



## Mandom Report 2020

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### Editorial Policy

The Mandom Group has been publishing the Mandom Report (integrated report) since 2018 to help our stakeholders understand our medium- to long-term efforts at value creation. Mandom Report also integrates the previously separate KohDoh Report (CSR report). This has been done as part of our work on providing integrated information as a company and to enhance the non-financial information we provide. When editing this report, we put together a brief summary focused on information that is highly important for improving Mandom's corporate value while referring to the "Guidance for Collaborative Value Creation" released by the Ministry of Economy, Trade and Industry and other resources.

Visit our website for more detailed information.

- IR Information:  
<https://www.mandom.co.jp/en/ir/>
- CSR Information:  
<https://www.mandom.co.jp/en/csr/>

### Report Coverage

Mandom Corporation and its affiliated companies both inside and outside Japan

\* For details, please see p.98 "Mandom Group Companies."

### Reporting Period

FY2019 (ended March 2020)

- Mandom and Group companies in Japan: April 1, 2019-March 31, 2020
- Overseas Group companies: January 1, 2019-December 31, 2019

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

### Reference Guidelines

- "International <IR> Framework" released by the International Integrated Reporting Council (IIRC)
- "Guidance for Collaborative Value Creation" released by the Ministry of Economy, Trade, and Industry
- "ISO 26000:2010—Guidance on Social Responsibility" edited by Japanese Standards Association
- "Environmental Reporting Guidelines (Fiscal Year 2018 Version)" released by Ministry of the Environment, Japan
- "Sustainability Reporting Guidelines and Standards" released by GRI (Global Reporting Initiative)



### 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 down to the nearest whole unit.

## Background of transition to our vision “human-oriented” company

~From the story of Motonobu Nishimura, the President~

I joined Mandom in 1977 at a time when we were launching a sales company and shifting focus to the realm of direct sales.

However, we had to abandon these manufacturer-centric, strong-armed reforms after only two years. We were forced to liquidate the sales company, which had lost its financial balance.

Seeing the Company in near collapse, I learned an important lesson as I vowed never to repeat this.

In 1980, as the Company aimed to regain its footing, we underwent managerial reforms and the management became significantly younger. While younger managers could match their predecessors in mental and physical energy, they lacked managerial experience, and unlike today, there was no function set in place for drawing up management strategy. **We all had to come together** for the rebuild. We first had to strive to unify our vector within the Company to rebuild as an organization.

At first, most of the inputs from employees were of what I would describe as “geocentric” beliefs.

However, further discussion of these issues would lead us to a more “heliocentric” understandings.

When we began to really feel these changes and movements, we were able to build a business development foundation based on a **perspective of Consumer-led Lifestyle Value Creation**, which has continued to this day. We also developed Mandom terminology which took the perspective of customers. **→ P.94-95**

A central pillar to our current mission is Dedication to Service (Oyakudachi) for consumers.

To us, “Oyakudachi” is the concept of identifying needs of people from across the globe in their daily lives. We hope to provide value which is **“Something New”** or **“Something Different”** based on solid technology and a stylish, fun concept. We hope that our products will help consumers from around the world to feel a little bit of magic, to feel positive and cheerful, through cleaning their body, grooming, and dressing neatly in their day-to-day lives.

We will utilize this mentality passed down over the 90-year history of the Company in order to become a company which is needed in society at not only our 100th anniversary, but beyond. At the core of the reformulated MISSION, constructed in 2017, is the concept of being a **“human-oriented”** company. We have arrived at this concept by revisiting the starting point of our corporate activities, exploring Mandom’s reason for existence that our predecessors have built, and adjusting it to the needs of the times. **→ P.02-03**

Currently, I can strongly feel how technology is growing at an exponential rate.

In order to achieve that, individuals must acquire proper knowledge about new technologies and possess the ability to judge logically what the Earth and the people who live on it need using a strong moral code.

Ultimately, society requires heart.

Human judgment is the foundation for such a society.

In that light, we ultimately reached a thinking which focused on people, which cared for human hearts, and which sought value creation only possible by humans.

We often discussed the question of what capabilities are unique to humans.

Human imagination is the only thing capable of producing new value which can make one feel beautiful, cool, cute, excited, fun, or sad, to stir people’s heart.

We believe that it is the duty of humans to light the fire of these passions and make the impossible possible with an unbending spirit, with the help of strong-willed partners who share the same values. In other words, **we believe that it is a job for humans and role of humans and human-oriented companies, one of which we aspire to be**, to grab and shake hearts and create our shared future.

