

**[Key Data on Personnel and Labor]**

Correct as of : Data calculated at the end of each Financial Year. Japan : Apr 2022-Mar 2023, Overseas : Jan-Dec 2022

**■ Key Data ■****Number of Employees**

		FY 2022			FY 2021			FY 2020			FY 2019			FY 2018		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Mandom Corp.	Full-time employees	469	179	648	465	178	643	473	173	646	455	153	608	443	143	586
	Temporary employees	18	280	298	22	325	347	23	348	371	51	370	421	49	370	419
Other domestic	Full-time employees	16	6	22	19	1	20	18	3	21	18	3	21	17	4	21
	Temporary employees	2	8	10	2	7	9	1	7	8	1	7	8	1	7	8
Indonesia	Full-time employees	573	939	1,512	594	967	1,561	626	1,026	1,652	637	1,064	1,701	640	1,053	1,693
	Temporary employees	252	1,905	2,157	226	1,914	2,140	247	2,243	2,490	252	2,905	3,157	276	3,154	3,430
Other overseas	Full-time employees	162	388	550	142	397	539	157	438	595	163	461	624	131	312	443
	Temporary employees	1	69	70	1	71	72	1	84	85	6	120	126	4	6	10
Mandom Group total	Full-time employees	1,220	1,512	2,732	1,220	1,543	2,763	1,274	1,640	2,914	1,273	1,681	2,954	1,231	1,512	2,743
	Temporary employees	273	2,262	2,535	251	2,317	2,568	272	2,682	2,954	310	3,402	3,712	330	3,537	3,867

Note : The figures for Mandom Corp. represent the numbers of employees as of the end of March, and the figures for Indonesia and other overseas represent the numbers of employees as of the end of December (the numbers of workers dispatched by temp agencies excluded). Loaned workers are counted as workers of the company to which they are loaned. From FY2021, Indonesia includes one affiliated company in PT Mandom Indonesia Tbk.

**Number of Directors and Managers**

		FY 2022			FY 2021			FY 2020			FY 2019			FY 2018		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Mandom Corp.	Directors	10	1	11	10	1	11	10	1	11	11	1	12	11	0	11
	Managers	124	15	139	123	10	133	120	9	129	116	8	124	108	9	117
	General manager & above	43	4	47	41	3	44	38	3	41	39	2	41	39	2	41
Indonesia	Directors	5(5)	2(0)	7(5)	11(7)	2(0)	13(7)	10(6)	2(0)	12(6)	14(9)	2(0)	16(9)	15(10)	2(0)	17(10)
	Managers	62(13)	28(0)	90(13)	55(15)	25(0)	80(15)	51(16)	15(0)	66(16)	48(19)	11(1)	59(20)	55(19)	13(0)	68(19)
	General manager & above	16(5)	1(0)	16(5)	18(7)	2(0)	20(7)	23(11)	4(0)	27(11)	17(8)	2(0)	19(8)	19(7)	2(0)	21(7)
Other overseas	Directors	16(12)	0(0)	16(12)	21(17)	1(0)	22(18)	19(16)	1(0)	20(16)	22(15)	1(0)	23(15)	23(20)	0(0)	23(20)
	Managers	40(14)	57(3)	97(17)	38(12)	49(3)	87(15)	39(12)	57(3)	96(15)	40(11)	56(3)	96(14)	28(9)	34(1)	62(10)
	General manager & above	14(10)	9(2)	23(12)	15(11)	8(2)	23(13)	12(9)	9(2)	21(11)	19(9)	16(2)	35(11)	2(6)	17(0)	19(6)

Note : The figures for Mandom Corp. represent the numbers of employees as of the end of March, and the figures for Indonesia and other overseas represent the numbers of employees as of the end of December. The term "officers" refers to directors and auditors. Management staff do not include officers, but include executive officers. Figures in parentheses indicate number of assigned individuals who have Japanese or other non-local nationality.

**Percentage of Management Staff**

		FY 2022			FY 2021			FY 2020			FY 2019			FY 2018		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Mandom Corp.	Manager gender balance	88.1%	11.9%	100.0%	92.5%	7.5%	100.0%	93.0%	7.0%	100.0%	93.5%	6.5%	100.0%	92.3%	7.7%	100.0%
Indonesia	Manager gender balance	68.9%	31.1%	100.0%	68.8%	31.2%	100.0%	77.3%	22.7%	100.0%	81.4%	18.6%	100.0%	82.5%	17.5%	100.0%
Other overseas	Manager gender balance	40.0%	60.0%	100.0%	43.0%	57.0%	100.0%	39.4%	60.6%	100.0%	40.4%	59.6%	100.0%	42.9%	57.1%	100.0%

Note : Managers: section chief and above. Directors not included. For Mandom Corp., since FY2022, figures have been calculated by applying mutatis mutandis the formula provided in the Act on Promotion of Women's Active Engagement in Professional Life. Manager gender balance: Number of male managers ÷ total number of managers, number of female managers ÷ total number of managers

**Number of Non-Japanese Employees**

		FY 2022			FY 2021			FY 2020			FY 2019			FY 2018		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Non-Japanese employees		5	6	11	4	8	12	4	6	10	16	7	23	13	8	21

Note : Current employees in domestic Mandom Group companies (including executives and directors). As of March 31, excluding retiring employees.

**Rate of Employment of People with Disabilities**

	FY 2022	FY 2021	FY 2020	FY 2019	FY 2018
Rate of employment of people with disabilities	3.41%	3.33%	3.24%	3.04%	2.76%

Note : Employees at the end of each FY, including special subsidiaries, from 2018.

Rate calculated according to the legal employment rate calculation method in Japan.

**■ Labor Practice / Decent Work Key Data ■**

		FY 2022			FY 2021			FY 2020			FY 2019			FY 2018		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Average age	Mandom Corp.	44.5	38.9	43.0	43.7	38	42.2	43.1	38.0	42.0	42.6	37.4	41.1	42.1	38.0	41.1
Average years of service	Mandom Corp.	19.6	12.3	17.6	18.9	12	17.0	19.0	12.0	17.0	18.0	11.9	17.0	18.0	12.1	17.0

Note : Full-time employees only.

		FY 2022			FY 2021			FY 2020			FY 2019			FY 2018			
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Recruitment	Mandom Corp.	New graduate	9	6	15	12	9	21	15	10	25	11	12	23	13	8	21
		Mid-career	3	3	6	2	1	3	2	3	5	8	5	13	5	3	8
		Fixed-term	1	7	8	1	5	6	0	10	10	17	29	46	10	38	48

Note : Including re-employment. Fixed term refers to the number of employees on fixed-term contracts.

		FY 2022			FY 2021			FY 2020			FY 2019			FY 2018		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Job turnover	Mandom Corp.	51	14	65	18	10	28	11	3	14	10	4	14	8	6	14

Note : Full-time employees only. Does not include retirees, individuals promoted to directorships and transfers within the group.

		FY 2022			FY 2021			FY 2020			FY 2019			FY 2018		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Retirees		0	0	0	4	0	4	1	0	1	0	1	1	8	0	8
Employees rehired after retirement		0	0	0	0	0	0	0	0	0	3	1	4	8	0	8

Note : Current employees in Mandom Corp. and domestic Mandom Group companies (full-time employees only), excluding early retirees, transfers and individuals promoted to directorships.

	FY 2022			FY 2021			FY 2020			FY 2019			FY 2018		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees taking childcare leave	7	15	22	24	12	36	9	9	18	8	7	15	2	10	12
Employees using childcare work program	0	8	8	0	10	10	0	7	7	0	7	7	1	11	12
(1) Reinstatement rate	100%	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
(2) % still in work after 12 months	88%	90%	88%	96%	100%	97%	88%	100%	93%	100%	90%	92%	100%	100%	100%
Employees taking carer's leave	0	5	5	0	5	5	0	1	1	0	0	0	0	1	1
Employees using carer work program	0	2	2	0	1	1	0	1	1	0	2	2	0	1	1
Employees taking short-term nursing care leave	10	68	78	8	48	56	10	41	51	14	24	38	13	17	30

Note: The numbers of employees taking any of the above leaves or using any of the above programs were counted in the year when they began to take the leave or use the program.

The number of employees using the carer work program includes the number of those working flexible hours for nursing care.

① Return-to-work rate = Number of employees who returned to work after childcare leave ÷ Number of employees due to return to work after childcare leave × 100

② Retention rate = Number of employees who returned to work from childcare leave taken in the previous fiscal year and were still in work as of the end of March ÷ Number of employees who returned to work from childcare leave taken in the previous fiscal year × 100

		FY 2022			FY 2021			FY 2020		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Annual scheduled working hours	Mandom Corp.	1,880 hours	1,880 hours	1,880 hours	1,880 hours	1,880 hours	1,880 hours	1,880 hours	1,880 hours	
Actual total annual working hours	Mandom Corp.	2089 hours 18 minutes	2069 hours 42 minutes	2083 hours	2,068 hours 24 minutes	2,076 hours 36 minutes	2,071 hours 18 minutes	2,032 hours 42 minutes	2,026 hours 07 minutes	2,030 hours 42 minutes
Annual overtime working hours	Mandom Corp.	209 hours 18 minutes	189 hours 42 minutes	203 hours	188 hours 24 minutes	196 hours 36 minutes	191 hours 18 minutes	152 hours 42 minutes	146 hours 07 minutes	150 hours 42 minutes
Compared to the previous year	Mandom Corp.	111.1%	96.5%	106.1%	123.4%	134.5%	126.9%	79.2%	106.7%	85.5%
Rate of use of paid annual leave	Mandom Corp.	68.0%	73.2%	69.6%	60.3%	68.8%	62.2%	58.5%	54.4%	57.2%

		FY 2019			FY 2018		
		Male	Female	Total	Male	Female	Total
Annual scheduled working hours	Mandom Corp.	1,880 hours	1,880 hours	1,880 hours	1,887 hours 50 minutes	1,887 hours 50 minutes	1,887 hours 50 minutes
Actual total annual working hours	Mandom Corp.	2,072 hours 42 minutes	2,016 hours 57 minutes	2,056 hours 10 minutes	2,060 hours 44 minutes	1,982 hours	2,039 hours 21 minutes
Annual overtime working hours	Mandom Corp.	192 hours 42 minutes	136 hours 57 minutes	176 hours 10 minutes	172 hours 54 minutes	94 hours 10 minutes	152 hours 31 minutes
Compared to the previous year	Mandom Corp.	111.5%	145.4%	115.5%	114.6%	184.3%	112.6%
Rate of use of paid annual leave	Mandom Corp.	77.1%	81.2%	78.2%	67.1%	84.3%	71.9%

Note: Full-time employees only, excluding management staff

Actual total annual working hours = Annual scheduled working hours + Annual overtime working hours

		FY 2022	
		Full-time employees	Temporary employees
Mandom Corp.	Gender pay gap	74.1%	
	Full-time employees	69.1%	
	All employees	51.7%	

Note: Figures have been calculated based on the provisions of the Act on Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015).

		FY 2022	FY 2021	FY 2020	FY 2019	FY 2018
		Fukusaki Factory	Rate of lost-worktime injuries	6.05%	4.61%	1.63%
	Injury severity rate	0.02%	0.29%	0.00%	0.01%	0.11%

Note: Rate of lost-worktime injuries refers to the percentage of injuries or casualties due to workplace accidents per 1 million actual work hours.

Severity Rate refers to the number of lost work days due to workplace accidents per 1,000 actual work hours, indicating injury severity.

		FY 2022	FY 2021	FY 2020	FY 2019	FY 2018
		Number of occupational accidents requiring time off from work	Domestic total	4	4	1
Fukusaki Factory	4		4	1	1	1
Others	0		0	0	0	0
Overseas total	19		23	20	19	25
Indonesia Factory	15		23	18	17	24
RIDA Factory	4		0	2	2	1
Number of occupational accidents not requiring time off from work	Domestic total	4	3	3	7	4
	Fukusaki Factory	4	3	0	4	2
	Others	0	0	3	3	2
	Overseas total	32	36	25	15	14
	Indonesia Factory	32	36	25	15	13
	RIDA Factory	0	0	0	0	1