

# First Half of Fiscal 2021 Supplementary Material

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POLA ORBIS HOLDINGS INC.  
Representative Director and President  
Satoshi Suzuki

This report contains projections of performance and other projections based on information currently available and certain assumptions judged to be reasonable. Actual performance may differ materially from these projections resulting from changes in the economic environment and other risks and uncertainties.

1. Highlights of Consolidated Performance
2. Segment Analysis
3. Forecasts for Fiscal 2021
4. Initiatives Going Forward & Appendices

## Cosmetics Market

- The overall size of the Japanese cosmetics market (including exports) continued to shrink, despite a rebound from the levels of the previous year
- Store shutdowns, shortened opening hours and requests to refrain from going out associated with the declaration of a state of emergency, etc., particularly in the Tokyo metropolitan area, affected the net domestic market, which excludes inbound demand
- In the Chinese market, personal consumption remained higher than in the previous year

Source: Ministry of Economy, Trade and Industry, Ministry of Internal Affairs and Communications, Japan Tourism Agency, Japan Department Stores Association, Intage SLI, and National Bureau of Statistics of China

## Our Group

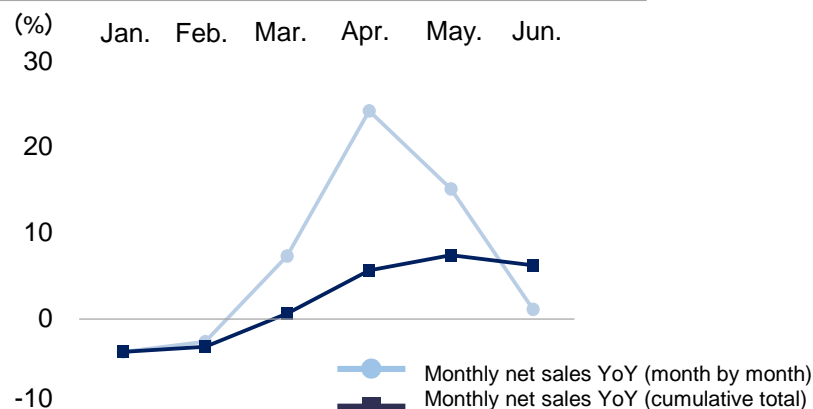
- POLA overseas continued to perform strongly (+55% YoY), as e-commerce sales grew in each brand, consolidated revenue and income increased
- In POLA consignment sales, new customer acquisition was sluggish due to the impact of COVID-19, but loyal existing customers maintained a high level of activity
- ORBIS revenue and income decreased, with less activity from existing customers
- Achieved a profit in overseas business across the Group, with the progressive amelioration of losses in overseas brands
- FUJIMI was included in the scope of consolidation as a brand under development from April

### Medium-term Management Plan Indicators (FY2021 H1)

Overseas sales ratio	17.7% (+2.7ppt*)
Domestic e-commerce sales ratio	27.3% (+3.4ppt*)

\*vs Dec. 2020

### YoY Change in Consolidated Monthly Net Sales



- Recorded high year-on-year growth in April-May, rebounding after nation-wide store shutdowns and shortened opening hours during the second quarter of the previous year
- Issues in 2021, including the state of emergency, have persisted longer than was anticipated at the start of the fiscal year, significantly impacting domestic storefront operations
- Sales activities were affected under the state of emergency declared in the second quarter, including shutdowns at some stores, and counseling & aesthetic treatment in areas subject to the declaration

# Consolidated P&L Changes Analysis

## Net Sales to Operating Income

(mil. yen)	FY2020	FY2021	YoY Change	
	H1 Results	H1 Results	Amount	%
Consolidated net sales	83,802	89,055	5,253	6.3%
Cost of sales	13,567	13,471	(96)	(0.7%)
Gross profit	70,234	75,584	5,349	7.6%
SG&A expenses	64,353	66,488	2,135	3.3%
Operating income	5,881	9,095	3,214	54.7%

### Key Factors

- Consol. net sales** Increased on a consolidated basis, with a recovery due to continuing strong performance by POLA overseas and a rebound in storefront operations compared to the previous year
- Cost of sales** Cost of sales ratio improved due to an increase in the contribution from POLA's high price range products  
 Cost of sales ratio FY2020 H1 : 16.2% ⇒ FY2021 H1 : 15.1%
- SG&A expenses** Labor expenses: up ¥897 mil. YoY  
 Sales commissions: down ¥ 1,452 mil. YoY  
 ⇒ Decreased due to lower commissions as a proportion of net sales  
 Sales related expenses: up ¥992 mil. YoY  
 Administrative expenses, etc.: up ¥1,698 mil. YoY
- Operating income** Operating margin FY2020 H1: 7.0% ⇒ FY2021 H1: 10.2%

# Consolidated P&L Changes Analysis

## Operating Income to Profit Attributable to Owners of Parent

(mil. yen)	FY2020	FY2021	YoY Change	
	H1 Results	H1 Results	Amount	%
Operating income	5,881	9,095	3,214	54.7%
Non-operating income	206	1,487	1,280	619.1%
Non-operating expenses	1,544	106	(1,438)	(93.1%)
Ordinary income	4,543	10,477	5,933	130.6%
Extraordinary income	43	297	254	589.7%
Extraordinary losses	2,077	409	(1,668)	(80.3%)
Profit before income taxes	2,509	10,365	7,855	313.1%
Income taxes etc.	1,581	3,255	1,674	105.9%
Profit attributable to non-controlling interests	11	22	10	91.2%
Profit attributable to owners of parent	916	7,086	6,170	673.3%

### Key Factors

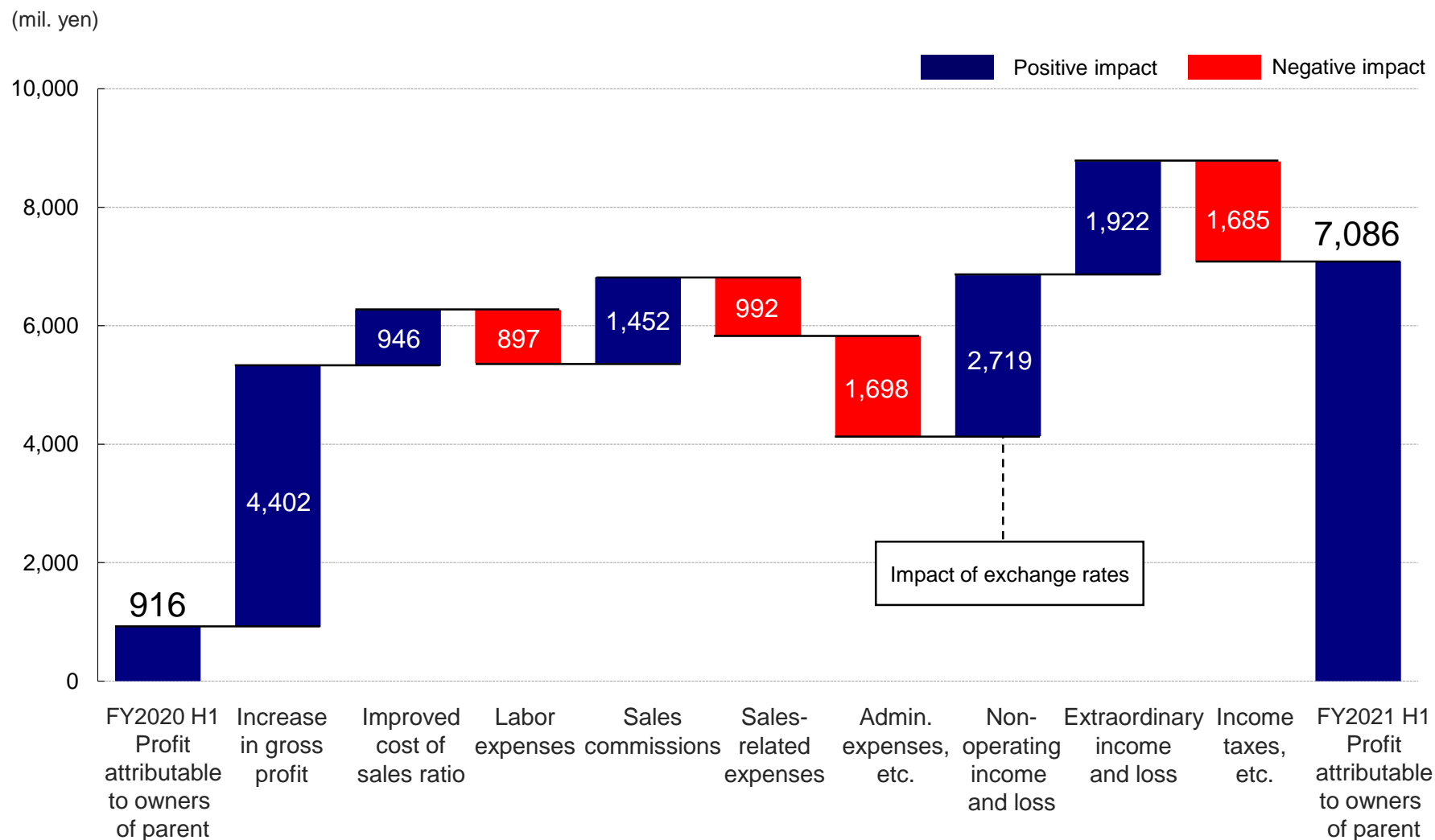
■ Non-operating income: Foreign exchange gain ¥1,288 mil.

■ Extraordinary losses: Loss related to COVID-19 ¥145 mil.

(Breakdown: POLA ¥30 mil. ORBIS ¥75 mil. ACRO ¥39 mil)

[Reference] FY2020 H1 breakdown: POLA ¥374 mil. ORBIS ¥491 mil. ACRO ¥290 mil.

An increase in gross profit, a change in the business structure, and the impact of the exchange rate boosted profit attributable to owners of parent by ¥6,170 million YoY



1. Highlights of Consolidated Performance
2. **Segment Analysis**
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(mil yen)	FY2020	FY2021	YoY Change	
	H1 Results	H1 Results	Amount	%
Consolidated net sales	83,802	89,055	5,253	6.3%
Beauty care	81,401	86,819	5,417	6.7%
Real estate	1,225	1,053	(172)	(14.0%)
Others	1,175	1,182	7	0.6%
Operating income	5,881	9,095	3,214	54.7%
Beauty care	5,290	9,133	3,843	72.7%
Real estate	503	186	(316)	(62.9%)
Others	14	27	12	83.6%
Reconciliations	72	(252)	(324)	-

## Segment Results Summary

- Beauty care Revenue increased year on year, due to a substantial revenue increase in POLA, despite a decrease in ORBIS  
Operating income increased due to an increase in gross profit and changes in POLA's channel structure
- Real estate Profit fell due to temporary maintenance expenses for property management
- Others Revenue increased in the building maintenance business



## Beauty Care Business Results by Brands

(mil. yen)	FY2020	FY2021	YoY Change	
	H1 Results	H1 Results	Amount	%
Beauty care net sales	81,401	86,819	5,417	6.7%
POLA	47,956	53,026	5,070	10.6%
ORBIS	22,779	21,986	(793)	(3.5%)
Jurlique	2,608	3,426	818	31.4%
H2O PLUS	405	414	8	2.2%
Brands under development	7,651	7,965	313	4.1%
Beauty care operating income	5,290	9,133	3,843	72.7%
POLA	3,860	8,846	4,986	129.2%
ORBIS	4,060	2,868	(1,191)	(29.3%)
Jurlique	(1,565)	(935)	629	-
H2O PLUS	(346)	(350)	(4)	-
Brands under development	(719)	(1,295)	(575)	-

Note: Consolidated operating income and loss for each brand are shown for reference purposes only (figures are unaudited)

### H1 Result

- Consignment sales were revitalized among new customers, with new products and limited-edition kits  
Sales of aesthetic treatment recovered, mainly to loyal existing customers, and purchase per customer increased year on year
- Revenue from domestic e-commerce increased, with growth in sales to both new and existing customers
- Sales in Mainland China continued to perform strongly, up 96% YoY

H1	Results (mil. yen)	YoY Change
Net sales	53,026	10.6%
Operating income	8,846	129.2%
Key indicators		
Sales ratio	Consignment sales	69.1%
	Overseas	18.9%
	Domestic e-commerce	4.8%
	Dept. store, B2B	7.2%
Sales growth*	Consignment sales	up 1.1 %
	Overseas	up 54.6%
	Domestic e-commerce	up 68.3%
	Dept. store, B2B	up 2.5%
Consignment sales channel	# of sales offices**	3,330 (down 450)
	# of PB**	612 (down 24)
	Purchase per customer*	up 4.2%
	# of customers*	down 1.5%
Number of stores overseas**		119 (up 9)

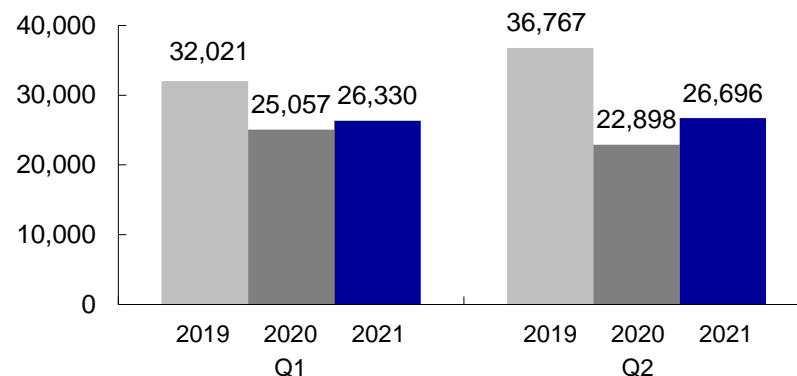
### Topics

- Launched a daytime cream that combines brightening care with UV protection (April)

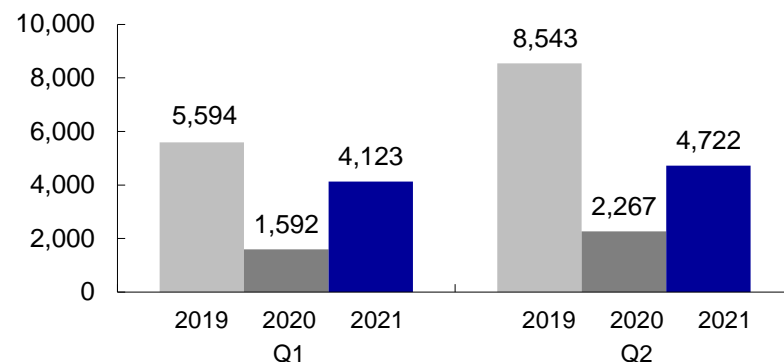


POLA WHITE SHOT SKIN PROTECTOR DX

Quarterly net sales (mil. yen)



Quarterly operating income (mil. yen)



\*YoY basis, \*\* vs Dec. 2020

### H1 Result

- A strong performance from high price range products including *ORBIS U*. and new UV care products  
Average product price increased year on year
- Progress was made in new mail-order (e-commerce and catalog) customer acquisition, but existing customer activity continued to decline
- The transfer of operating expenses to extraordinary losses in the previous year had an impact (a profit-reducing factor)

H1	Results (mil. yen)	YoY Change
Net sales	21,986	(3.5%)
Operating income	2,868	(29.3%)
Key indicators		
Sales ratio	Domestic e-commerce <sup>(1)</sup>	61.3%
	(Proportion of domestic sales attributable to e-commerce)	64.1%
	Other mail-order	15.6%
	Stores and overseas	23.1%
Sales growth*	Domestic e-commerce	down 2.9%
	Other mail-order	down 15.5%
	Stores and overseas	up 5.1%
	Mail-order** purchase per customer*	down 0.2%
	Number of mail-order** customers*	down 7.4%
	<i>ORBIS U</i> series ratio of sales <sup>(2)</sup>	26%

(1) From FY2021, domestic e-commerce includes sales from external e-commerce

\* YoY basis

\*\* include e-commerce and catalog

(2) Total of *ORBIS U*, *U white*, *U encore*, and *U*.

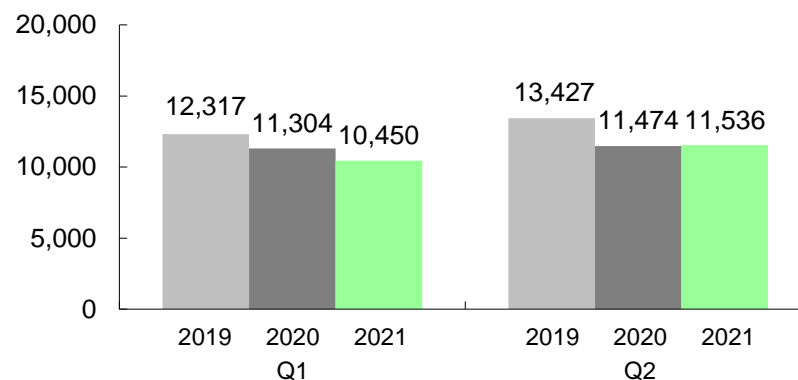
### Topics

- Launched a sunscreen that improves wrinkles and brightens the skin (April)

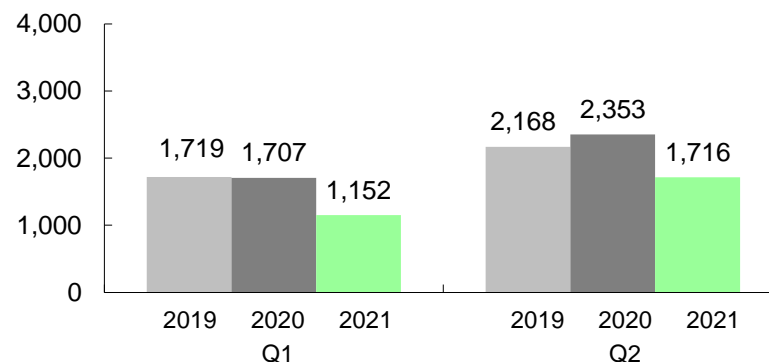


WRINKLE WHITE UV PROTECTOR

Quarterly net sales (mil. yen)



Quarterly operating income (mil. yen)



## H1 Result

- Jurlique Mainland China focused on building relationships with customers at stores and enhancing LTV in addition to showing continued steady results in e-commerce.
- The H2O PLUS amenities business showed signs of a recovery, due to the progressive recommencement of operations by business partners

H1		Results (mil. yen)	YoY Change <sup>(1)</sup>
Jurlique	Net sales	3,426	31.4%
	OP income	(935)	629
H2O PLUS	Net sales	414	2.2%
	OP income	(350)	(4)

### Key indicators

#### Jurlique

Sales ratio	Australia	17.2%
	Hong Kong	16.5%
	Duty free	12.7%
	Mainland China	33.0%
Sales growth <sup>(2)</sup>	Australia	up 4.7%
	Hong Kong	up 2.1%
	Duty free	up 261.4%
	Mainland China	up 13.1%

(1) For operating income, the YoY difference is shown as an amount (mil. yen)

(2) AUD basis, YoY

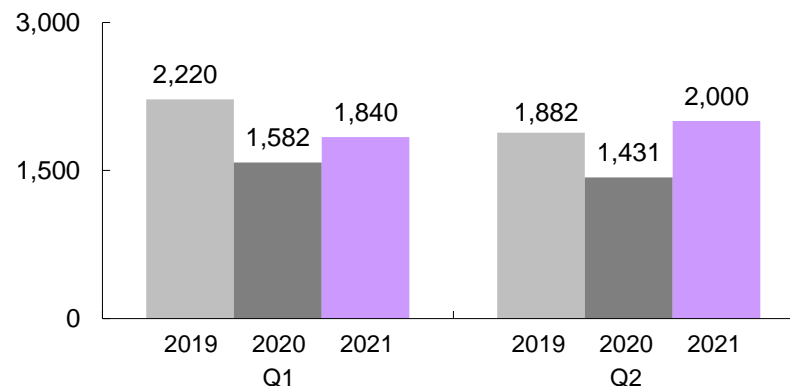
## Topics

- Jurlique  
Launched a 2021 limited-edition mist (June)

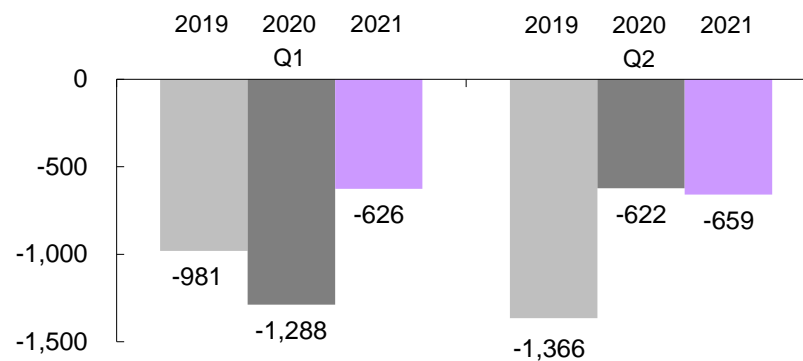
ROSE BALANCING MIST EXCLUSIVE EDITION  
<Five Roses>



### Quarterly net sales (mil. yen)



### Quarterly operating income (mil. yen)



## H1 Result

- For THREE, department stores and other offline channels struggled with a decrease in customer traffic due to the declaration of a state of emergency, but revenue increased, rebounding from the previous year
- DECENCIA revenue increased due to progressive new customer acquisition since the previous year
- FUJIMI strengthened investment in promotion and aired TV commercials to expand brand recognition

H1	Results (mil. yen)	YoY Change
Net sales	7,965	4.1%
Operating income <sup>(1)</sup>	(1,295)	(575)
ACRO Net sales	4,256	5.5%
ACRO OP income <sup>(1)</sup>	(1,127)	241
THREE Net sales	3,405	2.9%
THREE OP income <sup>(1)</sup>	(373)	80
DECENCIA Net sales	2,831	7.8%
DECENCIA OP income	421	(5.2%)

### Key indicators

#### THREE

Sales ratio	Domestic storefronts, etc.	58.0%
	Domestic e-commerce	17.8%
	Overseas	24.2%
Sales growth <sup>(2)</sup>	Domestic storefronts, etc.	up 7.2%
	Domestic e-commerce	up 10.7%
	Overseas	down 10.4%

(1) The operating income YoY change is shown as the amount (mil. yen)

(2) YoY basis

Note: Also includes OEM business.

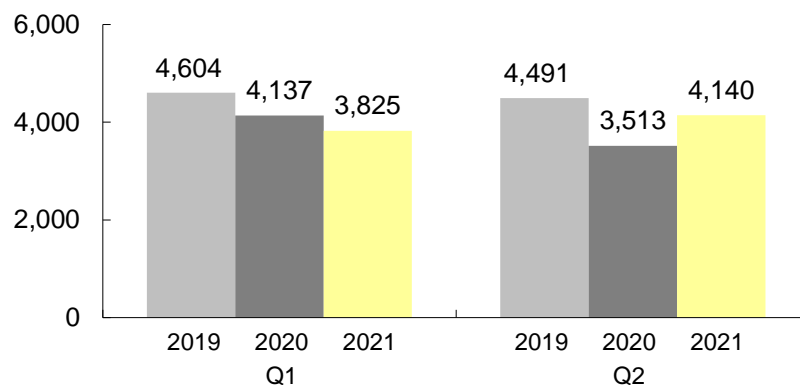
## Topics

- Acquired tricot, Inc., which operates the FUJIMI brand, as a subsidiary (April)

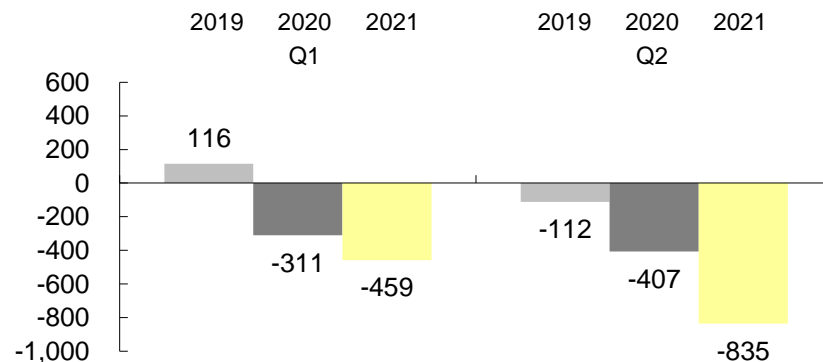


tricot, Inc.  
Kana Hanafusa, CEO

### Quarterly net sales (mil. yen)



### Quarterly operating income (mil. yen)



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# Forecasts for Fiscal 2021 (Unchanged)

The initial plan remains unchanged, despite reflecting the impact of FUJIMI

(mil. yen)	FY2021	YoY Change	
	H1 Results	Amount	%
Consol. net sales	89,055	5,253	6.3%
Beauty care	86,819	5,417	6.7%
Real estate	1,053	(172)	(14.0%)
Others	1,182	7	0.6%
OP income	9,095	3,214	54.7%
Beauty care	9,133	3,843	72.7%
Real estate	186	(316)	(62.9%)
Others	27	12	83.6%
Reconciliations	(252)	(324)	-
Ordinary income	10,477	5,933	130.6%
Net income attributable to owners of parent	7,086	6,170	673.3%

FY2021	YoY Change	
	Amount	%
Full-year Plan		
190,000	13,688	7.8%
185,900	14,241	8.3%
2,000	(291)	(12.7%)
2,100	(261)	(11.1%)
19,000	5,247	38.2%
18,850	5,884	45.4%
600	(110)	(15.6%)
50	(78)	(61.0%)
(500)	(448)	-
19,000	6,420	51.0%
11,300	6,667	144.0%

Assumed exchange rates : 1.00 AUD = 76 JPY (PY 73.66) 1.00 USD = 107 JPY (PY 106.81) 1.00 CNY = 15.4 JPY (PY 15.48)

	FY2020
Shareholder returns	Annual ¥50 Consol. Payout ratio 238.8%
Capital investment	¥8,464 mil.
Depreciation	¥7,255 mil.

	FY2021 (plan)
Shareholder returns	Annual ¥51 (Interim ¥20, Year-end ¥31) Consol. payout ratio 99.8%
Capital investment	¥11,000 mil. - ¥13,000 mil.
Depreciation	¥7,000 mil. - ¥8,000 mil.

## Forecasts for Fiscal 2021 (Unchanged)

(mil. yen)	FY2021 H1 Results	YoY Change		FY2021 H2 Plan	YoY Change	
		Amount	%		Amount	%
Consol. net sales	89,055	5,253	6.3%	100,945	8,435	9.1%
Beauty care	86,819	5,417	6.7%	99,081	8,823	9.8%
Real estate	1,053	(172)	(14.0%)	947	(119)	(11.2%)
Others	1,182	7	0.6%	917	(268)	(22.7%)
OP income	9,095	3,214	54.7%	9,904	2,032	25.8%
Beauty care	9,133	3,843	72.7%	9,716	2,040	26.6%
Real estate	186	(316)	(62.9%)	413	205	99.3%
Others	27	12	83.6%	23	(90)	(79.9%)
Reconciliations	(252)	(324)	-	(248)	(123)	-
Ordinary income	10,477	5,933	130.6%	8,523	486	6.1%
Net income attributable to owners of parent	7,086	6,170	673.3%	4,213	497	13.4%

### 【FUJIMI Full-year impact of consolidation】

Net sales	¥1,300 mil.	
Operating income	-¥1,000 mil.	<ul style="list-style-type: none"> <li>■ Operating loss: ¥250 mil.</li> <li>■ Acquisition-related expenses: ¥750 mil. (depreciation and amortization of non-current assets and goodwill: ¥420 mil., difference on valuation of inventories: ¥330 mil.)</li> </ul>



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Domestic	New	Existing
	<div data-bbox="247 261 1020 339"> </div> <div data-bbox="305 368 962 439"> <p>Use digital technology to expand customer touchpoints Enhance brand recognition and swiftly enlist customers</p> </div>	<div data-bbox="1091 261 1864 339"> </div> <div data-bbox="1139 357 1816 456"> <p>Continuing communication through OMO Promote repeat purchases by providing value pivoting on counseling and aesthetic treatment</p> </div>
Channel	<ul style="list-style-type: none"> <li>Acquire new e-commerce customers through high-priced mainstay skincare products</li> <li>Develop new apps and progressively enhance various types of reservation functions</li> <li>Expand new touchpoints through online workshops and counseling by Beauty Directors</li> </ul> <div data-bbox="469 696 778 853"> </div>	<ul style="list-style-type: none"> <li>Customer relationship-building utilizing digital technology</li> <li>Lead customers from online sales into stores, achieving a seamless cross-channel customer experience</li> </ul> <div data-bbox="1130 661 1835 835"> </div>
Products	<ul style="list-style-type: none"> <li>For revitalize customer activity, use the new <i>B.A</i> products as a hook to strengthen online advertising and appeal shop presence on social media               <ul style="list-style-type: none"> <li>Launch a new cleansing mask (July), and base makeup(August)</li> <li>Promote the <i>B.A</i> series through a campaign in collaboration with skincare</li> </ul> </li> </ul>	<div data-bbox="1439 889 1864 1061"> </div> <div data-bbox="1429 1063 1864 1125"> <p>(Left) POLA <i>B.A</i> DEEP CLEARIZER (Right) <i>B.A</i> base makeup</p> </div>

### <Topics>

- Launch a new business model in the consignment sales channel
  - Achieve a sustainable business model by setting up part of the consignment sales organization as a corporation
  - Create new working styles for Beauty Directors; develop and retain Beauty Directors with strong professional discipline



### Overseas

- Expand into duty free stores in Hainan from July and accelerate new store openings in the Chinese duty free market to expand customer touchpoints



CDF Haikou Downtown Duty Free Shop

- New store opening:  
CDF Haikou Downtown Duty Free Shop
- Plan for new store openings in Hainan:  
aim for 4-5 new store openings during 2021

POLA duty free store opening plan  
(2021-2023 Medium-term Management Plan target)

<b>30 stores</b>	⇒	to approx. <b>50 stores</b>
(End of 2020)		(End of 2023)

- Continue the strong performance in Mainland China, achieving sustained sales growth with profit
  - Focus on expanding brand recognition with the strongly-performing new *B.A* products
  - For offline sales, carefully select locations to continue new store openings  
Aim to increase from 58 stores (2Q 2021) ⇒ 70 stores (end of 2021)
  - For online sales, focus on Single's Day and other shopping festivals to increase brand exposure, acquire new customers and build the customer base.



## ORBIS

- Halt the declining trend in customer number and aim to turn to an increase in annual revenue

1 New customer acquisition is steady. Aim to strengthen customer acquisition for high value-added products and accelerate conversion to recurring customers

- Strengthen customer acquisition for high value-added skincare (*ORBIS U.*)
- Expand periodic sales and stabilize customer loyalty



Periodic sales program

2 Approach existing customers with high-margin products in an aim to recover the number of purchases, and work on improving LTV

- Increase customer activity with strategic products and aim to enhance annual LTV
  - Enhance LTV with high-function brightening UV products
  - Position *ORBIS U.* as a strategic product and concentrate on approaching existing customers
  - Accelerate business model centered on apps and increase its users with high LTV



(Left) *WRINKLE WHITE UV PROTECTOR*  
(Right) *ORBIS U.*

## Overseas Brands

### Jurlique

- Focus on the Mainland China market, and utilize KOL and KOC\* to expand brand recognition

\*Key Opinion Customers

- For offline sales in the Mainland China market, enhance customer loyalty through point programs / VIP events and maximize LTV



(Left) *Activating Water Essence +*  
(Right) *Nutri-Define* series

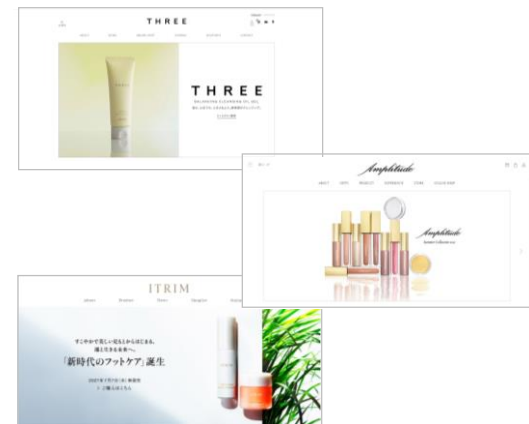
### H2O+

- Clarify new customer targets to enhance investment efficiency, and aim to improve the profit structure

## Brands Under Development

**T H R E E** *Amplitude* **ITRIM** **FIVEISM**  
x  
T H R E E

- Implement radical structural reforms to improve losses across the four brands under ACRO
  - Review brand operating functions and improve efficiency
  - Reduce fixed costs and thoroughly enhance cost efficiency to improve the profit structure
  - Promote a channel shift and increase the proportion of e-commerce sales



## DECENCIA

- Expand the number of regular members through new customer acquisition, and build a foundation for growth
- Improve cost efficiency through selection and concentration in online advertising



## F U J I M I

### <Brand overview>

Launched personalized supplement business in March 2019  
Personalized beauty care brand marketed mainly through e-commerce

### <Priority measures in 2021>

- Broadcast TV commercials from June and raise the brand stage
- Open pop-up stores and strengthen marketing



Supplement



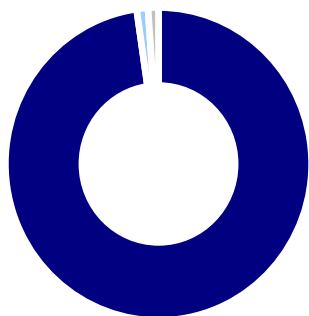
Protein



Face mask

Beauty care is the core business of the Group, and  
10 different cosmetics brands are operated under the Group umbrella

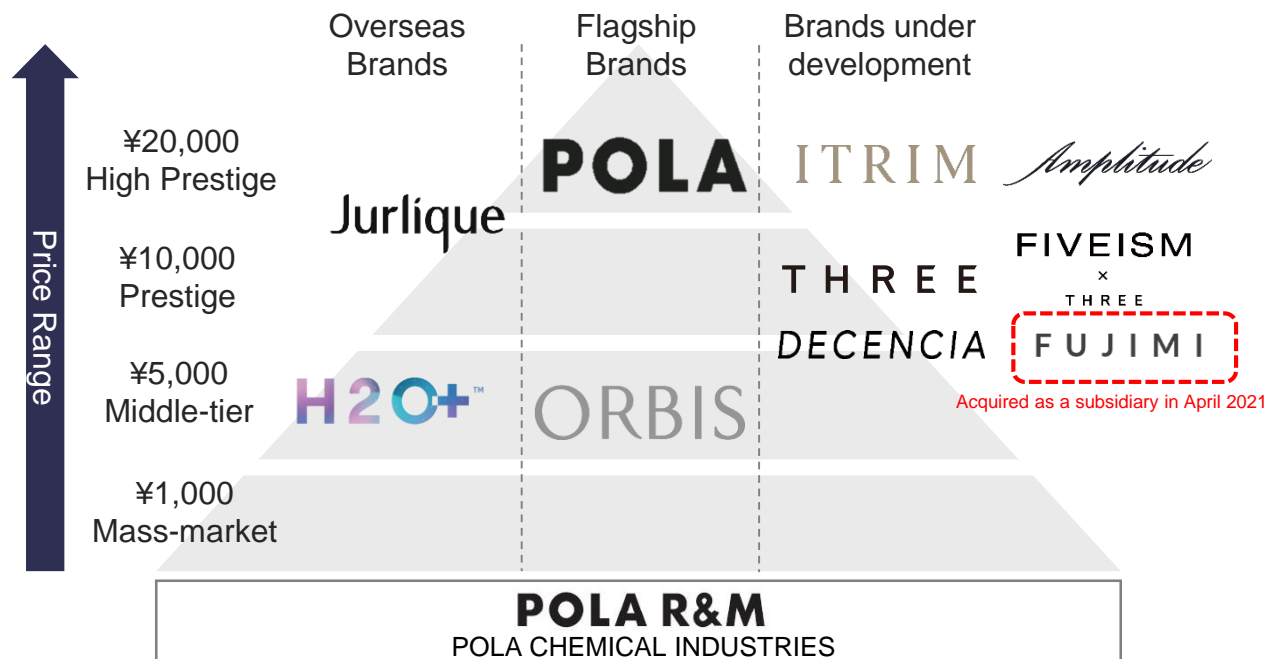
FY2020  
Consol. Net Sales  
¥176.3 bil.



Beauty care business 98%

Real estate business 1%

Other businesses 1%  
(building maintenance business)



## Our strengths

- Multi-brand strategy
- Focus on skincare products
- Flagship brands, POLA and ORBIS own and operate through their own unique sales channels

- Meeting diversified needs of customers
- High customer repeat ratio
- Strong relationships with customers

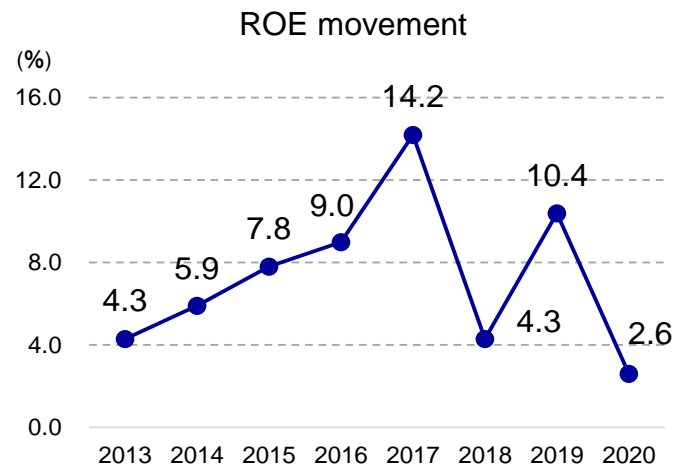
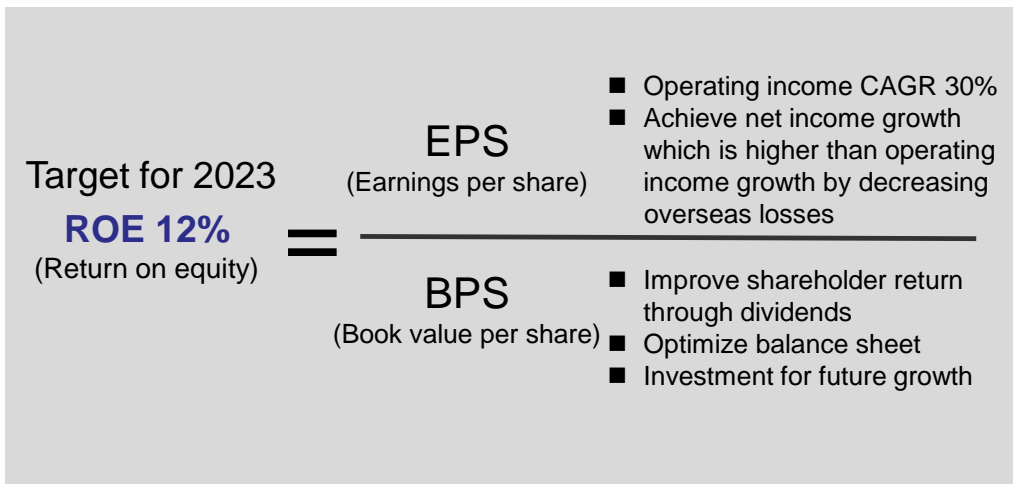
# (Appendix) Beauty Care Business Brand Portfolio

	Sales ratio*	Brand	Concept and products	Price	Main sales channel
Flagship brands	60%	<b>POLA</b> Since 1929	<ul style="list-style-type: none"> <li>High-prestige skincare</li> <li>Leading-edge technology in aging-care and skin-brightening fields</li> </ul>	Approx. ¥10,000 or higher	<ul style="list-style-type: none"> <li>JP: Consignment sales, department stores and e-commerce</li> <li>Overseas: Department stores, directly-operated stores, DFS<sup>(1)</sup>, e-commerce and cross-border e-commerce</li> </ul>
	26%	<b>ORBIS</b> Since 1984	<ul style="list-style-type: none"> <li>Aging-care brand to draw out people's intrinsic beauty</li> </ul>	Approx. ¥1,000~ ¥3,000	<ul style="list-style-type: none"> <li>JP: Mail-order (e-commerce and catalog) and directly-operated stores</li> <li>Overseas: E-commerce, cross-border e-commerce, and DFS<sup>(1)</sup></li> </ul>
Overseas Brands	4%	<b>Jurlique</b> Acquired in 2012	<ul style="list-style-type: none"> <li>Premium natural skincare brand from Australia</li> </ul>	Approx. ¥5,000 or higher	<ul style="list-style-type: none"> <li>AU: Department stores, directly-operated stores and e-commerce</li> <li>Overseas: Department stores, directly-operated stores, DFS<sup>(1)</sup>, e-commerce and cross-border e-commerce</li> </ul>
	1%	<b>H2O+</b> Acquired in 2011	<ul style="list-style-type: none"> <li>Skincare with concept of innovation and power of pure water</li> </ul>	Approx. ¥4,000 not sold in Japan	<ul style="list-style-type: none"> <li>US: E-commerce, hotel amenities</li> </ul>
Brands under development	9%	<b>T H R E E</b> Since 2009	<ul style="list-style-type: none"> <li>Skincare made with natural ingredients from Japan and fashion-forward make-up</li> </ul>	Approx. ¥5,000 or higher	<ul style="list-style-type: none"> <li>JP: Department stores, directly-operated stores and e-commerce</li> <li>Overseas: Department stores, DFS<sup>(1)</sup>, e-commerce and cross-border e-commerce</li> </ul>
		<i>Amplitude</i> Since 2018	<ul style="list-style-type: none"> <li>High prestige quality makeup from Japan</li> </ul>	Approx. ¥5,000~ ¥10,000	<ul style="list-style-type: none"> <li>JP: Department stores and e-commerce</li> <li>Overseas: DFS<sup>(1)</sup> and cross-border e-commerce</li> </ul>
		<b>ITRIM</b> Since 2018	<ul style="list-style-type: none"> <li>Premium skincare made from finely selected organic ingredients</li> </ul>	Approx. ¥20,000	<ul style="list-style-type: none"> <li>JP: Department stores and e-commerce</li> <li>Overseas: DFS<sup>(1)</sup> and cross-border e-commerce</li> </ul>
		<b>FIVEISM</b> x <b>T H R E E</b> Since 2018	<ul style="list-style-type: none"> <li>Industry's first men's cosmetics focusing on makeup</li> </ul>	Approx. ¥2,000~ ¥12,000	<ul style="list-style-type: none"> <li>JP: Department stores, directly-operated stores and e-commerce</li> <li>Overseas: DFS<sup>(1)</sup> and cross-border e-commerce</li> </ul>
		<b>DECENCIA</b> Since 2007	<ul style="list-style-type: none"> <li>Skincare for sensitive skin</li> </ul>	Approx. ¥5,000~ ¥10,000	<ul style="list-style-type: none"> <li>JP: E-commerce, department store</li> <li>Overseas: Cross-border e-commerce</li> </ul>
		<b>F U J I M I</b> Acquired in 2021	<ul style="list-style-type: none"> <li>Personalized beauty care brand operated by tricot, Inc.</li> </ul>	Approx. ¥6,000~ ¥10,000	<ul style="list-style-type: none"> <li>JP: E-commerce</li> </ul>

Operated by ACRO INC.



## Initiatives to Improve Capital Efficiency



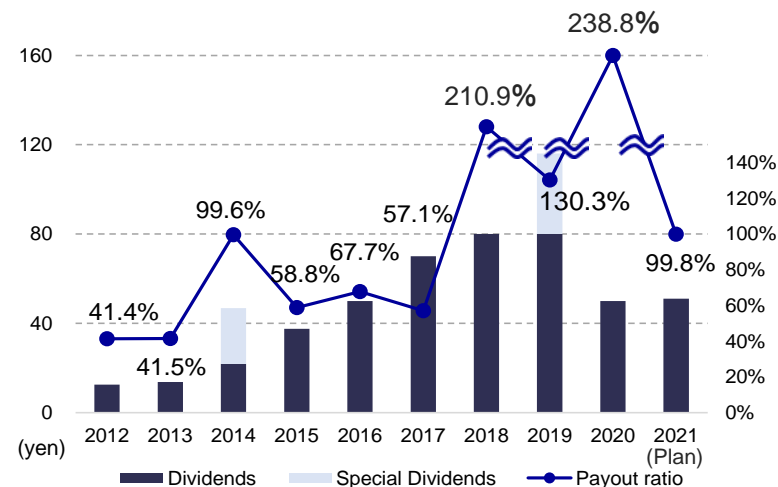
## Improvement of Shareholder Return

### Basic Policy :

- With a policy of consolidated payout ratio of **60% or higher**, enhance shareholder return by realizing stable profit growth
- Purchases of treasury stock shall be considered based on our investment strategies, as well as market prices and liquidity of the Company's shares

### Dividends forecast for FY2021:

- Dividend per share : **¥51** (Interim ¥20, Year-end ¥31)
- Consol. payout ratio : 99.8%







## Management Indicators for 2023

Net Sales	■ Consolidated net sales	⇒ <b>¥215.0 to 225.0 bil.</b> in FY2023 CAGR 7 to 9%
	■ Overseas sales ratio	⇒ <b>20 to 25%</b> in FY2023 (15% in FY2020) CAGR 20 to 25%
	■ Domestic e-commerce sales ratio	⇒ <b>30%</b> in FY2023 (24% in FY2020)
Operating Income	■ Operating margin	⇒ <b>15% or higher</b> in FY2023
	■ Operating income	⇒ CAGR <b>30% or higher</b>
Capital Efficiency	■ ROE	⇒ <b>12%</b> in FY2023
Shareholder Returns	■ Consolidated payout ratio	⇒ <b>60% or higher</b>

Strategy 1. Evolve domestic direct selling

Strategy 2. Grow overseas businesses profitably

Strategy 3. Profit contribution from brands under development

Strategy 4. Strengthen operations

Strategy 5. Expand new brands and domains of “beauty”

# (Appendix) Beauty Care Business Results for FY2018 – FY2020 by Brands

(mil. yen)	FY2018 Results	FY2019 Results	FY2020 Results	2019 vs 2020 YoY Change	
				Amount	%
Consolidated net sales	248,574	219,920	176,311	(43,609)	(19.8%)
Beauty care net sales	231,207	214,886	171,658	(43,228)	(20.1%)
POLA	150,183	135,502	102,888	(32,613)	(24.1%)
ORBIS	51,051	50,726	45,415	(5,310)	(10.5%)
Jurlique	10,386	7,765	6,444	(1,320)	(17.0%)
H2O PLUS	2,041	1,470	722	(747)	(50.9%)
Brands under development	17,544	19,421	16,186	(3,235)	(16.7%)
Consol. operating income	39,496	31,137	13,752	(17,384)	(55.8%)
Beauty care operating income	38,294	30,193	12,965	(17,228)	(57.1%)
POLA	32,574	25,529	10,927	(14,602)	(57.2%)
ORBIS	9,340	9,252	7,329	(1,923)	(20.8%)
Jurlique	(3,763)	(2,968)	(2,489)	479	-
H2O PLUS	(552)	(825)	(724)	100	-
Brands under development	695	(794)	(2,076)	(1,282)	-

Note : Consolidated operating income and loss for each brand are shown for reference purpose only (figures are unaudited)