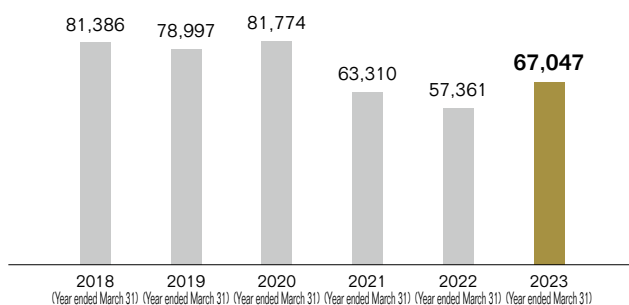


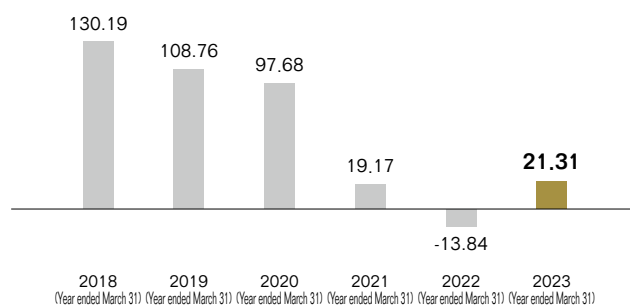
# Financial and Non-financial Highlights

## Financial Highlights

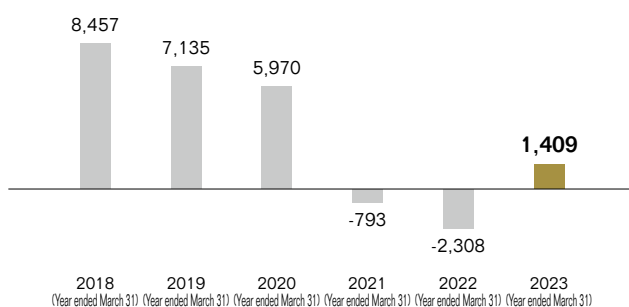
### ► Consolidated net sales<sup>\*1 \*2</sup> (Millions of yen)



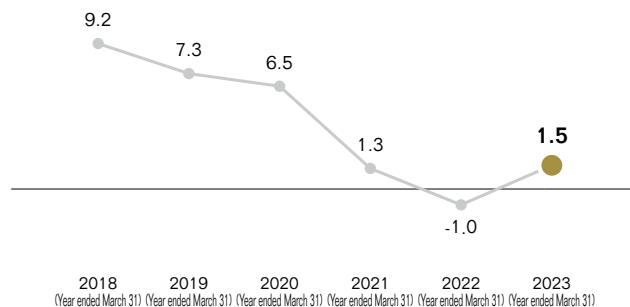
### ► Earnings per share (EPS)<sup>\*3</sup> (Yen)



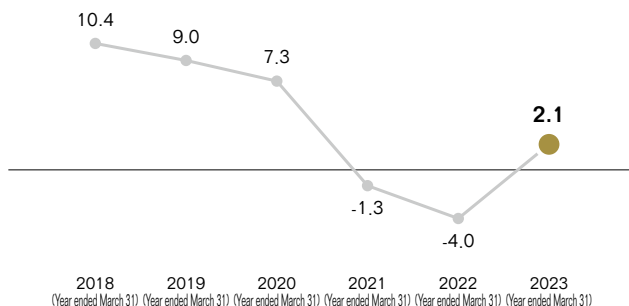
### ► Consolidated operating income (Millions of yen)



### ► Return on equity (ROE) (%)



### ► Operating margin (%)

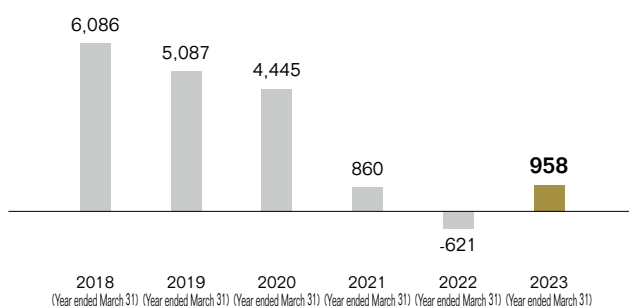


### ► Return on invested capital (ROIC) (%)

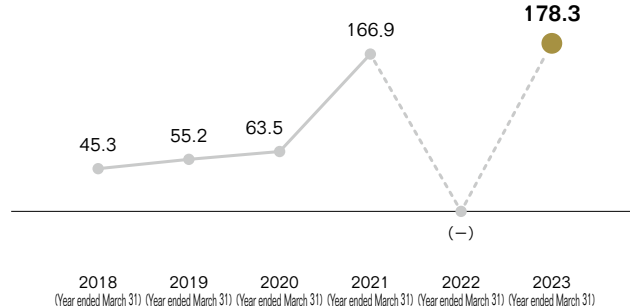
[Adopted as an earnings indicator from the fiscal year ended March 31, 2022]



### ► Net income attributable to owners of parent (Millions of yen)



### ► Payout ratio (%)



\*1 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 conforming to IFRS.

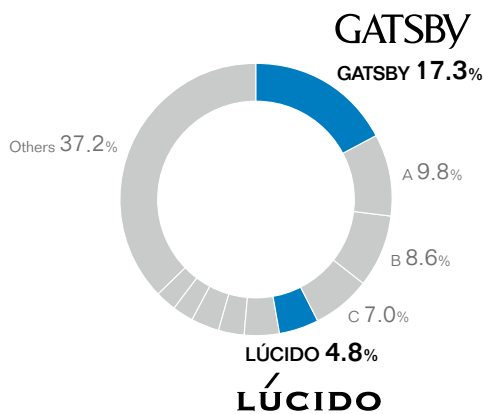
\*2 From the fiscal year ended March 31, 2022, some items that had been treated as expenses have been deducted from net sales of the Japan segment in order to apply the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29), etc.

\*3 We executed a 2-for-1 stock split of common stock on October 1, 2017. EPS above is all figures taking into consideration the impact of stock split.

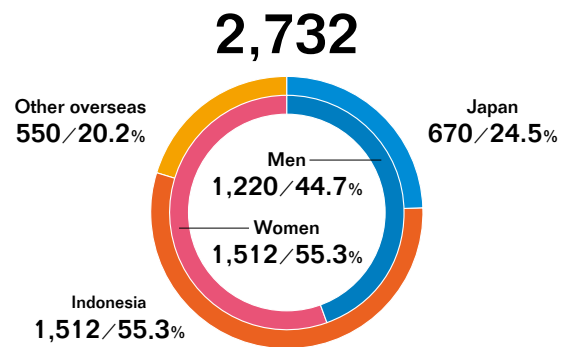
# Non-financial Highlights

## ▶ Domestic brand share of men's cosmetics market

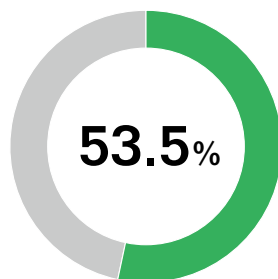
Market data by Mandom calculations (monetary value)  
Period: April 2022-March 2023



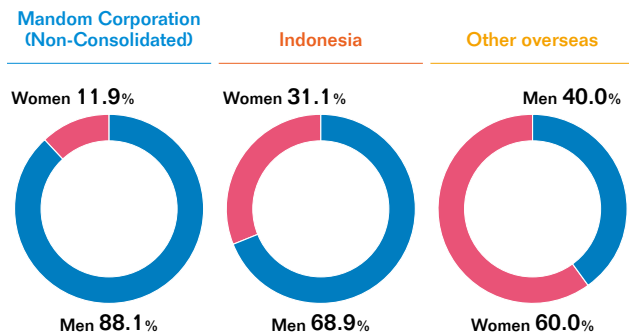
## ▶ Number of employees in consolidated companies<sup>6</sup> (as of March 31, 2023)



## ▶ Initiatives for eco-friendliness in products sold in Japan (Percentage of products that clear our standards<sup>4</sup>) (as of March 31, 2023)

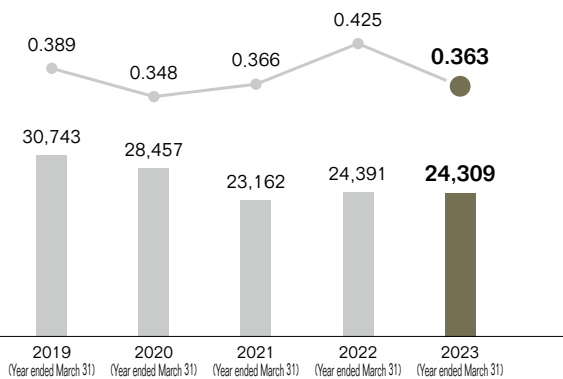


## ▶ Percentage of males and females in management positions<sup>7</sup> (fiscal year ended March 31, 2023)



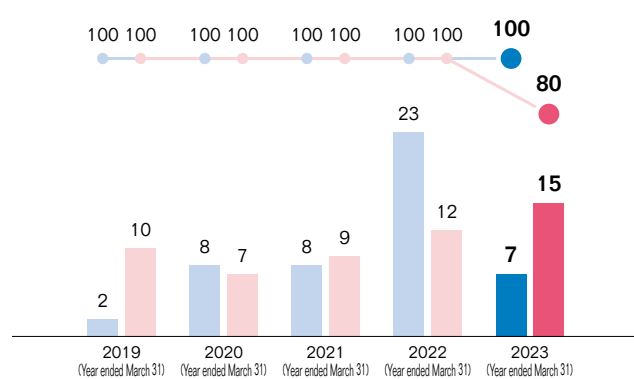
## ▶ CO<sub>2</sub> emissions (Scope 1+2 in Japan and overseas)<sup>5</sup>

■ CO<sub>2</sub> emissions (t-CO<sub>2</sub>)  
● Per unit of net sales (t-CO<sub>2</sub>/millions of yen)



## ▶ Number of employees who have taken childcare leave and return rate<sup>8,9</sup>

Number of employees who have taken childcare leave ■ Men ■ Women  
Return rate (%) ● Men ● Women



<sup>4</sup> Our standards: eco-friendly product standards (<https://www.mandom.co.jp/en/csr/environment.html>)

<sup>5</sup> The method used to calculate the data for all fiscal years was revised.

<sup>6</sup> The number of employees in Japan as of March 31, 2023 and in Indonesia and other overseas as of December 31, 2022.

<sup>7</sup> Percentages in management positions are calculated based on the number of employees in manager or higher positions. Officers are not included. Percentages for Mandom Corporation (non-consolidated) are calculated by applying the definition in the Act on Promotion of Women's Participation and Advancement in the Workplace.

<sup>8</sup> Return rate: number of employees who have returned after childcare leave ÷ the number of employees planning to return from childcare leave × 100

<sup>9</sup> Performance of Mandom Corporation (non-consolidated).