equity ratio	75.2	73.7	74.8	75.4
Return on invested capital (ROIC)				
Return on equity (ROE)	8.3	8.3	11.0	9.1
Return on assets (ROA)	11.5	10.6	9.5	10.0
Payout ratio	40.0	40.2	29.3	40.3
Non-financial Data				
Number of employees by region	2,316	2,400	2,663	2,662
Japan	566	557	562	581
Indonesia	1,353	1,421	1,689	1,670
Other overseas	397	422	412	411
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 included in financial statements.
 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 quarter of the fiscal year ended March 31, 2019.
 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 Accounting Standard for Financial Statements.

* Market data by Mandom calculations (monetary value) Period: April of each year - March of the following year

2018 March 2018	2019 March 2019	2020 March 2020	2021 March 2021	2022 March 2022	2023 March 2023	2024 March 2024
81,386	78,997	81,774	63,310	57,361	67,047	73,233
41.3	38.7	43.5	38.6	43.2	46.7	48.1%
47,739	48,442	46,175	38,847	32,595	35,769	38,010
19,616	17,044	17,791	12,102	11,751	14,178	14,708
14,030	13,510	17,806	12,360	13,015	17,098	20,513
8,457	7,135	5,970	(793)	(2,308)	1,409	2,020
5,525	4,248	3,014	(255)	(1,473)	282	79
1,181	681	645	(899)	(1,204)	(676)	(770)
1,750	2,205	2,310	361	369	1,802	2,710
9,264	8,161	6,706	(273)	(1,856)	2,207	2,981
6,086	5,087	4,445	860	(621)	958	2,601
2,855	3,559	9,193	7,980	1,970	1,433	1,593
3,315	3,583	4,369	4,818	5,337	4,988	4,415
8,673	6,006	6,471	4,836	2,021	2,281	2,721
5,207	5,156	4,725	3,416	3,204	3,279	4,464
1,813	1,826	1,855	1,480	1,399	1,402	1,536
93,195	93,402	91,660	87,911	85,767	91,005	93,265
17,445	17,592	18,208	18,198	16,716	19,820	20,058
69,412	70,000	67,117	64,222	63,321	65,125	66,517
10,246	6,587	6,937	6,208	7,693	4,065	6,812
(6,776)	6,921	(9,836)	(5,680)	(185)	(1,257)	(887)
3,469	13,509	(2,899)	528	7,508	2,808	5,924
(2,669)	(4,020)	(8,307)	1,125	(5,385)	(2,072)	(2,110)
1,484.67	1,496.20	1,495.40	1,431.42	1,407.65	1,448.35	1,479.21
130.19	108.76	97.68	19.17	(13.84)	21.31	57.84
59.00	60.00	62.00	32.00	36.00	38.00	40.00
10.4	9.0	7.3	(1.3)	(4.0)	2.1	2.8
74.5	74.9	73.2	73.1	73.8	71.6	71.3
			(0.3)	(1.7)	2.1	2.9
9.2	7.3	6.5	1.3	(1.0)	1.5	4.0
10.5	8.8	7.2	(0.3)	(2.1)	2.5	3.2
45.3	55.2	63.5	166.9	—	178.3	69.2
2,694	2,914	2,954	2,914	2,765	2,732	2,672
595	605	629	667	665	670	644
1,671	1,693	1,701	1,652	1,561	1,512	1,465
428	616	624	595	539	550	563
27.9	27.6	26.8	24.5	22.8	23.5	24.4
No. 1	No. 1	No. 1	No. 1	No. 2	No. 2	No. 1

Statements conforming to IFRS.

ended March 31, 2019.

Revenue Recognition (ASBJ Statement No. 29), etc.