

OUTCOME and Stakeholder Engagement

Name of stakeholders	Relation with stakeholders →P.21
Consumers	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. 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).”
Employees	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).
Customers/Suppliers	<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. 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 bestvalue 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 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>
Shareholders/Investors	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.
Environment/Regional society	<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.</p> <p>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.</p> <p>Furthermore, we also generate employment opportunities by hiring locals in each operating country.</p>
Government/Various organizations	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. 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.

Value provided to stakeholders (OUTCOME) Red underlines indicate our Materiality initiative themes. →P.27	Qualities necessary to provide such value Red underlines indicate items related to our materiality evaluation indicators.	Major touch points and engagement
Strengthening our Dedication to Service ("Oyakudachi") for consumers who actively express their individuality	Expansion of number of proposals on a new cosmetic field that "enables consumers to freely express their own individuality" or on consumer attributes	<ul style="list-style-type: none"> Customer Relations Div. (Company website) Company website Mandom Online Shop Official brand accounts on each social media site TV advertising Online advertising In-store promotional tools for retailers Integrated reports
Expanding our Dedication to Service	Expanding number of proposals on new technology that contributes to solution of issues faced by consumers	
Providing safety, security and high quality	Challenges addressed to expand our distribution network	<ul style="list-style-type: none"> Corporate philosophy survey Employee performance evaluation interview Self-evaluation system 1-on-1 dialogue Internal open recruitment system Career training Executive video messages CxO messages Policy presentations MP News (internal newsletter) Integrated reports
Developing human resources to create a new grooming culture	Enhancing initiatives to achieve zero maximum number of complaints about quality	
Creating a culture that encourages employees to take on new challenges	Expansion of Rate of practice the Code of Conduct MANDOM PRINCIPLES	<ul style="list-style-type: none"> Daily purchasing activities Supplier CSR Guidelines CSR Procurement Self-Assessment Daily sales activities New product presentations New product exhibitions Product catalogs Sales regulations Sales proposal materials Integrated reports Company website
Active engagement by diverse human resources	Expanding Ratio of "active engagement employees" in a philosophy survey	
Safety and security of employees	Improvement of Employee engagement	<ul style="list-style-type: none"> General meeting of shareholders Financial results briefings 1 on 1 dialogue (individual interviews) Small meetings Overseas road shows Conferences held by securities companies Briefings for private investors Mandom Report dialogues Company website Integrated reports
Pursuing the mission	Proactive appointment of women in managerial posts	
Equal and fair trade relationships	Reduction in number of employees on long-term leave	<ul style="list-style-type: none"> CO₂ emissions reduction in Scope 1+2 Achievement of zero CO₂ emissions Group-wide Fossil resource-based virgin plastics emissions reduction
Stable supply of products	Ongoing philosophy education	
Provision of products capable of providing healthy profits	Appropriate and highly transparent purchasing rules	<ul style="list-style-type: none"> Company website Integrated reports Activities that contribute to regional societies Company tours
Proposals for creating shopping areas with high sales efficiency	Creation of high added value products	
Sustainable procurement of raw materials (palm oil)	Capacity for a stable supply of products	<ul style="list-style-type: none"> Joint research programs Various technical conferences Technical presentations Information exchange with public institutions, local public bodies, etc.
Sustainable procurement of raw materials (paper containers and packaging materials)	Highly accurate demand forecasting	
Shareholder returns through earnings growth based on sound financial standing	Understanding of customers	<ul style="list-style-type: none"> Generation of appropriate profits Compliance with Cybersecurity Management Guidelines
Stable and continuous shareholder returns through dividends	Understanding of consumers	
Ongoing improvement of corporate value through growth investments	Understanding of products	
Highly transparent information disclosure	Expansion of ratio of RSPO ^{*1} -certified palm oil among palm oil that is used as an origin of raw materials	
Promoting measures toward a carbon-free society	Usage rate of FSC ^{*2} -certified paper for paper and containers and packaging, and expanding the recovered paper usage ratio	
Eco-friendliness in products	Securing and expanding cash flows from operating activities	
Waste reduction	Financial capital strategy	
Contribute to job creation in development regions in Asia	Dividend policy	
New value creation through partnerships between industry, government, and academia	Capital allocation	
Paying taxes from profit from business activities	Optimal capital structure	
Enhancing data security	Stable increase of share price	
	Disclosure activities in accordance with disclosure policy	
	Proactive IR activities	
	CO ₂ emissions reduction in Scope 1+2	
	Achievement of zero CO ₂ emissions Group-wide	
	Fossil resource-based virgin plastics emissions reduction	
	Expansion of promotion of eco-friendly products	
	Reduction of the use, weight, and dimensions of waste product and promotional item containers and packaging	
	Develop a personnel affair system in accordance with the Group's human capital management initiatives	
	Market creation and business scale expansion	
	Networking within the industrial sector	
	Networking with government agencies	
	Networking with academia	
	Generation of appropriate profits	
	Compliance with Cybersecurity Management Guidelines	

*1 RSPO: Roundtable on Sustainable Palm Oil

*2 FSC®: Forest Stewardship Council® (FSC®N003667)