

**【Key Data on Personnel and Labor】**

Correct as of : Data calculated at the end of each FY. Japan : Apr 2016-Mar 2017, Overseas : Jan-Dec 2016

**■ Key Data ■****Number of Employees**

|                    |                      | FY 2016 |        |       | FY 2015 |        |       | FY 2014 |        |       | FY 2013 |        |       | FY 2012 |        |       |
|--------------------|----------------------|---------|--------|-------|---------|--------|-------|---------|--------|-------|---------|--------|-------|---------|--------|-------|
|                    |                      | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total |
| Mandom Corp.       | Full-time employees  | 442     | 116    | 558   | 429     | 108    | 537   | 415     | 107    | 522   | 417     | 107    | 524   | 416     | 106    | 522   |
|                    | Fixed-term contracts | 41      | 370    | 411   | 38      | 368    | 406   | 29      | 344    | 373   | 21      | 343    | 364   | 26      | 334    | 360   |
| Other domestic     | Full-time employees  | 29      | 4      | 33    | 30      | 5      | 35    | 41      | 4      | 45    | 35      | 7      | 42    | 37      | 6      | 43    |
|                    | Fixed-term contracts | 6       | 24     | 30    | 5       | 19     | 24    | 5       | 22     | 27    | 0       | 5      | 5     | 0       | 4      | 4     |
| Indonesia          | Full-time employees  | 616     | 1,054  | 1,670 | 623     | 1,066  | 1,689 | -       | -      | 1,421 | -       | -      | 1,353 | -       | -      | 1,222 |
|                    | Fixed-term contracts | 274     | 3,193  | 3,467 | 256     | 3,241  | 3,497 | -       | -      | 2,041 | -       | -      | 1,917 | -       | -      | 1,790 |
| Other overseas     | Full-time employees  | 114     | 295    | 409   | 122     | 318    | 440   | -       | -      | 446   | -       | -      | 397   | -       | -      | 434   |
|                    | Fixed-term contracts | 7       | 8      | 15    | 11      | 8      | 19    | -       | -      | 5     | -       | -      | 5     | -       | -      | 7     |
| Mandom Group total | Full-time employees  | 1,201   | 1,469  | 2,670 | 1,204   | 1,497  | 2,701 | -       | -      | 2,434 | -       | -      | 2,316 | -       | -      | 2,221 |
|                    | Fixed-term contracts | 328     | 3,595  | 3,923 | 310     | 3,636  | 3,946 | -       | -      | 2,446 | -       | -      | 2,291 | -       | -      | 2,161 |
| Grand total        |                      | 1,529   | 5,064  | 6,593 | 1,514   | 5,133  | 6,647 | -       | -      | 4,880 | -       | -      | 4,607 | -       | -      | 4,382 |

Note : Includes 1 domestic and 1 overseas non-consolidated affiliated company. The number of fixed-term employees is the average hired for the year.

Listing by male and female employees for overseas group companies began in FY2015.

**Number of Directors and Managers**

|                |                         | FY 2016 |        |         | FY 2015 |        |         | FY 2014 |        |       | FY 2013 |        |       | FY 2012 |        |       |
|----------------|-------------------------|---------|--------|---------|---------|--------|---------|---------|--------|-------|---------|--------|-------|---------|--------|-------|
|                |                         | Male    | Female | Total   | Male    | Female | Total   | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total |
| Mandom Corp.   | Directors               | 21      | 1      | 22      | 19      | 1      | 20      | 19      | 0      | 19    | 17      | 0      | 17    | 20      | 0      | 20    |
|                | Company executives      | 11      | 1      | 12      | 13      | 1      | 14      | 14      | 0      | 14    | 11      | 0      | 11    | 14      | 0      | 14    |
|                | Managers                | 96      | 5      | 101     | 88      | 6      | 94      | 87      | 5      | 92    | 84      | 4      | 88    | 85      | 5      | 90    |
|                | General manager & above | 28      | 1      | 29      | 31      | 2      | 33      | 22      | 3      | 25    | 23      | 3      | 26    | 26      | 3      | 29    |
| Other domestic | Directors               | 7       | 0      | 7       | 6       | 0      | 6       | 6       | 0      | 6     | 6       | 0      | 6     | 6       | 0      | 6     |
|                | Company executives      | 2       | 0      | 2       | 4       | 0      | 4       | 2       | 0      | 2     | 2       | 0      | 2     | 1       | 0      | 1     |
|                | Managers                | 6       | 1      | 7       | 7       | 1      | 8       | 8       | 1      | 9     | 9       | 1      | 10    | 13      | 1      | 14    |
|                | General manager & above | 2       | 1      | 3       | 4       | 1      | 5       | 0       | 1      | 1     | 1       | 0      | 1     | 2       | 0      | 2     |
| Indonesia      | Directors               | 18 (11) | 3 (0)  | 21 (11) | 18 (10) | 3 (0)  | 21 (10) | 12      | 3      | 15    | 12      | 1      | 13    | 12      | 1      | 13    |
|                | Company executives      | -       | -      | -       | -       | -      | -       | -       | -      | -     | -       | -      | -     | -       | -      | -     |
|                | Managers                | 52 (16) | 11 (0) | 63 (16) | 50 (14) | 11 (0) | 61 (14) | 47      | 14     | 61    | 44      | 12     | 56    | 46      | 9      | 55    |
|                | General manager & above | 16 (4)  | 3 (0)  | 19 (4)  | 13 (4)  | 0 (0)  | 13 (4)  | 7       | 3      | 10    | 6       | 4      | 10    | 6       | 3      | 9     |

Note : "Directors" are board members, auditors, company executives and executive officers. "Managers" do not include directors.

"Other domestic" includes concurrent executives of Mandom Corp. and subsidiary companies.

Information on Indonesia (PT Mandom Indonesia Tbk) is listed for materiality.

Figures in parentheses indicate number of assigned individuals who have Japanese or other non-local nationality.

**Percentage of Management Staff**

|              |                        | FY 2016 |        |        | FY 2015 |        |        | FY 2014 |        |        | FY 2013 |        |        | FY 2012 |        |        |
|--------------|------------------------|---------|--------|--------|---------|--------|--------|---------|--------|--------|---------|--------|--------|---------|--------|--------|
|              |                        | Male    | Female | Total  | Male    | Female | Total  | Male    | Female | Total  | Male    | Female | Total  | Male    | Female | Total  |
| Mandom Corp. | Manager gender balance | 95.0%   | 5.0%   | 100.0% | 93.6%   | 6.4%   | 100.0% | 94.6%   | 5.4%   | 100.0% | 95.5%   | 4.5%   | 100.0% | 94.4%   | 5.6%   | 100.0% |
| Indonesia    | Manager gender balance | 82.5%   | 17.5%  | 100.0% | 82.0%   | 18.0%  | 100.0% | 77.0%   | 23.0%  | 100.0% | 78.6%   | 21.4%  | 100.0% | 83.6%   | 16.4%  | 100.0% |

Note : Among overseas group companies, information on Indonesia (PT Mandom Indonesia Tbk) is listed for materiality.

Managers: section chief and above. Directors not included.

Manager gender balance: Number of male managers ÷ total number of managers, number of female managers ÷ total number of managers

**Number of Non-Japanese Employees**

|                        |  | FY 2016 |        |       | FY 2015 |        |       | FY 2014 |        |       | FY 2013 |        |       | FY 2012 |        |       |
|------------------------|--|---------|--------|-------|---------|--------|-------|---------|--------|-------|---------|--------|-------|---------|--------|-------|
|                        |  | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total |
| Non-Japanese employees |  | 6       | 5      | 11    | 1       | 3      | 4     | 1       | 5      | 6     | 2       | 5      | 7     | 2       | 5      | 7     |

Note : Current employees in domestic Mandom Group companies (including executives and directors). As of March 31, excluding retiring employees.

**Rate of Employment of People with Disabilities**

|  | FY 2016 | FY 2015 | FY 2014 | FY 2013 | FY 2012 |
|--|---------|---------|---------|---------|---------|
| Rate of employment of people with disabilities | 1.70%   | 1.66%   | 1.91%   | 1.92%   | 1.69%   |

Note : Figures refer to Mandom Corp. employees at the end of each FY.

Rate calculated according to the legal employment rate calculation method in Japan.

**■ Labor Practice / Decent Work Key Data ■**

Note : Items without comments refer to Mandom Corp. and domestic group member totals.

|                          |                | FY 2016 |        |       | FY 2015 |        |       | FY 2014 |        |       | FY 2013 |        |       | FY 2012 |        |       |
|--------------------------|----------------|---------|--------|-------|---------|--------|-------|---------|--------|-------|---------|--------|-------|---------|--------|-------|
|                          |                | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total |
| Average age              | Mandom Corp.   | 42.0    | 37.1   | 41.0  | 41.6    | 37.6   | 41.0  | 41.6    | 36.8   | 41.0  | 41.2    | 36.8   | 40.1  | 41.0    | 36.2   | 40.0  |
|                          | Other domestic | 45.1    | 43.1   | 45.0  | 44.6    | 47.5   | 44.1  | 44.1    | 42.8   | 44.0  | 43.5    | 40.8   | 43.0  | 44.5    | 41.3   | 44.0  |
| Average years of service | Mandom Corp.   | 18.0    | 13.0   | 17.0  | 17.4    | 13.5   | 17.0  | 18.0    | 13.0   | 17.0  | 17.1    | 13.0   | 16.1  | 17.1    | 13.0   | 16.1  |
|                          | Other domestic | 17.1    | 12.1   | 16.6  | 15.3    | 17.0   | 16.0  | 16.1    | 15.1   | 16.1  | 15.1    | 14.0   | 15.1  | 15.1    | 15.1   | 15.1  |

Note : Full-time employees only.

|                      |              |              | FY 2016 |        |       | FY 2015 |        |       | FY 2014 |        |       | FY 2013 |        |       | FY 2012 |        |       |
|----------------------|--------------|--------------|---------|--------|-------|---------|--------|-------|---------|--------|-------|---------|--------|-------|---------|--------|-------|
|                      |              |              | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total |
| Recruitment          | Mandom Corp. | New graduate | 14      | 8      | 22    | 15      | 5      | 20    | 11      | 6      | 17    | 6       | 6      | 12    | 6       | 3      | 9     |
|                      |              | Mid-career   | 9       | 5      | 14    | 2       | 1      | 3     | 0       | 1      | 1     | 5       | 0      | 5     | 4       | 1      | 5     |
|                      |              | Fixed-term   | 8       | 45     | 53    | 18      | 76     | 94    | 10      | 56     | 66    | 7       | 35     | 42    | 3       | 33     | 36    |
| Other domestic       | New graduate | 0            | 0       | 0      | 0     | 0       | 0      | 0     | 0       | 0      | 0     | 0       | 0      | 0     | 0       | 0      |       |
|                      | Mid-career   | 1            | 0       | 1      | 0     | 1       | 1      | 0     | 0       | 0      | 1     | 1       | 2      | 0     | 0       | 0      |       |
|                      | Fixed-term   | 1            | 7       | 8      | 2     | 4       | 6      | 1     | 5       | 6      | 6     | 3       | 9      | 3     | 7       | 10     |       |
| Domestic group total | New graduate | 14           | 8       | 22     | 15    | 5       | 20     | 11    | 6       | 17     | 6     | 6       | 12     | 6     | 3       | 9      |       |
|                      | Mid-career   | 10           | 5       | 15     | 2     | 2       | 4      | 0     | 1       | 1      | 6     | 1       | 7      | 4     | 1       | 5      |       |
|                      | Fixed-term   | 9            | 52      | 61     | 20    | 80      | 100    | 11    | 61      | 72     | 13    | 38      | 51     | 6     | 40      | 46     |       |

Note : Including re-employment. Fixed term refers to the number of employees on fixed-term contracts.

|              |                | FY 2015 |        |       | FY 2015 |        |       | FY 2014 |        |       | FY 2013 |        |       | FY 2012 |        |       |
|--------------|----------------|---------|--------|-------|---------|--------|-------|---------|--------|-------|---------|--------|-------|---------|--------|-------|
|              |                | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total |
| Job turnover | Mandom Corp.   | 4       | 2      | 6     | 3       | 5      | 8     | 3       | 6      | 9     | 2       | 3      | 5     | 7       | 8      | 15    |
|              | Other domestic | 0       | 2      | 2     | 1       | 0      | 1     | 2       | 3      | 5     | 1       | 0      | 1     | 2       | 0      | 2     |

Note : Full-time employees only.

Does not include retirees, individuals promoted to directorships and transfers within the group.

|                                    |  | FY 2015 |        |       | FY 2015 |        |       | FY 2014 |        |       | FY 2013 |        |       | FY 2012 |        |       |
|------------------------------------|--|---------|--------|-------|---------|--------|-------|---------|--------|-------|---------|--------|-------|---------|--------|-------|
|                                    |  | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total |
| Retirees                           |  | 6       | 2      | 8     | 10      | 0      | 10    | 6       | 1      | 7     | -       | -      | 12    | -       | -      | 13    |
| Employees rehired after retirement |  | 5       | 2      | 7     | 8       | 0      | 8     | 4       | 1      | 5     | -       | -      | 8     | -       | -      | 6     |

Note: Current employees in Mandom Corp. and domestic Mandom Group companies (full-time employees only),

excluding early retirees, transfers and individuals promoted to directorships.

Listing by male and female employees began in FY2014.

|  |  | FY 2015 |        |       | FY 2015 |        |       | FY 2014 |        |       | FY 2013 |        |       | FY 2012 |        |       |
|--|--|---------|--------|-------|---------|--------|-------|---------|--------|-------|---------|--------|-------|---------|--------|-------|
|  |  | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total | Male    | Female | Total |
| Employees taking childcare leave               |  | 2       | 15     | 17    | 1       | 7      | 8     | 0       | 6      | 6     | 0       | 15     | 15    | 0       | 16     | 16    |
| Employees using childcare work program         |  | 0       | 6      | 6     | 0       | 8      | 8     | 0       | 10     | 10    | 0       | 7      | 7     | 0       | 8      | 8     |
| (1) Reinstatement rate                         |  | 100%    | 100%   | 100%  | 100%    | 100%   | 100%  | -       | 100%   | 100%  | -       | 100%   | 100%  | -       | 100%   | 100%  |
| (2) % still in work after 12 months            |  | 100%    | 100%   | 100%  | -       | 91%    | 91%   | -       | 100%   | 100%  | -       | 100%   | 100%  | -       | 100%   | 100%  |
| Employees taking carer's leave                 |  | 0       | 3      | 3     | 0       | 2      | 2     | 0       | 2      | 2     | 0       | 3      | 3     | 0       | 1      | 1     |
| Employees using carer work program             |  | 0       | 3      | 3     | 0       | 2      | 2     | 0       | 1      | 1     | 0       | 0      | 0     | 0       | 0      | 0     |
| Employees taking short-term nursing care leave |  | 7       | 11     | 18    | 8       | 13     | 21    | 8       | 12     | 20    | 8       | 10     | 18    | 3       | 7      | 10    |

Note: Figures refer to recipients at the start of leave period. Work programs include childcare and nursing care flexi-work programs, respectively.

|  |                | FY 2016                |                        |                        | FY 2015                |                        |                        | FY 2014                |
|--|----------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
|  |                | Male                   | Female                 | Total                  | Male                   | Female                 | Total                  |                        |
| Annual scheduled working hours               | Mandom Corp.   | 1,887 hours 50 minutes | 1,887 hours 50 minutes | 1,887 hours 50 minutes | 1,887 hours 50 minutes | 1,887 hours 50 minutes | 1,887 hours 50 minutes | 1,887 hours 50 minutes |
|  | Other domestic | 1,887 hours 50 minutes | 1,887 hours 50 minutes | 1,887 hours 50 minutes | 1,887 hours 50 minutes | 1,887 hours 50 minutes | 1,887 hours 50 minutes | 1,887 hours 50 minutes |
| Actual total annual working hours per person | Mandom Corp.   | 2,068 hours 34 minutes | 1,968 hours 00 minutes | 2,044 hours 06 minutes | 2,111 hours 29 minutes | 2,009 hours 36 minutes | 2,087 hours 42 minutes | 2,059 hours 46 minutes |
|  | Other domestic | 1,995 hours 06 minutes | 1,993 hours 53 minutes | 1,994 hours 55 minutes | 1,930 hours 02 minutes | 1,942 hours 04 minutes | 1,931 hours 48 minutes | 1,912 hours 28 minutes |
| Annual overtime working hours per person     | Mandom Corp.   | 180 hours 44 minutes   | 80 hours 10 minutes    | 156 hours 16 minutes   | 223 hours 39 minutes   | 121 hours 46 minutes   | 199 hours 52 minutes   | 171 hours 56 minutes   |
|  | Other domestic | 107 hours 16 minutes   | 106 hours 03 minutes   | 107 hours 05 minutes   | 42 hours 12 minutes    | 54 hours 14 minutes    | 43 hours 58 minutes    | 24 hours 38 minutes    |
| Compared to the previous year                | Mandom Corp.   | 80.8%                  | 65.8%                  | 78.2%                  | -                      | -                      | 116.2%                 | 163.4%                 |
|  | Other domestic | 254.2%                 | 195.5%                 | 243.6%                 | -                      | -                      | 178.5%                 | 77.3%                  |
| Rate of use of paid annual leave             | Mandom Corp.   | 56.8%                  | 79.1%                  | 62.2%                  | 46.4%                  | 76.5%                  | 53.1%                  | 48.9%                  |
|  | Other domestic | 39.3%                  | 28.0%                  | 37.4%                  | 34.7%                  | 35.8%                  | 34.9%                  | 45.8%                  |

Note : Current employees in domestic Mandom Group companies (excluding managers and above; full-time employees only).

Listing by male and female employees began in FY2015.

|  |                | FY 2013                |                        | FY 2012                |                        |
|--|----------------|------------------------|------------------------|------------------------|------------------------|
|  |                | Male                   | Female                 | Male                   | Female                 |
| Annual scheduled working hours               | Mandom Corp.   | 1,887 hours 50 minutes | 1,887 hours 50 minutes | 1,887 hours 50 minutes | 1,887 hours 50 minutes |
|  | Other domestic | 1,887 hours 50 minutes | 1,887 hours 50 minutes | 1,887 hours 50 minutes | 1,887 hours 50 minutes |
| Actual total annual working hours per person | Mandom Corp.   | 1,993 hours 02 minutes | 1,986 hours 38 minutes | 1,993 hours 02 minutes | 1,986 hours 38 minutes |
|  | Other domestic | 1,919 hours 42 minutes | 1,917 hours 54 minutes | 1,919 hours 42 minutes | 1,917 hours 54 minutes |
| Annual overtime working hours per person     | Mandom Corp.   | 105 hours 12 minutes   | 98 hours 48 minutes    | 105 hours 12 minutes   | 98 hours 48 minutes    |
|  | Other domestic | 31 hours 52 minutes    | 30 hours 04 minutes    | 31 hours 52 minutes    | 30 hours 04 minutes    |
| Compared to the previous year                | Mandom Corp.   | 106.5%                 | -                      | 106.5%                 | -                      |
|  | Other domestic | 106.0%                 | -                      | 106.0%                 | -                      |
| Rate of use of paid annual leave             | Mandom Corp.   | 60.5%                  | 56.4%                  | 60.5%                  | 56.4%                  |
|  | Other domestic | 49.2%                  | 33.5%                  | 49.2%                  | 33.5%                  |

Note : Current employees in domestic Mandom Group companies (excluding managers and above; full-time employees only).

Listing by male and female employees began in FY2015.

|  |                      | FY 2016          | FY 2015                        | FY 2014 | FY 2013 | FY 2012 |
|--|----------------------|------------------|--------------------------------|---------|---------|---------|
|  |                      | Fukusaki Factory | Rate of lost-worktime injuries | 0.00%   | 1.47%   | 5.97%   |
|  | Injury severity rate | 0.00%            | 0.00%                          | 0.16%   | 0.45%   | 0%      |

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.

|   |                   | FY 2016   | FY 2015        | FY 2014 | FY 2013 | FY 2012 |
|---|-------------------|---|----------------|---------|---------|---------|
|   |                   | Number of occupational accidents requiring time off from work | Domestic total | 0       | 1       | 4       |
| Fukusaki Factory  | 0                 |   | 1              | 4       | 10      | 0       |
| Overseas total  | 31                |   | 69             | -       | -       | -       |
| Indonesia Factory   | 29                |   | 64             | -       | -       | -       |
| RIDA Factory  | 2                 |   | 5              | -       | -       | -       |
| Number of occupational accidents not requiring time off from work | Domestic total    | 1   | 4              | 1       | 3       | 1       |
|   | Fukusaki Factory  | 1   | 4              | 1       | 3       | 1       |
|   | Overseas total    | 13  | 22             | -       | -       | -       |
|   | Indonesia Factory | 13  | 21             | -       | -       | -       |
|   | RIDA Factory      | 0   | 1              | -       | -       | -       |

Note : Listing for overseas companies began in FY2015.

The results of FY2015 include the fire that occurred at the Indonesia Factory on July 10, 2015.

#### Item Warranting Special Mention: Situation Regarding Indonesia Factory Fire (July 2015)

On July 10, 2015 a fire occurred at the factory of our consolidated subsidiary, PT Mandom Indonesia Tbk.

The resulting number of casualties are reported below.

Please refer to the following press release and accident investigation report published by the Accident Investigation Panel for more information on the time and place that the accident occurred, what is known at this stage about the cause of the accident, and how the company has responded.

Reference: [One condolence message was issued in English on July 17.](#)

[\(Condolence Message regarding Fire Accident at Consolidated Subsidiary, PT Mandom Indonesia Tbk\)](#)

Reference: [Accident Investigation Report](#)

[into the Fire and Explosion at PT Mandom Indonesia Tbk HQ Plant's Aerosol Production Area published by Accident Investigation Panel \(PDF6.09MB\) \(Japanese Only\)](#)

Reference: [mandom "KohDoh Report 2016"](#)

[KohDoh Feature 01 : The Indonesia Plant Fire and Our Response](#)

#### Work-Related Casualties from the Indonesia Factory Fire

|          | Casualties Total | Male       |      | Female     |      |
|----------|------------------|------------|------|------------|------|
|          |                  | Open-ended | Term | Open-ended | Term |
| Deaths   | 28               | 2          | 2    | 19         | 5    |
| Injuries | 31               | 3          | 4    | 12         | 12   |

Note: Except for one person with light injuries, the chart above includes a total of 58 individuals included in the FY2015 lost-workday accident calculation.