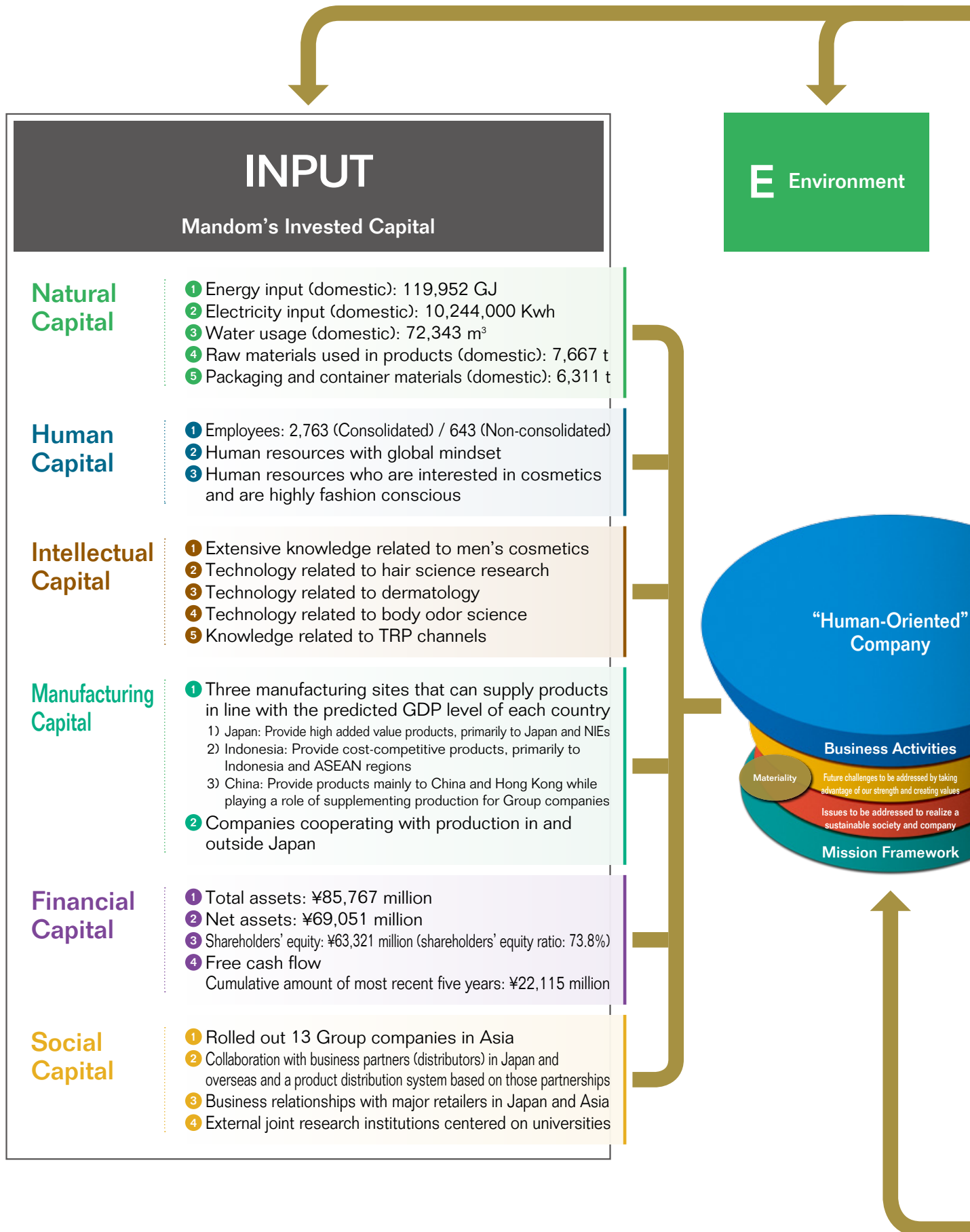
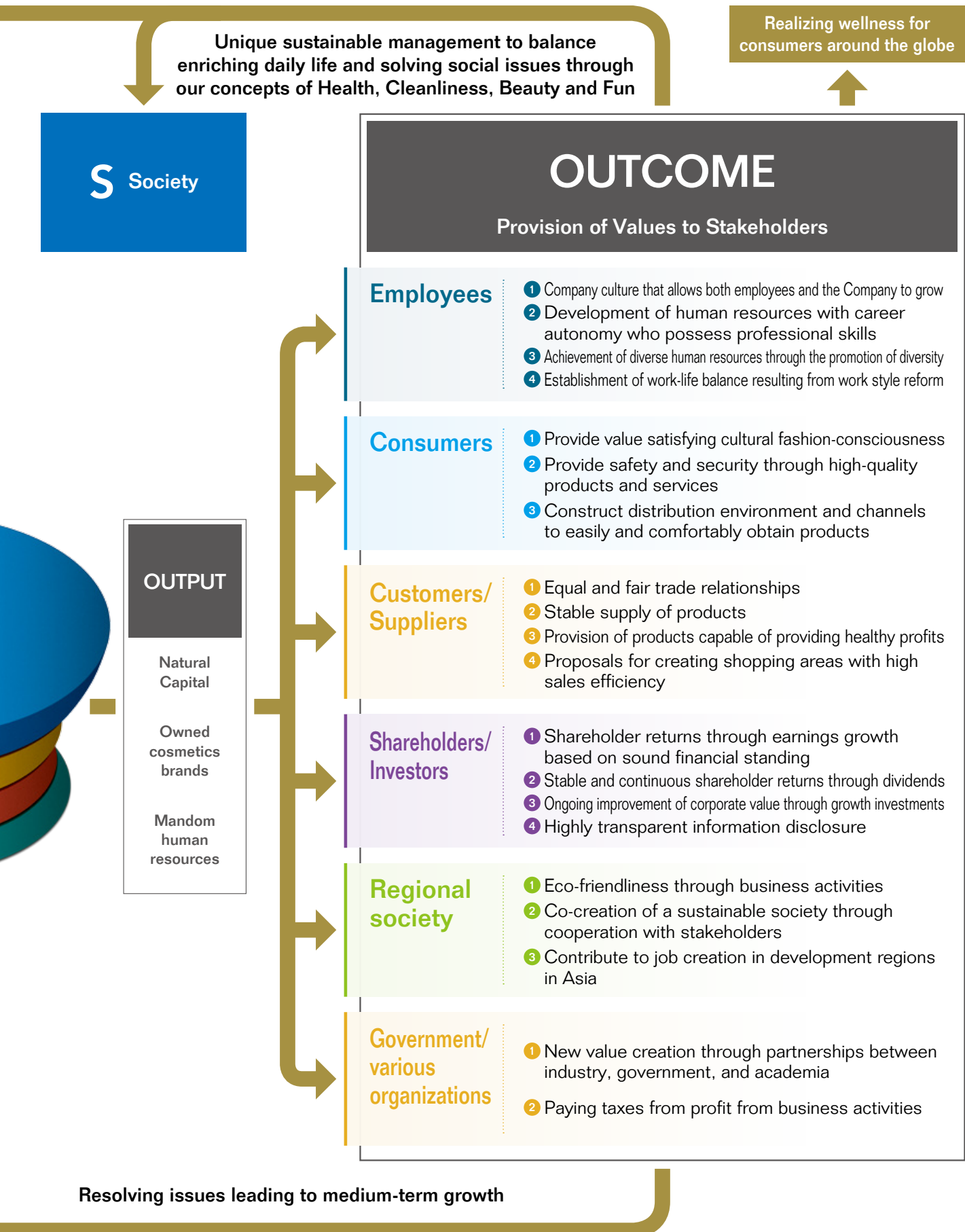


# Invested Capital and Value Provided by Value



# Creation Model



About Mandom

Value Creation Story

Materiality

Middle-Range Planning

Performance for the Fiscal Year Ended March 31, 2022

Company Information