

11-Year Consolidated Financial and Non-financial

| | 2011 March 2011 | 2012 March 2012 | 2013 March 2013 | 2014 March 2014 |
|--|--|--------------------|--------------------|--------------------|
| Operating Results (Millions of yen) | | | | |
| Net sales | 57,262 | 59,801 | 60,427 | 68,215 |
| Overseas ratio (%) | 34.5 | 34.9 | 36.8 | 40.0 |
| Operating income or operating loss | 5,747 | 6,050 | 5,947 | 6,853 |
| Overseas ratio (%) | 36.6 | 37.1 | 34.1 | 34.6 |
| Ordinary income or ordinary loss | 6,006 | 6,308 | 6,241 | 7,330 |
| Net income attributable to owners of the parent | 2,672 | 3,299 | 3,607 | 4,091 |
| Capital investment | 1,696 | 2,157 | 1,467 | 7,632 |
| Depreciation and amortization | 2,394 | 2,242 | 2,165 | 2,143 |
| Research and development | 1,850 | 1,921 | 1,792 | 1,960 |
| Financial Position (Millions of yen) | | | | |
| Total assets | 53,328 | 55,600 | 60,163 | 67,858 |
| Liabilities | 8,036 | 8,517 | 9,126 | 12,679 |
| Total equity | 45,291 | 47,082 | 51,037 | 55,179 |
| Cash Flows (Millions of yen) | | | | |
| Cash flows from operating activities | 4,063 | 3,692 | 7,605 | 7,303 |
| Cash flows from investing activities | (1,408) | (2,694) | (5,387) | (5,596) |
| Free cash flows | 2,655 | 998 | 2,218 | 1,706 |
| Cash flows from financing activities | (1,661) | (1,668) | (1,646) | (1,833) |
| Per Share Data (Yen) | | | | |
| Book value per share (BPS) | 892.78 | 930.50 | 1,005.54 | 1,091.54 |
| Earnings per share (EPS) | 57.15 | 70.56 | 77.15 | 87.51 |
| Cash dividends per share | 30.00 | 30.00 | 31.00 | 35.00 |
| Financial Index (%) | | | | |
| Operating income margin | 10.0 | 10.1 | 9.8 | 10.0 |
| Shareholders' equity ratio | 78.3 | 78.3 | 78.2 | 75.2 |
| Return on equity (ROE) | 6.4 | 7.7 | 8.0 | 8.3 |
| Return on assets (ROA) | 11.2 | 11.6 | 10.8 | 11.5 |
| Payout ratio | 52.5 | 42.5 | 40.2 | 40.0 |
| Non-financial Data | | | | |
| Number of Employees By region | 2,232 | 2,256 | 2,221 | 2,316 |
| Japan | 601 | 590 | 565 | 566 |
| Indonesia | 1,221 | 1,236 | 1,222 | 1,353 |
| Other Overseas | 410 | 430 | 434 | 397 |
| Domestic brand share of men's cosmetic product market* (%) | Due to a change in the calculation method in April 2021, data that can be calculated under the same conditions | | | |
| Domestic brand share of men's cosmetic product market* (ranking) | No. 1 | No. 1 | No. 1 | No. 1 |

Notes: We conducted a 2-for-1 stock split of common stock on October 1, 2017. All of the figures for Earnings per share (EPS) and Cash dividends per share above take into consideration the 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 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

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

Highlights

| 2015 March 2015 | 2016 March 2016 | 2017 March 2017 | 2018 March 2018 | 2019 March 2019 | 2020 March 2020 | 2021 March 2021 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 70,925 | 75,078 | 77,351 | 81,386 | 78,997 | 81,774 | 63,310 |
| 41.3 | 41.3 | 40.6 | 41.3 | 38.7 | 43.5 | 38.6 |
| 6,996 | 6,594 | 7,617 | 8,457 | 7,135 | 5,970 | (793) |
| 35.9 | 28.7 | 33.3 | 34.7 | 40.5 | 49.5 | — |
| 7,595 | 7,415 | 8,183 | 9,264 | 8,161 | 6,706 | (273) |
| 4,425 | 6,383 | 5,566 | 6,086 | 5,087 | 4,445 | 860 |
| 3,443 | 3,725 | 3,309 | 2,855 | 3,559 | 9,193 | 7,980 |
| 2,599 | 2,919 | 3,165 | 3,315 | 3,583 | 4,369 | 4,818 |
| 1,731 | 1,558 | 1,717 | 1,813 | 1,826 | 1,855 | 1,480 |
| 75,980 | 79,821 | 83,835 | 93,195 | 93,402 | 91,660 | 87,911 |
| 15,000 | 13,965 | 14,245 | 17,445 | 17,592 | 18,208 | 18,198 |
| 60,980 | 65,856 | 69,590 | 75,749 | 75,810 | 73,452 | 69,713 |
| 5,488 | 7,232 | 9,045 | 10,246 | 6,587 | 6,937 | 6,208 |
| (5,141) | (2,383) | (5,920) | (6,776) | 6,921 | (9,836) | (5,680) |
| 346 | 4,849 | 3,124 | 3,469 | 13,509 | (2,899) | 528 |
| (341) | (3,534) | (2,215) | (2,669) | (4,020) | (8,307) | 1,125 |
| 1,197.11 | 1,277.01 | 1,352.88 | 1,484.67 | 1,496.20 | 1,495.40 | 1,431.42 |
| 94.64 | 136.52 | 119.05 | 130.19 | 108.76 | 97.68 | 19.17 |
| 38.00 | 40.00 | 48.00 | 59.00 | 60.00 | 62.00 | 32.00 |
| 9.9 | 8.8 | 9.8 | 10.4 | 9.0 | 7.3 | (1.3) |
| 73.7 | 74.8 | 75.4 | 74.5 | 74.9 | 73.2 | 73.1 |
| 8.3 | 11.0 | 9.1 | 9.2 | 7.3 | 6.5 | 1.3 |
| 10.6 | 9.5 | 10.0 | 10.5 | 8.8 | 7.2 | (0.3) |
| 40.2 | 29.3 | 40.3 | 45.3 | 55.2 | 63.5 | 166.9 |
| 2,400 | 2,663 | 2,662 | 2,694 | 2,914 | 2,954 | 2,914 |
| 557 | 562 | 581 | 595 | 605 | 629 | 667 |
| 1,421 | 1,689 | 1,670 | 1,671 | 1,693 | 1,701 | 1,652 |
| 422 | 412 | 411 | 428 | 616 | 624 | 595 |
| will be available from the 101st fiscal year (ended March 31, 2018) onward. | | | 27.9 | 27.6 | 26.8 | 24.5 |
| No. 1 | No. 1 | No. 1 | No. 1 | No. 1 | No. 1 | No. 1 |

impact of stock split.
in financial statements conforming to IFRS.
the fiscal year ended March 31, 2019.