

March 4, 2024

To all persons concerned

Address of Head Office	5-12, Juniken-cho, Chuo-ku,
Listed Company name	Mandom Corporation
Representative	Ken Nishimura, Representative Director & President Executive Officer
Listed Exchange	TSE Prime Market 4917
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Announcement of organizational reforms, executive reshuffle, and other personnel changes

Mandom Corporation announces that it will introduce the following organizational reforms, and carry out executive reshuffle and other personnel changes.

1. Strengthening group management execution structure and organizational reforms (April 1)

(1) Introduction of CxO system to strengthen group management execution structure

Starting with the 12th middle-range management plan, we have transitioned to a matrix structure based on the business and functional axes in an effort to strengthen group synergies. On April 1, 2024, the first year of the last middle-range management plan (14th middle-range management plan) ahead of VISION2027, we will introduce a CxO system to further strengthen our matrix system. The business CxO will be responsible for the entire operations in Japan, Indonesia, and overseas, while the functional CxOs will be responsible for their assigned area across the group from a group management perspective. Through this arrangement, we aim to strengthen the group management execution structure, optimize the allocation of management resources, speed up decision-making, accelerate innovation and increase growth potential.

(2) Introduction of Executive Fellow

We will introduce the position of “Executive Fellow” as the highest rank for professionals with highly specialized knowledge and outstanding achievements. This is aimed at having our professionals make a broader contribution, including leveraging their expertise to negotiate with external specialized organizations, building relationships, providing guidance to and train junior staff, and making recommendations to the management using their specialized knowledge.

(3) Organizational reforms

① Brand Marketing Div. 1 and Brand Marketing Div. 2 will be changed to product development functional divisions and respectively renamed to Product Marketing Div. 1 and Product Marketing Div. 2. Their respective communication functions will be transferred to a Communication Marketing Div. to be created.
We will strengthen these divisions by making them focused more on promoting brand marketing.

② Abolition of International Marketing Div.

We will transfer the product development function of the International Marketing Div. to Product Marketing Div. 1 and Product Marketing Div. 2., and its communication function to the Communication Marketing Div. to strengthen brand marketing of the group.

③ Marketing Strategy Div. to be renamed Global Brand Strategy Div.

The division will promote brand management globally and strengthen the group's marketing and brand strategies.

④ EC Marketing Div. to be renamed BX Promotion Div.

The division will strengthen the development and promotion of new business models, focusing on EC and D2C businesses.

⑤ Package Development Div. to be set up

We will establish Package Development Div. to create value by enhancing functions (appearance, usability, functionality, environmental friendliness, etc.) of product packaging that is required in an ever-changing environment.

2. 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
Ken Nishimura	Representative Director & President Executive Officer, <u>Chief Executive Officer (CEO)</u> , <u>Chief Operating Officer (COO) of Japan businesses</u> and <u>Chief Marketing Officer (CMO)</u>	In charge of Internal Audit Div.	Representative Director & President Executive Officer	<u>Supervising the Marketing Units</u> In charge of Internal Audit Div. and <u>Corporate Transformation Div.</u>
Shinichiro Koshiba	Director & Senior Managing Executive Officer and <u>Chief Operating Officer (COO) of International businesses</u>	In charge of International Business Strategy Div.	Director & Senior Managing Executive Officer	<u>Supervising International Business Operation</u> In charge of International Business Strategy Div.
Yasuaki Kameda	Director	—	Director & <u>Senior Vice President Executive Officer</u>	<u>Supervising Human Resources & General Resources Units</u> and <u>Corporate Planning & Financial Units</u> In charge of <u>Legal Affairs Div.</u> and <u>Executive Secretary Div.</u>

(2) Newly appointed CxOs

Name	New position		Present position	
	Title	Roles	Title	Roles
Koichi Watanabe	Managing Executive Officer and <u>Chief Operating Officer (COO) of Indonesia businesses</u>	—	Managing Executive Officer	<u>Supervising Production Units</u> In charge of <u>Purchasing Div.</u>

Takuji Asada	<u>Chief Technical Officer (CTO)</u>	In charge of <u>Advanced Technology Institute, Technology Strategy Div., Regulatory Strategy & Affairs and Quality Assurance Div.</u> General Manager of Technology Strategy Div.	General Manager	Technology Strategy Div.
Tsunehisa Hirota	<u>Chief Supply Chain Officer (CSCO)</u>	In charge of Fukusaki Factory, Production Engineering Div. and <u>Purchasing Div.</u>	Executive Officer	In charge of Fukusaki Factory and Production Engineering Div. <u>General Manager of Fukusaki Factory</u>
Tetsuya Takahashi	<u>Chief Human Resources Officer (CHRO)</u>	In charge of Human Resources & General Administration Div., <u>Legal Affairs Div.</u> and <u>Executive Secretary Div.</u> General Manager of Human Resources & General Administration Div.	Executive Officer	In charge of Human Resources & General Administration Div. General Manager of Human Resources & General Administration Div.
Tetsuaki Matsuda	<u>Chief Strategy Officer (CSO)</u>	In charge of Corporate Planning Div. and IT Innovation Promotion Div. General Manager of Corporate Planning Div.	Executive Officer	In charge of Corporate Planning Div. and IT Innovation Promotion Div. General Manager of Corporate Planning Div.
Masanori Sawada	<u>Chief Financial Officer (CFO)</u>	In charge of Finance Div. and Investor Relations Div. General Manager of Finance Div.	Executive Officer	In charge of Finance Div. and Investor Relations Div. General Manager of Finance Div.
Kenji Uchiyama	<u>Chief Sales Officer (CSLO) of Japan businesses</u>	In charge of East Japan Sales Div., West Japan Sales Div. and Chainstore Sales Div.	Managing Executive Officer	<u>Supervising the Domestic Sales Units</u> In charge of East Japan Sales Div., West Japan Sales Div. and Chainstore Sales Div.

(3) A Newly appointed Executive Fellow

Name	New position		Present position	
	Title	Roles	Title	Roles
Fumihiro Okada	<u>Executive Fellow</u>	—	<u>Managing Executive Officer</u>	<u>Supervising the Technology Units</u> In charge of <u>Regulatory Strategy & Affairs Div.</u> , <u>Technology Strategy Div.</u> and <u>Quality Assurance Div.</u>

(4) Changes in roles of Executive Officers

Name	New position		Present position	
	Title	Roles	Title	Roles
Iichiro Kagawa	Executive Officer	In charge of <u>Global Brand Strategy Div.</u> , <u>Communication Marketing Div.</u> and Public Relations Div. General Manager of <u>Global Brand Strategy Div.</u> and <u>Communication Marketing Div.</u>	Executive Officer	In charge of <u>International Marketing Div.</u> , <u>EC Marketing Div.</u> and Public Relations Div. General Manager of <u>International Marketing Div.</u>
Gosuke Omori	Executive Officer	In charge of <u>Product Marketing Div.1</u> , <u>Product Marketing Div.2</u> , Sales Marketing Div. and <u>BX Promotion Div.</u> General Manager of <u>Product Marketing Div.1</u>	Executive Officer	In charge of <u>Brand Marketing Div.1</u> , <u>Brand Marketing Div.2</u> , Sales Marketing Div. and Marketing Strategy Div. General Manager of <u>Brand Marketing Div.1</u>

(5) Newly appointed Executive Officers

Name	New position		Present position	
	Title	Roles	Title	Roles
Shinya Hara	<u>Executive Officer</u>	In charge of <u>Package Development Div.</u> , <u>Hair Care Institute</u> and <u>Skin Care Institute</u> General Manager of <u>Hair Care Institute</u>	<u>General Manager</u>	<u>Marketing Strategy Div.</u>

Masao Kozu	<u>Executive Officer</u>	In charge of <u>Corporate Transformation Div.</u> General Manager of Corporate Transformation Div.	General Manager	Corporate Transformation Div.
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3. Changes in Personnel (as of April 1)

Name	New position		Present position	
	Title	Roles	Title	Roles
Gumi Sakai	General Manager	<u>Product Marketing Div.2</u>	General Manager	<u>Brand Marketing Div.2</u>
Tsutomu Baba	General Manager	<u>BX Promotion Div.</u>	General Manager	<u>EC Marketing Div.</u>
Katsynori Ohara	<u>General Manager</u>	<u>Package Development Div.</u>	<u>Manager</u>	<u>Purchasing Div.</u>
Yukifumi Iwata	<u>General Manager</u>	Fukusaki Factory	<u>Deputy General Manager</u>	Fukusaki Factory
Hiroto Hori	<u>General Manager</u>	<u>Distribution Channel Development Div.</u>	—	<u>Director and President Mandom Korea Corporation</u>

4. Changes in Directors and Audit & Supervisory Board Members (as of June 21)

(1) Appointment or Resignation of Directors

Name	New position		Present position	
	Title	Roles	Title	Roles
Yasuaki Kameda	—	—	<u>Director</u>	—
Shigeki Suzuki	—	—	<u>External Director</u>	—
Koichi Watanabe	<u>Director</u> , Managing Executive Officer and Chief Operating Officer (COO) of Indonesia businesses	—	Managing Executive Officer and Chief Operating Officer (COO) of Indonesia businesses	—
Tetsuro Harada	<u>External Director</u>	—	—	—

* These changes will come into effect officially after a general meeting of stockholders on June 21.

* Please refer to the attached sheet for Tetsuro Harada's biography.

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

Name	New position		Present position	
	Title	Roles	Title	Roles
Takehiko Ikehata	—	—	<u>Audit & Supervisory Board Member</u>	—
Masahiro Nishio	—	—	<u>External Audit & Supervisory Board Member</u>	—
Yasuaki Kameda	<u>Audit & Supervisory Board Member</u>	—	<u>Director</u>	—
Motohiro Tanaka	<u>External Audit & Supervisory Board Member</u>	—	—	—

* These changes will come into effect officially after a general meeting of stockholders on June 21.

* Please refer to the attached sheet for Motohiro Tanaka's biography.

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