

March 1, 2023

To all persons concerned

Address of Head Office 5-12, Juniken-cho, Chuo-ku,  
 Listed company name Mandom Corporation  
 Representative Ken Nishimura,  
 Representative Director &  
 President Executive Officer  
 Securities TSE Prime Market 4917  
 identification code  
 Contact mail: press@mandom.com  
 (Please contact us in Japanese  
 or English.)

**Announcement of Changes in Directors, Executive Officers, and Personnel**

Mandom Corporation hereby announces the following changes in Directors, Executive Officers, and personnel and structural reform.

1. Changes in Directors (as of April 1)

(1) Changes in roles of Directors

(Note) Underlines indicate changes

Name	New position		Present position	
	Title	Roles	Title	Roles
Ken Nishimura	Representative Director & President Executive Officer	Supervising <u>the Marketing Units</u> In charge of Internal Audit Div.and <u>Corporate Transformation Div.</u> <u>General Manager of Corporate Transformation Div.</u>	Representative Director & President Executive Officer	In charge of Internal Audit Div.
Yasuaki Kameda	Director & Senior Vice President Executive Officer	Supervising Human Resources & General Resources Units and Corporate Planning & Financial Units In charge of <u>Legal Affairs Div.</u> and Executive Secretary Div.	Director & Senior Vice President Executive Officer	<u>Responsible for the domestic business of the Company</u> Supervising Human Resources & General Resources Units and Corporate Planning & Financial Units In charge of <u>Investor Relations Div.</u> and Executive Secretary Div.

Shinichiro Koshiba	Director & Senior Managing Executive Officer	Supervising International Business Operation In charge of <u>International Business Strategy Div.</u>	Director & Senior Managing Executive Officer	<u>Responsible for the overseas business of the Company</u> Supervising International Business Operation In charge of <u>International Business Div.2</u> and <u>International Business Div.3</u>
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(2) Changes in roles of Executive Officers

Name	New position		Present position	
	Title	Roles	Title	Roles
Fumihiro Okada	Managing Executive Officer	Supervising the Technology Units In charge of Regulatory Strategy & Affairs Div., Technology Strategy Div. and Quality Assurance Div.	Managing Executive Officer	Supervising the Technology Units In charge of <u>Skin Science Development Institute</u> , Regulatory Strategy & Affairs Div., Technology Strategy Div., Quality Assurance Div. and <u>Customer Support Div.</u>
Koichi Watanabe	Managing Executive Officer	Supervising Production Units In charge of Purchasing Div.	Managing Executive Officer	Supervising Production Units In charge of Purchasing Div. and <u>Production Strategy Div.</u>
Kenji Uchiyama	Managing Executive Officer	Supervising the Domestic Sales Units In charge of <u>East Japan Sales Div.</u> , <u>West Japan Sales Div.</u> and <u>Chainstore Sales Div.</u>	Managing Executive Officer	Supervising the Domestic Sales Units In charge of <u>Sales Strategy Div.</u> , <u>Sales Management Div.</u> , <u>Chainstore Sales Div.1</u> , <u>Chainstore Sales Div.2</u> and <u>Chainstore Sales Div.3</u>

Gosuke Omori	Executive Officer	In charge of Brand Marketing Div.1, Brand Marketing Div.2, Sales Marketing Div. and <u>Marketing Strategy Div.</u> General Manager of Brand Marketing Div.1	Executive Officer	In charge of Brand Marketing Div.1, Brand Marketing Div.2, <u>Global Skincare &amp; Cosmetics Promotion Div.</u> , Sales Marketing Div. and <u>EC Marketing Div.</u> General Manager of Brand Marketing Div.1 and <u>EC Marketing Div.</u>
Teiji Izawa	Executive Officer	In charge of <u>Hair Care Institute</u> , <u>Advanced Technology Institute</u> and <u>Skin Care Institute</u> General Manager of <u>Hair Care Institute</u>	Executive Officer	In charge of <u>Technical Development Institute</u> , <u>Product Evaluation Institute</u> and <u>Fundamental Research Institute</u> General Manager of <u>Technical Development Institute</u>
Hidenori Yamada	Executive Officer	In charge of <u>International Business Div.</u> General Manager of <u>International Business Div.</u>	Executive Officer	In charge of <u>International Business Strategy Div.</u> and <u>International Business Div.1</u> General Manager of <u>International Business Strategy Div.</u>
Masahiro Ueda	<u>Executive Officer</u>	PT Mandom Indonesia Tbk Representative Director & President Executive Officer	<u>Managing Executive Officer</u>	PT Mandom Indonesia Tbk Representative Director & President Executive Officer
Yasumasa Yoshida	<u>Executive Officer</u>	<u>PT Mandom Indonesia Tbk Director &amp; Senior Vice President Executive Officer</u>	<u>Managing Executive Officer</u>	<u>Supervising the Marketing Units</u> In charge of <u>Development Management • OEM Planning Div.</u> , <u>International Marketing Div.</u> , <u>Marketing Strategy Div.</u> and <u>Public Relations Div.</u>

Tetsuya Takahashi	Executive Officer	In charge of <u>Human Resources &amp; General Administration Div.</u> General Manager of <u>Human Resources &amp; General Administration Div.</u>	Executive Officer	In charge of <u>Human Resources Div., Legal Affairs Div. and General Administration Div.</u> General Manager of <u>Human Resources Div.</u>
Tetsuaki Matsuda	Executive Officer	In charge of <u>Corporate Planning Div. and IT Innovation Promotion Div.</u> General Manager of <u>Corporate Planning Div.</u>	Executive Officer	In charge of <u>Corporate Strategy Div., Corporate Administration Div. and ESG Promotion Div.</u> General Manager of <u>Corporate Strategy Div.</u>
Masanori Sawada	Executive Officer	In charge of Finance Div. and <u>Investor Relations Div.</u> General Manager of Finance Div.	Executive Officer	In charge of Finance Div., and <u>IT Innovation Promotion Div.</u> General Manager of Finance Div.

### (3) Newly appointed Executive Officers

Name	New position		Present position	
	Title	Roles	Title	Roles
Ichiro Kagawa	<u>Executive Officer</u>	In charge of <u>International Marketing Div., EC Marketing Div. and Public Relations Div.</u> General Manager of International Marketing Div.	General Manager	International Marketing Div.
Teruhiko Komatsu	<u>Executive Officer</u>	In charge of <u>Sales Strategy Div. and Distribution Channel Development Div.</u> General Manager of Sales Strategy Div.	General Manager	Sales Strategy Div.

## 2. Changes in Personnel (as of April 1)

Name	New position		Present position	
	Title	Roles	Title	Roles
Gumi Sakai	General Manager	<u>Brand Marketing Div.2</u>	General Manager	<u>Global Skincare &amp; Cosmetics Promotion Div.</u>
Tsutomu Baba	<u>General Manager</u>	EC Marketing Div.	—	EC Marketing Div.

Hidefumi Ikeda	<u>General Manager</u>	<u>Advanced Technology Institute</u>	<u>General Manager</u>	<u>Product Evaluation Institute</u>
Takeharu Ishii	General Manager	<u>Skin Care Institute</u>	General Manager	<u>Skin Science Development Institute</u>
Tomotada Koga	General Manager	<u>East Japan Sales Div.</u>	General Manager	<u>Chainstore Sales Div.1</u>
Mitsushi Hiratani	General Manager	<u>West Japan Sales Div.</u>	General Manager	<u>East Japan Sales Div.</u>
Tomoo Fukuda	General Manager	<u>Chainstore Sales Div.</u>	General Manager	<u>Chainstore Sales Div.2</u>
Shinichi Takata	<u>General Manager</u>	<u>International Business Strategy Div.</u>	<u>Deputy General Manager</u>	<u>International Business Strategy Div.</u>

### 3. Change in Director and Audit & Supervisory Board Member (as of June 23)

#### (1) Appointment or Resignation of Directors

Name	New position		Present position	
	Title	Roles	Title	Roles
Reiko Nakayama	—	—	<u>External Director</u>	—
Mami Ito	<u>External Director</u>			

\*These change will come into effect officially after a general meeting of stockholders at June 23.

\* Please refer to the attached sheet for Mami Ito's biography.

#### 4. Organizational Restructuring (Effective April 1, 2023)

As one of the HR system reforms starting with "Job" and "Autonomy" (Mandom HR Transformation; "MHRX"), we will reform our organization to facilitate quick decision making and cooperation between departments.

##### (1) Global Skincare & Cosmetics Promotion Div. will be integrated into Brand Marketing Div.2.

In addition to consolidating the development function of women's skincare and cosmetics in our Group, we will promote increased development of other categories and brands and will integrate two departments with the aim of strengthening the presence of women's cosmetics in our Group.

##### (2) Development Management/OEM Planning Div. will be abolished and transferred to Marketing Strategy Div.and Sales Marketing Div.

Development and management operations are to be transferred to Marketing Strategy Div., which will thereby increase the efficiency of marketing management operations. In addition, the OEM development function is to be transferred to Sales Marketing Div., which specializes in marketing support. In this way, we will increase the quality of proposals by strengthening interlocking with sales department.

(3) Technical Development Institute will be renamed as Hair Care Institute.

To define research fields as major institutes, Technical Development Institute will be renamed as Hair Care Institute.

(4) Product Evaluation Institute and Fundamental Research Institute will be integrated into a newly established Advanced Technology Institute.

With the aim of expanding the scope of fundamental research and achieving early output through efficient management, Product Evaluation Institute and Fundamental Research Institute will be integrated into a newly established Advanced Technology Institute.

(5) Skin Science Development Institute will be renamed as Skin Care Institute.

Skin Science Development Institute will be renamed as Skin Care Institute to uniform the naming style with those of the other departments.

(6) Customer Support Div. will be integrated into Quality Assurance Div.

To use our customers' opinions efficiently in our quality assurance activities, Customer Support Div. will be integrated into Quality Assurance Div.

(7) Production Strategy Div. will be integrated into Production Engineering Div.

Production Strategy Div. will be integrated into Production Engineering Div., which is an operational unit of Fukusaki Factory, and we will thereby promote development of technologies cross-sectionally and increase the production efficiency of our Group.

(8) Sales Management Div. will be integrated into Sales Strategy Div.

The strategy function of Sales Strategy Div. and the support function of Sales Management Div. will be integrated to enable synergistic effects and thereby facilitate quick decision making and enhance functions.

(9) Chainstore Sales Div.1, Div.2, and Div.3 will be integrated into a newly established Chainstore Sales Div.

To respond to advancing retail business due to changes in the distribution environment, Chainstore Sales Div.1, Div.2 and Div.3 will be integrated to facilitate quick decision making and enhance capability for making proposals by enabling synergistic effects.

(10) International Business Strategy Div. and International Business Div.1, Div.2, and Div.3 will be reorganize and International Business Div. and International Business Strategy Div. will be newly established.

By integrating overseas business that has been segmentalized by area, we will build a system that can quickly make uniform decisions and also promote the localization (transferring authority) of overseas companies.

(11) Human Resources Div. and General Administration Div. will be integrated into a newly established Human Resources & General Administration Div.

Human Resources Div. and General Administration Div. will be integrated for effective and efficient implementation of systemic and structural reforms that we will all address together, such as promoting MHRX and DX, etc.

(12) Corporate Strategy Div., Corporate Administration Div. and ESG Promotion Div. will be integrated into a newly established Corporate Planning Div.

To respond to a drastically changing business environment in a quick and flexible manner and to practice sustainable management, Corporate Strategy Div., Corporate Administration Div. and ESG Promotion Div. will be integrated into a newly established Corporate Planning Div.

(13) Corporate Transformation Div. will be newly established.

We will newly establish a department dedicated to comprehensive corporate transformation, including responsibilities such as planning strategies for future Group concepts and the restructuring of management resources, etc. from the long-term perspective, searching for new business, etc.

End of text

**Attachment**

Personal Profile of External Auditor Candidate

Mami Ito	
Date of Birth	November 24, 1967
Career	March 2000      Representative Director and President of NIHON DENTO KOUGYO Co., Ltd. <Incumbent>
	April 2012      Representative Director and President of Nihon Accessories Co., Ltd. <Incumbent>
	July 2012      Representative Director and President of Julico Co., Ltd. <Incumbent>
	June 2020      External Director of KIMOTO Co., Ltd. <Incumbent>