

March 1, 2021

To all persons concerned

Address of Head Office 5-12, Juniken-cho, Chuo-ku,
 Listed company name Mandom Corporation
 Representative Motonobu Nishimura,
 Representative Director &
 President Executive Officer
 Securities Tokyo Stock Exchange 1st
 identification code Section 4917
 Contact mail: press@mandom.com
 (Please contact us in Japanese
 or English.)

Announcement of Changes in Directors, Executive Officers, and Personnel

Mandom Corporation hereby announces the following changes in Directors, Executive Officers, and personnel and structural reform.

1. Changes in Directors (as of April 1)

(1) Changes in roles of Directors

(Note) Underlines indicate changes

Name	New position		Present position	
	Title	Roles	Title	Roles
Yasuaki Kameda	Director & <u>Senior Vice</u> <u>President</u> <u>Executive Officer</u>	<u>Responsible for the domestic</u> <u>business of the Company</u> Supervising Corporate Planning & Financial Units and Human Resources & General Resources Units In charge of Investor Relations Div. and Executive Secretary Div.	Director & <u>Senior Managing</u> <u>Executive Officer</u>	Supervising Corporate Planning & Financial Units and Human Resources & General Resources Units In charge of Investor Relations Div. Executive Secretary Div. and <u>Legal</u> <u>Affairs Div.</u>
Shinichiro Koshiba	Director & Senior Managing Executive Officer	<u>Responsible for the overseas</u> <u>business of the Company</u> Supervising International Business Operation In charge of <u>International</u> <u>Business Div.2</u> and <u>International Business Div.3</u>	Director & Senior Managing Executive Officer	Supervising the International Business Operation In charge of International <u>Business Div.1</u> and <u>International Business</u> <u>Strategy Div.</u>
Takeshi Hibi	Director	—	Director & <u>Managing</u> <u>Executive Officer</u>	Supervising <u>the Domestic</u> <u>Sales Units</u> In charge of <u>Sales Planning</u> <u>Div. and Distribution</u> <u>Channel Development Div.</u>

(2) Changes in roles of Executive Officers

Name	New position		Present position	
	Title	Roles	Title	Roles
Fumihiro Okada	Managing Executive Officer	Supervising the Technology Units In charge of Skin Science Development Institute, Technology Strategy Div., Quality Assurance Div. and Customer Support Div.	Managing Executive Officer	Supervising the Technology Units In charge of <u>Fundamental Research Institute</u> , Skin Science Development Institute, Technology Strategy Div., Quality Assurance Div. and Customer Support Div. General Manager of <u>Fundamental Research Institute</u>
Kenji Uchiyama	<u>Managing Executive Officer</u>	Supervising <u>the Domestic Sales Units</u> In charge of <u>Sales Planning Div.</u> , Chainstore Sales Div.1, Chainstore Sales Div.2 and Chainstore Sales Div.3	<u>Executive Officer</u>	In charge of Chainstore Sales Div.1, Chainstore Sales Div.2 and Chainstore Sales Div.3 <u>General Manager of Chainstore Sales Div.1</u>
Yasumasa Yoshida	<u>Managing Executive Officer</u>	Supervising <u>the Marketing Units</u> In charge of International Marketing Div., EC Marketing Div., <u>Group Marketing Strategy Div.</u> , <u>Public Relations Div.</u> and <u>Development Management · OEM Planning Div.</u>	<u>Executive Officer</u>	In charge of <u>Brand Marketing Div.1</u> , <u>Brand Marketing Div.2</u> , <u>Brand Marketing Div.3</u> . International Marketing Div. and EC Marketing Div. <u>General Manager of Brand Marketing Div.1 and International Marketing Div.</u>

(3) Newly appointed Executive Officers

Name	New position		Present position	
	Title	Roles	役職	Title
Tetsuya Takahashi	<u>Executive Officer</u>	In charge of <u>Human Resources Div.</u> , <u>General Administration Div.</u> and <u>Legal Affairs Div.</u> <u>General Manager of Human Resources Div.</u>	<u>Deputy General Manager</u>	Human Resources Div.

Hidenori Yamada	<u>Executive Officer</u>	In charge of <u>International Business Strategy Div. and International Business Div.1</u> General Manager of International Business Strategy Div.	General Manager	International Business Strategy Div.
Mitsushi Hiratani	<u>Executive Officer</u>	In charge of <u>East Japan Sales Div., West Japan Sales Div. and Distribution Channel Development Div.</u> <u>General Manager of East Japan Sales Div.</u>	General Manager	<u>East Japan Sales Div.</u>
Gosuke Omori	<u>Executive Officer</u>	In charge of <u>Brand Marketing Div.1, Brand Marketing Div.2, Brand Marketing Div.3.</u> <u>General Manager of Brand Marketing Div.1</u>	<u>Deputy General Manager</u>	Brand Marketing Div.1
Teiji Izawa	<u>Executive Officer</u>	In charge of <u>Technical Development Institute, Product Evaluation Institute and Fundamental Research Institute</u> <u>General Manager of Technical Development Institute</u>	<u>Deputy Manager</u>	Technical Development Institute

2.Changes in Personnel (as of April 1)

Name	New position		Present position	
	Title	Roles	Title	Roles
Iichiro Kagawa	<u>General Manager</u>	International Marketing Div.	<u>Deputy Manager</u>	International Marketing Div.
Ryuichi Nagano	<u>General Manager</u>	<u>Development Management· OEM Planning Div.</u>	<u>General Manager</u>	<u>Direct Marketing Div.</u>
Ayumi Yamaguchi	<u>General Manager</u>	Fundamental Research Institute	<u>Manager</u>	Fundamental Research Institute
Toshihiko Soma	General Manager	<u>Chainstore Sales Div.1</u>	General Manager	<u>Distribution Channel Development Div.</u>
Noboru Nonaka	<u>General Manager</u>	<u>Distribution Channel Development Div.</u>	<u>Executive Officer</u>	<u>In charge of East Japan Sales Div. and West Japan Sales Div.</u>

Kuniyuki Ota	General Manager	<u>West Japan Sales Div.</u>	General Manager	<u>East Japan Sales Div.</u>
Shinji Kaga	<u>General Manager</u>	<u>International Business Div.1</u>	—	Director and President Mandom Corporation (Thailand) Ltd.
Hirofumi Fujiwara	General Manager	<u>International Business Div.2</u>	General Manager	<u>International Business Div.1</u>
Hiroaki Yagi	<u>General Manager</u>	<u>International Business Div.3</u>	—	Director and President Mandom Philippines Corporation
Ko Saito	<u>General Manager</u>	<u>Executive Secretary Div.</u>	<u>Manager</u>	<u>Human Resources Div.</u>

3.Change in Director and Audit & Supervisory Board Member (as of June 24)

(1) Resignation of Directors

Name	New position		Present position	
	Title	Roles	役職	Title
Takeshi Hibi	—	—	Director	—

*These change will come into effect officially after a general meeting of stockholders at June 24.

(2) Appointment or Resignation of Audit & Supervisory Board Member

Name	New position		Present position	
	Title	Roles	役職	Title
Hiroo Mizuno	—	—	<u>Audit & Supervisory Board Member</u>	—
Yukihiro Tsujimura	—	—	<u>External Audit & Supervisory Board Member</u>	—
Takeshi Hibi	<u>Audit & Supervisory Board Member</u>	—	Director	—
Mikiharu Mori	<u>External Audit & Supervisory Board Member</u>	—	—	—

*These change will come into effect officially after a general meeting of stockholders at June 24.

*Please refer to the attached sheet for Mikiharu Mori's biography.

4. Organizational Restructuring (Effective April 1, 2021)

The following organizational changes will be made for the purpose of strengthening the functions of our corporate organization.

■Organizational Changes

(1) Direct Marketing Div. will be abolished. Its product development function will be transferred to Brand Marketing Div. 3 and its advertising and promotion function will be transferred to EC Marketing Div.

We are transferring these functions to the respective divisions in order to strengthen product

development capability and advertising and promotion capability in direct marketing operations.

(2) The EC sales function of Chainstore Sales Div. 1 will be transferred to EC Marketing Div.

We intend to boost our competitiveness by speeding up decision-making in EC/direct marketing.

(3) Development Management·OEM Planning Div. will be created.

We are newly establishing Development Management·OEM Planning Div. in order to streamline development operations. This new Division will administer operations relating to product development across our entire marketing domain, as well as the OEM development function currently held by Brand Marketing Div. 1.

(4) Cleansing Care Development Lab in Technical Development Institute will be incorporated into Skin Science Development Institute.

We are streamlining operations by strengthening coordination among skin, face and body care categories while promoting open innovation through collaborative research with universities and other institutions in order to boost the competitiveness of our skin care business.

(5) Part of the IT promotion function of Sales Planning Div. will be transferred to IT Innovation Promotion Div.

We aim to make speedy response to new developments in digital technology and strengthen/streamline functions and operations.

(6) International Business Div. 3 will be created.

We are newly establishing International Business Div. 3 to be in charge of ACG INTERNATIONAL SDN. BHD Group and Mandom Philippines Corporation, which used to be the responsibility of International Business Div. 2. This change will allow us to strengthen our operational strategies.

End of text

Attachment

Personal Profile of External Auditor Candidate

Mikiharu Mori	
Date of Birth	December 14, 1976
Career	October 2004 Joined law firm Nagashima Ohno &Tsunematsu (Left in December 2015)
	September 2011 Joined Shearman & Sterling LLP (Left in July 2012)
	January 2016 Joined law firm Hibiya-Nakata (Left in March 2019)
	July 2017 Became partner at law firm Hibiya-Nakata
	April 2019 Established Tokyo International Law Office / Principal partner (to date)