

10-Year Consolidated Financial Highlights

MANDOM CORPORATION and Its Consolidated Subsidiaries

	2006	2007	2008	2009
Operating Results (Millions of yen)				
Net sales	¥ 47,923	¥ 51,250	¥ 56,289	¥ 55,178
Overseas ratio (%)	27.0	29.7	32.6	34.5
Operating income	6,066	5,196	6,837	4,926
Overseas ratio (%)	27.4	36.7	38.0	41.8
Net income	3,100	2,488	3,500	3,011
Capital Investment				
Capital investment	2,862	2,541	2,096	2,039
Depreciation and amortization	1,653	1,856	2,236	2,353
Research and development	1,688	1,866	2,024	2,037
Financial Position (Millions of yen)				
Total assets	51,320	51,620	54,219	49,078
Liabilities	8,191	7,438	8,350	6,698
Total equity	40,569	44,182	45,869	42,380
Cash Flows (Millions of yen)				
Cash flows from operating activities	4,912	3,412	7,614	3,459
Cash flows from investing activities	(2,444)	(1,121)	(5,041)	(1,205)
Cash flows from financing activities	(1,197)	(2,554)	(1,660)	(2,045)
Per Share Data (Yen)				
Book value per share (BPS)	1,677.82	1,727.55	1,779.67	1,661.94
Earnings per share (EPS)	124.36	104.28	147.13	126.60
Cash dividends per share	60.00	60.00	80.00	60.00
Financial Index (%)				
Operating income margin	12.7	10.1	12.1	8.9
Shareholders' equity ratio	79.1	79.6	78.1	80.5
Return on equity (ROE)	7.9	6.1	8.4	7.4
Return on assets (ROA)	12.4	9.9	12.7	10.0
Payout ratio	48.2	57.5	54.4	47.4

Middle-Range Plannings

MP-8

April 2005–March 2008

Boosting growth potential
and profitability
Building a new revenue base

(Years ended March 31)

	2010	2011	2012	2013	2014	2015
	¥ 54,304	¥ 57,263	¥ 59,802	¥ 60,427	¥ 68,216	¥ 70,925
	31.7	34.5	34.9	36.8	40.0	41.3
	5,369	5,747	6,050	5,948	6,854	6,996
	34.0	36.6	37.1	34.1	34.6	35.9
	2,802	2,673	3,299	3,607	4,092	4,425
	3,221	1,696	2,157	1,467	7,632	3,443
	2,125	2,394	2,242	2,165	2,143	2,600
	1,846	1,850	1,921	1,792	1,960	1,732
	54,182	53,328	55,601	60,164	67,859	75,980
	9,123	8,036	8,518	9,127	12,680	15,000
	45,059	45,292	47,083	51,037	55,179	60,980
	7,767	4,063	3,693	7,605	7,303	5,488
	(5,111)	(1,408)	(2,695)	(5,387)	(5,597)	(5,141)
	(2,291)	(1,661)	(1,668)	(1,647)	(1,833)	(341)
	1,774.64	1,785.56	1,861.01	2,011.09	2,183.09	2,394.23
	119.40	114.30	141.11	154.29	175.02	189.28
	60.00	60.00	60.00	62.00	70.00	76.00
	9.9	10.0	10.1	9.8	10.0	9.9
	76.6	78.3	78.3	78.2	75.2	73.7
	6.9	6.4	7.7	8.0	8.3	8.3
	11.1	11.2	11.6	10.8	11.5	10.6
	50.3	52.5	42.5	40.2	40.0	40.2

MP-9

April 2008–March 2011

Putting sustainable growth
on track
Building a new revenue base


MP-10

April 2011–March 2014

Accelerating the growth potential
of the Group's business

MP-11

April 2014–March 2017

 Note: See page
12 for details.

Accelerating growth and promoting the development
of new businesses in Asia