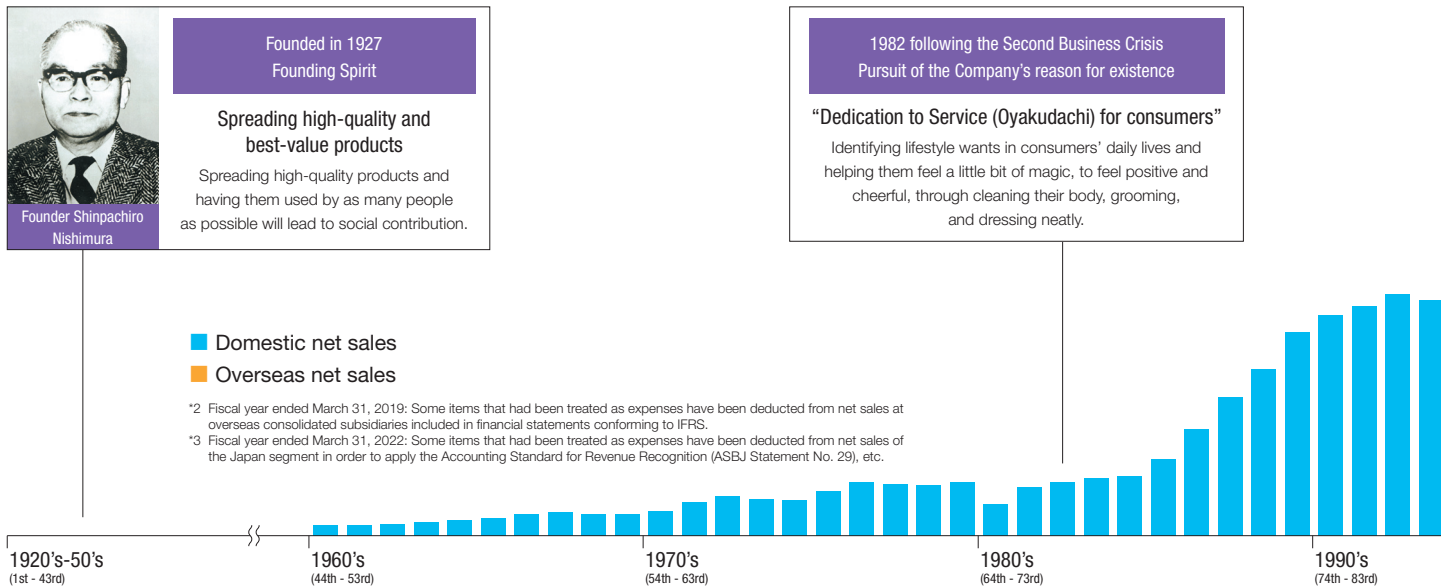


Dedication to Service (Oyakudachi) for Consumers Continuing Constantly Since Founding

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*1.” 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.

*1 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.



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.

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.

1970

Launched the Mandom Series



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



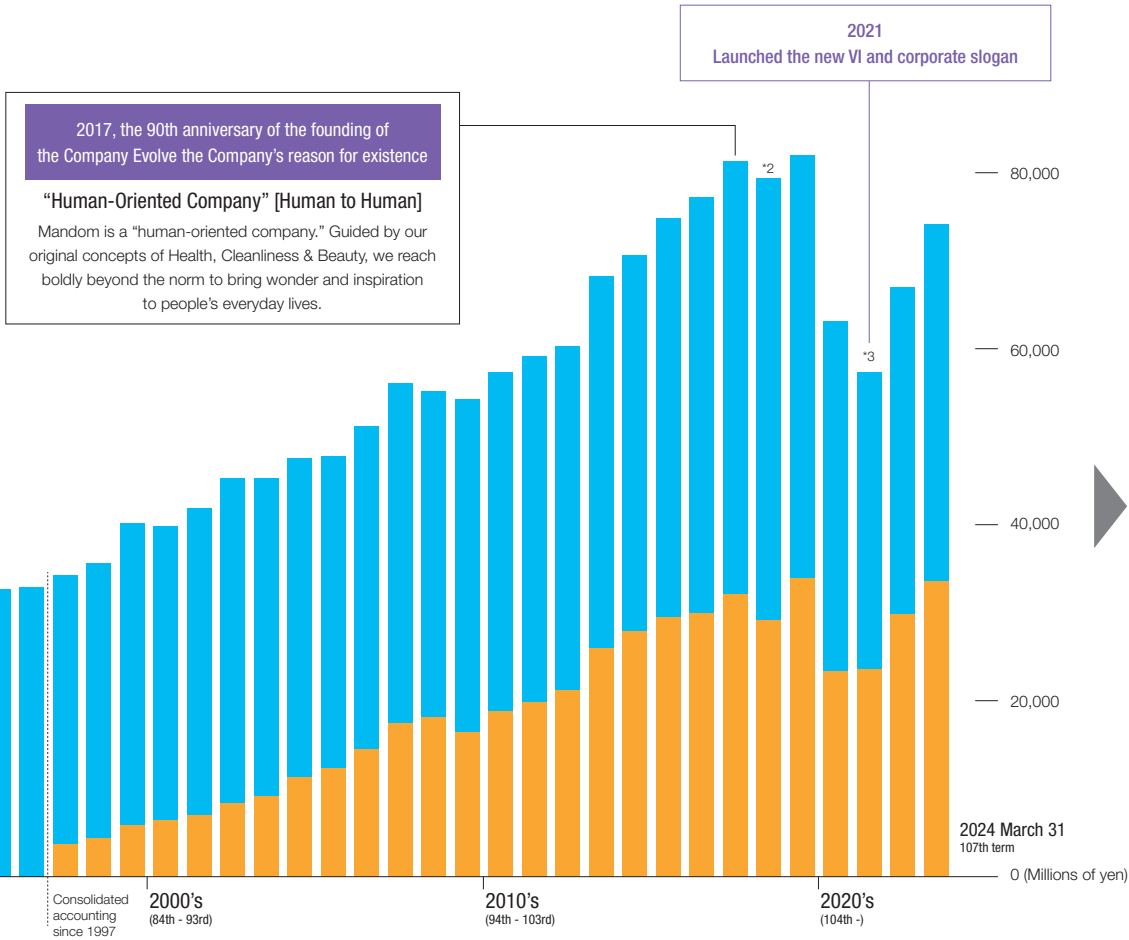
1969

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 paper introduced a new way of grooming Proposing new grooming

2006
 Launched GATSBY Moving Rubber, which became a signature series in the men's 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

1997 Malaysia
1999 South Korea
2008 China
2012 India
2015 Vietnam
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2019
 The first M&A since founding
 Acquired shares of Malaysia's ACG International Sdn. Bhd.

Acquired Assets
 (Mandom's Six 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
- Highly-Engaged Human Resources (Employees)

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