

## 11-Year Financial / Non-financial Summary

## Structural Reform Period

- Elimination of unprofitable businesses
- Reinforcement of wholesale channels, etc.

The 1st Medium-Term Management Plan  
“Advertising-led Growth Strategy”

- Strategic investments in Advertising
- Expanding wholesale sales and direct store channels as part of our efforts to ensure that advertising produces the maximum effect

The 2nd Medium-Term Management Plan  
ACTION 2020

- Maintain a growth trajectory, raise profitability
- Establish a robust platform for overseas growth

The 3rd Medium-Term Management Plan  
FORWARD 2023

- Aiming for sustainable growth in Japan and overseas while adapting to social changes.

(¥ million)	FY Mar/2013	FY Mar/2014	FY Mar/2015	FY Mar/2016	FY Mar/2017	FY Mar/2018	FY Mar/2019	FY Mar/2020	FY Mar/2021	FY Mar/2021**	FY Mar/2022	FY Mar/2023	(¥ million)
<b>Financial data</b>													
<b>Fiscal year</b>													
Net sales	82,807	81,118	77,632	90,850	96,305	109,019	122,496	126,810	114,909	105,146	103,992	103,595	Net sales
Cosmetics	46,721	47,525	47,471	55,016	56,926	66,048	71,599	75,891	65,140	59,221	58,809	57,448	Cosmetics
Nutritional Supplements	26,601	25,386	23,285	28,612	32,085	35,933	43,919	44,006	41,191	37,854	38,471	39,871	Nutritional Supplements
Other Businesses	9,484	8,207	6,876	7,221	7,294	7,037	6,977	6,911	8,578	8,071	6,710	6,276	Other Businesses
<b>Results by sales channels</b>													
Online and catalogue sales	40,133	39,696	36,545	40,078	43,037	46,206	46,806	49,896	56,813	54,071	52,902	54,318	Online and catalogue sales
Direct store sales	22,310	23,286	23,310	28,016	28,637	34,780	43,605	42,687	26,650	20,404	20,179	18,043	Direct store sales
Wholesale sales	11,873	10,216	11,356	14,573	16,388	17,813	21,676	23,549	20,970	20,361	19,444	21,480	Wholesale sales
Overseas sales	8,490	7,919	6,419	8,182	8,242	10,219	10,408	10,675	10,475	10,309	11,465	9,753	Overseas sales
Gross profit	55,528	55,393	54,295	63,878	67,810	77,431	87,378	90,543	81,110	69,948	69,116	69,213	Gross profit
Gross profit margin (%)	67.1	68.3	69.9	70.3	70.4	71.0	71.3	71.4	70.6	66.5	66.5	66.8	Gross profit margin (%)
Selling, general and administrative (SGA) expenses	51,670	51,450	50,294	62,673	65,565	68,983	74,990	76,417	69,534	58,371	59,345	61,370	Selling, general and administrative (SGA) expenses
SGA expenses to sales ratio (%)	62.4	63.4	64.8	69.0	68.1	63.3	61.2	60.3	60.5	55.5	57.1	59.2	SGA expenses to sales ratio (%)
Operating income	3,858	3,943	4,001	1,204	2,244	8,448	12,387	14,125	11,576	11,576	9,771	7,843	Operating income
Cosmetics	3,888	4,661	5,557	6,275	5,253	9,150	11,101	11,768	7,954	7,954	7,581	5,905	Cosmetics
Nutritional Supplements	1,962	1,125	(4)	(1,779)	(865)	864	3,519	4,095	5,042	5,042	3,902	3,429	Nutritional Supplements
Other Businesses	(290)	(4)	152	(1,774)	(599)	149	(299)	90	224	224	(25)	92	Other Businesses
Operating margin (%)	4.7	4.9	5.2	1.3	2.3	7.7	10.1	11.1	10.1	11.0	9.4	7.6	Operating margin (%)
Cosmetics (%)	8.3	9.8	11.7	11.4	9.2	13.9	15.5	15.5	12.2	13.4	12.9	10.3	Cosmetics (%)
Nutritional Supplements (%)	7.4	4.4	(0.0)	(6.2)	(2.7)	2.4	8.0	9.3	12.2	13.3	10.1	8.6	Nutritional Supplements (%)
Other Businesses (%)	(3.1)	(0.1)	2.2	(24.6)	(8.2)	2.1	(4.3)	1.3	2.6	2.8	(0.4)	1.5	Other Businesses (%)
Ordinary income	4,427	4,262	4,283	1,421	2,385	8,650	12,348	14,313	11,784	11,784	10,401	8,557	Ordinary income
Net income	(2,193)	1,343	2,301	522	5,146	6,191	8,649	9,985	8,016	8,016	7,421	4,970	Net income
Net income margin (%)	(2.6)	1.7	3.0	0.6	5.3	5.7	7.1	7.9	7.0	7.6	7.1	4.8	Net income margin (%)
ROE (%)	(2.9)	1.8	3.2	0.7	7.3	8.5	12.8	15.8	11.7	11.7	10.3	6.7	ROE (%)
Advertising expenses	8,631	8,265	7,907	15,035	14,816	15,164	15,919	15,402	11,850	11,848	12,577	14,868	Advertising expenses
Sales promotion expenses	9,189	9,426	9,451	11,888	12,833	12,839	13,430	14,542	15,668	8,649	7,645	6,887	Sales promotion expenses
Research and development expenses	2,498	2,428	2,353	2,852	3,277	3,112	3,464	3,440	3,145	3,145	3,492	3,408	Research and development expenses
Capital investment (cash flow basis)	3,375	2,439	7,612	3,726	4,074	2,476	3,683	11,233	8,207	8,207	5,089	2,026	Capital investment (cash flow basis)
Depreciation	3,443	2,972	2,973	3,207	3,185	2,826	3,057	3,307	3,665	3,665	4,563	4,377	Depreciation
Cash flows from operating activities	6,145	6,595	5,946	3,170	2,192	10,531	8,731	14,380	10,011	10,011	13,097	12,952	Cash flows from operating activities
Cash flows from investing activities	(822)	1,402	(5,972)	(3,389)	5,976	(2,392)	(3,160)	(11,309)	(8,135)	(8,135)	(4,673)	(1,867)	Cash flows from investing activities
Cash flows from financing activities	(2,251)	(3,956)	(1,820)	(4,647)	(2,552)	(3,126)	(23,559)	6,292	(4,170)	(4,170)	(4,155)	(4,247)	Cash flows from financing activities
Increase (Decrease) in cash and cash equivalents	3,171	4,149	(1,717)	(4,920)	5,568	5,031	(18,006)	9,355	(2,503)	(2,503)	4,620	6,931	Increase (Decrease) in cash and cash equivalents
<b>Fiscal year-end</b>													
Total assets	86,849	85,800	85,311	83,767	85,677	92,380	80,307	94,478	97,533	97,533	100,121	103,944	Total assets
Net assets	74,542	72,154	73,214	69,639	72,402	75,597	60,916	67,138	71,215	71,215	74,073	75,662	Net assets
Shareholders' equity ratio (%)	85.3	83.5	85.1	82.3	83.6	81.0	74.8	70.4	72.3	72.3	73.3	72.2	Shareholders' equity ratio (%)
<b>Shareholder Return</b>													
Dividends per share (yen)**	17.0	17.0	17.0	17.0	29.0**	29.0**	30.0	34.0	34.0	34.0	34.0	34.0	Dividends per share (yen)**
Dividend payout ratio (%)	—	161.7	94.2	409.1	70.8	59.4	43.6	40.9	51.2	51.2	55.3	82.9	Dividend payout ratio (%)
DOE (dividend on equity) (%)	2.9	3.0	3.0	3.0	5.2	5.0	5.5	6.5	6.0	6.0	5.7	5.5	DOE (dividend on equity) (%)
Number of FANCL stores in Japan	175	167	164	176	201	197	204	212	211	211	198	172	Number of FANCL stores in Japan
<b>Non-financial data</b>													
CO <sub>2</sub> emissions (Scope 1+2) (t-CO <sub>2</sub> )	12,369	12,701	12,004	11,988	11,685	11,656	11,751	10,665	10,522	10,522	10,740	4,012	CO <sub>2</sub> emissions (Scope 1+2) (t-CO <sub>2</sub> )
Private power generation (solar panels) (MWh)	421	438	421	416	406	432	475	501	499	499	1,161	1,411	Private power generation (solar panels) (MWh)
Power derived from renewable energy (MWh)	—	—	—	—	—	—	—	—	—	—	2,772	17,860	Power derived from renewable energy (MWh)
Number of employees	1,224	1,106	1,128	1,223	1,278	1,288	1,381	1,432	1,277	1,277	1,270	1,281	Number of employees
Percentage of female employees in management (%)**	42.7	40.6	41.4	42.0	43.4	45.5	46.2	43.6	46.5	46.5	47.1	47.1	Percentage of female employees in management (%)**
Percentage of employees with disabilities (%)	—	—	2.55	2.64	2.39	2.45	2.31	3.07	3.76	3.76	4.29	4.46	Percentage of employees with disabilities (%)

(Previous Standard)

(Standard for Revenue Recognition)

\*1 Effective from FY Mar/2022, the "Accounting Standard for Revenue Recognition", etc., has been applied. For reference, results for FY Mar/ 2021 have been restated to conform to this accounting standard.

\*\*2 As a 1:2 stock split was conducted, with December 1, 2018 as the effective date, the dividends per share after the split are stated.

\*\*3 FY Mar/2017 and FY Mar/2018 include the special dividend of ¥12.0.

\*\*4 The number of employees is on a Group consolidated basis, and the ratio of female employees in management positions is for FANCL on a non-consolidated basis.