

Corporate Governance



► Corporate Governance Policy

The Mandom Group's mission is co-existence, mutual growth and mutual creation with global society. Consequently, to realize our core philosophy, we are dedicated to generating stable profits by pursuing efficiency, while ensuring soundness and transparency. As a result, we look to achieve sustainable, steady growth together with consumers, society and other stakeholders.

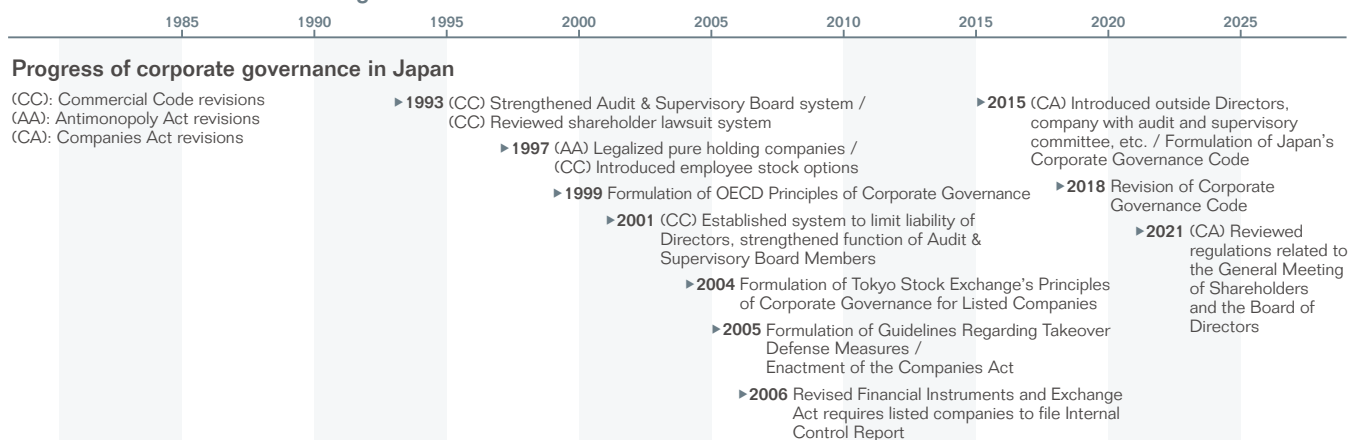
Corporate Governance System

The activities of the Group are overseen by the Audit & Supervisory Board. With legal oversight from its members as the basis for corporate governance, we invite multiple external directors to sit on our board, to reinforce our monitoring and advisory functions.

By clarifying responsibilities and delegating authority under a system of supervisory and executorial officers in charge of specific operations, we have created a system for the proactive and expeditious execution of operations.

History of Initiatives for Corporate Governance

Proactive initiatives ahead of legislation



Progress of corporate governance at the Company

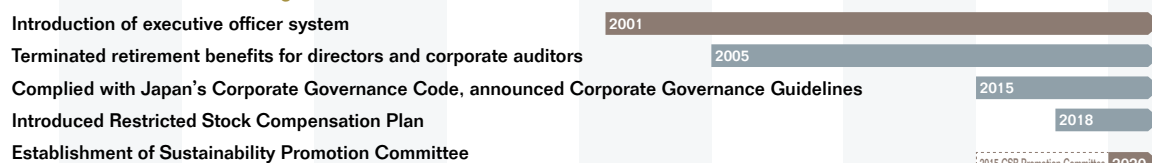
Inviting independent external executives



Establishment of committees consisting chiefly of independent external executives



Other measures to enhance governance



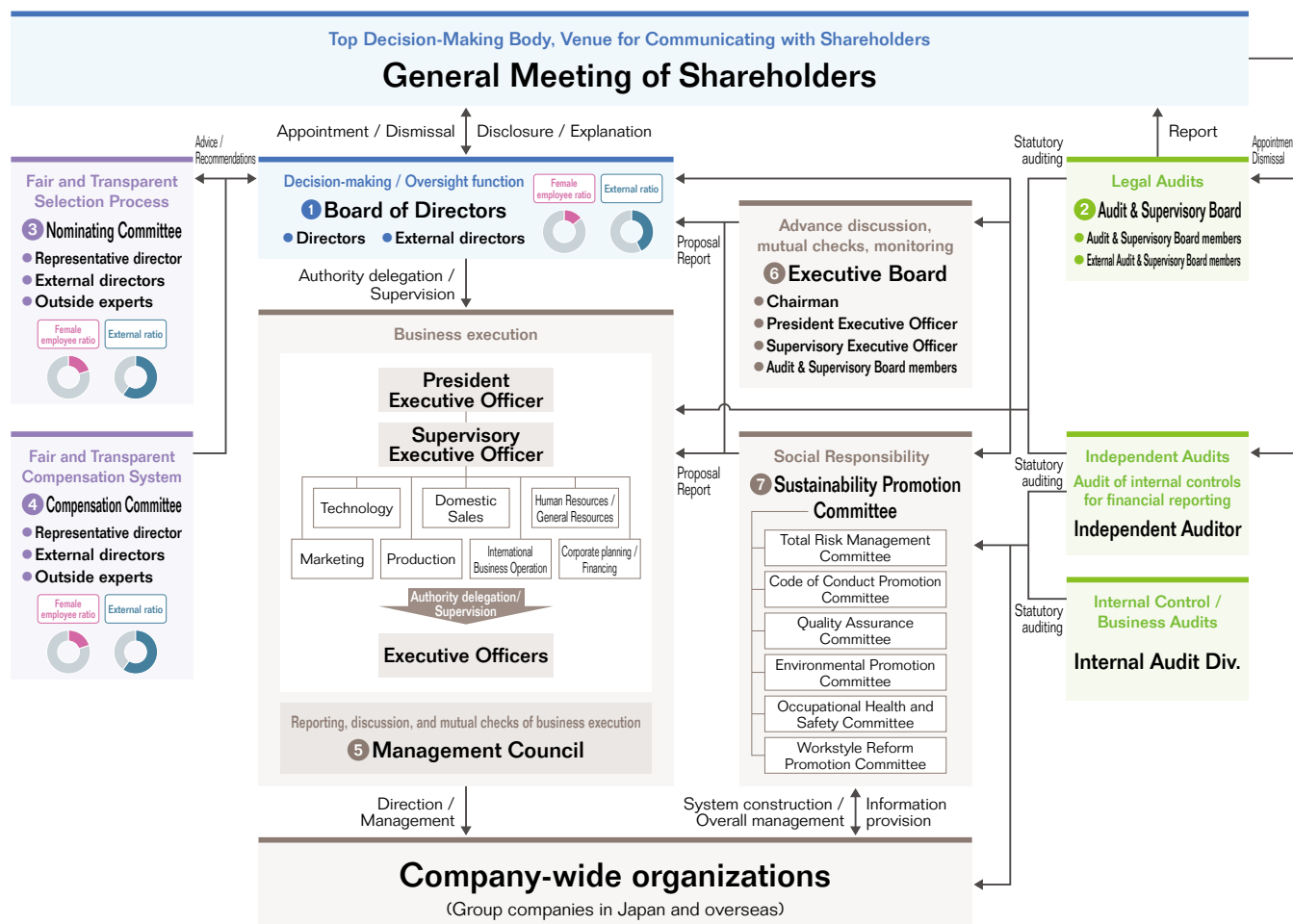
Compliance system



Corporate Governance System

To ensure management soundness and efficiency, the Group employs an extensive range of management monitoring functions. Moreover, based on our understanding of the importance of reflecting front-line management views in decision making, the Board of Directors includes not only the representative director for business execution and supervisory executive officers concurrently serving as directors, but also external directors.

In addition to establishing an Audit & Supervisory Board, we have voluntarily established advisory panels for the Board of Directors, and apply mutual checks and oversight between directors on the Board as well as oversight and supervision from external directors. This structure is rigorously monitored by the Audit & Supervisory Board, and we believe this approach will contribute to strengthening corporate governance.



1 Board of Directors

The Board of Directors is comprised of directors and makes decisions regarding important business execution matters based on a corporate philosophy and corporate planning in addition to supervising the execution of business by directors and executive officers. Representative Director and Chairman serves as Chair.

2 Audit & Supervisory Board

The Audit & Supervisory Board is comprised of Audit & Supervisory Board members, who attend important meetings, such as Board of Directors and Management Council meetings. Audit & Supervisory Board members also exchange information with the Accounting Audit and Internal Audit Division and audit the business execution of directors, etc., through hearing of each division and affiliated company. An Audit & Supervisory Board member serves as Chair.

3 Nominating Committee

The Nominating Committee is comprised of the Representative Director and external directors. It is established as an advisory body to the Board of Directors in order to ensure fairness and transparency of the process when determining candidates for directors and Audit & Supervisory Board members. This committee advises the Board of Directors on proposals regarding candidates for director, Audit & Supervisory Board member and supervisory executive officer. An external director serves as Chair.

4 Compensation Committee

The Compensation Committee is comprised of the Representative Director and external directors. It is established as an advisory body to the Board of Directors in order to ensure transparency and fairness of the process when determining directors' compensations. This committee advises the Board of Directors on policies regarding compensation for directors and supervisory executive officers. An external director serves as Chair.

5 Management Council

The Management Council is comprised of officers of executive officer level and higher. It performs decision-making and reporting related to business execution of the management strategy, primarily for the applicable fiscal year. The Mandom Group promptly responds to changing business environments by delegating business execution to the Management Council. The President Executive Officer & Director serves as Chair.

6 Executive Board

The Executive Board is comprised of officers of supervisory executive officer level and higher. It performs decision-making and reporting related to business execution of the management strategy, primarily for the medium- to long-term. The Executive Board also deliberates on efforts to realize VISION2027 as developed by the Company. The President Executive Officer & Director serves as Chair.

7 Sustainability Promotion Committee

The Sustainability Promotion Committee is comprised primarily of directors, Audit & Supervisory Board members, and supervisory executive officers. While developing our approach for promoting the sustainability of the Mandom Group and holding discussions with relevant departments at committee meetings and other meetings, this committee is strengthening our efforts to contribute to the sustainable development of society. The President Executive Officer & Director serves as Chair.

* Major meetings and committees from FY2020 have been held online in order to maintain social distance during the COVID-19 pandemic.

Skill Matrix of Directors and Audit & Supervisory Board Members

Mandom acknowledges the importance of a composition of personnel with various business experiences and of diversity when it comes to the composition of the Board of Directors and the Audit & Supervisory Board.

From the standpoint of promoting women's contribution, Reiko Nakayama was appointed as an external director in June 2019.

At our listed subsidiary in Indonesia, which is our biggest subsidiary in the overseas business, there are four Japanese directors and five directors who are overseas nationals (including two female directors) of the total nine directors.

In addition, four overseas nationals (one of whom is an equity-method affiliate) have already served as representative directors of overseas subsidiaries.

Mandom aims to become a global company, and while we currently do not have any foreign national directors or Audit & Supervisory Board members, we acknowledge this as an important issue in order to promote diversity management. Going forward, our policy is to proactively promote foreign national and female employees to executive and managerial positions to provide opportunities for them to leverage their talents.

By appointing external directors and external Audit & Supervisory Board members who have no special interest relationships with the Company and are highly independent of the Company, the Company aims to reinforce its corporate governance and augment the Group's overall management quality. The Company has formulated the Standards for the Independence of Independent Outside Executives shown below. The external directors and external Audit & Supervisory Board members of the Company satisfy these standards and the Tokyo Stock Exchange's independence criteria. The Company has notified the Tokyo Stock Exchange that all of these executives are independent executives.



Standards for the Independence of Independent Outside Executives
https://www.mandom.co.jp/company/src/g_guideline_ex2.pdf
 (Japanese Only)



Explanation of individual reasons for the selection of the principle members of the management and the nomination of candidates for directors and Audit & Supervisory Board members
https://www.mandom.co.jp/company/src/g_guideline_ex1.pdf
 (Japanese Only)

Skill matrix (as of June 24, 2021)

Name	Field of experience*									
	Corporate planning	Global	Marketing	Sales	Technology / Production	Finance / Accounting	Human Resources / General Resources	Legal	Social capital / Environment	Financial and capital markets

[Directors]

	Motonobu Nishimura	●			●		●			●
	Ken Nishimura	●	●	●	●					
	Yasuaki Kameda	●		●	●		●	●	●	●
	Shinichiro Koshiba		●	●	●					
Independent External	Reiko Nakayama	●			●		●	●		●
	Shigeki Suzuki	●	●		●				●	
	Hitoshi Tanii	●		●	●					●

[Audit & Supervisory Board Members]

	Takehiko Ikehata	●		●						
	Takeshi Hibi		●		●					
Independent External	Masahiro Nishio					● CPA				
	Mikiharu Mori							● Attorney		

* Areas of practical or supervising experience. Global refers to managerial experience upon being transferred to an overseas subsidiary or affiliate of Mandom. For independent external directors and independent external Audit & Supervisory Board members, this refers to experience in other companies.

Message from external director: advice after a year in office -Hitoshi Tani-

Q1. What is your impression about the effectiveness of the Board of Directors of Mandom one year after joining?

When I assumed my role of external director in June 2020, COVID-19 had already spread and we were in uncertain times. Amidst these circumstances, the Board of Directors seriously discussed how to provide Dedication to Service (Oyakudachi) to customers during the COVID-19 pandemic, what work styles employees would prefer, and subsequently took proactive measures. I feel that the close knit relationship of the members of the Board of Directors and our ability to speak together about any topic during normal business times lent to our ability to take proactive action. It was wonderful to see us come together around the President and take on the issues that faced us. 2021 has seen a major transition for the Group with the change of President. Under the strong connection of members of the Board of Directors, this transition is also off to a good start. Despite the current social circumstances, I feel that company morale is quite high. In terms of effectiveness, if I express the Board's activities as centering on the President, it may be mistaken as being the work of a single person. This is not the case. Each and every director understands our responsibility and is taking on business issues with a posture of sufficient debate. There are currently three external directors. We each possess different background and are able to give useful opinions from our unique perspectives. Everyone from internal directors to executive officers carefully and earnestly listen to the opinions of external directors. I feel that the Board of Directors is being operated in a healthy manner.

Q2. What are you feeling from one year of participation as a member of Mandom's Nominating Committee and Compensation Committee and what are your aspirations as Chair, a position you will assume from FY2021?

Until FY2020, the Nominating Committee and Compensation Committee were comprised of external directors with the President serving as Chair. Despite the President chairing the committee, I felt that healthy

discussions and an openness to listening to other opinions were present in meetings, as I mentioned left. I feel there are not current issues with this structure. On the other hand, there were only one second-year external director and two first-year external directors. Because of the timing of this change, I felt that I needed to further deepen my understanding of nomination and compensation structures, which were not sufficient. Nevertheless, I will humbly take the helm as Chair from FY2021.

I will strive to understand the history, background, and culture of the Company as I make decisions related to nominating directors and setting compensation. I hope to achieve lively discussion in the committee and contribute to the improvement of soundness and transparency in those processes.

Q3. What advice would you most like to give to Mandom as a corporation?

I myself have been a long-time user of Mandom products, primarily in the "Gatsby" brand, from my youth.

As a consumer, I had an image of Mandom as being "free willed" in a positive sense. It may continue to be extremely difficult to navigate the waters of business due to the lengthening of the current COVID-19 pandemic. However, I hope that during this period Mandom will take aggressive steps as the "free willed" company it is. The Company logo will be updated in September of this year. I think that this is important timing to determine the direction of the Company for the coming generation. I believe this is the perfect timing to fully tap into Mandom's free will that refuses to be constrained by the status quo and that always confronts society with innovative products.



Record of attendance of directors and Audit & Supervisory Board members at major meetings and committees (April 2020 - March 2021)

	Board of Directors	Audit & Supervisory Board	Nominating Committee	Compensation Committee	Management Council	Executive Board	Sustainability Promotion Committee
Number of meetings held	13	15	3	2	11	11	1

[Directors]

	Motonobu Nishimura	13/13		3/3	2/2	11/11	11/11	1/1
	Shinichiro Koshiba	13/13				11/11	11/11	1/1
	Yasuaki Kameda	13/13		(3/3)	(2/2)	11/11	11/11	1/1
	Takeshi Hibi	13/13				11/11	11/11	1/1
	Ken Nishimura	13/13				11/11	11/11	1/1
Independent External	Satoshi Nagao	3/3			2/2	(2/3)		
	Reiko Nakayama	13/13		3/3	2/2	11/11	(11/11)	1/1
	Shigeki Suzuki	10/10		3/3	2/2	9/9	(8/8)	1/1
	Hitoshi Tani	10/10		3/3	2/2	9/9	(8/8)	1/1

[Audit & Supervisory Board Members]

	Ryuichi Terabayashi	3/3	4/4			2/2	3/3	
	Hiroo Mizuno	13/13	15/15			11/11	11/11	1/1
	Takehiko Ikehata	10/10	11/11			9/9	8/8	1/1
Independent External	Yukihiro Tsujimura	13/13	15/15	(3/3)	(2/2)	11/11		
	Masahiro Nishio	13/13	15/15	(3/3)	(2/2)	11/11		

* Parentheses indicate attendance as observer.

* Board of Directors' meetings exclude six resolutions passed in writing.

Evaluation of the Effectiveness of the Board of Directors

1. The Company carried out evaluation and analysis using the following procedure:

- (1) In February 2021, a questionnaire* was distributed to members of the Board of Directors, and responses were received from all respondents.

* Regarding the structure of the questionnaire, the policies and other items specified in the CG Guidelines in accordance with Section 4 of the CG Code were grouped into 23 items, with a four-level evaluation scale for each item, as well as a space requesting free comments, for instance to raise any issues.

For the evaluation results, the highest of the four evaluation levels (optimal) was recorded in 60% of cases, and the second evaluation level (appropriate but with some issues) was recorded in 35% of cases.

- (2) Based on these responses, the representative director (President Executive Officer) interviewed internal directors during February to confirm their content.

- (3) In March, the results of the questionnaire and interviews were submitted to the members of the Nominating Committee in order to evaluate and deliberate the results from an outside perspective. The Nominating Committee secured a suitable timeframe and opportunity for deliberation, held careful discussions, and then made a report to the Board of Directors in June.

- (4) In response to the report of the Nominating Committee, having understood and accepted its content, the Board of Directors confirmed the results of the evaluation and analysis of its own effectiveness.

2. Summary of results of evaluations and analysis of the effectiveness of the Board of Directors

- Evaluation**
- Based on the Mandom Mission Framework, the Board of Directors has developed, revised as needed, and disclosed the Corporate Governance Policy and Corporate Governance Guidelines through constructive discussions in prior deliberations at the Executive Board and Management Council meetings. Also, the Board of Directors has formulated and reviewed a management plan that includes specific management strategies and goals.
 - Board of Directors regulations, regulations on decision-making authority, and other regulations stating clearly the criteria for matters to be decided by the Board of Directors and matters to be delegated to management are appropriately in place and operational, so that the flexibility of business execution is being ensured, and oversight by the Board of Directors is being performed appropriately.
 - The Board of Directors is appropriately managing conflicts of interest between the management and related parties and the Company based on "Principle 1-7. Transactions with Related Parties" in the CG Guidelines.
 - The Board of Directors formulated and disclosed appropriate Standards for the Independence of Independent Outside Executives. In addition to complying with these standards, the Board of Directors also invited persons capable of monitoring from an objective perspective of a shareholder who possess a wealth of business experience and an understanding and knowledge of management.
 - The Board of Directors appropriately established and disclosed the "Philosophy of Balance, Diversity, and Scope of the Board of Directors" and the "Policies and Procedures Related to Appointment of Directors" after receiving advice from independent external experts and conducting constructive discussions, and has maintained the structure of the Board of Directors in accordance with these policies.

On the basis of the rationale set out above, the Board of Directors of Mandom determined that it had achieved effectiveness.

- Suggestions and advice**
- Mandom has striven as much as possible while sharing issues in order to achieve the management plan. As for the factors behind the difference between the plan and the actual results, working to further strengthen business management methods within a business and function matrix structure makes it possible to accurately reflect the results of the analysis in the strategies and plans for the next year, so further improvement of management efficiency can be realized.
 - The Board of Directors is in the process of establishing a corporate culture that welcomes innovative proposals from senior management that involve risk. By having the management, directors, and Audit & Supervisory Board members reaffirm and raise awareness of the importance of proactive risk-taking supported by improved accuracy in risk evaluation and of ensuring the flexibility of decision-making and business execution, more advanced and innovative decision-making can be carried out in a flexible way.
 - Mandom has established a voluntary Nominating Committee and Compensation Committee under the Board of Directors mainly comprised of external directors. Mandom should appoint an external director as the chair of these committees in order to receive further appropriate involvement and advice during the consideration of important matters.

Specific comments on items evaluated and items requiring improvement

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| <p>Evaluation points</p> <ul style="list-style-type: none"> Through the Executive Board, Management Council, and Board of Directors, sufficient, constructive discussion is being conducted. At the Board of Directors, there is a sufficient culture of respect for free discussion and an exchange of opinions. Meetings are formed to foster an atmosphere where members can express themselves with ease. If there are unclear points in the discussion of regular meetings, time is set aside for each issue to once again explain it and deepen mutual understanding. | <p>Points that need improvement</p> <ul style="list-style-type: none"> It is easy for gaps between the plan and reality to emerge due to drastic environmental changes. In Board of Directors meetings, information should be shared in a more timely fashion to foster an environment in which members can exchange opinions actively. During the COVID-19 pandemic, which significantly impacted companies related to the Group, while Mandom promptly and accurately took efforts to resolve urgent issues, this did not lead to long-term strategies. In the future, Mandom needs to take on challenges for new value creation in a post-COVID-19 world while solidifying its financial foundation for the future. |
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Method of Determining Compensation Amounts for Company Executives

- In addition to ensuring soundness and transparency, the Company's compensation for directors is aimed at the appropriate pursuit of efficiency, leading to the achievement of management plans and the enhancement of corporate value. To this end, the Company sets an amount of fixed compensation to ensure steady devotion to their duties. In addition, a certain amount of performance-linked variable compensation is provided to serve as an incentive to a higher level of motivation. The Company's policy is to strike a balance between these two.
The Company sets fixed compensation amounts at appropriate levels by referring to third-party data. These amounts differ according to executive rank and Group management responsibilities.
Performance-linked compensation is linked to single-year and medium- to long-term performance at an appropriate ratio. Annual payment amounts are set to reflect performance with reference to the Company's performance in the preceding fiscal year and achievement of planned targets, and to the business plan for the current fiscal year (amounts paid to individual internal directors are based on evaluation of their individual performance). Restricted Stock (RS) compensation (in principle, the amount will correspond to compensation for performance of duties in the first year covered by Middle-Range Planning) is linked to medium- to long-term performance. Restricted Stock (RS) compensation aims to further promote shared value with shareholders and provide an incentive to strive to continually increase the Company's corporate value.
Compensation for external directors is composed solely of fixed compensation.
- Compensation for Audit & Supervisory Board members is set at an appropriate level that reflects their important role and responsibility for conducting rigorous legal audits that form the basis of compliance management for the Group and improve corporate value. As the role and responsibility of Audit & Supervisory Board members is to conduct rigorous legal audits unrelated to the Company's operating performance, their compensation is composed only of fixed compensation, which is not affected by operating performance.
- Compensation Amounts for Company Executives and Policies for Determining Compensation**
 - The Compensation Committee, a majority of whose members are external executives, deliberates and recommends director compensation amounts. Based on these results, the Board of Directors resolves compensation amounts within the scope approved by the General Meeting of Shareholders.
The Compensation Committee also deliberates and makes recommendations on policies related to determining director compensation. Based on these results, the Board of Directors resolves compensation amounts.
 - Audit & Supervisory Board member compensation amounts are determined according to the capabilities and audit experience of individual members on a rational basis and referring to third-party data. These amounts are determined through deliberation among the Audit & Supervisory Board members, including the two external members.
Policies for determining Audit & Supervisory Board member compensation are also decided through deliberation among the Audit & Supervisory Board members, including the two external members.
- Reasons the Board of Directors judged the details of individual director compensation for this fiscal year to be corresponding with the determination policy.**
Regarding compensation for this fiscal year, the Board of Directors resolves matters related to compensation of directors based on the report of the Compensation Committee, a majority of whose members are external executives. The Board of Directors has judged this to correspond with the determination policy because details of compensation are in substance the same as the determination policy approved at the Board of Directors meeting held June 22, 2015.

Appropriate balance of fixed and performance-linked compensation (at time of standard evaluation)

Percentage of compensation	Fixed (Monetary) Approximately 59%	Short-term performance-linked compensation (Monetary) Approximately 32%	Medium- to long-term performance-linked compensation (Shares) Approximately 9%
Payment method	<Set compensation level based on responsibility> Paid as monthly fixed compensation	<Performance evaluation based on achievement of single-year targets> Paid as bonus after evaluating target achievement	<Performance evaluation based on achievement of Middle-Range Planning targets> Paid Company shares within three fiscal years corresponding to Middle-Range Planning
Performance evaluation period	—	1	Three years (FY2021-2023)
Evaluation indicator	—	Company performance <ul style="list-style-type: none"> Achievement rate for consolidated net sales forecast in pertinent fiscal year Achievement rate for consolidated operating income margin forecast in pertinent fiscal year Rate of dividend growth Individual performance <ul style="list-style-type: none"> Evaluation of contributions (Representative Director only evaluated based on Company performance) 	Company performance <ul style="list-style-type: none"> Achievement rate for consolidated net sales in final year of Middle-Range Planning Achievement rate for consolidated operating income margin in final year of Middle-Range Planning ROIC
Range of fluctuation of evaluation	—	50% above or below standard	33% above or below standard
Eligible persons	Directors Audit & Supervisory Board members Supervisory Executive Officers	Directors (excluding external directors) Supervisory Executive Officers	Directors (excluding external directors) Supervisory Executive Officers Executive Officers

Amount of Compensation, etc. for Directors and Audit & Supervisory Board Members for FY2020

Category	Total amount of Compensation (Millions of yen)	Total amount by type of Compensation (Millions of yen)			Eligible number of executives
		Basic compensation	Performance-linked compensation, etc.	Non-monetary compensation, etc.	
Directors (External Directors)	235 (22)	175 (22)	54 (—)	4 (—)	9 (4)
Audit & Supervisory Board Members (External Audit & Supervisory Board Members)	49 (15)	49 (15)	— (—)	— (—)	5 (2)
Total (External executives)	284 (37)	225 (37)	54 (—)	4 (—)	14 (6)

Regarding the above basic compensation for this fiscal year, the executive officers of the Company voluntarily submitted for a reduction in compensation (return of compensation) for the five months from November 2020 to March 2021 due to the harsh business environment. This reduction to officer compensation was approved as below by the Board of Directors after passing through the Compensation Committee. Furthermore, following discussions among Audit & Supervisory Board members, the Board also approved a reduction (return)

of 15% of monthly basic compensation for the same period for Audit & Supervisory Board members. The above basic compensation amount reflects this reduced amount.

(Details of eligible persons and reduction amount (return))

President Executive Officer:

30% of monthly basic compensation

Senior Managing Executive Officer/Managing Executive Officer:

15% of monthly basic compensation

Executive Officer: 10% of monthly basic compensation

Policy Related to Stockholdings

The Group maintains a basic policy of strategically holding shares of listed companies that it determines will contribute to the sustainable improvement of corporate value in the Group from a medium- to long-term perspective due to the synergies emerging from strengthening relationships through stockholding. Each year, the Board of Directors verifies whether the profit and risks that correspond to holding each individual company stock are aligned with capital costs and maintains a policy to comprehensively judge the logic of holdings. The Board of Directors will consider reducing holdings if it determines that a stockholding is not logical. Even if stockholding is logical, the Board of Directors will consider selling as needed after considering a myriad of factors, including free cash flows, investment plans, etc.

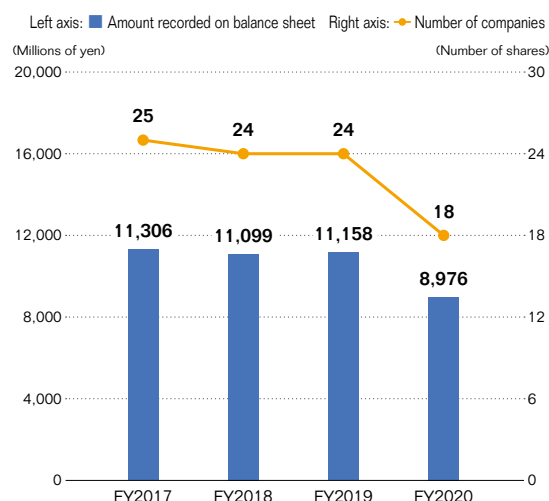
The policy states that stockholding will be less than 10% of net assets on the balance sheet as of March 31, 2022 and will be reduced by at least 30% by March 31, 2024 compared to March 31, 2021.

Stockholding of shares is a matter for approval by the Board of Directors. The Group publishes the reason for holding major stockholdings in the securities report. The Group judges exercising voting rights for stockholdings based on whether a decision will contribute to the improvement of shareholder value for the Group and the alignment with the purpose of this investment. The Group strives for constructive dialogue with the company from the position of a shareholder and maintains a policy to appropriately and strictly exercise voting rights to improve mutual healthy corporate value and synergies.

Number of companies with stock held and amount on balance sheet

Category	FY2017	FY2018	FY2019	FY2020
Number of companies	Listed	25	24	24
	Not listed	6	6	7
	Total	31	30	31
Amount recorded on balance sheet (Millions of yen)	Listed	11,306	11,099	11,158
	Not listed	3	3	26
	Total	11,309	11,102	11,184

Trend of listed shares



Response to Risk of COVID-19

Responding to the spread of COVID-19, from March 2, 2020, Mandom began activities to prevent the spread of the virus as we prioritized the health and safety of customers, business partners, and employees. The Company took efforts, such as recommending work-from-home and staggered shifts, and constructing an online meeting structure.

Further, on April 3, the Company set up its Novel Coronavirus Response Headquarters and took more measures to prevent the spread of the virus from April 8 following the government declaring a state of emergency.

During Government Declaration of State of Emergency

- **In principle, implement work-from-home for all employees**
 - In principle, hold all internal and external company meetings by online meeting
 - Prohibit business trips in and outside of Japan
 - Prohibit holding or participating in events such as seminars (excluding online)
 - Recommend staggering shifts when work from the office is unavoidable for business continuity
 - Implement disinfection, mask-wearing, and social distance measures in each worksite
- **Factory and distribution operate normally**
- **Suspend phone inquiries for Customer Relations Division**
 - Suspend phone inquiries for the Customer Relations Division and only accept inquiries by email

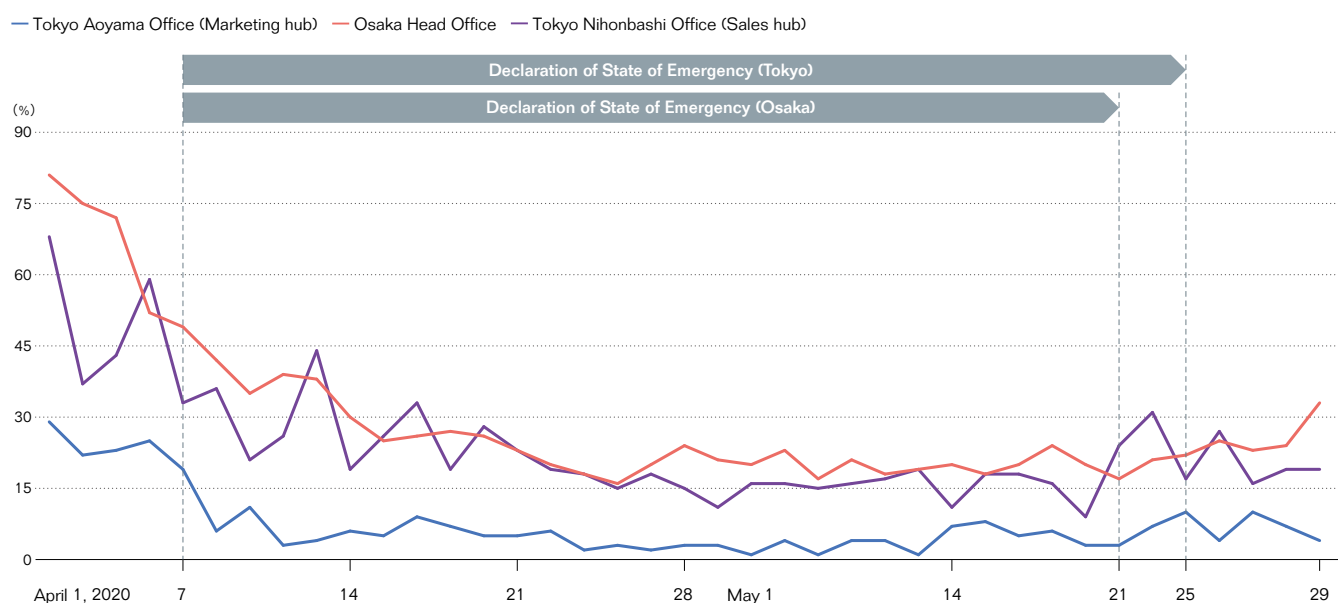
After Government Declaration of State of Emergency Is Lifted

- **Proactively use work-from-home and staggered shifts for all employees**
 - Adjust work system for each worksite as needed based on the status of each region
 - Manage the number of employees who come to the office in each division to maintain social distance
 - Formulate health and safety guidelines, such as maintaining two meters distance and ensuring regular disinfection of hands in the office
 - Constant mask-wearing when commuting and in workplace
 - Set rules to use meeting rooms
 - In principle, hold meetings and business talks remotely
 - Formulate a policy to improve internal communication under remote work
- **Factory and distribution operate normally**
- **Customer Relations Division operates normally**



Disclose COVID-19 cases on corporate site
 ▶ Top Page > Status of COVID-19 cases (Japanese Only)

Rate of commuting to work at major sites during the COVID-19 pandemic (April/May 2020)



Progressing to Work Style Reforms for a New Normal

As COVID-19 spreads, the Company executed plans that prioritized employee safety to create an environment where employees could easily work without being constrained by place and time by proactively utilizing work-from-home and staggered shifts, eliminating core time from the flextime system, changing payment methods for commuting allowances (shifting from payment of regular passes to actual expenses),

and providing work-from-home allowances. Even in the office and production environments, we conducted various measures, such as restricting and managing the number of employees coming to work, as well as installing hand sterilization stations in employee entrances. We also, in principle, conducted meetings and business talks online and we developed a policy to improve internal communication during remote work.