## Mandom corp.

Annul Results

| Financial Position | unit | FYE3/'20 | FYE3/'21 | FYE3/'22 | FYE3/'23 | FYE3/'24 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Total assets | Millions of yen | 66,734 | 67,525 | 63,661 | 64,244 |  |
| Current Assets | Millions of yen | 18,385 | 16,567 | 17,816 | 19,816 |  |
| Property, plant and equipment | Millions of yen | 17,459 | 21,678 | 19,956 | 17,936 |  |
| Non-current assets | Millions of yen | 48,349 | 50,958 | 45,844 | 44,427 |  |
| Total Liabilities | Millions of yen | 9,773 | 11,430 | 8,999 | 10,065 |  |
| Current Liabilities | Millions of yen | 6,825 | 8,962 | 7,185 | 7,904 |  |
| Non-Current Liabilities | Millions of yen | 2,947 | 2,468 | 1,813 | 2,161 |  |
| Interest-bearing debt | Millions of yen | 0 | 3,500 | 0 | 0 |  |
| Total Equity | Millions of yen | 56,961 | 56,094 | 54,661 | 54,178 |  |
| Shareholders' equity | Millions of yen | 56,961 | 56,094 | 54,661 | 54,178 |  |
| Current Assets/Total assets (\%) | \% | 27.6\% | 24.5\% | 28.0\% | 30.8\% |  |
| Non-current assets/Total assets (\%) | \% | 72.4\% | 75.5\% | 72.0\% | 69.2\% |  |
| Total Liabilities/Total assets (\%) | \% | 14.6\% | 16.9\% | 14.1\% | 15.7\% |  |
| Total Equity/Total assets (\%) | \% | 85.4\% | 83.1\% | 85.9\% | 84.3\% |  |
| Equity ratio(\%) | \% | 85.4\% | 83.1\% | 85.9\% | 84.3\% |  |
| Operating Results | unit | FYE3/'20 | FYE3/'21 | FYE3/'22 | FYE3/'23 | FYE3/'24 |
| Net sales | Millions of yen | 50,414 | 41,787 | 36,102 | 40,310 |  |
| Gross Profit | Millions of yen | 27,460 | 20,916 | 15,670 | 18,064 |  |
| Selling, General and Administrative Expenses | Millions of yen | 24,134 | 20,799 | 16,937 | 17,112 |  |
| Operating Profit(Loss) | Millions of yen | 3,326 | 116 | -1,266 | 952 |  |
| Ordinary Profit(Loss) | Millions of yen | 4,091 | 822 | 369 | 1,523 |  |
| Net Profit(Loss) | Millions of yen | 3,117 | 1,796 | 1,344 | 561 |  |
| Personnel Expenses | Millions of yen | 6,755 | 6,545 | 6,366 | 6,441 |  |
| Depreciation Expenses | Millions of yen | 852 | 721 | 740 | 693 |  |
| Research and Development Expenses | Millions of yen | 1,822 | 1,460 | 1,374 | 1,382 |  |
| Advertising and Promotion Expenses | Millions of yen | 7,046 | 5,595 | 3,584 | 3,689 |  |
| Gross profit margin | \% | 54.5\% | 50.1\% | 43.4\% | 44.8\% |  |
| Operating profit margin | \% | 6.6\% | 0.3\% | -3.5\% | 2.4\% |  |
| Ordinary profit margin | \% | 8.1\% | 2.0\% | 1.0\% | 3.8\% |  |
| Advertising and promotion expenses margin | \% | 14.0\% | 13.4\% | 9.9\% | 9.2\% |  |


| Non Consolidated |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | dated: 6 | eb-2024 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Mandom corp. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Quarterly results |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Operating Results | unit |  | FYE3 |  |  |  | FYE3 |  |  |  | FYE3 |  |  |  | FYE3/ |  |  |  | FYE3/ |  |  |
|  |  | 1 Q | 2 Q | 3 Q | 4 Q | 10 | 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 | 14,021 | 14,747 | 10,040 | 11,604 | 11,336 | 11,765 | 8,714 | 9,971 | 9,658 | 9,890 | 8,040 | 8,513 | 10,537 | 10,471 | 9,158 | 10,143 | 10,909 | 11,322 | 9,779 |  |
| Gross Profit | Millions of yen | 7,636 | 8,206 | 5,535 | 6,081 | 6,226 | 6,519 | 4,510 | 3,660 | 4,113 | 4,469 | 3,652 | 3,434 | 4,737 | 4,701 | 4,243 | 4,382 | 4,754 | 4,795 | 4,599 |  |
| Selling, General and Administrative Expenses | Millions of yen | 6,339 | 6,356 | 5,184 | 6,253 | 5,092 | 5,955 | 4,483 | 5,268 | 4,659 | 4,042 | 3,828 | 4,407 | 4,109 | 4,286 | 4,018 | 4,697 | 4,566 | 4,355 | 4,300 |  |
| Operating Profit(Loss) | Millions of yen | 1,297 | 1,849 | 351 | -172 | 1,134 | 563 | 26 | -1,607 | -545 | 427 | -175 | -973 | 628 | 414 | 224 | -315 | 187 | 439 | 298 |  |
| Ordinary Profit(Loss) | Millions of yen | 1,781 | 1,885 | 398 | 25 | 1,620 | 616 | 97 | -1,512 | 356 | 909 | -139 | -757 | 761 | 474 | 268 | 19 | 575 | 637 | 362 |  |
| Net Profit(Loss) | Millions of yen | 1,289 | 1,446 | 303 | 77 | 1,227 | 1,813 | 191 | -1,436 | 388 | 1,429 | -30 | -442 | 566 | 295 | 151 | -451 | 466 | 501 | 196 |  |
| Personnel Expenses | Millions of yen | 1,673 | 1,700 | 1,697 | 1,683 | 1,693 | 1,678 | 1,597 | 1,576 | 1,658 | 1,638 | 1,466 | 1,603 | 1,629 | 1,666 | 1,598 | 1,546 | 1,331 | 1,426 | 1,245 |  |
| Depreciation Expenses | Millions of yen | 207 | 211 | 213 | 219 | 180 | 178 | 177 | 184 | 178 | 183 | 188 | 189 | 172 | 176 | 172 | 171 | 169 | 173 | 175 |  |
| Research and Development Expenses | Millions of yen | 403 | 521 | 344 | 552 | 321 | 444 | 266 | 428 | 342 | 269 | 334 | 428 | 292 | 363 | 336 | 389 | 303 | 393 | 390 |  |
| Advertising and Promotion Expenses | Millions of yen | 1,989 | 1,895 | 1,312 | 1,848 | 1,149 | 1,902 | 1,017 | 1,526 | 1,081 | 784 | 716 | 1,002 | 656 | 912 | 784 | 1,335 | 1,272 | 977 | 1,131 |  |
| Gross profit margin | \% | 54.5\% | 55.6\% | 55.1\% | 52.4\% | 54.9\% | 55.4\% | 51.8\% | 36.7\% | 42.5\% | 45.2\% | 45.4\% | 40.3\% | 45.0\% | 44.9\% | 46.3\% | 43.2\% | 43.6\% | 42.4\% | 47.0\% |  |
| Operating profit margin | \% | 9.3\% | 12.5\% | 3.5\% | -1.5\% | 10.0\% | 4.8\% | 0.3\% | -16.1\% | -5.6\% | 4.3\% | -2.2\% | -11.4\% | 6.0\% | 4.0\% | 2.5\% | -3.1\% | 1.7\% | 3.9\% | 3.1\% |  |
| Ordinary profit margin | \% | 12.7\% | 12.8\% | 4.0\% | 0.2\% | 14.3\% | 5.2\% | 1.1\% | -15.2\% | 3.7\% | 9.2\% | -1.7\% | -8.9\% | 7.2\% | 4.5\% | 2.9\% | 0.2\% | 5.3\% | 5.6\% | 3.7\% |  |
| Advertising and promotion expenses margin | \% | 14.2\% | 12.9\% | 13.1\% | 15.9\% | 10.1\% | 16.2\% | 11.7\% | 15.3\% | 11.2\% | 7.9\% | 8.9\% | 11.8\% | 6.2\% | 8.7\% | 8.6\% | 13.2\% | 11.7\% | 8.6\% | 11.6\% |  |


| Financial Position | unit | FYE3/'20 |  |  |  | FYE3/'21 |  |  |  | FYE3/'22 |  |  |  | FYE3/'23 |  |  |  | FYE3/24 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 3 months | 6 months | 9 months | annual | 3 months | 6 months | 9 months | annual | 3 months | 6 months | 9 months | annual | 3 months | 6 months | 9 months | annual | 3 months | 6 months | 9 months | annual |
| Total assets | Millions of yen | 71,763 | 67,686 | 65,774 | 66,734 | 66,055 | 67,227 | 66,931 | 67,525 | 65,608 | 64,318 | 61,992 | 63,61 | 62,660 | 63,863 | 63,054 | 64,244 | 63,244 | 63,406 | 61,940 |  |
| Current Assets | Millions of yen | 27,634 | 23,381 | 20,814 | 18,385 | 16,897 | 15,754 | 15,158 | 16,567 | 16,132 | 16,458 | 15,388 | 17,816 | 17,553 | 18,844 | 18,224 | 19,816 | 19,010 | 19,951 | 19,194 |  |
| Property, plant and equipment | Millions of yen | 14,161 | 13,986 | 13,701 | 17,459 | 17,527 | 21,773 | 21,365 | 21,678 | 21,000 | 21,026 | 20,366 | 19,956 | 19,355 | 18,811 | 18,318 | 17,936 | 17,435 | 17,051 | 16,607 |  |
| Non-current assets | Millions of yen | 44,129 | 44,304 | 44,960 | 48,349 | 49,158 | 51,472 | 51,773 | 50,958 | 49,476 | 47,860 | 46,604 | 45,844 | 45,106 | 45,019 | 44,830 | 44,427 | 44,234 | 43,455 | 42,746 |  |
| Total Liabilities | Millions of yen | 12,231 | 9,421 | 8,487 | 9,773 | 9,256 | 9,588 | 9,288 | 11,430 | 10,144 | 7,912 | 6,784 | 8,999 | 8,236 | 8,821 | 8,446 | 10,065 | 9,171 | 9,066 | 8,456 |  |
| Current Liabilities | Millions of yen | 9,628 | 6,710 | 5,480 | 6,825 | 5,534 | 6,354 | 5,816 | 8,962 | 7,835 | 5,939 | 4,976 | 7,185 | 6,474 | 6,929 | 6,459 | 7,904 | 6,888 | 6,888 | 6,340 |  |
| Non-Current Liabilities | Millions of yen | 2,603 | 2,711 | 3,006 | 2,947 | 3,721 | 3,234 | 3,471 | 2,468 | 2,309 | 1,973 | 1,807 | 1,813 | 1,761 | 1,891 | 1,986 | 2,161 | 2,883 | 2,177 | 2,116 |  |
| Interest-bearing debt | Millions of yen |  |  |  |  |  | 0 | 1,200 | 3,500 | 2,000 |  |  |  | 0 | 0 | 0 |  |  |  | 0 |  |
| Total Equity | Millions of yen | 59,532 | 58,264 | 57,286 | 56,961 | 56,799 | 57,639 | 57,643 | 56,094 | 55,464 | 56,406 | 55,208 | 54,61 | 54,424 | 55,042 | 54,608 | 54,178 | 54,073 | 54,340 | 53,484 |  |
| Shareholders' equity | Millions of yen | 59,532 | 58,264 | 57,286 | 56,961 | 56,799 | .639 | 57,643 | 56,094 | 55,464 | 56,406 | 55,208 | 54,661 | 54,424 | 55,042 | 54,608 | 54,178 | 54,073 | 54,340 | 53,484 |  |
| Current Assets/Total assets (\%) | \% | 38.5\% | \% | \% | 7.6\% | 6\% | 23.4\% | 22.6\% | 24.5\% | 24.6\% | .6\% | 24.8\% | 28.0\% | . $0 \%$ | 29.5\% | 28.9\% | 30.8\% | 30.1\% | 31.5\% | 31.0\% |  |
| Non-current assets/Total assets (\%) | \% | 61.5\% | 65.5\% | 68.4\% | 72.4\% | 74.4\% | 76.6\% | 77.4\% | 75.5\% | 75.4\% | 74.4\% | 75.2\% | 72.0\% | 72.0\% | 70.5\% | 71.1\% | 69.2\% | 69.9\% | 68.5\% | 69.0\% |  |
| Total Liabilities/Total assets (\%) | \% | 17.0 | 9\% | 12.9\% | 14.6\% | 14.0\% | 4.3\% | 13.9\% | 16.9\% | 15.5\% | 2.3\% | 10.9\% | 14.1\% | .1\% | 13.8\% | 13. | 7\% | 4.5\% | 14.3\% | 13.7\% |  |
| Total Equity/Total assets (\%) | \% | 83.0\% | 6.1\% | 87.1\% | 85.4\% | 86.0\% | 85.7\% | 86.1\% | 83.1\% | 84.5\% | 87.7\% | 89.1\% | 85.9\% | 86.9\% | 86.2\% | 86.6\% | 84.3\% | 85.5\% | 85.7\% | 86.3\% |  |
| Equity ratio(\%) | \% | 83.0\% | 86.1\% | 87.1\% | 85.4\% | 86.0\% | 85.7\% | 86.1\% | 83.1\% | 84.5\% | 87.7\% | 89.1\% | 85.9\% | 86.9\% | 86.2\% | 86.6\% | 84.3\% | 85.5\% | 85.7\% | 86.3\% |  |
| Operating Results | unit |  | FYE3/ |  |  |  | FYE3, | /21 |  |  | FYE3/ | /22 |  |  | FYE3 | /'23 |  |  | FYE3 | /24 |  |
|  |  | 3 months | 6 months | 9 months | annual | 3 months | 6 months | 9 months | annual | 3 months | 6 months | 9 months | annual | 3 months | 6 months | 9 months | annual | 3 months | 6 months | 9 months | annual |
| Net sales | Millions of yen | 14,021 | 28,769 | 38,809 | 50,414 | 11,336 | 23,102 | 31,816 | 41,787 | 9,658 | 19,548 | 27,589 | 36,102 | 10,537 | 21,008 | 30,167 | 40,310 | 10,909 | 22,231 | 32,011 |  |
| Gross Profit | Millions of yen | 7,636 | 15,843 | 21,378 | 27,460 | 6,226 | 12,745 | 17,255 | 20,916 | 4,113 | 8,583 | 12,236 | 15,670 | 4,737 | 9,439 | 13,682 | 18,064 | 4,754 | 9,550 | 14,149 |  |
| Selling, General and Administrative Expenses | Millions of yen | 6,339 | 12,696 | 17,880 | 24,134 | 5,092 | 11,047 | 15,531 | 20,799 | 4,659 | 8,701 | 12,529 | 16,937 | 4,109 | 8,395 | 12,414 | 17,112 | 4,566 | 8,922 | 13,223 |  |
| Operating Profit(Loss) | Millions of yen | 1,297 | 3,147 | 3,498 | 3,326 | 1,134 | 1,698 | 1,724 | 116 | 545 | -117 | -293 | -1,266 | 628 | 1,043 | 1,268 | 952 | 187 | 627 | 926 |  |
| Ordinary Profit(Loss) | Millions of yen | 1,781 | 3,667 | 4,065 | 4,091 | 1,620 | 2,236 | 2,334 | 822 | 356 | 1,266 | 1,126 | 369 | 761 | 1,236 | 1,504 | 1,523 | 575 | 1,213 | 1,575 |  |
| Net Profit(Loss) | Millions of yen | 1,289 | 2,736 | 3,039 | 3,117 | 1,227 | 3,041 | 3,232 | 1,796 | 388 | 1,818 | 1,787 | 1,344 | 566 | 861 | 1,013 | 561 | 466 | 967 | 1,164 |  |
| Personnel Expenses | Millions of yen | 1,673 | 3,374 | 5,071 | 6,755 | 1,693 | 3,371 | 4,969 | 6,545 | 1,658 | 3,297 | 4,763 | 6,366 | 1,629 | 3,296 | 4,895 | 6,441 | 1,331 | 2,757 | 4,002 |  |
| Depreciation Expenses | Millions of yen | 207 | 419 | 632 | 852 | 180 | 359 | 537 | 721 | 178 | 362 | 550 | 740 | 172 | 348 | 521 | 693 | 169 | 342 | 517 |  |
| Research and Development Expenses | Millions of yen | 403 | 924 | 1,269 | 1,822 | 321 | 765 | 1,032 | 1,460 | 342 | 611 | 946 | 1,374 | 292 | 656 | 992 | 1,382 | 303 | 696 | 1,087 |  |
| Advertising and Promotion Expenses | Millions of yen | 1,989 | 3,885 | 5,197 | 7,046 | 1,149 | 3,051 | 4,069 | 5,595 | 1,081 | 1,865 | 2,581 | 3,584 | 656 | 1,568 | 2,353 | 3,689 | 1,272 | 2,250 | 3,382 |  |
| Gross profit margin | \% | 54.5\% | 55.1\% | 55.1\% | 54.5\% | 54.9\% | 55.2\% | 54.2\% | 50.1\% | 42.6\% | 43.9\% | 4.4\% | 43.4\% | 45.0\% | 4.9\% | 45.4\% | 44.8\% | 43.6\% | 43.0\% | 44.2\% |  |
| Operating profit margin | \% | 9.3\% | 10.9\% | 9.0\% | 6.6\% | 10.0\% | 7.3\% | 5.4\% | 0.3\% | -5.5\% | -0.6\% | -1.1\% | -3.5\% | 6.0\% | 5.0\% | 4.2\% | 2.4\% | 1.7\% | 2.8\% | 2.9\% |  |
| Ordinary profit margin | \% | 12.7\% | 12.7\% | 10.5\% | 8.1\% | 14.3\% | 9.7\% | 7.3\% | 2.0\% | 3.7\% | 6.5\% | 4.1\% | 1.0\% | 7.2\% | 5.9\% | 5.0\% | 3.8\% | 5.3\% | 5.5\% | 4.9\% |  |
| Advertising and promotion expenses margin | \% | 14.2\% | 13.5\% | 13.4\% | 14.0\% | 10.1\% | 13.2\% | 12.8\% | 13.4\% | 11.2\% | 9.5\% | 9.4\% | 9.9\% | 6.2\% | 7.5\% | 7.8\% | 9.2\% | 11.7\% | 10.1\% | 10.6\% |  |

