

# 11-Year Consolidated Financial and Non-financial Highlights

	2015 March 2015	2016 March 2016	2017 March 2017	2018 March 2018
<b>Operating Results</b> (Millions of yen)				
● Net sales	70,925	75,078	77,351	81,386
Overseas ratio (%)	41.3	41.3	40.6	41.3
Japan	41,637	44,104	45,945	47,739
Indonesia	17,172	18,164	18,323	19,616
Other overseas	12,115	12,809	13,081	14,030
● Operating income (loss)	6,996	6,594	7,617	8,457
Japan	4,485	4,704	5,077	5,525
Indonesia	1,028	880	925	1,181
Other overseas	1,482	1,008	1,614	1,750
● Ordinary income (loss)	7,595	7,415	8,183	9,264
● Net income (loss) attributable to owners of parent	4,425	6,383	5,566	6,086
Capital investment	3,443	3,725	3,309	2,855
Depreciation and amortization	2,599	2,919	3,165	3,315
Promotion expenses	8,228	8,581	8,077	8,673
Advertising expenses	4,243	4,998	5,331	5,207
Research and development expenses	1,731	1,558	1,717	1,813
<b>Financial Position</b> (Millions of yen)				
Total assets	75,980	79,821	83,835	93,195
Liabilities	15,000	13,965	14,245	17,445
Shareholders' equity	55,974	59,707	63,253	69,412
<b>Cash Flows</b> (Millions of yen)				
Cash flows from operating activities	5,488	7,232	9,045	10,246
Cash flows from investing activities	(5,141)	(2,383)	(5,920)	(6,776)
Free cash flows	346	4,849	3,124	3,469
Cash flows from financing activities	(341)	(3,534)	(2,215)	(2,669)
<b>Per Share Data</b> (Yen)				
Book value per share (BPS)	1,197.11	1,277.01	1,352.88	1,484.67
Earnings (loss) per share (EPS)	94.64	136.52	119.05	130.19
Cash dividends per share	38.00	40.00	48.00	59.00
<b>Financial Index</b> (%)				
Operating margin	9.9	8.8	9.8	10.4
Shareholders' equity ratio	73.7	74.8	75.4	74.5
Return on invested capital (ROIC)				
Return on equity (ROE)	8.3	11.0	9.1	9.2
Return on assets (ROA)	10.6	9.5	10.0	10.5
Payout ratio	40.2	29.3	40.3	45.3
<b>Non-financial Data</b>				
Number of employees by region	2,400	2,663	2,662	2,694
Japan	557	562	581	595
Indonesia	1,421	1,689	1,670	1,671
Other overseas	422	412	411	428
<b>Market Performance</b>				
Domestic brand share of men's cosmetics market* (%)	Due to a change in the calculation method in April 2021, data that can be calculated under the same conditions will be available from the 101st fiscal year (ended March 31, 2018) onward.			27.9
Domestic brand share of men's cosmetics market* (ranking)				No. 1

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 included in financial statements.  
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 quarter of the fiscal year ended March 31, 2019.  
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 Accounting Standard for Revenue Recognition.  
5. From FY2025, the calculation method for segment profit has been changed to exclude adjustments such as internal profit, in line with the review of performance evaluation indicators.

\* INTAGE SRI+ (amount) All business types, period: April of each year to March of the following year

2019 March 2019	2020 March 2020	2021 March 2021	2022 March 2022	2023 March 2023	2024 March 2024	2025 March 2025
78,997	81,774	63,310	57,361	67,047	73,233	76,183
38.7	43.5	38.6	43.2	46.7	48.1	47.0%
48,442	46,175	38,847	32,595	35,769	38,010	40,354
17,044	17,791	12,102	11,751	14,178	14,708	13,430
13,510	17,806	12,360	13,015	17,098	20,513	22,398
7,135	5,970	(793)	(2,308)	1,409	2,020	1,028
4,248	3,014	(255)	(1,473)	282	79	1,606
681	645	(899)	(1,204)	(676)	(770)	(1,810)
2,205	2,310	361	369	1,802	2,710	1,324
8,161	6,706	(273)	(1,856)	2,207	2,981	2,180
5,087	4,445	860	(621)	958	2,601	1,859
3,559	9,193	7,980	1,970	1,433	1,593	1,971
3,583	4,369	4,818	5,337	4,988	4,415	3,982
6,006	6,471	4,836	2,021	2,281	2,721	2,693
5,156	4,725	3,416	3,204	3,279	4,464	4,969
1,826	1,855	1,480	1,399	1,402	1,536	1,515
93,402	91,660	87,911	85,767	91,005	93,265	97,492
17,592	18,208	18,198	16,716	19,820	20,058	20,818
70,000	67,117	64,222	63,321	65,125	66,517	69,886
6,587	6,937	6,208	7,693	4,065	6,812	4,924
6,921	(9,836)	(5,680)	(185)	(1,257)	(887)	(2,085)
13,509	(2,899)	528	7,508	2,808	5,924	2,838
(4,020)	(8,307)	1,125	(5,385)	(2,072)	(2,110)	(2,204)
1,496.20	1,495.40	1,431.42	1,407.65	1,448.35	1,479.21	1,548.31
108.76	97.68	19.17	(13.84)	21.31	57.84	41.27
60.00	62.00	32.00	36.00	38.00	40.00	40.00
9.0	7.3	(1.3)	(4.0)	2.1	2.8	1.3%
74.9	73.2	73.1	73.8	71.6	71.3	71.7%
		(0.3)	(1.7)	2.1	2.9	2.0%
7.3	6.5	1.3	(1.0)	1.5	4.0	2.7%
8.8	7.2	(0.3)	(2.1)	2.5	3.2	2.3%
55.2	63.5	166.9	—	178.3	69.2	96.9%
2,914	2,954	2,914	2,765	2,732	2,672	2,587
605	629	667	665	670	644	636
1,693	1,701	1,652	1,561	1,512	1,465	1,408
616	624	595	539	550	563	543
27.6	26.8	24.5	22.8	23.5	24.4	25.7%
No. 1	No. 1	No. 1	No. 2	No. 2	No. 1	No. 1

ments conforming to IFRS.

March 31, 2019.

ue Recognition (ASBJ Statement No. 29), etc.