



# Presentation Material:

Announcement of FY2009  
Year-End Results

**May 18, 2009**

**Cleanup  
Corporation**

Tokyo Stock Exchange,  
1<sup>st</sup> Section, Code 7955

# I. Results Outline

## 1. Outline of Consolidated Results for Period Ended March 2009

(Units: millions of yen)

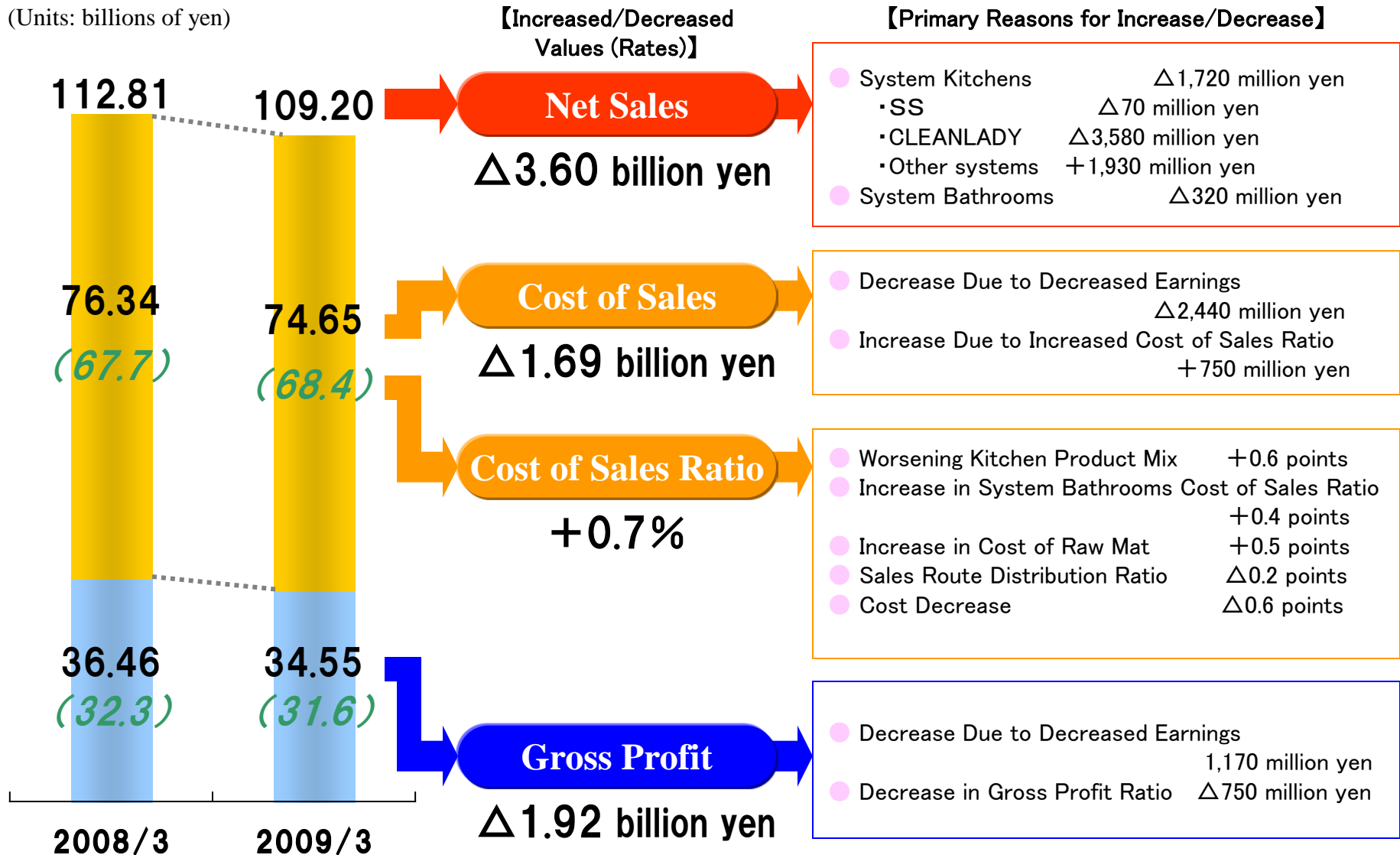
	<b>2009/3</b> (Actual Results)	<b>2008/3</b> (Actual Results)	<i>Change From Prev. Period</i>	<b>2009/3</b> (Initial Plan)	<b>2009/3</b> (Revised Plan)	<i>Compared To Plan</i>
<b>Net Sales</b>	<b>109,205</b>	<b>112,811</b>	<b>△3.2%</b>	<b>122,000</b>	<b>113,500</b>	<b>△3.8%</b>
<b>Operating Income</b>	<b>△1,100</b>	<b>△1,301</b>	<b>— %</b>	<b>1,700</b>	<b>△600</b>	<b>— %</b>
<b>Ordinary Income</b>	<b>△1,163</b>	<b>△1,382</b>	<b>— %</b>	<b>1,600</b>	<b>△650</b>	<b>— %</b>
<b>Net Income</b>	<b>△3,317</b>	<b>△3,078</b>	<b>— %</b>	<b>800</b>	<b>△1,450</b>	<b>— %</b>
<b>Net Income Per Share</b>	<b>△68.38 yen</b>	<b>△62.98 yen</b>	<b>— %</b>	<b>16.37 yen</b>	<b>△29.79 yen</b>	<b>— %</b>

\* Initial Plan: Announced May 8, 2008

\* Revised Plan: Announced Nov. 7, 2008

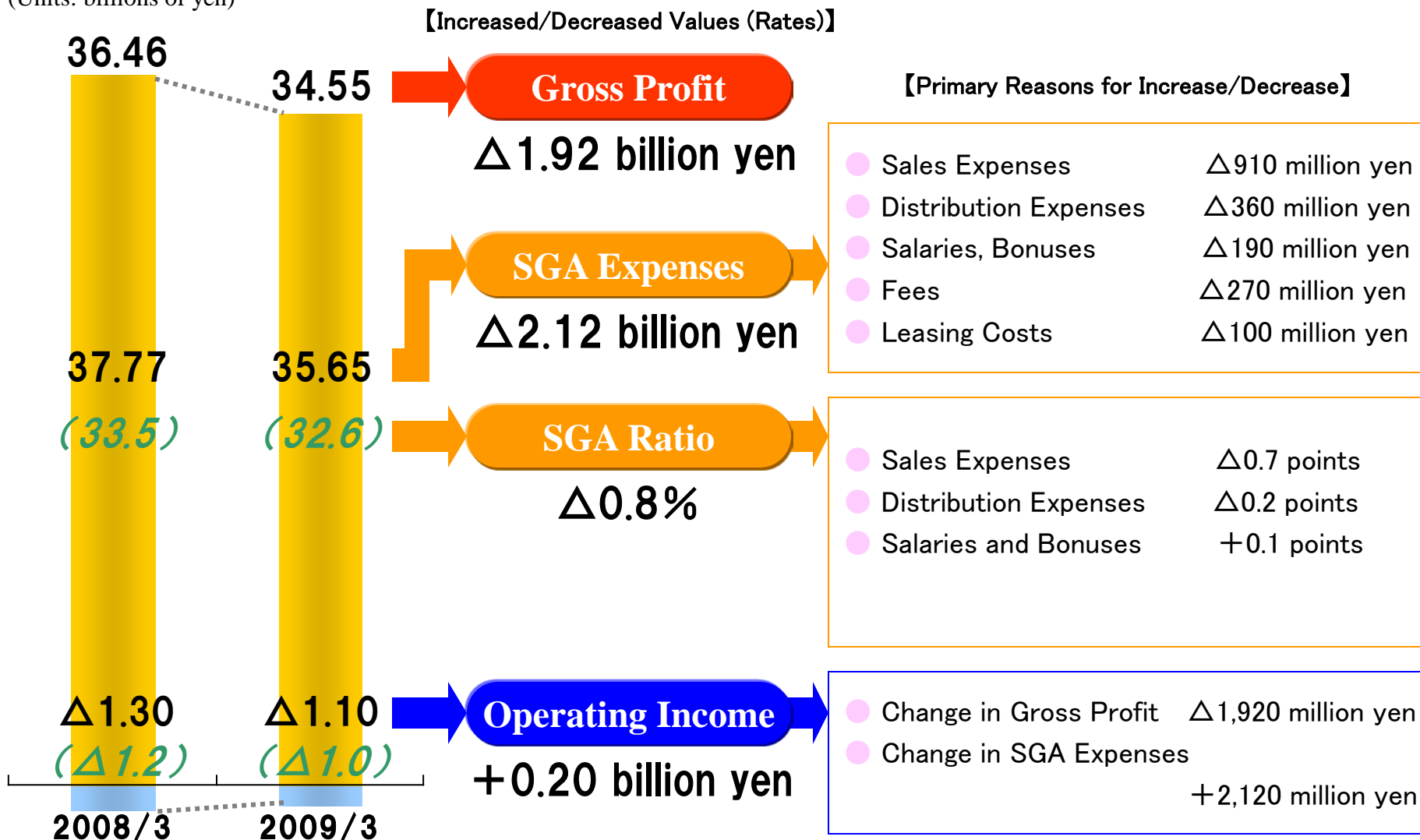
## 2. Consolidated Profits ① Net Sales, Gross Profit

(Units: billions of yen)

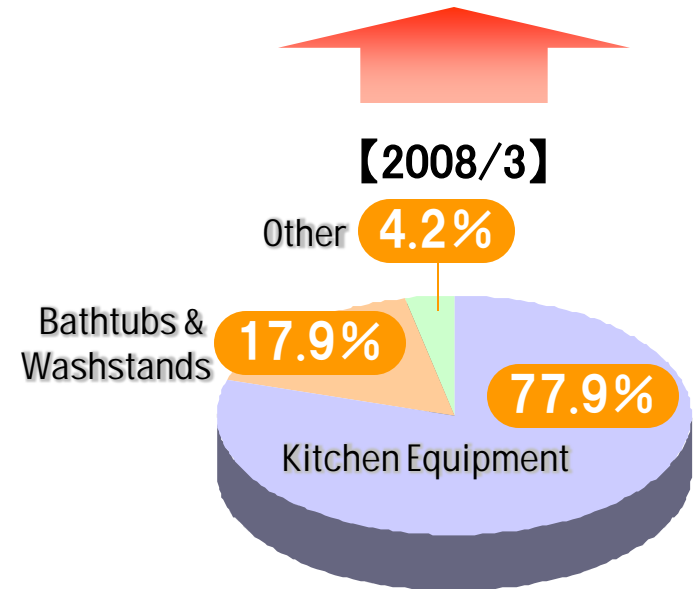
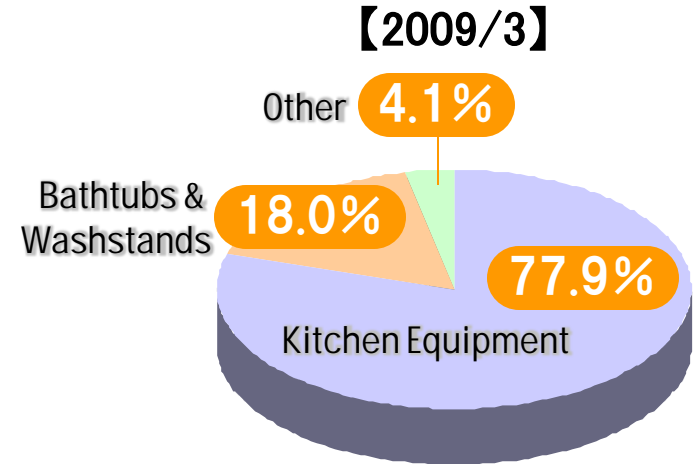
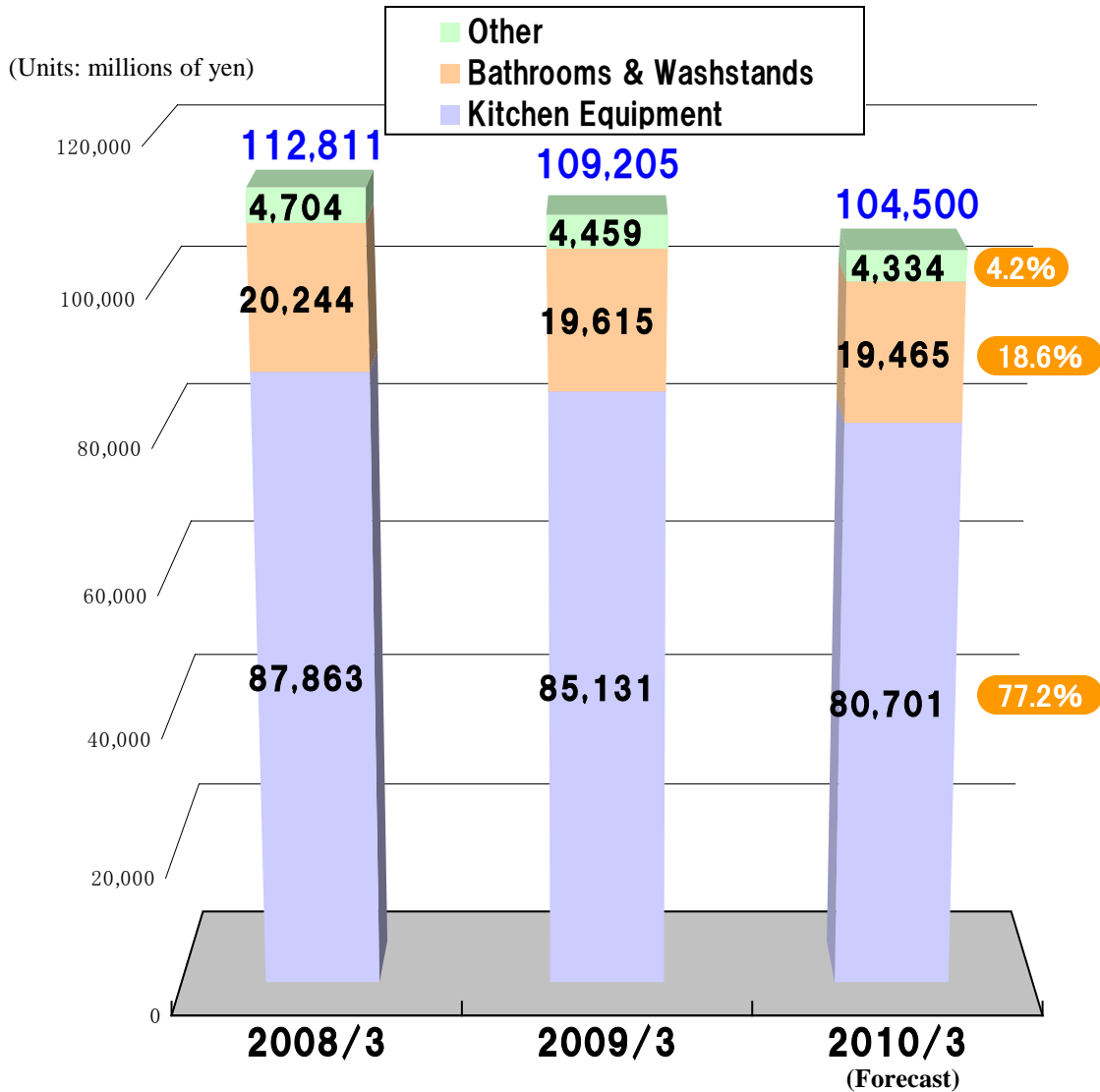


## 2. Consolidated Profits ② SGA Expenses, Operating Income

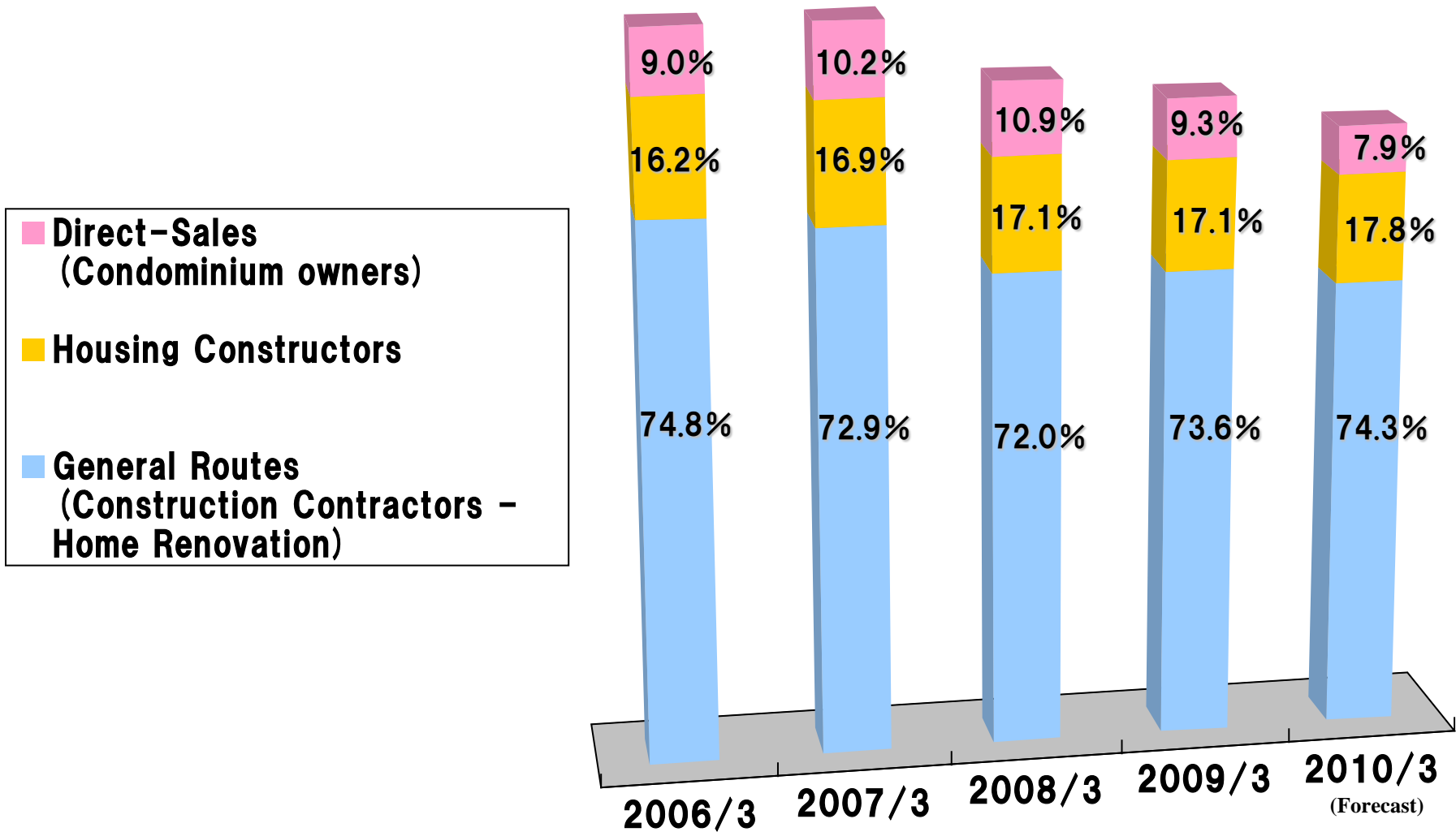
(Units: billions of yen)



### 3. Sales Composition ① By Segment (Consolidated)

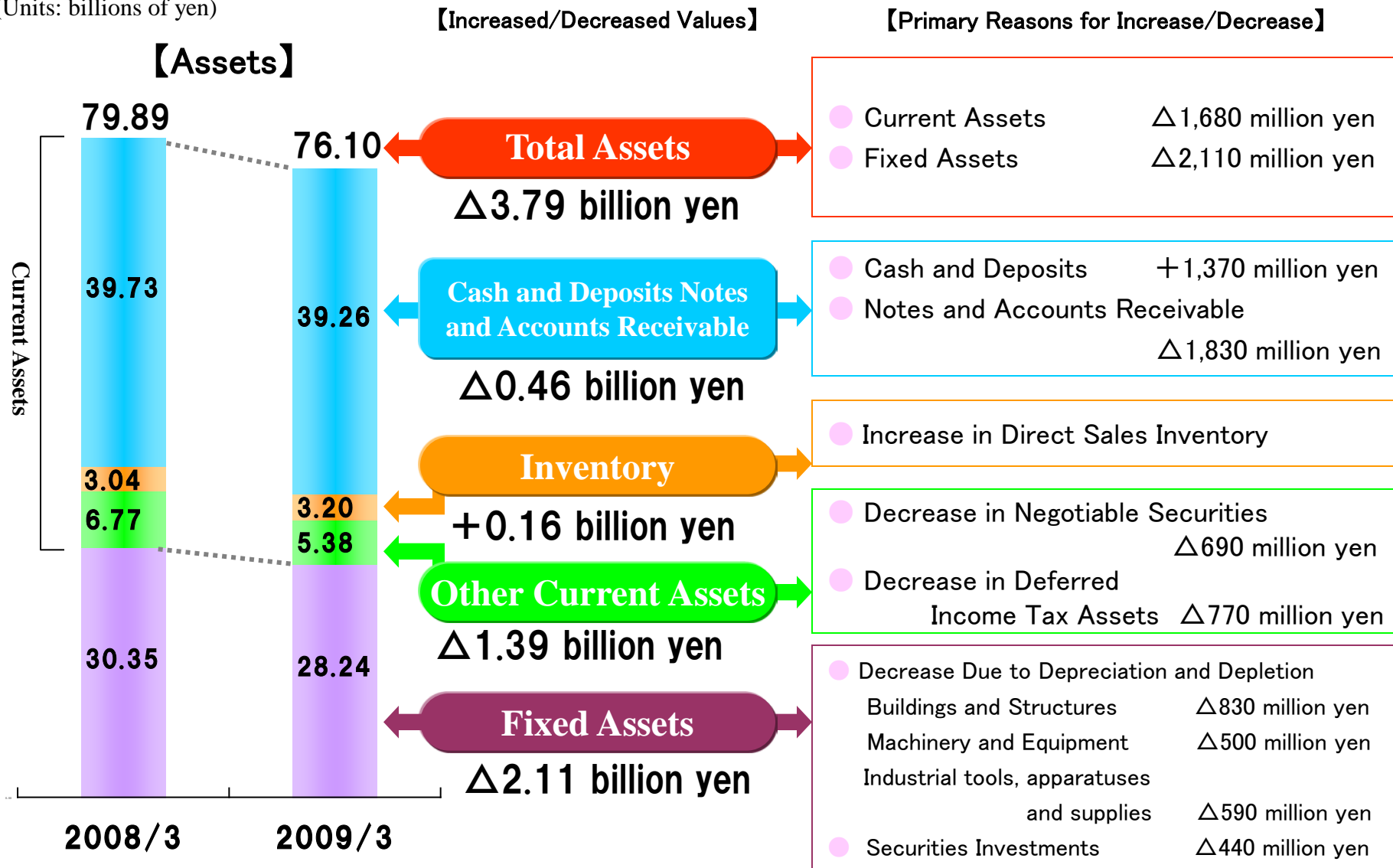


### 3. Sales Composition ② By Sales Route (Non-Consolidated)



## 4. Consolidated Balance Sheet Summary – 1/2

(Units: billions of yen)





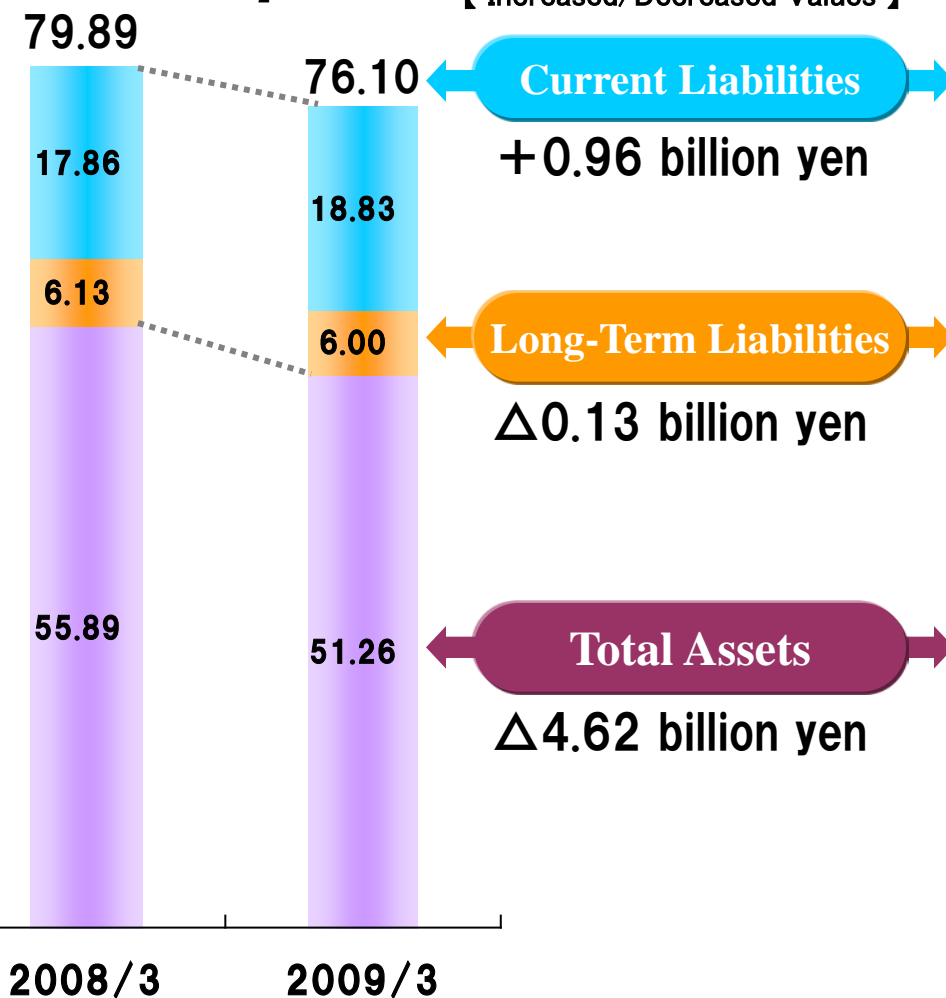
## 4. Consolidated Balance Sheet Summary – 2/2

(Units: billions of yen)

### 【Primary Reasons for Increase/Decrease】

【Liabilities・Minority Interests・Assets】

【 Increased/Decreased Values 】

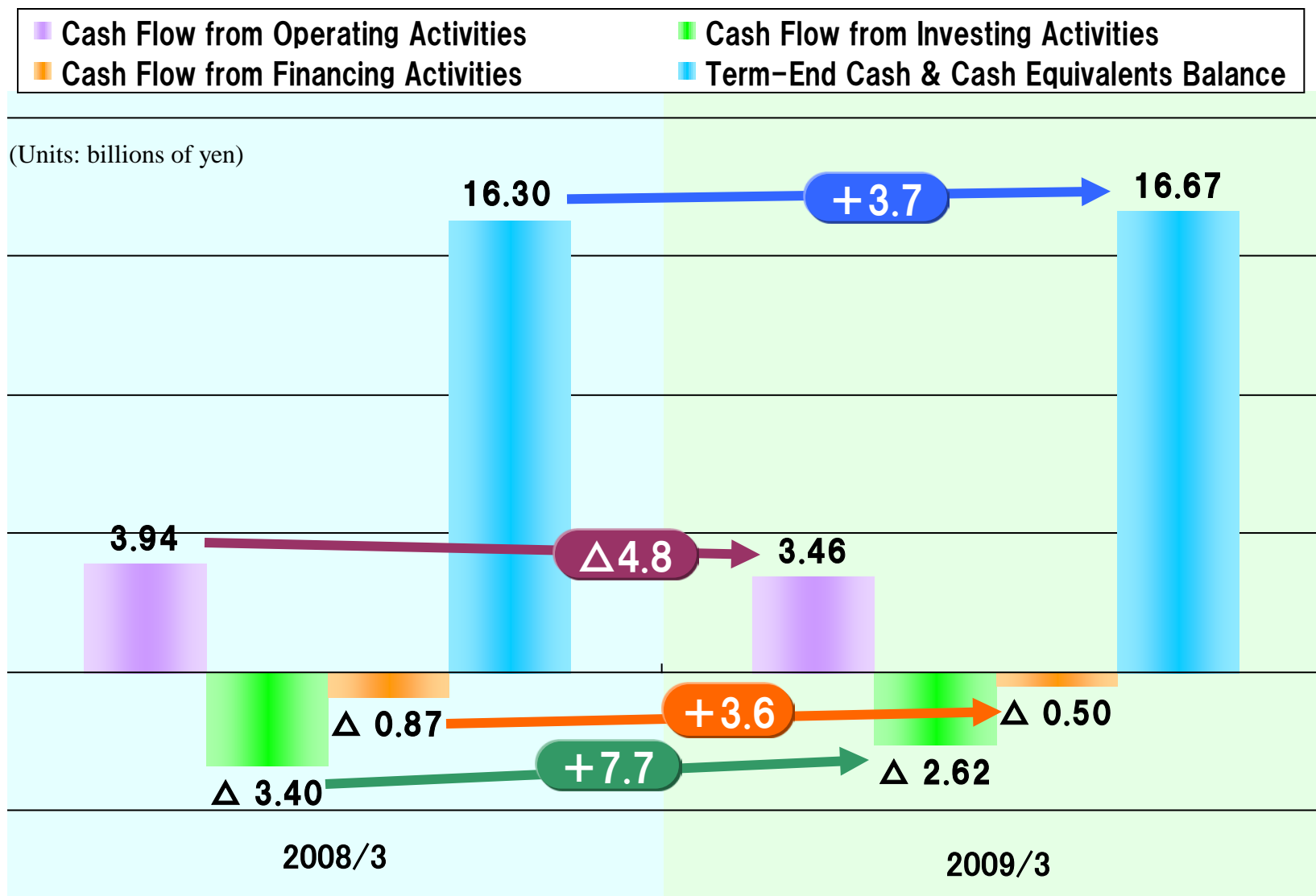


Accounts Payable	Δ490 million yen
Short-Term Debt	+1,730 million yen
Long-Term Debt Repayable	
Within One Year	Δ650 million yen
Sales Taxes Payable	+220 million yen
Advance Receipts	+220 million yen

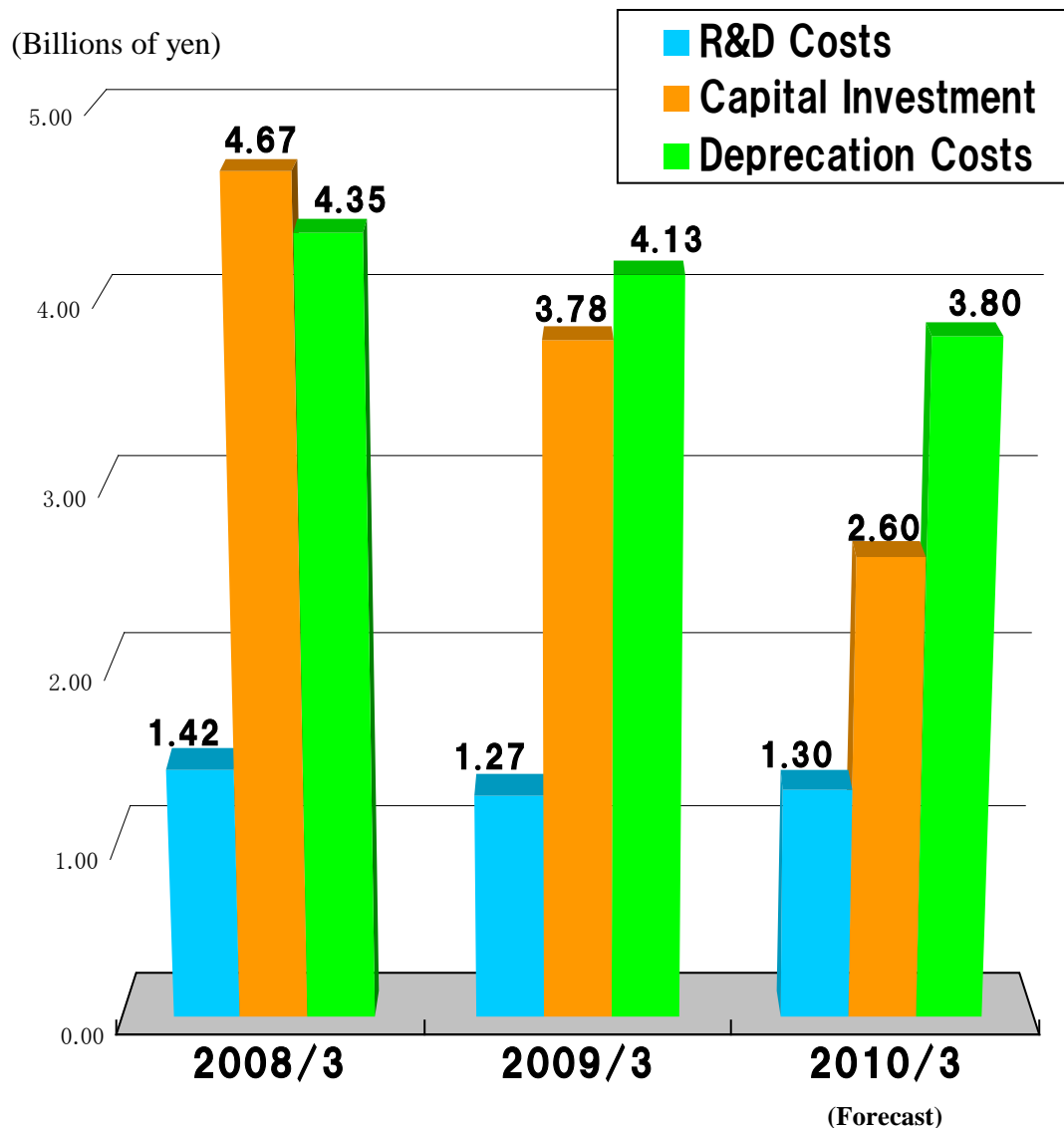
Long-Term Debt	Δ490 million yen
Lease Debt	+90 million yen
Retirement Benefit Reserves	+200 million yen

Retained Earnings	Δ4,020 million yen
Treasury Stock (Increase)	Δ320 million yen
Unrealized Gain on Securities	Δ270 million yen

## 5. Consolidated Cash Flow Statement Summary



## 6. Capital Investments (Consolidated)



## 【Major Capital Investment Details】

## FY 2009 Results

- ① Dies and Equipment for New Products  
690 million yen
- ② Showroom Renovation  
1,490 million yen
- ③ Information Investment  
1,070 million yen

## FY 2010 Plan

- ① Production-Related  
560 million yen
- ② Operations-Related  
1,380 million yen
- ③ Information-Related  
480 million yen
- ④ Others  
180 million yen

## 7. Outline of Non-Consolidated Results For Period Ended March 2009

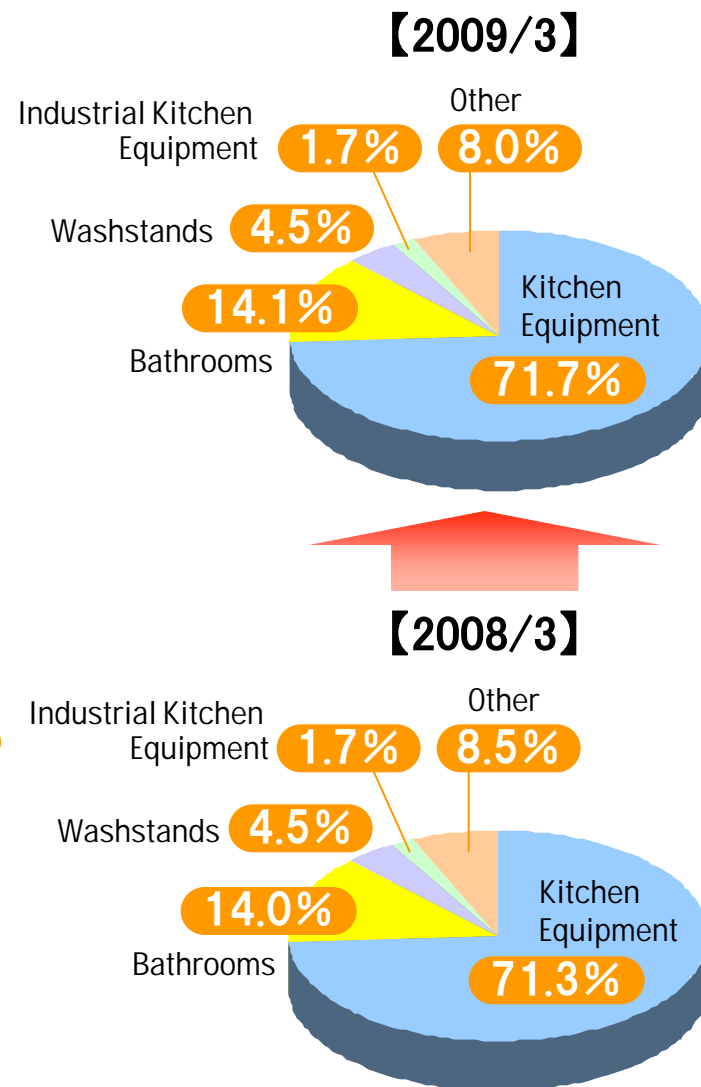
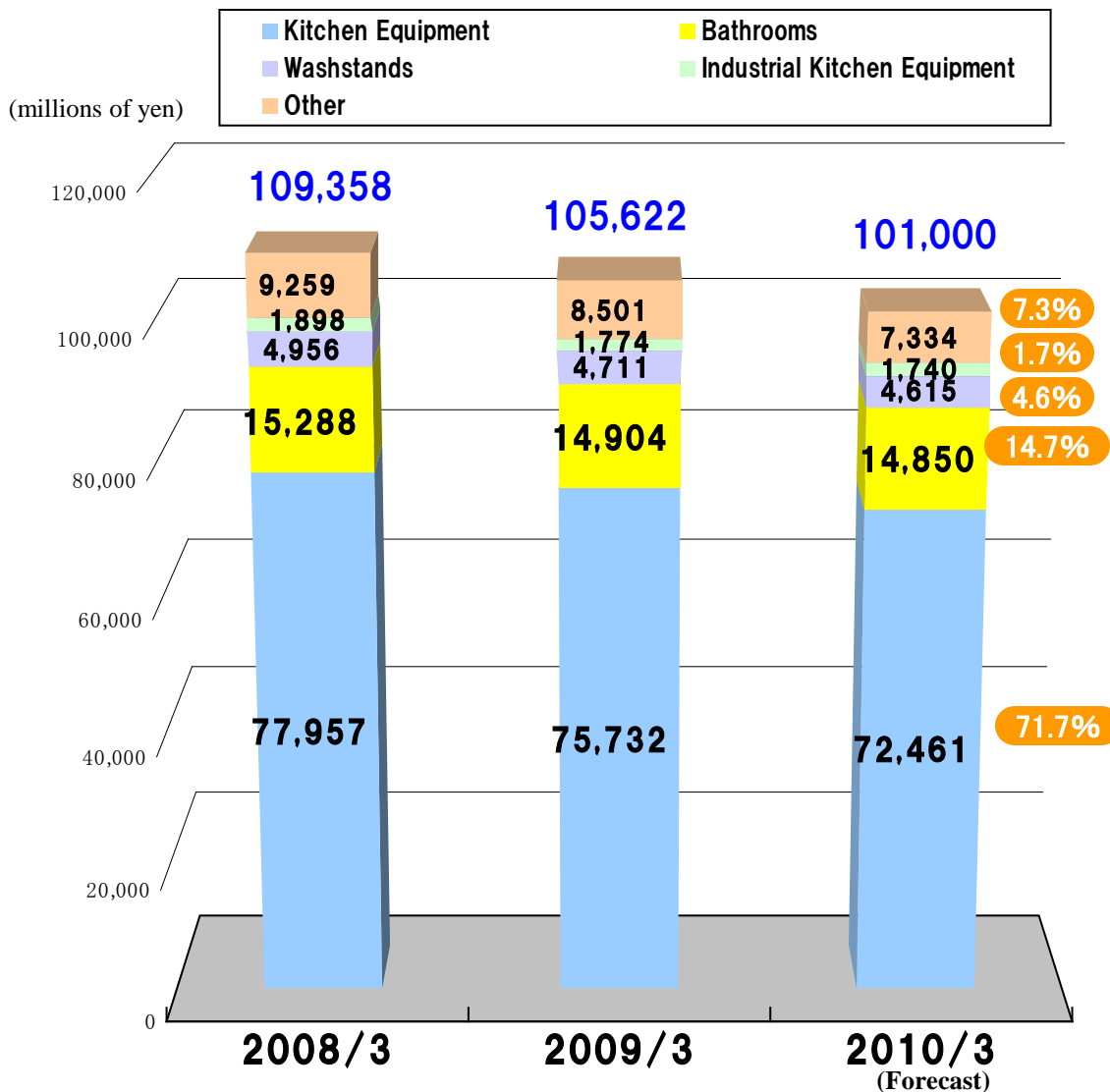
(Units: millions of yen)

	<b>2009/3</b> (Actual Results)	<b>2008/3</b> (Actual Results)	<i>Change From Prev. Period</i>	<b>2009/3</b> (Initial Plan)	<b>2009/3</b> (Revised Plan)	<i>Compared To Plan</i>
<b>Net Sales</b>	<b>105,622</b>	<b>109,358</b>	<b>△3.4%</b>	<b>118,500</b>	<b>110,000</b>	<b>△4.0%</b>
<b>Operating Income</b>	<b>△1,751</b>	<b>△1,831</b>	<b>— %</b>	<b>1,250</b>	<b>△1,100</b>	<b>— %</b>
<b>Ordinary Income</b>	<b>△1,547</b>	<b>△1,484</b>	<b>— %</b>	<b>1,300</b>	<b>△1,000</b>	<b>— %</b>
<b>Net Income</b>	<b>△3,132</b>	<b>△3,042</b>	<b>— %</b>	<b>700</b>	<b>△1,600</b>	<b>— %</b>
<b>Net Income Per Share</b>	<b>△ 64.56 yen</b>	<b>△62.25 yen</b>	<b>— %</b>	<b>14.32 yen</b>	<b>△32.87 yen</b>	<b>— %</b>

\* Initial Plan: Announced May 8, 2008

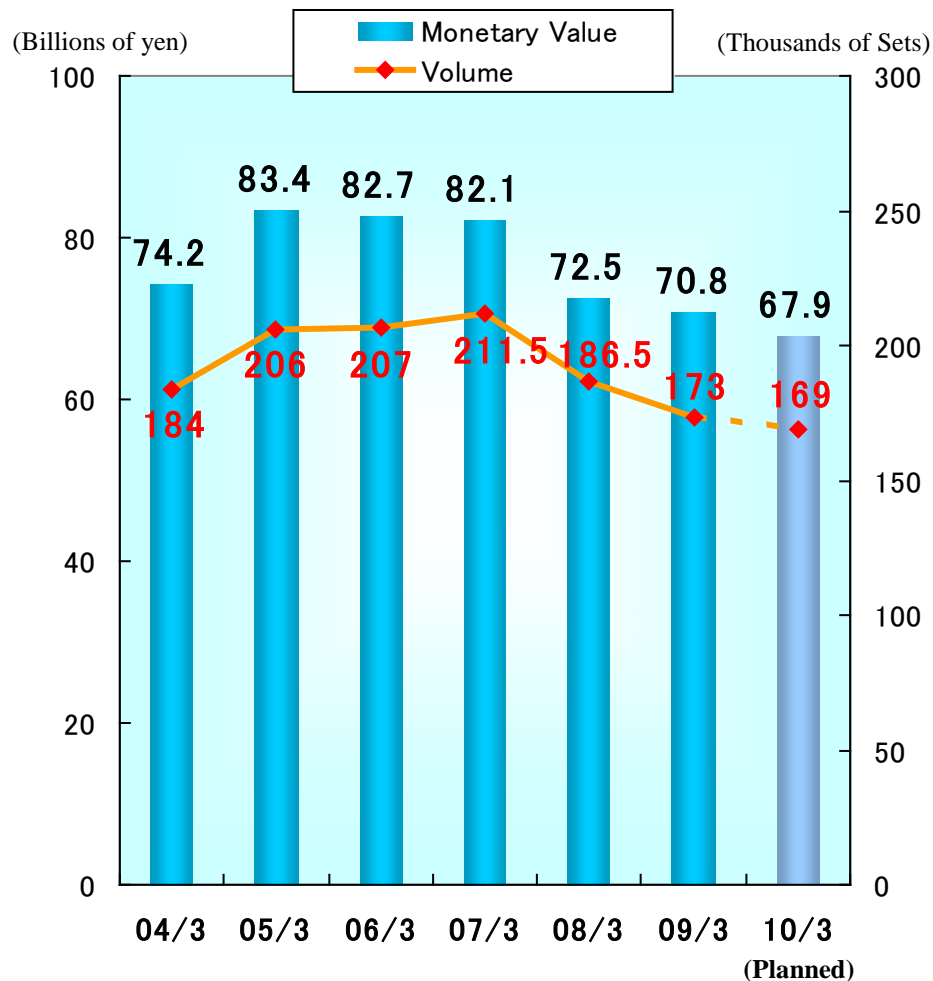
\* Revised Plan: Announced November 7, 2008

# 8. Non-Consolidated Sales Composition By Segment

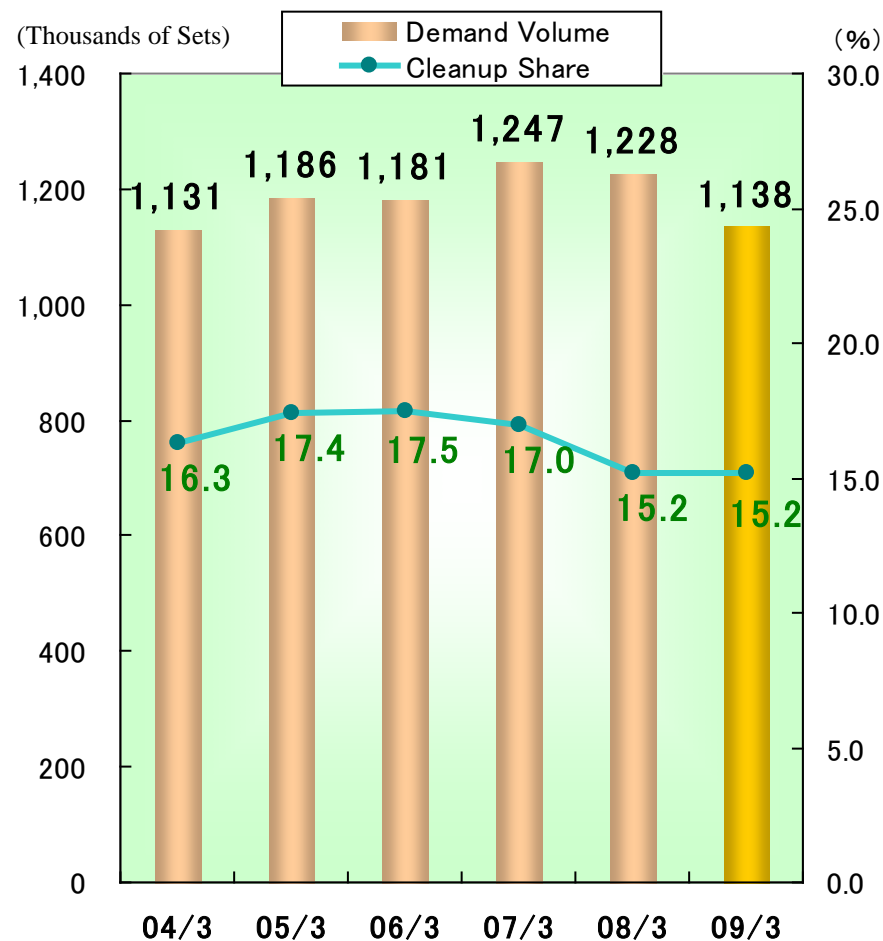


## 9. Sales Results For Major Products and Cleanup Market Share - 1/4

### Complete System Kitchen Sales Results

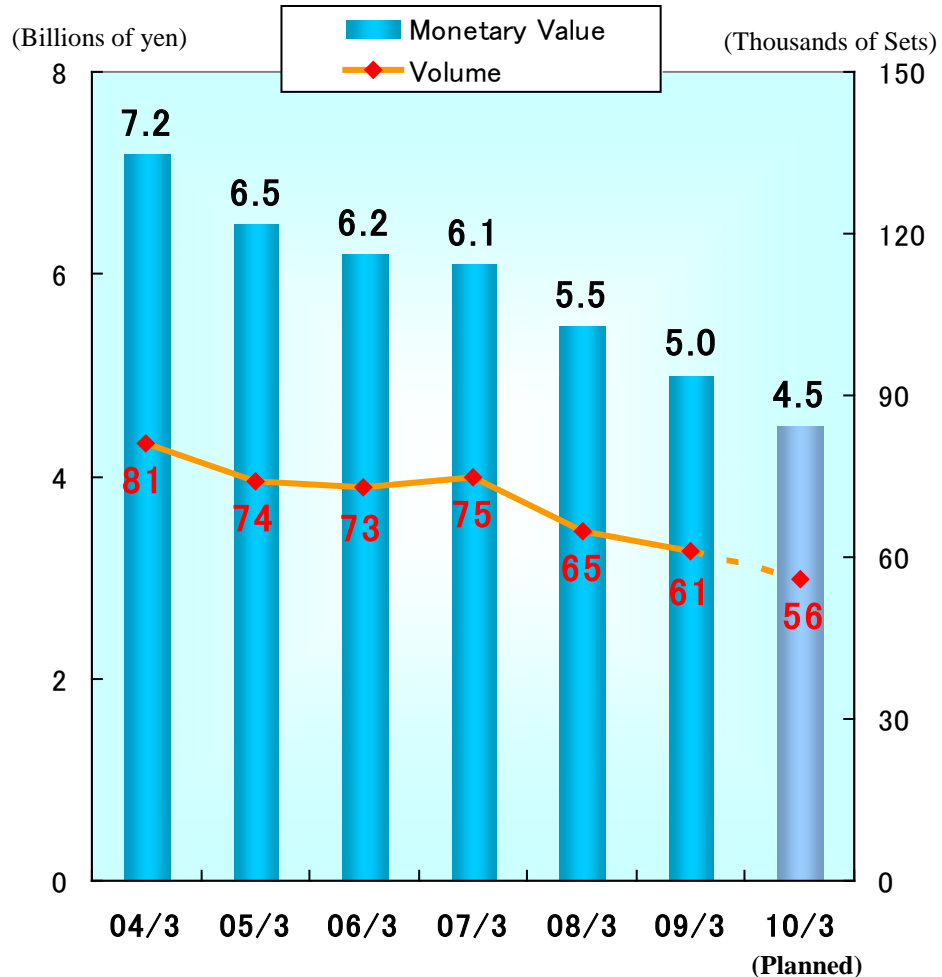


### Demand Trends and Market Share

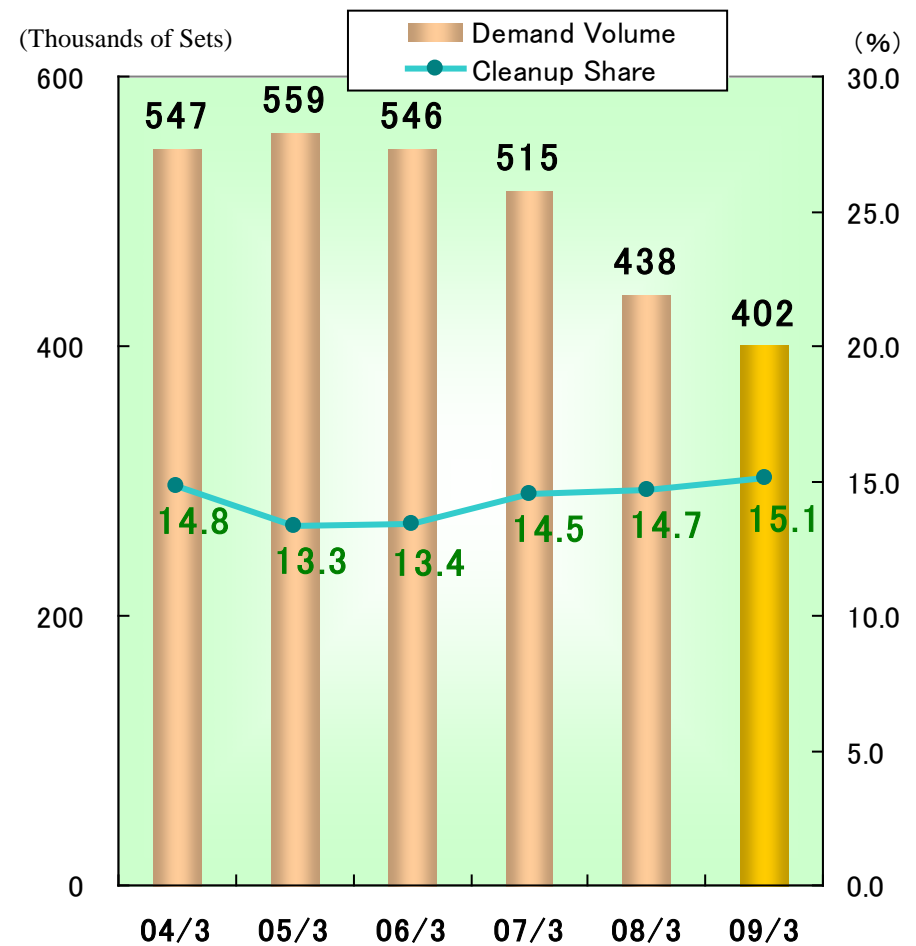


## 9. Sales Results For Major Products and Cleanup Market Share - 2/4

### Sectional System Kitchen Sales Results

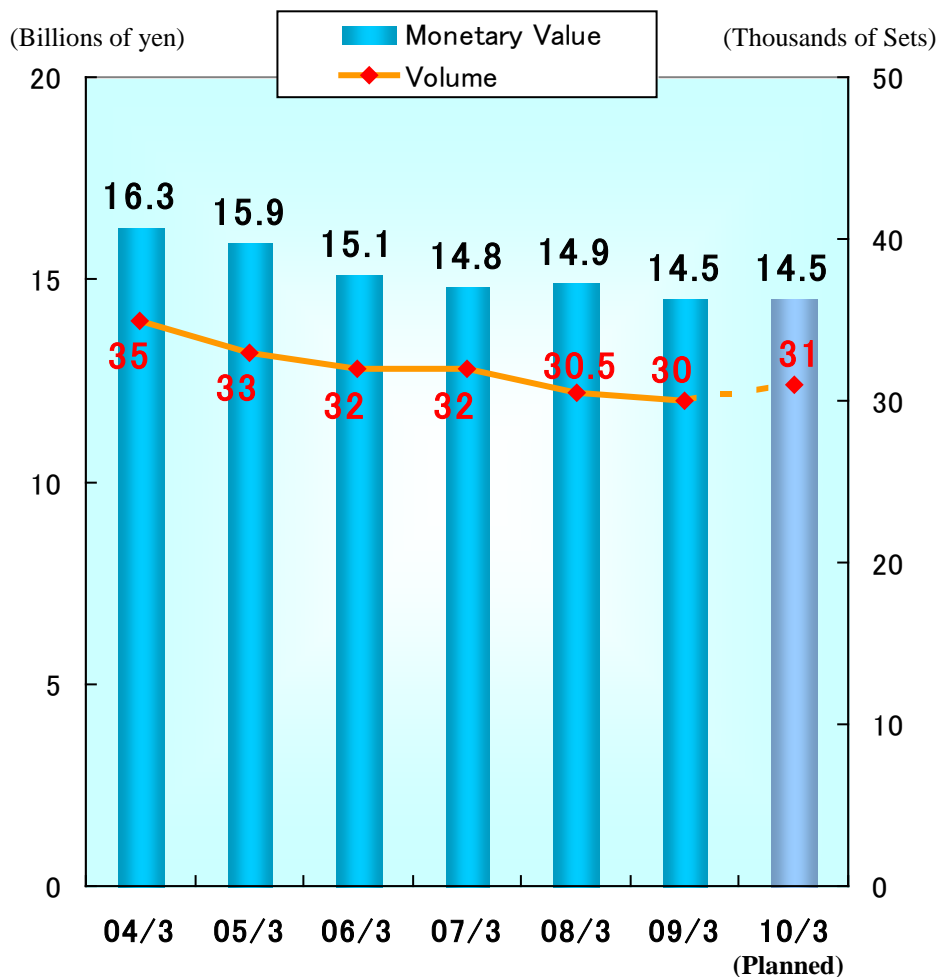


### Demand Trends and Market Share

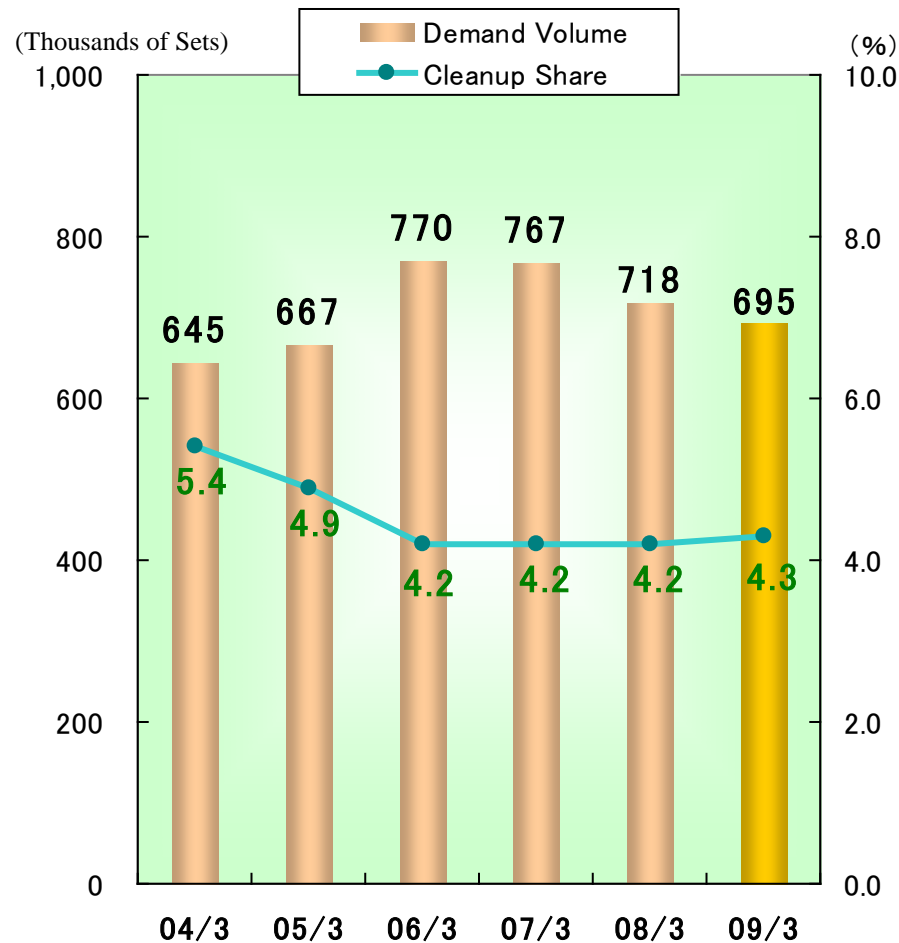


## 9. Sales Results For Major Products and Cleanup Market Share - 3/4

### Modular System Bathroom Sales Results



### Demand Trends and Market Share

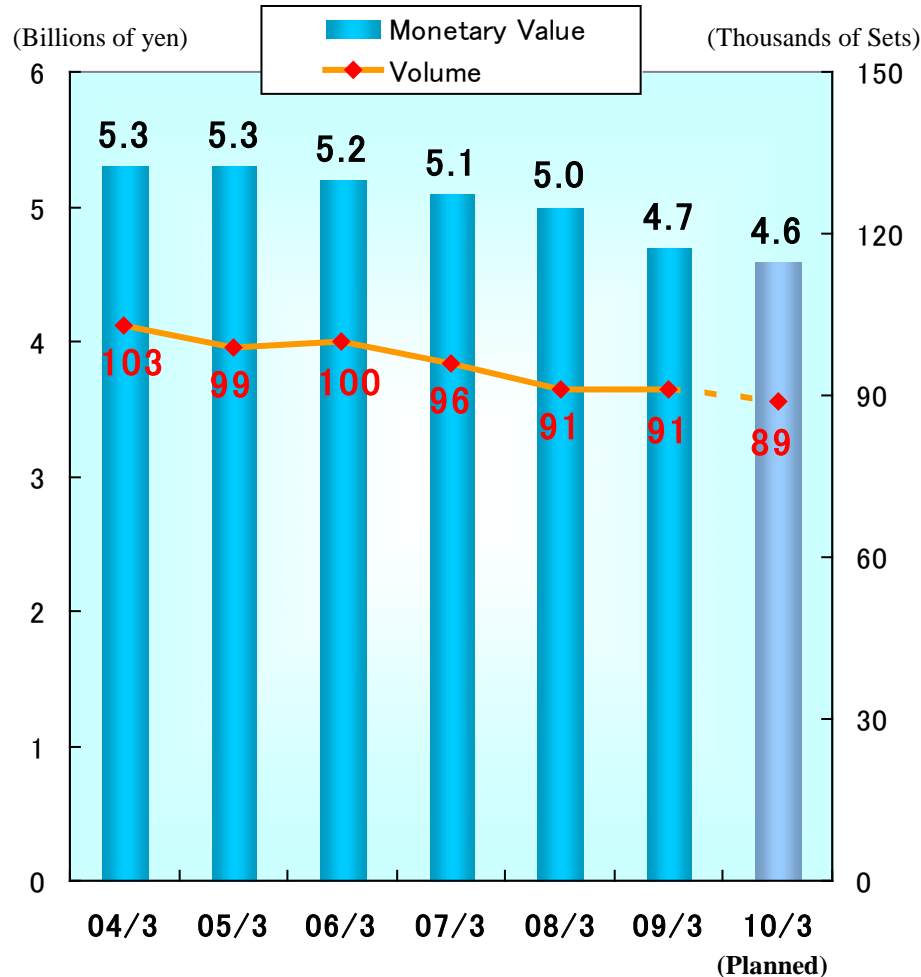


Note) Total number of companies increased from 11 to 15 from FY2005

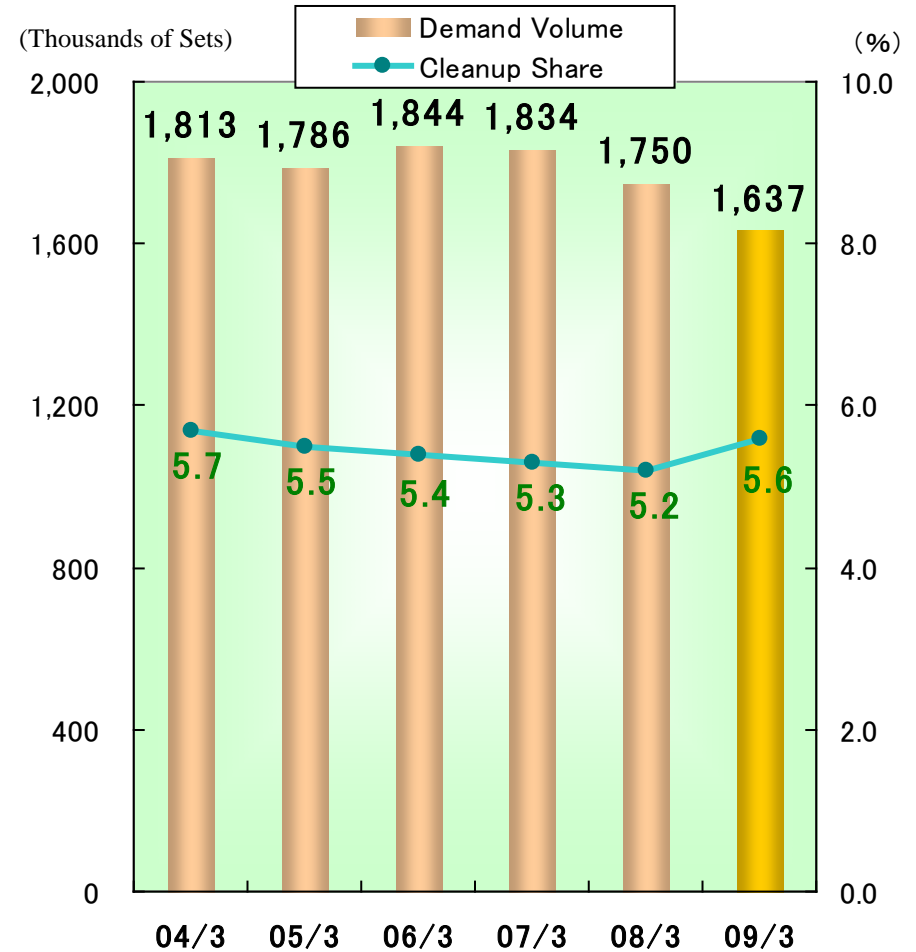


## 9. Sales Results For Major Products and Cleanup Market Share - 4/4

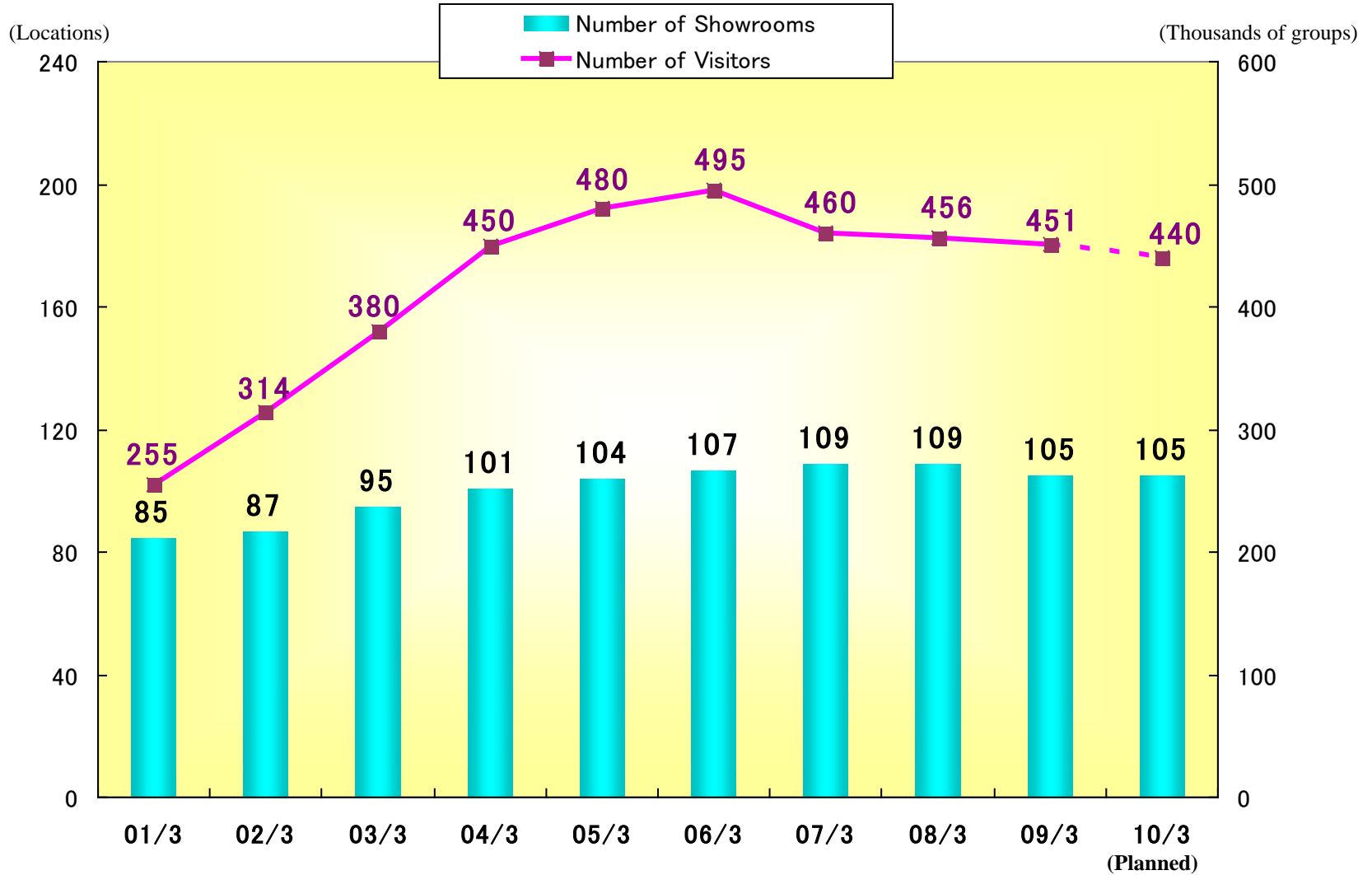
### Washstands/Vanities



### Demand Trends and Market Share



# 10. Showrooms And Visitor Numbers



## 11. Forecasted Consolidated Results For The Period Ending March 2010

(Units: millions of yen)

	2009/3 (Actual Results)	2010/3 (Plan)	Change From Prev. Period
Net Sales	109,205	104,500	$\Delta 4.3\%$
Operating Income	$\Delta 1,100$	1,000	— %
Operating Income Margin	$\Delta 1.0\%$	1.0%	—
Ordinary Income	$\Delta 1,163$	900	— %
Ordinary Income Margin	$\Delta 1.1\%$	0.9%	—
Net Income	$\Delta 3,317$	100	— %
Net Income Margin	$\Delta 3.0\%$	0.1%	—

## 12. Forecasted Non-Consolidated Results For The Period Ending March 2010

(Units: millions of yen)

	2009/3 (Actual Results)	2010/3 (Plan)	Change From Prev. Period
Net Sales	105,622	101,000	$\Delta 4.4\%$
Operating Income	$\Delta 1,751$	550	— %
Operating Income Margin	$\Delta 1.7\%$	0.5%	—
Ordinary Income	$\Delta 1,547$	650	— %
Ordinary Income Margin	$\Delta 1.5\%$	0.6%	—
Net Income	$\Delta 3,132$	50	— %
Net Income Margin	$\Delta 3.0\%$	0.0%	—

## **II.** Medium-Term Strategy Progress

# 1. The Start-up Business Philosophy 1/2

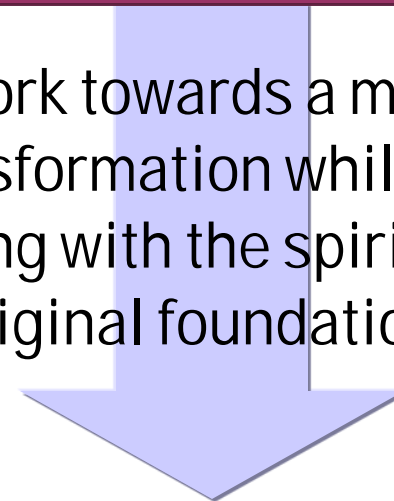
60<sup>th</sup> Year of  
Operation  
(2009)



Cleanup's  
Second Inauguration

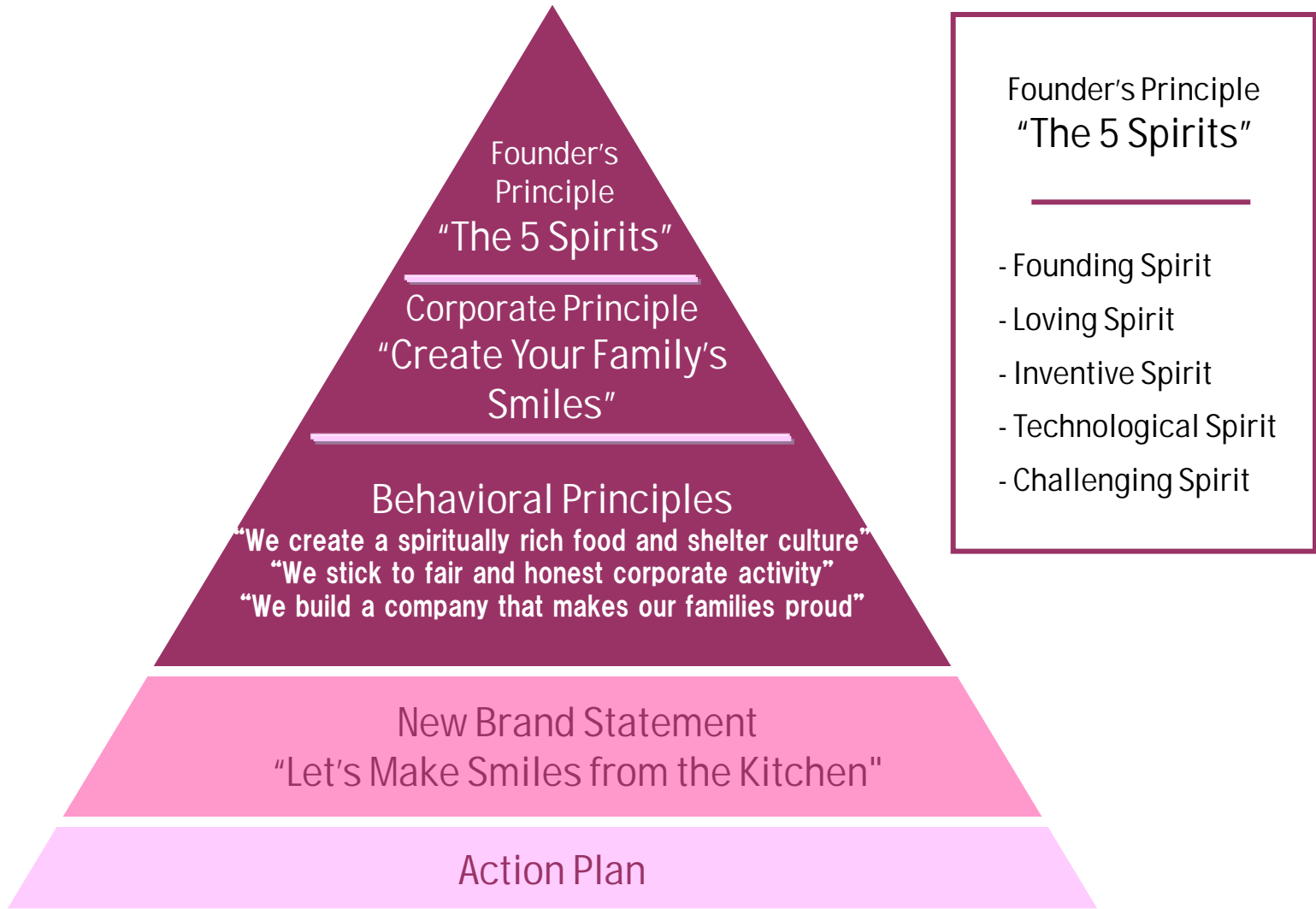
- 1949 ● Inauguration
- 1960 ● Commenced production and sale of stainless steel sinks
- 1961 ● The 'Cleanup' trademark was born
- 1973 ● Launched Japan's first system kitchen
- 1983 ● Business name changed to Cleanup Corporation
- 1986 ● New production process, CPS (Cleanup Production System) was introduced
- 1988 ● Registered as and over the counter company with the Japan Securities Dealers Association
- 1990 ● Listed on the 2<sup>nd</sup> Division of the Tokyo Stock Exchange
- 1991 ● Alternative listing on 1<sup>st</sup> Division of the Tokyo Stock Exchange
- 1999 ● Kagoshima plant obtained ISO14001 certification (Following which certification was gradually expanded so that by 2004 the entire Cleanup Group was certified)
- 2006 ● Commenced opening of 'Space Presentation' style showrooms

To work towards a modern transformation while still keeping with the spirit of the original foundation...



We formulated the  
"Start-up Business  
Philosophy"

# 1. The Start-up Business Philosophy 2/2



## 2. The 2009 Fiscal Year Approach

### The 2009 Fiscal Year Fundamental Management Policy

#### 1 Focus on Base Building (Establish Foothold)

##### ● “The Kitchen Company”

~Creating a product lineup and system, in our role as the leading company in kitchen-related goods, suited to the needs of a new age and the business environment.

##### ● Reconstruction of the business process

~Undertaking a complete review of the business process with a focus on keywords such as “efficiency”, “speed” and “uniformity”.

#### 2 Continue Working from a Medium-Term Viewpoint

##### ● Constant strengthening of food/housing communication

~Increasing the Cleanup brand value and building medium-term kitchen demand by proposing a new kitchen culture.

Based on this policy,  
FY2009 mainly saw :

Core Products Strengthened

Product Lineup Strengthened

Systems strengthened

...and the results are  
beginning to show.



### 3. Progress in Strengthening of Core Products and the Overall Product Lineup 1/3

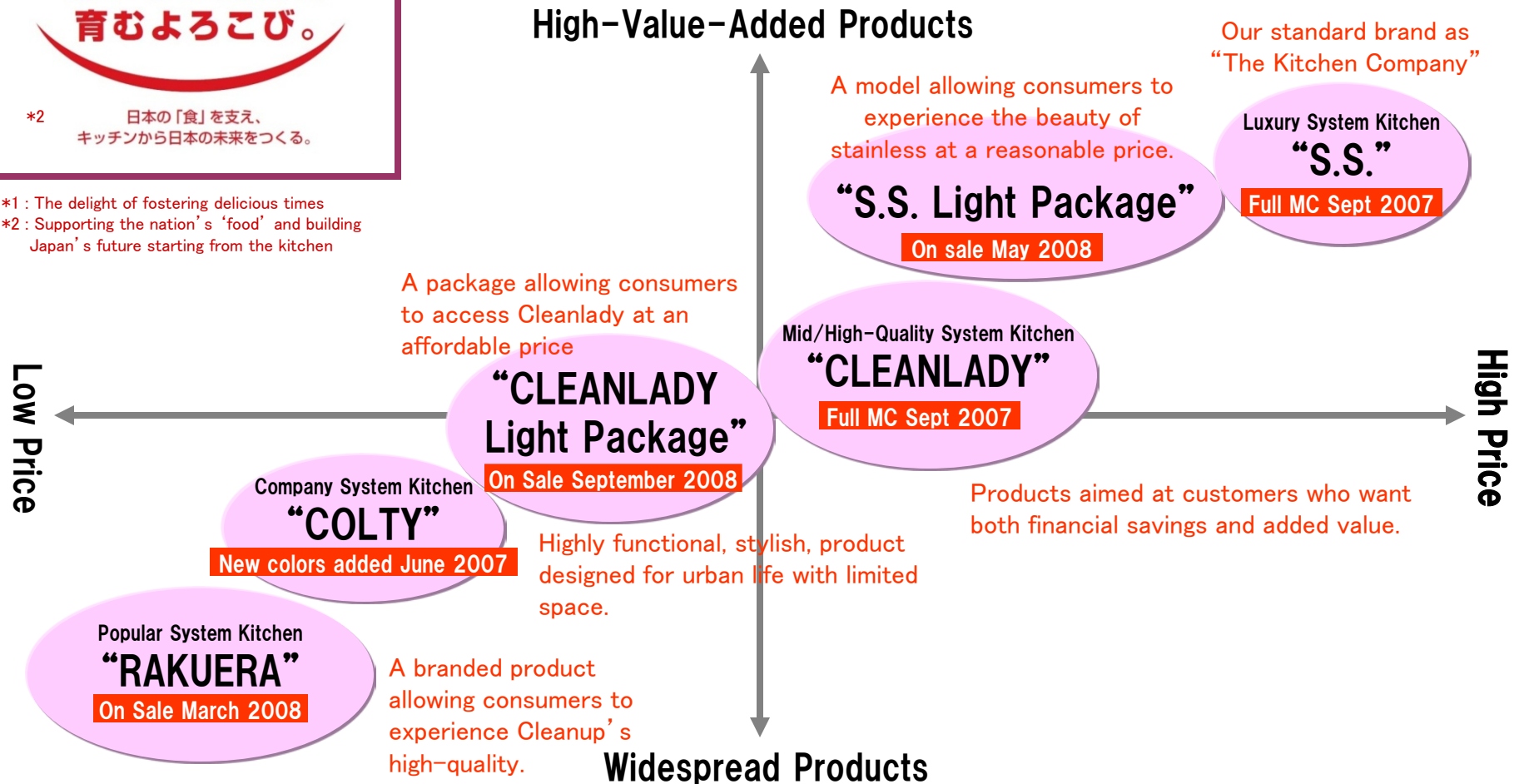
A model of craftsmanship based on lifestyle satisfaction

**\*1 おいしい時間を とき 育むよろこび。**

**\*2** 日本の「食」を支え、キッチンから日本の未来をつくる。

\*1 : The delight of fostering delicious times  
 \*2 : Supporting the nation's 'food' and building Japan's future starting from the kitchen

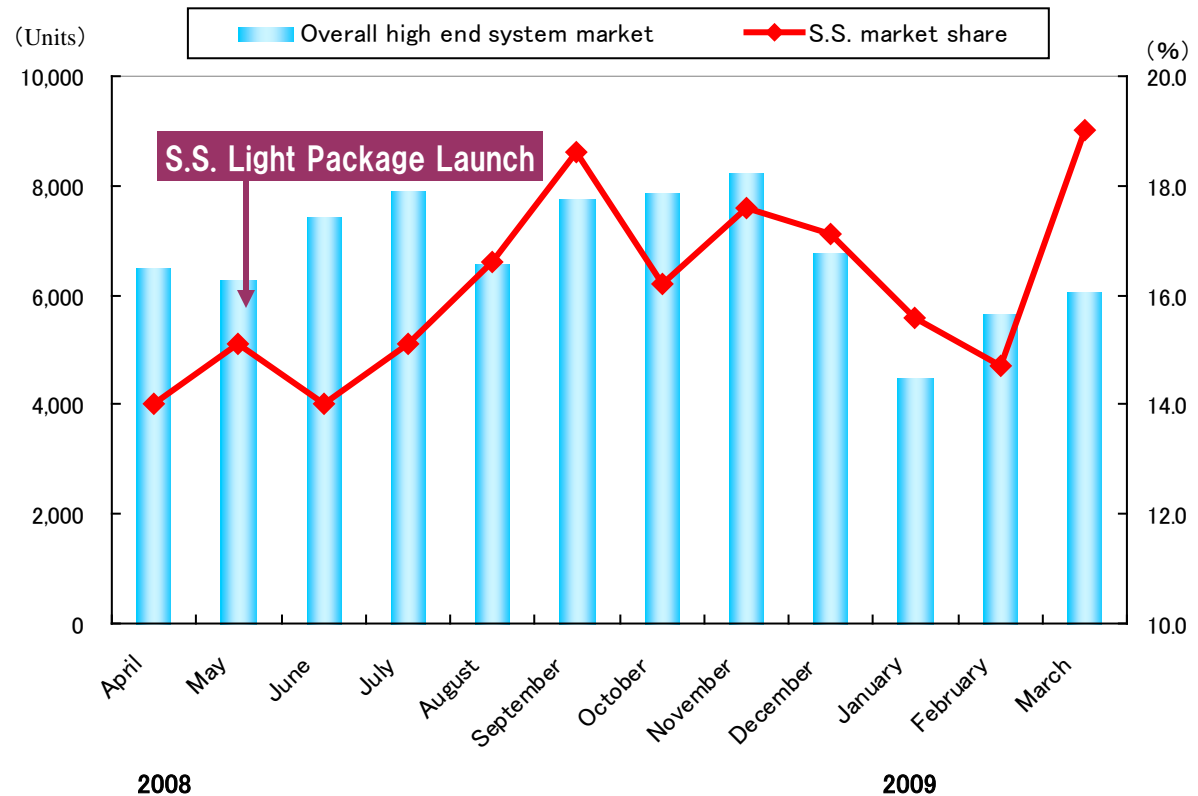
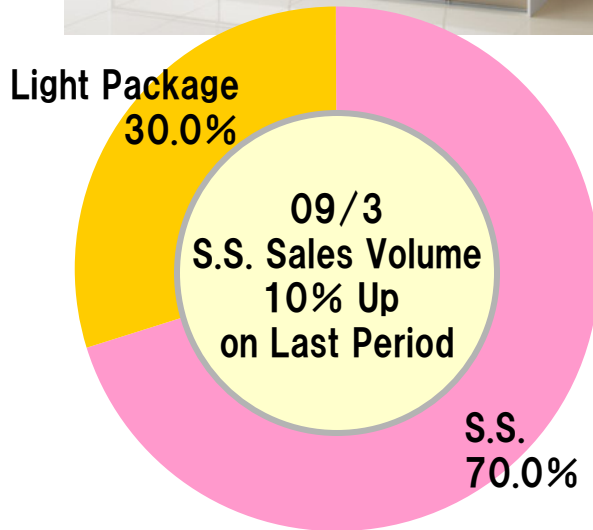
Strengthen the overall product lineup as “The Kitchen Company” by means of innovation focused on core products



### 3. Progress in Strengthening of Core Products and the Overall Product Lineup 2/3

## 'S.S. Light Package' Results

With respect to the Company's status brand, the 'S.S.' series, overall 'S.S.' sales volume and market share were boosted through the addition of a new 'Light Package' to the lineup



### 3. Progress in Strengthening of Core Products and the Overall Product Lineup 3/3

The "Washable Range Hood", which allows for automatic filter cleaning, received a Good Design Award



The new Washable Range Hood, launched on September 1, 2008



#### Why it Won the Award

The design was recognized as being of a high quality as it satisfied the following criteria:

**"Thoughtfulness towards people"**: the automatic cleaning function removes the need to clean the filter, which is a burdensome task for most people; and

**"Environmental understanding"**: the drastic reduction in the amount of water used combined with the absence of the need to use a detergent.



**Revolving filter**  
Cleaning is effected by the revolving of the filter

**Water refill tank**  
Insert warm water into the water refill tray

**Water discharge tray**  
By discharging the water the cleaning process is complete

	Maintenance Time Comparison	Water Use Comparison
 (Regular filter)	The case of a hand wash (about 50 minutes per wash)	 About 28L
 (Washable Range Hood)	The case of Washable Range Hood (about 10 minutes per wash) 自動洗浄 約10分 Auto wash, about 10 mins * Customer needs only fill and empty the water tank and press the start button	 About 0.65L
	Saves about 40mins	Saves about 27L every month

\* According to our comparison (comparing the case where the machine is hand washed once per month and where Araeru is used to auto wash the machine once per month)

## 4. Progress regarding other products

“Hairo”, a ‘first time’ bathroom designed especially for small children (launched March 2009)

A new bathroom design that makes for “family smiles”, from Cleanup, a company that aims to create “family smiles” through the kitchen

- Developed in response to the results from a “lifestyle” survey and “bath” survey of 1,000 parents of children below primary school age

### (Five Functions)

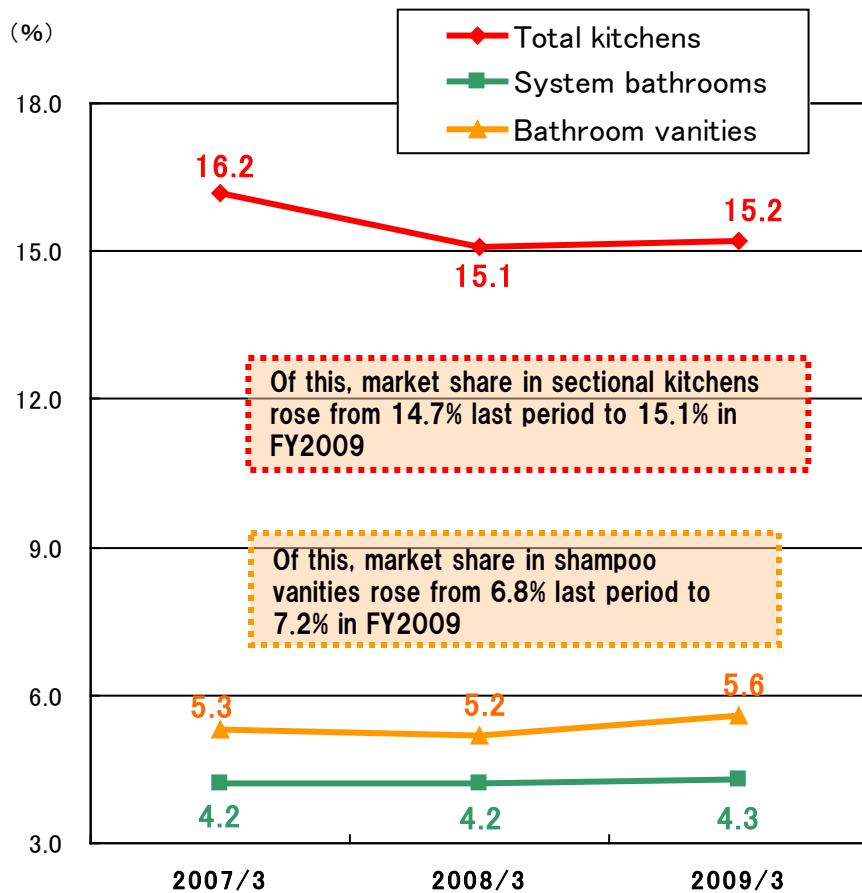
- Floor where they can stand
- Free table
- Free panel
- Straight bathtub
- Keep the entire shower room warm



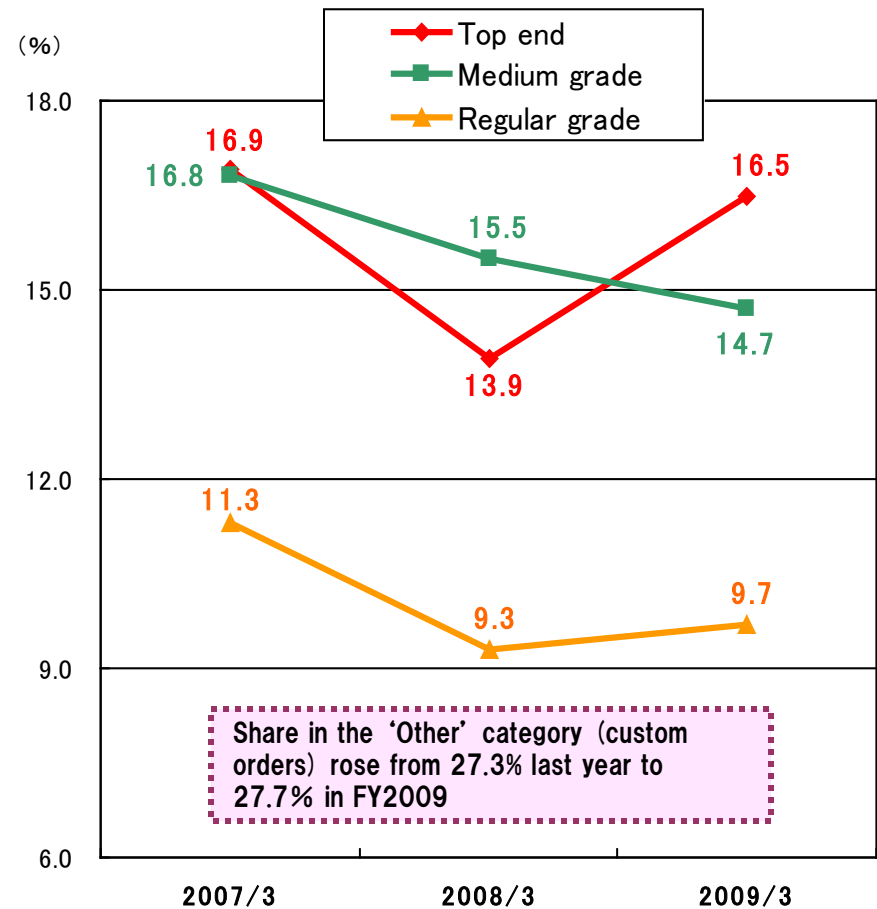
## 5. Market shares

Market share is improving in almost all product segments

Market share across the 3 divisions



Market share in system kitchens

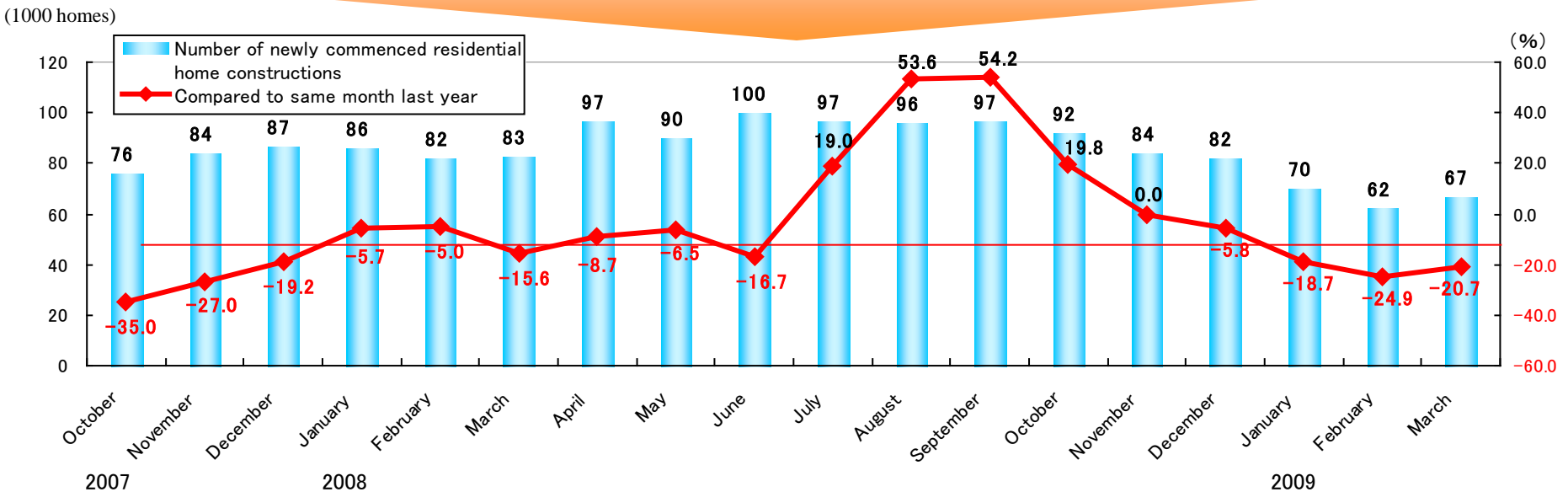


## 6. Management environment for FY2010

### A sudden and dramatic economic decline

(The “once in every 100 years” global slowdown triggered by the U.S. financial crisis)

A rise in lifestyle protectionist thinking and a cooling off in consumption



While the kitchen market has some underlying strength, the number of newly commenced residential home constructions in 2009 is expected to be less than a million, indicating a very difficult climate

## 7. Fundamental Management Policy for FY2010

### 1 Transformation to a profit focus

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- Thorough minimization of selling, general and administrative expenses
- Strategic personnel allocation and installation of posts

### 2 Securing profit by adding value

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- Creating added value within core products
- Creating added value from a standpoint nearer to the consumer

## 8. Securing Profit by Creating Added Value 1/2

**① Creating added value within core products**

**Strengthen the marketability of the medium and high end Cleanlady line so as to raise the added value barrier for the product lineup as a whole**

### The Cleanlady Approach

**(Current Situation)**

- Although the minor change of September 2008 was effective in improving the attractiveness of the high end type product, a change in market conditions caused a drop off in MC effectiveness, leading to a fall in market share

**(Proposed Strategy)**

- Aim for a high function, high quality product priced at a point befitting for the Cleanlady range
- Taking cue from the success of the S.S. Light package, roll out products that appeal based on “easy to understand” and “easy to communicate” attributes



## 8. Securing Profit by Creating Added Value 2/2

### ② Creating added value from a standpoint nearer to the consumer

<p>Reform strategy</p>	<p>Roughly 1,200 “kitchen workshop” member stores Expand sales opportunities through tight relationships with registered companies</p>	
<p>Strengthen customer contact</p>	<ul style="list-style-type: none"> <li>● Upgrade of the “Dreamia Club” lifestyle information site</li> <li>● Continued hosting of experiential cooking classes in showrooms</li> <li>● Commence publication of a new quarterly journal, called “Smile Idea” (from May 2009)</li> </ul>	
<p>Expand retail business</p>	<p>Create a demand creation model by progressively expanding the “retail business” in order to proactively expand medium to long term demand → Establishment of a new “Retail Business Development Department” (from March 1, 2009)</p>	

## 9. Long Term Vision

【Business Objective】

To Be  
Easily the No.1  
in Kitchens

【Customer-focused Objective】

To Build a Reputation as the  
Only Name in  
Kitchens

**【NEW BRAND STATEMENT】**

Let's Make Smiles,  
Starting From the Kitchen

**For any questions concerning investor relations,  
please contact:**

**Cleanup Corporation**  
**Public Relations Section**

**Tel 03-3810-8241**  
**Fax 03-3893-9577**

**URL <http://www.cleanup.jp/english/index.html>**

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**Furthermore, this material was created based upon data current as of May 18, 2009. Opinions and forecasts contained within this material were the subjective judgments of Cleanup Corporation at the time of creation. No guarantee or promise is made as to the accuracy or completeness of this information. Additionally, this information is subject to change without prior notice.**