

# 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* <sup>1</sup>	2021* <sup>2</sup>	2022* <sup>3</sup>	2023* <sup>4</sup>
Remuneration Committee members	Internal	Male	2	2	2	
		Female	0	0	0	
		Total	2	2	2	
	Outside	Male	1	1	1	
		Female	1	1	1	
		Total	2	2	2	
	Total		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 <sup>*1</sup>	2021 <sup>*2</sup>	2022 <sup>*3</sup>	2023 <sup>*4</sup>
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
	<b>Total</b>	<b>22,136</b>	<b>36,774</b>	<b>37,403</b>