

**Consolidated**  
**Mandom corp.**

Updated: 6-Feb-2024

**Annul Results**

Financial Position	unit	FYE3/'20	FYE3/'21	FYE3/'22	FYE3/'23	FYE3/'24
Total assets	Millions of yen	91,660	87,911	85,767	91,005	
Current Assets	Millions of yen	44,042	39,775	42,868	49,573	
Property, plant and equipment	Millions of yen	25,635	28,387	26,660	24,458	
Non-current assets	Millions of yen	47,618	48,135	42,899	41,431	
Total Liabilities	Millions of yen	18,208	18,198	16,716	19,820	
Current Liabilities	Millions of yen	11,739	12,298	11,233	13,786	
Non-Current Liabilities	Millions of yen	6,468	5,899	5,482	6,034	
Interest-bearing debt	Millions of yen	43	3,694	226	142	
Total Equity	Millions of yen	73,452	69,713	69,051	71,184	
Shareholders' equity	Millions of yen	67,117	64,222	63,321	65,125	
Current Assets/Total assets (%)	%	48.0%	45.2%	50.0%	54.5%	
Non-current assets/Total assets (%)	%	52.0%	54.8%	50.0%	45.5%	
Total Liabilities/Total assets (%)	%	19.9%	20.7%	19.5%	21.8%	
Total Equity/Total assets (%)	%	80.1%	79.3%	80.5%	78.2%	
Equity ratio(%)	%	73.2%	73.1%	73.8%	71.6%	
Operating Results	unit	FYE3/'20	FYE3/'21	FYE3/'22	FYE3/'23	FYE3/'24
Net sales	Millions of yen	81,774	63,310	57,361	67,047	
Gross Profit	Millions of yen	42,280	29,427	23,397	28,684	
Selling, General and Administrative Expenses	Millions of yen	36,310	30,221	25,706	27,274	
Operating Profit(Loss)	Millions of yen	5,970	-793	-2,308	1,409	
Ordinary Profit(Loss)	Millions of yen	6,706	-273	-1,856	2,207	
Net Profit(Loss) Attributable to Owners of Parent	Millions of yen	4,445	860	-621	958	
Personnel Expenses	Millions of yen	11,463	10,518	10,431	11,280	
Depreciation Expenses	Millions of yen	1,540	1,409	1,429	1,414	
Research and Development Expenses	Millions of yen	1,855	1,480	1,399	1,402	
Advertising and Promotion Expenses	Millions of yen	11,197	8,253	5,226	5,561	
Gross profit margin	%	51.7%	46.5%	40.8%	42.8%	
Operating profit margin	%	7.3%	-1.3%	-4.0%	2.1%	
Ordinary profit margin	%	8.2%	-0.4%	-3.2%	3.3%	
Advertising and promotion expenses margin	%	13.7%	13.0%	9.1%	8.3%	
Cash Flows	unit	2020年3月期	2021年3月期	2022年3月期	2023年3月期	2024年3月期
Cash Flow from Operating Activities	Millions of yen	6,937	6,208	7,693	4,065	
Cash Flow from Investing Activities	Millions of yen	-9,836	-5,680	-185	-1,257	
Free Cash Flow	Millions of yen	-2,899	527	7,508	2,808	
Cash Flow from Financing Activities	Millions of yen	-8,307	1,125	-5,385	-2,072	
Change in Net Cash	Millions of yen	11,657	13,040	16,015	17,481	
Segment information	unit	FYE3/'20	FYE3/'21	FYE3/'22	FYE3/'23	FYE3/'24
Japan/Net Sales	Millions of yen	46,175	38,847	32,595	35,769	
Japan/Operating Profit(Loss)	Millions of yen	3,014	-255	-1,473	282	
Indonesia/Net Sales	Millions of yen	17,791	12,102	11,751	14,178	
Indonesia/Operating Profit(Loss)	Millions of yen	645	-899	-1,204	-676	
Others/Net Sales	Millions of yen	17,806	12,360	13,015	17,098	
Others/Operating Profit(Loss)	Millions of yen	2,310	361	369	1,802	
Japan/Operating profit(loss) margin	%	6.5%	-0.7%	-4.5%	0.8%	
Indonesia/Operating profit(loss) margin	%	3.6%	-7.4%	-10.3%	-4.8%	
Others/Operating profit(loss) margin	%	13.0%	2.9%	2.8%	10.5%	
Key Financial Indicators	unit	FYE3/'20	FYE3/'21	FYE3/'22	FYE3/'23	FYE3/'24
Return on equity (ROE)	%	6.5%	1.3%	-1.0%	1.5%	
Return on invested capital (ROIC)	%	6.2%	-0.3%	-1.7%	2.1%	
Return on asset (ROA)	%	7.2%	-0.3%	-2.1%	2.5%	
Key Figures per Share	unit	FYE3/'20	FYE3/'21	FYE3/'22	FYE3/'23	FYE3/'24
Year-end dividend	Yen	31	16	18	19	
Interim dividend	Yen	31	16	18	19	
Dividend per share	Yen	62	32	36	38	
Earnings per share	Yen	97.68	19.17	-13.84	21.31	
Equity per share	Yen	1,495.40	1,431.42	1,407.65	1,448.35	
Dividend per earnings	%	63.5%	166.9%	-	178.3%	
Dividend on Equity Ratio (DOE)	%	4.1%	2.2%	2.5%	2.7%	

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**Quarterly results**

Operating Results	unit	FYE3/'20				FYE3/'21				FYE3/'22				FYE3/'23				FYE3/'24			
		1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 Q	4 Q
Net sales	Millions of yen	21,966	22,472	18,284	19,050	17,400	16,148	14,388	15,372	14,379	14,932	13,288	14,761	16,050	16,602	17,119	17,274	18,455	18,677	17,539	
Gross Profit	Millions of yen	11,608	11,715	9,345	9,611	8,937	8,068	6,646	5,774	6,040	6,382	5,542	5,433	7,047	7,086	7,353	7,196	8,110	7,724	7,720	
Selling, General and Administrative Expenses	Millions of yen	9,034	9,660	8,198	9,417	7,827	8,283	6,729	7,381	6,786	6,283	5,916	6,720	6,352	6,742	6,634	7,545	7,077	7,112	7,162	
Operating Profit(Loss)	Millions of yen	2,573	2,055	1,147	194	1,109	-214	-82	-1,606	-745	99	-374	-1,287	694	344	718	-348	1,033	612	558	
Ordinary Profit(Loss)	Millions of yen	2,829	2,277	1,297	302	1,404	-198	82	-1,562	-599	240	-234	-1,263	789	572	947	-101	1,230	833	898	
Net Profit(Loss) Attributable to Owners of Parent	Millions of yen	1,721	1,554	817	351	897	1,239	179	-1,456	-545	871	-86	-862	638	335	436	-452	911	672	570	
Personnel Expenses	Millions of yen	2,915	2,911	2,835	2,800	2,875	2,632	2,546	2,463	2,718	2,687	2,406	2,619	2,798	2,842	2,792	2,846	2,615	2,771	2,630	
Depreciation Expenses	Millions of yen	366	383	391	398	359	361	344	343	347	352	356	371	346	359	357	350	344	347	350	
Research and Development Expenses	Millions of yen	409	527	351	566	329	446	271	433	348	274	336	440	295	367	341	398	308	398	397	
Advertising and Promotion Expenses	Millions of yen	2,642	3,096	2,366	3,092	1,967	2,607	1,602	2,075	1,442	1,217	1,124	1,441	977	1,352	1,257	1,974	1,642	1,505	1,679	
Gross profit margin	%	52.8%	52.1%	51.1%	50.5%	51.4%	50.0%	46.2%	37.6%	42.0%	42.7%	41.7%	36.8%	43.9%	42.7%	43.0%	41.7%	43.9%	41.4%	44.0%	
Operating profit margin	%	11.7%	9.1%	6.3%	1.0%	6.4%	-1.3%	-0.6%	-10.5%	-5.2%	0.7%	-2.8%	-8.7%	4.3%	2.1%	4.2%	-2.0%	5.6%	3.3%	3.2%	
Ordinary profit margin	%	12.9%	10.1%	7.1%	1.6%	8.1%	-1.2%	0.6%	-10.2%	-4.2%	1.6%	-1.8%	-8.6%	4.9%	3.5%	5.5%	-0.6%	6.7%	4.5%	5.1%	
Advertising and promotion expenses margin	%	12.0%	13.8%	12.9%	16.2%	11.3%	16.1%	11.1%	13.5%	10.0%	8.2%	8.5%	9.8%	6.1%	8.1%	7.3%	11.4%	8.9%	8.1%	9.6%	
Segment information	unit	FYE3/'20				FYE3/'21				FYE3/'22				FYE3/'23				FYE3/'24			
		1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 Q	4 Q
Japan/Net Sales	Millions of yen	12,868	13,779	9,089	10,438	10,513	11,176	8,119	9,036	8,680	9,041	7,406	7,466	9,408	9,382	8,053	8,925	9,719	10,206	8,710	
Japan/Operating Profit(Loss)	Millions of yen	1,239	1,794	306	-326	933	546	-41	-1,693	-532	354	-157	-1,136	437	244	96	-495	132	231	209	
Indonesia/Net Sales	Millions of yen	4,489	4,305	4,785	4,211	3,378	2,597	2,831	3,294	2,550	2,635	2,890	3,675	3,012	3,076	4,470	3,619	3,270	3,299	3,838	
Indonesia/Operating Profit(Loss)	Millions of yen	366	-72	243	107	-196	-522	-207	27	-348	-245	-248	-362	-145	-224	35	-340	-402	-319	-265	
Others/Net Sales	Millions of yen	4,608	4,387	4,409	4,401	3,507	2,374	3,437	3,041	3,148	3,255	2,992	3,619	3,629	4,143	4,596	4,728	5,465	5,171	4,990	
Others/Operating Profit(Loss)	Millions of yen	968	332	597	412	372	-237	166	59	135	-10	31	212	403	324	586	488	1,302	699	614	
Japan/Operating profit(loss) margin	%	9.6%	13.0%	3.4%	-3.1%	8.9%	4.9%	-0.5%	-18.7%	-6.1%	3.9%	-2.1%	-15.2%	4.6%	2.6%	1.2%	-5.6%	1.4%	2.3%	2.4%	
Indonesia/Operating profit(loss) margin	%	8.2%	-1.7%	5.1%	2.6%	-5.8%	-20.1%	-7.3%	0.8%	-13.7%	-9.3%	-8.6%	-9.9%	-4.8%	-7.3%	0.8%	-9.4%	-12.3%	-9.7%	-6.9%	
Others/Operating profit(loss) margin	%	21.0%	7.6%	13.5%	9.4%	10.6%	-10.0%	4.8%	1.9%	4.3%	-0.3%	1.1%	5.9%	11.1%	7.8%	12.8%	10.3%	23.8%	13.5%	12.3%	

