

## Dedication to Service (Oyakudachi) for Consumers Continuing Constantly Since Founding

Shinpachiro Nishimura, the founder, believed that spreading cosmetics would serve society as Dedication to Service (Oyakudachi) under the principle of “high-quality and best-value products”<sup>1</sup>. Since then, the Company has believed that Dedication to Services (Oyakudachi) for consumers through cosmetics is its reason for existence, and expanded Dedication to Service (Oyakudachi) in terms of quantity (sales) in Japan and Asia through Only One Marketing from the perspective of Consumer-led Lifestyle Value Creation, and the creation of new markets that propose new grooming behaviors.

<sup>\*1</sup> To provide consumers with products of unique quality and value at an appropriate price, and to obtain profit by the spread of the products, thereby maintaining social significance.



Founded in 1927  
Founding Spirit

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

1982, following the Second Business Crisis Pursuit of the Company's reason for existence

“Dedication to Service (Oyakudachi) for consumers”

Identifying lifestyle wants in consumers' daily lives and helping them feel a little bit of magic, to feel positive and cheerful, through cleaning their body, grooming, and dressing neatly.

■ Domestic net sales  
■ Overseas net sales

<sup>\*2</sup> Some items that had been treated as expenses have been deducted from net sales at overseas consolidated subsidiaries included in financial statements conforming to IFRS.

<sup>\*3</sup> Fiscal year ended March 31, 2022: Some items that had been treated as expenses have been deducted from net sales of the Japan segment in order to apply the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29), etc.



### 1927

Established Kintsuru Perfume Corporation



### 1933

Launched Tancho Tique



### 1960's First Business Crisis

Alcohol-based liquid hair styling products came to market. Performance of the Company 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.

### 1970

Launched the Mandom Series



### 1980 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.

### 1982

Commenced the first MP

Developed Mandom terminology such as “Oyakudachi (Dedication to Service)”, “Seikatsusha (Consumers)”, and “Kaiba (Market)”

### Overseas Business

#### 1958

Commenced operations at technical tie-up in the Philippines



#### 1969

Established a joint venture in Indonesia



### Strengthened Overseas Developments

#### 1988

Singapore

#### 1990

Thailand

#### 1993

Hong Kong

#### 1989

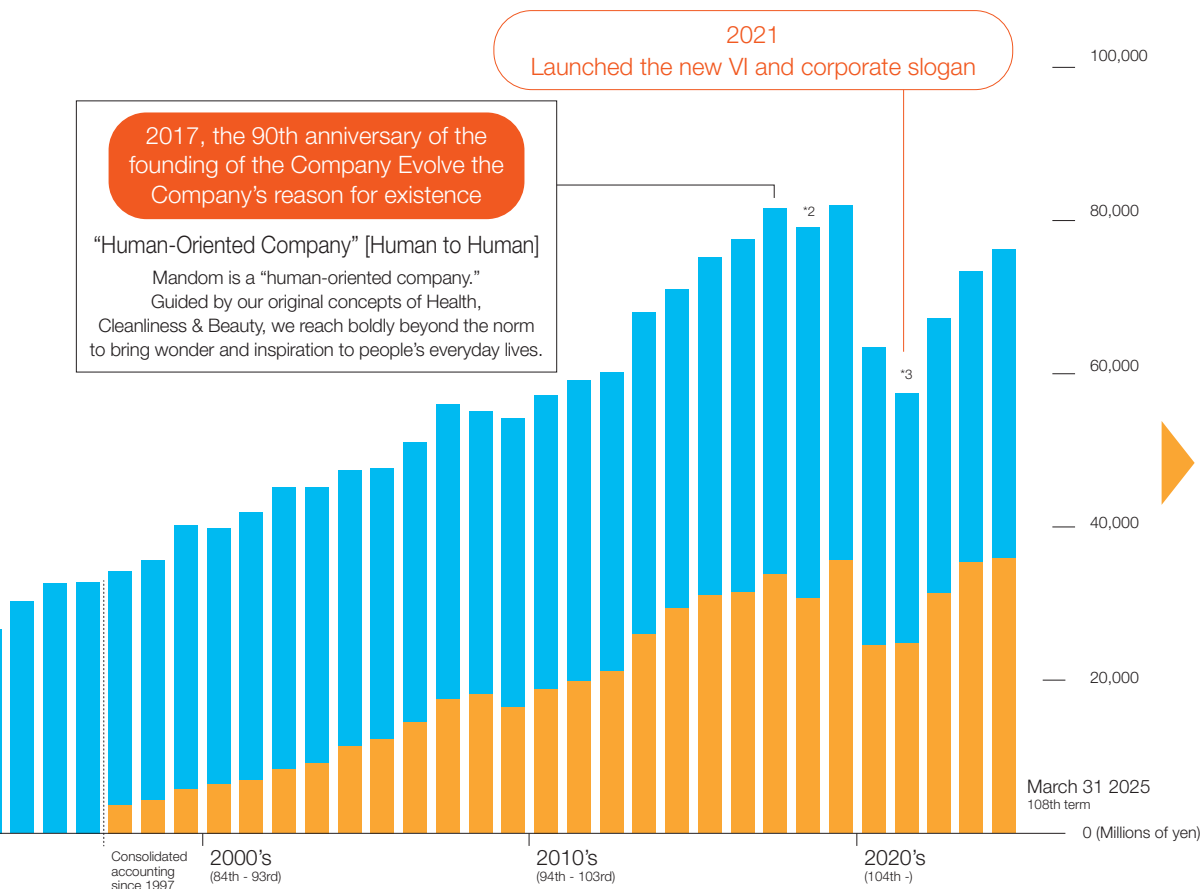
Taiwan

#### 1992

The Philippines

#### 1996

China



What the Company  
aspires to be  
in 2027, the 100th  
anniversary of  
its founding

**VISION  
2027**

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## Created a market and expanded results by offering new grooming options

**1985**

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



**1996**

Launched GATSBY Facial Wipes  
Introduced a new way of grooming  
Proposing new grooming



**2006**

Launched GATSBY Moving Rubber, which became a signature series in the hair styling market



**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



**2011**

Launched Bifesta, a cosmetics brand for women  
Full-scale introduction to the skin care market



Commenced full-scale renewal of LÚCIDO as an aging care brand and developed the middle-aged men's market



**2014**

Launched LÚCIDO-L Oil Treatment series



**1995**

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



**2019**

The first M&A since founding  
Acquired shares of Malaysia's ACG International Sdn. Bhd.



**1997**

Malaysia

**2008**

China

**2015**

Vietnam

**1999**

South Korea

**2012**

India

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## Acquired Assets

(Mandom's  
Five Strengths)

Only-One Marketing

Knowledge in Men's  
Cosmetics Field

"Unique Research" and  
"Reliable Technology"

Overseas Expansion  
Focused on Asia

Production and Supply  
System with Three  
Manufacturing Bases

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