May 9, 2013

Consolidated Business Results
(April 1, 2012 through March 31, 2013: Japanese Standards)

Corporate Name: **Mandom Corporation**
Listed Exchange: Tokyo
Code Number: 4917
URL: http://www.mandom.co.jp
Representative: Motonobu Nishimura, Representative Director & President Executive Officer
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Annual General Shareholders' Meeting: June 21, 2013
Dividend Payout: June 24, 2013
Financial Statements Issued: June 24, 2013
Documents Providing Supplemental Information: Yes
Financial Briefing: Yes (for institutional investors)

(Figures rounded down to the nearest million yen)

1. Consolidated Earnings for the Fiscal Year Ended March 31, 2013 (April 1, 2012 to March 31, 2013)

(1) Consolidated Financial Highlights

(% = change vs. PY)

	Net Sales		Operating Income		Ordinary Income		Net Income	
	¥ millions	%	¥ millions	%	¥ millions	%	¥ millions	%
FYE March 2012	60,427	1.0	5,947	△1.7	6,241	△1.1	3,607	9.3
FYE March 2011	59,801	4.4	6,050	5.3	6,308	5.0	3,299	23.4

Note: Comprehensive Income
FYE March 2013 ¥5,593million (62.2%)
FYE March 2012 ¥3,448million (82.5%)

	Earnings per Share	Diluted Earnings per Share	Return on Equity	Ordinary Income/Total Assets	Operating Income/Net Sales
	yen	yen	%	%	%
FYE March 2013	154.29	–	8.0	10.8	9.8
FYE March 2012	141.11	–	7.7	11.6	10.1

Reference: Income (loss) in minority interests
FYE March 2013 ¥34 million
FYE March 2012 ¥28 million

(2) Consolidated Financial Position

	Total Assets	Net Assets	Shareholders' Equity Ratio	Net Assets per Share
	¥ millions	¥ millions	%	yen
FYE March 2013	60,163	51,037	78.2	2,011.09
FYE March 2012	55,600	47,082	78.3	1,861.01

Reference: Shareholders' Equity
FYE March 2013 ¥47,019 million
FYE March 2012 ¥43,511million

(3) Consolidated Cash Flows

	Cash Flows from Operating Activities	Cash Flows from Investing Activities	Cash Flows from Financing Activities	Cash and Cash Equivalents, End of Period
	¥ millions	¥ millions	¥ millions	¥ millions
FYE March 2013	7,605	△5,387	△1,646	10,482
FYE March 2012	3,692	△2,694	△1,668	9,792

2. Dividends

	Annual Dividend					Total Dividend (total)	Dividend Payout Ratio (consolidated)	Dividend on Equity Ratio (consolidated)
	First Quarter End	Second Quarter End	Third Quarter End	Year End	Total			
	yen	yen	yen	yen	yen	¥ millions	%	%
FYE March 2012	–	30.00	–	30.00	60.00	1,402	42.5	3.3
FYE March 2013	–	30.00	–	32.00	62.00	1,449	40.2	3.2
FYE March 2014 (forecast)	–	33.00	–	33.00	66.00		40.6	

3. Consolidated Earnings Forecast, Fiscal Year Ending March 2014 (April 1, 2013 to March 31, 2014)

(% = change vs. same period in prior year)

	Net Sales		Operating Income		Ordinary Income		Net Income		Earnings per Share
	¥ millions	%	¥ millions	%	¥ millions	%	¥ millions	%	yen
Second Quarter (cumulative)	36,400	7.5	4,760	0.4	4,850	△1.4	2,720	△10.8	116.34
Full Year	66,500	10.1	6,650	11.8	6,860	9.9	3,800	5.3	162.53

* Notes

(1) Changes in significant consolidated subsidiaries during the period (changes in consolidation of specific subsidiaries): None

(2) Changes in accounting estimates, methods, or presentation

a. Changes in accounting methods in connection with changes in accounting standards: Yes
b. Changes in accounting methods other than a.: None
c. Changes in accounting estimates: Yes
d. Changes in presentation: None

(3) Issued shares (common stock)

a. Shares outstanding, end of year (including treasury stock)

FYE March 2013	24,134,606 shares
FYE March 2012	24,134,606 shares

b. Treasury stock, end of period

FYE March 2013	754,463 shares
FYE March 2012	753,967 shares

c. Average outstanding shares during the period

FYE March 2013	23,380,506 shares
FYE March 2012	23,380,783 shares

(Reference) Summary of Non-Consolidated Business Results

1. Business Results, FYE March 2013 (April 1, 2012 to March 31, 2013)

(1) Sales and Income

(% = change vs PY)

	Net Sales		Operating Income		Ordinary Income		Net Income	
	¥ millions	%	¥ millions	%	¥ millions	%	¥ millions	%
FYE March 2013	40,722	△1.3	4,106	1.8	4,647	1.2	3,121	14.2
FYE March 2012	41,262	5.3	4,033	1.8	4,592	0.8	2,733	21.9

	Earnings per Share	Earnings per Share (diluted)
	yen	yen
FYE March 2013	133.50	–
FYE March 2012	116.93	–

(2) Financial Position

	Total Assets	Net Assets	Shareholders' Equity Ratio	Shareholders' Equity per Share
	¥ millions	¥ millions	%	yen
FYE March 2013	51,340	44,756	87.2	1,914.32
FYE March 2012	49,147	42,370	86.2	1,812.22

(Reference) Treasury Stock FYE March 2013 ¥44,756 million
FYE March 2012 ¥42,370 million

2. FYE March 2014 Forecast (April 1, 2013 to March 31, 2014)

(% = change vs PY)

	Net Sales		Ordinary Income		Net Income		Earnings per Share
	¥ millions	%	¥ millions	%	¥ millions	%	yen
Second Quarter (cumulative)	24,280	2.5	3,965	△0.6	2,565	△5.1	109.71
Full Year	41,800	2.6	4,865	4.7	3,125	0.1	133.66

* Disclosure related to audit procedures

This financial report is not subject to audit procedures required by the Financial Instruments and Exchange Act. Consolidated Financial statement audit procedures based on the Financial Instruments and Exchange Act had not been completed as of the publication of this financial report.

* Explanation of the appropriate use of forecasts, other matters

Information in this report concerning future performance is based on information available and certain assumptions deemed reasonable. Actual performance may differ significantly from forecasts due to various factors. See "Page 4, 1-(1)-b Next-Period Outlook" for more regarding forecasts and underlying assumptions.

1. Results of Operations and Financial Position

(1)Review of Operations

a. Business Operations

(Financial Highlights)

(¥ millions) (yen) (%)

	Net Sales	Operating Income	Ordinary Income	Net Income	EPS	ROE
FYE March 2013	60,427	5,947	6,241	3,607	154.29	8.0
FYE March 2012	59,801	6,050	6,308	3,299	141.11	7.7
Change	1.0%	△1.7%	△1.1%	9.3%	9.3%	3.9%

Japan's economy showed signs of recovery during the year, spurred by reconstruction work in northeastern Japan in the aftermath of the March 11 earthquake and tsunami and policies introduced by the new government beginning last December. Despite these factors, economic stagnation in Europe has slowed the global economy, clouding the view of the future direction of world business. Asia is where the Mandom Group conducts most of its overseas business. Here, the European financial crisis has been a drag on the economy, but overall the region remains strong.

Given these economic conditions, the Mandom Group is pursuing initiatives which we believe will lead to sustained growth:

1) Stable growth in our core men’s grooming business

2) Expansion of our women’s cosmetics business

3) Continued expansion of overseas sales, emphasizing Asia as an engine of growth

Net sales increased ¥625 million year-on-year (1.0% increase), reaching ¥60.427 billion and marking our third consecutive year of record sales. Sales of summer season products in our core Gatsby line were slow in Japan through the second quarter of the year. Sales of men's grooming products (mainly Gatsby) overseas, however, were robust, with gains more than making up for the domestic shortfall.

The Company recorded operating income of ¥5.947 billion, down ¥102 million year-on-year (1.7%). We made our best efforts to invest effectively in marketing (sales promotion and advertising expense) for the Japanese market. At the same time, aggressive investment in marketing (sales promotion and advertising expense) in Indonesia and other regions increased expenses. Ordinary income amounted to ¥6.241 billion, which was a ¥66 million (1.1%) decrease compared to the prior fiscal year. The Company, however, did record a ¥308 million (9.3%) year-on-year gain in net income, at ¥3.607 billion—a new record. This increase in net income was primarily due to less extraordinary losses and lower corporate income tax rates in Japan.

Group earnings by segment are as provided below. (Net sales refers to sales to external customers.)

（Performance by Segment）

(units: ¥ millions)

Location	Net Sales			Operating Income		
	Prior Year	Current Year	Change	Prior Year	Current Year	Change
Japan	38,940	38,208	∆1.9%	3,805	3,921	3.0%
Indonesia	13,457	13,510	0.4%	1,432	1,117	∆2.9%
Overseas, Other	7,403	8,708	17.6%	812	908	11.8%

Net sales in Japan amounted to ¥38.208 billion (1.9% year-on-year decrease). This decrease was mainly due to declines in summer season product sales (mainly paper products) resulting from unseasonable weather, offsetting strong performance in our core Gatsby line styling products. Effective investments in marketing expenses (sales promotion and advertising expense) led to a 3.0% year-on-year increase in operating income at ¥3.921 billion.

The Company recorded ¥13.510 billion in net sales in Indonesia, representing a 0.4% year-on-year gain. This increase was generally due to strong sales in men's grooming products (mainly Gatsby), slightly offset by foreign exchange decreases owing to local currency devaluation. Aggressive marketing investments (sales promotion and advertising expense) led to widely higher selling expense, in turn driving operating income down 21.9% year on year to ¥1.117 billion.

Net sales in other overseas locations amounted to ¥8.708 billion, which was a 17.6% increase year on year. This increase was mainly due to strong sales in our Gatsby product line, with double-digit increases in sales for most areas on a local currency basis. Despite increases in cost ratios due local currency devaluation, higher revenues led to operating income of ¥908 million, an 11.8% increase year on year.

b. Next-Period Outlook

(¥millions) (yen) (%)

	Net Sales	Operating Income	Ordinary Income	Net Income	EPS	ROE
Fiscal Year Ending March 2014	66,500	6,650	6,860	3,800	162.53	8.1
FYE March 2013	60,427	5,947	6,241	3,607	154.29	8.0
Change	10.1%	11.8%	9.9%	5.3%	5.3%	1.3%

Although we expect gradual improvement in Japan's economy as the stock market gains strength and the yen continues to devalue, the slowing global economy prevents us from predicting the future with any certainty. We do see gradual growth in Asia, despite the impact of the ongoing European financial crisis.

In light of these conditions, the Mandom Group is pursuing the integration of domestic and international Group companies as a way toward sustained growth.

We believe that we will be able to secure revenue growth through stable growth in the men’s grooming business, stronger initiatives in the women’s cosmetics business, and continuing double-digit growth (local currency basis) in our overseas business, particularly in Asia. While we will aggressively invest in market expenses for overseas and women's products, we will also drive down costs and leverage our SG&A expenses more effectively, which we believe will lead to increased profits.

We calculated our forecasts assume major foreign exchange rates of ¥88 to the U.S. dollar, 9,700 rupiah to the U.S. dollar, and ¥0.0091 to the rupiah.

Based on the preceding facts, we forecast net sales of ¥66.5 billion (10.1% year-on-year increase), operating income of ¥6.650 billion (11.8% increase), ordinary income of ¥6.860 billion (9.9% increase), and net income of ¥3.8 billion (5.3% increase) for the next fiscal year.

c. Progress of the Current Three-Year Business Plan

The strategy of our current Group three-year business plan (FYE March 2012 through FYE March 2014) focuses on sustainable Group growth. We will continue to follow a policy of careful investment of management resources toward the steady growth of the Group's businesses leading to sustainable expansion of revenues and profits, pursuing the three following strategic themes: 1) Sustainable growth in our core men's grooming business, 2) faster expansion of our women's cosmetics business through the Asian market, and 3) continued expansion of overseas sales, emphasizing Asia as an engine of growth.

We met our targets for net sales and profits for the first year (FYE March 2012) of the current Group three-year business plan, despite the March 11 earthquake and tsunami, ensuing consumer negativity, unseasonable weather, and the high valuation of the yen. Given our first-year results, we looked to deliver results even higher than our initial plan in year two (FYE March 2013). The financial crisis in Europe and fears of a slowing economy combined to extend the global economic downturn. Despite record net sales and profits, the only second-year target we met was the figure set for net income.

Given these economic circumstances, our progress in each strategic area is as follows:

These figures refer to progress as measured against initial Group three-year business plan targets.

1) Sustainable growth in our core men's grooming business

Our most important product line is the Gatsby brand. Sales of summer seasonal products in Gatsby line were flat during the first half of the fiscal year. This was primarily due to unseasonable weather and increased competition. We did, however, invest in more aggressive marketing and sales during the second half of the year, which helped us move back in line with our annual plan. We met our plan for overseas sales, mainly through performance in styling products. While we continued to expand and focus on aging care products under the Lucido brand, sales performance was weak, preventing us from meeting our plan figures. As a whole, men's grooming grew for another consecutive year; however, we still did not meet the numbers called for in the second year of our business plan.

2) Faster expansion of our women's cosmetics business through the Asian market

We engaged in aggressive product extension and marketing investments in Japan, which helped the Company grow sales of women's skin care products. Despite this success, we underperformed the second year of our business plan. We worked to build our global business in Asia, building out our product lines and rolling out products in parallel with our business inside Japan. We were able to achieve sales growth, but still underperformed our initial plan.

3) Sustainable expansion of our global business

The Company saw strong performance and continued growth our men's grooming business overseas, leading to two-digit growth in most areas, including Indonesia. Despite the impact of the rising yen valuation on foreign exchange conversion, we were still able to outperform plan on a yen-equivalent basis.

Overall, we still plan to meet sales figures called for in the final year of our business plan. This goal stems from 1) growth in men's grooming, mainly due to the strength of our Gatsby line; 2) a turn around in flagging skin care and other products in our women's cosmetics business; and 3) continued two-digit growth in many regions overseas.

Operating income underperformed planned figures for profits, mainly due to slower Japan sales during the first half of the second year of our plan and greater marketing investments overseas. To continue to maintain and grow Group performance through the last year of our plan, we will continue to invest actively in marketing. We will also invest in capital equipment to strengthen our current production structure. Our target is at least a 10% operating income ratio on a consolidated basis for the final year of our plan.

d. Performance on Target Financial Indicators

Our current three-year business plan (April 2011 through March 2014) defines consolidated operating income as a focus indicator of profitability for the Company. We have set a target of at least a 10% operating income ratio for the final year of our plan (fiscal year ending March 2014). We recorded an operating income ratio of 9.8% for the period reported here.

(2)Financial Status

(Consolidated Financial Position)

(¥ millions)

	Prior Year	Current Year	Change
Total Assets	55,600	60,163	4,563
Net Assets	47,082	51,037	3,954
Shareholders’ Equity Ratio	78.3%	78.2%	△0.1%
Shareholders’ Equity per Share	¥1,861.01	¥2,011.09	¥150.08

(Consolidated Cash Flows)

(¥ millions)

	Prior Year	Current Year	Change
Cash and Cash Equivalents, Beginning of Period	10,550	9,792	△758
Operating cash flows	3,692	7,605	3,912
Investing cash flows	△2,694	△5,387	△2,692
[Investment in fixed assets]	[△ 1,809]	[△1,873]	[△ 64]
Financing cash flows	△1,668	△1,646	21
Foreign exchange translation adjustment	△88	118	206
Net change in cash and cash equivalents	△758	689	1,447
Cash and Cash Equivalents, End of Period	9,792	10,482	689

* Income before income taxes and minority interest	6,119	6,272
* Depreciation and amortization	2,242	2,165
* Investment in fixed assets		
Tangible fixed assets	1,710	1,810
Intangible fixed assets	98	63

a. Assets, Liabilities, and Net Assets

Total assets as of the end of the consolidated fiscal year amounted to ¥60.163 billion. This was an increase of ¥4.563 billion compared to the end of the prior fiscal year, mainly due to increased marketable and investment securities. Total liabilities amounted to ¥9.126 billion, a ¥608 million increase over the prior fiscal year. This increase was mainly to increases in incurred corporate and other taxes. Increased retained earnings contributed to higher total net assets, which amounted to ¥51.037 billion as of the end of the fiscal year. This was a ¥3.954 billion increase over the prior fiscal year. Shareholders' Equity Ratio as of the end of the fiscal year was 78.2%.

b. Cash Flows

Cash and cash equivalents (Cash) as of the end of the consolidated fiscal year amounted to ¥10.482 billion. This represents a ¥689 million increase compared to the end of the prior fiscal year.

The following discusses major factors that affected cash flows during the consolidated fiscal year.

(Cash Flows from Operating Activities)

Consolidated operating cash flows amounted to ¥7.605 billion, representing a ¥3.912 billion increase compared to the prior fiscal year. This increase was mainly due to decreased inventories, which more than offset a slight decrease in operating income.

(Cash Flows from Investing Activities)

Consolidated cash used in investing activities amounted to ¥5.387 billion, which was a ¥2.692 billion increase compared to the prior fiscal year. This increase was mainly due to purchases of marketable and investment securities.

(Cash Flows from Financing Activities)

Consolidated cash used in financing activities amounted to ¥1.646 billion, representing a ¥21 million decrease compared to the prior fiscal year. This decrease was mainly due to dividends paid to minority interest holders and others.

c. Cash Flow Indicators

	FY 2010 93rd Term	FY 2011 94th Term	FY 2012 95th Term	FY 2013 96th Term
Shareholders’ Equity Ratio (%)	76.6	78.3	78.3	78.2
Shareholders’ Equity Ratio, Market Value (%)	110.0	89.0	87.3	128.2
Cash Flows to Interest-Bearing Debt (%)	4.0	7.5	7.9	4.5
Interest Coverage Ratio (times)	57,195.5	2,431.3	2,431.5	5,220.4

(Note) Shareholders’ Equity Ratio: Shareholders’ Equity/Total Assets
Shareholders’ Equity Ratio, Market Value: Market Capitalization/Total Assets
Cash Flows to Interest-Bearing Debt: Interest-Bearing Debt/Cash Flows
Interest Coverage Ratio: Cash Flows/Interest Payments

*Each indicator was calculated based on consolidated financial figures.

*Market capitalization was calculated as closing price on the last day of the fiscal year multiplied by outstanding shares as of the last day of the fiscal year (after eliminating treasury shares).

*Cash flows represent operating cash flows.

*Interest-bearing debt represents all liabilities recorded on the consolidated balance sheets on which the Group pays interest. Interest payments represents the amount of interest paid as reflected in the consolidated statements of cash flows.

(3) Earnings Distribution Policy, Current and Next-Period Dividends

We believe that returning profits to our shareholders is an important management responsibility. Our basic policy is to prioritize dividend payments while carefully balancing the need for internal reserves for long-term growth, for starting new business, and to respond to corporate risk.

We have set a numerical target of a 40% payout ratio or greater on a consolidated basis for the fiscal year under review. We intend to maintain a 40% payout ratio target on a consolidated basis through fiscal period 97 (fiscal year ending March 2014).

We use internal reserves for strategic capital investments to expand our business, as well as for research and development to improve corporate value. In addition, we view internal reserves as a safety net to deal with corporate risk in this difficult business environment. We are also considering the potential for stock buybacks to return profits to shareholders and to improve capital efficiency. We plan to pay a ¥62 per share dividend (40.2% consolidated payout ratio) in annual dividends for the fiscal year under review.

While we know we cannot project future developments in the business environment with certainty, we do plan to issue a dividend of ¥66 per share (¥33 per share interim dividend) for the next fiscal year, as we work to achieve earnings targets.

2. Group Companies

Further information omitted as there have been no significant changes in roles of Group companies (business activities) or status of affiliates per the latest securities report (filed June 25, 2012).

3. Management Policies

(1) Basic management policy, (2) Target management indicators, (4) Management issues

Further information for the three categories above is omitted as there have been no significant changes as disclosed in the FYE March 2011 financial report (published May 12, 2011).

Please refer to the following URL for the relevant financial report.

(Corporate website (IR information))

URL http://www.mandom.co.jp/english/ir/index.html

(Tokyo Securities Exchange website (listed company information search page))

http://www.tse.or.jp/english/listing/index.html

(3) Medium-Term Business Strategy

Disclosure omitted here, as there have been no significant changes as disclosed in the FYE March 2012 financial report (published May 10, 2012).

Please refer to the following URL for the relevant financial report.

(Corporate website (IR information))

URL http://www.mandom.co.jp/english/ir/index.html

(Tokyo Securities Exchange website (listed company information search page))

http://www.tse.or.jp/english/listing/index.html