

## Message of condolence on the passing of Mr. Nobuhiko Obayashi, a film director, from CEO Motonobu Nishimura

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On behalf of all the staff of Mandom Corporation, I would like to offer our deepest condolences on the passing of Mr. Nobuhiko Obayashi, a film director.

Back in 1970, Tancho Corporation, the former name Mandom Corporation traded under, was on the brink of a major financial crisis due to its delayed response in meeting the changing needs of consumers. Against such a backdrop, we staked our destiny on the "Mandom" brand.

Mr. Obayashi served as director of the Mandom brand's TV commercial. It is no exaggeration to say that he saved us from our crisis. It is my greatest regret that the year of his passing coincides with the 50th anniversary of the birth of the Mandom brand.

The hearts of Mr. Obayashi, who wanted to show Mandom as the symbol of the world of love, and the then Mandom President Hikoji Nishimura, who sought "the fundamental love of mankind," struck a chord and moved in empathy with each other. We asked Mr. Obayashi to produce a TV commercial for the Mandom brand to open the way into the future of the company. The commercial, shot outside Japan, featured a Hollywood star in a bold initiative that no other Japanese company had ever thought of taking. It also adopted a surprising concept, "men's body odor." Every part of the commercial was very unusual, defying existing conventions.

Mandom's iconic phrase "Mmm...Mandom" was created by Mr. Obayashi on the film set, inspired by a casual gesture of Charles Bronson, the main character in the commercial film. The phrase immediately became trendy, together with the unique commercial. You could hear people saying "Mmm...Mandom" all over town. Now, even after fifty years since the boom, the phrase still resonates. The Mandom brand also became a big hit. The following year, we changed the company name from Tancho Corporation to Mandom Corporation.

Our relationship with Mr. Obayashi continued after that. He gave a lecture to our staff and served as a special member of the judging panel of the GATSBY Creative Awards, which we organize to support creative activities of young

people. He chose the work of an Indonesian student for the Judge's Special Prize, attaching his comment, "Creators tend to put emphasis on their own taste but I believe they shouldn't. They should rather think, 'You are there, therefore I am.' The award winner's creation is filled with an atmosphere respecting those on the other side of the camera, and I can see affection flowing out of everyday scenes behind the image." Mr. Obayashi emphasized the importance of building a good relationship of trust with consumers to facilitate communication between products and people. I cannot thank him enough for having had a good influence on our staff's mental attitude toward creative contents.

In ending my message of sincerest condolence, I pray from the bottom of my heart that his soul rests in peace.

April 13, 2020  
Motonobu Nishimura  
President Executive Officer & Director  
Mandom Corporation