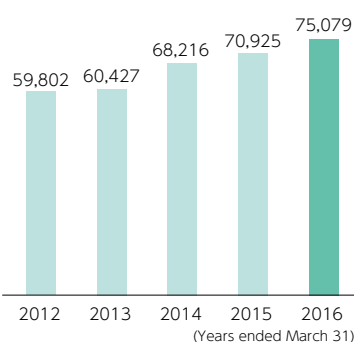


11-Year Consolidated Financial Highlights

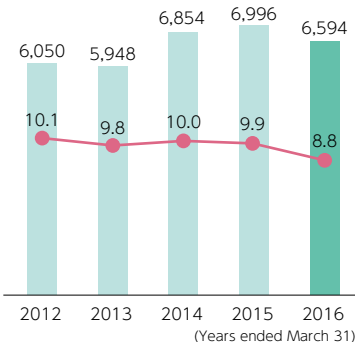
MANDOM CORPORATION and Its Consolidated Subsidiaries

	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 attributable to owners of the parent	3,100	2,488	3,500	3,011
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

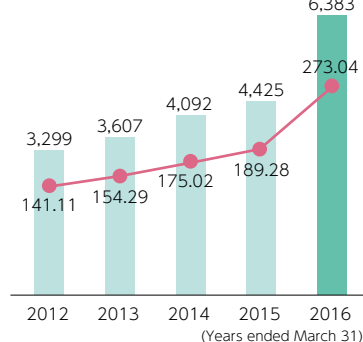
■ Net sales (Millions of yen)



■ Operating income (Millions of yen)
● Operating income margin (%)



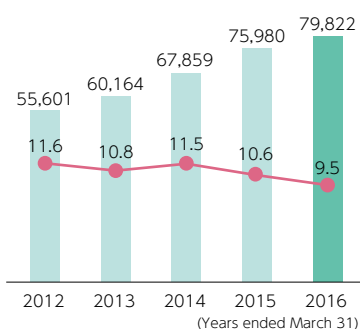
■ Net income attributable to owners of the parent (Millions of yen)
● Earnings per share (Yen)



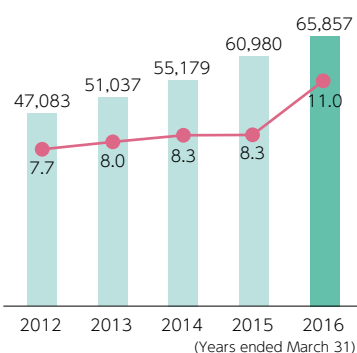
(Years ended March 31)

	2010	2011	2012	2013	2014	2015	2016
	¥ 54,304	¥ 57,263	¥ 59,802	¥ 60,427	68,216	¥ 70,925	¥ 75,079
	31.7	34.5	34.9	36.8	40.0	41.3	41.3
	5,369	5,747	6,050	5,948	6,854	6,996	6,594
	34.0	36.6	37.1	34.1	34.6	35.9	28.7
	2,802	2,673	3,299	3,607	4,092	4,425	6,383
	3,221	1,696	2,157	1,467	7,632	3,443	3,725
	2,125	2,394	2,242	2,165	2,143	2,600	2,919
	1,846	1,850	1,921	1,792	1,960	1,732	1,501
	54,182	53,328	55,601	60,164	67,859	75,980	79,822
	9,123	8,036	8,518	9,127	12,680	15,000	13,965
	45,059	45,292	47,083	51,037	55,179	60,980	65,857
	7,767	4,063	3,693	7,605	7,303	5,488	7,233
	(5,111)	(1,408)	(2,695)	(5,387)	(5,597)	(5,141)	(2,383)
	(2,291)	(1,661)	(1,668)	(1,647)	(1,833)	(341)	(3,535)
	1,774.64	1,785.56	1,861.01	2,011.09	2,183.09	2,394.23	2,554.01
	119.40	114.30	141.11	154.29	175.02	189.28	273.04
	60.00	60.00	60.00	62.00	70.00	76.00	80.00
	9.9	10.0	10.1	9.8	10.0	9.9	8.8
	76.6	78.3	78.3	78.2	75.2	73.7	74.8
	6.9	6.4	7.7	8.0	8.3	8.3	11.0
	11.1	11.2	11.6	10.8	11.5	10.6	9.5
	50.3	52.5	42.5	40.2	40.0	40.2	29.3

■ Total assets (Millions of yen)
● Return on assets (%)



■ Total equity (Millions of yen)
● Return on equity (%)



■ Cash dividends per share (Yen)
● Payout ratio (%)

