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To Whom It May Concern

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Notice regarding Resolutions to Approve Share Consolidation, Abolition of Provision on Share Units, and Partial Amendment of Articles of Incorporation

Mandom Corporation (the “Company”) hereby announces as follows that, as announced in the press release dated March 26, 2026 and titled “Notice regarding Share Consolidation, Abolition of the Provision of Share Units, and Partial Amendment of Articles of Incorporation” (the “Press Release Dated March 26, 2026”), the Company submitted to the extraordinary shareholders’ meeting held today (the “Extraordinary Shareholders’ Meeting”) proposals for a share consolidation, the abolition of provisions on share units and partial amendment to the Articles of Incorporation, and resolutions were adopted to approve the proposals as proposed.

As a result, the common shares of the Company (the “Company Shares”) will fall under the delisting criteria prescribed in the Securities Listing Regulations of the Tokyo Stock Exchange, Inc. (the “TSE”). Accordingly, after being designated as stock to be delisted between April 24, 2026 and May 14, 2026, the Company Shares will be delisted on May 15, 2026. Please note that, after being delisted, the Company Shares will no longer be traded on the TSE Prime Market.

I. Proposal 1: Share Consolidation

At the Extraordinary Shareholders’ Meeting, the Company obtained shareholders’ approval for the share consolidation on the following terms and conditions (the “Share Consolidation”). The details of the Share Consolidation are as described in the Press Release Dated March 26, 2026.

1. Class of shares subject to share consolidation
Common Shares
2. Share consolidation ratio
The Company will consolidate 10,000,000 shares of the Company Shares into one share.
3. Number of shares by which the total number of issued shares will be reduced
45,019,460 shares
Note 1: The above number indicates the number of shares obtained by deducting the “total number of issued shares after the share consolidation takes effect”

stated in 5. below from the “total number of issued shares before the share consolidation takes effect” stated in 4. below.

4. Total number of issued shares before the share consolidation takes effect
45,019,464 shares
Note 2: The “total number of issued shares before the share consolidation takes effect” is the number of shares calculated by deducting the 3,249,748 treasury shares of the Company (representing the total number of all treasury shares held by the Company as of December 31, 2025 (3,132,848 shares) and the number of the Company’s restricted shares (116,900 shares) planned to be acquired by the Company at no cost by May 18, 2026) which the Company resolved at its board of directors meeting on March 26, 2026 will be cancelled as of May 18, 2026 from the total number of issued shares of the Company as of December 31, 2025 (48,269,212 shares).
5. Total number of issued shares after the share consolidation takes effect
4 shares
6. Total number of shares authorized to be issued as of the effective date
10 shares
7. Method of handling of fractions less than one share, and amount of money expected to be delivered to the shareholders as a result of the handling of fractions
 - (a) Whether fractions will be handled in accordance with the provisions of Article 235, Paragraph 1 of the Companies Act or of Article 234, Paragraph 2 of the Companies Act that apply mutatis mutandis through Article 235, Paragraph 2 of the Companies Act, and reason for that handling

As a result of the Share Consolidation, the number of Company Shares held by each shareholder other than Kalon Holdings, Co., Ltd. (the “Tender Offeror”) will be a fraction of less than one share.

For the fractions of less than one share resulting from the Share Consolidation, a number of Company Shares equal to the aggregate number of fractional shares (with such aggregate sum rounded down to the nearest whole number if it totals a fraction of less than one share) will be sold off, and the amount of proceeds from the sale of the shares will be delivered to the shareholders in proportion to the fractional shares attributed to them.

For this sale, in light of the fact that the Share Consolidation will be conducted as part of the transactions to ultimately make the Tender Offeror the sole shareholder of the Company (the “Transactions”) and that the Company Shares will become shares without a market price as they are intended to be delisted as of May 15, 2026, thus, are less likely to have a purchaser upon public auction, the Company plans to sell the shares to the Tender Offeror after obtaining permission from a court pursuant to the provisions of Article 234, Paragraph 2 of the Companies Act (Act No. 86 of 2005; as amended). The same shall apply

hereinafter.), which applies mutatis mutandis to Article 235, Paragraph 2 of the same Act.

In this case, if the necessary court permission is obtained as planned, the selling price would be set at a price that will ensure delivery of the amount of money derived by multiplying the number of the Company Shares held by each shareholder stated or recorded in the final shareholder register of the Company as of the time immediately prior to the effective date of the Share Consolidation (in other words, as of May 18, 2026, which is the day immediately prior to the effective date of the Share Consolidation) by 3,105 yen, which is the amount equal to the price for purchase, etc. per Company Share in the tender offer for the Company Shares conducted by the Tender Offeror, with the period for purchase, etc. being from September 26, 2025 to February 25, 2026. However, in the case where the court permission is not obtained or calculation adjustments for fractional shares are required, the actual amount of money delivered to each shareholder may differ from the aforementioned amount.

- (b) Name or company name of the person who is expected to purchase shares subject to sale
Kalon Holdings Co., Ltd.

- (c) Method to be used by the person who is expected to purchase shares subject to sale in order to secure funds for payment of the price for that sale, and appropriateness of that method

With respect to the capital for the acquisition of the Company Shares corresponding to the total amount of any fractional shares resulting from the Share Consolidation, the Tender Offeror plans to obtain (i) a loan from MUFG Bank, Ltd. (“MUFG Bank”) and (ii) receive a capital contribution from Kalon J Group Holdings Co., Ltd., which is the wholly-owning parent company of the Tender Offeror, all of whose outstanding shares are indirectly held by investment funds advised by certain subsidiaries of CVC Capital Partners plc or their General Partners.

In the execution procedures for the Transactions, the Company confirmed the method through which the funds would be secured by the Tender Offeror by confirming the amendment statement to the tender offer registration statement filed by the Tender Offeror on February 9, 2026 as well as the loan certificate issued by MUFG Bank and the capital contribution certificate issued by the Tender Offeror Parent Company, etc. each dated February 9, 2026 and attached thereto. In addition, according to the Tender Offeror, the Tender Offeror intends to use these funds to pay for the sale price for a number of the Company Shares equivalent to the aggregate number of fractions of less than one share resulting from the Share Consolidation, and no event has occurred that would possibly cause a hindrance to the payment of the sale price for a number of the Company Shares equivalent to the aggregate number of fractions of less than one share resulting from the Share Consolidation, nor is the Tender Offeror aware of any possibility that such event will occur in the future.

Based on the above, the Company has determined that the method of securing funds by the Tender Offeror to be used to pay the sale price for a number of the

Company Shares equivalent to the aggregate number of fractions of less than one share resulting from the Share Consolidation is appropriate.

- (d) Time of sale and expected time of delivery of proceeds from sale to the shareholders

The Company will file a petition with a court to obtain permission to sell to the Tender Offeror a number of the Company Shares equivalent to the aggregate number of fractions of less than one share resulting from the Share Consolidation in or around early June 2026 in accordance with the provisions of Article 234, Paragraph 2 of the Companies Act that apply mutatis mutandis through Article 235, Paragraph 2 of the Companies Act. The time when that permission will be obtained may vary depending on the status of the court or other factors, but the Company expects that after it sells the Company Shares to the Tender Offeror from or around late June 2026 to early July 2026 upon obtaining the court's permission, and then makes the necessary arrangements for delivering the proceeds from that sale to the shareholders, the Company will deliver the proceeds from that sale to the shareholders from or around late August 2026 to mid-September 2026.

In light of the period of time necessary for the series of procedures for the sale after the effective date of the Share Consolidation, the Company has determined that a sale of a number of the Company Shares equivalent to the aggregate number of fractions of less than one share resulting from the Share Consolidation will be made and the proceeds from that sale will be delivered to the shareholders at each of the times stated above.

II. Proposal 2: Partial Amendment to the Articles of Incorporation

At the Extraordinary Shareholders' Meeting, the Company obtained shareholders' approval for the partial amendment to the Articles of Incorporation on the following terms and conditions. The details of the amendments are as described in the Press Release Dated March 26, 2026. The amendments to the Articles of Incorporation pertaining to this Proposal will become effective on May 19, 2026 subject to a resolution to approve the proposal for the Share Consolidation being passed as proposed at the Extraordinary Shareholders' Meeting, and the Share Consolidation taking effect.

1. If the proposal for the Share Consolidation is approved as proposed at the Extraordinary Shareholders' Meeting and the Share Consolidation takes effect, the total number of shares authorized to be issued by the Company will be reduced to 10 shares in accordance with the provisions of Article 182, Paragraph 2 of the Companies Act. In order to clarify this point, Article 6 (Total Number of Shares Authorized to Be Issued) of the Articles of Incorporation will be amended subject to the Share Consolidation taking effect.
2. If the proposal for the Share Consolidation is approved as proposed at the Extraordinary Shareholders' Meeting and the Share Consolidation takes effect, the total number of issued shares of the Company will be 4 shares, and it will cease to be necessary to specify the number of shares constituting one unit. Therefore, subject to the Share Consolidation taking effect, the provisions of Article 8 (Number of Shares per Share Unit), Article 9 (Demand for Sale of Shares Less Than One Unit), and Article 10 (Rights Regarding Shares Less Than One Unit) of the Articles of

- Incorporation will be entirely deleted in order to abolish the provisions regarding the number of shares constituting one unit for the Company Shares (currently 100 shares), and the remaining provisions will be renumbered accordingly.
3. If the proposal for the Share Consolidation is approved as proposed at the Extraordinary Shareholders' Meeting and the Share Consolidation takes effect, the Tender Offeror will become the sole shareholder of the Company. Therefore, provisions concerning the record date for the ordinary general meeting of shareholders will no longer be necessary. Accordingly, subject to the Share Consolidation taking effect, the provisions of Article 14 (Record Date for Ordinary General Meetings of Shareholders) of the Articles of Incorporation will be entirely deleted and the remaining provisions will be renumbered accordingly. It should be noted that, if the relevant amendment becomes effective, for the ordinary general meeting of shareholders scheduled to be held in June 2026, the Company's shareholders as of the time of holding of that meeting will be treated as shareholders of the Company who are entitled to exercise their voting rights.
 4. If the proposal for the Share Consolidation is approved as proposed at the Extraordinary Shareholders' Meeting and the Share Consolidation takes effect, the Tender Offeror will become the sole shareholder of the Company, and the Company Shares will be delisted in connection with the implementation of the Share Consolidation. Therefore, provisions concerning systems for providing shareholders meeting materials electronically will no longer be necessary. Accordingly, subject to the Share Consolidation taking effect, the provisions of Article 16 (Measures for Electronic Provision, Etc.) of the Articles of Incorporation will be entirely deleted and the remaining provisions will be renumbered accordingly.

III. Schedule of the Share Consolidation

(a) Date of the Extraordinary Shareholders' Meeting	Friday, April 24, 2026
(b) Date of designation as stock to be delisted	Friday, April 24, 2026
(c) Last trading date	Thursday, May 14, 2026 (scheduled)
(d) Delisting date	Friday, May 15, 2026 (scheduled)
(e) Effective date of the Share Consolidation	Tuesday, May 19, 2026 (scheduled)

End