

11-Year Consolidated Financial and Non-financial

	2012 March 2012	2013 March 2013	2014 March 2014	2015 March 2015
Operating Results (Millions of yen)				
Net sales	59,801	60,427	68,215	70,925
Overseas ratio (%)	34.9	36.8	40.0	41.3
Operating profit or operating loss	6,050	5,947	6,853	6,996
Overseas ratio (%)	37.1	34.1	34.6	35.9
Ordinary profit or ordinary loss	6,308	6,241	7,330	7,595
Profit attributable to owners of parent or loss attributable to owners of parent	3,299	3,607	4,091	4,425
Capital investment	2,157	1,467	7,632	3,443
Depreciation and amortization	2,242	2,165	2,143	2,599
Research and development expenses	1,921	1,792	1,960	1,731
Financial Position (Millions of yen)				
Total assets	55,600	60,163	67,858	75,980
Liabilities	8,517	9,126	12,679	15,000
Total equity	47,082	51,037	55,179	60,980
Cash Flows (Millions of yen)				
Cash flows from operating activities	3,692	7,605	7,303	5,488
Cash flows from investing activities	(2,694)	(5,387)	(5,596)	(5,141)
Free cash flows	998	2,218	1,706	346
Cash flows from financing activities	(1,668)	(1,646)	(1,833)	(341)
Per Share Data (Yen)				
Book value per share (BPS)	930.50	1,005.54	1,091.54	1,197.11
Earnings (loss) per share (EPS)	70.56	77.15	87.51	94.64
Cash dividends per share	30.00	31.00	35.00	38.00
Financial Index (%)				
Operating profit margin	10.1	9.8	10.0	9.9
Shareholders' equity ratio	78.3	78.2	75.2	73.7
Return on equity (ROE)	7.7	8.0	8.3	8.3
Return on assets (ROA)	11.6	10.8	11.5	10.6
Payout ratio	42.5	40.2	40.0	40.2
Non-financial Data				
Number of Employees By region	2,256	2,221	2,316	2,400
Japan	590	565	566	557
Indonesia	1,236	1,222	1,353	1,421
Other overseas	430	434	397	422
Domestic brand share of men's cosmetic product market* (%)				
Domestic brand share of men's cosmetic product market* (ranking)				

Due to a change in the calculation method in April 2021, data that can be calculated from the 101st fiscal year (ended March 31, 2018) onward.

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.
 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 fiscal year ended March 31, 2018.
 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 same treatment as overseas consolidated subsidiaries.
 * Market data by Mandom calculations (monetary value) Period: April-March of each year

Highlights

2016 March 2016	2017 March 2017	2018 March 2018	2019 March 2019	2020 March 2020	2021 March 2021	2022 March 2022
75,078	77,351	81,386	78,997	81,774	63,310	57,361
41.3	40.6	41.3	38.7	43.5	38.6	43.2
6,594	7,617	8,457	7,135	5,970	(793)	(2,308)
28.7	33.3	34.7	40.5	49.5	—	—
7,415	8,183	9,264	8,161	6,706	(273)	(1,856)
6,383	5,566	6,086	5,087	4,445	860	(621)
3,725	3,309	2,855	3,559	9,193	7,980	1,970
2,919	3,165	3,315	3,583	4,369	4,818	5,337
1,558	1,717	1,813	1,826	1,855	1,480	1,399
79,821	83,835	93,195	93,402	91,660	87,911	85,767
13,965	14,245	17,445	17,592	18,208	18,198	16,716
65,856	69,590	75,749	75,810	73,452	69,713	69,051
7,232	9,045	10,246	6,587	6,937	6,208	7,693
(2,383)	(5,920)	(6,776)	6,921	(9,836)	(5,680)	(185)
4,849	3,124	3,469	13,509	(2,899)	528	7,508
(3,534)	(2,215)	(2,669)	(4,020)	(8,307)	1,125	(5,385)
1,277.01	1,352.88	1,484.67	1,496.20	1,495.40	1,431.42	1,407.65
136.52	119.05	130.19	108.76	97.68	19.17	(13.84)
40.00	48.00	59.00	60.00	62.00	32.00	36.00
8.8	9.8	10.4	9.0	7.3	(1.3)	(4.0)
74.8	75.4	74.5	74.9	73.2	73.1	73.8
11.0	9.1	9.2	7.3	6.5	1.3	(1.0)
9.5	10.0	10.5	8.8	7.2	(0.3)	(2.1)
29.3	40.3	45.3	55.2	63.5	166.9	—
2,663	2,662	2,694	2,914	2,954	2,914	2,763
562	581	595	605	629	667	663
1,689	1,670	1,671	1,693	1,701	1,652	1,561
412	411	428	616	624	595	539
		27.9	27.6	26.8	24.5	22.8
under the same conditions will be available		No. 1	No. 1	No. 1	No. 1	No. 2

split.
included in financial statements conforming to IFRS.
quarter of the fiscal year ended March 31, 2019.
Accounting Standard for Revenue Recognition (ASBJ Statement No. 29).

About Mandom

Value Creation Story

Materiality

Middle-Range Planning

Performance for the Fiscal Year Ended March 31, 2022

Company Information