

# Materiality 6 Maintaining/Enhancing the Corporate Base

## Commitment

Our everlasting mission is expanding and strengthening our Dedication to Service, which is feasible on the assumption that we are a going concern.

Besides ensuring safety and security, we will strengthen business systems based on our philosophy.

## Medium to long-term Targets

Themes of Initiatives	Evaluation Metrics	Medium to long-term targets		FY2023 Results	Example of Initiatives
		Numerical Targets	Target Year		
Providing safety, security and high quality	Number of complaints about quality	Serious complaints: 0	Each year	0 inquiries	P.64
Safety and security of employees	Number of employees on long-term leave	Less than 10 (in Japan)	Each year	9	P.67
Enhancing data security	Compliance with Cybersecurity Management Guidelines	Implementation of all ten important items	2027	62% attainment rate	P.67
Pursuing the mission	Company-wide rate of Mission-based employee decision-making	80% or more	2027	64%	P.68

The Mandom Group upholds “social responsibility & sustainability” as its corporate philosophy, which itself is equivalent to sustainability of the Mandom Group, and adhere to sustainable management (ESG management + SDGs management) to resolve social and environmental issues.

We will continue to develop as a company that is recognized by all stakeholders for its value, with the dynamism to survive in any era, while viewing the expansion and strengthening of our Dedication to Service as a going concern to strengthen business systems based on our philosophy.

### Example of Initiatives 1

## Reconfiguring Our Quality Assurance System and Quality Assurance Activities


Regarding quality assurance for cosmetics and quasi-drugs, Mandom works to assure fully satisfactory quality as demanded by consumers from purchase to end of use. We engage in quality assurance activities to improve the quality of our products and services in all processes, including planning, design and development, production, sales, and customer handling.

In January 2014, we established the ISO 9001-based “Mandom quality management system” (a system for quality assurance activities that incorporate customer opinions), which we have since operated as we pursue continuous improvement of quality.

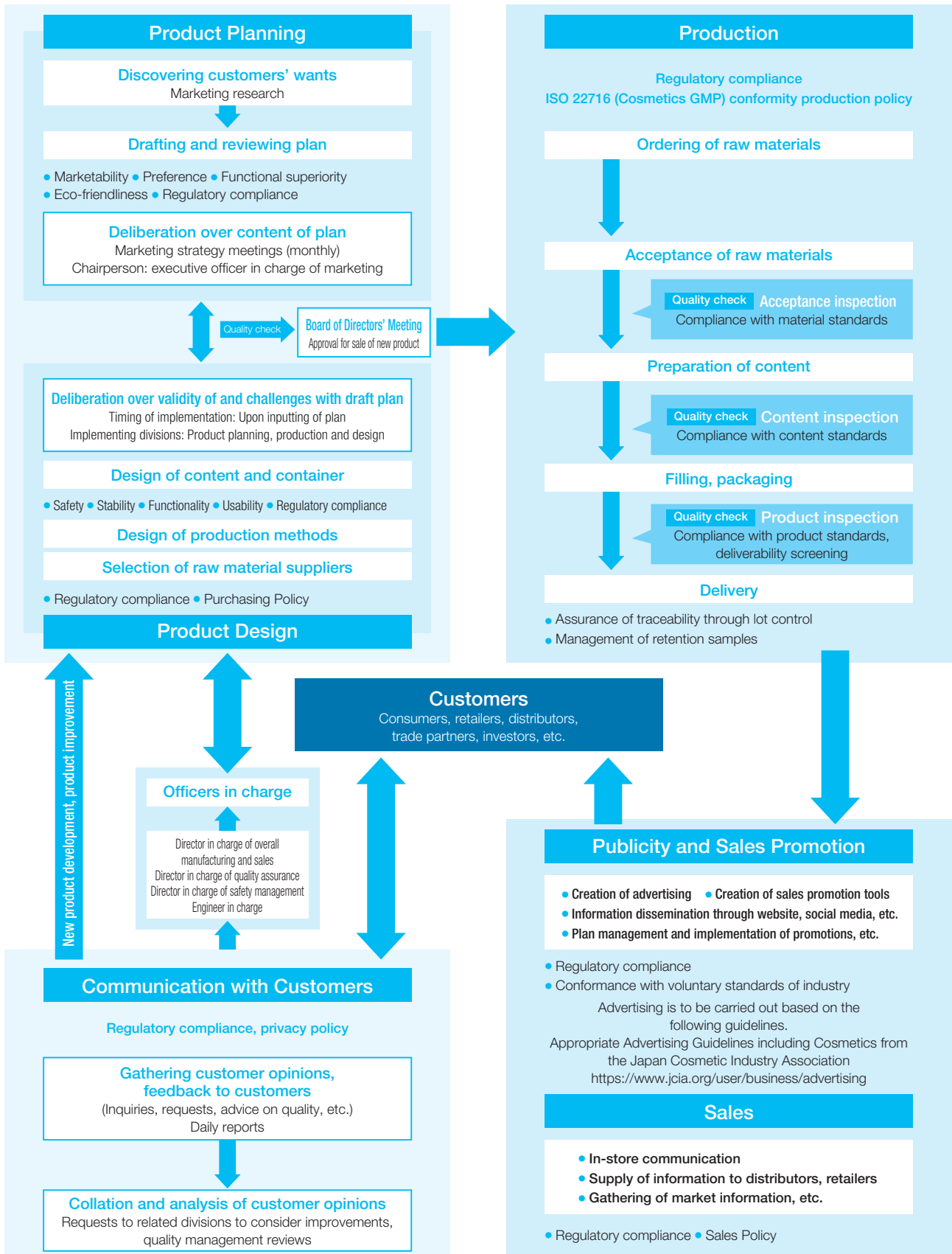
In order to continuously improve the effectiveness and reliability of this Mandom quality management system, we established the Quality Assurance Committee through which

we unify the company-wide direction on quality. Additionally, the officers in charge, director in charge of overall manufacturing and sales, director in charge of quality assurance, director in charge of safety management and technical supervisors stipulated in the Pharmaceutical and Medical Devices Act (Act on Securing Quality, Efficacy and Safety of Products Including Pharmaceuticals and Medical Devices) work closely with each other to supervise and promote quality assurance activities.

For a diagram of the Mandom quality management system, please see the next page.

 : Sustainability Information  
 : Sustainability > Society (S) > Consumer Issues > Promotion of Quality Assurance System

Mandom quality management system (a system for quality assurance activities that incorporate customer opinions)



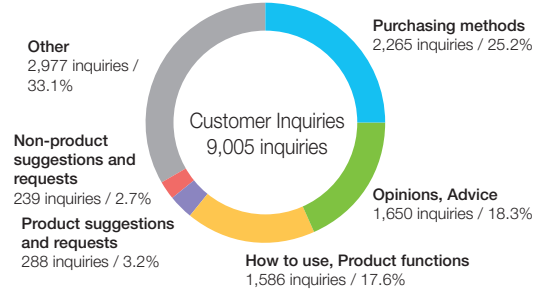
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### Customer Inquiry System

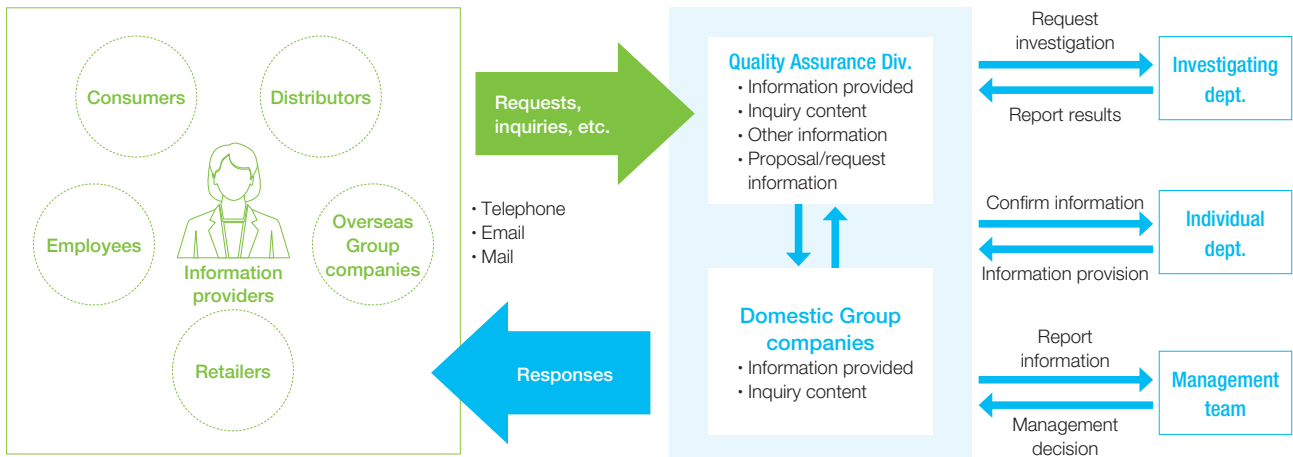
We set up a Customer Relations Division in 1994 as a general contact point for communicating with customers, including their suggestions, requests and other feedback. After reviewing the feedback received, we add information to the Frequently Asked Questions (FAQ) & Inquiries section of our website as part of our efforts to ensure the supply of information.

Furthermore, feedback is compiled in a database, and through mutually attended internal meetings, is passed along to top management and relevant departments to be integrated into future product development and improvement.

Customer Inquiries in FY2023



\* Does not include the number of inquiries received via chatbot.



WEB : Top Page  
Customer Support

### Examples of Utilizing Customer Feedback

At Mandom, we share feedback from customers with top management and relevant departments, and work to express true customer satisfaction.

The following presents our latest efforts making use of customer feedback.

FY2023	All products sold since February 2024	Changed text from “Keep out of reach of children” to “Take care of storage location to prevent accidental ingestion by children or people with dementia, etc.”
	LÚCIDO One Push Care Color Series	Enhanced warnings to avoid forgetting the product after using (in bathroom, washbasin, mirror, etc.)
FY2022	LÚCIDO Perfect Skin Gel/Cream	Based on feedback regarding the label on the inner lid such as “The explanation is hard to understand” and “The characters are hard to see,” we changed the explanation to an easy-to-understand one and gave the label content improved visibility.
	LÚCIDO-L Hair Treatment Oil Frizz Care #EX hair oil swell and curl care	We stated a “gel form” label to the product in response to feedback that the product did not look how customers imagined.
FY2021	LÚCIDO-L Oil Treatment series	A customer commented, “It is difficult to see the remaining amount.” In response to this, we improved the label by widening the gap to make it easier to see the remaining amount.
	LÚCIDO-L Hair Styling Stick	A customer reported to us that opening the cap caused the stick inside to break, so we stated “Please pull the cap up without twisting it” on the back side of the product.

## Example of Initiatives 2

### ■ Initiatives for improving long working hours

Mandom considers the correction of long working hours in particular to be one of the most important issues in improving the quality of employee health, and has actually identified that some employees are working long hours on a regular basis. At Mandom, we believe that correcting long working hours and allowing employees to get enough sleep can help to reduce presenteeism in each employee, and thus lead to an increase in work productivity. We also believe that by repurposing the time outside of working hours that have been reduced for additional learning and reskilling, we can help enhance each employee's job satisfaction and sense of fulfillment.

Accordingly, we have set the target of "Achieving average of less than 10 hours of overtime work per month for all full-time employees (including managers) by FY2027," and are working to achieve this target.

- Monthly report of performance data related to overtime hours at upper-level meetings for promoting initiatives to reduce overtime involving management
- Study issues and put into place solutions for reducing overtime work by department, led by department managers, factoring in the characteristics of each department, such as busy and off-peak periods of business

## Example of Initiatives 3

### ■ Initiatives to for strengthening cybersecurity

#### Cybersecurity at Mandom

Maintaining a safe and secure business environment is considered an important management issue, by protecting the Group's information assets, electronic data, information systems, and other assets from increasingly sophisticated cyberattacks and other risks. To this end, we implement risk countermeasures covering all domestic and overseas group

companies from organizational, human, technological, and other perspectives.

As part of these efforts, we will conduct self-checks, and review and make continuous improvements to measures based on the Compliance with Cybersecurity Management Guidelines in order to implement measures under the leadership of management.

#### Development of cybersecurity management system

In addition to establishing policies as a guide for groupwide cybersecurity measures and security measures standards for the Group, we have established a groupwide security management system so that we are able to manage cybersecurity risks for the entire Mandom Group in a

centralized manner.

We are also strengthening our cybersecurity management system to increase the effectiveness of security measures, by providing security education to all employees, including management staff, and by assigning in-house experts on security measures.

#### Identifying and responding to cybersecurity risks

We conduct an inventory of information assets at each company of the Group to identify cybersecurity risks and the status of risk countermeasures across the entire group. We make reference to NIST's Cybersecurity Framework when working to reduce cybersecurity risks, and in addition to implementing measures to prevent security breaches

before they occur, we also detect and respond to signs of security breaches and conduct constant monitoring through a company specializing in security services.

Going forward, we will continually work on strengthening our security measures in response to the ever-changing threats and risks and advances in technologies.

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### Example of Initiatives 4

#### Mission education aimed at embodying our corporate slogan

##### Mandom Mission-Based Management

In Mission-Based Management, all employees including executives are actively engaged and inspired to think and act according to the mission. We believe that the most important topic in the globalization of our business is the spread of our mission to all Group employees, and have been working continuously since FY2017 to develop a framework

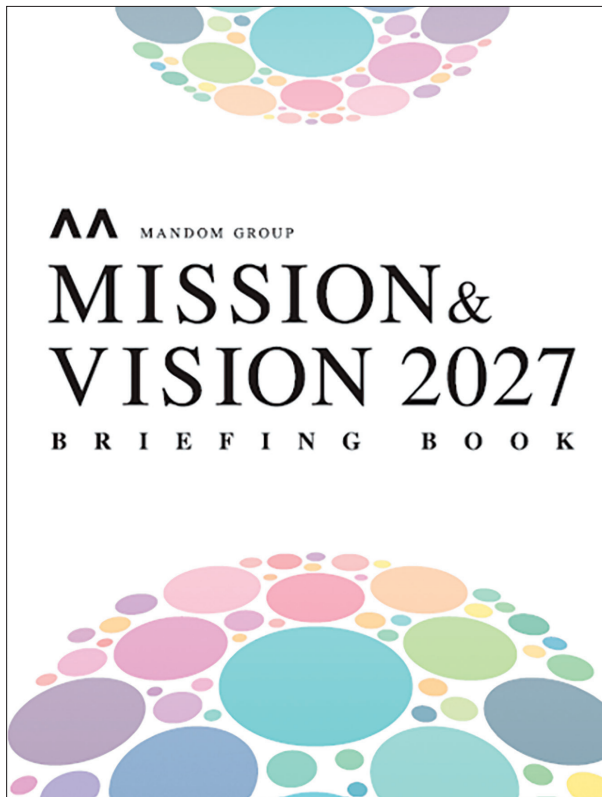
##### Mission education aimed at embodying our corporate slogan

Our corporate slogan is “BE ANYTHING, BE EVERYTHING.” In order to improve employees’ empathy for and understanding of the background on the launch of our corporate slogan, “BE ANYTHING, BE EVERYTHING,” as well as the need to embody our spirit of Dedication to Service (Oyakudachi) in line with the times, as part of our mission

for spreading this philosophy to all. We built a framework to spread our mission to each Group employee by creating a “briefing book,” a shared text of the Mandom mission and vision in eight languages, including Japanese. With input from local staff, the translation of this text was executed with careful consideration to select the optimal words and phrases to express the intent of this document.

education to embody our corporate slogan, we have held refresher sessions and co-creation workshops attended by employees from beyond units and departments. Such workshops provide an opportunity for employees to discuss our corporate slogan with their colleagues of similar rank and age from throughout the company in a collaborative atmosphere.

#### MISSION & VISION 2027 BRIEFING BOOK



#### Corporate slogan / Mission education aimed at embodying our corporate slogan

# BE ANYTHING, BE EVERYTHING.

