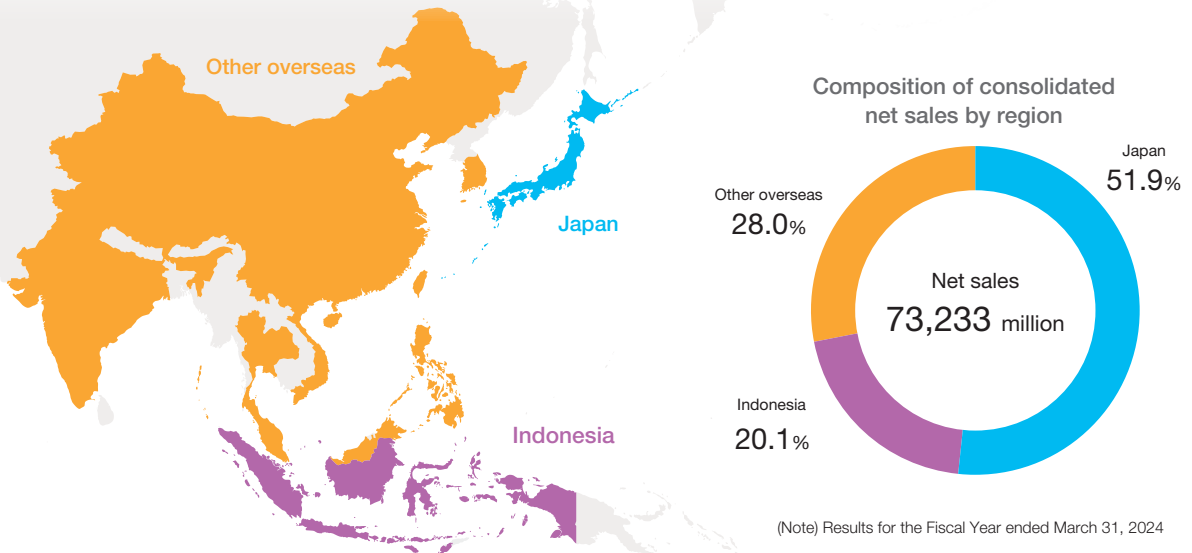


# Mandom Group Business Areas and Business Highlights for the Fiscal Year Ended March 31, 2024

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.

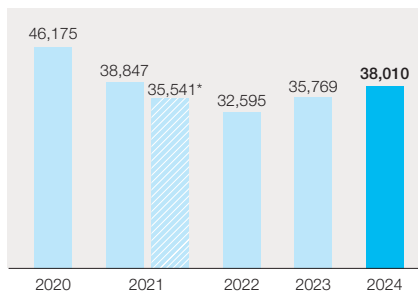


## Japan

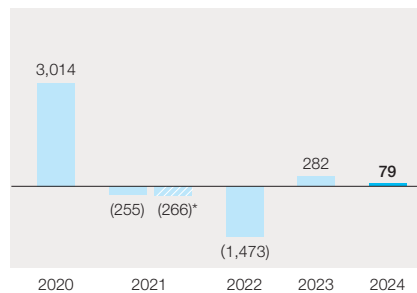
Net sales, year on year **6.3%** | Average growth rate, past five years **(4.7)%**

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

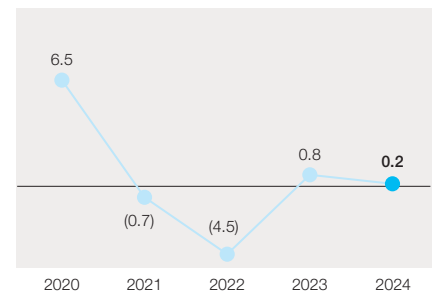
Net sales (Millions of yen)



Operating income (Millions of yen)



Operating margin (%)



\* If calculated using the same criteria as the fiscal year ended March 31, 2022

### <Men's business>

Our mainstay brand "GATSBY" saw an increase in sales of body wipes, roll-ons, etc., which are summer season products, due to the unusually hot weather, in addition to the return to normal socio-economic activities since the impact of COVID-19 subsided.

"LÚCIDO" benefited from enhanced communications with the appointment of a new brand ambassador, with an increase in sales of primarily skin care series and middle-aged body odor core series. Looking ahead, we will continue proposing solutions to alleviate concerns related to age, with middle-aged men as the main target.



LÚCIDO Medicated Perfect Skin Gel/Cream EX

### <Women's business>

The cleansing and facial wash brand "Bifesta" achieved positive results mainly with sheet care and facial wash due to the increase in opportunities to put on makeup when going out.

Following the hair care brand "LÚCIDO-L", the texture reshaping series launched in 2022 and was inspired by hair salon technologies, shampoo and treatment which were also released as part of a new line-up, leading to growth in the overall brand.

\* Containing heat treatment ingredients (levulinic acid)



"LÚCIDO-L Texture Reshaping Series"

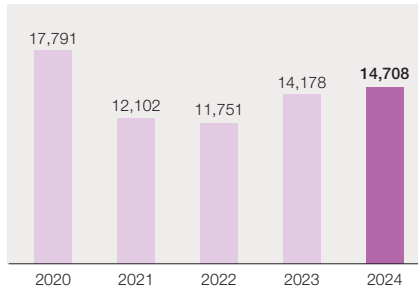
## Indonesia

Net sales, year on year  
**3.7%**

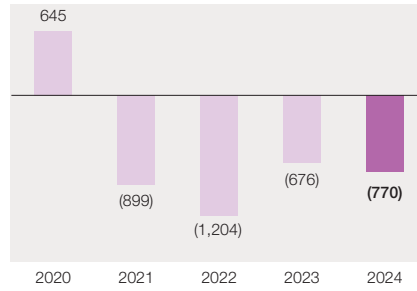
Average growth rate, past five years  
**(2.9)%**

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

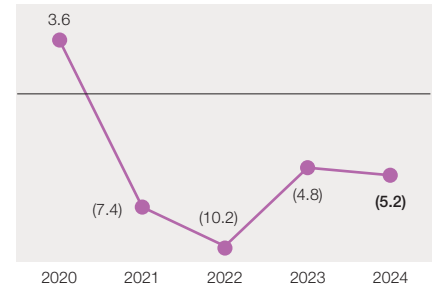
Net sales (Millions of yen)



Operating income (Millions of yen)



Operating margin (%)



### <Men's business>

Our mainstay brand "GATSBY" released new products given the growth in consumers' purchasing appetite since the impact of COVID-19 subsided. For hair styling, we launched new types of balm and pomade products, and expanded the product lineup in response to consumer trends. For fragrances, we marketed products across a broad range of prices with the launch of new products.



GATSBY Prime Body Perfume

### <Women's business>

Sales of the fragrance brand "PUCELLE" are growing with the placement of new products and releasing sets with mini mist cologne bottles at key local convenience stores and other outlets. The make-up brand "PIXY" had a release of new lip series products as a way of invigorating the market and brand.



PUCELLE Eau de Parfum series

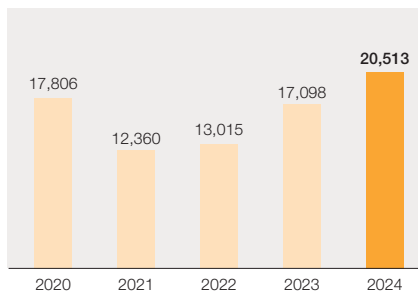
## Other overseas

Net sales, year on year  
**20.0%**

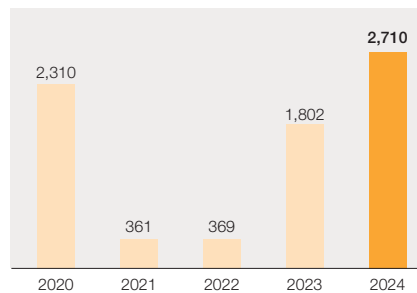
Average growth rate, past five years  
**8.7%**

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

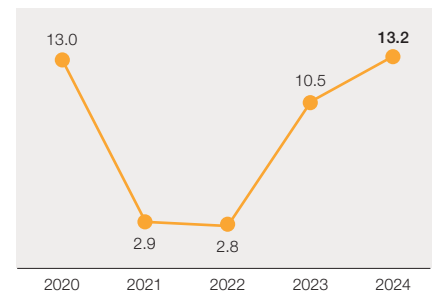
Net sales (Millions of yen)



Operating income (Millions of yen)



Operating margin (%)



### [Malaysia]

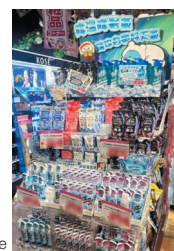
Malaysia continues to lead the "Other overseas" segment, with group companies MMSB and ACGI both recording double-digit growth over the previous year. We are continuing to invest in the women's skin care category to build up new pillars, and focusing on capturing new trends by leveraging the product development system for women's make-up and invigorating brands.



PIXY Glow Essentials Series

### [Taiwan]

Continuing our previous investments into A&P and the release of an extensive range of products at stores has led to a gradual growth in summer season products such as cleansing wipes and body water. We are also boosting initiatives for the women's business and entering new categories to help build up a foundation for sales.



Summer season products on sale at a store