Mandom Group's Human-Oriented Value Creation Model

INPUT

Human Capital
- Employees: 2,672 (Consolidated)
  619 (Non-consolidated)
- Human resources with global mindset
- Human resources with high interest in cosmetics and fashion

Intellectual Capital
- Extensive knowledge related to men's cosmetics
- Technologies related to research areas of focus (hair/scalp, skin, body odor/antiperspirant)
- Knowledge related to TRP channels

Manufacturing Capital
- Three manufacturing sites that can supply products in line with the wide-ranging predicted GDP level of each country (Japan, Indonesia and China)
- Companies cooperating with production in and outside Japan

Financial Capital
- Total assets: ¥93,265 million
- Net assets: ¥73,207 million
- Shareholders' equity: ¥66,517 (million) (shareholders' equity ratio: 71.3%)
- Free cash flow
  Cumulative amount of most recent five years: ¥13,869 million

Social Capital
- Rolled out 13 Group companies in Asia
- Collaboration with business partners (distributors) in Japan and overseas and a product distribution system based on those partnerships
- Business relationships with major retailers in Japan and Asia
- External joint research institutions centered on universities

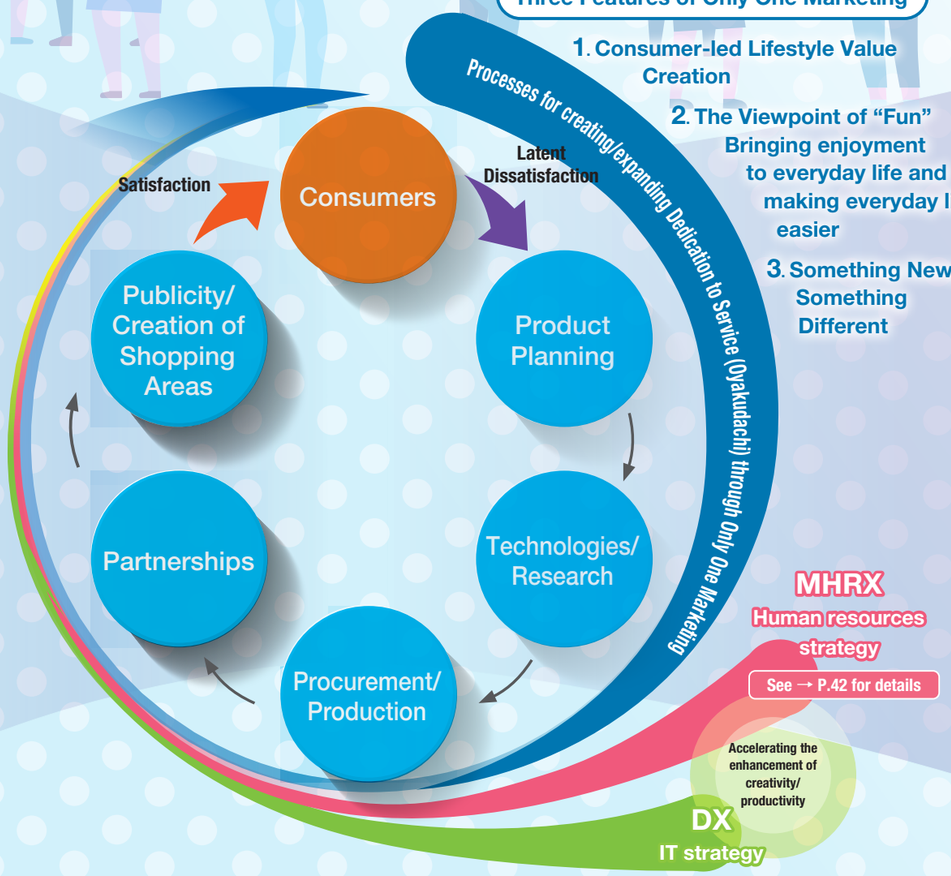
Natural Capital
- Energy input (Japan): 137,970GJ
- Electricity usage (Japan): 9,840,000 Kwh
- Water resource input (Japan): 71,565 m^3
- Raw materials used in products (Japan): 8,153 t*
- Packaging and container materials (Japan): 7,700 t*

Materiality

- Creating an easy-to-start grooming culture
- Expanding Dedication to Service to a diversity of consumers
- Realizing mutual growth of employees and the company
- Actions for sustainable global environment
- Sustainable procurement of raw materials
- Maintaining/enhancing the corporate base

"Human-Oriented" Company

Creating new value through **imagining** people's happiness and excitement



Three Features of Only One Marketing

1. Consumer-led Lifestyle Value Creation
2. The Viewpoint of "Fun" Bringing enjoyment to everyday life and making everyday life easier
3. Something New, Something Different

OUTPUT

Owned cosmetic brands

Men: GATSBY, LÚCIDO

Women: Bifesta, PIXY, LÚCIDO-L, SILKYGIRL

Mandom human resources
- Human resources who are highly engaged with the Company
- Human resources overflowing with the spirit to take on challenges
- Human resources overflowing with intellectual curiosity and creativity
- Human resource marketers with strong understanding of consumers

Natural Capital
- CO_2 emissions (Scope 1 + 2 in Japan): 3,964t-CO_2
- Water discharge volume (Japan): 29,715 m^3
- Waste disposal volume (Japan): 3,235 t (recycling rate: 100.0%)

OUTCOME

See → P.22 for details

- Consumers
- Employees
- Customers/ Suppliers
- Shareholders/ Investors
- Environment/ Regional society
- Government/ Various organizations

Expansion of Dedication to Service

VISION2027

MP-14

MP-13

BE ANYTHING, BE EVERYTHING.

Realizing well-being for consumers around the globe

(Mandom's Six Strengths)

1. Only One Marketing →P.44
2. Extensive Knowledge Related to Men's Cosmetics →P.46
3. Overseas Expansion Focused on the Rapidly Growing Asia →P.50
4. "Unique Research" and "Reliable Technology" to Respond to Consumer Wants →P.48
5. Production and Supply System Which Seeks the Spread of High-Quality and Best-Value Products →P.51
6. Highly-Engaged Employees →P.54

Sustainable Management

We will promote unique sustainable management that ensures both enrichment on an everyday basis and solution of social issues through our concepts of Health, Cleanliness, Beauty and Fun.

See → P.24 for details

Mission Framework

"MISSION," "PRINCIPLES," and "SPIRIT"

See → P.4 for details