## Shiseido Company, Limited / Financial Highlights

IFRS

perating Results		2021.12	2022.12	2023.12
let Sales	Billion yen	1,010.0	1,067.4	973
OGS	Billion yen	271.8	327.1	259
G&A	Billion yen	767.0	717.8	696
ore operating profit	Billion yen	42.6	51.3	39
BITDA	Billion yen	94.5	102.4	9:
rofit attributable to owners of parent	Billion yen	46.9	34.2	2:
OGS ratio	%	26.9	30.6	26
G&A ratio	%	75.9	67.3	7
Core operating profit margin	%	4.2	4.8	4
BITDA margin	%	9.4	9.6	(
nancial Position		2021.12	2022.12	2023.12
otal assets	Billion yen	1,301.0	1,307.7	1,255
hort-term borrowings	Billion yen	41.0	49.7	7:
ong-term borrowings	Billion yen	264.8	250.0	21
nterest-bearing debt	Billion yen	305.8	299.8	28
quity attributable to owners of parent	Billion yen	540.7	604.3	61
	Dimon yen	510.7	001.5	010
sh Flows		2021.12	2022.12	2023.12
F from operating activities	Billion yen	134.2	46.7	89
F from investing activities	Billion yen	66.7	-41.3	-3!
F from financing activities	Billion yen	-190.6	-52.4	-7
ree cash flow	Billion yen	201.0	5.4	53
ash and cash equivalents at the end of the fiscal year	Billion yen	156.5	119.0	104
and com equivalents at the end of the fiscal year	Dimon yen	130.5	112.0	10.
r-Share Data		2021.12	2022.12	2023.12
asic earnings per share	Yen	117.4	85.6	54
quity attributable to owners of parent per share	Yen	1,353.5	1,512.4	1,54
ash dividends	Yen	50	100	7-
Veighted-average number of ordinary shares	thousands of shares	399,480	399,538	399,6
ancial Ratios		2021.12	2022.12	2023.12
SI	days	200	148	1
CC	days	155	131	1
OIC	%	2.9	5.2	4
OE	%	9.3	6.0	
atio of equity attributable to owners of parent	%	41.6	46.2	49
let D/E	times	-0.02	0.05	0.
let D/EBITDA	times	-0.1	0.3	
vidend Information	<u>0/</u>	2021.12	2022.12	2023.12
Dividend payout ratio (consolidated)	%	42.6	116.8	110
Dividend yield Dividends on equity attributable to owners of parent	%	0.8 4.0	1.5 7.0	
ovidends on equity attributable to owners of parent	%	4.0	7.0	:
		2021.12	2022.12	2023.12
her Indicators				
her Indicators	Billion ven	78.4	59.8	55
Capital expenditures	Billion yen Billion yen	78.4 56.0	59.8 51.0	
Capital expenditures Depreciation and amortization	Billion yen	56.0	51.0	5:
				5:
Capital expenditures Depreciation and amortization &D expenses	Billion yen	56.0 25.8	51.0 26.7	5: 2
Capital expenditures Depreciation and amortization & D expenses Iployees	Billion yen Billion yen	56.0 25.8 2021.12	51.0 26.7 2022.12	2023.12
Capital expenditures Depreciation and amortization &D expenses Iployees let sales per employee	Billion yen Billion yen million yen	56.0 25.8 <b>2021.12</b> 28.6	51.0 26.7 2022.12 31.9	53 27 <b>2023.12</b> 3
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Tapital expenditures   Depreciation and amortization   1&BD expenses   1&BD expenses   1	Billion yen   Billion yen   million yen   million yen   -   Billion yen   Billion yen   Billion yen   %	56.0 25.8 2021.12 28.6 1.2 35,318 2021.12 258.8 6.5 2.3 274.7 4.1 1.5 63.6 5.0 7.7 1.21.4 1.6 1.3 117.0 2.7 2.1 120.6 2.2.7 1.1 120.6 2.2.7 1.8.8 5.3 0.7 7 4.5	51.0 26.7 2022.12 31.9 1.5 33,414 2022.12 237.6 -13.1 -5.4 258.2 -3.9 -1.5 68.0 4.7 6.6 137.9 7.7 5.4 128.4 6.9 5.0 163.7 37.7 23.0 9.3 0.8 7.7	3: 30,5 2023.12 255 ( 243) 3 3 3 3 3 3 10 110 110 110 110 111 111
Capital expenditures   Depreciation and amortization   1&BD expenses   1&BD expenses   Depreciation and amortization   1&BD expenses   Depreciation and amortization   1&BD expenses   Depreciation profit per employee   1umber of employees at year-end   portable Segment   apan (Net Sales)   apan (Core Operating profit)   apan (Core Operating profit)   china (Core Operating profit)   china (Core Operating profit)   sia Pacific (Core Operating profit)   sia Pacific (Core Operating profit)   sia Pacific (Core Operating profit)   mericas (Net Sales)   mericas (Core Operating profit)	Billion yen   Billion yen   million yen   million yen   -   Billion yen   Billion yen   %   Billion yen	56.0 25.8 2021.12 28.6 1.2 35,318 2021.12 258.8 6.5 2.3 274.7 4.1 1.5 63.6 5.0 7.7 121.4 1.5 63.6 5.0 7.7 121.4 1.6 1.3 117.0 2.7 2.1 120.6 2.2.7 18.8 15.3 0.7 7 4.5 38.6	51.0 26.7 2022.12 31.9 1.5 33,414 2022.12 237.6 -13.1 -5.4 258.2 -3.9 -1.5 68.0 4.7 6.6 137.9 7.7 5.4 128.4 6.9 5.0 163.7 37.7 23.0 9.3 0.8 7.7 64.2	5: 2023.12 2023.12 3: 3: 3: 3: 3: 3: 5: 2023.12 2: 5: 5: 5: 5: 5: 5: 5: 5: 5: 5
Capital expenditures   Depreciation and amortization   1&BD expenses   1&BD expenses   Depreciation and amortization   1&BD expenses   Depreciation and amortization   1&BD expenses   Depreciation profit per employee   Dumber of employees at year-end   portable Segment   apan (Net Sales)   apan (Core Operating profit)   china (Core Operating profit)   china (Core Operating profit)   china (Core Operating profit)   sia Pacific (Net Sales)   sia Pacific (Core Operating profit)   umericas (Net Sales)   mericas (Core Operating profit)   umericas (Core Operating profit)<	Billion yen   Billion yen   million yen   million yen   -   Billion yen   Billion yen   Billion yen   Billion yen   %   Billion yen	56.0 25.8 2021.12 28.6 1.2 35,318 2021.12 258.8 6.5 2.3 274.7 4.1 1.5 63.6 5.0 7.7 121.4 1.5 63.6 5.0 7.7 121.4 1.5 63.6 5.0 7.7 121.4 1.5 63.6 5.0 7.7 121.4 1.5 63.6 5.0 7.7 121.4 1.5 63.6 5.0 7.7 121.4 1.5 63.6 5.0 7.7 121.4 1.5 63.6 5.0 7.7 121.4 1.5 63.6 5.0 7.7 121.4 1.5 63.6 5.0 7.7 7 121.4 1.5 63.6 5.0 7.7 7 121.4 1.5 63.6 5.0 7.7 7 121.4 1.5 63.6 5.0 7.7 7 121.4 1.5 63.6 5.0 7.7 7 121.4 1.5 63.6 5.0 7.7 7 121.4 1.5 63.6 5.0 7.7 7 121.4 1.5 63.6 5.0 7.7 7 121.4 1.5 63.6 5.0 7.7 7 121.4 1.5 63.6 5.0 7.7 7 121.4 1.5 63.6 5.0 7.7 7 121.4 1.5 63.6 5.0 7.7 7 7 121.4 1.5 7.7 7.7 7.7 7.7 7.7 7.7 7.7 7.7 7.7 7.7 7.7 7.7 7.7 7.7 7.7 7.7 7.7 7.7 8.8 8 1.5 3.6 7.7 7 7.7 7.7 7.7 7.7 7.7 7.7 8.8 8 1.5 3.6 7.7 7 7.7 7.7 8.8 8 1.5 3.6 7.7 7.7 7.7 8.8 8 1.5 3.5 7.7 7.7 7.7 7.8 8.8 8 1.5 3.8 8.6 1.4.5 7.4.5 3.8.6 1.4.11.11.11.11.11.11.11.11.11.11.11.11.	51.0 26.7 2022.12 31.9 1.5 33,414 2022.12 237.6 -13.1 -5.4 258.2 -3.9 -1.5 68.0 4.7 6.6 137.9 7.7 5.4 128.4 6.9 5.0 163.7 37.7 23.0 9.3 0.8 7.7 64.2 6.1	5: 2023.12 2023.12 2023.12 2023.12 2023.12 2023.12 2023.12 2023.12 2023.12 2023.12 2023.12 10 10 11 11 11 11 11 11 11 11
apital expenditures epreciation and amortization &D expenses ployees let sales per employee fore Operating profit per employee fumber of employees at year-end portable Segment apan (Net Sales) apan (Core Operating profit) apan (Core Operating profit) thina (Core Operating profit) thina (Core Operating profit) core Operating profit) sia Pacific (Net Sales) sia Pacific (Core Operating profit) sia Pacific (Core Operating profit) sia Pacific (Core Operating profit) mericas (Core Operating profit) MEA (Core Operating profit) meating (Core Operating profit) ravel Retail (Core Operating profit) ravel Retail (Core Operating profit) ravel Retail (Core Operating profit) rofessional (Net Sales) rofessional (Core Operating profit) rofessional (Core Operating profit) ther (Net Sales)	Billion yen   Billion yen   million yen   million yen   -   Billion yen   Billion yen   %   Billion yen	56.0 25.8 2021.12 28.6 1.2 35,318 2021.12 258.8 6.5 2.3 274.7 4.1 1.5 63.6 5.0 7.7 121.4 1.5 63.6 5.0 7.7 121.4 1.6 1.3 117.0 2.7 2.1 120.6 2.2.7 18.8 15.3 0.7 7 4.5 38.6	51.0 26.7 2022.12 31.9 1.5 33,414 2022.12 237.6 -13.1 -5.4 258.2 -3.9 -1.5 68.0 4.7 6.6 137.9 7.7 5.4 128.4 6.9 5.0 163.7 37.7 23.0 9.3 0.8 7.7 64.2	5: 2023.12 2023.12 3: 3: 3: 3: 3: 3: 5: 2023.12 2: 5: 5: 5: 5: 5: 5: 5: 5: 5: 5