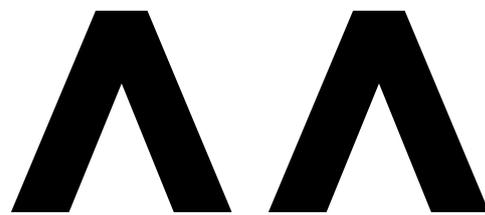




**BE ANYTHING,
BE EVERYTHING.**



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Mandom Report 2022



FY2022 Ceremony for New Employees

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

Note: For details, please see p. 80 "Mandom Group Companies."

Reporting Period

FY2021 (ended March 31, 2022)

- Mandom and Group companies in Japan: April 1, 2021-March 31, 2022
- Overseas Group companies: January 1, 2021-December 31, 2021

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

Reference Guidelines

- "International <IR> Framework"
- "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 (2018 Version)" released by Ministry of the Environment, Japan
- "GRI Standards" released by GRI (Global Reporting Initiative)



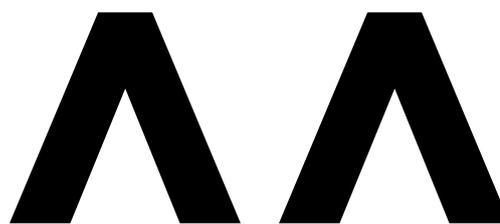
Regarding Forward-Looking Statements:

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.

Corporate Slogan

Logo (symbol + company logo)

BE ANYTHING,
BE EVERYTHING.



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〈意味〉 になりたい自分に、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. We 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 this and which is close to their ideals.

人と人 + (^ ^) + M = ^^

Human-oriented

Smile

mandom

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.

Contents

About Mandom

—From the Past to the Present Mandom—

- 02 Mission Framework
- 04 Dedication to Service (Oyakudachi) Continuing Constantly Since Founding
- 06 Mandom Group Business Areas
- 08 Brands of the Mandom Group

Value Creation Story

—From the Present to the Future Mandom—

- 10 Top Message
- 16 Mandom Group's Human-Oriented Value Creation Model
- 18 Invested Capital and Value Provided by Value Creation Model
- 20 Materiality and Sustainability Strategy of the Mandom Group

Strengths and Initiatives to Help Materiality

—From the Present to the Future Mandom—

- 22 Strengths and initiatives to help "Creating an easy-to-enjoy grooming culture"
- 24 <Feature> The Challenge of Only One Marketing in the Age of Social Media
- 27 Strengths and initiatives to help "Expanding Dedication to Service to a diversity of consumers"
- 30 Strengths and initiatives to help "Realizing mutual growth of employees and the company"
- 32 <Feature> Human Capital Initiatives
- 35 Strengths and initiatives to help "Actions for sustainable global environment"
- 39 Strengths and initiatives to help "Sustainable procurement of raw materials"
- 42 Strengths and initiatives to help "Maintaining/enhancing the corporate base"
- 45 Corporate Governance
- 52 Introduction of Officers
- 54 Compliance

Middle-Range Planning

- 56 13th Middle-Range Planning "MP-13" and positioning of "VISION2027"
- 58 Look Back at Previous Middle-Range Planning
- 59 Outline of "MP-13 (April 2021 through March 2024)"
- 60 Look Back on the Fiscal Year Ended March 31, 2022
- 62 <Feature> Promotion of Digital Transformation
- 64 Financial Strategy

Performance for the Fiscal Year Ended March 31, 2022

- 66 Analyses of Management and Finances
- 68 Financial and Non-financial Highlights
- 70 11-Year Consolidated Financial and Non-financial Highlights
- 72 Consolidated Financial Statements

Company Information

- 78 Mandom Group Detailed History
- 80 Mandom Group Companies
- 81 Company Outline / Stock and Shareholder Information