



The First Half Business Results Briefing

**(Fiscal Year Ending March 31, 2025)
April 1,2024-September 30,2024**

**Mandom Corporation
(Securities code:4917)**

1. Consolidated Business Results of FYE 2025/MAR
2. Consolidated Net Sales
3. Consolidated Operating Income
4. Consolidated Ordinary Income • Net Income
5. Forecast of FYE 2025/MAR
6. Overview of Business Promotion
7. Progress of Initiatives in MP-14

※Change in Method for Calculating Segment Income (Loss)

Effective from the first quarter of the current fiscal year, in line with the revision of performance indicators, the company has changed its method of calculating internal profit in the distributor segment, which was previously allocated to the customer segment, to remain in the distributor segment instead of being allocated to the customer segment, in order to more appropriately evaluate the performance of each segment. The segment information for the same period of the previous fiscal year is based on the calculation method after the change.

1. Consolidated Business Results of FYE 2025/MAR



million yen

	2024/MAR	2025/MAR	Balance	Yr/Yr
Net Sales	37,133	39,181	+2,048	+5.5%
Operating Income	1,645	1,433	-211	-12.8%
Operating Income Margin	4.4%	3.7%		
Ordinary Income	2,064	2,086	+22	+1.1%
Net Income Attributable to Owners of Parent	1,584	1,562	-21	-1.3%

Net Sales **39,181 million yen +5.5%**
 (Growth rate excluding exchange rate effect* +2.4%,
 Exchange rate effects +1,146 million yen)
 Strong growth in Japan (+9.5%) offset the significant sales decline in Indonesia.

Operating Income **1,433 million yen -12.8%**
 (Growth rate excluding exchange rate effect* -12.0%,
 Exchange rate effects -14 million yen)
 While income in Japan increased, income in Indonesia and Others declined sharply.

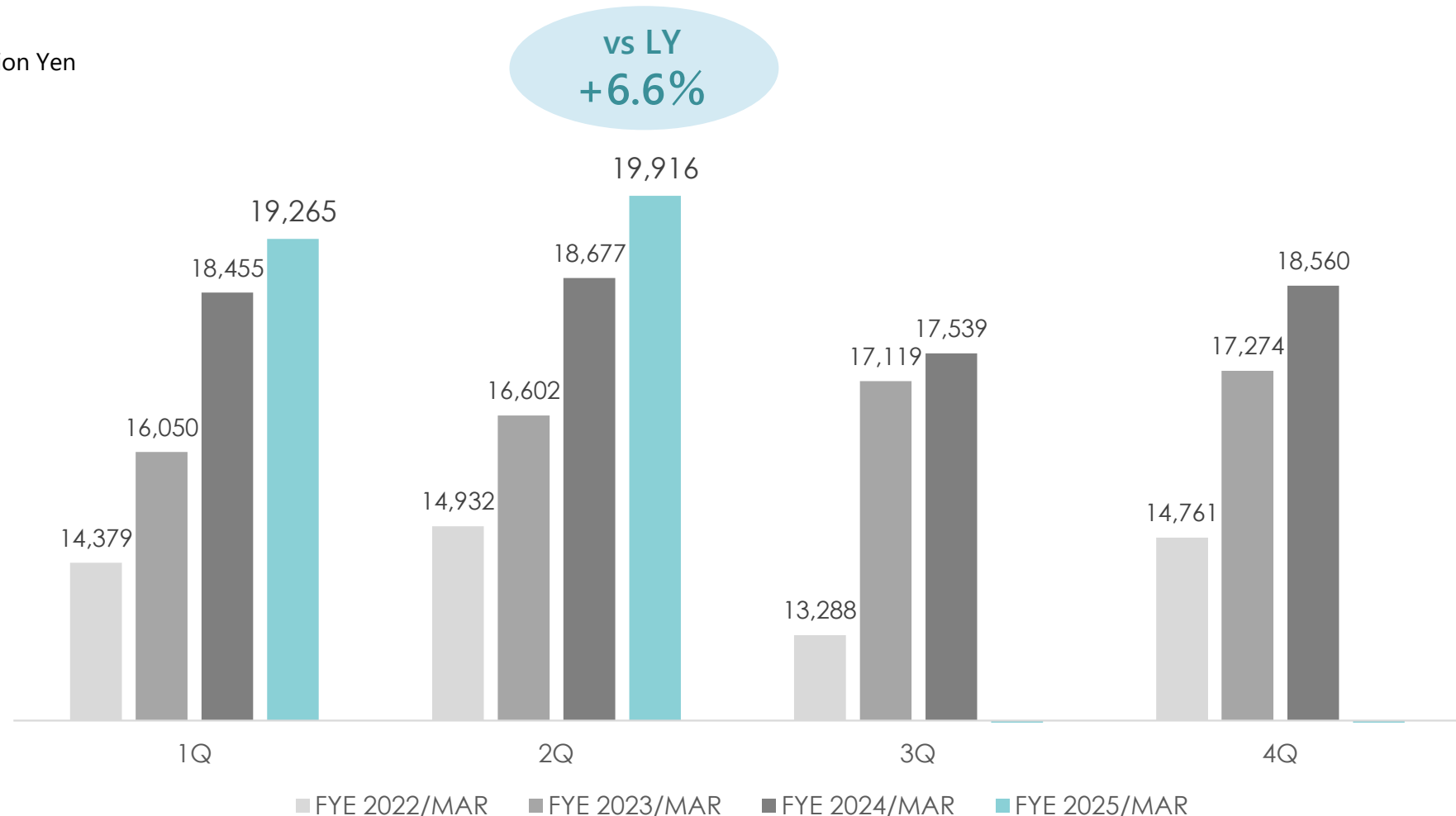
* Growth rate excluding exchange rate effects

2. Consolidated Net Sales



2-1. Consolidated Net Sales by Quarter

Million Yen



Highest quarterly sales in the past 4 years. Sales increased +6.6% year over year on a quarterly basis.

2. Consolidated Net Sales



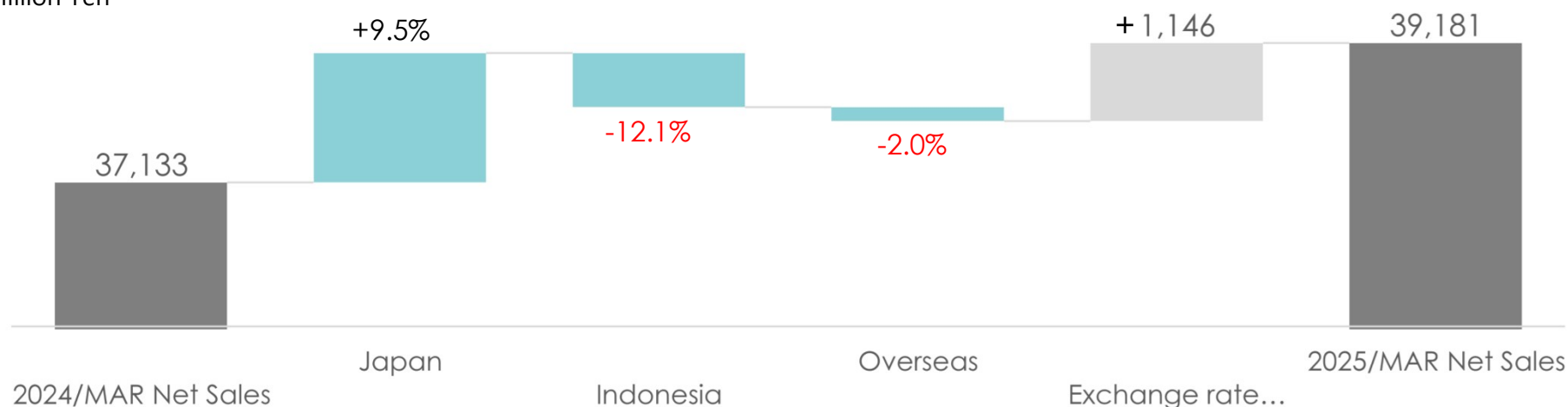
2-2. Net Sales by segment

million yen

	2024/MAR	2025/MAR	Balance	Yr/Yr	Yr/Yr Prior period rate	Composition Ratio
Net Sales	37,133	39,181	+2,048	+5.5%	+2.4%	
Japan	19,925	21,824	+1,899	+9.5%	+9.5%	55.7%
Indonesia	6,570	6,162	-408	-6.2%	-12.1%	15.7%
Others	10,637	11,195	+557	+5.2%	-2.0%	28.6%

2-3. Net change in net sales by segment

Million Yen

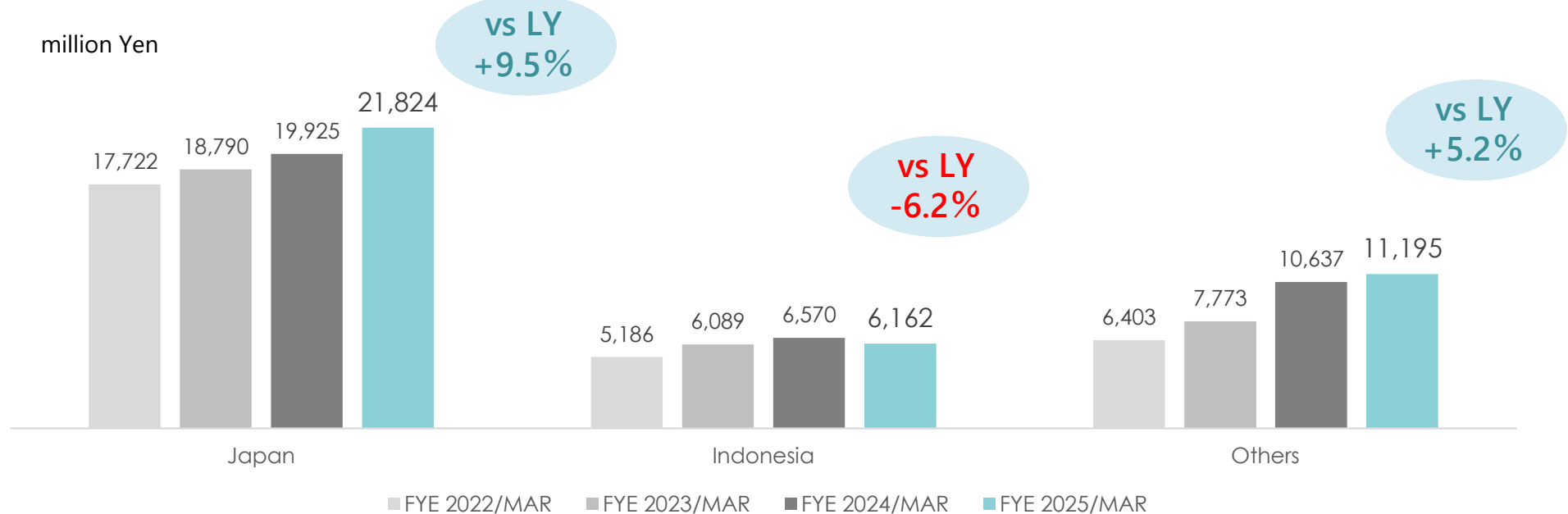


2. Consolidated Net Sales



2-4. Net Sales trends by segment

million Yen



Japan

+9.5%

- Sales of summer season products were driven by the record-breaking heat wave.

Indonesia

-6.2%

- Significant decrease in sales due to the impact of the return process for inventory with expired quality dates and the reactionary decline from the sales increasing in the previous 4Q.

Others

+ 5.2%

- Sales increased in yen terms, but decreased in local currency terms. Especially China struggled due to the economic slowdown.

Supplemental data) Overview by Segment

Japan

vs LY +9.5%

● Summer season products

vs LY +25.5%

▷ In addition to the early launch of the product since the end of the previous fiscal year and the strengthening of in-store development, the product performed better than in the previous fiscal year, boosted by the effects of the hot summer. The strong performance and the tendency for hot weather to continue in the second half of the year will lead to increased use of the product on regular shelves throughout the year. This is expected to lead to lower returns in the second half of the year.

● Strengthen lineup for mass distribution

▷ Late August Launch of new brand "ZFACE" for men

A new aging care habit that combines skincare and training is proposed to men aged 55 and over in collaboration with "RIZAP".



New skincare brand "ZFACE" for men over 55

Supplemental data) Overview by Segment

Indonesia

vs LY -6.2%

● Processing of returns of expired inventory was higher than expected

▷ After COVID-19 disaster, products have stagnated in the market. The remaining inventory of products that had reached their quality limits at dealers and distributors was causing problems with the introduction of new products, so we processed the returns of these products.

In the process of processing returns, it was found that the inventory was much larger than forecasted at the beginning of the period.

● Aggressive marketing initiatives including new product launches in the second half of the year and beyond

▷ Although shipments were delayed in 1H due to backlogged inventory, from 2H, the company began strengthening the introduction of its products to CVS and launching advertising measures. In addition, marketing measures aimed at consumers were developed.

2. Consolidated Net Sales



Supplemental data) Overview by Segment

Others

vs LY +5.2%

●Malaysia

▷Continue to strengthen promotional activities for GATSBY and Bifesta, especially to increase awareness and usage of paper products. Also, strengthen efforts in the fragrance category, with both existing and new products growing strongly.



●Taiwan

▷Strengthening in-store promotions of summer season products, while at the same time implementing campaigns and increasing communication on social networking sites.

Achieved a significant increase in sales of GATSBY body paper, body water, and other cool-feeling products.

Strengthened initiatives in other areas overseas.

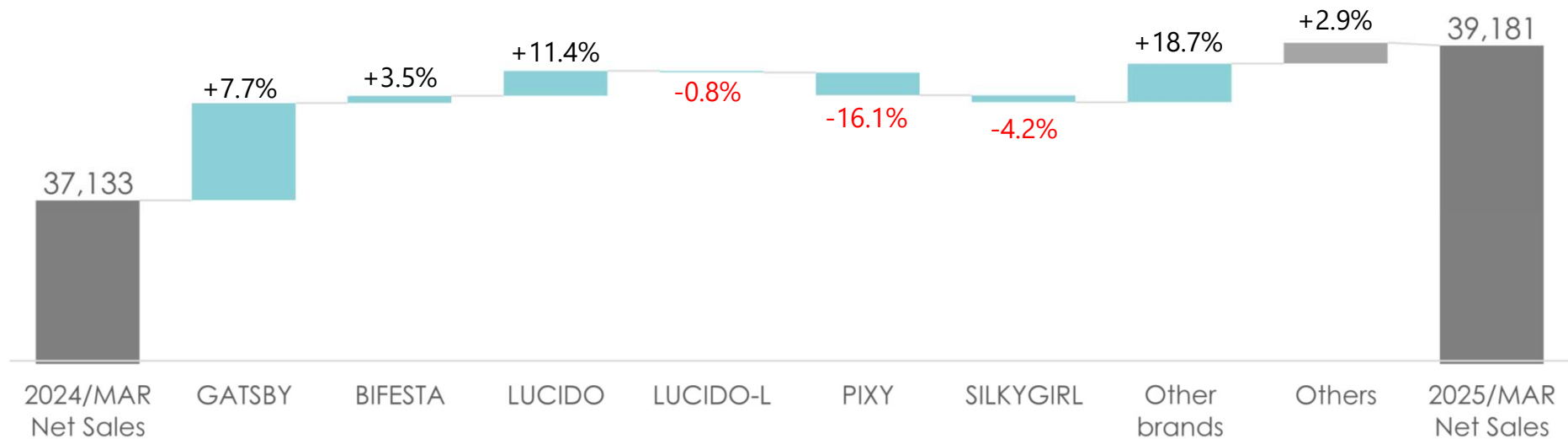


2. Consolidated Net Sales

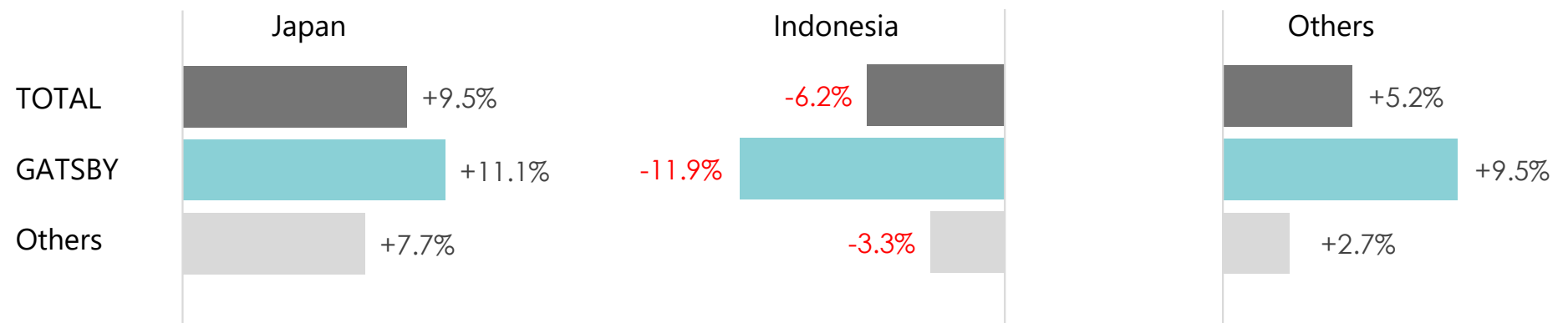


2-5. Net Sales by Brands

million yen



2-6. Net Sales by segment brand change Ratio



3. Consolidated Operating Income



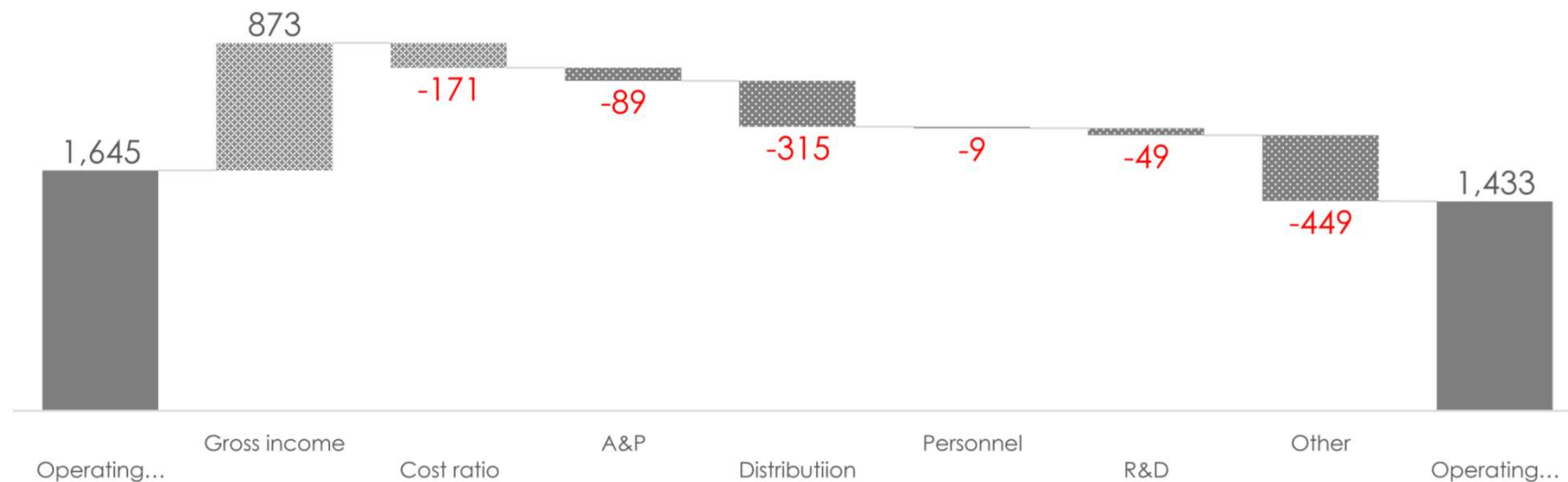
3-1. Consolidated Operating Income

million yen

	2024/MAR	2025/MAR	Balance	Yr/Yr
Gross profit	15,835	16,537	+702	+4.4%
Selling and administrative expenses	14,189	15,103	+913	+6.4%
Selling expenses	4,980	5,384	+404	+8.1%
Administrative expenses	9,209	9,718	+509	+5.5%
Operating Income	1,645	1,433	-211	-12.8%

3-2. Consolidated Operating Income Analysis of Changes

Million Yen



3. Consolidated Operating Income



3-3. Operating Income by Segment

million yen

	2024/MAR*	2025/MAR	Balance	Yr/Yr
Operating Income	1,645	1,433	-211	-12.8%
Japan	610	1,114	+504	+82.7%
Indonesia	-313	-675	-361	-
Others	1,343	1,071	-272	-20.3%
Adjustment	5	-76	-81	-

*Converted to new consolidation standards

Japan

+82.7%

- Increase in gross profit due to higher sales, mainly of summer season products
- Restructuring cost recorded
- Logistics costs increase due to the 2024 problem

Indonesia

Operating loss

- Increase in cost of sales ratio and decrease in gross profit due to lower sales
- Implementation of return processing for distribution inventory

Others

-20.3%

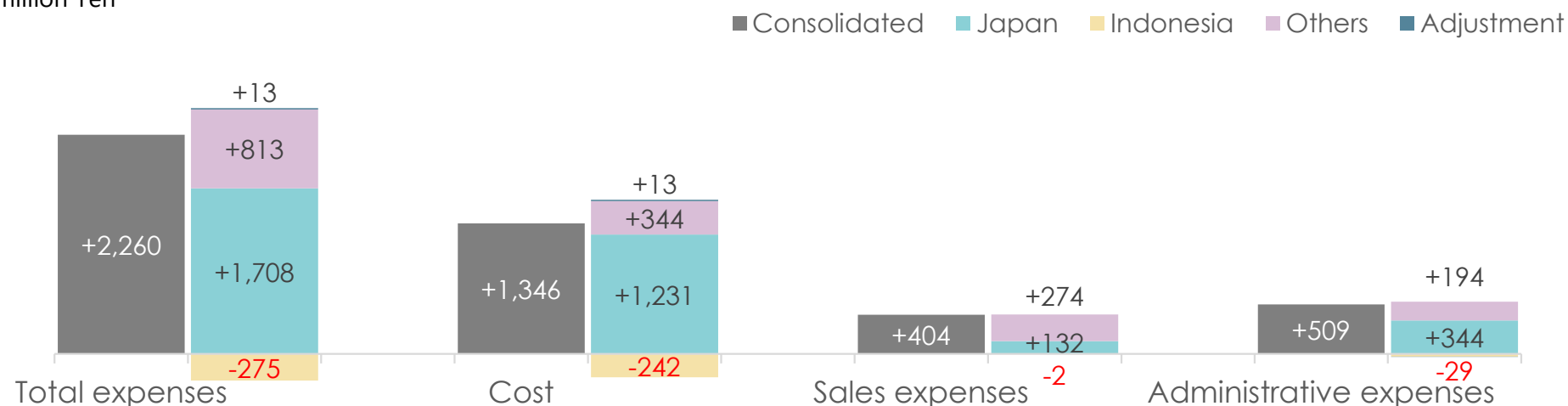
- Decrease in profit compared to favorable earnings in the previous year
- Increase in various expenses such as selling expenses and labor costs

3. Consolidated Operating Income

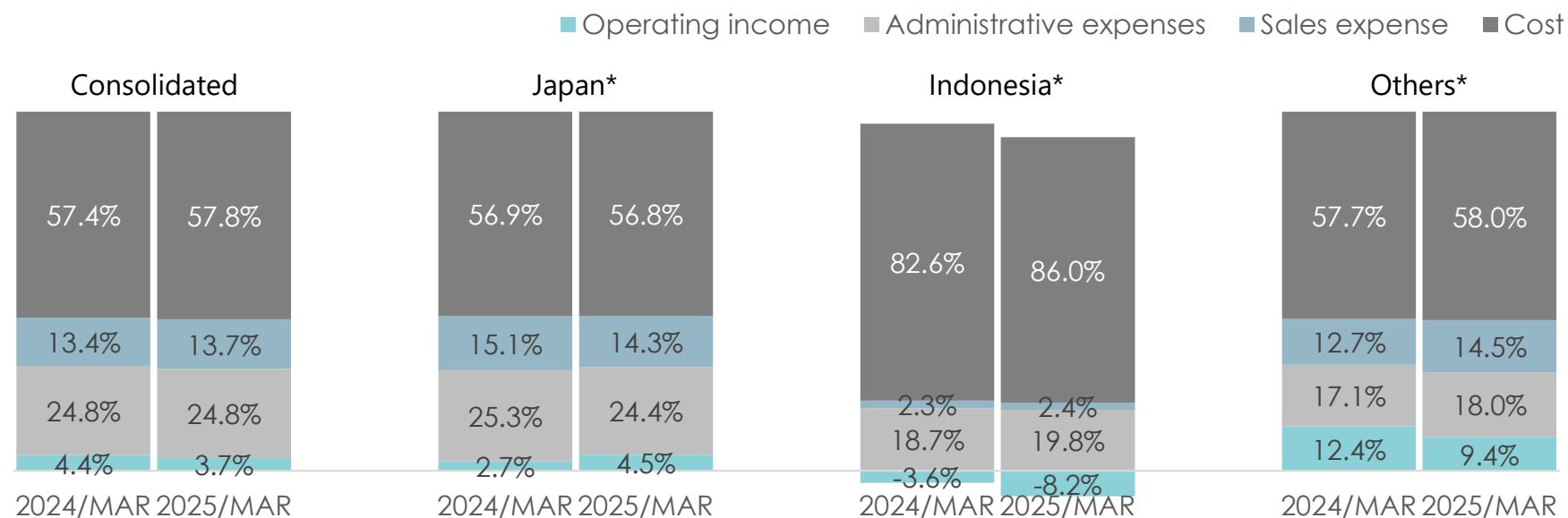


3-4. Operating Expenses by Segment Breakdown of Increase/Decrease

million Yen



3-5. Operating Expenses and Operating Income by Segment % of Net Sales



*Based on figures before consolidation adjustments

4. Consolidated Ordinary Income・Net Income



4-1. Ordinary Income・Net Income

million Yen

	2024/MAR	2025/MAR	Balance	Yr/Yr
Non-operating Income	529	713	+183	+34.7%
Non-operating Expense	111	61	-49	-44.8%
Ordinary Income	2,064	2,086	+22	+1.1%
Extraordinary Income	213	8	-204	-96.2%
Extraordinary Loss	1	4	+2	+144.0%
Income before Income Taxes and Minority Interests	2,275	2,090	-185	-8.1%
Income Taxes and Minority Interests	716	631	-84	-11.8%
Net Income	1,558	1,458	-100	-6.4%
Net Income Attributable to Non-controlling Interest	-25	-104	-78	+308.6%
Net Income Attributable to Owners of Parent	1,584	1,562	-21	-1.3%

- No special note

5. Forecast of FYE 2025/MAR



	1st half	2nd half Forecast	2024/MAR 2nd half	Balance	205/MAR Forecast	million Yen Progress %
Net Sales	39,181	37,819	36,099	+4.8%	77,000	50.9%
Operating Income	1,433	-653	374	-	780	183.8%
Ordinary Income	2,086	-506	916	-	1,580	132.1%
Net Income	1,562	-652	1,178	-	910	171.8%

● No change in full-year plan

Japan covered the downside in Indonesia.

• Net Sales

Despite an upward swing in Japan in the first half, there is no change in the forecast for the second half of the year. Indonesia is expected to see a downward swing in the second half due to an increase in processing of returned goods, etc. Overseas is in line with the initial forecast.

• Operating Income

In Japan, operating income is expected to increase by several hundred million yen due to higher sales, while Indonesia is expected to see a decline of several hundred million yen for the full year, offsetting the increase in Japan. Others is expected to see a slight upturn.

• Ordinary Income, Net Income

Almost in line with the forecast

Topics

New skincare brand for men over 55 (we called "upper middle")

ZFACE



Brand concept

Make you smile the best

Achieve wellness in your second life with proven results and look your best in life with confidence.

Initiatives by Major Brands

GATSBY

- Summer season products, Exclusive products and annual development

▷ Summer season products are now available throughout the year. Limited-edition fragrances sold exclusively at each stores also contributed to the acquisition of female users.



- Strengthening of styling category (Indonesia)

▷ The company will work to increase awareness of the new balm. In addition, the company will launch a new styling series, the Fiber Series, to be introduced at all major CVS stores, and strengthen its development by airing commercials in conjunction with the W-Cup.



Bifesta

- Implemented brand renewal

▷ Renewal from a Face Cleansing Brand to a Skin Care Brand. Starting with Japan, the brand will be introduced in each country where it is deployed.



▷ K-POP boy group ZEROBASEONE appointed as new campaign ambassadors in Japan from October

6. Overview of Business Promotion



Initiatives by Major Brands

LÚCIDO

●Strengthen in-store introduction

▷Lucid, which has been performing well, will be introduced as a standard item at major convenience stores in Japan. Strengthening appeal to middle-class men and expansion of contact points.



LÚCIDO-L

●Continued reinforcement of the Acid Heat Care Series

▷Continued to launch limited edition fragrance hair masks in the spring. Strengthened measures to attract new users and expand recognition by expanding in-store promotions.



PIXY

●Strengthening lineup

▷Launched new products in the mainstay base makeup category and skin care category to expand the product lineup.



SILKYGIRL

●Strengthen promotion of No. 1 items in the category

▷Amid an intensifying competitive environment, the Company will reemphasize items that are highly rated by consumers. Implemented "No.1" communication for items with the No.1 market share in the category, and expanded in-store promotions.



MP-14 Four Key Theme

Accelerate group management by
changing the management promotion structure

Profitability improvement

Restructuring in Indonesia Business

Investments to acquire new business areas

7-1. Progress in Profitability improvement

Japan

▷Progress in each area was generally as planned. Major measures are as follows.

Measure	Progress	Effects
Revision to reasonable prices	Price increase of 159 SKUs including major items effective from September	2025/MAR Approx. 600 million yen
Reduction of unprofitable SKUs	Discontinue 1/2 of unprofitable SKUs and revise prices by 1/3.	2026/MAR Approx. 300 million yen
Global procurement of raw materials	Streamlining procurement of aluminum cans, non-woven fabrics, alcohol, etc *Partially implemented in Indonesia	from 2026/MAR More than 1 billion yen*
Switching to alternative possible raw materials	Switch to new packaging materials Adoption of new non-woven fabrics, etc.	*Part of the amount will be recorded from the current fiscal year.
Others	Operating expense optimization Indirect cost reduction, etc.	2025/MAR Less than 100 million yen

7-2. Restructuring in Indonesia Business

Indonesia

●Launch major new products from core brands and strengthen communication

- ▷Launched “Fiber Series,” a new styling series from GATSBY, to be introduced at all two major CVS stores and commercials to coincide with the World Cup soccer qualifiers, which were gaining momentum locally.
- ▷In November, the company launched a new series, the “Airy Series,” from its mainstay PIXY brand, and is working to rebuild the brand through the launch of new series, including commercials.

PIXY 「PIXY Airy Series」



●Efforts to break away from a high-cost structure

- ▷Cost reduction through streamlining and negotiation of raw material procurement linked to the profitability improvement PJ in Japan.
- ▷Continued early retirement as part of efforts to optimize personnel in the production area.

●Establishment of a new laboratory to strengthen the development system

7-3. Strengthen initiatives for new businesses and new proposals

Japan

●New proposals through collaboration

▷Collaboration with retailers



▷Collaboration with other industries



●Actively launch new brands and series in the second half and beyond

▷Plans to launch several new brands and series in the second half of the year.

Information to be disclosed gradually after the end of this month

●Actively conducting interviews with venture companies

▷Conduct meetings with LP investee venture companies to explore collaboration and alliances in new and existing businesses

7-4. Initiatives to Improve Employee Engagement

● Human Resource Development for Improved Profitability

- ▷ Specialized training focused on departments directly related to profitability
- ▷ In addition, training is provided company-wide to acquire business skills to promote effective and viable operations.

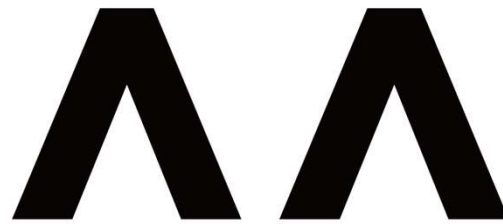


● Strengthen and expand training for line positions

- ▷ Promoting mindset through understanding of roles and higher-level strategies through training for department heads and section managers who lead organizational change and challenges



**BE ANYTHING,
BE EVERYTHING.**



mandom