

History of Value Creation

Mandom Corporation's history began in 1927 as Kintsuru Perfume Corporation, which inherited the trademark for high-grade domestic perfume "Kintsuru Perfume." Shinpachiro Nishimura, the company president at the time, worked to spread cosmetics under the principle of "Value for Money," and that spirit has been passed down to this day. Since then, Mandom has continually offered consumers a host of unique products always perfectly suited to the lifestyles of the times, launching various industry-first products and growing the market in Japan and other Asian countries. We will continue to pursue Dedication to Service (Oyakudachi) for consumers all over the world guided by our original concepts of Health, Cleanliness & Beauty.



Founder
Shinpachiro Nishimura

Founding Spirit — Spreading high-quality and low-cost products

Spreading high-quality products and having them used by as many people as possible will lead to social contribution.

■ Domestic net sales
■ Overseas net sales
* Post-1997 consolidated base



1927

Established Kintsuru Perfume Corporation



1960s

First Business Crisis

Alcohol-based liquid hair styling products came to market. Performance was sluggish due to being unable to respond to changes in consumer wants as a result of not letting go of the success of tique and pomade.

Latter half of 1970s - early 1980s

Second Business Crisis

Transitioned to a direct sales structure in 1978, but with ballooning costs, things came to a standstill in two years, and eventually the decision was made to return to sales through distributors. The crisis left a long-standing impact, particularly with respect to having to reduce personnel.

1933

Launched Tancho Tique



1970

Launched the Mandom Series



1980s -

Created a market and expanded



1985

Commenced the first over-the-counter sales of Gatsby hair foam for men



1989

Launched Lúcido, a lineup of fragrance-free men's cosmetics products, unprecedented in the industry

1958

Commenced operations at technical tie-up in the Philippines



1969

Established a joint venture in Indonesia



1980s -

Strengthened Overseas Development

1988
Singapore

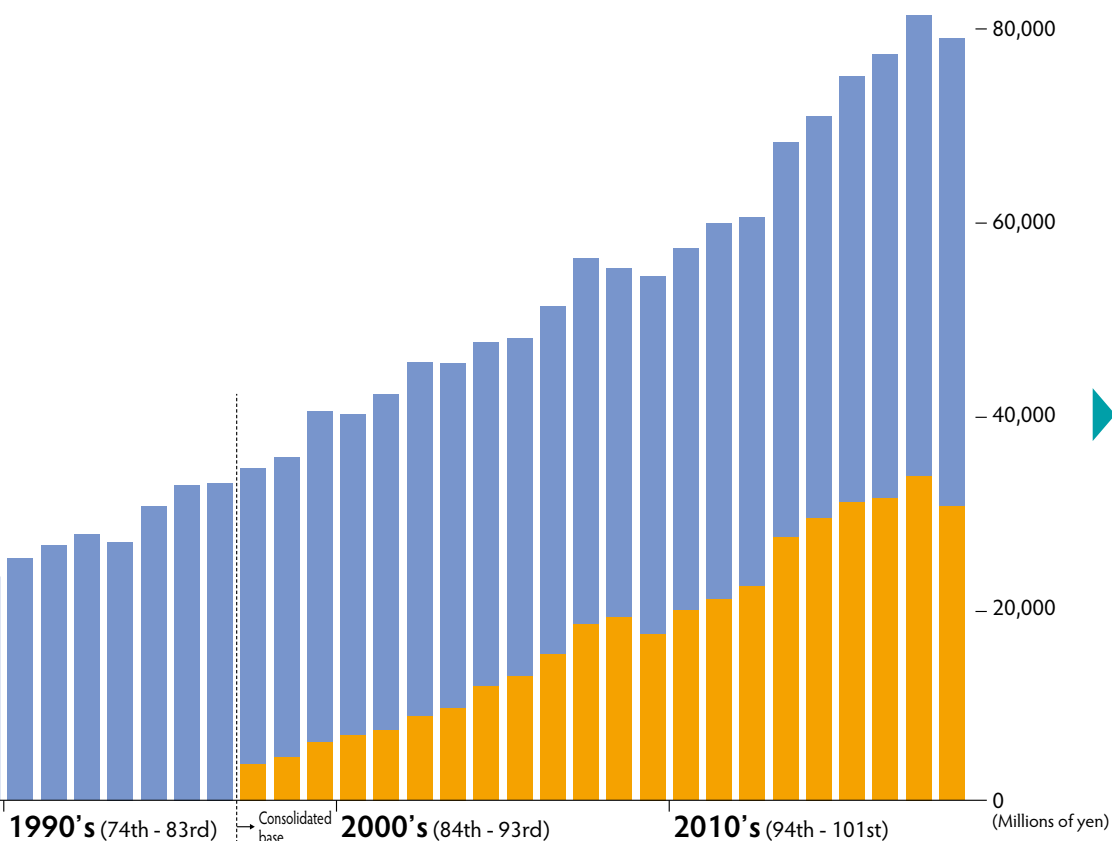
1990
Thailand

1993
Hong Kong

1989
Taiwan

1992
The Philippines

1996
China



VISION 2027

➔ P.22

1982

Launched the first MP Project under a management team that was reorganized in 1980
 Developed Mandom terminology such as "Oyakudachi (Dedication to Service)," "Seikatsusha (Consumers)," "Shopping area" and "Push to pull."

2017

Revised the Mission, and formulated VISION2027 which outlines where the Company aspires to be in 2027, the 100th anniversary.

Acquired Assets

Only One Marketing through Consumer-led Lifestyle Value Creation

"Unique Research" and "Reliable Technology"

Diverse, Highly-Engaged Human Assets

Customer Base

Production System Which Seeks Spread of Products

Sound and Solid Financial Foundation

Results by offering new grooming options



1994

Launched men's hair styling product Gatsby Water Gloss in Indonesia
 Expanded product line for various sizes; became widely known, primarily for the sachet-size version



1996

Launched Gatsby facial cleansing paper
 Introduced a new way of grooming



2001

Launched Gatsby Hair Color series, developing a market for men's hair color products



1995

Launched women's cosmetic item Pixy Two Way Cake in Indonesia

Acquisitions

- 1997**
Malaysia
- 2008**
China
- 2015**
Vietnam
- 1999**
South Korea
- 2012**
India
- 2019**
Executed the first M&A since founding All shares of ACG International Sdn. Bhd. acquired, making it a subsidiary