



To Our Stakeholders

While striving to be of benefit to consumers worldwide, we seek to evolve in order to remain a company that is valuable for society.

On December 23, 2017, Mandom will mark the 90th anniversary of its founding, thanks to your hard work and generous support. I would like to take this opportunity to express my heartfelt gratitude to you all for your contribution.

Over the past 90 years, we have steadfastly pursued to serve our customers in accord with the corporate spirit inherited from our predecessors. Today, however, in this rapidly changing era, we are required to evolve. Due to exponential technological advances, changes of a magnitude that previously occurred only once in a decade are now being witnessed nearly every year. Amid growing uncertainties as to what the future brings, we can no longer simply continue in the old way, following the fixed pattern.

This is why, as we approach this major milestone of the 90th anniversary, we have reviewed our corporate principles to redefine our mission and adopt a new future vision embodying our dreams and free from our past experience, so that we will have attained an irreplaceable presence in society by the centennial in 2027 and beyond.

At the core of the newly reformulated MISSION is the concept of being a “human-oriented company.” We have arrived at this concept by revisiting the starting point of our corporate activities, exploring

Mandom’s reason for existence that our predecessors have solidified, and adjusting it to the needs of the times.

This concept expresses our respect for all that is human and our commitment to doing what is only possible by humans in the face of surging waves of digitalization and artificial intelligence. In other words, we want to be a company that truly cares about people and their feelings, knowing what brings people utility, pleasure and joy and creating such value.

VISION 2027 expresses what kind of company we want to have become by 2027, the centennial year, that is, our vision for the future toward which we aspire. Dreams are important, for they inspire and empower us. With our dreams as future targets, we will chart our route by backcasting,* taking firm steps while continuously challenging, changing and innovating.

The Mandom Group will move forward as one united team, continuing to offer products and services that treasure human sensibilities, to become a company by our centennial year that is cherished and needed, and that will remain so in the years ahead.

I ask for the continued understanding and support of our stakeholders as we forge ahead.

July 2017

M Nishimura

Motonobu Nishimura
President Executive Officer
and Director

*Method that starts with defining a desired future or target and then works backwards to identify the necessary policies and programs to achieve them

VISION2027

Our VISION 2027

A cosmetics company possessing unique strengths in specialized areas (not an “all-rounder”)

- ① Authentic proposals
- ② Global & ‘Only One’
- ③ Exciting & Excellent

VISION Slogan

Use our ‘Only One’ strengths to provide dedication to service (O-YA-KU-DA-CHI) to a billion people around the world

VISION policy

- ① Leverage Asia’s economic growth to evolve into a truly global company
- ② Display greater dedication to service (O-YA-KU-DA-CHI) in the men’s business segment and invest aggressively to expand our women’s segment
- ③ Provide authentic products and services to develop a MANDOM WORLD inspired by the concept of stock-oriented management (the idea of strengthening or “stocking up” various assets including ties with our stakeholders by providing authentic and valuable products and services).

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