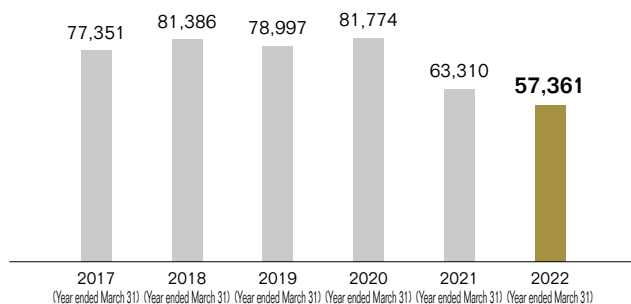


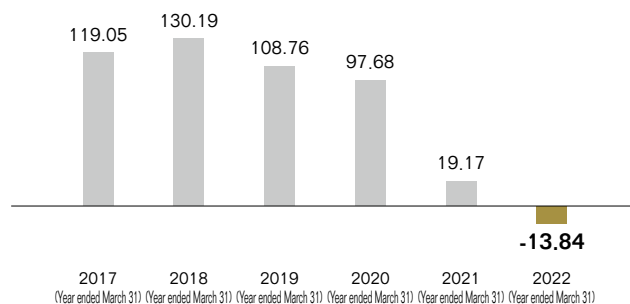
Financial and Non-financial Highlights

Financial Highlights

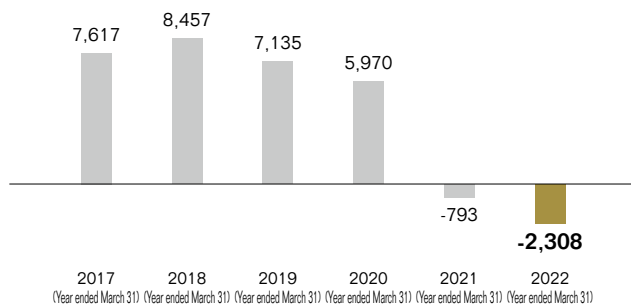
► Consolidated net sales^{*1 *2} (Millions of yen)



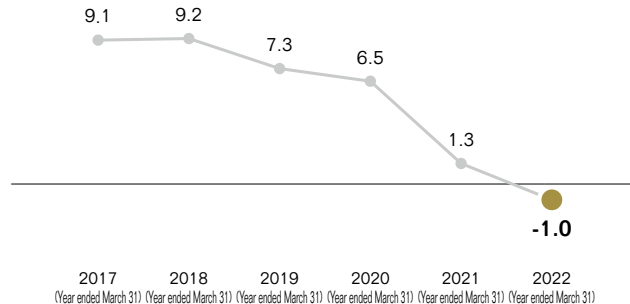
► Earnings per share [EPS]^{*3} (Yen)



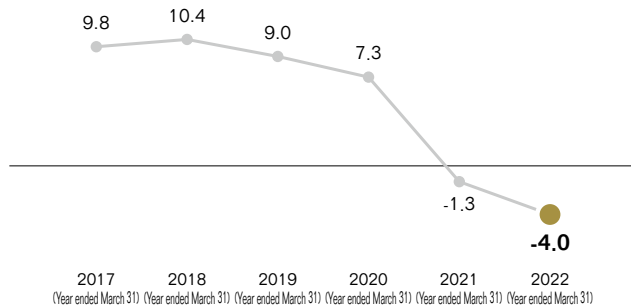
► Consolidated operating profit (Millions of yen)



► Return on equity [ROE] (%)



► Operating profit margin (%)

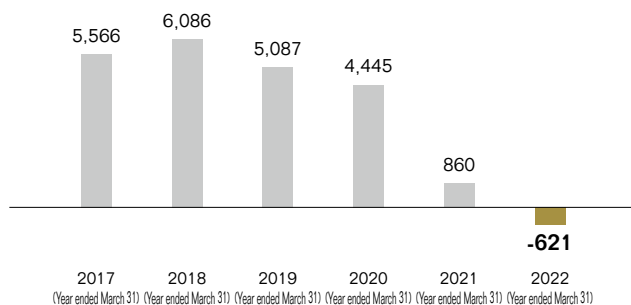


► Return on invested capital [ROIC] (%)

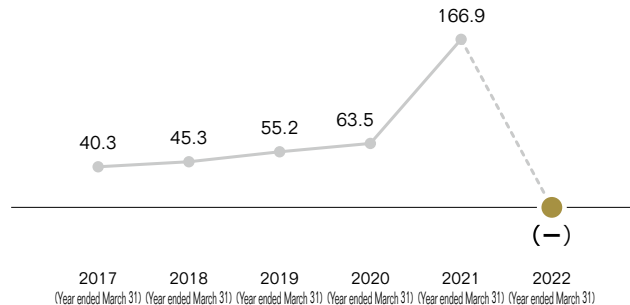
[Adopted as an earnings indicator from the fiscal year ended March 31, 2022]



► Profit 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.

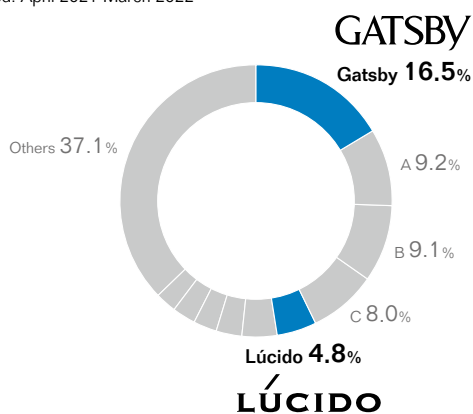
*2 From the fiscal year ended March 31, 2022, some items that had been treated as expenses have been deducted from net sales of the Japan segment in order to apply the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29), etc.

*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.

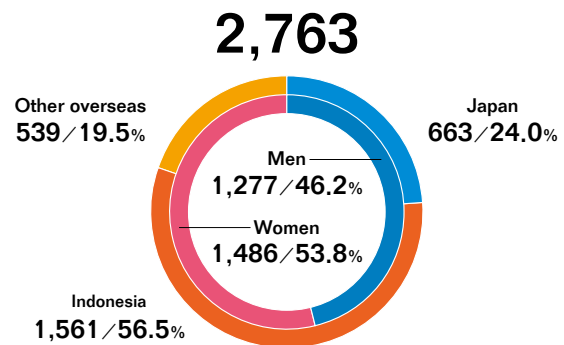
Non-financial Highlights

Domestic brand share of men's cosmetic product market

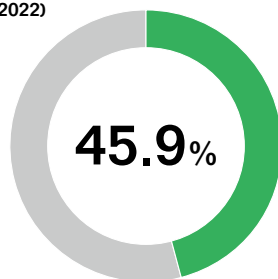
Market data by Mandom calculations (monetary value)
Period: April 2021-March 2022



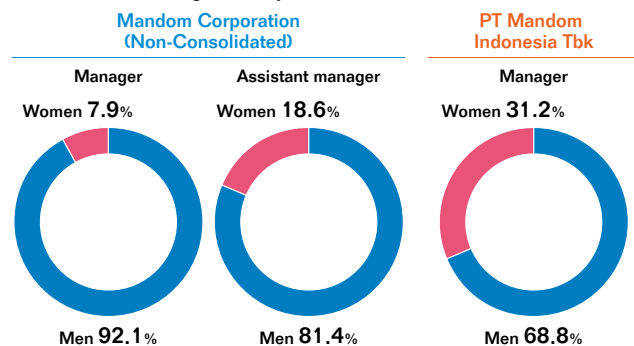
Number of employees in consolidated companies (fiscal year ended March 31, 2022)



Initiatives for eco-friendliness in products sold in Japan (Percentage of products that clear our standards^{*4}) (as of March 31, 2022)

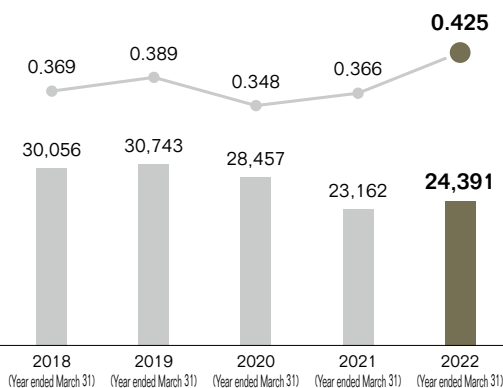


Percentage of males and females in management^{*6} or assistant management positions (fiscal year ended March 31, 2022)



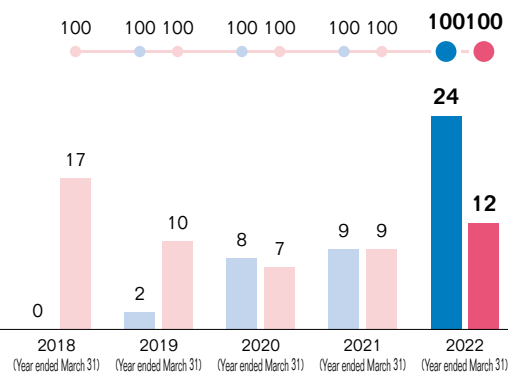
CO₂ emissions (Scope 1+2 in Japan and overseas)^{*5}

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



Number of employees who have taken childcare leave and return rate^{*7,8}

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



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

*5 The method used to calculate the data for all fiscal years was revised.

*6 Officers (directors and Audit & Supervisory Board members) are not included in manager positions.

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

*8 Performance of Mandom Corporation (Non-consolidated)