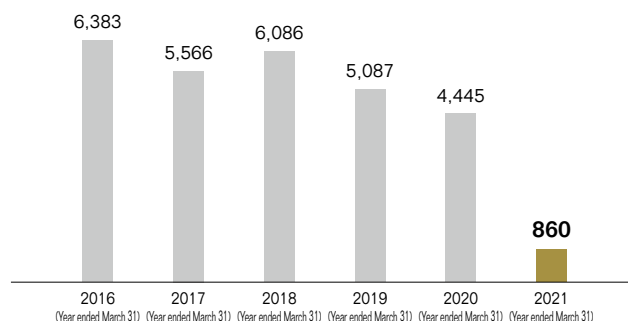


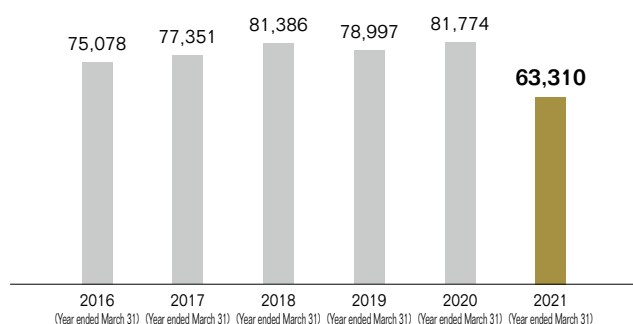
Financial and Non-financial Highlights

Financial Highlights

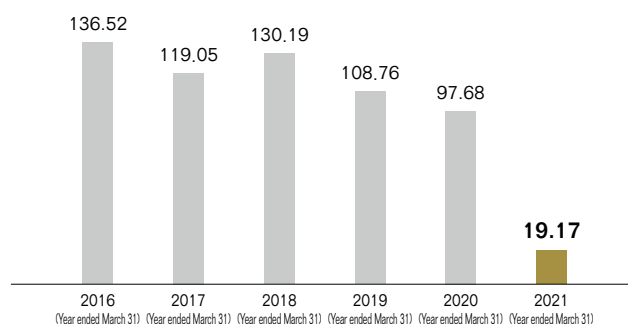
► Net income attributable to owners of the parent (Millions of yen)



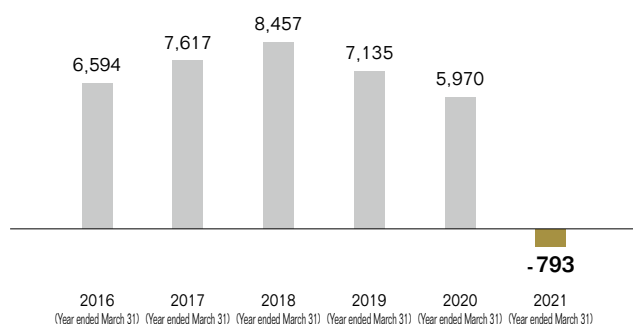
► Consolidated net sales^{*1} (Millions of yen)



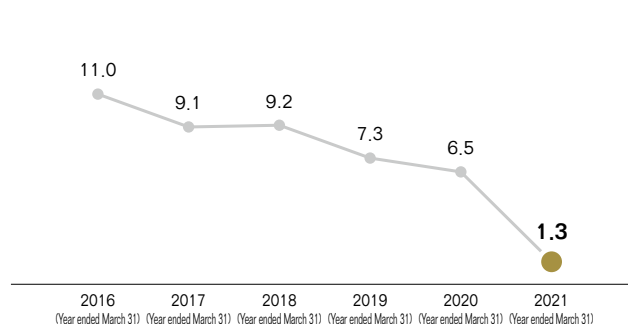
► Earnings per share [EPS]^{*2} (Yen)



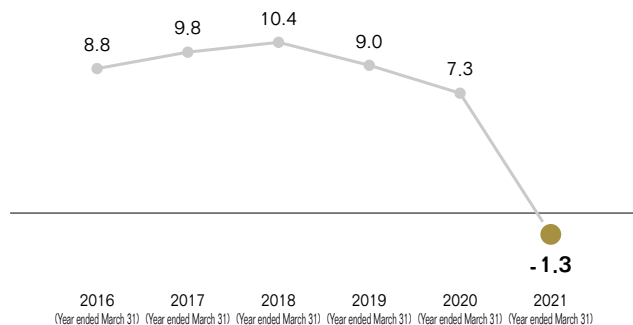
► Consolidated operating income (Millions of yen)



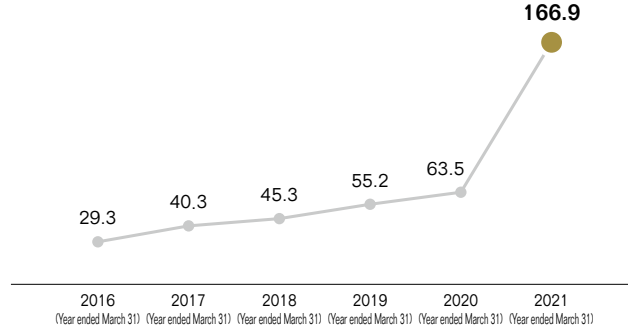
► Return on equity [ROE] (%)



► Operating income margin (%)



► Payout ratio (%)



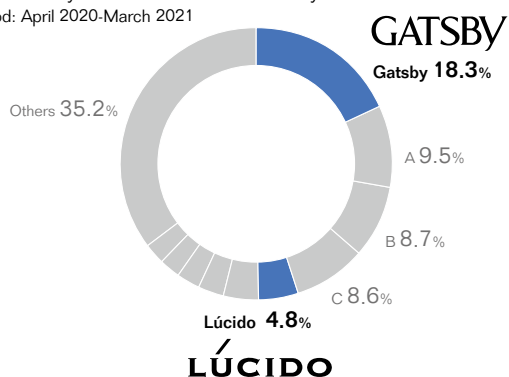
^{*1} Beginning from the fiscal year ended March 31, 2019, some items that had been treated as expenses have been deducted from net sales at overseas consolidated subsidiaries included in financial statements conforming to IFRS.

^{*2} 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 cosmetic product market

Market data by Mandom calculations (monetary value)
Period: April 2020-March 2021

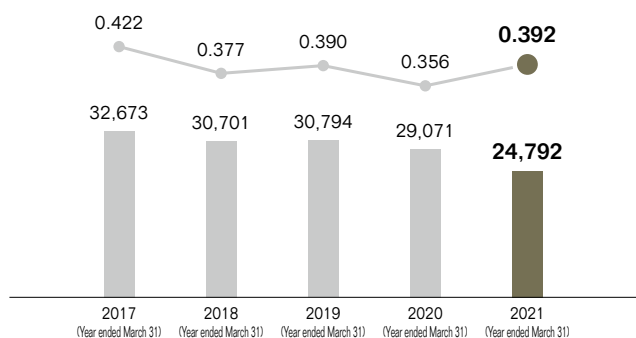


► Initiatives for eco-friendliness in products sold in Japan (Percentage of products that clear our standards^{*3}) (as of March 31, 2021)

37.3%

► CO₂ emissions (Scope 1 + 2)

■ CO₂ emissions (t-CO₂) ● Per unit of sales (t-CO₂/millions of yen)

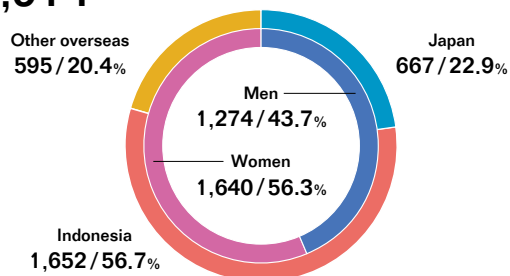


^{*3} Our standards: eco-friendly product standards
(<https://www.mandom.co.jp/en/csr/environment.html>)

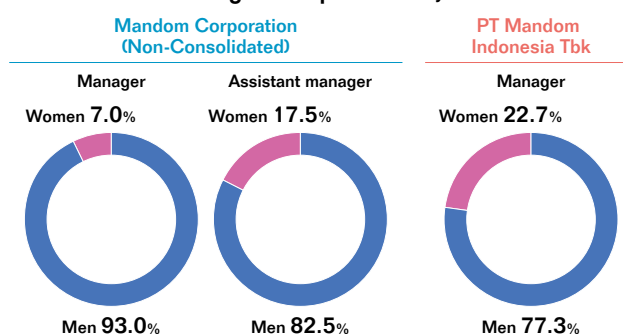
^{*4} Officers (directors, Audit & Supervisory Board members, executive officers and operating officers) are not included in manager positions.

► Number of employees in consolidated companies (year ended March 2021)

2,914

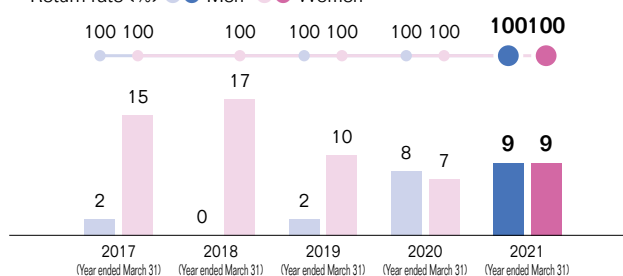


► Percentage of males and females in management^{*4} or assistant management positions (year ended March 2021)



► Number of employees who have taken childcare leave and return rate^{*5 *6}

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



^{*5} Return rate: number of employees who have returned after childcare leave ÷ the number of employees planning to return from childcare leave × 100

^{*6} Performance of Mandom Corporation (Non-consolidated)