

Mandom Group's Detailed History

► Overall Management
► Research, Product Development, and Marketing

1927-1969

- 1927.12 ► Established Kintsuru Perfume Corporation
- 1932.11 ► Mr. Shinpachiro Nishimura appointed president of Kintsuru Perfume Corporation
- 1933. 4 ► **Launched Tancho Tique, a hit product which laid the foundation for future success**
- 1958. 4 ► Formed a technical tie-up with Tancho Corporation in Manila, the Philippines, and began operations; this marked the first step in overseas expansion
- 1959. 4 ► Company name changed to Tancho Corporation
- 1961. 5 ► Mr. Hikoji Nishimura appointed president of Tancho Corporation
- 1966.11 ► Chairman Shinpachiro Nishimura passed away on November 3
- 1969.11 ► Started a joint venture P.T. Tancho Indonesia in Jakarta, Indonesia (currently a consolidated subsidiary, PT Mandom Indonesia Tbk)



1970-

- 1970. 6 ► Received a commendation from the Minister of International Trade and Industry (now Minister of Economy, Trade and Industry) for its economic contributions as an export company (also received this commendation again in 1971 and 1972)
- 7 ► **Launched the Mandom Series of men's cosmetics; held a product rollout, launching 10 products in 9 categories**
Became the first company in Japan to feature a Hollywood star (Charles Bronson) as a character (Charles Bronson)
- 1971. 4 ► Company name changed to Mandom Corporation
- 1972.10 ► Established Japan Doctor Renaud Cosmetics Company (now consolidated subsidiary Piacelabo Corporation)
- 1976. 3 ► Construction of Fukusaki Factory completed; commenced operations
- 1978. 5 ► Switched from distributors to direct sales
- 7 ► **Launched the new GATSBY and Spalding product lines, the first time in Japan's cosmetics industry that two major lines were introduced simultaneously**



1980-

- 1980. 4 ► Switched from direct sales to distributors
- 8 ► Mr. Ikuo Nishimura appointed president of Mandom Corporation
- 1982. 4 ► Commenced Mandom Corporation's 1st 5-year Middle-Range Planning (MP Project)
- 9 ► **Commenced sale of Pagiacci lineup through beauty salons throughout Japan**
- 10 ► **Launched PIXY women's cosmetics in Indonesia**
- 1983. 4 ► Introduced new CI system and changed company logo
- 1984. 4 ► Adopted information card system
- 7 ► **Launched PUCELLE My Lip, the Company's first product geared to the women's cosmetics market**
- 1985. 2 ► Entered the women's cosmetics market via door-to-door sales
- 3 ► **Commenced the first over-the-counter sales of GATSBY hair foam for men**
- 1986. 1 ► Established external Audit & Supervisory Board members
- 9 ► Completed construction of a factory specializing in aerosol products at the Fukusaki Factory
- 1987. 4 ► Commenced 2nd 3-year Middle-Range Planning
- 11 ► **Launched women's cosmetic item PIXY Moisture Lipstick in Indonesia**
- 1988. 2 ► Local joint venture started in Singapore (now consolidated subsidiary Mandom Corporation (Singapore) Pte. Ltd.)
- 11 ► Mandom Corporation shares traded on the over-the-counter market
Issued 500,000 shares, increasing capital through public offering
- 1989. 3 ► Received ECO Mark certification for foam products from the Japan Environment Association for the first time in the industry
- 9 ► **Launched LÚCIDO, a lineup of fragrance-free men's cosmetics products, unprecedented in the industry**
- Japan Doctor Renaud Cosmetics Company was changed to Piacelabo Corporation
- 12 ► Started a local joint venture in Taiwan (currently consolidated subsidiary Mandom Taiwan Corporation)



1990-

- 1990. 4 ► Commenced 3rd 3-year Middle-Range Planning
- Started a local joint venture in Thailand (currently consolidated subsidiary Mandom Corporation (Thailand) Ltd.)
- 7 ► Prices revised due to abolishment of sales subsidies
- 1991. 4 ► Completed construction of Mandom Tokyo Building
- 1992. 2 ► Started a local joint venture in the Philippines (currently consolidated subsidiary Mandom Philippines Corporation)
- 1993. 2 ► Construction completed on the first stage of new Head Office building; commenced operations in the new building
- 4 ► Commenced 4th 3-year Middle-Range Planning
- 7 ► Local joint venture company started in Hong Kong (now an equity method affiliate Sunwa Marketing Co., Ltd.)
- 9 ► **Launched LÚCIDO-L, a lineup of fragrance-free products for women**
► P.T. Tancho Indonesia Tbk, listed on the Jakarta Stock Exchange (current Indonesia Stock Exchange)
- 1994. 6 ► New Head Office building completed upon finishing second phase construction
- 1995. 6 ► Mr. Motonobu Nishimura appointed president of Mandom Corporation
► Established External Director
- 1996. 4 ► Commenced 5th 3-year Middle-Range Planning
- Launched "Mandom World," the Group's website on the Internet
- 12 ► Start of local joint venture in China (now consolidated subsidiary Zhongshan City Rida Cosmetics Co.Ltd.)
- 1997. 1 ► Started a local joint venture in Malaysia (currently consolidated subsidiary Mandom (Malaysia) Sdn. Bhd.)
- 4 ► Established Konan Service Corporation (now mbs Corporation)
- 1998. 8 ► Repurchased 1.7 million shares of Mandom common stock on the open market
- 1999. 3 ► **Achieved ¥10 billion sales of GATSBY products, a first in the Japanese cosmetics industry for men's products**
- 4 ► Commenced 6th 3-year Middle-Range Planning
- 8 ► Started a local joint venture in Korea (currently consolidated subsidiary Mandom Korea Corporation)



2000-

- 2000. 5 ► Mr. Ikuo Nishimura, Director and Senior Advisor of Mandom Corporation, passed away on May 23
- 8 ► Mandom Corporation's share trading unit lowered from 1,000 shares to 100 shares
- 11 ► Fukusaki Factory and Logistics Center certified to ISO14001, the international standard for environmental management systems
- 2001. 3 ► Commenced operations at PT Mandom Indonesia Tbk's Cibitung Factory
► **Launched GATSBY Hair Color series, developing a market for men's hair color products**
- 6 ► Adopted Executive Officer system
- 8 ► Repurchased 2.33 million shares of Mandom common stock on the open market
- 2002. 1 ► Listed on the Second Section of the Tokyo Stock Exchange
- 3 ► Completed construction of the Mandom Group's Tokyo Nihonbashi Building
► **GATSBY Hair Color commercial voted best overall in a survey carried out by CM Databank in the Tokyo metropolitan area (CM Databank: Survey on by commercial rankings in the Tokyo metropolitan area)**
- 4 ► Commenced 7th 3-year Middle-Range Planning
- 5 ► **Started marketing GATSBY and LÚCIDO-L simultaneously in Asia**
- 2003. 1 ► Honorary Advisor Hikoji Nishimura passed away on January 25
- 3 ► Designated for listing on the First Section of the Tokyo Stock Exchange
► Issued 1.65 million shares, increasing capital through public offering



- 2003.10 ▶ Achieved “zero emission” status at the Fukusaki Factory
 - ▶ PT Mandom Indonesia Tbk won the “Economic Value Added (EVA) Award in Indonesia” (also won in 2004, 2005 and 2006)
- 2004. 2 ▶ Recalled GATSBY Ex Hi-Bleach, a Mandom product, due to a burn injury accident (the first product recall in the Company’s history)
 - 3 ▶ Acquired Occupational Health and Safety Management System (OHSAS 18001) certification at the Fukusaki Factory, Logistics Center, and Production Engineering Division
 - 10 ▶ Outsourced third-party logistics (3PL) operations to Nippon Express Co., Ltd.
- 2005. 4 ▶ Commenced 8th 3-year Middle-Range Planning
 - 6 ▶ Terminated retirement benefits for directors and corporate auditors
 - 11 ▶ Developed a preservative-free product incorporating “alkanediol”
 - ▶ Launched Perfect Assist 24, Mandom’s first proprietary cosmetic product for women
- 2006. 8 ▶ Launched GATSBY Moving Rubber
 - ▶ Acquired 330,000 shares of treasury shares
 - 11 ▶ R&D building completed on Mandom headquarters site
- 2007. 1 ▶ Revised work rules in response to the introduction of the citizen judge system scheduled to start from 2009
 - 2 ▶ Received a 12th (FY2006) Best Disclosure Award from the Tokyo Stock Exchange
 - 12 ▶ PT Mandom Indonesia Tbk achieved annual sales of 1 trillion rupiah
- 2008. 4 ▶ Commenced 9th 3-year Middle-Range Planning
 - 5 ▶ Established Mandom China Corporation (consolidated subsidiary) in China
- 2009. 3 ▶ Reorganization of Tokyo metropolitan area sales bases (sold the Mandom Tokyo Building, Mandom Group Tokyo Nihonbashi Building, and the Mandom Nihonbashi Bakurocho Building)
 - 4 ▶ Executed absorption mergers of Beaucos Corporation and mbs Corporation
 - 7 ▶ Acquired 88,800 shares of treasury shares



2010-

- 2011. 2 ▶ Commenced full-scale renewal of LÚCIDO as an aging care brand
 - 4 ▶ Commenced 10th 3-year Middle-Range Planning
 - 8 ▶ Launched Bifesta, a cosmetics brand for women
- 2012. 3 ▶ Established Mandom Corporation (India) Pvt. Ltd. (consolidated subsidiary) in India
- 2014. 2 ▶ Launched the LÚCIDO Deodorant series aimed at combating body odors that develop during middle age
 - 3 ▶ Extended Fukusaki Factory’s production building
 - 4 ▶ Commenced 11th 3-year Middle-Range Planning
- 2015. 1 ▶ Established Mandom Vietnam Co., Ltd. (consolidated subsidiary) in Vietnam
 - 6 ▶ Relocated head office and factory of PT Mandom Indonesia Tbk from Jakarta to Bekasi
 - 7 ▶ Established the Laboratory of Advanced Cosmetic Science at Osaka University
 - ▶ Fire accident at a PT Mandom Indonesia Tbk plant, resulting in loss of life
- 2016.10 ▶ At the Laboratory of Advanced Cosmetic Science, discovered human sweat gland stem cells and succeeded in regenerating a sweat gland-like structure in vitro
- 2017. 4 ▶ Revised the Mission, and formulated “VISION2027” which outlines where the Company aspires to be in 2027, the 100th anniversary



- 2017. 4 ▶ Commenced 12th Middle-Range Planning
 - ▶ Introduced a work-from-home system as one part of its workstyle reform initiative
 - 10 ▶ Executed stock split (split each common stock into two)
- 2018. 5 ▶ Concentrated the Group’s marketing functions to the Tokyo office located in Aoyama
 - 6 ▶ Introduced restricted stock compensation plan
 - ▶ Eliminated roles of senior advisor, honorary advisor, and advisor to further increase effectiveness and transparency
 - 8 ▶ Established Mandom Will corp., (non-consolidated subsidiary) to expand utilization and hiring of diverse human resources
- 2019. 1 ▶ Acquired all shares of ACG International Sdn. Bhd. (making it a subsidiary), which is primarily engaged in young women’s makeup brand operations in Malaysia
 - 11 ▶ Acquired 1,903,500 shares of treasury shares

2020-

- 2021. 4 ▶ Mr. Ken Nishimura appointed as President Executive Officer & Director
 - ▶ Mr. Motonobu Nishimura appointed as Representative Director & Chairman
 - ▶ Commenced 13th Middle-Range Planning
 - ▶ Established “Skin Science Joint Research Program” at Kitasato University, School of Pharmacy
 - 9 ▶ Renewed VI (visual identity) and introduced corporate slogan of “BE ANYTHING, BE EVERYTHING.”
 - ▶ Completed a new factory building at Fukusaki Factory
 - 11 ▶ Implemented recall of five products containing lysozyme hydrochloride due to health damage including anaphylactic symptoms
- 2022. 4 ▶ Transferred from the First Section to the Prime Market of the Tokyo Stock Exchange due to its market restructuring
 - 6 ▶ Recognized as a “Three-Star Certified Company” (highest rank) in the “Osaka City Leading Company in Women’s Participation” ranking
 - ▶ Expressed support for Task Force on Climate-related Financial Disclosures (TCFD) recommendations and joined the TCFD Consortium
 - 10 ▶ “GATSBY Space Shower Wipes” to be carried on the International Space Station (ISS) left for space
- 2023. 4 ▶ Started new personnel affair system for career development as part of “MHRX (Mandom HR Transformation)”
 - 9 ▶ Won award for best poster presentation at the “33rd International Federation of Societies of Cosmetic Chemists (IFSCC) Congress 2023 Barcelona”
- 2024. 4 ▶ Commenced 14th Middle-Range Planning

