Fiscal 2022
Supplementary Material

POLA ORBIS HOLDINGS INC.
Representative Director and President
Yoshikazu Yokote

- POLA ORBIS HOLDINGS INC. has applied Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020), etc. from fiscal 2022.

- Regarding the results for fiscal 2021:
  The results for fiscal 2021 presented in this presentation have been calculated using the same accounting standards as those in fiscal 2022, and are shown as reference information (unaudited) for the purpose of comparison.

POLA ORBIS HOLDINGS

1. Highlights of Consolidated Performance
2. Segment Analysis
3. Progress on the Medium-term Management Plan
4. Forecasts for Fiscal 2023 and Initiatives Going Forward
5. Sustainability and ESG Initiatives
6. Appendices

FY2022 Key Topics

Cosmetics Market

- The scale of the Japanese cosmetics market (including exports) as a whole recovered moderately.
- The recovery trend continued in the Japanese market, except for inbound demand.
- In the overseas market, mainland China continued to suffer the impact of the rapid infection spread on economic activity, despite easing of the zero-COVID policy.

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

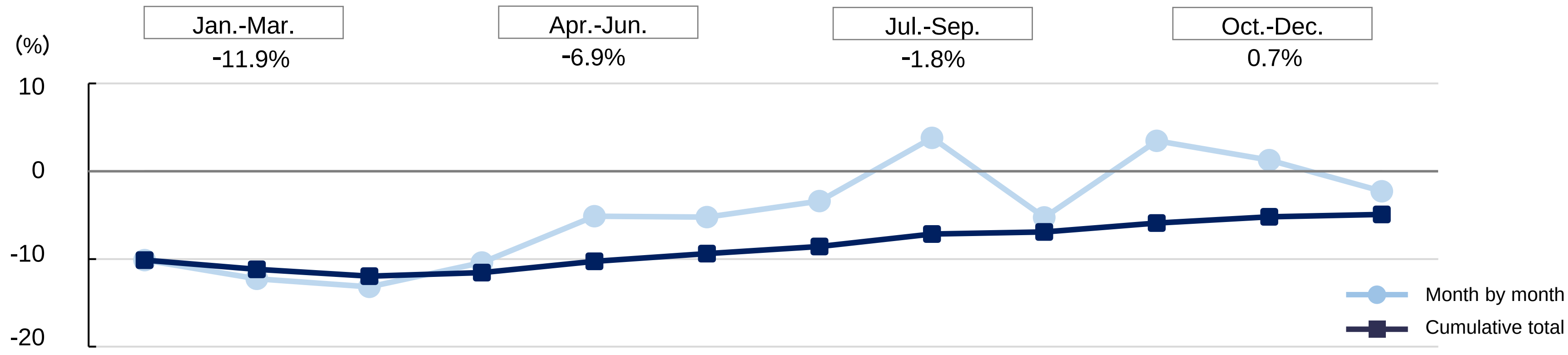
- The recovery trend continued after a low in the first quarter, with an upturn in consolidated revenue and income in the fourth quarter.
- For POLA, consignment sales were in an improving trend, but shipments to duty free stores in South Korea were suppressed (down approx. ¥3.7 bil.). Excluding this impact, overseas net sales decreased by 5.1% year on year, an improvement compared to the first half of the fiscal year.
- ORBIS's customer numbers recovered in the fourth quarter to the levels of the previous year, and high LTV drove a 5% increase in revenue and double-digit income growth in the fourth quarter.
- In overseas brands, Jurlique turned profitable for the fourth quarter.

Medium-term Management Plan Indicators (FY2022)

Overseas sales ratio	17.4% (-1.3 ppt*)
Domestic e-commerce sales ratio	26.9% (+1.1 ppt*)

*vs Dec. 2021

YoY Change in Consolidated Net Sales (same-standard basis)



Actual vs Planned Variance Analysis

(mil. yen)	FY2021 Results (recalculated under the 2022 standard)	FY2022 Results	YoY change		Jul. 29, 2022	vs. Plan	
			Amount	%	Plan	Amount	%
Consol. net sales	174,896	166,307	(8,588)	(4.9%)	170,000	(3,692)	(2.2%)
Operating income	15,582	12,581	(3,000)	(19.3%)	11,700	881	7.5%
Ordinary income	17,662	14,928	(2,734)	(15.5%)	15,700	(771)	(4.9%)
Profit attributable to owners of parent	10,823	11,446	622	5.8%	14,000	(2,553)	(18.2%)

Average exchange rates: 1.00 AUD = 91.00 JPY, 1.00 USD = 131.43 JPY, 1.00 CNY = 19.48 JPY

	Variance from Jul. 29 Plan	Major Factors of the Variance
Consolidated net sales	-¥3,692 mil. (down 2.2%)	■ Variance in the beauty care segment (down approx. ¥4,100 mil.) • POLA (down approx. ¥2,100 mil.) • Jurlique (down approx. ¥600 mil.) • ORBIS (down approx. ¥1,000 mil.) • Brands under development (down approx. ¥500 mil.)
Operating income	¥881 mil. (up 7.5%)	■ POLA: The control of expenses compensated for the variance in net sales (up approx. ¥900 mil.) ■ ORBIS: More efficient expense execution covered the decrease in net sales (down approx. ¥150 mil.) ■ Brands under development: Promoted structural reform for ACRO (up approx. ¥150 mil.)
Ordinary income	-¥771 mil. (down 4.9%)	■ Foreign exchange gain decreased due to the higher-than-anticipated value of the yen (down approx. ¥1,600 mil.)
Profit attributable to owners of parent	-¥2,553 mil. (down 18.2%)	■ Impairment loss on goodwill for FUJIMI (down ¥1,987 mil.) Although net sales are currently diverging from the plan made at the time of acquisition, impairment has been recorded against the balance of goodwill as the result of giving priority to investment in business expansion and reviewing future cash flow.

Note: FY2021 results are presented for reference only (unaudited).

POLA ORBIS HOLDINGS

Consolidated P&L Changes Analysis
Net Sales to Operating Income

(mil. yen)	FY2021 Results (recalculated under the 2022 standard)	FY2022 Results	YoY Change	
			Amount	%
Consolidated net sales	174,896	166,307	(8,588)	(4.9%)
Cost of sales	31,291	31,037	(254)	(0.8%)
Gross profit	143,604	135,270	(8,334)	(5.8%)
SG&A expenses	128,022	122,688	(5,333)	(4.2%)
Operating income	15,582	12,581	(3,000)	(19.3%)

Key Factors

- **Consol. net sales** Decreased on a consolidated basis, mainly due to a decrease in revenue from POLA and ORBIS.
- **Cost of sales** Cost of sales ratio deteriorated due to lower sales ratio from POLA.
  Cost of sales ratio FY2021 : 17.9% ⇒ FY2022 : 18.7%
- **SG&A expenses** Labor expenses: up ¥272 mil. YoY
  Sales commissions: down ¥1,598 mil. YoY
  ⇒ Decreased due to lower POLA consignment sales.
  Sales related expenses: down ¥1,595 mil. YoY
  Administrative expenses, etc.: down ¥2,411 mil. YoY
- **Operating income** Impact of suppression on shipment to duty free stores in South Korea (down approx. ¥1,400 mil.)
  Operating margin FY2021: 8.9% ⇒ FY2022: 7.6%

Note: FY2021 results are presented for reference only (unaudited).

Consolidated P&L Changes Analysis
Operating Income to Profit Attributable to Owners of Parent

(mil. yen)	FY2021 Results (recalculated under the 2022 standard)	FY2022 Results	YoY Change Amount	YoY Change %
Operating income	15,582	12,581	(3,000)	(19.3%)
Non-operating income	2,297	2,773	475	20.7%
Non-operating expenses	217	427	209	96.3%
Ordinary income	17,662	14,928	(2,734)	(15.5%)
Extraordinary income	383	762	378	98.7%
Extraordinary losses	1,740	3,379	1,638	94.2%
Profit before income taxes	16,306	12,311	(3,994)	(24.5%)
Income taxes etc.	5,426	804	(4,622)	(85.2%)
Profit attributable to non-controlling interests	56	61	4	8.6%
Profit attributable to owners of parent	10,823	11,446	622	5.8%

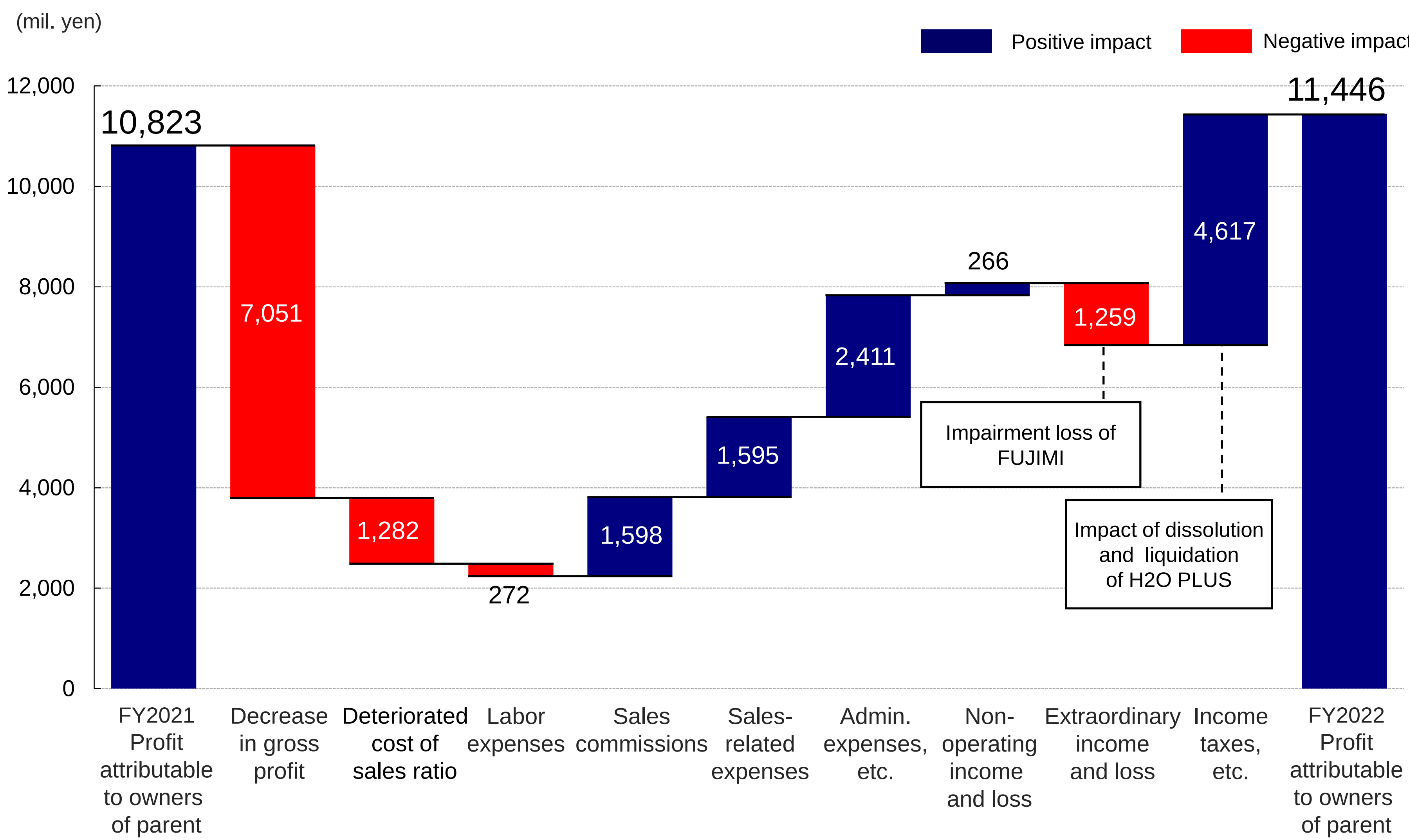
Key Factors

- Non-operating income: Foreign exchange gain ¥2,355 mil
- Extraordinary losses: FUJIMI goodwill impairment loss ¥1,987 mil.
  (reduction in depreciation and amortization from 2023 onward approx. ¥380 mil.)
  Extraordinary loss due to liquidation of H2O PLUS ¥165 mil.
- Income taxes etc.: Reduction in income taxes etc. – deferred due to liquidation of H2O PLUS ¥4,466 mil.

Note: FY2021 results are presented for reference only (unaudited).

Factors Impacting Profit Attributable to Owners of Parent

While gross profit decreased due to lower revenue, profit attributable to owners of parent increased by ¥622 mil. YoY due to a reduction in income taxes etc. resulting from the impact of the liquidation of H2O PLUS.



1. Highlights of Consolidated Performance
2. **Segment Analysis**
3. Progress on the Medium-term Management Plan
4. Forecasts for Fiscal 2023 and Initiatives Going Forward
5. Sustainability and ESG Initiatives
6. Appendices

POLA ORBIS HOLDINGS

Segment Results

(mil yen)	FY2021 Results (recalculated under the 2022 standard)	FY2022 Results	YoY Change Amount	YoY Change %
Consolidated net sales	174,896	166,307	(8,588)	(4.9%)
Beauty care	170,403	161,654	(8,749)	(5.1%)
Real estate	2,112	2,083	(29)	(1.4%)
Others	2,379	2,569	189	8.0%
Operating income	15,582	12,581	(3,000)	(19.3%)
Beauty care	15,754	13,793	(1,961)	(12.5%)
Real estate	488	491	2	0.6%
Others	70	96	26	37.4%
Reconciliations	(731)	(1,800)	(1,068)	-

Segment Results Summary

- **Beauty care**: Net sales decreased YoY, primarily due to a decrease in revenue from POLA and ORBIS, and operating income declined, mainly due to a decrease in gross profit. However, losses were reduced in overseas brands and brands under development.
- **Real estate**: Sold unprofitable property.

Note: FY2021 results are presented for reference only (unaudited).

POLA ORBIS HOLDINGS

Beauty Care Business Results by Brands

(mil. yen)	FY2021 Results (recalculated under the 2022 standard)	FY2022 Results	YoY Change Amount	YoY Change %
Beauty care net sales	170,403	161,654	(8,749)	(5.1%)
POLA	105,769	96,371	(9,397)	(8.9%)
ORBIS	39,071	38,417	(654)	(1.7%)
Jurlique	7,940	8,388	447	5.6%
H2O PLUS	1,116	1,584	467	41.9%
Brands under development	16,505	16,892	387	2.3%
Beauty care operating income	15,754	13,793	(1,961)	(12.5%)
POLA	15,144	12,495	(2,648)	(17.5%)
ORBIS	5,965	4,850	(1,115)	(18.7%)
Jurlique	(1,542)	(1,266)	275	-
H2O PLUS	(802)	(180)	621	-
Brands under development	(3,011)	(2,105)	905	-

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

Brand Analysis (1)

FY2022 Results

- For domestic, revenue from consignment sales decreased due to a decline in customer numbers, but revenue increased from the high price range *B.A* series, and net sales of aesthetic treatment are in a recovery trend, reaching the highest in the fiscal year during the fourth quarter.
- Overseas net sales improved compared to the first half, down 5.1% YoY excluding the impact of suppression on shipment to South Korea duty free.

Q4 (YTD)	Results (mil. yen)	YoY Change
Net sales	96,371	(8.9%)
Operating income	12,495	(17.5%)

Key indicators		
Sales ratio	Consignment sales	65.7%
	Overseas	16.6%
	Domestic e-commerce	5.8%
	Dept. store, B2B	11.9%
Sales growth*	Consignment sales	down 9.4%
	Overseas	down 21.1%
	Domestic e-commerce	up 6.1%
	Dept. store, B2B	up 10.7%
Consignment sales channel	# of sales offices**	2,946 (down 281)
	# of PB**	537 (down 51)
	Purchase per customer*	up 17.5%
	# of customers*	down 21.9%
Number of stores overseas**		152 (up 20)

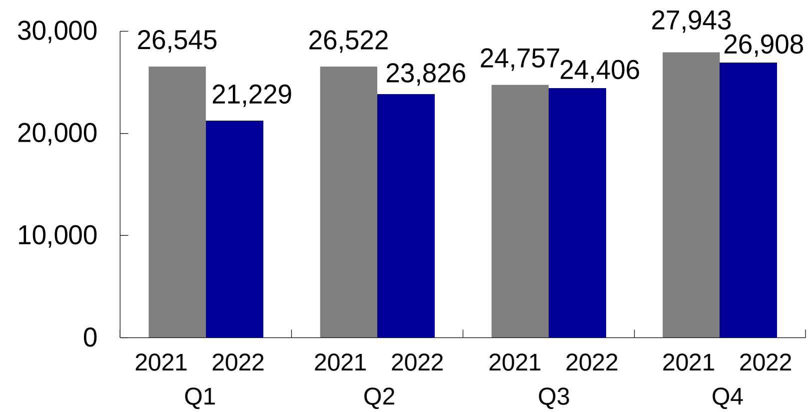
*YoY basis
** vs Dec. 2021

Topics

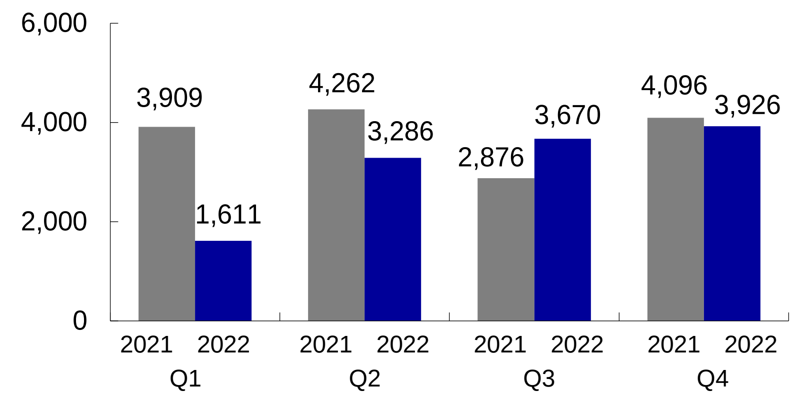
- Launched a renewed eye cream form B.A series (October)

POLA B.A EYE ZONE CREAM N

Quarterly net sales (mil. yen)



Quarterly operating income (mil. yen)



Note: YoY change has been calculated using the same accounting standards for both years.

Brand Analysis (2)

FY2022 Results

- The new *ORBIS U* contributed to an increase in revenue in the fourth quarter, bringing income growth into double figures.
- The decline in customer levels was stopped, with numbers during the same period on a par with the previous year.

Q4 (YTD)		Results (mil. yen)	YoY Change
Net sales		38,417	(1.7%)
Operating income		4,850	(18.7%)
Key indicators			
Sales ratio	Domestic e-commerce		60.5%
	(Proportion of domestic sales attributable to e-commerce)		63.4%
	Other mail-order		13.6%
	Stores and overseas, etc.		25.9%
Sales growth*	Domestic e-commerce		down 1.2%
	Other mail-order		down 11.6%
	Stores and overseas, etc.		up 1.2%
Mail-order** purchase per customer*			up 1.6%
Number of mail-order** customers*			down 7.4%
ORBIS U series ratio of sales(1)			26%

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

* YoY basis

** include e-commerce and catalog

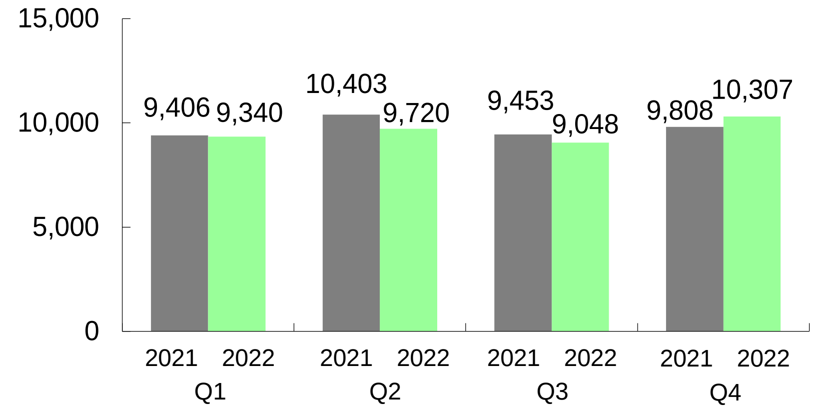
Topics

- Launched *hada ka.r.te* (November), a new service to support beauty habits with proposals tailored to each customer's skin concerns.

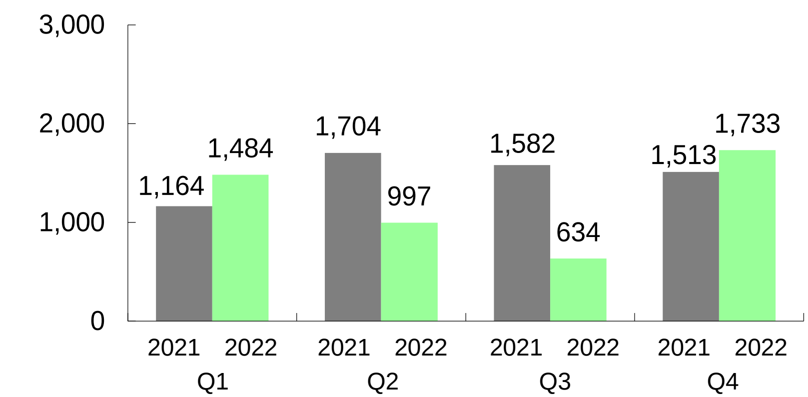
Accelerated CRM strategy centered on app.

hada ka.r.te

Quarterly net sales (mil. yen)



Quarterly operating income (mil. yen)



Note: YoY change has been calculated using the same accounting standards for both years.

Brand Analysis (3) Overseas Brands

FY2022 Results

- Losses were ameliorated for Jurlique, with a return to profit for the fourth quarter.
  Sales were strong in mainland China, despite the continued impact of COVID-19.

Q4 (YTD)		Results (mil. yen)	YoY Change[1]
Jurlique	Net sales	8,388	5.6%
	OP income	(1,266)	275
H2O PLUS	Net sales	1,584	41.9%
	OP income	(180)	621
Key indicators			
Jurlique			
Sales ratio	Australia		18.1%
	Hong Kong		12.2%
	Duty free		14.7%
	mainland China		39.7%
Sales growth[2]	Australia		up 8.3%
	Hong Kong		down 29.5%
	Duty free		up 23.5%
	mainland China		up 2.5%

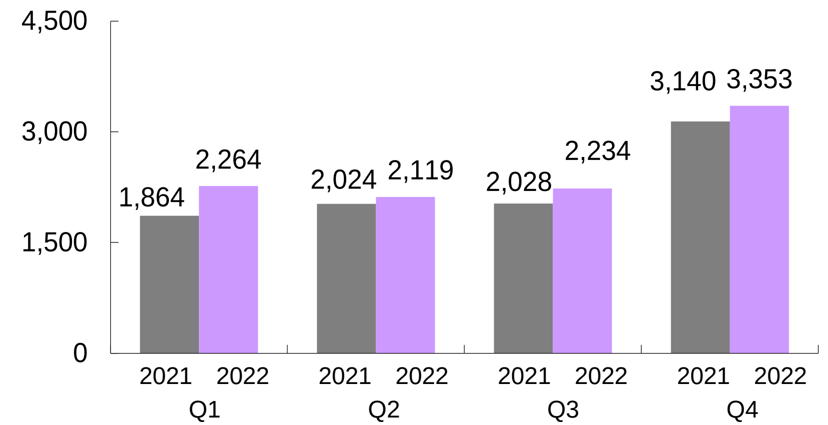
(1) For operating income, the YoY difference is shown as an amount (mil. yen)
(2) AUD basis, YoY

Topics

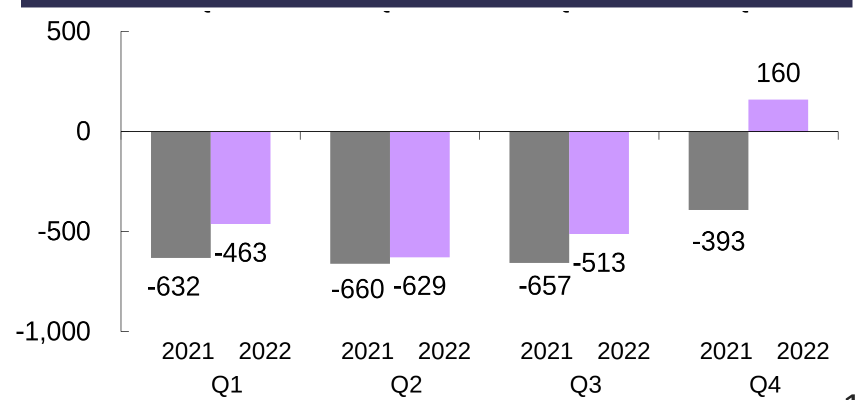
- Jurlique launched a nighttime cream mask (October)

HYDRATING MASK

Quarterly net sales (mil. yen)



Quarterly operating income (mil. yen)



Note: YoY change has been calculated using the same accounting standards for both years.

FY2022 Results

- Proceeded with the structural reform of ACRO, which runs THREE, and ameliorated losses.
- Net sales of THREE grew on external e-commerce platforms, in addition to the impact of the suspension of in-house e-commence abating, the domestic e-commerce business is in a recovery trend.
- DECENCIA launched a new skincare series, reinforcing its branding as a prestige brand.

Q4 (YTD)	Results (mil. yen)	YoY Change
Net sales	16,892	2.3%
Operating income[1]	(2,105)	905
ACRO Net sales	7,305	(13.4%)
ACRO OP income[1]	(2,002)	661
THREE[3] Net sales	6,042	(13.7%)
THREE[3] OP income[1]	(1,164)	161
DECENCIA Net sales	4,723	(13.5%)
DECENCIA OP income	594	(16.7%)

Key indicators		
THREE[3]		
Sales ratio	Domestic storefronts, etc.	60.9%
	Domestic e-commerce	12.4%
	Overseas	26.7%
Sales growth[2]	Domestic storefronts, etc.	down 17.6%
	Domestic e-commerce	down 9.0%
	Overseas	down 5.8%

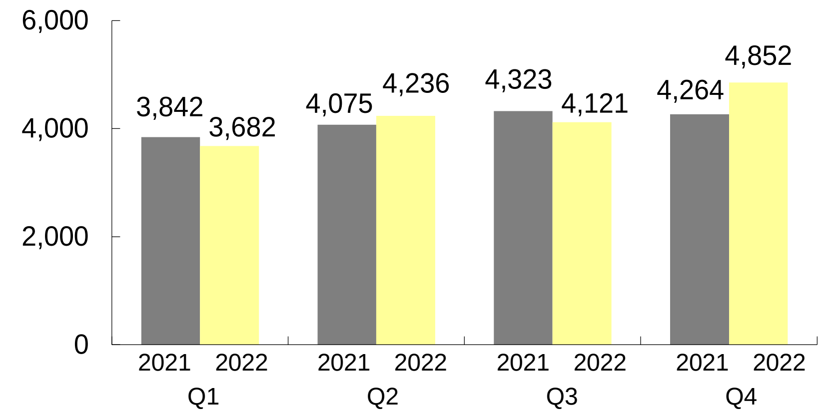
(1) The YoY change is shown as the amount (mil. yen)
(2) YoY basis (3) Includes FIVEISM

Topics

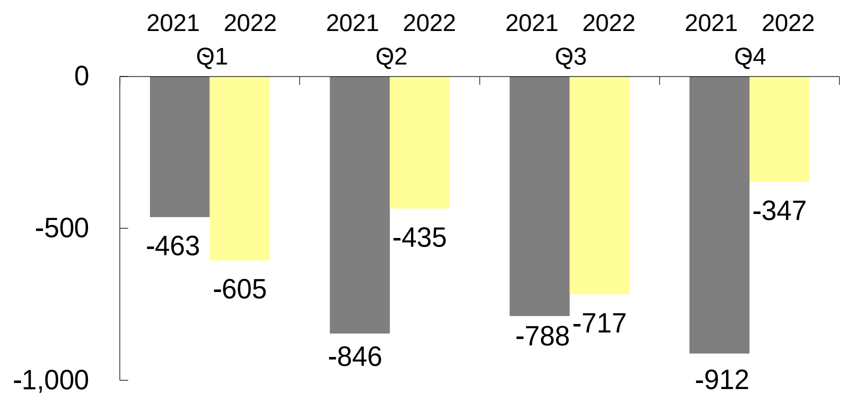
- DECENCIA launched a new aging-care series (October)

DECENCIA

Quarterly net sales (mil. yen)



Quarterly operating income (mil. yen)



Note: YoY change has been calculated using the same accounting standards for both years.

1. Highlights of Consolidated Performance
2. Segment Analysis
3. **Progress on the Medium-term Management Plan**
4. Forecasts for Fiscal 2023 and Initiatives Going Forward
5. Sustainability and ESG Initiatives
6. Appendices

POLA ORBIS HOLDINGS

Progress of 2021-2023 Medium-term Management Plan

Management Indicators for 2023

Net Sales	■ Consolidated net sales	⇒ **¥205.0 to 215.0 bil.** in FY2023 CAGR 6% or higher
	■ Overseas sales ratio	⇒ **20 to 25%** in FY2023 (15% in FY2020) CAGR 20 to 25%
	■ Domestic e-commerce sales ratio	⇒ **30%** in FY2023 (24% in FY2020)
Operating Income	■ Operating margin	⇒ **12% or higher** in FY2023
	■ Operating income	⇒ CAGR **25% or higher**
Capital Efficiency	■ ROE	⇒ **9% or higher** in FY2023
Shareholder Returns	■ Consolidated payout ratio	⇒ **60% or higher**

A longer-than-expected zero-COVID policy in the Chinese market, together with delays in the progress of recovery in domestic businesses in Japan, have made it difficult to achieve management indicator targets.

Progress of 2021-2023 Medium-term Management Plan

【Growth Strategies】

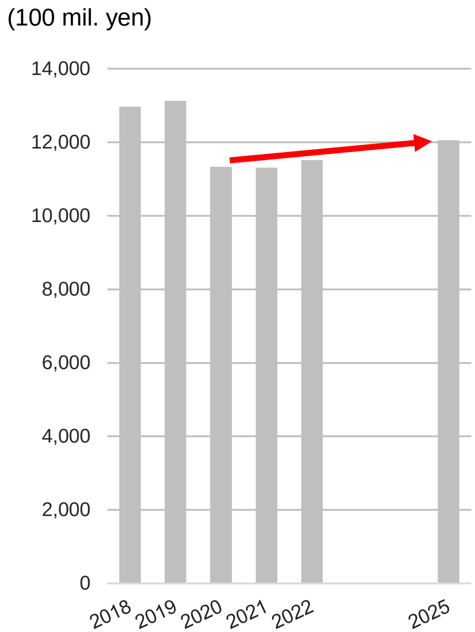
	Strategies	Evaluation	
1	Evolve domestic direct selling	Slightly behind	- Although it took some time for POLA customer numbers to recover, the decline has slowed, and progress has been made in the introduction of app and the expansion of digital contact points to promote OMO. - The number of ORBIS mail-order customers has recovered to the level of previous year (Q4 2022).
2	Grow overseas businesses profitably	Slightly behind	- POLA overseas revenue declined due to the zero-COVID policy in the Chinese market and the suppression of shipments to South Korea. - Jurlique structural reform progressed, but progress towards a return to profit in 2023 was delayed. - Decided on the liquidation of H2O PLUS.
3	Profit contribution from brands under development	Behind	- Revenue declined across brands under development as a whole, excluding FUJIMI. - Even greater urgency is required in ameliorating losses for ACRO.
4	Strengthen operations	On track	- Steady progress was made in creating a new materials pipeline. - Establishment of the Technical Development Center, which will engage in unique new dosage forms research and the development of high value-added products, progressed as planned.
5	Expand new brands and domains of “beauty”	On track	- Progress was made on the consideration of several new businesses in new fields such as aesthetic medicine.

Although POLA and ORBIS struggled amid the COVID-19 pandemic, progress was made on evolving direct selling for the future, and losses in overseas brands were progressively ameliorated.
In 2023, the final year of the Medium-term Management Plan, we will accelerate the growth trend in domestic businesses and restructure to expand overseas businesses, to ensure growth under the new Medium-term Management Plan from 2024 onward.

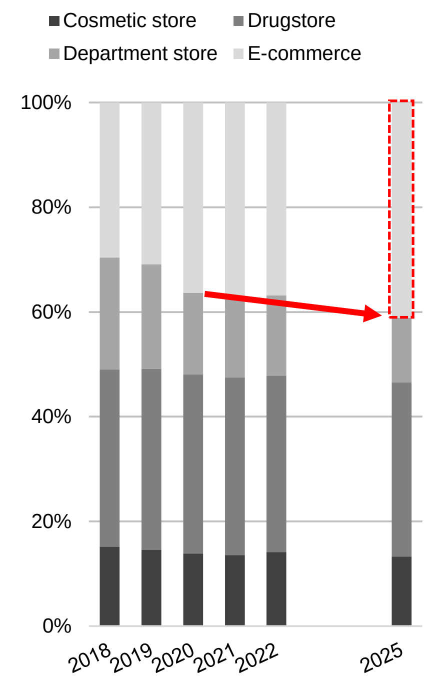
POLA ORBIS HOLDINGS

Trends in the Cosmetics Market

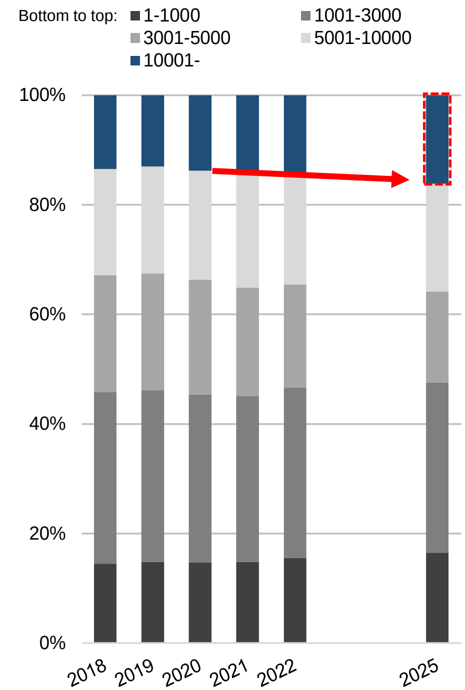
Domestic Cosmetics Market



Percentage by Domestic Route



Percentage by Domestic Price Range



Source: Data published in January 2023 by Intage SLI (not including inbound demand)
Company assumption for 2025

【Domestic market】

- Moderate recovery trend in domestic demand, with continued strength in the skincare market.
- Inbound demand remains unclear at present, but some degree of recovery is expected by 2025.
- The e-commerce market is expected to continue to expand.
- The high price range market targeted by our Group has performed relatively strongly, even in the COVID-19 pandemic, and growth is forecast to continue in 2023 and beyond.

【Overseas market】

- Growth slowed in the Chinese market in 2022 due to the prolonged zero-COVID policy, but is expected to recover in 2023. China is the most important market for the Group’s overseas expansion, with steady growth anticipated in the long term.

POLA ORBIS HOLDINGS

Forecasts for Fiscal 2023

(mil. yen)	FY2022 Full-year Results	YoY Change (same-standard basis) Amount	YoY Change (same-standard basis) %	FY2023 Full-year plan	YoY Change Amount	YoY Change %
Consol. net sales	166,307	(8,588)	(4.9%)	180,000	13,692	8.2%
Beauty care	161,654	(8,749)	(5.1%)	175,500	13,845	8.6%
Real estate	2,083	(29)	(1.4%)	2,000	(83)	(4.0%)
Others	2,569	189	8.0%	2,500	(69)	(2.7%)
OP income	12,581	(3,000)	(19.3%)	15,100	2,518	20.0%
Beauty care	13,793	(1,961)	(12.5%)	15,450	1,656	12.0%
Real estate	491	2	0.6%	300	(191)	(39.0%)
Others	96	26	37.4%	80	(16)	(17.3%)
Reconciliations	(1,800)	(1,068)	-	(730)	1,070	-
Ordinary income	14,928	(2,734)	(15.5%)	15,100	171	1.2%
Profit attributable to owners of parent	11,446	622	5.8%	10,000	(1,446)	(12.6%)

Assumed exchange rates: 1.00 AUD = 91.0 JPY (PY 91.00) 1.00 CNY = 18.6 JPY (PY 19.48)

Assumptions used for this guidance

- In view of the uncertainty of inbound demand, it has been left at the previous year's levels and not reflected in the plan at present.
- Shipments to the South Korea duty free channel have been reflected to the same extent as in 2022.

	FY2022	FY2023 (plan)
Shareholder returns	Annual ¥52 (Consol. Payout ratio 100.5%)	Annual ¥52 (Interim ¥21, Year-end ¥31) (Consol. Payout ratio 115.0%)
Capital investment	¥12,532 mil.	¥18,000 mil. - ¥19,000 mil.
Depreciation	¥8,482 mil.	¥8,000 mil. - ¥9,000 mil.

POLA

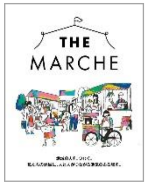
Initiatives Going Forward: POLA Domestic

- Promote OMO and build a new business model to integrate domestic customer data and seamlessly connect each sales channel.
- Prioritize expanding the top line, with upfront investment to bring about a reversal in customer numbers, already in a growth trend, and enhance LTV.

Domestic strategy

Change through the integration of customer IDs	Achieve high-LTV businesses utilizing the characteristics and strengths of each sales channel, by building a shared domestic customer base. ✓ Enhance customer experience value by increasing the immediacy of customer follow-up and personalization (evolve customer service quality and continuity). ✓ Strengthen routes that lead customers to consignment sales channels with high customer retention rates and LTV.

- Focus investment on digital advertising.
- Expand offline events (MARCHE etc.)
- Recruit Beauty Directors and strengthen their development.



Increase customer contact points and recognition ↗

- Introduce entry-level products to lower the hurdle for first-time purchases.
- Expand e-commerce chat functions and content.

B.A MILK FOAM
(for launch in April 2023)

Increase new purchases ↗

- Direct e-commerce customers to stores through the provision of tickets for aesthetic treatment.
- Shared membership program across sales channels.

Increase customers directed to stores and repeat customers ↗

2023 business plan (POLA as a whole)

Net Sales	Up approx. **10**% (domestic: up approx. **5**% or more; overseas: up approx. **30**%)
Operating Income	Similar level to last year

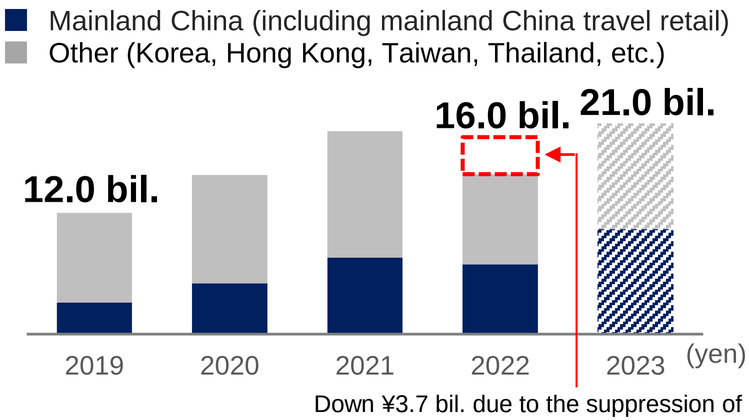
*Up approx. 5% in real terms, excluding the impact of an increase in the allocation of companywide costs.

Initiatives Going Forward: POLA Overseas

- Mainland China is a key market: firmly establish brand presence.
- Accelerate growth in other regions in Asia.

Overseas strategy

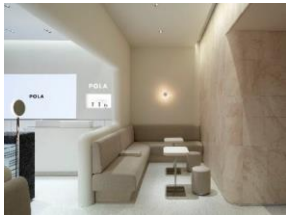
Overseas sales*



*The new revenue recognition standard was applied from the FY2021 results.

- Mainland China
  - Offline, continue store openings, expanding customer contact points to further increase brand recognition and enhance customer experience.
  - Online, strengthen the distribution of unique content and consider opening stores on new platforms.
- Other regions
  - Expand into new countries, mainly in Asia, enhance global brand presence, and build the foundations for growth in the next market after mainland China.
  - Shipments to South Korea duty free will be at the same level as in 2022.

Plan for new store openings (mainland China)

Department stores	Stores providing aesthetic treatment	Travel retail
50 stores in 2023 (up 10 from Dec. 2022)	**55** stores in 2023 (up 14 from Dec. 2022)	**7** stores in 2023 (up 1 from Dec. 2022)
		

ORBIS

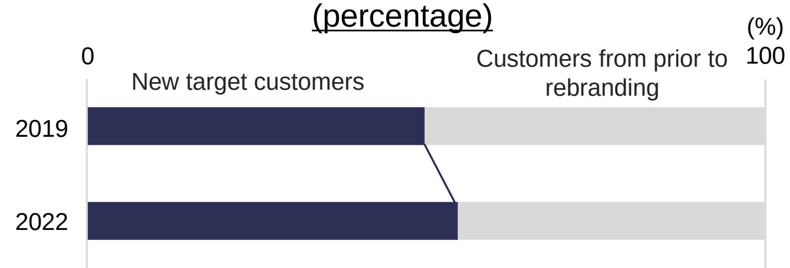
Initiatives Going Forward: Changes in ORBIS Customer Composition

- Rebranding to expand the target customer demographics accessible through the value offered by the brand.
- Although customer numbers have been declining with strategies targeting an improvement in customer composition, they recovered to last year's levels in the fourth quarter of 2022.

Composition of mail-order customers

- Net sales and profit have decreased due to a decline in customer numbers, but customer composition is progressively more profitable due to reductions in expenses for points and discounts and a shift to high value-added products.

Number of customers by target (percentage)



【New target customers】
Customers in the core target demographics acquired under the new branding, mainly for *ORBIS U*, since rebranding.

【Characteristics of new target customers】
✓ The unit price of each product is higher than for previous customers.
✓ Continued increase in per-customer spending, with high expected LTV.

Number of mail-order customers

YoY change in number of mail-order customers

✓ The new *ORBIS U* launched in the third quarter contributed to new customer acquisition.
✓ The decline in customer numbers has been stopped.

Focus on stable new customer acquisition and retention in 2023 and beyond.
Steadily accumulate customer numbers to return to revenue growth.

Initiatives Going Forward: ORBIS

- Evolve its unique customer data platform and achieve a return to revenue growth by increasing customer numbers and maximizing LTV.
- Open up new markets for further business growth and launch new skincare products for the senior generation in 2023.

ORBIS customer data platform

- Provide not only product sales but also successful beauty experiences to achieve the maximization of LTV.
  - Provide close communication that accompanies customers throughout their lives through the new *hada ka.r.te* app service.
  - Promote something extra added to skincare purchases through more sophisticated customer data analysis and one-to-one communication.

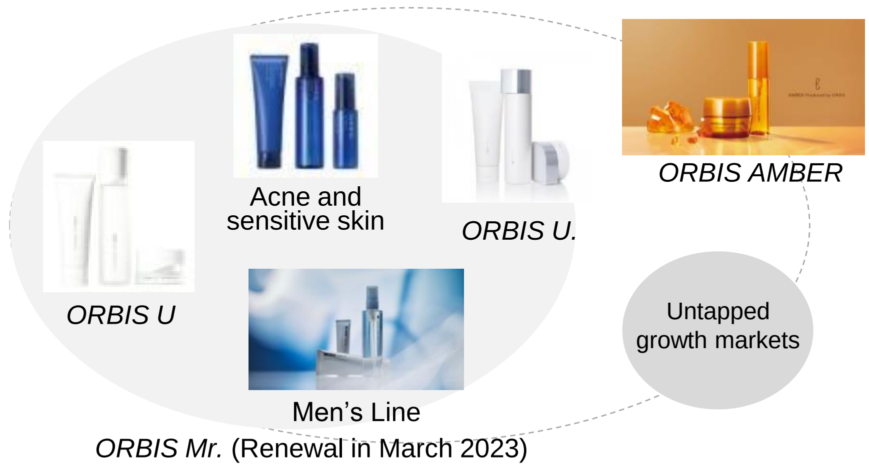
The ORBIS app

Number of app downloads: **4.7** million*

*As of December 2022

Strategic extension of target markets

- Expand our share of the growing age 50+ market and launch the new *ORBIS AMBER* series in February 2023.
- Plan strategic product launches in untapped markets.



2023 business plan

- Strengthen upfront investment to increase customer numbers, prioritizing top-line growth to target income increases in 2024 and beyond.

Net Sales	Up approx. **4**%
Operating Income	Similar level to last year

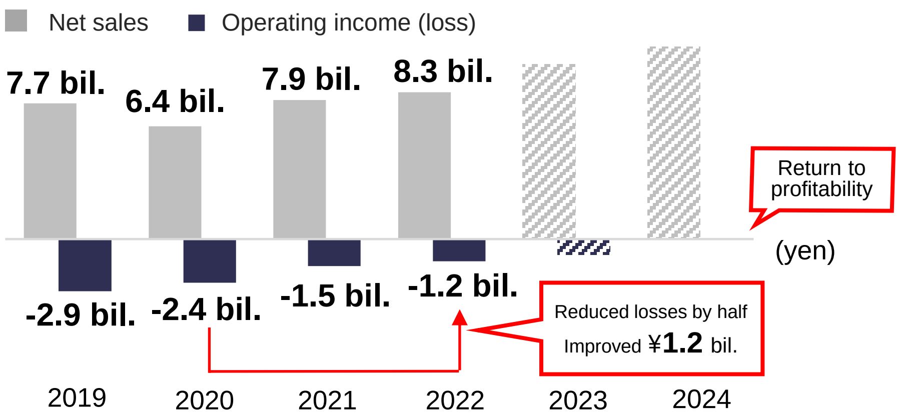
*Up approx. 7% in real terms, excluding the impact of an increase in the allocation of companywide costs.

Jurlique

Initiatives Going Forward: Jurlique

- Reset the timing of a return to profitability to 2024 in view of the prolonged impact of COVID-19, especially in mainland China.
- Expand the top line and proceed with further structural reforms to lower the breakeven point, aiming for an early return to profitability.

Performance trend*



*The new revenue recognition standard has been applied from the FY2021 results.

- Operating losses are steadily shrinking thanks to cost structure reforms and fixed cost reductions.
- Top-line growth fell short of the plan for 2022 due to the prolonged impact of COVID-19 in mainland China and Hong Kong.

Achieve profitability

- Expand the top line
  - Accelerate growth in China, focusing on online sales.
  - Achieve a business recovery in post-pandemic Australia and Hong Kong.
- Reduce fixed costs and strengthen cost control
  - Switch product packaging to renewable materials to reduce costs and environmental burden.

Establish brand presence

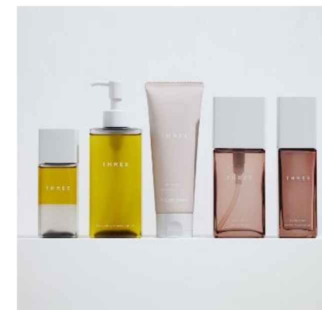
- Strengthen facial skincare and pivot on star products to enhance customer acquisition and engagement.
- Strengthen brand experience through spa treatments.

Initiatives Going Forward: Brands Under Development

- Swiftly achieve profitability in currently unprofitable brands as a top priority, and promote structural reform for THREE to turn profitable in 2024.
- For FUJIMI, aim for further business expansion and profitability in 2023 (before amortization of intangible assets recognized on acquisition).

THREE   Amplitude   ITRIM

- Redefine the value provided to regrow the THREE brand, and renew the flagship skincare series (February).
- Proceed to full-scale expansion into the local market in mainland China and utilize sales agents to swiftly expand customer contact points, both online and offline.
- Structural reform to achieve profitability
  - Greater cost efficiency and fixed cost reductions.
  - Review development and procurement processes to reduce costs.
  - Optimize sales channels.



THREE BALANCING

DECENCIA

- Radically revise promotions and build brand equity as a prestige brand.
- Develop star products, and expand brand recognition.

DECENCIA

FUJIMI

- Communicate the new brand message and launch a skincare series (in March) as a new product line offering to accelerate growth.

FUJIMI
美しさを私らしく

POLA ORBIS HOLDINGS

Initiatives Going Forward: Strengthen Operations

Research and development

■ Unique research strategy for new value creation

- Dispatch researchers to the research base in Singapore and build the infrastructure for new value creation, starting with *Mirror Skin* research.
- Strengthen external collaboration through investment in startups and alliances, and accelerate research, development, and utilization.
- Preparations are progressing in the aesthetic medicine business, with the construction of a business model.
- The expansion of the new materials pipeline (in the aging-care domain) is progressing as planned.

■ Investment in research and development

- Invest at least 2% of consolidated net sales in research and development.
- The Technical Development Center (TDC) will begin operation in 2024.

Illustration of the completed TDC

Overseas organizational structure

■ Restructure the overseas business to accelerate global expansion (launch of the new structure planned for 2024)

- Change from independent business operating structures for each brand to operations divided by region.
- Aim to achieve more efficient decision-making, maximize utilization of local resources, and optimize operations through the localized delegation of authority.

POLA ORBIS HOLDINGS

1. Highlights of Consolidated Performance
2. Segment Analysis
3. Progress on the Medium-term Management Plan
4. Forecasts for Fiscal 2023 and Initiatives Going Forward
5. Sustainability and ESG Initiatives
6. Appendices

The Commitment to Sustainability of the Group

The unique KPIs to realize a sustainable society

Materiality Categories	Corresponding SDGs	KPIs	Targets for 2029
QOL improvement through innovative technology services	3, 8, 9	• Number of new businesses created • Job satisfaction and engagement score • Brand recognition and loyalty • Number of research awards won at home and aboard • Number of researchers in cutting-edge dermatology research	• Cumulative total of 10 (2023) • 75% • Brand awareness/enthusiasm • Cumulative total of 10 • 120
Regional revitalization	5, 8, 11	• Number of regional entrepreneur owners • Number of initiatives contributing to the local economy	• 1,200 • 78
Culture, the Arts, Design	4, 17	• Number of new brand experiences created utilizing art • Number of participants in liberal arts workshops	• 20 • 550,000 in total
All-inclusive human resources	3, 5, 10	• Percentage of female executives • Percentage of female managers • Percentage of candidates to become management executives • Number of people leaving the company for health reasons	• 30-50% • 50% or higher • 200% • 0
Environment	12, 13, 14, 15, 17	• CO_2 emissions • Water consumption • Waste • Plastic cosmetics containers and packaging consumption	• 42% reduction in actual Scope 1 and 2 emissions (vs. 2019) 30% reduction in actual Scope 3 emissions (vs. 2019) • 26% reduction in Scope 1 and 2 per unit of sales (vs. 2019) • 26% reduction in Scope 1 and 2 per unit of sales (vs. 2015) • 100% sustainable design based on 4R's

Please see here for the Group's sustainability policy: https://www.po-holdings.co.jp/en/csr/policy/

Inclusion in ESG indexes and external ratings

- Selected for inclusion in indexes such as the FTSE4Good Index Series, the FTSE Blossom Japan Index, and the FTSE Blossom Japan Sector Relative Index.
- Selected by CDP as a "Climate Change A List" company, the highest rating, for the second consecutive year.

FTSE4Good

FTSE Blossom Japan

FTSE Blossom Japan Sector Relative Index

CDP DISCLOSURE INSIGHT ACTION A LIST 2022 CLIMATE

Sustainability and ESG Initiatives

Main initiatives in 2022

All-inclusive human resources

- Established the Diversity Promotion Committee, led and strongly promoted by a top female officer.
  - Engaged in training to reform gender awareness within the Group.
  - Actively communicated on female empowerment both within and outside the Group.
- POLA received the 2022 Tokyo Metropolitan Women's Promotion Award.

Miki Oikawa
Senior Corporate Officer
Responsible for Group Diversity
Representative Director and
President of POLA INC.

Environment

- Increased the effectiveness of environmental KPIs such as climate change targets by linking them with compensation for corporate executives, and gradually switch to CO_2-free electricity from 100% renewable energy.
- Jurlique has begun changing its packages, with the aim of replacing all container and packaging materials with renewable ones by 2024.

Jurlique Rose Collection

Topics: Launch of demonstration tests of a new circular economy for plastic containers in collaboration with Shiseido

- Commence storefront collection of used plastic cosmetics containers from April 2023.

【Aims of the initiative】

- The Group has so far strived to respond to environmental issues (through climate change countermeasures, curbing resource depletion and waste, etc.) with the aim of faithfully addressing all stakeholders and the global and social environments to achieve a sustainable society.
- In collaboration with Shiseido, the Group will carry out demonstration tests aimed at recycling plastic containers, to further accelerate response to environmental issues. The Group will work to deepen customers' understanding of these issues and contribute to achieving a sustainable society in cooperation with them.

Collection boxes planned for installation at storefronts

1. Highlights of Consolidated Performance
2. Segment Analysis
3. Progress on the Medium-term Management Plan
4. Forecasts for Fiscal 2023 and Initiatives Going Forward
5. Sustainability and ESG Initiatives
6. Appendices

(Appendix) Improvement in Capital Efficiency and Shareholder Returns

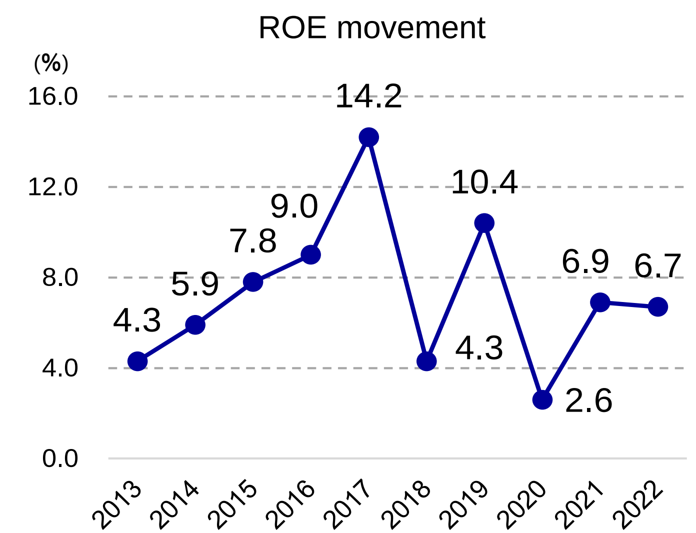
Initiatives to Improve Capital Efficiency

Mid-term Management Plan Indicator for 2023
ROE 9% or higher
(Return on equity)

= EPS (Earnings per share) / BPS (Book value per share)

EPS:
- Operating income CAGR 25% or higher
- Achieve net income growth which is higher than operating income growth by decreasing overseas losses

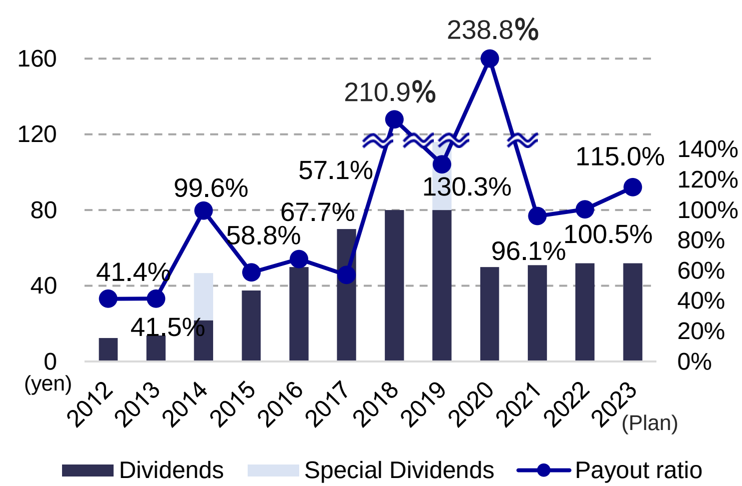
BPS:
- Improve shareholder return through dividends
- Optimize balance sheet
- Investment for future growth



Improvement of Shareholder Return

Basic Policy :
- With a policy of consolidated payout ratio of **60%** or higher, aim for steady increases in dividends, in line with profitable 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 FY2023:
- Dividend per share : **¥52** (Interim ¥21, Year-end ¥31)
- Consol. payout ratio : 115.0%



(Appendix) Quarterly Segment Results

■ Net sales

(mil. yen)	FY2022 Jan.-Mar.		FY2022 Apr.-Jun.		FY2022 Jul.-Sep.		FY2022 Oct.-Dec.	
	Results	YoY Change	Results	YoY Change	Results	YoY Change	Results	YoY Change
Consolidated net sales	37,662	(11.9%)	41,085	(6.9%)	40,906	(1.8%)	46,652	0.7%
Beauty care	36,516	(12.3%)	39,903	(7.3%)	39,810	(1.9%)	45,423	0.6%
Real estate	523	(1.4%)	516	(1.2%)	521	(1.2%)	521	(1.7%)
Others	622	6.3%	665	13.1%	573	3.0%	707	9.1%

■ Operating income

(mil. yen)	FY2022 Jan.-Mar.		FY2022 Apr.-Jun.		FY2022 Jul.-Sep.		FY2022 Oct.-Dec.	
	Results	YoY Change	Results	YoY Change	Results	YoY Change	Results	YoY Change
Consolidated operating income	1,912	(53.3%)	3,005	(30.2%)	2,751	(8.9%)	4,913	18.0%
Beauty care	2,026	(49.0%)	3,219	(27.8%)	3,073	2.0%	5,473	27.1%
Real estate	189	(8.1%)	127	146	114	(41.8%)	61	(42.4%)
Others	0	(92.7%)	70	393.2%	(2)	(1)	27	(36.7%)
Reconciliations	(305)	(202)	(411)	(261)	(434)	(246)	(649)	(357)

Note: YoY change is calculated using the same accounting standards for both years.
: Where operating income (current or previous year) is negative, YoY change represents YoY difference (mil. yen).

POLA ORBIS HOLDINGS

(Appendix) Quarterly Results by Brands

■ Net sales

(mil. yen)	FY2022 Jan.-Mar.		FY2022 Apr.-Jun.		FY2022 Jul.-Sep.		FY2022 Oct.-Dec.	
	Results	YoY Change	Results	YoY Change	Results	YoY Change	Results	YoY Change
Beauty care net sales	36,516	(12.3%)	39,903	(7.3%)	39,810	(1.9%)	45,423	0.6%
POLA	21,229	(20.0%)	23,826	(10.2%)	24,406	(1.4%)	26,908	(3.7%)
ORBIS	9,340	(0.7%)	9,720	(6.6%)	9,048	(4.3%)	10,307	5.1%
Jurlique	1,925	13.5%	1,729	(2.7%)	1,732	1.8%	3,000	8.5%
H2O PLUS	338	102.0%	389	58.2%	502	53.4%	353	(5.8%)
Brands under development	3,682	(4.2%)	4,236	4.0%	4,121	(4.7%)	4,852	13.8%

■ Operating income

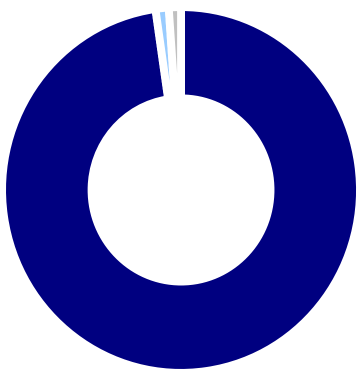
(mil. yen)	FY2022 Jan.-Mar.		FY2022 Apr.-Jun.		FY2022 Jul.-Sep.		FY2022 Oct.-Dec.	
	Results	YoY Change	Results	YoY Change	Results	YoY Change	Results	YoY Change
Beauty care operating income	2,026	(49.0%)	3,219	(27.8%)	3,073	2.0%	5,473	27.1%
POLA	1,611	(58.8%)	3,286	(22.9%)	3,670	27.6%	3,926	(4.1%)
ORBIS	1,484	27.5%	997	(41.5%)	634	(59.9%)	1,733	14.5%
Jurlique	(323)	124	(562)	(68)	(547)	(71)	167	291
H2O PLUS	(139)	44	(66)	99	33	215	(7)	262
Brands under development	(605)	(142)	(435)	411	(717)	70	(347)	565

Note: YoY change is calculated using the same accounting standards for both years.
: Where operating income (current or previous year) is negative, YoY change represents YoY difference (mil. yen).
: Consolidated operating income and loss for each brand are shown for reference purposes only (figures are unaudited).

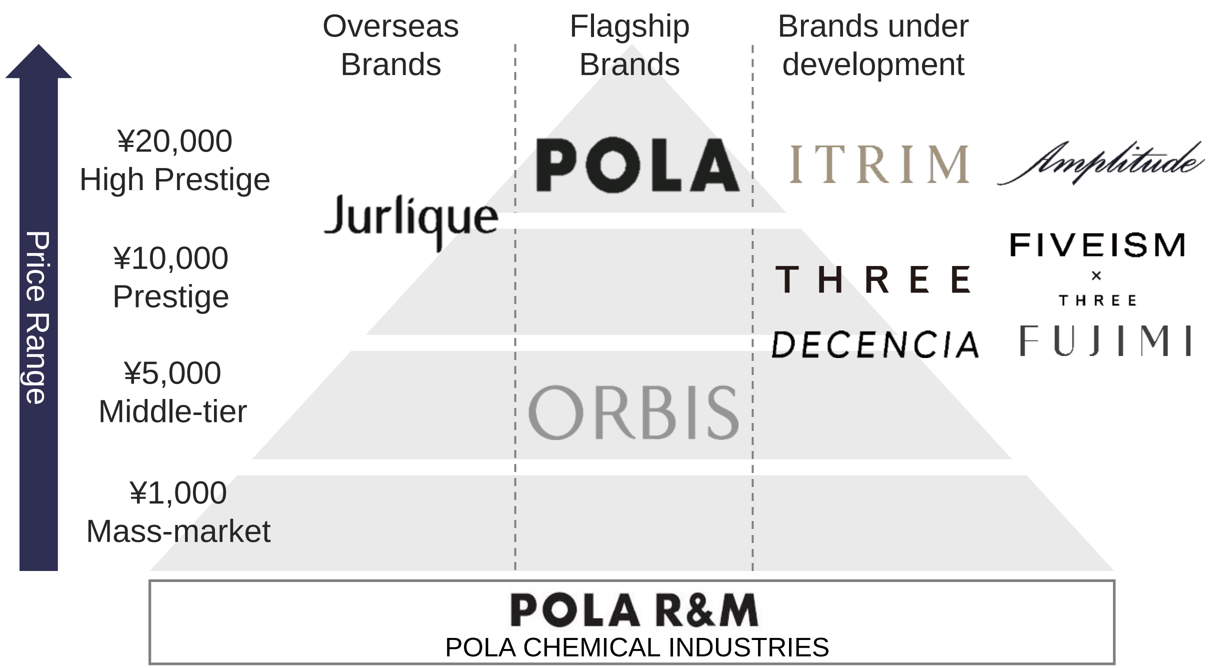
(Appendix) About POLA ORBIS Group

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

FY2022
Consol. Net Sales
¥166.3 bil.



- Beauty care business 97%
- Real estate business 1%
- Other businesses 2% (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

POLA ORBIS HOLDINGS

(Appendix) Beauty Care Business Brand Portfolio

	Sales ratio*	Brand	Concept and products	Price	Main sales channel
Flagship brands	60%	POLA Since 1929	■ High-prestige skincare ■ Leading-edge technology in aging-care and skin-brightening fields	Approx. ¥10,000 or higher	■ JP: Consignment sales, department stores and e-commerce ■ Overseas: Department stores, directly-operated stores, DFS(1), e-commerce and cross-border e-commerce
	24%	ORBIS Since 1984	■ Aging-care brand to draw out people's intrinsic beauty	Approx. ¥1,000~ ¥3,000	■ JP: Mail-order (e-commerce and catalog) and directly-operated stores ■ Overseas: E-commerce, cross-border e-commerce, DFS(1), and retail stores
Overseas Brands	6%	Jurlique Acquired in 2012	■ Premium natural skincare brand from Australia	Approx. ¥5,000 or higher	■ AU: Department stores, directly-operated stores and e-commerce ■ Overseas: Department stores, directly-operated stores, DFS(1) , e-commerce and cross-border e-commerce
Brands under develop -ment	10%	THREE Since 2009	■ Skincare made with natural ingredients from Japan and fashion-forward make-up	Approx. ¥5,000 or higher	■ JP: Department stores, directly-operated stores and e-commerce ■ Overseas: Department stores, DFS(1), e-commerce and cross-border e-commerce
		Amplitude Since 2018	■ High prestige quality makeup from Japan	Approx. ¥5,000~ ¥10,000	■ JP: Department stores and e-commerce ■ Overseas: DFS(1) and cross-border e-commerce
		ITRIM Since 2018	■ Premium skincare made from finely selected organic ingredients	Approx. ¥20,000	■ JP: Department stores and e-commerce ■ Overseas: DFS(1) and cross-border e-commerce
		FIVEISM × THREE Since 2018	■ Cosmetics brand with a gender-fluid concept	Approx. ¥2,000~ ¥12,000	■ JP: Department stores, directly-operated stores and e-commerce ■ Overseas: Department stores, DFS(1) and cross-border e-commerce
		DECENCIA Since 2007	■ Skincare for sensitive skin	Approx. ¥5,000～ ¥10,000	■ JP: E-commerce, department store ■ Overseas: Cross-border e-commerce
		FUJIMI Acquired in 2021	■ Personalized beauty care brand operated by tricot, Inc.	Approx. ¥6,000～ ¥10,000	■ JP: E-commerce and directly-operated store

Operated by ACRO INC.

*Sales ratio in the beauty care business as of FY2022. Brands under development includes OEM business.

(1) Duty free stores

(Appendix) Long-term Management Plan – VISION 2029

VISION 2029

A collection of unique businesses that respond to diversifying values of "beauty"

Basic strategy 1	Develop the cosmetics business globally; reform and enhance the brand portfolio
Basic strategy 2	Create new value and expand business domains
Basic strategy 3	Strengthen research and technical strategy

STAGE 1
Build the base of existing businesses, and restructure the portfolio for high profits

- ✓ Emphasize profitability and LTV in domestic businesses
- ✓ Accelerate global development
- ✓ Sow the seeds for growth in new businesses, and engage in CVC investment
- ✓ Dispose of unprofitable businesses

FY2021 - 2023

STAGE 2
Invest in growth businesses to accelerate growth

- ✓ Rapid global development
- ✓ New business growth
- ✓ M&A and CVC investment
- ✓ Launch new materials and expand pipelines
- ✓ Establish new dosage forms technology

FY2024 - 2026

STAGE 3
Be a collection of unique businesses that respond to diversifying values of "beauty"

- ✓ Establish a clear presence in the well-being and social domains

【Targets for 2029】
- ■ Consolidated operating income: ¥50.0 bil.
- ■ Consolidated operating margin: 15% or higher
- ■ Consolidated net sales: ¥300.0 bil.
- ■ Overseas sales ratio: 30 - 35%
- ■ ROE: 14% or higher

FY2027 - 2029

POLA ORBIS HOLDINGS

(Appendix) Beauty Care Business Results for FY2021 – FY2022 by Brands

(mil. yen)	FY2021 Results	FY2021 Results (recalculated under the 2022 standard)	FY2022 Results	FY2021 - FY2022 YoY Change Amount	FY2021 - FY2022 YoY Change %
Consolidated net sales	178,642	174,896	166,307	(8,588)	(4.9%)
Beauty care net sales	174,150	170,403	161,654	(8,749)	(5.1%)
POLA	105,168	105,769	96,371	(9,397)	(8.9%)
ORBIS	43,389	39,071	38,417	(654)	(1.7%)
Jurlique	7,838	7,940	8,388	447	5.6%
H2O PLUS	1,116	1,116	1,584	467	41.9%
Brands under development	16,637	16,505	16,892	387	2.3%
Consol. operating income	16,888	15,582	12,581	(3,000)	(19.3%)
Beauty care operating income	17,060	15,754	13,793	(1,961)	(12.5%)
POLA	16,374	15,144	12,495	(2,648)	(17.5%)
ORBIS	5,925	5,965	4,850	(1,115)	(18.7%)
Jurlique	(1,536)	(1,542)	(1,266)	275	-
H2O PLUS	(802)	(802)	(180)	621	-
Brands under development	(2,901)	(3,011)	(2,105)	905	-

Note : Consolidated operating income and loss for each brand are shown for reference purpose only (unaudited).
Full-year financial results for 2021 (recalculated under the 2022 standard) have been provided for reference only (unaudited).
YoY change has been calculated using the same accounting standards for both years.