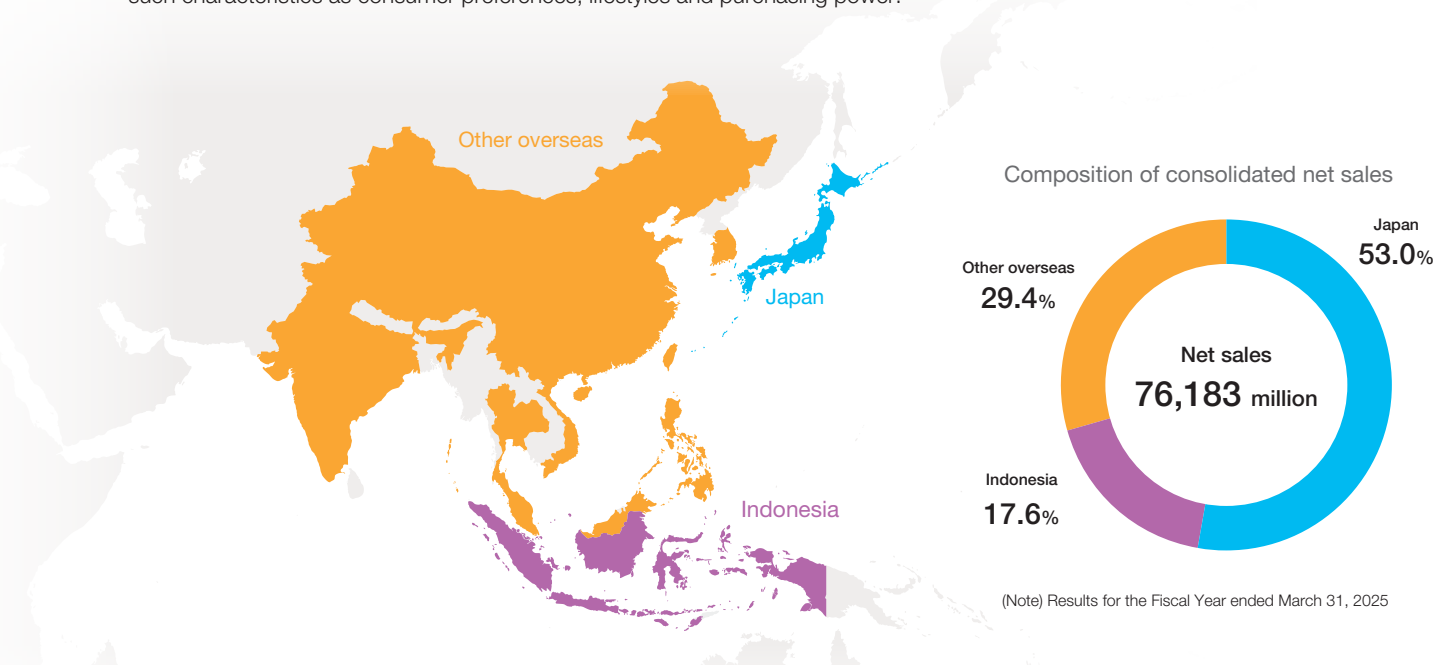


# Mandom Group Business Areas and Business Highlights for the Fiscal Year Ended March 31, 2025

The Mandom Group is developing its global operations, particularly in Asia. The Group segments its operations into three regions: Japan, Indonesia and Other overseas. We create and invigorate markets by responding meticulously to conditions in each area and to such characteristics as consumer preferences, lifestyles and purchasing power.



## Japan

Net sales, year on year

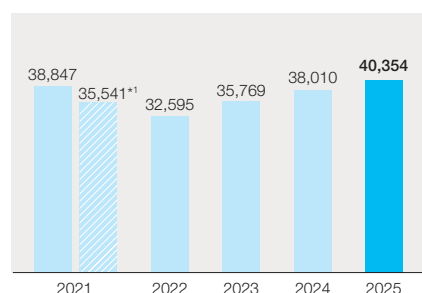
**6.2%**

Average growth rate, past five years

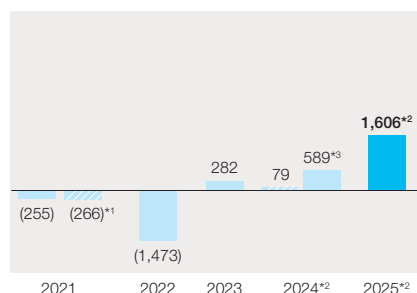
**(2.7%)**

Our core sales region, constituting more than half of the Mandom Group's net sales

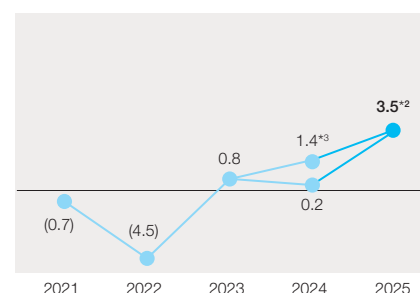
Net sales (Millions of yen)



Operating income (Millions of yen)



Operating margin (%)



<sup>\*1</sup> Calculated using the same standards as the fiscal year ending March 2022 <sup>\*2</sup> From the fiscal year ending March 2025, the calculation method for segment profit will be changed to exclude internal profit adjustments, in line with the revision of performance evaluation indicators <sup>\*3</sup> If calculated using the same criteria as the fiscal year ended March 31, 2025

### [GATSBY]

For summer season body paper products, we have expanded the lineup of exclusive fragrances available only at certain stores. At the same time, we have expanded the variety of fragrances for deodorant sprays and body water, leading to the acquisition of a broader range of consumers, including women. Furthermore, we have strengthened the lineup of the EX Premium Type Deodorant Series, born from advanced sweat gland research, and with the support of the intense summer heat, sales have increased, especially for summer season products.



### [Bifesta]

Based on the principle that "cleansing is the essential first step in skincare," we have renewed the brand with a new lineup that enhances functionality while maintaining gentleness to the skin, refreshing the design to create a skincare brand that fills your skin with moisture and brings joy every time you use it. We are working to strengthen promotions featuring a new campaign ambassador and enhance in-store displays. We will continue to be a brand that always proposes free and innovative skincare scenes, both now and in the future, in response to diversifying lifestyles and values.



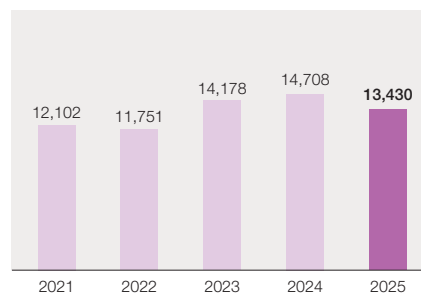
## Indonesia

Net sales year on year  
**(8.7%)**

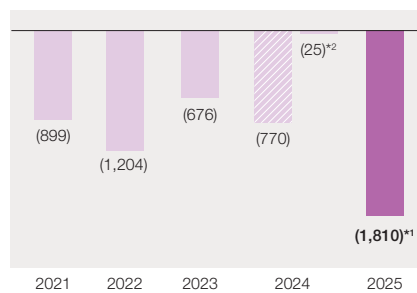
Average growth rate, past five years  
**(5.5%)**

The largest overseas business area and growth leader for the Mandom Group

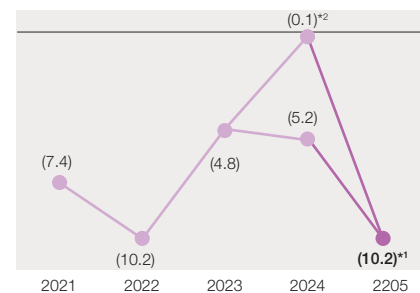
Net sales (Millions of yen)



Operating income (Millions of yen)



Operating margin (%)



\*1 The calculation method for segment profit has been changed to exclude internal profit adjustments in line with the review of performance evaluation indicators. \*2 When calculated using the same standards as the fiscal year ending March 2025.

### [GATSBY]

In hair styling, we launched the new “Fiber Series” and are driving results in this category through thorough multi-faceted in-store displays and increased exposure by linking with advertising investments. In fragrances as well, we are expanding the brand lineup and increasing freshness by launching a new fragrance series, leading to further support from consumers.



GATSBY Fiber Styling Series

### [PUCELLE]

In addition to the planned launch of new products and focusing on introducing them to major local convenience stores, we are working to strengthen displays on the golden line, making products easier for consumers to see and pick up. Furthermore, we are actively expanding multi-faceted displays and strengthening marketing efforts to regain the position as the No.1 brand in market share.



PUCELLE Eau de Toilette Series

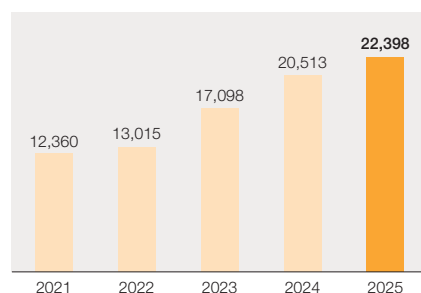
## Other overseas

Net sales, year on year  
**9.2%**

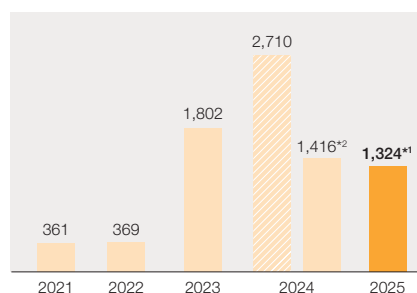
Average growth rate, past five years  
**4.7%**

This area possesses a large potential for future growth and is expected to become the engine of growth in the future

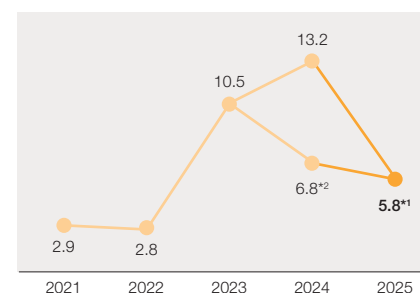
Net sales (Millions of yen)



Operating income (Millions of yen)



Operating margin (%)



\*1 From the fiscal year ending March 2025, the calculation method for segment profit has been changed to exclude internal profit adjustments in line with the review of performance evaluation indicators. \*2 When calculated using the same standards as the fiscal year ending March 2025.

### [Taiwan]

With changes in the external environment such as global warming and energy saving, there is a growing demand for cooling among consumers, and we are focusing on developing body water as a new pillar following hair styling and paper products. For consumers seeking an even greater cooling sensation, we are strengthening proposals for “GATSBY Crazy Cool,” and through coordinated in-store displays and advertising investments, we are reaching even more consumers.



Coordination of in-store displays and advertising activities

### [Thailand]

In the cleansing category, Bifesta sheets saw increased sales through expanded sales channels and digital advertising. In the hair styling category, overall growth continues, with the “Sea Salt Spray,” which easily creates voluminous, tousled styles like after a day at the beach, performing particularly well in hair spray. This has also contributed to strengthening the sales base in overseas markets where it is available.



GATSBY Sea Salt Styling Spray