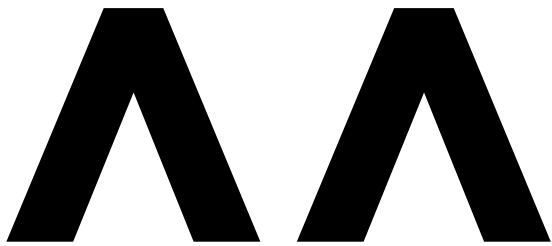
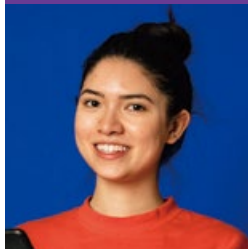
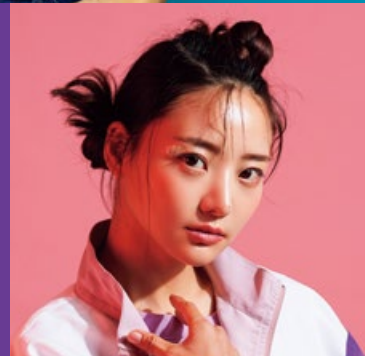


**BE ANYTHING,  
BE EVERYTHING.**



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**Representative Director and  
President Executive Officer  
Ken Nishimura**

### 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. 84 “Mandom Group Companies.”

### Reporting Period

FY2020 (ended March 31, 2021)

- Mandom and Group companies in Japan: April 1, 2020 - March 31, 2021
- Overseas Group companies: January 1, 2020 - December 31, 2020

\* 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.

# Mandom starts a new VI (visual identity) and slogan

Corporate Slogan

**BE ANYTHING,  
BE EVERYTHING.**

〈意味〉なりたい自分に、全部なろう。

We of course want to help consumers by helping them achieve good looks and beauty through the use of cosmetics, but we also want to help consumers with hesitation to break through the resignation and assumption that they have to sacrifice something in order to be the person they want to be. I believe that our new “Dedication to Service (OYAKUDACHI)” in the future is to support all consumers to “live their own lives” and also to sustainably create a society in which they can achieve

Logo (symbol + company logo)



**mandom**

人と人 + (^ ^) + M = ^^  
“Human-oriented” “Smile” “Mandom”

this and which is close to their ideals.

We simply express our desire to continue to contribute as a company and “dedicate” in the creation of value to our stakeholders, including our employees.

We have added these three together. “Human-oriented,” the core of the Mandom’s mission and the “M” in Mandom, which together with “Smile,” can create smiles that can be shared by anyone, regardless of race, country or region, age or gender.

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