

Co-creation and Dialogue with Each Stakeholder

Name of stakeholders	Relation with stakeholders
<p>Consumers</p>	<p>Narrowly defined, consumers are end users of Mandom products. Broadly defined, consumers are our employees, customers and suppliers, shareholders and investors, and each and every member of regional societies. We earn high-quality profits in return for the satisfaction of consumers by understanding their needs and wants and creating products that satisfy them.</p> <p>Our corporate slogan is “BE ANYTHING, BE EVERYTHING,” and we aim to create value that enriches the everyday lives of people by supporting everyone to live their lives to the fullest and creating in a sustainable manner a society that enables them to achieve this goal, which we have positioned as our new “Dedication to Service (Oyakudachi).”</p>
<p>Employees</p>	<p>Our employees are at the very heart of the Company, whose corporate philosophy is rooted in the principle of being human-oriented. Our human resources philosophy is “Happy individuals make a happy company,” which seeks to allow each and every employee to demonstrate their individual qualities, enhance their expertise, and grow, thereby increasing their job satisfaction, while simultaneously allowing the Company to enhance its corporate value by making the most of its diverse human resources and fulfilling its Dedication to Service (Oyakudachi). Our aim is to become a cosmetics company that possesses strengths unique to Mandom and to create an organization and a pool of human resources that are capable of change and taking on new challenges to establish new forms of value and Dedication to Service (Oyakudachi).</p>
<p>Customers/ Suppliers</p>	<p>We use a distributor system for sales in many cases in both Japan and overseas. As such, narrowly defined, our customers are domestic and overseas distributors.</p> <p>Broadly defined, our customers can also be considered to include retailers and e-commerce sites where consumers encounter our products.</p> <p>As the Company operates its business in Japan and Asia based on the policy of “high-quality and best-value products,” we are supported by many suppliers through the provision of sustainable and highly economical raw materials. In response, suppliers seek fair and sound transactions with us. In recent years, society has demanded that we build a sustainable supply chain that takes into consideration environmental conservation and the respect for human rights.</p>
<p>Shareholders/ Investors</p>	<p>Shareholders/investors expect the Company to produce returns exceeding their capital costs in exchange for financially supporting the execution and growth of the business operations of the Company as the financial capital contributor. In recent years, there have been increased investor interest and demand for greater consideration for and engagement in ESG issues, which are in the spotlight. Shareholders and investors also function as monitors of the Company’s business execution. In response, the Company focuses on management transparency and accountability, and engages in dialogue as needed.</p>
<p>Environment/ Regional society</p>	<p>The soundness and sustainability of the global environment and regional societies is a major prerequisite for the Company’s continued sustainable growth, and we will promote sustainable management that creates resolution of social and environmental issues through our core businesses. In addition, for a corporate group such as the Mandom Group that operates widely across Asia, we cannot sustain our business without a mutual understanding and harmony with regional societies. Furthermore, we also generate employment opportunities by hiring locals in each operating country.</p>
<p>Government/ Various organizations</p>	<p>As a corporate member of society, we strive to create new value by building partnerships with multiple stakeholders that we believe are effective for the sustainable development of society and the standard of living of people around the world.</p> <p>We also fulfill our social responsibilities as a corporation by paying the required taxes in compliance with the laws in each of our areas of operations.</p>

Value provided to stakeholders (OUTCOME)	Qualities necessary to provide such value	Major touch points and engagement
Provide value satisfying cultural fashion-consciousness	<ul style="list-style-type: none"> • Understanding of consumers • Product development with a “Fun” perspective • Cultural knowledge • Aesthetic sense • Fashion sense 	<ul style="list-style-type: none"> • Customer Relations Div. (Company website)
Provide safety and security through high-quality products and services	<ul style="list-style-type: none"> • Safe and reliable raw materials procurement • Production technologies • Quality management 	<ul style="list-style-type: none"> • Company website • TV advertising • Online advertising • Retail stores • Integrated reports
Construct distribution environment and channels to easily and comfortably obtain products	<ul style="list-style-type: none"> • Strong relationships of trust with distributors • Safe products 	
<ul style="list-style-type: none"> • Company culture that allows both employees and the Company to mutually grow • Development of human resources with career autonomy who possess professional skills 	<ul style="list-style-type: none"> • Organizational culture that respects new challenges • HR system which sustains high motivation • Fair HR evaluation • Talent management system 	<ul style="list-style-type: none"> • Corporate philosophy survey • Employee performance evaluation interview
Achievement of diverse human resources through the promotion of diversity	<ul style="list-style-type: none"> • Organizational culture that respects diversity and inclusion • Human rights education 	<ul style="list-style-type: none"> • Self-evaluation system • One-on-one dialogues • Policy presentations • Integrated reports
Establishment of work-life balance resulting from work style reform	<ul style="list-style-type: none"> • Organizational culture that respects the work-life balance of each individual • Highly productive work style • Promote decent work 	
Equal and fair trade relationships	<ul style="list-style-type: none"> • Appropriate and highly transparent purchasing rules • Creation of high added value products 	<ul style="list-style-type: none"> • Daily purchasing activities • Supplier CSR Guidelines
Stable supply of products	<ul style="list-style-type: none"> • Capacity for a stable supply of products • Highly accurate demand forecasting • Understanding of consumers 	<ul style="list-style-type: none"> • Daily sales activities • New product presentations • New product exhibitions • Product catalogs • Sales regulations • Sales proposal materials
Provision of products capable of providing healthy profits	<ul style="list-style-type: none"> • Provision of high added value products • Appropriate sales policies 	<ul style="list-style-type: none"> • Sales regulations • Sales proposal materials
Proposals for creating shopping areas with high sales efficiency	<ul style="list-style-type: none"> • Understanding of customers • Understanding of consumers • Understanding of products 	<ul style="list-style-type: none"> • Integrated reports • Company website
<ul style="list-style-type: none"> • Shareholder returns through earnings growth based on sound financial standing • Stable and continuous shareholder returns through dividends • Ongoing improvement of corporate value through growth investments 	<ul style="list-style-type: none"> • Securing and expanding cash flows from operating activities • Financial capital strategy • Dividend policy • Investment strategies (investment plan in line with the MP) • Optimal capital structure • Stable increase of share price 	<ul style="list-style-type: none"> • General meeting of shareholders • Financial results briefings • Small meetings • Overseas road shows • Conferences held by securities companies • Briefings for private investors • Mandom Report dialogues • Company website • Integrated reports • Shareholder reports
Highly transparent information disclosure	<ul style="list-style-type: none"> • Disclosure activities in accordance with disclosure policy • Proactive IR activities 	
<ul style="list-style-type: none"> • Eco-friendliness through business activities • Co-creation of a sustainable society through cooperation with stakeholders 	<ul style="list-style-type: none"> • Obtainment and procurement of environmentally friendly raw materials • Environment-adaptive technologies • Initiatives for the environment and climate change 	<ul style="list-style-type: none"> • Company website • Integrated reports • Activities that contribute to regional societies • Company tours
Contribute to job creation in development regions in Asia	<ul style="list-style-type: none"> • HR system suited to each region • Market creation and business scale expansion 	
New value creation through partnerships between industry, government, and academia	<ul style="list-style-type: none"> • Networking within the industrial sector • Networking with government agencies • Networking with academia 	<ul style="list-style-type: none"> • Joint research programs • Various technical conferences • Technical presentations
Paying taxes from profit from business activities	<ul style="list-style-type: none"> • Generation of appropriate profits 	<ul style="list-style-type: none"> • Information exchange with public institutions, local public bodies, etc.

About Mandom

Value Creation Story

Materiality

Middle-Range Planning

Performance for the Fiscal Year Ended March 31, 2022

Company Information