

## Creating an Easy-to-start Grooming Culture

### Comittment

Based on our original concept of “Health, Cleanliness, Beauty and Fun,” that is, the basic parts of “Health, Cleanliness and Beauty” combined with “Fun,” we will offer unique, one-of-a-kind products and services, thereby providing excitement and exhilaration and helping consumers, who have diverse values, be who they want to be.

### Medium to long-term targets

Themes of Initiatives	Evaluation Metrics	Medium- to Long-Term targets		FY2024 Progress	Example of Initiatives
		Numerical Targets	Target Year		
Strengthening our Dedication to Service (“Oyakudachi”) for consumers who actively express their individuality	Number of proposals on a new cosmetic field that “enables consumers to freely express their own individuality” or on consumer attributes	3 or more proposals per year	Each year	8 inquiries	P.46
	Number of proposals on new technology that contributes to solution of issues faced by consumers	35 or more proposals in total from 2021 to 2027	2027	23 proposals in total	P.49
Developing human resources to create a new grooming culture	Rate of practice the Code of Conduct MANDOM PRINCIPLES	80% or more	2027	68%	—

We at Mandom aim to be a company that has a Dedication to Service (Oyakudachi) by proposing concepts born from the day-to-day lives of Consumers as genuine value through our “human-oriented” approach. In the age of VUCA, where the future is uncertain and complexity is increasing, we believe that proposing unique, one-of-a-kind products and services that meet the needs and wants of Consumers will lead to the realization of well-being for more Consumers and, in turn, to the sustainable growth of the company. Mandom has always been and will continue to be committed to our original concept of “Health, Cleanliness, Beauty, and Fun”—that is, the basic elements of “Health,” “Cleanliness,” and “Beauty” combined with “Fun”—and we will continue to serve Consumers through unique, one-of-a-kind products and services.

### Example of Initiatives 1

#### Creating New Value through New Brands

In recent years, the diversity of the needs, wants, and values of Consumers has been increasing, resulting in the emergence of numerous small mass markets. We are advancing marketing

#### The new hair care brand “Levätä,” focusing on “head fatigue” among busy modern people

Modern Consumers are feeling both physically and mentally fatigued due to the use of digital devices such as computers and smartphones, their busy schedules at work and in their private lives, and the increasing complexity and diversity of communication with those around them. They feel things like “my head feels kind of heavy and dull” or “I just can’t shake off this haze,” and it has become clear that, amid their busy days, they are unable to secure enough rest time and are not satisfied with their performance.

Even in such busy daily lives, we are proposing a new hair care item that helps improve scalp condition, provides a pleasurable sensation as if the scalp is being loosened, and brings a sense of relaxation.



“Levätä” Site  
A new experience:  
Meditation Shampoo

innovations to address this, launching new brands to approach generations with new values and to acquire new targets as Mandom.

#### Focusing on the time after a bath, “T/ME U (Time You)” is a new hair care brand that makes time your ally.

After a bath, it is the golden time for nurturing beautiful skin and hair. In the busy daily life, people tend to prioritize skincare and body care, but many consumers also want to pay more attention to hair care, treating it with the same care as skin. We focused on the post-bath time as an important moment for both skin and hair care.

Even without drying immediately after a bath, it keeps the moisture inside the hair, leading to smooth and manageable beautiful hair. We propose a new habit for women who want to make better use of their time and perform more meticulous hair care.



“T/ME U” site  
[Official] T/ME U Time U

## Strengths of Mandom 1

### Only One Marketing

#### Proposing products that lower taboo lines to freely enjoy cosmetic actions

The Mandom Group pursues a unique marketing model in which we constantly interact with and give care to consumers. This is in order to meet their latent needs and wants and guide their discoveries and feelings under a marketing philosophy of "Only One Marketing through Consumer-led Lifestyle Value Creation." We have been proposing new cosmetic behaviors and working on market creation to respond to the changing wants of consumers over time.

The "Fun" axis that Mandom considers includes perspectives

to help consumers experience "the joy of use," "new discoveries," and "ease of use." Without being bound by stereotypes or current norms, we aim to make cosmetic behaviors freer and more enjoyable, offering proposals that allow consumers to pursue their individuality. Product proposals based on the "Fun" axis have lowered taboo lines for consumers and created new markets. This initiative is the practice of Mandom's unique Only-One marketing and is connected to the realization of our corporate slogan, "BE ANYTHING, BE EVERYTHING." We believe this leads to its realization.

Packaging that shows care instructions for people in their 40s, and effective odor control you can sense.

Launch of  
"LÚCIDO  
Deodorant  
Series"  
2014



There are all kinds of deodorant products, but I don't know which one is right for me in my 40s...



Washing my face or taking a shower to refresh while I am out would be nice, but that's impossible.

Sheet cosmetics are easy to use even when you're out and are refreshing for your face and body.

Launched GATSBY Facial Wipes  
1996



To receive highly effective treatment for my damaged hair, I have to go to a hair salon and get help from a professional.

Achieve the hairstyle you want with this conveniently-sized product with a fun and colorful design.

Launch of  
"GATSBY  
Moving Rubber  
Series"  
2006



**Lowering taboo lines, making it freer, and making cosmetic behaviors enjoyable**

– Creating new markets with new value proposition –

Even if I style my hair just the way I want, it falls apart. Finding a hair styling product that suits me is tough.

Acid care\* based on salon technology easily achieved at home

Launched  
"LÚCIDO-L Texture Reshaping Series"  
2022



Completely cleanse moisturize your face anytime, anywhere just by wiping it.

Launched  
"Bifesta",  
the water  
cleansing.

2011



Cleansing requires a place to wash up. Facial care is something you do carefully after washing your face twice, right?



\* Containing levulinic acid ingredients for treatment harnessing the heat of hair straighteners and dryers

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### Strengths of Mandom 2

#### Men's Cosmetics

Achievements and knowledge in the men's cosmetics field

Overwhelming presence in men's cosmetics since Tancho and MANDOM

At Mandom's founding, we were known for Kintsuru Perfume. Mandom did not start out specializing in men's cosmetics. After launching hit products such as Tancho Tique and the MANDOM series, we began to establish a strong presence in men's cosmetics.

PIXY, a series of cosmetics centered around makeup, has been rolled out in Indonesia since 1987. Mandom also globally launched the Bifesta skincare brand in Japan and other Asian countries in 2011 onward. Both of these series have been performing well, experiencing expanding sales. However, even now the core brand of Mandom remains the men's GATSBY brand.

In order to satisfy the high expectations of male consumers, primarily in the long-selling GATSBY series and LÚCIDO cosmetic brand for middle-aged men, Mandom has invested people, resources, and money to continue tracking changes in every management resource, men's tastes and values. We possess the advantage of having continuously conducted proprietary research on men's hair and skin.

GATSBY, our men's grooming brand enjoying tremendous popularity in Asia

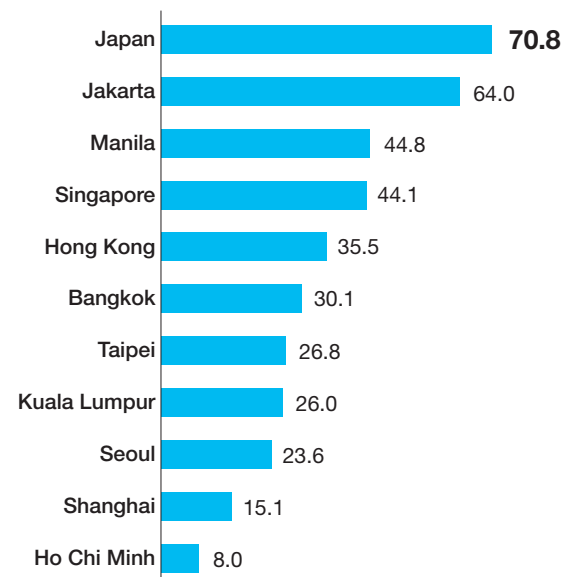
Born in 1978, for over 40 years GATSBY has continuously delivered an enjoyable grooming experience to young men in their teens and 20s in various Asian countries. We offer a wide range of products in a variety of categories for all grooming situations, from personal grooming to fashion, including hair styling, hair coloring, skin care, shaving, body care, and fragrances.

GATSBY is currently available in all of the 12 areas where Mandom does business, including Japan. Although GATSBY's brand philosophy is globally unified, different products are sold in Japan and other countries. Needs or wants and the standard of living of local consumers differ between Japan and overseas countries; therefore, the content and selling price of the products are designed differently for each country.

As a result of focusing on the young male in our business expansion in Asia, not just with products but also with communication and in-store points of contact, the name recognition of the GATSBY brand is high in many countries, and it has penetrated to the point of establishing a number one position in the hair styling market. With the spread of social media, we will continue to offer products and value that can help men realize their ideal selves, in line with their ever-increasing awareness of fashion.



GATSBY brand awareness in major Asian cities (%)



Survey by Mandom (2024)  
Consumers aged 16 to 25

## Strengths of Mandom 3

### “Unique Research” and “Reliable Technology” to Respond to Consumer Wants

#### Conducting unique research to respond to diversifying consumer wants

The Mandom Group focuses particularly on the three areas of “Hair/Scalp,” “Skin,” and “Body Odor/Antiperspirant,” advancing research and development. These areas have diverse states and consumer wants depending on differences in race, gender, age, lifestyle, climate, and culture. We are advancing wide-ranging research to respond to these diverse wants, from elucidating the structure and mechanisms of the human body to discovering ingredients and applying them to products.

As part of this initiative, the research group of Osaka University and our company established a new antiperspirant technology that suppresses sweat gland contraction movements, “putting sweat to sleep.” The ingredient “Monoammonium Glycyrhizinate (GMA)” acts on both thermoregulatory and emotional sweating, suppressing sweat volume by 40-60% compared to normal levels. While the conventional antiperspirant ingredient ACH (Aluminum Chlorohydrate) temporarily blocks sweat glands, GMA enhances sustainability and effectiveness through a different approach, expanding the possibilities of antiperspirant technology.

#### Hair/Scalp

As a sector, hair/scalp is considerably affected by the external environment surrounding consumers, such as climate and trends, as well as by consumers’ own internal changes such as growing in age.

In order to continue to address the ever-changing, ever-evolving new wants and concerns of consumers, Mandom conducts research and development from the perspective of consumers to develop bold and revolutionary products.

##### Research Example

Realized perm-like hair arrangements by fastening fine crystal “spikes” atop hair

Our “GATSBY Meta Rubber Series” that we launched in February 2023 is a new form of hair styling product for young men who pursue efficiency and cost performance at an affordable price point. This series strikes a balance between setting power and ease of use. Among them, the product “GATSBY Meta Rubber Bubble Perm Style Creator” is revolutionary, allowing users to enjoy perm-like styles without actually getting a perm, even with straight hair, using easily spreadable foam. After evenly applying and blending the foam agent into the hair, it dries to form crystals called “spikes” that adhere to the hair, manifesting adhesive properties and a function that hooks hair strands together. This makes it easy to create the three-dimensional curls characteristic of perm styles. The short report on this technology, “Development of Styling Agents to Achieve Perm Styles Without Perm Treatment,” received the “Encouragement Award” at the 26th SCCJ (Society of Cosmetic Chemists of Japan) Excellent Paper Awards. The Encouragement Award is given to research published in SCCJ journals in 2024 that is expected to develop further in the future.

#### Skin

Mandom has continuously conducted surveys and research related to the condition of skin in both men and women and has shown that there are unique conditions for the skin of each gender. In particular, regarding men, we have been conducting thorough investigations earlier than other companies in the cosmetics industry, identifying characteristics different from women. In recent years, we have also focused on the impact of skin condition on “visual impressions.” Additionally, regarding women, we have researched the relationship between the menstrual cycle and skin condition, discovering new insights.

##### Research Example

Concealer is proven to instantly change the impression of the skin of middle-aged men by reducing the appearance of blotches, redness, and dry skin

In a joint study with Assistant Professor Koyo Nakamura and Professor Katsumi Watanabe of the School of Science and Engineering, Waseda University, it was found that the makeup effect of concealers tended to reduce the “noticeability of blemishes,” “noticeability of scars,” and “redness of skin,” as well as the “apparent age.” It was also found to have a stronger effect of reducing the appearance of blotches close rather than far away, meaningfully improve one’s impression of leadership, and make one appear younger when the face was slightly tilted to the side rather than facing straight forward.

#### Deodorant/Antiperspirant

Body odor influences one’s impression and plays an important role in achieving smooth communication. Understanding body odor and taking appropriate care is directly linked to a clean and comfortable life. We are engaged in research and development to propose products to help with various body odors, such as with the discovery of new body odors like the “middle-aged body odor” which had not been identified before and the development of technology to limit substances which are the source of body odor, including sweat.

##### Research Example

3D structure of sweat gland published in “Gray’s Anatomy,” the common anatomy textbook used worldwide

The (Mandom) Joint Research Program in the Laboratory of Advanced Cosmetic Science at the Graduate School of Pharmaceutical Sciences at Osaka University produced a new visualization of the detailed structure of human sweat glands and the blood vessel structure that is the source of sweat production. This image was published in the “Skin” part of Chapter 1 of “Gray’s Anatomy.” Based on this knowledge, if ideas that solve sweat gland disorders are born and our understanding of the basic mechanisms of sweat gland contraction and maintenance of homeostasis are deepened, this will not only help in development of the next generation of antiperspirants, but also contribute to medical developments through the elucidation and treatment of medical conditions related to sweat, such as heat stroke and hyperhidrosis.