May 11, 2016

Consolidated Business Results
(April 1, 2015 through March 31, 2016: 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 24, 2016
Dividend Payout: June 27, 2016
Financial Statements Issued: June 27, 2016
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, 2016 (April 1, 2015 to March 31, 2016)

(1) Consolidated Financial Highlights

(% = change vs. PY)

	Net Sales		Operating Income		Ordinary Income		Net Income Attributable to Owners of Parent	
	¥ millions	%	¥ millions	%	¥ millions	%	¥ millions	%
FYE March 2016	75,078	5.9	6,594	△5.7	7,415	△2.4	6,383	44.2
FYE March 2015	70,925	4.0	6,996	2.1	7,595	3.6	4,425	8.1

Note: Comprehensive Income
FYE March 2016 ¥7,011million (△9.9%)
FYE March 2015 ¥7,782million (29.5%)

	Earnings per Share	Diluted Earnings per Share	Return on Equity	Ordinary Income/Total Assets	Operating Income/Net Sales
	yen	yen	%	%	%
FYE March 2016	273.04	–	11.0	9.5	8.8
FYE March 2015	189.28	–	8.3	10.6	9.9

Reference: Income (loss) in minority interests
FYE March 2016 ¥273 million
FYE March 2015 ¥153 million

(2) Consolidated Financial Position

	Total Assets	Net Assets	Shareholders' Equity Ratio	Net Assets per Share
	¥ millions	¥ millions	%	yen
FYE March 2016	79,821	65,856	74.8	2,554.01
FYE March 2015	75,980	60,980	73.7	2,394.23

Reference: Shareholders' Equity
FYE March 2016 ¥59,707million
FYE March 2015 ¥55,974million

(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 2016	7,232	△2,383	△3,534	12,200
FYE March 2015	5,488	△5,141	△341	11,264

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 2015	–	37.00	–	39.00	76.00	1,776	40.2	3.3
FYE March 2016	–	40.00	–	40.00	80.00	1,870	29.3	3.2
FYE March 2017 (forecast)	–	43.00	–	43.00	86.00		40.2	

3. Consolidated Earnings Forecast, Fiscal Year Ending March 2017 (April 1, 2016 to March 31, 2017)

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

	Net Sales		Operating Income		Ordinary Income		Net Income Attributable to Owners of Parent		Earnings per Share
	¥ millions	%	¥ millions	%	¥ millions	%	¥ millions	%	yen
Second Quarter (cumulative)	41,600	△0.8	4,400	△17.8	4,700	△19.1	2,900	△51.8	124.05
Full Year	76,800	2.3	7,400	12.2	7,900	6.5	5,000	△21.7	213.88

* 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: None
d. Changes in presentation: None

(3) Issued shares (common stock)

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

FYE March 2016	24,134,606 shares
FYE March 2015	24,134,606 shares

b. Treasury stock, end of period

FYE March 2016	756,548 shares
FYE March 2015	755,827 shares

c. Average outstanding shares during the period

FYE March 2016	23,378,404 shares
FYE March 2015	23,379,045 shares

(Reference) Summary of Non-Consolidated Business Results

1. Business Results, FYE March 2016 (April 1, 2015 to March 31, 2016)

(1) Sales and Income

(% = change vs PY)

	Net Sales		Operating Income		Ordinary Income		Net Income	
	¥ millions	%	¥ millions	%	¥ millions	%	¥ millions	%
FYE March 2016	47,469	5.8	5,095	4.0	5,939	5.0	3,666	△3.0
FYE March 2015	44,851	2.9	4,899	4.9	5,658	5.5	3,780	19.1

	Earnings per Share	Earnings per Share (diluted)
	yen	yen
FYE March 2016	156.83	–
FYE March 2015	161.71	–

(2) Financial Position

	Total Assets	Net Assets	Shareholders' Equity Ratio	Shareholders' Equity per Share
	¥ millions	¥ millions	%	yen
FYE March 2016	60,939	52,331	85.9	2,238.48
FYE March 2015	57,106	49,696	87.0	2,125.73

(Reference) Treasury Stock FYE March 2016 ¥52,331 million
FYE March 2015 ¥49,696million

2. FYE March 2017 Forecast (April 1, 2016 to March 31, 2017)

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

	Net Sales		Ordinary Income		Net Income		Earnings per Share
	¥ millions	%	¥ millions	%	¥ millions	%	yen
Second Quarter (cumulative)	27,570	2.3	4,012	△18.0	2,770	△18.3	118.49
Full Year	49,000	3.2	5,950	0.2	4,100	11.8	175.38

* 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 5, 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 Attributable to	EPS	ROE
FYE March 2016	75,078	6,594	7,415	6,383	273.04	11.0
FYE March 2015	70,925	6,996	7,595	4,425	189.28	8.3
Change	5.9%	-5.7%	-2.4%	44.2%	-44.3%	32.5%

During the consolidated fiscal year, Japan's economy demonstrated a gradual recovery against a backdrop of improvements in corporate profits and the employment situation despite concern over economic slowdown in emerging countries and fluctuations in the global financial markets. Meanwhile, the economies throughout Asia − our main sphere of international operations - showed a modest expansion despite signs of an overall slowdown.

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

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

2) Accelerated expansion of our women's cosmetics business

3) Continued expansion of our global business as an engine of growth

Net sales increased by ¥4.153 billion year-on-year (5.9% increase), amounting to ¥75.078 billion. The fire accident at the Indonesian subsidiary had an impact on the business, but thanks to solid performance in our women’s products in Japan and overseas, we marked our sixth consecutive year of record sales.

Operating income was down ¥401 million (5.7%) year-on-year to ¥6.594 billion. We attribute this decrease to the result of the fire accident at the Indonesian subsidiary and aggressive investment in overseas marketing expenses (sales promotion and advertising expense). Ordinary income came in at ¥7.415 billion, which was a ¥180 million (2.4%) decrease compared to the prior fiscal year. Thanks to recording of a gain from sale of fixed assets at the Indonesian subsidiary, net income attributable to owners of parent increased ¥1.957 billion (44.2%) year on year to ¥6.383 billion.

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	41,637	44,104	5.9%	4,485	4,704	4.9%
Indonesia	17,172	18,164	5.8%	1,028	880	-14.4%
Overseas, Other	12,115	12,809	5.7%	1,482	1,008	-32.0%

Net sales in Japan amounted to ¥44.104 billion, which was a 5.9% year-on-year increase.

This increase was mainly due to favorable performance of Lucido and women's products despite sluggishness of our core Gatsby brand. Operating income was up 4.9% year-on-year to ¥4.704 billion. This was due to higher revenues despite an increase in the cost ratio and aggressive investment in marketing expenses.

Net sales in Indonesia reached ¥18.164 billion, representing a 5.8% year-on-year increase. This result was mainly due to favorable performance in Indonesia, primarily of our core Gatsby brand despite a substantial drop in net sales in the third quarter resulting from the fire accident at the Indonesian subsidiary on July 10, 2015. Operating income was down 14.4% year-on-year to ¥880 million. We attribute this decrease mainly to the drop in net sales resulting from the fire accident and an increase in the cost ratio.

Net sales in other overseas regions amounted to ¥12.809 billion, representing a 5.7% year-on-year gain. This result was mainly due to overall strong performance on a local currency basis, except for certain regions, and foreign-exchange gains due to the weaker yen. Operating income was down 32.0% year-on-year to ¥1.008 billion. We attribute this decrease to the result of aggressive investment in marketing expenses.

b. Next-Period Outlook

(¥millions) (yen) (%)

	Net Sales	Operating Income	Ordinary Income	Net Income Attributable to Owners of	EPS	ROE
FYE March 2017	76,800	7,400	7,900	5,000	213.88	8.4
FYE March 2016	75,078	6,594	7,415	6,383	273.04	11.0
Change	2.3%	12.2%	6.5%	-21.7%	-21.7%	-23.6%

In the next period, Japan's economy is expected to continue its gradual recovery as the hiring and income environment continue to improve. Nevertheless, the future remains unpredictable due to increased uncertainty in overseas economies and fluctuations in financial and capital markets. Meanwhile, the economy in Asia is expected to continue slowly expanding even though there is a risk of it being impacted by the financial market.

In light of these conditions, the Mandom Group is pursuing the integration of domestic and international Group companies as a way toward sustained growth.
The Mandom Group will be looking for higher revenues, driven by three major factors: sustainable growth in our men's grooming business, accelerated expansion of our women's cosmetics business and continued expansion of our global business as an engine of growth.
We will also make continuing efforts to drive down costs and leverage our SG&A expenses more effectively, which will lead to increased operating and ordinary income, even as we actively invest marketing expenses in our overseas business and women's products and expect an increase in the cost of goods sold ratio. Net income attributable to owners of parent is expected to fall due to the impact of a gain from sale of fixed assets resulting from the transfer of fixed assets at an Indonesian subsidiary in the prior consolidated fiscal year.

We calculated our forecasts assume major foreign exchange rates of ¥110 to the U. S. dollar, 13,400 rupiah to the U. S. dollar, and ¥0.0082 to the rupiah.

Based on the preceding facts, we forecast net sales of ¥76.8 billion (2.3% year-on-year increase), operating income of ¥7.4 billion (12.2% increase), ordinary income of ¥7.9 billion (6.5% increase), and net income attributable to owners of parent of ¥5.0 billion (21.7% decrease) for the next fiscal year.

c. Progress of the Current Three-Year Business Plan

Our current three-year business plan (FYE March 2015 through FYE March 2017) is considered a middle-range plan to accelerate growth and launch new businesses in Asia. We aim to establish a competitive advantage by strengthening business development in major markets and to grow sales by developing new markets and businesses while keeping in mind profitability improvement.
Our three strategic themes for expanding the sales volume are: 1) sustainable growth in our core men's grooming business, 2) accelerated expansion of our women's cosmetics business and 3) continued expansion of our global business as an engine of growth in our current Group three-year business plan.
In the FYE March 2016, the second year of our current Group three-year business plan, we were unable to achieve the initial targets of the plan as we as the first year because of a drop in net sales resulting from the fire accident at the Indonesian subsidiary and underperformance in some regions despite expansion of sales in the women's cosmetics business and record net sales. We will continue to work towards achieving the targets of the middle-range plan.
The following details our progress in each strategic area of the Group three-year business plan just completed (FYE March 2015 through FYE March 2017):
These figures refer to progress as measured against the Group three-year business plan targets.

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

   The Gatsby brand of products is our most important. Although we increased our share in the styling category in Japan and achieved growth overseas, performance of summer products was sluggish in Japan. On the other hand, Lucido sales showed steady growth as we strengthened development of aging care products in particular, including odor care in Japan. Overall, sales continued to grow in the men's grooming business, but they are trending below the initial targets of the plan.

2) Accelerated expansion of our women's cosmetics business

   As a result of aggressive investments in marketing in the skin care category in Japan and increased efforts to roll out the skin care and makeup base categories in Asian countries, sales are well above the initial targets of the plan.

3) Continued expansion of our global business as an engine of growth

In our global business, sales increased steadily overall on a local currency basis, but due to a drop in net sales resulting from the fire accident at the Indonesian subsidiary and underperformance in some regions, the results are trending below the initial targets of the plan.

The Group continued aggressive investments in marketing to maintain growth and expand. At the same time, sales fell short of the initial plan, so we did not achieve the initial targets of the plan for operating income.

d. Performance on Target Financial Indicators

Our current three-year business plan (FYE March 2015 through FYE March 2017) emphasizes growth potential, and our aim is to increase the sales volume to a greater extent than called for in the previous middle-range plan. Moreover, we aim to increase profitability with increased income, and our target in the final year of the plan (FYE March 2017) is to achieve an operating income ratio of at least 10%.

This year, the operating income ratio was 8.8%.

(2) Financial Status

(Consolidated Financial Position) (¥ millions)

	Prior Year	Current Year	Change
Total Assets	75,980	79,821	3,841
Net Assets	60,980	65,856	4,875
Shareholders' Equity Ratio	73.7%	74.8%	1.1%
Shareholders' Equity per Share	¥2,394.23	¥2,554.01	¥159.78

(Consolidated Cash Flows) (¥ millions)

	Prior Year	Current Year	Change
Cash and Cash Equivalents, Beginning of Period	10,890	11,264	374
Operating cash flows	5,488	7,232	1,744
Investing cash flows	-5,141	-2,383	2,758
(Investment in fixed assets)	(-5,283)	(-3,995)	(1,287)
Financing cash flows	-341	-3,534	-3,193
Foreign exchange translation adjustment	368	-379	-748
Net change in cash and cash equivalents	374	935	561
Cash and Cash Equivalents, End of Period	11,264	12,200	935

* Income before income taxes and minority interest	7,529	10,698
* Depreciation and amortization	2,599	2,919
* Investment in fixed assets		
Tangible fixed assets	4,884	3,499
Intangible fixed assets	398	495

a. Assets, Liabilities, and Net Assets

Total assets as of the end of the consolidated fiscal year amounted to ¥79.821 billion, representing a ¥3.841 billion increase compared to the end of the prior consolidated fiscal year. This increase was mainly due to an increase in marketable and investment securities as well as cash and deposits. Total liabilities amounted to ¥13.965 billion, representing a decrease of ¥1.034 billion compared to the end of the prior consolidated fiscal year, due mainly to a decrease in short-term borrowings. Net assets amounted to ¥65.856 billion. This was a ¥4.875 billion increase compared to the end of the prior consolidated fiscal year, owing in part to higher retained earnings. Shareholders' equity ratio at the end of the fiscal year was 74.8%.

b. Cash Flows

Cash and cash equivalents (Cash) as of the end of the consolidated fiscal year amounted to ¥12.2 billion. This represents a ¥935 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)

Cash flows from operating activities amounted to ¥7.232 billion, which was a ¥1.744 billion increase compared to the prior fiscal year. This result was mainly due to decreased inventories despite a decrease in operating income.

(Cash Flows from Investing Activities)

Consolidated cash used in investing activities amounted to ¥2.383 billion, which was a ¥2.758 billion decrease compared to the prior fiscal year. This was mainly due to proceeds from sale of land use rights.

(Cash Flows from Financing Activities)

Consolidated cash used in financing activities amounted to ¥3.534 billion, which was a ¥3.193 billion increase compared to the prior fiscal year. This was primarily due to repayment of short-term borrowings.

c. Cash Flow Indicators

	FY 2013 96th Term	FY 2014 97th Term	FY 2015 98th Term	FY 2016 99th Term
Shareholders' Equity Ratio (%)	78.2	75.2	73.7	74.8
Shareholders' Equity Ratio, Market Value	128.2	128.5	135.2	146.7
Cash Flows to Interest-Bearing Debt (%)	4.5	4.9	40.3	4.3
Interest Coverage Ratio (times)	5,220.4	3,952.7	3,145.9	705.1

(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.

With regards to internal reserve funds, we use them for strategic investments such as capital investments to grow existing businesses, overseas investments, and investment in research and development to improve corporate value. In addition, we view internal reserves as a safety net to deal with various corporate risks. We are also considering the potential for stock buybacks to return profits to shareholders and to improve capital efficiency.

The numerical target for dividends is a dividend payout ratio of at least 40% on a consolidated basis excluding special elements.

We plan to pay an ¥80 per share dividend (29.3% consolidated dividend payout ratio) in annual dividends for the fiscal year under review. Additionally, for the annual dividend in the next period, we plan to pay ¥86 per share (¥43 per share interim dividend) by working to achieve the earnings forecast.

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 24, 2015).

3. Management Policies

(1) Basic management policy, (2) Target management indicators, (3) Medium-Term Business Strategy

There have been no significant changes to the information disclosed in the Consolidated Business Results (April 1, 2014 through March 31, 2015; published on May 11, 2015) regarding the above three items, so they are not included here. The brief announcement can be viewed at the URL below.

Company website (IR information): http://www.mandom.co.jp/english/ir/src/financial.html

Tokyo Stock Exchange website (Listed Company Search):
http://www.jpx.co.jp/english/listing/co-search/index.html

(4) Management issues

The Mandom Group has identified the following as important management issues:

a. Men's Grooming Business and Women's Products

The men's grooming business is the core business of the Mandom Group. We are seeing greater levels of competition in Japan and overseas from traditional market competitors and new competitors from other markets. We expect that the market environment will only become more intensely competitive in the future. Under this environment, our men’s grooming business accounts for more than 60% of group sales and more than 70% in Japan, and we firmly recognize it as one of our core businesses. Uncovering more needs and wants from the perspective of the customer will be key in building a base that supports revenue growth and helps us build a structure from which to launch new products and new categories for growth.

At the same time, we intend to build a stronger business in the skin care and makeup base categories for women− another growth area for the Group.

b. Human Resources Training

The Mandom Group intends to grow our global business through activity in Asia. To accomplish this, we believe that it is more important than ever to find and train employees capable of understanding and achieving our goals in each market. To train a generation of employees who can lead us to success across Asia, our education programs will encompass communication skills, as well as an understanding and commitment to the culture, customs, and values in each market.

c. Social Contribution Activities

The Mandom Group works to maintain and improve amicable relationships of trust with our stakeholders and develop harmony with society as a good corporate citizen, and we aim to contribute to social development. As part of that endeavor, we have established CSR activities to undertake. As we continue to improve our quality assurance and lower our environmental footprint, we also intend to create a structure that allows us to participate in social contribution activities as a Group.

d. Strengthening of Efforts to Improve Safety

In light of the fire accident at the Indonesian subsidiary, the Group is engaged in thorough efforts on measures to address accidents at production bases and prevent recurrence in order to improve safety, taking to heart the pursuit of productivity and profitability with safety as an absolute requirement.

4. Basic Thinking on Selection of Accounting Standards

For the foreseeable future, the policy of the Mandom Group is to prepare consolidated financial statements according to Japanese accounting standards in consideration of comparability of consolidated financial statements between periods and between companies.

We will address the application of international accounting standards as appropriate, taking into account the situations in Japan and other countries.