

Correct as of : Based on the fiscal year of each location. April to March in Japan, January to December overseas. Results are as of the end of each location’s fiscal year.

■ Basic Human Assets Data ■

			Unit	FY2021			FY2022			FY2023			FY2024			FY2025		
				Male	Female	Total	Male	Female	Total	Male	Female	Total				Male	Female	Total
Japan	Mandom Corp.	Full-time employees	Persons	465	178	643	469	179	648	427	192	619	418	195	613	414	201	615
		Temporary employees	Persons	22	325	347	18	280	298	19	140	159	17	132	149	18	142	160
	Other domestic	Full-time employees	Persons	19	1	20	16	6	22	18	7	25	16	7	23	16	8	24
		Temporary employees	Persons	2	7	9	2	8	10	2	4	6	2	3	5	1	4	5
Indonesia		Full-time employees	Persons	594	967	1,561	573	939	1,512	552	913	1,465	519	889	1,408	462	853	1,315
		Temporary employees	Persons	226	1,914	2,140	252	1,905	2,157	261	1,830	2,091	312	1,773	2,085	327	1,390	1,717
Northeast & Southeast Asia·India Business		Full-time employees	Persons	142	397	539	162	388	550	169	394	563	163	380	543	152	387	539
		Temporary employees	Persons	1	71	72	1	69	70	3	77	80	6	90	96	6	82	88
Mandom Group		Full-time employees	Persons	1,220	1,543	2,763	1,220	1,512	2,732	1,166	1,506	2,672	1,116	1,471	2,587	1,044	1,449	2,493
		Temporary employees	Persons	251	2,317	2,568	273	2,262	2,535	285	2,051	2,336	337	1,998	2,335	352	1,618	1,970

Note: In accordance with the disclosure policy of the Securities Report, the results exclude those of non-consolidated subsidiaries among domestic group companies in Japan operations, as well as equity-method affiliates in the Northeast & Southeast Asia·India Business. The same applies hereinafter.
Loaned workers are counted as workers of the company to which they are loaned. Also, the results for the Indonesian business include the number of employees of one affiliated company of PT Mandom Indonesia Tbk since FY2021.

			Unit	FY2021			FY2022			FY2023			FY2024			FY2025		
				Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Mandom Corp.	Average age	Years of age		43.7	38.0	42.2	44.5	38.9	43.0	44.4	39.3	42.8	45.2	39.8	43.4	45.7512	40.1	43.9
	Average years of service	Years		18.9	12.0	17.0	19.6	12.3	17.6	19.5	11.9	17.1	20.6	12.2	17.9	20.9783	12.2	18.1

Note : Full-time employees only.

			Unit	FY2021			FY2022			FY2023			FY2024			FY2025		
				Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Mandom Corp.	Number of new hires	New graduate	Persons	12	9	21	9	6	15	7	5	12	5	8	13	11	7	18
		Mid-career	Persons	2	1	3	3	3	6	9	14	23	9	11	20	9	11	20
	Number of departing employees		Persons	18	10	28	51	14	65	24	8	32	29	13	42	23	12	35
		Number of voluntarily resigning employees	Persons	17	9	26	19	11	30	24	7	31	28	13	41	20	12	32
		Voluntary resignation rate	%	3.6%	4.9%	3.9%	4.0%	6.0%	4.6%	5.5%	3.7%	5.0%	6.7%	6.5%	6.7%	4.7%	6.0%	5.6%

Note : Including re-employment. The number of new hires includes re-employment. The number of departing employees does not include those who retired, were promoted to executive positions, or were transferred within the group.
The voluntary resignation rate is calculated by dividing the number of voluntary resignations during a fiscal year by the average number of employees during the fiscal year.

■Share and Practice of Mandom Group’s Mission/Engagement■

		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Mandom Group total	Employee engagement score	%	73	70	70	72	71
	Ratio of active employees	%	15	16	15	20	18
	(MANDOM PRINCIPLES) Practice rate	%	54	62	64	65	63

Note : Please refer to the relevant item in the Mandom Survey.

■Diversity■

			Unit	FY2021			FY2022			FY2023			FY2024			FY2025		
				Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Japan	Mandom Corp.	Directors	Persons	10	1	11	10	1	11	10	1	11	10	1	11	9	1	10
		Managers	Persons	123	10	133	124	15	139	107	14	121	103	16	119	90	20	110
		General manager & above	Persons	41	3	44	43	4	47	33	2	35	26	2	28	27	2	29
	Other domestic	Directors	Persons	2	0	2	2	0	2	2	0	2	2	0	2	2	0	2
		Managers	Persons	5	0	5	5	0	5	5	0	5	3	0	3	2	0	2
		General manager & above	Persons	3	0	3	5	0	5	5	0	5	1	0	1	2	0	2
Indonesia		Directors	Persons	11(7)	2(0)	13(7)	5(5)	2(0)	7(5)	6(6)	2(0)	8(6)	5(3)	0(0)	5(3)	8(5)	0(0)	8(5)
		Managers	Persons	55(15)	25(0)	80(15)	62(13)	28(0)	90(13)	61(12)	29(0)	90(12)	54(10)	27(0)	81(10)	45(8)	23(1)	68(9)
		General manager & above	Persons	18(7)	2(0)	20(7)	16(5)	1(0)	16(5)	17(5)	1(0)	18(5)	28(3)	2(0)	30(3)	1(0)	0(1)	1(1)
Northeast & Southeast Asia·India Business		Directors	Persons	21(17)	1(0)	22(18)	16(12)	0(0)	16(12)	22(19)	0(0)	22(19)	18(15)	2(0)	20(15)	16(13)	0(0)	16(13)
		Managers	Persons	38(12)	49(3)	87(15)	40(14)	57(3)	97(17)	37(10)	57(3)	94(13)	35(9)	54(4)	89(13)	36(8)	54(3)	90(11)
		General manager & above	Persons	15(11)	8(2)	23(13)	14(10)	9(2)	23(12)	14(10)	9(1)	23(11)	8(4)	5(0)	13(4)	8(5)	6(0)	14(5)

Note : “Officers” are directors and auditors. “Managers” include those up to section managers, but do not include specialists.
Figures in () indicate the number of promotions of employees seconded from countries other than those in which each of the businesses operate.

			Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Japan	Mandom Corp.	Ratio of women in managerial posts	%	8.4	11.9	12.8	14.8	20.4
	Other domestic		%	0.0	0.0	0.0	0.0	
Indonesia			%	31.2	31.1	32.2	33.3	33.8
Northeast & Southeast Asia·India Business			%	57.0	60.0	60.6	60.7	60.0

Note : The ratio of managers in Japan operations is calculated based on the definition in the Act on the Promotion of Women's Active Engagement in Professional Life. Note that Executive Officers and specialists are excluded.

		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Mandom Corp.	Ratio of experienced human asset hires in manager positions	%	13.4	15.1	21.1	17.6	18.4

Note : Executive Officers and specialists are excluded.

			Unit	FY2021			FY2022			FY2023			FY2024			FY2025		
				Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Mandom Corp.	Number of employees taking childcare leave		Persons	23	12	35	7	15	22	11	8	19	8	12	20	18	12	30
	Childcare leave acquisition rate		%	121.1	100.0		70.0	93.8		100.0	160.0		80.0	92.3		94.7	100.0	

Note : Calculations are based on the provisions of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Act No. 76 of 1991).

			Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Mandom Corp.	Gender pay gap	All workers	%	50.3	50.8	61.2	65.1	63.8
		Regular employees	%	74.8	73.0	73.7	77.6	78.5
		Part-time/fixed-term workers	%	61.8	59.7	75.1	79.8	67.6

Note : Calculations are based on the provisions of the Act on the Promotion of Women’s Active Engagement in Professional Life (Act No. 64 of 2015).

			Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Mandom Corp.	Employment rate of people with disabilities		%	3.33	3.41	3.61	3.83	3.21

Note : Special subsidiary company system/group application applied from FY2018. Employment rates at the end of each fiscal year are shown. The employment rate is calculated in accordance with the statutory employment rate.

■Well-Being Management/Autonomous and Collaborative Workstyle■

			Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of occupational accidents requiring time off from work	Domestic total		number	4	4	3	3	7
		Fukusaki Factory	number	4	4	3	3	7
		Others	number	0	0	0	0	0
	Overseas total		number	23	19	4	7	4
		Indonesia Factory	number	23	15	4	5	2
		RIDA Factory	number	0	4	0	2	2
Number of occupational accidents not requiring time off from work	Domestic total		number	3	4	9	2	6
		Fukusaki Factory	number	3	4	8	2	4
		Others	number	0	0	1	0	2
	Overseas total		number	36	4	5	2	3
		Indonesia Factory	number	36	4	5	2	3
		RIDA Factory	number	0	0	0	0	0

Note : Commuting accidents excluded

			Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Fukusaki Factory	Rate of lost-worktime injuries		%	4.61	6.05	4.49	4.59	11.05
	Injury severity rate		%	0.29	0.02	0.07	0.03	0.11

Note : Rate of lost-worktime injuries refers to the percentage of injuries or casualties due to workplace accidents per 1 million actual work hours.

Severity Rate refers to the number of lost work days due to workplace accidents per 1,000 actual work hours, indicating injury severity.

			Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Mandom Corp.	Ministry of Economy, Trade and Industry Deviation score of the Survey on Health and Productivity Management		-	48.0	47.1	51.0	53.1	54.6
	Average overtime hours per employee		hour	16.1	17.3	16.6	15.9	15
	Annual paid leave utilization rate		%	57.5	59.7	62.5	60.4	60.6
	Health checkup and full medical examination attendance rate		%	100.0	96.9	100.0	99.8	100.0
	Stress check attendance rate		%	91.4	92.2	96.2	98.3	90.4

Note : Average overtime hours per employee and annual paid leave utilization rate: Regarding full-time employees, including managers.

			Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Mandom Corp.	Employee Survey: Collaboration and Communication Positive score		%	60.7	58.8	60.8	61	62

Note : An indicator that measures the degree of collaboration between employees and internal communication (intellectually charged forum) as perceived by employees.

■Talent management■

			Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Mandom Corp.	Retention rate of new graduate hires for three years after joining the company		%	92.8	91.8	93.8	92.5	93

Note : The target is new graduate hires who are full-time employees that joined the company within three years from the calculation year.

			Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Mandom Corp.	Employee Survey Positive score	Adequacy of growth opportunities	%	61.7	62	63	64	66
		Adequacy of training opportunities	%	49.7	49	56	58	60

Note : Adequacy of growth opportunities provided: Score of “I think this company provides opportunities to develop my skills and grow” in the Employee Survey

Adequacy of training opportunities provided: Score of “There are sufficient training opportunities to improve the skills required for my job” in the Employee Survey