

The Unicharm Way

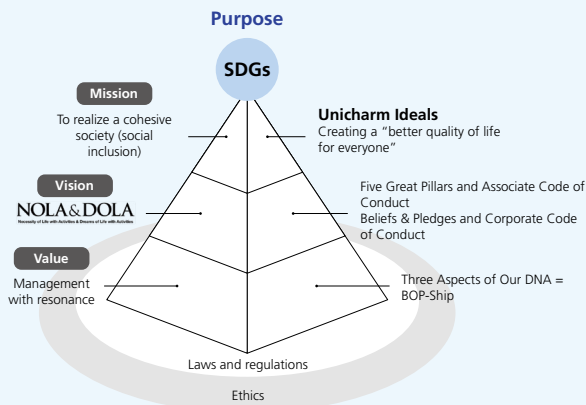
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Our Purpose: Mission, Vision, and Value

At Unicharm, we believe that our fundamental raison d'être, that is, our purpose, is to help achieve the United Nations' Sustainable Development Goals (SDGs). To better delineate the substance of this purpose and to further its accomplishment, we have broken it down into three key components: mission, vision, and value.

"Mission" clarifies what we want to accomplish. More specifically, our mission is to realize a cohesive society, a society that must inherently be diverse, inclusive, and sustainable. In this society, personal freedom will harmonize with social altruism, enabling people to be true to themselves and live lives of their own choosing, while at the same time helping others to achieve a better life. Where purpose is the goal, vision is the means. "Vision" elucidates how we can realize a cohesive society. In practical terms, it is the application of our corporate philosophy, which we like to call "NOLA & DOLA" (Necessity of Life with Activities & Dreams of Life with Activities). Through "NOLA," we hope to provide powerful, yet discreet and unobtrusive support for the minds and bodies of our customers, freeing them of some of their burdens and enabling them to better focus their efforts on fulfilling their dreams. "Value" is the ambition and sense of duty that underlies our mission and vision, bringing it all together to serve a common purpose. All Unicharm employees around the world are now pushing forward our standardized management model: management with resonance.

Formulation of The Unicharm Way



Cohesive society = Social inclusion

A society in which each person is independent while supporting others in a way that allows everyone to have just the right sense of distance so that, in addition to vulnerable members of society, those who are at a disadvantage either temporarily or for an extended period due to aging, illness, childbirth, menstruation, or other factors can spend their lives in the way they so wish regardless of their situation.

Unicharm Ideals

(Established: 1974)

- We contribute to creating a better quality of life for everyone by offering only the finest products and services to the market and customers, both at home in Japan and abroad.
- We strive to pursue proper corporate management principles that combine corporate growth, employee well-being, and the fulfillment of our social responsibilities.
- We bring forth the fruits of cooperation based on integrity and harmony, by respecting the independence of the individual and striving to promote the Five Great Pillars.*

* The Five Great Pillars: (1) Founder's spirit, (2) Enterprising spirit, (3) Spirit of simplicity and fortitude, (4) Spirit of collaboration, and (5) Spirit of respecting people

Five Great Pillars and Associate Code of Conduct

(Established: 1999)

- ♦ **Creativity and innovation**
We will respect the creation of new social value and maintain a spirit that always seeks out innovation.
- ♦ **Ownership**
We will follow in the footsteps of our founder and strive to identify and solve issues from a Companywide perspective to achieve our management targets.
- ♦ **Challenge**
We will continue to transform our abilities without fear of failure and maintain a positive attitude based on our belief in the capacity of challenge to tap into unlimited potential.
- ♦ **Leadership**
We will become leaders who are capable of motivating people with our own determination by clearly showing the way for the organization to move forward.
- ♦ **Fair business practice**
We will carry out fair corporate activities that combine the spirit of respecting humanity and dignity with high ethical standards.

Beliefs & Pledges and Corporate Code of Conduct

(Established: 1999)

- ♦ **Pledge to our customers**
We pledge to earn the full support of customers by always doing everything we can.
- ♦ **Pledge to our shareholders**
We pledge to distribute industry-leading returns to shareholders.
- ♦ **Pledge to business partners**
We pledge to achieve mutual growth by maintaining fair and equitable relationships.
- ♦ **Pledge to employees**
We pledge to enable the happiness of employees and their family members by filling each of them with confidence and pride.
- ♦ **Pledge to society**
We pledge to contribute to the economic and emotional fulfillment of all people and all of society through our corporate activities.

Three Aspects of Our DNA = Best Practice-ship, Ownership, and Partnership

Being a company with sustainable growth, Unicharm has nurtured a corporate culture and spirit called the Three Aspects of Our DNA that has seamlessly been passed down from its foundation. As our business activities spread from Japan throughout Asia then to the Middle East, Europe, and the United States, we have revised the Three Aspects of Our DNA as Best Practice-ship, Ownership, and Partnership (BOP-Ship) for all employees around the world to better understand. The Three Aspects of Our DNA and BOP-Ship are the corporate values that sustain the foundation of our activities and these values are common to each and every member of the Group from top management to employees.

- ♦ **Best Practice-ship (Changing values)**
This refers to accumulating best practices, abandoning past resolutions, constantly making updates, and incorporating best practices with an emphasis on speed.
- ♦ **Ownership (Finding reason within ourselves)**
This refers to recognizing everything as "our own matter" and thinking and acting on our own initiative to overcome difficulties.
- ♦ **Partnership (Maintaining our No. 1 position through continued and dedicated services)**
Partnership entails always respecting collaboration with peers with a mind to altruism. Collaboration creates internal and external cross-organizational communication and its further development will lead to innovation.