

Environmental Data

301-1,302-1,302-2,302-3,302-4,302-5,303-3,303-4,303-5,305-1,305-2,305-3,305-4,305-5,305-6,305-7,306-1,306-3,306-4

Environmental Management

► Sites receiving third-party assurance (100% of sales)

All business locations inside Japan (however, headquarters, sales offices, and Unicharm Mölnlycke have assurances only for fuel, electricity, and CO₂)

Unicharm Corporation (sales offices, R&D, Itami Factory, Mie Factory, and Saitama Factory), Unicharm Products Co., Ltd. (Fukushima Factory, Shizuoka Factory, Shikoku Factory, and Kyushu Factory), Unicharm Kokko Nonwoven Co., Ltd. (Non-Woven Manufacturing Group of Toyohama Manufacturing Team, Kawanoe Manufacturing Team, Kokko Manufacturing Team, Processed Products Manufacturing Group of Toyohama Wet Wipe Manufacturing Team, and Kawanoe Food Packaging Manufacturing Team), Cosmotec Corporation, Unicharm Mölnlycke K.K., Peparlet Co., Ltd., and Kinsei Products Co., Ltd.



Overseas (manufacturing locations only)

China: Unicharm Consumer Products (China) Co., Ltd., Unicharm Consumer Products (Jiangsu) Co., Ltd., Unicharm Consumer Products (Tianjin) Co., Ltd., Unicharm Nonwoven Tianjin Co., Ltd., and Unicharm Packaging Materials (Tianjin) Co., Ltd.
Indonesia: PT Uni-Charm Indonesia Tbk (Karawang Factory and East Java Factory), PT Uni-Charm Nonwoven Indonesia
Thailand: Uni-Charm (Thailand) Co., Ltd. (Wellgrow Factory) and DSG International (Thailand) Public Co., Ltd.
India: Unicharm India (Sri City Factory and Neerana Factory)
Taiwan–Greater China: Unicharm Co., Ltd. (Junan Factory)
Vietnam: Diana Unicharm Joint Stock Company (Bắc Ninh Factory)
United States: The Hartz Mountain Corporation (Hartz Pleasant Plain Factory)
South Korea: LG-Unicharm Co., Ltd. (Gumi Factory)
Saudi Arabia: Unicharm Gulf Hygienic Industries Ltd. (Riyadh Factory)
Egypt: Unicharm Middle East & North Africa Hygienic Industries Company S.A.E. (Ramadan Factory)
Brazil: UNICHARM DO BRASIL INDÚSTRIA E COMÉRCIO DE PRODUTOS DE HIGIENE LTDA. (São Paulo Factory)
Myanmar: Unicharm Myanmar Company Limited
Malaysia: Disposable Soft Goods (Malaysia) Sdn. Bhd.

Policies and standards

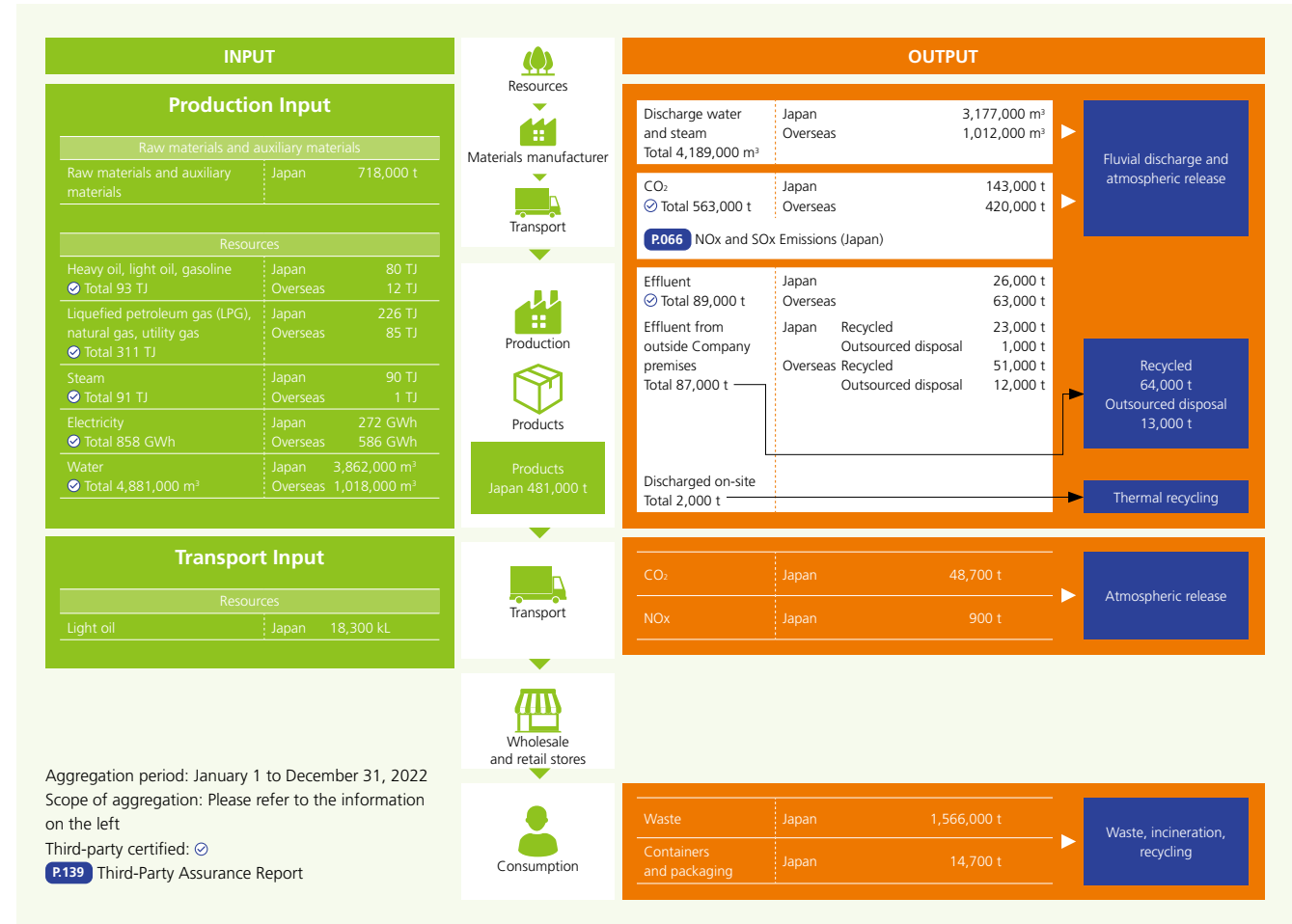
Aggregation is based on Company rules concerning the management of environmental information in accordance with relevant environmental laws and regulations, including the Act on Rationalizing Energy Use, the Act on Promotion of Global Warming Countermeasures, and the Waste Management and Public Cleansing Law.

Notes

1. CO₂ emissions in Japan are calculated based on the 2021 emission factors under the Act on Rationalizing Energy Use and the Act on Promotion of Global Warming Countermeasures. The overseas portion is calculated based on the emission factors of the Institute for Global Environmental Strategies (IGES) 2021 emission factors: 1.031 for China, 0.811 for Indonesia, 0.572 for Thailand, 0.990 for India, 1.031 for Taiwan–Greater China, 0.661 for Vietnam, 0.911 for South Korea, 0.654 for Saudi Arabia, 0.579 for Egypt, and 0.619 for Malaysia (t-CO₂/kWh) The United States and Brazil use 100% renewable electricity while Myanmar uses 100% private power generation.
2. In terms of transportation, we have statistics only for inside Japan.
3. Discharge includes industrial waste, general waste from offices, and recyclables.
4. Figures estimated from incinerator operations at the Fukushima Factory are used for the volume of thermally recycled incinerated waste materials on premises.
5. To increase the reliability of our non-financial data, we have received third-party assurance from PricewaterhouseCoopers Sustainability LLC, based on ISAE 3000 and ISAE 3410. Items on the right that have received third-party assurance are marked with .
6. Scope 3 emissions third-party assurance within Japan is denoted using the .

► Energy/Material Flow from a Life Cycle Perspective

301-1,302-1,302-2,303-3,303-4,303-5,305-1,305-2,305-3,306-1,306-4



► Violations of Environmental Laws and Regulations

It was confirmed that, in 2022, surveys, data, and documentation for submission to governments as required by environmental laws and regulations were again submitted correctly. No fines have been incurred due to violations of environmental laws or regulations. Furthermore, there are no environmental matters pending.

► Resources Used in Product Development

	Unit	2020	2021	2022
Raw materials and auxiliary materials	Japan Thousand tons	493	493	718
Heavy oil, light oil, gasoline	Japan	89.4	93	80
	Overseas	8.2	9	12
	Total	☑ 97.6	☑ 102	☑ 93
Liquefied petroleum gas (LPG), natural gas, utility gas	Japan	237.0	238	226
	Overseas	117.4	107	85
	Total	☑ 354.4	☑ 345	☑ 311
Steam	Japan	80.9	77.7	90
	Overseas	—	—	1
	Total	☑ 80.9	☑ 77.7	☑ 91
Electricity	Japan	274	273	272
	Overseas	432	449	586
	Total	☑ 706	☑ 721	☑ 858
Water	Japan	3,961	3,926	3,862
	Overseas	1,088	1,045	1,018
	Total	5,049	4,970	☑ 4,881
Light oil used for transport	Japan Thousand kL	18.0	18.3	18.3

► Total Product Weight (Japan)

	Unit	2020	2021	2022
Total product weight	Thousand tons	491	491	481

► The Unicharm Group's ISO Certifications

(As of December 31, 2022)

Name of Certified Group Company	ISO 14001	ISO 9001	ISO 13485	ISO 45001
Unicharm Corporation and Unicharm Products Co., Ltd.	○	○	○*	
Unicharm Kokko Nonwoven Co., Ltd.	○	○	—	○
Cosmotec Corporation		○	—	
United Charm (Taiwan–Greater China) Co., Ltd.	○	○	—	○
Uni-Charm (Thailand) Co., Ltd.	○	○	○	○
PT. UNI-CHARM INDONESIA Tbk (Factory 1)	○	○	○	
PT. UNI-CHARM INDONESIA Tbk (Factory 2)	○	○	○	
PT. UNI-CHARM INDONESIA Tbk (Factory 3)	○	○	○	
Unicharm Consumer Products (China) Co., Ltd.	○	○	—	
Unicharm Consumer Products (Jiangsu) Co., Ltd.	○	○	—	○
Unicharm Consumer Products (Tianjin) Co., Ltd.	○	○	—	○

Name of Certified Group Company	ISO 14001	ISO 9001	ISO 13485	ISO 45001
Unicharm Gulf Hygienic Industries Ltd.	○	○	—	○
LG-Unicharm Co., Ltd.	○	○	—	
Unicharm India Private Limited		○	—	
Unicharm Australasia Holding Pty Ltd.		○	—	
Unicharm Middle East & North Africa Hygienic Industries Company S.A.E.	○	○	—	○
UNICHARM DO BRASIL INDÚSTRIA E COMÉRCIO DE PRODUTOS DE HIGIENE LTDA.		○	—	
Diana Unicharm Joint Stock Company		○	—	
DSG International (Thailand) Public Co., Ltd.	○	○	—	
Disposable Soft Goods (Malaysia) Sdn. Bhd.		○	—	

* ISO 13485 certification is applicable only to Unicharm Products Co., Ltd.

—: Not acquired

Waste and Resource Utilization

► Waste Disposal Volume

	Unit	2020	2021	2022
Japan		23.4	23.7	24.4
Overseas	Thailand	7.7	8.0	7.6
	China	17.9	19.5	19.0
	Indonesia	7.8	8.3	8.1
	India	4.8	6.5	8.0
	Vietnam	5.8	6.0	5.8
	Taiwan–Greater China	0.9	0.8	0.8
	United States	1.4	4.4	4.0
	South Korea	1.7	1.6	1.5
	Saudi Arabia	3.7	3.9	4.1
	Egypt	1.2	1.5	1.7
	Myanmar	0.001	0.010	0.011
	Brazil	1.4	1.2	1.2
	Malaysia	1.4	1.5	1.3
	Total	55.7	63.2	63.1
Total		79.1	86.9	87.5
Per unit	Tons/million yen	0.118	0.120	0.097

▶ Recycling Rate

	Unit	2020	2021	2022
Japan*	%	99.6	99.5	99.3

* Material + thermal results from four key Japanese sites

Climate Change

▶ Energy Use

	Unit	2020	2021	2022
Japan		3,018	3,035	3,029
Overseas	Thailand	1,122	1,071	988
	China	1,139	1,223	978
	Indonesia	1,446	1,510	1,482
	India	392	401	629
	Vietnam	467	412	331
	Taiwan–Greater China	92	86	76
	United States	72	67	62
	South Korea	128	127	132
	Saudi Arabia	556	582	591
	Egypt	123	140	164
	Myanmar	5	5	7
	Brazil	130	123	132
	Malaysia	113	125	118
	Total	5,785	5,872	5,690
Total		8,803	8,907	8,719
Per unit	TJ/million yen	0.013	0.012	0.010

▶ CO₂ Emissions by Scope (Japan)

Scope	Category	Unit	2020	2021	2022	Remarks
Scope 1	Direct emissions		24.7	24.8	21.8	
Scope 2	Indirect emissions from energy sources		139.8	117.7	121.2	
Scope 3	1 Purchased goods and services	Thousand tons	1,065.0	959.0	948.6	Method of calculation was revised to avoid double counting of emissions reductions between product manufacturers and raw material suppliers
	2 Capital goods		41.0	68.0	12.6	
	3 Fuel- and energy-related activities not included in Scope 1 or Scope 2		3.0	22.0	19.0	
	4 Upstream transportation and distribution		48.0	48.0	48.7	
	5 Waste generated in operations		1.1	1.2	1.2	
	6 Business travel		0.1	0.1	0.4	
	7 Employee commuting		1.7	1.9	2.0	
	8 Upstream leased assets		0.7	0.8	0.8	
	9 Downstream transportation and distribution		—	—	28.4	
	10 Processing of sold products		0.0	0.0	0.0	Does not apply to any work process
	11 Use of sold products		0.0	0.0	0.0	
	12 End-of-life treatment of products after use		817.0	841.0	791.2	Method of calculation was revised to avoid double counting of emissions reductions between product manufacturers and raw material suppliers
	13 Downstream leased assets		0.0	0.0	0.0	Does not apply to any work process
	14 Franchises		0.0	0.0	0.0	
	15 Investments		0.0	0.0	0.0	
Total for Scope 3			1,977.6	1,942.0	1,852.9	
Total for Scopes 1, 2, and 3			2,142.1	2,084.5	1,995.9	

► Scope 1 and Scope 2 CO₂ Emissions

		Unit	2020	2021	2022
Japan		Thousand tons	164.0	142.0	143.0
Overseas	Thailand		57.0	54.0	57.0
	China		83.0	74.0	83.0
	Indonesia		115.0	121.0	119.0
	India		36.0	37.0	62.0
	Vietnam		16.0	15.0	22.0
	Taiwan–Greater China		7.0	7.0	8.0
	United States		3.0	3.0	0.0
	South Korea		7.0	7.0	12.0
	Saudi Arabia		41.0	43.0	39.0
	Egypt		5.0	6.0	10.0
	Myanmar		0.3	0.3	0.5
	Brazil		0.0	0.0	0.0
	Malaysia		8.0	9.0	8.0
	Total		378.3	376.3	420.5
Total			542.3	518.3	563.5
Per unit		Tons/million yen	0.811	0.716	0.627

► Procurement of Renewable Electricity

		Unit	2020	2021	2022
Japan		kWh	3,076,493	15,853,916	34,274,222
Overseas	Thailand		0	9,957,556	10,678,188
	China		19,619,579	19,812,584	23,143,030
	Indonesia		0	0	927,099
	India		0	0	0
	Vietnam		0	5,159,022	5,146,197
	Taiwan–Greater China		0	0	0
	United States		0	540,607	6,187,714
	South Korea		0	0	0
	Saudi Arabia		0	0	0
	Egypt		0	0	0
	Myanmar		0	0	0
	Brazil		13,023,228	12,374,215	13,229,604
	Malaysia		0	0	0
	Total		32,642,807	47,843,985	59,311,832
Total			35,719,300	63,697,900	93,586,054
Percentage of renewable electricity use		%	4.1	7.3	11.0

Biodiversity

► Forest-Derived Raw Materials

		Unit	2020	2021	2022
Amount of third-party certified forest-derived raw materials procured	Japan	Tons	128,393	117,606	155,378
	Overseas		262,869	273,667	299,731
	Total		391,262	391,273	455,109
Percentage of paper and pulp traceable to place of origin	Japan	%	99.1	100.0	100.0
	Overseas		92.2	96.0	95.7
	Total		94.3	97.0	97.1

Notes: Percentage of raw materials derived from forest resources for which traceability has been established to their place of origin (country and region), in addition to third-party certified materials
Forest-derived raw materials include pulp, tissue, separators, and airlaid pulp

► PEFC and CoC Certifications

	Unit	2020	2021	2022
Percentage of CoC-certified factories	%	50.0	52.0	56.0
Percentage of PEFC-certified pulp procured		—	76.0	🕒 72.3

► Palm Oil

	Unit	2020	2021	2022
Amount of palm oil procured	Tons	131.6	152.0	164.8
Amount of certified palm oil procured		113.1	117.3	119.0
Percentage of raw materials traceable to place of origin	%	85.9	77.2	72.2
Percentage of certified palm oil procured		85.9	77.2	🕒 72.2

► NO_x and SO_x Emissions (Japan)

	Unit	2020	2021	2022
NO _x	Tons	14.5	15.7	15.2
NO _x per unit	kg/million yen	0.050	0.056	0.053
SO _x	Tons	3.5	5.9	5.7
SO _x per unit	kg/million yen	0.012	0.021	0.020

► Polychlorinated Biphenyl (PCB) Storage Situation: None

► Pollutant Release and Transfer Register (PRTR) Substances (Japan)

	Unit	2020	2021	2022
Toluene	Tons/year	16.7	43.1	43.2
Ethylene oxide	kg/year	13.7	18.8	95.8
Dioxin	mg-TEQ/year	0.00002	0.08500	0.29000
Methylnaphthalene	Tons/year	—	0.1	0.1

► Ozone-Depleting Substances (Japan)

Substance	Business Site	Use	Unit	2022
Halon (Class 1)	Unicharm Products Shizuoka Factory	Fire retardant	Tons	1.6
	Unicharm Products Shikoku Factory (Kagawa)			0.07
	Unicharm (other development sites in Kagawa)			0.0001
HCFC (Class 1)	Unicharm Products Fukushima Factory	Refrigerant		2.6
	Unicharm Products Shizuoka Factory			3.6
	Unicharm Products Kyushu Factory (Fukuoka)			2.3
	Unicharm Products Shikoku Factory (Kagawa)			3.7
	Unicharm Kokko Nonwoven Co., Ltd. (Ehime/Kagawa)			0.65
	Unicharm Pet Care Co., Ltd. (Hyogo/Mie/Saitama)			0.93
	Peparlet Co., Ltd. (Shizuoka)			0.04
	Unicharm (other development sites in Kagawa)			0.86
CFC	Unicharm (other development sites in Kagawa)		0.001	

Note: Reported for Company properties based on the Act on Rational Use and Proper Management of Fluorocarbons

► Biochemical Oxygen Demand (BOD) and Chemical Oxygen Demand (COD) (Japan)

	Unit	2020	2021	2022
BOD	Tons	18.2	23.0	14.4
COD		19.4	20.5	9.8

Water Resources

► Water Use (Water Intake)

	Unit	2020	2021	2022
Japan	Thousand m³	3,961	3,926	3,862
Overseas		1,088	1,045	1,018
Total		5,049	4,970	4,881
Water volume in areas with high water stress as a percentage of total water volume	%	11.5	11.3	12.0

► Water Use by Source (Water Intake) (Japan)

	Unit	2020	2021	2022
Surface water (rivers, lakes, and ponds)	Thousand m³	163	155	157
Groundwater		832	931	889
Other water sources		2,966	2,840	2,816
Of these, locations that have specified facilities under the Water Pollution Control Law				
Surface water (rivers, lakes, and ponds)	Thousand m³	5	7	6
Groundwater		440	471	497
Other water sources		2,966	2,840	2,816
Total		3,961	3,926	3,862

► Water Use by Source (Water Intake) (Overseas)

	Unit	2020	2021	2022
Surface water (rivers, lakes, and ponds)	Thousand m³	1,079	1,036	1,011
Groundwater		9	8	8
Other water sources		0	0	0
Of these, areas with high water stress				
Surface water (rivers, lakes, and ponds)	Thousand m³	583	562	583
Groundwater		0	0	0
Other water sources		0	0	0
Total		1,088	1,045	1,018

► Wastewater and Steam

	Unit	2020	2021	2022
Japan	Thousand m³	3,171	3,135	3,177
Overseas		1,080	1,035	1,012
Total		4,251	4,170	4,189

Social Data

2-7

Human Resources

2-7,401-1,401-3,403-9,403-10,404-1,404-3,405-1,405-2

Human Resources Data

		2020	2021	2022	Coverage
Number of full-time employees	Male	10,436	10,302	10,397	Unicharm Group
		6,229	6,006	5,809	
		16,665	16,308	16,206	
	Female	2,690	2,663	2,617	
		617	635	640	
		3,307	3,298	3,257	
	Japan	7,746	7,639	7,780	
		5,612	5,371	5,169	
		13,358	13,010	12,949	
Percentage of full-time employees (%)	Male	58.1	60.0	59.0	
	Female	48.2	48.2	46.7	
	Total	54.0	55.0	53.9	
Number of contract employees	Male	7,529	6,858	7,238	
		6,693	6,465	6,639	
		14,222	13,323	13,877	
	Female	796	816	843	
		649	605	676	
		1,445	1,421	1,519	
	Japan	6,733	6,042	6,395	
		6,044	5,860	5,963	
		12,777	11,902	12,358	
Percentage of contract employees (%)	Male	41.9	40.0	41.0	
	Female	51.8	51.8	53.3	
	Total	46.0	45.0	46.1	
Number of managerial employees	Male	1,219	1,223	1,192	
		365	355	361	
		1,584	1,578	1,553	
	Female	522	535	536	
		90	90	90	
		612	625	626	
	Japan	697	688	656	
		275	265	271	
		972	953	927	

		2020	2021	2022	Coverage
Average age of employees	Male	41.1	41.1	42.8	Full-time employees of Unicharm Corporation
	Female	38.3	38.4	38.7	
	Total	40.3	40.3	41.9	
Average length of service (years)	Male	16.0	16.1	15.4	
	Female	12.4	12.7	12.2	
	Total	15.0	15.1	14.6	
Employee turnover rate (%)	Male	2.0	2.0	3.0	
	Female	2.0	2.8	5.0	
	Total	2.0	2.2	3.5	

		2020	2021	2022	Coverage
Number of new graduate hires	Male	37	31	25	Full-time employees of Unicharm Corporation
	Female	18	24	16	
	Total	55	55	41	
Turnover rate of employees with less than 3 years of service who started as new graduates (%)	Male	4.3	5.8	7.5	
	Female	2.3	5.3	3.6	
	Total	3.8	5.7	6.0	
Recruitment cost per employee (yen)		1,337,682	1,392,800	1,924,620	Unicharm Corporation
Starting salary of new graduate employees – Master's degree (yen)		226,000	226,000	226,000	
Starting salary of new graduate employees – Bachelor's degree (yen)		210,000	210,000	210,000	

Note: Adjustable Starting Salary System (starting salary increases by up to ¥15,000 for employees who have passed the Microsoft Office Specialist (MOS), TOEIC, or marketing exams).

► Utilization and Development of Human Resources

	2020	2021	2022	Coverage
Percentage of employees who regularly receive assessment reviews for career development (%)	100.0	100.0	100.0	Unicharm Corporation

	2020	2021	2022	Coverage
Number of employees participating in the in-house internship program	20	32	26	Unicharm Corporation
Number of employees participating in the career challenge internship program	12	17	26	

	2020	2021	2022	Coverage
Succession preparedness rate (%)	203.3	208.3	201.6	Unicharm Corporation employees

	2020	2021	2022	Coverage
Number of employees participating in the Strategy Secretary to CEO program	6	7	6	Unicharm Group

	2020	2021	2022	Coverage
Total training hours allocated to employee skill development	24,045	45,018	49,824	Unicharm Corporation
Total training costs allocated to skills-enhancing training (thousand yen)	40,000	42,000	84,000	
Training hours per employee	16	31	35	
Training costs per employee (yen)	27,285	28,669	58,618	

	2020	2021	2022	Coverage
Percentage of employees who responded to the employee awareness survey (%)	100.0	100.0	100.0	Unicharm Group*1
Percentage of positive responses for the "Growth through Work" section of the survey (%)	83.2 (Japan)	81.4 (Japan)	89.2	
Average score on a five-point scale on the level of satisfaction section of the employee awareness survey	4.16 (Japan)	4.07 (Japan)	4.39	

*1 Results for 2022 cover all Group companies

	2020	2021	2022	Coverage
Percentage of scrum teams holding Reading Session of Integrated Report*2 (%)	—	100.0	100.0	Unicharm Group

*2 Held since 2021

► Diversity and Inclusion

		2020	2021	2022	Coverage
Percentage of female employees (%)	Japan	18.7	19.3	19.6	Unicharm Group
	Overseas	42.0	41.3	39.9	
	Total	37.4	36.8	35.8	
Percentage of female managers (%)	Japan	14.7	14.4	14.4	
	Overseas	28.3	27.8	29.2	
	Total	23.0	22.5	23.2	
Number of female executives	Japan	2	2	2	
	Overseas	16	14	12	
	Total	18	16	14	
Percentage of female executive officers (%)		3.6	3.7	3.4	

	2020	2021	2022	Coverage
Ratio of basic remuneration amount of starting salaries by gender (female employees:male employees)*3	100:100	100:100	100:100	Unicharm Corporation employees
Ratio of basic remuneration amount by gender (female employees:male employees)*3	100:124	100:124	100:123	
Ratio of total remuneration amount by gender (female employees:male employees)*3	100:139	100:140	100:139	

*3 Remuneration is determined in the same manner for male and female employees. The disparity is due to differences in tenure, position, rank, and other factors.

	2020	2021	2022	Coverage
Percentage of locally hired employees in management positions (general manager and above) (%)	43.0	45.5	52.2	Unicharm Group's overseas subsidiaries

		2020	2021	2022	Coverage
Number of mid-career hires	Male	22	20	14	Full-time employees of Unicharm Corporation
	Female	26	27	29	
	Total	48	47	43	
Percentage of mid-career hires in management positions (%)		26.6	29.1	29.1	

	2020	2021	2022	Coverage
Average annual employment rate of people with disabilities (%)	2.2	2.2	2.1	Unicharm Corporation

	2020	2021	2022	Coverage
Rehiring rate of retired employees (%)	83.8	84.0	92.9	Unicharm Corporation
Hiring rate of retired employees seeking reemployment (%)	100.0	100.0	100.0	

► Development of Workplace Environments

	2020	2021	2022	Coverage
Percentage of paid leave taken (%)	56.7	57.7	56.5	Unicharm Corporation
Total working hours per employee	1,970.0	1,992.3	2,000.2	
Percentage of employees utilizing the remote work system (%)	49	58	57	

	2020	2021	2022	Coverage
Number of employees using the Second Job System	34	36	56	Unicharm Corporation

		2020	2021	2022	Coverage
Number of employees using the Childcare Leave System	Male	51	71	77	Unicharm Corporation Unicharm Products Co., Ltd.
	Female	67	89	51	
	Total	118	160	128	
Percentage of employees taking paid childcare leave (%)	Male	76.1	91.0	94.7	
	Female	100.0	100.0	100.0	
	Total	88.1	95.5	95.8	
Percentage of employees taking Moony Childcare Involvement Leave* (%)	Male	91.3	85.7	93.2	
Number of employees returning to work after childcare leave	Male	51	71	77	
	Female	23	24	32	
	Total	74	95	109	
Percentage of employees returning to work after childcare leave and percentage of employees returning to work within 12 months (%)	Male	100.0	100.0	100.0	
	Female	100.0	100.0	97.0	
	Total	100.0	100.0	99.1	
Number of employees using the shortened work hours system for childcare	Male	0	0	0	
	Female	48	49	43	
	Total	48	49	43	
Number of employees using the nursing care leave system	Male	2	1	1	
	Female	1	1	2	
	Total	3	2	3	

* Unicharm Corporation

	2020	2021	2022	Coverage
Number of labor union members	1,410	1,541	1,472	Unicharm Corporation
Percentage of employees covered by labor laws (%)	100.0	100.0	100.0	

► Occupational Safety and Health

	Industry average (for manufacturing sector in 2021)	2020	2021	2022	Coverage
Number of violations of the Industrial Safety and Health Act	—	0	0	0	Unicharm Corporation employees
Number of fatal workplace accidents	—	0	0	0	
Number of workplace accidents resulting in inability to work* ¹	—	0	0	0	
Workplace accident frequency rate* ²	1.31	0.45	0.22	0.22	
Workplace accident severity rate* ³	0.06	0.00	0.00	0.00	

*1 Workplace accidents resulting in inability to work: Permanent inability to work or undertake certain tasks

*2 Workplace accident frequency rate = Number of workplace accident occurrences ÷ Total number of working hours × 1 million hours

*3 Workplace accident severity rate = Number of lost working days ÷ Total working hours × 1,000 hours

Occupational Safety and Health Education and Training

Target	Details	Number of participants in 2022	Coverage
Newly appointed leaders	Education on occupational health and safety, including leader training, as required by law	14	Unicharm Products Co., Ltd.
Employees who have yet to be assigned to their respective departments and those with new roles	Education and training on occupational health and safety for new employees who have yet to be assigned to their respective departments and for employees with new roles	84	

	2020	2021	2022	Coverage
Percentage of employees receiving health checkups (%)	100.0	100.0	100.0	Unicharm Corporation
Percentage of employees who underwent stress checks (%)	93.5	94.4	98.2	
Number of employees who participated in mental health training	1,739	1,785	1,934	
Number of employees on mental health leave	3	6	4	

Governance Data

Corporate Governance

			2020*1	2021*2	2022*3	2023*4
Directors	Internal	Male	4	4	4	4
		Female	0	0	0	0
		Total	4	4	4	4
	Outside	Male	1	1	1	1
		Female	1	1	1	1
		Total	2	2	2	2
	Total		6	6	6	6
	Percentage of independent outside directors (%)		33.3	33.3	33.3	33.3
Percentage of female directors (%)		16.7	16.7	16.7	16.7	

			2020*1	2021*2	2022*3	2023*4
Audit & Supervisory Committee members	Internal	Male	1	1	1	1
		Female	0	0	0	0
		Total	1	1	1	1
	Outside	Male	1	1	1	1
		Female	1	1	1	1
		Total	2	2	2	2
	Total		3	3	3	3
	Percentage of independent outside directors (%)		66.7	66.7	66.7	66.7
Percentage of female directors (%)		33.3	33.3	33.3	33.3	

			2020*1	2021*2	2022*3	2023*4
Nomination Committee members	Internal	Male	2	2	2	2
		Female	0	0	0	0
		Total	2	2	2	2
	Outside	Male	1	1	1	1
		Female	1	1	1	1
		Total	2	2	2	2
	Total		4	4	4	4
	Percentage of independent outside directors (%)		50.0	50.0	50.0	50.0
Percentage of female directors (%)		25.0	25.0	25.0	25.0	

			2020*1	2021*2	2022*3	2023*4
Remuneration Committee members	Internal	Male	2	2	2	2
		Female	0	0	0	0
		Total	2	2	2	2
	Outside	Male	1	1	1	1
		Female	1	1	1	1
		Total	2	2	2	2
	Total		4	4	4	4
	Percentage of independent outside directors (%)		50.0	50.0	50.0	50.0
Percentage of female directors (%)		25.0	25.0	25.0	25.0	

		2020* ¹	2021* ²	2022* ³	2023* ⁴
Officers	Male	32	30	31	30
	Female	2	2	2	2
	Total	34	32	33	32
Percentage of female directors (%)		5.88	6.25	6.06	6.25

*1 As of March 25, 2020

*2 As of March 26, 2021

*3 As of March 25, 2022

*4 As of March 24, 2023

▶ Number of Board of Directors' and Committee Meetings Held and Attendance Rate

		2020	2021	2022
Board of Directors	No. of times held	10	9	10
	Attendance rate (%)	100.0	98.1	100.0
Audit & Supervisory Committee	No. of times held	12	11	11
	Attendance rate (%)	100.0	100.0	97.0
Nomination Committee	No. of times held	1	1	1
	Attendance rate (%)	100.0	100.0	100.0
Remuneration Committee	No. of times held	1	1	2
	Attendance rate (%)	100.0	100.0	100.0

Compliance

	2020	2021	2022	Coverage
Number of fines, surcharges, and settlements resulting from serious legal violations related to corruption and bribery	0	0	0	Unicharm Corporation
Number of employees subject to disciplinary action due to acts of corruption or bribery	0	0	0	

► Consultations and Reports via the Whistleblowing System (Japan)

	2020	2021	2022
Number of consultation/whistleblowing cases	41	68	100
Of which, are in violation of compliance	0	0	0

► Measures to Raise Compliance Awareness

Target	Details	2022 Results	
		No. of Times	No. of Attendees
All employees	All areas of compliance (distribution through email newsletters and posting on the Company intranet)	11 times	All employees
New employees	Compliance and basis of contracts	Two times (upon joining the Company and assignment to respective divisions)	41 employees
New leaders	Harassment prevention	One time	26 employees
Employees to be posted overseas (pre-posting training)	Prohibition of bribery, protection of confidential information, contract compliance, etc.	One time	30 employees
Divisional basis (workshops)	Themes according to business activity	Three times (once a month)	Approx. 30 employees
Directors and executive officers	Compliance in global companies	One time	Approx. 30 employees

	2020	2021	2022	Coverage
Number of participants in harassment prevention manager training	0	52	26	Unicharm Corporation

		2020	2021	2022
Tax payments by country/region (million yen)	Japan	11,358	22,998	19,898
	China	4,882	5,339	6,056
	Vietnam	1,089	2,271	1,546
	Saudi Arabia	1,186	2,203	1,518
	Thailand	1,156	1,794	2,703
	Other regions	2,465	2,168	5,682
	Total	22,136	36,774	37,403