

Annual Report 2017





MANDOM MISSION

Human to Human

Mandom is a "human-oriented" company. Guided by our original concepts of Health, Cleanliness & Beauty, we reach boldly beyond the norm to bring wonder and inspiration to people's everyday lives.

MANDOM PRINCIPLES

Consumer-led Lifestyle Value Creation
Challenge, Change, Innovation
Active Employee Engagement
Social Responsibility & Sustainability
Human Assets

MANDOM SPIRIT

Dedication to Service (O-YA-KU-DA-CHI)
Respect for Humanity
Freedom & Open-Mindedness





Contents

To Our Stakeholders	2
About mandom	
Mandom Group History	4
Mandom Group Brand Expansion	6
Mandom Group Business Domains	8
Mandom Group Value Creation Process	10
11-Year Consolidated Financial Highlights	14
Vision & Strategy	
Interview with Management	16
Fundamentals	
Executives, Audit & Supervisory Board Members	22
Corporate Governance	24
Performance	
Overview by Segment	32
• Japan	34
• Indonesia	38
• Other Overseas	42
CSR	
"KohDoh" (Thinking and Working) for Corporate Social Responsibility	44
Financial Section	
Analyses of Management and Finances	52
Consolidated Financial Statements	56
Mandom Group Detailed History	74
Mandom Group Companies	76
Company Outline / Stock and Shareholder Information	77

Report coverage

The Mandom Group includes Mandom Corporation as well as consolidated subsidiaries and equity method affiliates in Japan and overseas (for details, see p. 76: Mandom Group Companies).

Reporting period

FY2016 (ended March 2017)

- Mandom and Group companies in Japan
 - ▶ April 1, 2016 – March 31, 2017
- Overseas Group companies
 - ▶ January 1, 2016 – December 31, 2016

* To the extent it is possible, the latest information at the time this report was written is included.

Regarding Forward-Looking Statements

This annual report contains forward-looking statements concerning Mandom's current plans, strategies, beliefs and performance. These forward-looking statements include statements other than those based on historical fact and represent the assumptions and beliefs of management based on information currently available. Mandom therefore wishes to caution readers that actual results may differ materially from expectations, and that forward-looking statements are subject to a number of foreseen and unforeseen risks and uncertainties. All amounts have been rounded to the nearest whole unit.