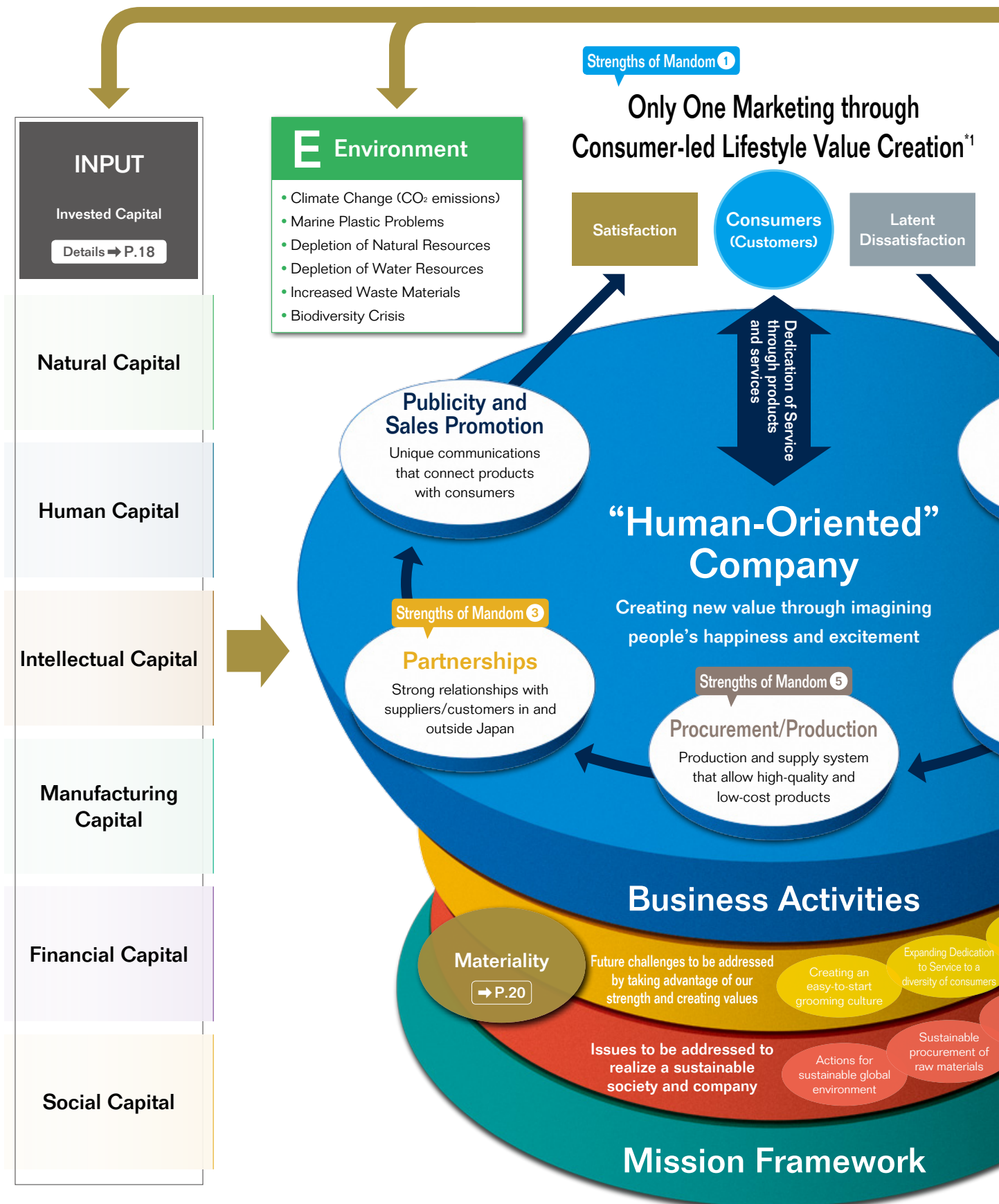


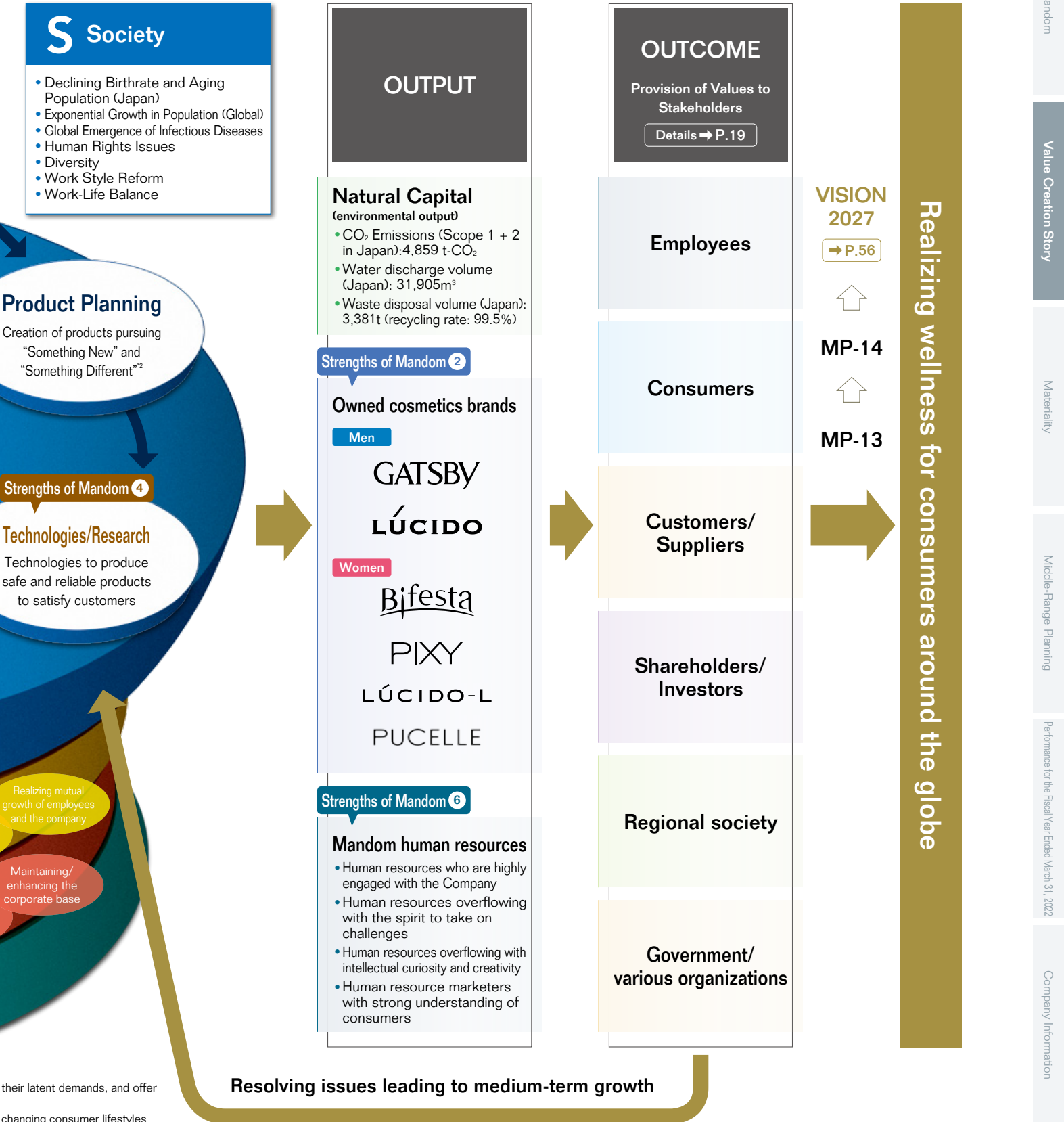
Mandom Group's Human-Oriented Value Creation



*1 The action principle of regarding consumers as the starting and ending points in the course of all corporate business activities to capture them wonder, inspiration, and satisfaction
 *2 A way of thinking to pursue the uniqueness by constantly asking ourselves, “What’s new?” and “What has changed?” with a close eye on

Model

Unique sustainable management to balance enriching daily life and solving social issues through our concepts of Health, Cleanliness, Beauty and Fun



About Mandom

Value Creation Story

Materiality

Middle-Range Planning

Performance for the Fiscal Year Ended March 31, 2022

Company Information