

To all persons concerned

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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. Organizational Restructuring (as of April 1)

(1) Establishment of "Chief Risk Officer (CRO)" and "Risk Management Division"

Recognizing that building a robust governance system is a critical issue in promoting group management, we will establish a "Chief Risk Officer (CRO)" responsible for the Risk Management domain. This initiative is aimed at maximizing corporate value and strengthening the governance system of the group.

"CRO" will oversee "Risk Management Div. ", "Legal Affairs Div.," and "Quality Assurance Div." as part of the Risk Management domain. They will work to enhance governance and compliance across the Mandom Group from both a business and functional axis.

(2) Renaming "Chief Operating Officer (COO) of International businesses" to "Chief Operating Officer (COO) of Northeast Asia, Southeast Asia, and India Business," with partial role transfer to "Chief Strategy Officer (CSO) "

The current "COO of International Businesses" has been responsible for both existing and new markets outside of Indonesia. To further expand the scale of operations and strengthen new market development in overseas businesses, responsibilities will be restructured: "COO of Northeast Asia, Southeast Asia, and India Business" will focus on existing markets.

"CSO" will take on responsibility for new markets. This restructuring aims to create a system that enables more efficient utilization of management resources and ensures swift and unified decision-making.

(3) Organizational reforms

① "Global Brand Strategy Div." and "Communication Marketing Div." will be reorganized into the "Marketing Strategy Div." and "Brand Communication Div." respectively.

The brand management function of the "Global Brand Strategy Div." will be merged with the existing functions of the "Communication Marketing Div." to form the "Brand Communication Div." This reorganization aims to maximize the brand value of globally deployed product brands and strengthen communication strategies.

② Renaming "Purchasing Div." to "Strategic Procurement Div." and transferring it to the Corporate Planning domain

"Purchasing Div." will be renamed "Strategic Procurement Div." and transferred to the corporate planning domain. This division will expand global procurement across the group, building an efficient procurement system in collaboration with various business and functional units.

③ Establishment of "Risk Management Div."

A new "Risk Management Div. " will be established to lead the group in strengthening its risk management and governance systems under the Risk Management domain.

④ Renaming "International Business Div." to "Northeast Asia, Southeast Asia, and India Business Div. (hereinafter 'NSI Business Div.')" and abolishing "International Business Strategy Div." with function transfers to "NSI Business Div." and "Corporate Planning Div."

The "International Business Div. " will be renamed "NSI Business Div.," while the "International Business Strategy Div.". will be abolished. Strategic planning functions of the "International Business Strategy Div." will be transferred to the "NSI Business Div.," and new market development functions will be transferred to the "Corporate Planning Div. "

This restructuring will allow the "NSI Business Div." to focus on expanding the scale of existing markets, while the "Corporate Planning Div." will build a system that aligns business strategies with new market development initiatives.

2. Changes in Directors (as of April 1)

(1) Changes in roles of Director

(Note) Underlines indicate changes

Name	New position		Present position	
	Title	Roles	Title	Roles
Shinichiro Koshiba	Director & Senior Managing Executive Officer and <u>Chief Risk Officer (CRO)</u>	In charge of <u>Risk Management Div., Legal Affairs Div. and Quality Assurance Div.</u>	Director & Senior Managing Executive Officer and <u>Chief Operating Officer (COO) of International businesses</u>	In charge of <u>International Business Strategy Div.</u>

(2) Changes in roles of CxOs

Name	New position		Present position	
	Title	Roles	Title	Roles
Takuji Asada	Chief Technical Officer (CTO)	In charge of Advanced Technology Institute Div., Technology Strategy Div. and Regulatory Strategy & Affairs Div.	Chief Technical Officer (CTO)	In charge of Advanced Technology Institute, Technology Strategy Div., Regulatory Strategy & Affairs and <u>Quality Assurance Div.</u>

		General Manager of Technology Strategy Div.		General Manager of Technology Strategy Div.
Tsunehisa Hirota	Chief Supply Chain Officer (CSCO)	In charge of Fukusaki Factory and Production Engineering Div. General Manager of <u>Fukusaki Factory</u>	Chief Supply Chain Officer (CSCO)	In charge of Fukusaki Factory, Production Engineering Div. and <u>Purchasing Div.</u>
Tetsuya Takahashi	Chief Human Resources Officer (CHRO)	In charge of Human Resources & General Administration Div. and Executive Secretary Div. General Manager of Human Resources & General Administration Div.	Chief Human Resources Officer (CHRO)	In charge of Human Resources & General Administration Div., <u>Legal Affairs Div.</u> and Executive Secretary Div. General Manager of Human Resources & General Administration Div.
Kenji Uchiyama	Chief Sales Officer (CSLO) of Japan businesses	In charge of Chainstore Sales Div. and <u>Distribution Channel Development Div.</u>	Chief Sales Officer (CSLO) of Japan businesses	In charge of <u>East Japan Sales Div.</u> , <u>West Japan Sales Div.</u> and Chainstore Sales Div.

(3) Newly appointed CxO

Name	New position		Present position	
	Title	Roles	Title	Roles
Hidenori Yamada	<u>Chief Operating Officer (COO) of Northeast Asia • Southeast Asia • India Business</u>	In charge of <u>NSI Business Div.</u>	<u>Executive Officer</u>	In charge of <u>International Business Div.</u> General Manager of <u>International Business Div.</u>

(4) Changes in roles of Executive Officers

Name	New position		Present position	
	Title	Roles	Title	Roles
Ichiro Kagawa	Executive Officer	In charge of <u>Brand Communication Div.</u> and Public Relations Div. General Manager of <u>Brand Communication Div.</u>	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>

Gosuke Omori	Executive Officer	In charge of Product Marketing Div.1, Product Marketing Div.2 and BX Promotion Div. General Manager of Product Marketing Div.1	Executive Officer	In charge of Product Marketing Div.1, Product Marketing Div.2, <u>Sales Marketing Div.</u> and BX Promotion Div. General Manager of Product Marketing Div.1
Teruhiko Komatsu	Executive Officer	In charge of Sales Strategy Div, <u>East Japan Sales Div.</u> and <u>West Japan Sales Div.</u> General Manager of Sales Strategy Div.	Executive Officer	In charge of Sales Strategy Div. and <u>Distribution Channel Development Div.</u> General Manager of Sales Strategy Div.

(5) Newly appointed Executive Officers

Name	New position		Present position	
	Title	Roles	Title	Roles
Shohei Ishigami	<u>Executive Officer</u>	In charge of <u>Marketing Strategy Div.</u> and <u>Sales Marketing Div.</u> General Manager of <u>Marketing Strategy Div.</u>	—	—
Tetsuya Sugaki	<u>Executive Officer</u>	In charge of <u>Strategic Procurement Div.</u> General Manager of <u>Strategic Procurement Div.</u>	<u>General Manager</u>	<u>Purchasing Div.</u>

3. Changes in Personnel (as of April 1)

Name	New position		Present position	
	Title	Roles	Title	Roles
Yuichi Ichikawa	<u>General Manager</u>	<u>BX Promotion Div.</u>	<u>Manager</u>	<u>Product Marketing Div.1</u>
Seiichi Ogawa	<u>General Manager</u>	<u>East Japan Sales Div.</u>	—	<u>Representative Director and President of Mandom Corporation (Singapore) Pte. Ltd.</u>
Kengo Kumagae	<u>General Manager</u>	<u>West Japan Sales Div.</u>	—	<u>Manager of Mandom China Corporation</u>
Shinichi Takata	<u>General Manager</u>	<u>NSI Business Div.</u>	<u>General Manager</u>	<u>International Business Strategy Div.</u>

Kenji Kikuchi	<u>General Manager</u> <u>General Manager</u>	<u>Risk Management Div.,</u> Internal Audit Div.	<u>General Manager</u>	Internal Audit Div.
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4. Changes in Directors and Audit & Supervisory Board Members (as of June 24)

(1) Audit & Supervisory Board Member Scheduled to Retire

Name	New position		Present position	
	Title	Roles	Title	Roles
Takeshi Hibi	—	—	<u>Audit & Supervisory Board Member</u>	—

*The resignation of the retiring Audit & Supervisory Board Member will take effect at the conclusion of the General Shareholders' Meeting scheduled for June 24, 2025.

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