

14th Middle-Range Planning (MP-14) Topic

MP-14 Topic 1 ~ Promotion of Group Management ~

Group management policy announcement held overseas for the first time

The MP-14 Mandom Group management policy announcement was held on April 2, 2024. Enhancing the group management structure is a key topic of MP-14, and President Nishimura is seeking employees to pursue “Co-creation” as a crucial keyword. Zero-based thinking, English communication skill, and Diversity & Inclusion are also sought as skill sets required for achieving “Co-Creation” amongst employees on a global scale.

To make this a reality, the group management policy announcement that is normally held in Japan was held overseas (Bangkok, Thailand) for the first time. This announcement also formed an opportunity to provide a message to all group employees, so all presentations on CxO policy announcements were made in English.

Purpose of holding the group management policy announcement meeting

- Spread understanding of the management policy to all group employees
- Achieve swift decision-making focused on streamlining group-wide operations and efficient management
- Express the commitment of the management team toward the entire group and create avenues for employees mindsets

Details of meeting

Led by CSO Matsuda, the meeting began with Nishimura summarizing MP-13 and providing an overview of MP-14 Middle-Range Planning, followed by a speech to all group employees about how to achieve the targets. The COOs of three businesses outlined how to enhance coordination with functional areas from a business perspective, and then function CxOs gave a presentation regarding maximizing the group’s synergy.

Breakdown of meeting shared with employees

To convey the proceedings of the meeting, Japanese and English versions of videos were produced and made available to all group employees. The videos served to create a realistic feel for the group management policy announcement as the Company aims to become a truly global entity.





MP-14 Topic 2 ~ Profitability Improvement ~

Key theme of MP-14 Structural reform to improve profitability

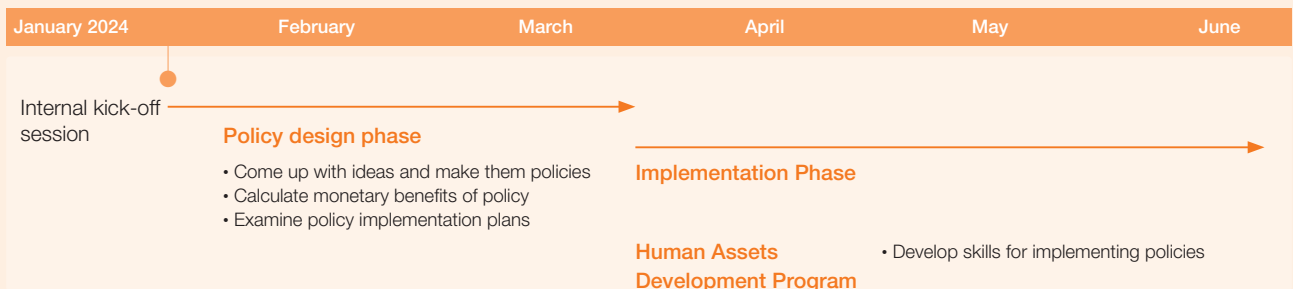
An urgent issue that the Mandom Group is currently facing is improving “profitability” of the Japan Business and Indonesia Business. While there are various external and internal factors present, the entire Group needs to resolve these management issues so that Mandom is able to lead the market going forward and remain in a position of Oyakudachi (Dedication to Service).

As already widely known, Mandom will be celebrating its 100th anniversary milestone in 2027, the final year of MP-14. Driven by the desire to bring about change and essential

reform to Mandom, President and CEO Nishimura took the reins himself and set out to initiate a structural reform project covering various areas as the first step taken toward the next century since February, 2024.

The project set out with a team around 50-strong focusing on the areas of technology, production, personnel affairs, and management strategy to build a foundation for the development of human assets carrying the next-generation of Mandom, while resolving management issues.

Progress of activities



Profitability improvement targets (including effects of reduced unit costs)

7 billion yen or more (4-year total amount)



Allocation to growth investments and shareholder returns

Main Policies

- Shift to global procurement of raw materials
- Switch over to substitute raw materials
- Set and revise sales prices at levels appropriate for profitability
- Narrow down unprofitable products, etc.

The image of consolidated operating income and operating profit margin trends during the MP-14 period

