

		2014.3	2015.3	2015.12	2016.12	2017.12	2018.12	2019.12	2020.12	2021.12
Operating Results										
Net Sales	Billion yen	762.0	777.7	763.1	850.3	1,005.1	1,094.8	1,131.5	920.9	1,035.2
COGS	Billion yen	189.6	196.4	196.0	207.6	231.3	231.9	254.8	238.4	263.0
SG&A	Billion yen	522.8	553.6	529.4	606.0	693.3	754.5	762.9	667.5	730.6
Operating profit	Billion yen	49.6	27.6	37.7	36.8	80.4	108.4	113.8	15.0	41.6
EBITDA	Billion yen	91.3	90.7	80.6	90.1	154.7	150.3	169.3	71.4	172.6
Net profit attributable to owners of parent	Billion yen	26.1	33.7	23.2	32.1	22.7	61.4	73.6	-11.7	42.4
COGS ratio	%	24.9	25.3	25.7	24.4	23.0	21.2	22.5	25.9	25.4
SG&A ratio	%	68.6	71.2	69.4	71.3	69.0	68.9	67.4	72.5	70.6
Operating profit margin	%	6.5	3.6	4.9	4.3	8.0	9.9	10.1	1.6	4.0
EBITDA margin	%	12.0	11.7	10.6	10.6	15.4	13.7	15.0	7.8	16.7
Financial Position										
Total assets	Billion yen	801.3	823.6	808.5	934.6	949.4	1,009.6	1,218.8	1,204.2	1,179.4
Short-term borrowings	Billion yen	64.1	75.6	19.0	16.6	10.7	15.2	144.9	75.6	25.4
Long-term borrowings	Billion yen	91.9	31.3	67.6	104.0	70.8	60.6	103.2	248.7	165.6
Interest-bearing debt	Billion yen	155.9	106.9	86.6	120.6	81.5	75.8	248.1	324.3	191.0
Equity	Billion yen	338.6	386.9	391.7	393.0	423.4	448.6	496.4	484.3	545.0
Cash Flow										
CF from operating activities	Billion yen	84.3	32.1	60.5	59.1	95.4	92.6	75.6	64.0	122.9
CF from investing activities	Billion yen	-16.8	11.5	-23.1	-70.6	-1.1	-103.1	-202.8	-70.1	63.7
CF from financing activities	Billion yen	-47.5	-58.4	-30.2	22.4	-53.1	-29.7	113.7	46.9	-176.2
Free cash flow	Billion yen	67.5	43.7	37.4	-11.5	94.3	-10.5	-127.3	-6.0	186.6
Cash and cash equivalents at the end of the fiscal year	Billion yen	110.2	100.8	104.9	113.1	156.8	111.8	97.5	136.3	156.5
Per-Share Data										
Net profit	Yen	65.7	84.4	58.2	80.4	56.9	153.7	184.2	-29.2	106.2
Net assets	Yen	849.4	970.0	981.4	984.1	1,059.8	1,123.2	1,242.9	1,212.3	1,364.3
Cash dividend	Yen	20.0	20.0	20.0	20.0	27.5	45.0	60.0	40.0	50.0
Weighted-average number of ordinary shares	thousands of shares	398,300	398,704	399,026	399,227	399,466	399,409	399,411	399,458	399,480
Financial Ratios										
DSI	days	168.28	182.97	197.97	194.85	193.85	220.12	236.96	268.80	217.78
CCC	days	139	143	146	123	114	126	149	199	169
ROIC	%	5.9	4.1	4.6	5.0	10.4	13.1	12.9	1.3	3.3
ROE	%	8.4	9.4	6.0	8.2	5.6	14.1	15.6	-2.4	8.2
Equity ratio	%	42.2	47.0	48.4	42.0	44.6	44.4	40.7	40.2	46.2
Net D/E	times	0.08	-0.04	-0.10	-0.02	-0.22	-0.11	0.28	0.36	0.03
Net D/EBITDA	times	0.3	-0.2	-0.5	-0.1	-0.6	-0.3	0.6	2.4	0.1
Dividend Information										
Payout ratio (consolidated)	%	30.5	23.7	34.4	24.9	48.3	29.3	32.6	-	47.1
Dividend yield	%	1.1	0.9	0.8	0.7	0.5	0.7	0.8	0.6	0.8
Dividend on equity	%	2.6	2.2	2.1	2.0	2.7	4.1	5.1	3.3	3.9
Other Indicators										
Capital expenditures	Billion yen	29.6	30.6	33.9	56.5	49.2	126.2	132.2	97.9	89.5
Depreciation and amortization	Billion yen	33.6	33.4	31.8	34.5	39.6	42.0	55.7	61.9	63.6
R&D expenses	Billion yen	13.5	14.2	11.3	18.3	24.2	29.1	31.7	27.0	25.6
Employees										
Net sales per employee	million yen	23.1	23.6	22.6	23.2	26.8	28.3	28.3	23.6	29.3
Operating profit per employee	million yen	1.5	0.8	1.1	1.0	2.1	2.8	2.8	0.4	1.2
Number of employees at year-end	-	33,054	33,000	33,783	36,549	37,438	38,640	40,000	39,035	35,318
Reportable Segment										
Domestic Cosmetics (Net Sales)	Billion yen	349.7	339.3	-	-	-	-	-	-	-
Domestic Cosmetics (Operating profit)	Billion yen	39.5	30.0	-	-	-	-	-	-	-
Domestic Cosmetics (Operating profit margin)	Billion yen	11.2	8.8	-	-	-	-	-	-	-
Global (Net Sales)	Billion yen	402.2	427.9	478.8	-	-	-	-	-	-
Global (Operating profit)	Billion yen	7.7	-4.7	2.1	-	-	-	-	-	-
Global (Operating profit margin)	Billion yen	1.9	-1.1	0.4	-	-	-	-	-	-
Japan (Net Sales)	Billion yen	-	-	266.8	407.6	431.0	454.6	431.0	303.0	276.2
Japan (Operating profit)	Billion yen	-	-	30.5	57.4	83.2	91.4	76.5	9.7	9.6
Japan (Operating profit margin)	Billion yen	-	-	11.1	12.6	18.0	18.8	16.7	2.9	3.2
China (Net Sales)	Billion yen	-	-	-	120.5	144.3	190.8	216.2	235.8	274.7
China (Operating profit)	Billion yen	-	-	-	4.2	11.3	24.5	29.2	18.4	1.2
China (Operating profit margin)	Billion yen	-	-	-	3.5	7.8	12.8	13.5	7.8	0.4
Asia Pacific (Net Sales)	Billion yen	-	-	-	49.6	54.2	68.1	69.8	59.2	65.0
Asia Pacific (Operating profit)	Billion yen	-	-	-	1.1	5.7	7.8	7.4	3.2	3.7
Asia Pacific (Operating profit margin)	Billion yen	-	-	-	2.2	10.3	11.1	10.2	5.3	5.6
Americas (Net Sales)	Billion yen	-	-	-	162.6	140.4	131.7	123.0	91.4	121.4
Americas (Operating profit)	Billion yen	-	-	-	-11.8	-10.3	-14.8	-7.6	-22.7	-13.2
Americas (Operating profit margin)	Billion yen	-	-	-	-6.8	-6.5	-8.7	-4.6	-19.5	-8.9
EMEA (Net Sales)	Billion yen	-	-	-	85.2	128.4	113.2	118.4	94.3	117.0
EMEA (Operating profit)	Billion yen	-	-	-	-7.2	-3.2	-8.0	-2.2	-13.2	2.5
EMEA (Operating profit margin)	Billion yen	-	-	-	-8.1	-2.3	-6.4	-1.7	-12.9	1.9
Travel Retail (Net Sales)	Billion yen	-	-	-	24.8	44.5	87.6	122.8	98.5	120.5
Travel Retail (Operating profit)	Billion yen	-	-	-	5.5	12.4	17.6	31.3	14.6	22.0
Travel Retail (Operating profit margin)	Billion yen	-	-	-	22.1	27.6	20.0	25.4	14.8	18.2
Professional (Net Sales)	Billion yen	-	-	-	-	48.0	20.3	14.7	12.8	15.9
Professional (Operating profit)	Billion yen	-	-	-	-	0.8	0.3	0.3	-0.0	0.8
Professional (Operating profit margin)	Billion yen	-	-	-	-	6.1	3.9	2.2	-0.3	4.6
Other (Net Sales)	Billion yen	10.1	10.5	17.5	-	14.3	28.5	35.6	25.9	44.5
Other (Operating profit)	Billion yen	2.1	2.2	4.9	-	-12.9	-6.0	-9.9	4.7	31.0
Other (Operating profit margin)	Billion yen	13.8	14.6	17.5	-	-13.9	-4.4	-5.6	2.7	13.3
Adjustments (Operating profit)	Billion yen	0.4	0.0	0.1	-12.3	-8.7	-5.0	-11.3	0.3	-15.8