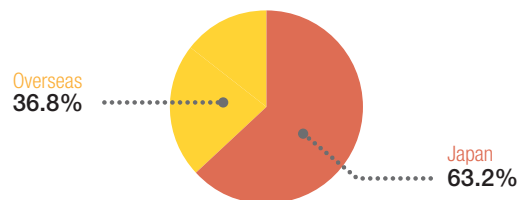


## Area Development

The Mandom Group does business in six strategic areas: Japan, Indonesia, ASEAN, NIES, China and India. We strive to align our philosophy and the policies common to our Group with local social and market characteristics.

Domestic/Overseas Ratio of Consolidated Net Sales



### Japan

- Area Ratio **63.2%**
- Net Sales **38,208** million yen
- 1.9%** decrease compared with previous fiscal year



In Japan, the Group's core operating area, growth in the domestic market remains restrained due to factors including an increasingly low birthrate and aging society coupled with price reductions. With companies in other industries entering the field, these factors all point towards intensifying competition. Despite this, new growth sectors are emerging in the domestic market thanks mainly to lifestyle changes. In men's cosmetics, Mandom is implementing its middle-range, three-year plan, MP-10, to retain and expand its high market share, drive the market as its leader and maintain steady growth. For women's cosmetics, Mandom will leverage a reasonable and high-quality line of products that meet consumer wants.

### Indonesia

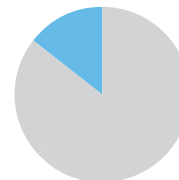
- Area Ratio **22.4%**
- Net Sales **13,510** million yen
- 0.4%** increase compared with previous fiscal year



In Indonesia, an area of paramount importance for Mandom's overseas business, there is significant economic growth with further market growth expected in line with increasing income levels. Through MP-10, Mandom will, in addition to its existing product range, leverage a lineup that reflects the changes in preferences, lifestyles and buying behavior brought about by the higher purchasing power of consumers, with a view to expanding sales in this growing market.

### Other Overseas

- Area Ratio **14.4%**
- Net Sales **8,708** million yen
- 17.6%** increase compared with previous fiscal year

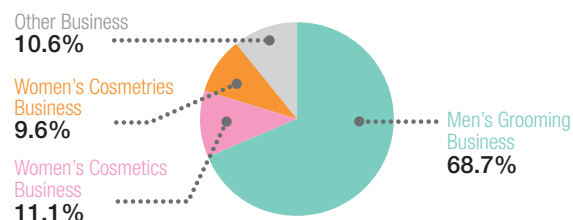


Asia is the business area that will drive growth in the future. Increasing populations and higher lifestyle standards stemming from economic growth in each country point toward a market that will continue to grow. In men's hair-care products, Mandom will implement MP-10 to build and drive the market, while in other product areas the company will increase sales through leveraging a product lineup that reflects the characteristics of each area.

## Product Expansion

The Mandom Group has six strategic business units, including the men's grooming business, the women's cosmetics business and the women's cosmetries business. Development of these businesses hinges directly on the precise wants of consumers in each domain.

Consolidated Net Sales—Ratio of Each Business



### Men's Grooming Business

- Business Ratio **68.7%**
- Net Sales **41,504** million yen
- 0.2%** decrease compared with previous fiscal year



This business handles a product range that includes men's daily grooming and hair styling products, centering on the Gatsby and Lúcido brands. In line with MP-10, Mandom has positioned the men's grooming business as its core business and will leverage its stable growth to construct a sturdy management foundation.

### Women's Cosmetics Business

- Business Ratio **11.1%**
- Net Sales **6,706** million yen
- 6.2%** increase compared with previous fiscal year



This business handles a range of make-up and skin care products that lend variety to women's beauty routines centered on the Pixy and Bifesta brands. Through MP-10, Mandom will extend and intensify the women's cosmetics business with a view to enlarging the scope of sales.

### Women's Cosmetries Business

- Business Ratio **9.6%**
- Net Sales **5,781** million yen
- 7.5%** increase compared with previous fiscal year



Centered on the Lúcido-L and Pucelle brands, this business comprises a range of products including hair styling, facial and body care items that enhance the beauty of women. In the women's cosmetries business, Mandom aims to strengthen its base by reconstructing each of these brands in accordance with MP-10.

**Other Business** This category is made up of the Professional Use Business, Other Business, and the International Trading Business.