Realizing

well-being

for

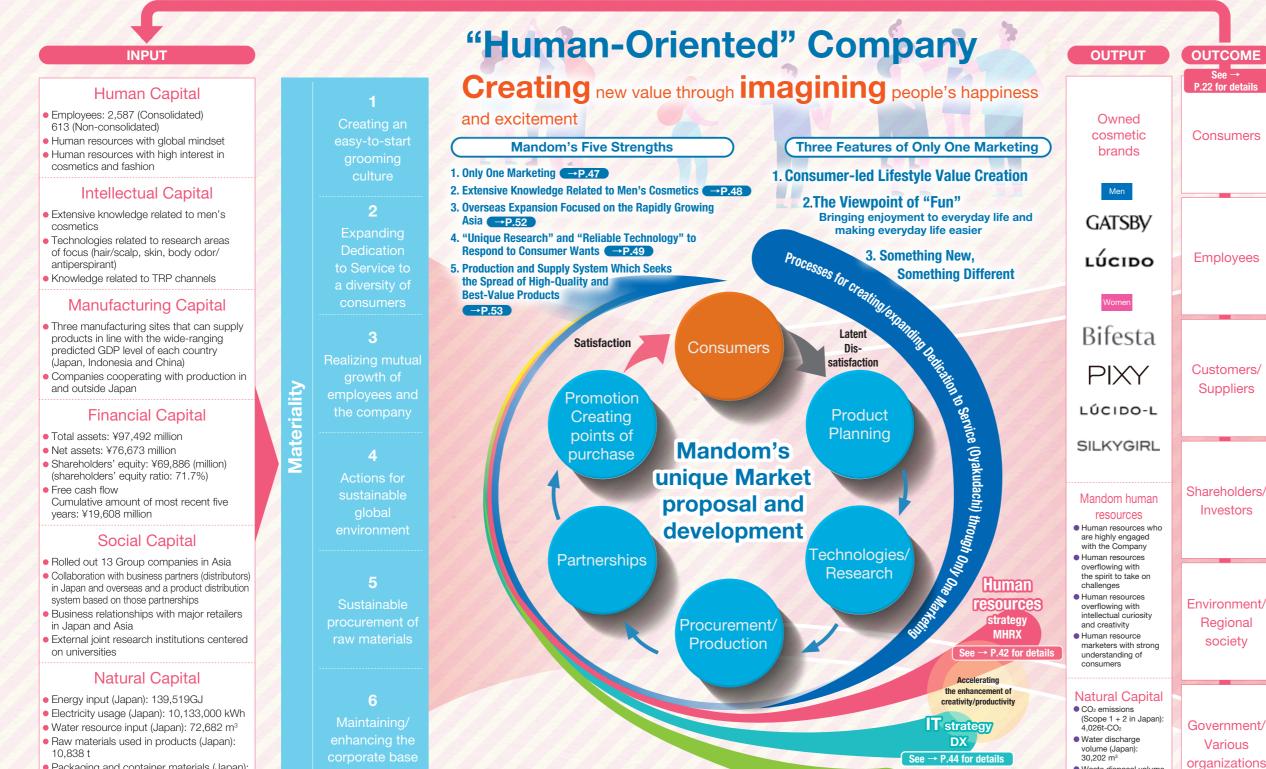
consumers

around

the

glo

Mandom Group's Human-Oriented Value Creation Model



Expansion of Dedication OUTCOME to Service (Oyakudachi) VISION2027 Consumers **MP-14 Employees MP-13** Customers/ **Suppliers** BE ANYTHING. Shareholders BE EVERYTHING. Investors Environment/ Regional society Government/ Various

Sustainable Management

Intellectual Property

Strategy

See → P.24 for details

"MISSION," "PRINCIPLES," and "SPIRIT"

See → P.4 for details

Waste disposal volume

(Japan): 3.701 t (recycling rate: 99.7%)

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7,542 t

Packaging and container materials (Japan):

Mandom Report 2025