

The 120<sup>th</sup> Annual General Meeting of Shareholders

# Business Report

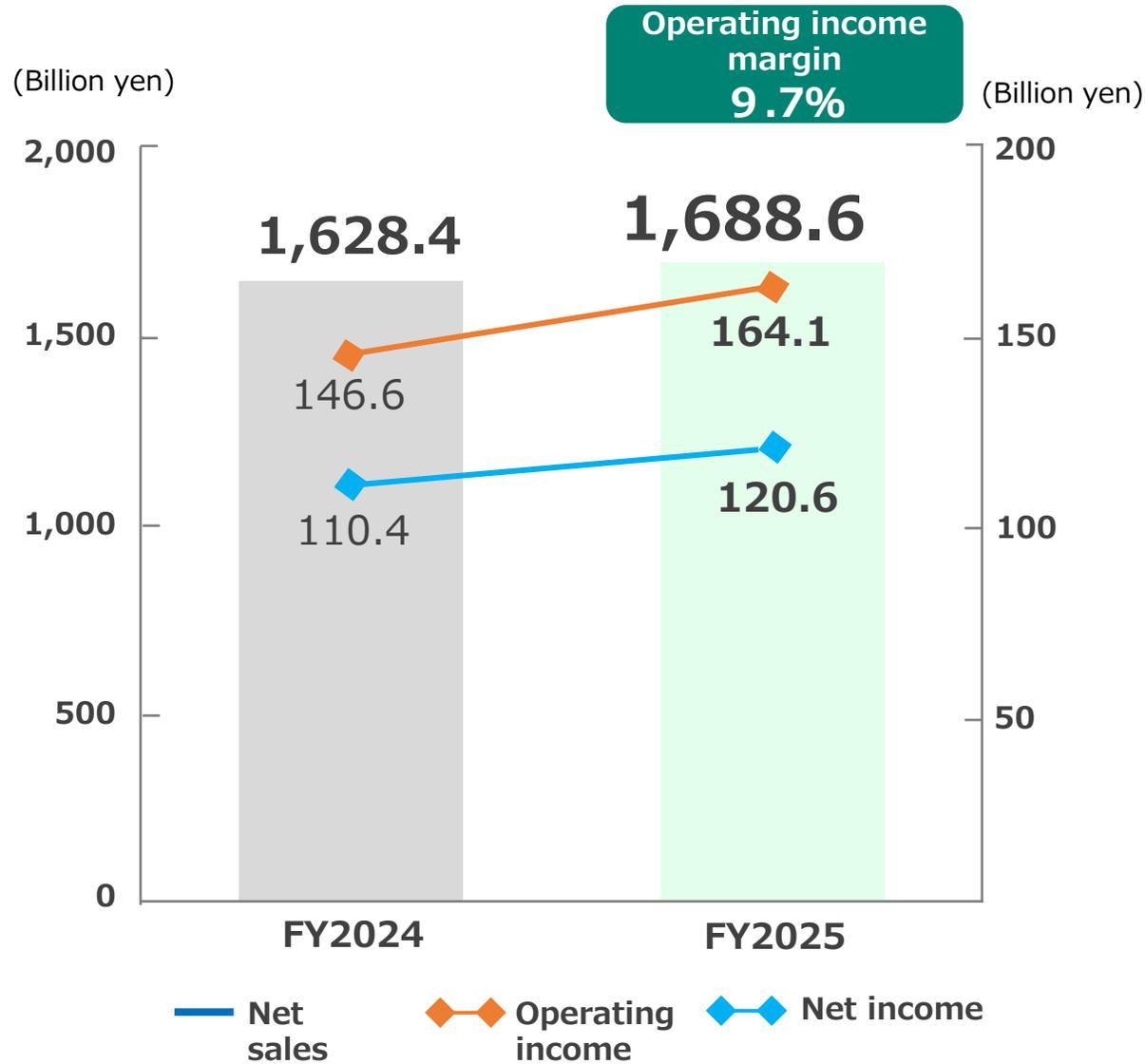
# Performance in Fiscal 2025



- **International supply chain disruptions**
  - **Rising procurement costs**
- **Protracted geopolitical risks, mainly in Europe and the Middle East**



# Consolidated Results



## Net sales

**1,688.6** billion yen Year-on-year change +3.7%

## Operating income

**164.1** billion yen Year-on-year change +17.4 billion yen

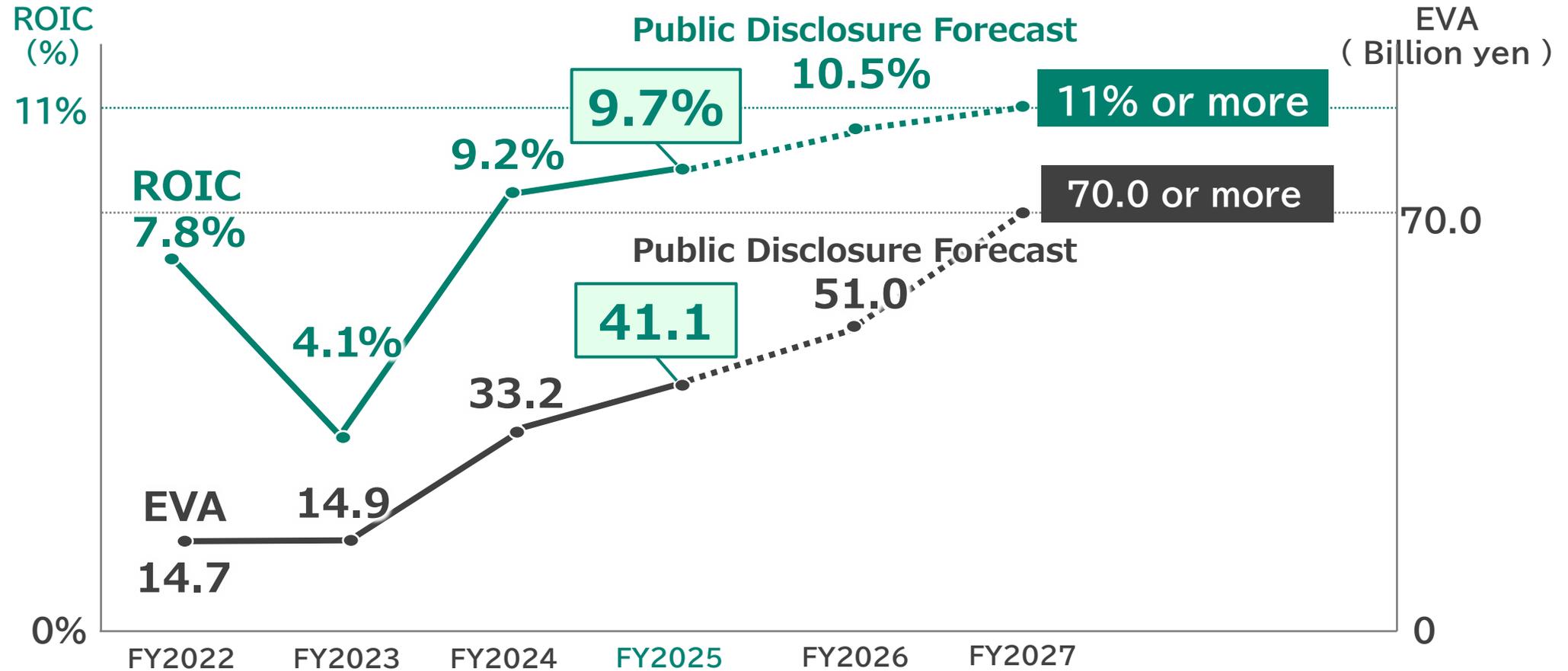
## Net income

**120.6** billion yen Year-on-year change +10.2 billion yen

## Basic Earnings per Share

**260.30** yen Year-on-year change +28.36 yen

# Trends in ROIC/EVA (Estimates)





# Review of operations

**Hygiene Living Care Business**

**Health Beauty Care Business**

**Cosmetics Business**

**Business Connected Business**

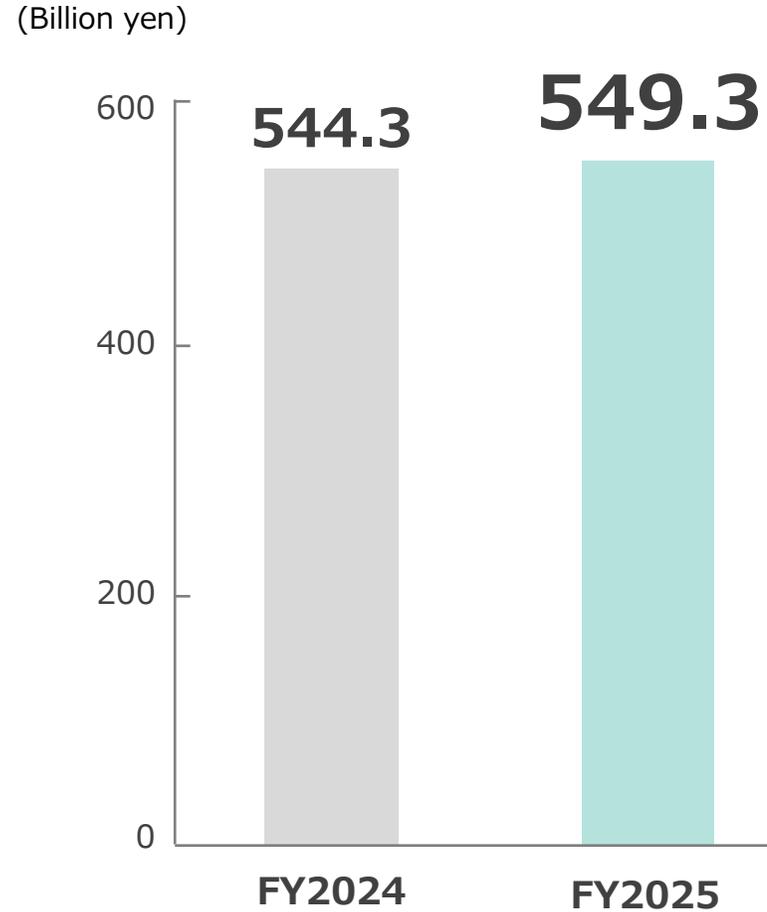
**Chemical Business**



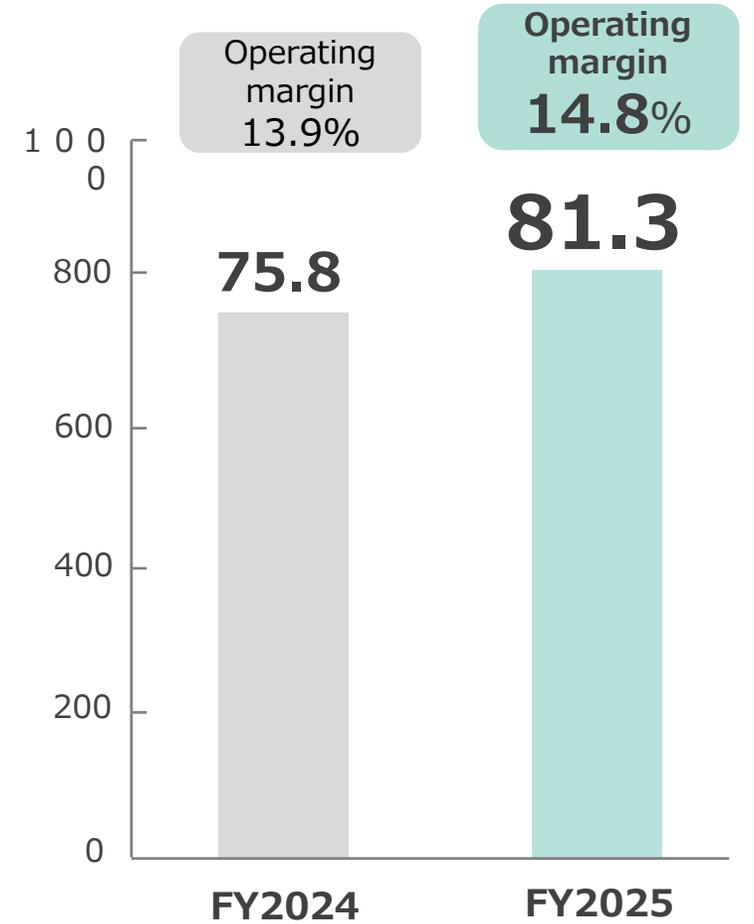
# Hygiene Living Care Business



## Net sales



## Operating income



# Hygiene Living Care Business



Attack



Quickle



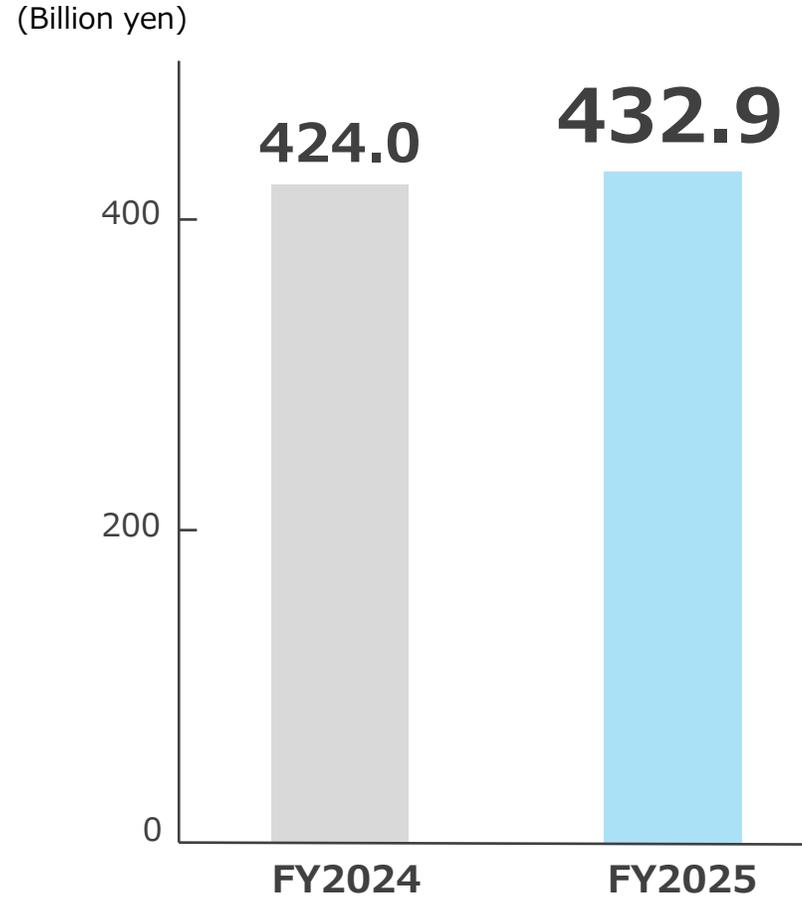
Laurier (Chaina)



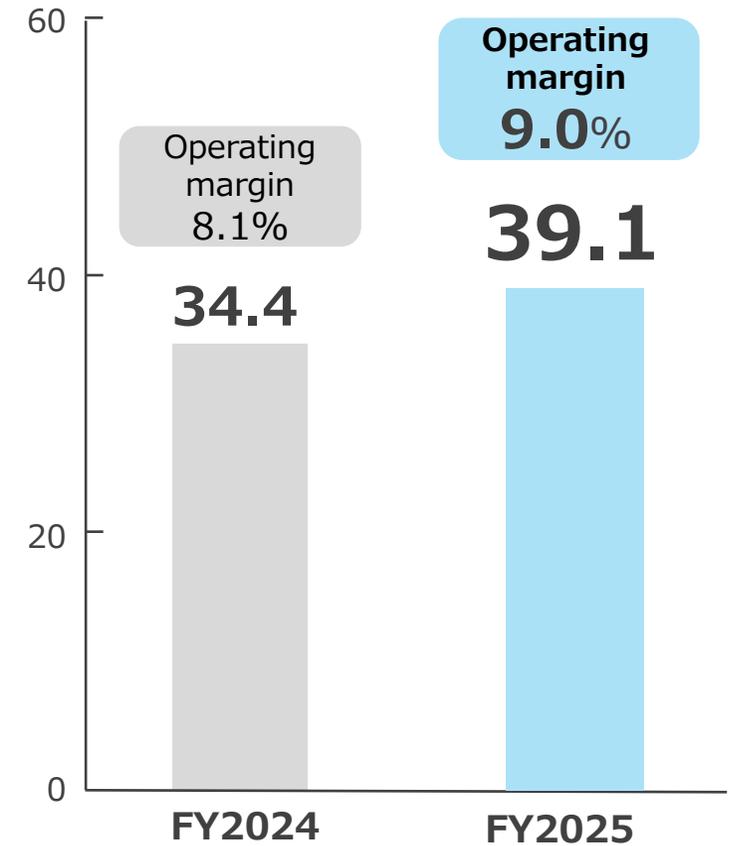
# Health Beauty Care Business



## Net sales



## Operating income



# Health Beauty Care Business



Biore UV



melt



THE ANSWER

## Biore Essential merit Segreta



ORIBE



Pureora



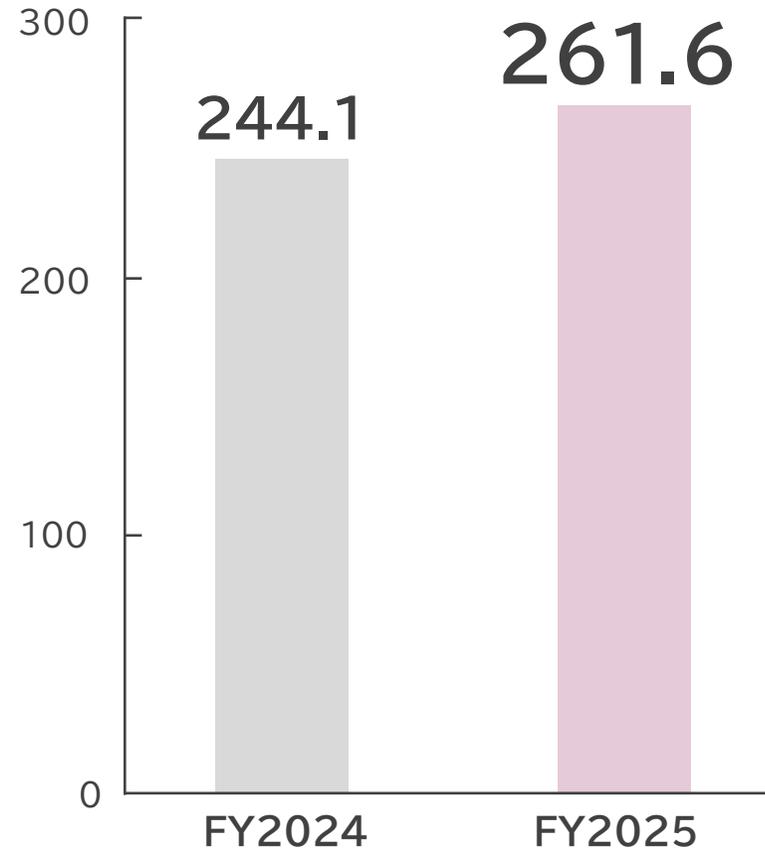
MegRhythm

# Cosmetics Business



## Net sales

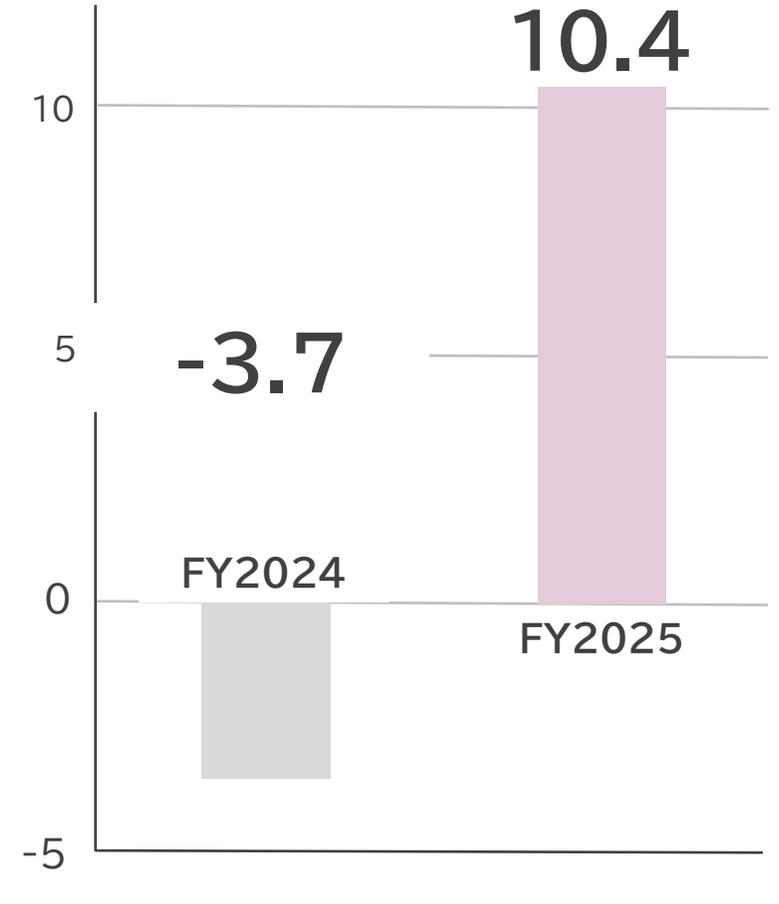
(Billion yen)



## Operating income

Operating margin  
-1.5%

Operating margin  
4.0%



# Cosmetics Business



*Curél*



*KANEBO*



*SOFINA iP*



*SENSAI*



*KATE*

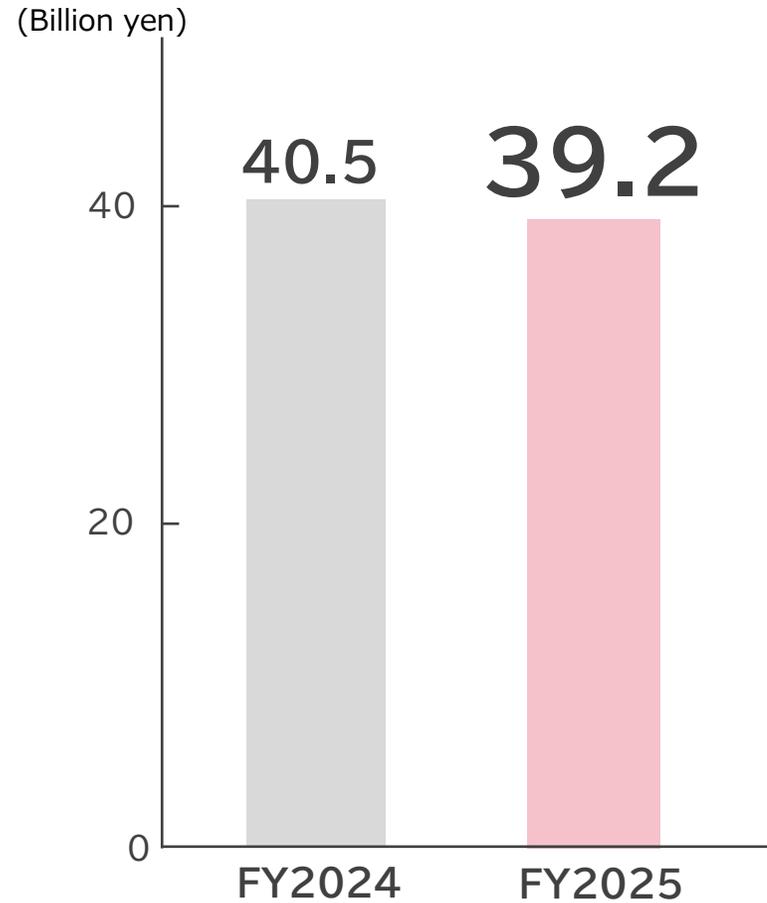


*MOLTON BROWN*

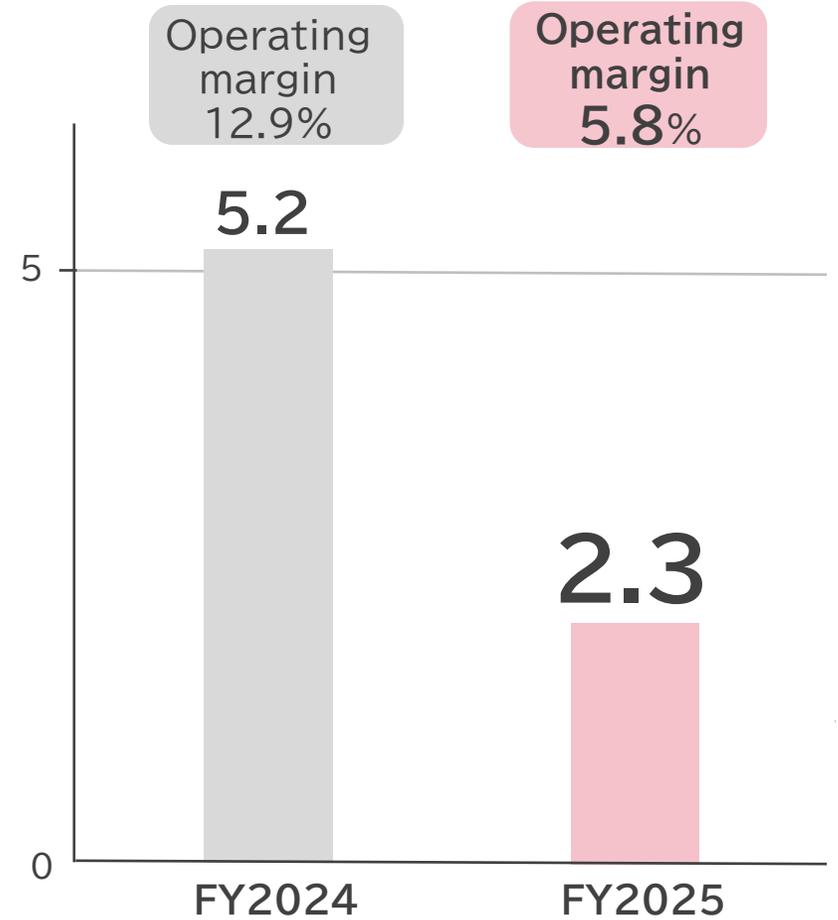
# Business Connected Business



## Net sales



## Operating income



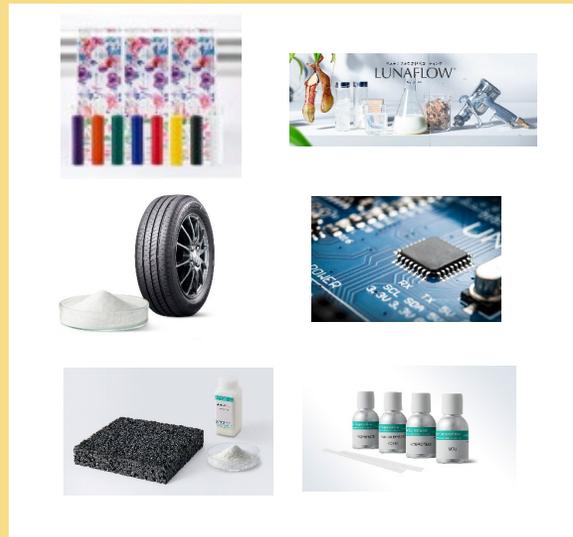
# Business Connected Business



Commercial-use products

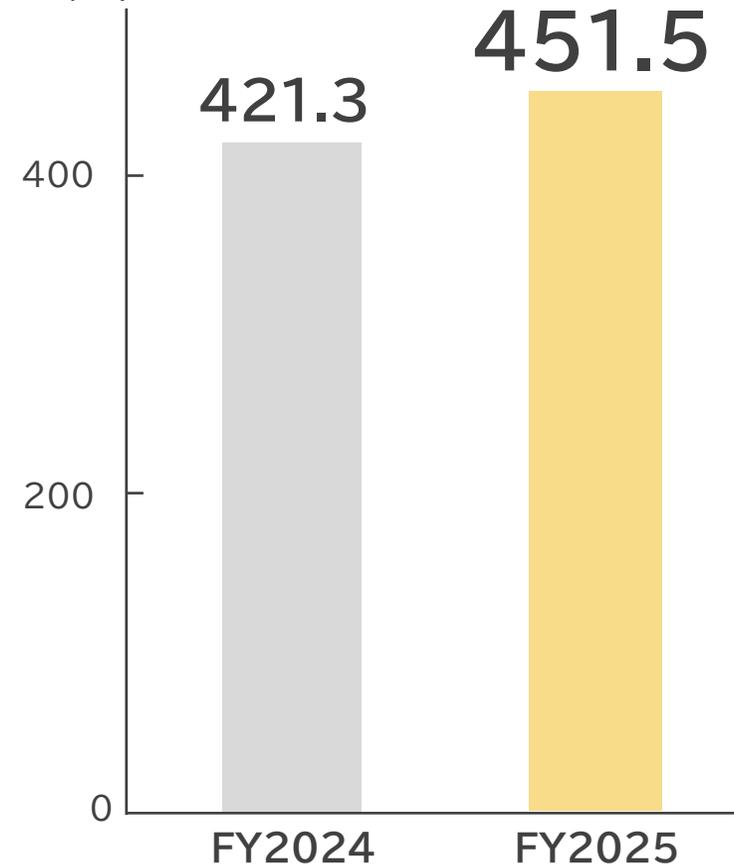


# Chemical Business

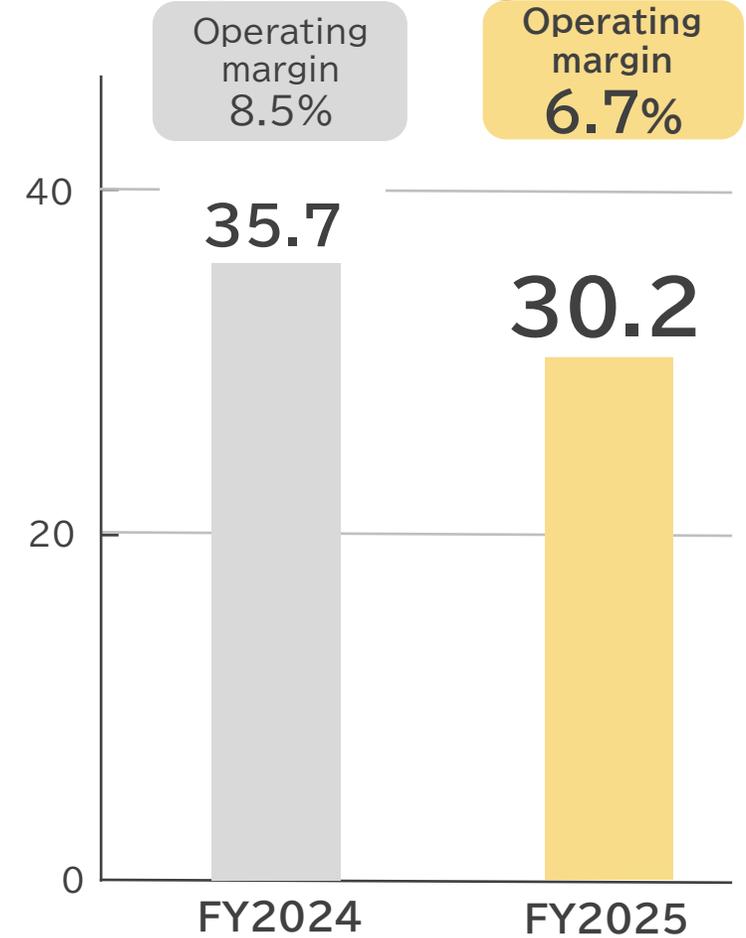


## Net sales

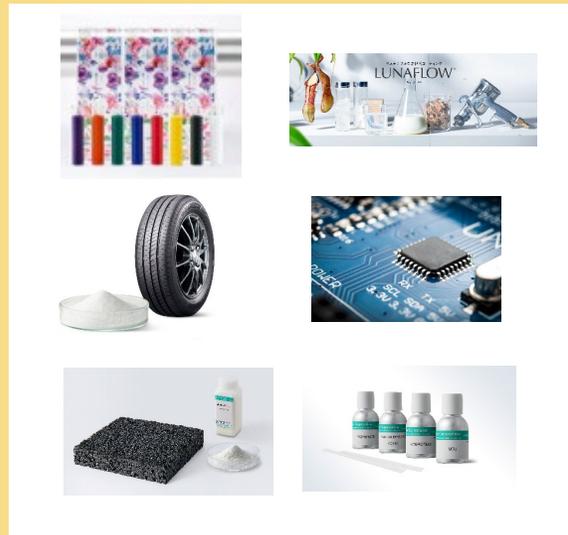
(Billion yen)



## Operating income



# Chemical Business



LUNA Series

# Targets of Med-Term Plan K27

# Targets of Med-Term Plan K27 Progress

(Billion yen)	FY2023 Results	FY2024 Results	FY2025 Results	FY2026 Plan	FY2027 Targets
<b>ROIC</b>	<b>4.1%</b>	<b>9.2%</b>	<b>9.7%</b>	<b>10.5%</b>	<b>11% or more</b>
<b>EVA</b>	<b>14.9</b>	<b>33.2</b>	<b>41.1</b>	<b>51.0</b>	<b>70.0 or more</b>
<b>Operating margin</b>	<b>114.7<sup>2</sup></b>	<b>146.6</b>	<b>164.1</b>	<b>182.0</b>	<b>Record-high operating income</b> (FY2019 211.7 billion yen)
<b>Sales outside Japan<sup>1</sup></b>	<b>655.8</b>	<b>705.5</b>	<b>725.2</b>	<b>760.0</b>	<b>800.0 or more</b> (Sales CAGR + 4.3%)

1. Sales outside Japan are based on the location where the sales were recognized
2. Core operating income

KaO

Kirei—Making Life Beautiful

