

Future challenges to be addressed by taking advantage of our strength and creating values				
Materiality	Theme of initiative	Evaluation metrics	Medium to long-term targets	
			Numerical target	Target year
Creating an easy-to-start grooming culture	Strengthening our Dedication to Service (“Oyakudachi”) for consumers who actively express their individuality	Number of proposals on a new cosmetic field that “enables consumers to freely express their own individuality” or on consumer attributes	Three proposals or more per year	Each year
		Number of proposals on new technology that contributes to solution of issues faced by consumers	A cumulative total of 35 proposals or more from 2021 to 2027	2027
	Developing human resources to create a new grooming culture	Rate of practice of the Mandom Principles	80% or more	2027
Expanding Dedication to Service to a diversity of consumers	Expanding our Dedication to Service	Number of challenges addressed to expand our distribution network	13 challenges or more per year	Each year
Realizing mutual growth of employees and the company	Creating a culture that encourages employees to take on new challenges	Ratio of “active engagement employees” in a philosophy survey	38% or more	2027
		Employee engagement	81% or more per year	Each year
	Active engagement by diverse human resources	Ratio of women in managerial posts	20% or more (Mandom Corp. (non-consolidated))	2027