

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 for which data has been compiled (100% of net sales)

All business locations inside Japan (however, data of sales offices and Unicharm Mölnlycke K.K. has been collected only for fuel, electricity, and CO₂)

Unicharm Corporation (headquarters, 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. (Toyohama Manufacturing Team, Kawano Manufacturing Team, Kokko 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., (Shanghai Factory, Tianjin Factory, Jiangsu Factory), 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 Private Limited (Sri City Factory and Neemrana Factory)

Taiwan–Greater China: Unicharm Co., Ltd. (Junan Factory)

Vietnam: Diana Unicharm Joint Stock Company (Bác 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 internal rules concerning the management of environmental information with reference to GHG protocols.

Notes

- Scope 1 is calculated based on emission factors in the IPCC 2006 Guidelines for National Greenhouse Gas Inventories.
Vehicles used for business purposes were included under Scope 3-8 through *Sustainability Report 2023* as leased items, but in *Sustainability Report 2024*, vehicles used for business purposes were included in Scope 1 resulting fiscal 2021 and fiscal 2022 were as well.
- Regarding Scope 2, CO₂ emissions from electricity in Japan are calculated based on emission factors of electric utility providers under the Greenhouse Gas Emissions Calculation, Reporting, and Publication System established by the Ministry of the Environment, while overseas emissions are calculated based on factors specific to laws and regulations in each country. As overseas emission factors have been revised in *Sustainability Report 2024*, results for fiscal 2021 and fiscal 2022 have been revised accordingly.
Brazil now uses 100% renewable electricity and Myanmar uses 100% private power generation.
Steam is calculated using emission factors from the IPCC 2006 Guidelines for National Greenhouse Gas Inventories.
- Scope 3 was calculated only for Japan through *Sustainability Report 2023*, but in *Sustainability Report 2024*, overseas companies are included in the boundary.
In calculating overseas figures, emission factors are changed from the Ministry of the Environment database to the LCI database IDEA version 3.2.
Due to the expansion of boundaries and revision of emission factors, overseas Scope 3 emissions up to

fiscal 2022 have been added retroactively, and Japan emissions have been recalculated using the LCI database IDEA version 3.2.

Vehicles used for business purposes were included under Scope 3-8 through *Sustainability Report 2023* as leased items, but in *Sustainability Report 2024*, vehicles used for business purposes were included in Scope 1 resulting fiscal 2021 and fiscal 2022 were as well.

Overseas, Scope 3-1, 3-2, 3-3, 3-5, 3-6, 3-7, and 3-12 are calculated based on activity volume, with other categories estimated as a percentage of net sales.

4. In terms of transportation, we have statistics only for within Japan. The overseas portion of Scope 3 on P.062 is estimated based on the ratio of sales with Japan.

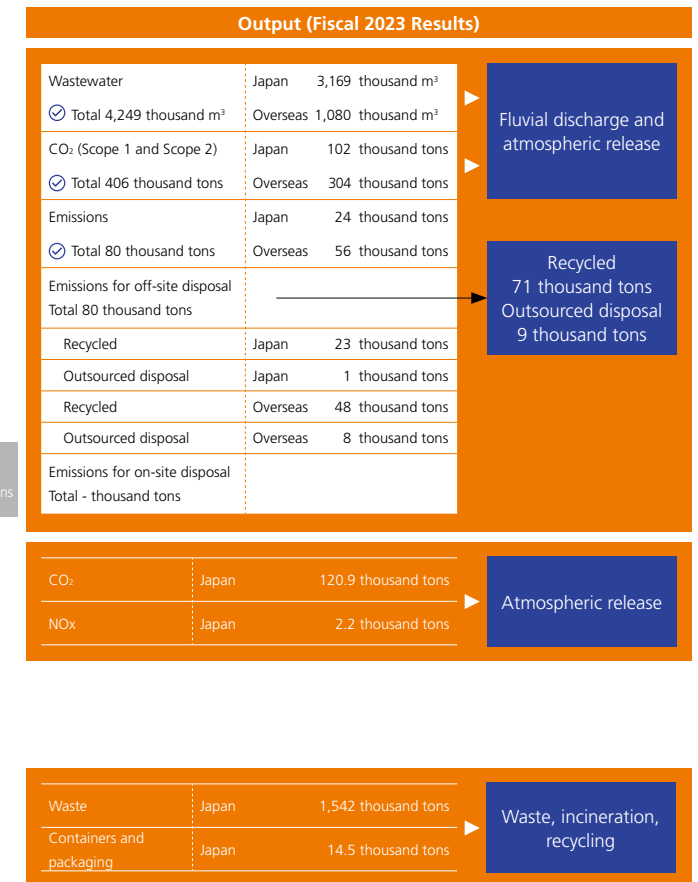
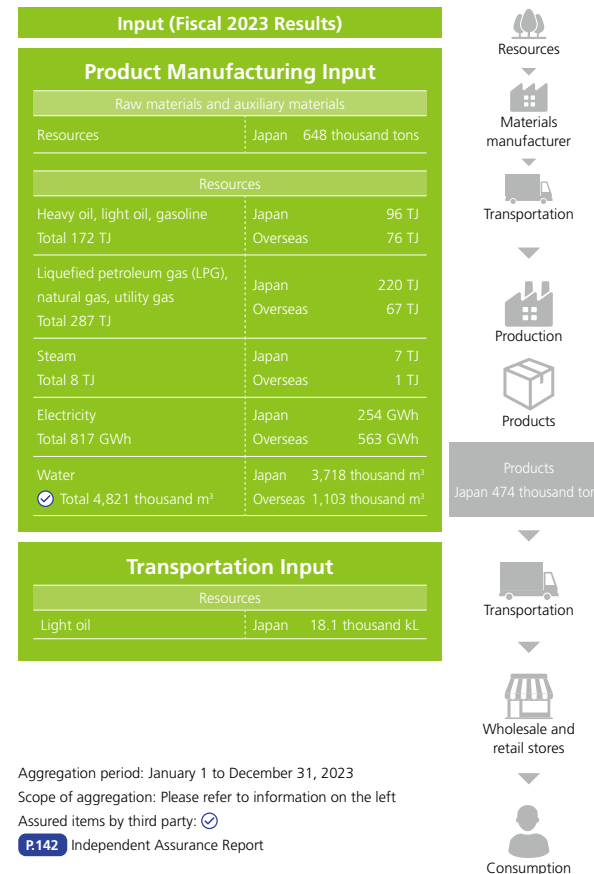
5. Energy conversion is calculated based on the Act on Rationalization of Energy Use and Shift to Non-fossil

Energy. Calculations for fiscal 2021 and fiscal 2022 are also based on the latest laws.

- For sites where wastewater volume is not measured, wastewater volume is considered to be equal to water withdrawal.
- Emissions include industrial waste, general waste from offices, and recyclables.
- Thermal recycling volumes calculated as on-site emissions have been eliminated in line with the decommissioning of the Fukushima Factory incinerator (October 2022).
- To increase the reliability of our non-financial data, we have received independent assurance report from KPMG AZSA Sustainability Co., Ltd., in accordance with ISAE 3000 and ISAE 3410. Items with a check (✓) have been independently assured by a third party.

► Energy/Material Flow from a Life Cycle Perspective

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► Resources Used in Product Manufacturing

Raw Materials and Auxiliary Materials

		Unit	2021	2022	2023
Resources	Japan	Thousand tons	687	658	648

Resources

		Unit	2021	2022	2023
Heavy oil, light oil, gasoline	Japan	TJ	93	76	96
	Overseas		9	12	76
	Total		102	88	172
Liquefied petroleum gas (LPG), natural gas, utility gas	Japan	TJ	238	190	220
	Overseas		107	75	67
	Total		345	265	287
Steam	Japan	TJ	78	90	7
	Overseas		—	1	1
	Total		78	91	8
Electricity	Japan	GWh	273	272	254
	Overseas		449	587	563
	Total		721	859	817
Water	Japan	Thousand m³	3,754	3,670	3,718
	Overseas		1,080	1,082	1,103
	Total		4,834	4,752	4,821
Light oil used for transportation	Japan	Thousand kL	18.3	18.3	18.1

► Output

		Unit	2021	2022	2023
Wastewater	Japan	Thousand m³	3,296	3,296	3,169
	Overseas		1,070	1,076	1,080
	Total		4,366	4,371	4,249
CO₂ (Scope 1 and Scope 2)	Japan	Thousand tons	142	136	102
	Overseas		294	350	304
	Total		437	486	406
Emissions	Japan	Thousand tons	26	26	24
	Overseas		52	61	56
	Total		78	88	80
Emissions for off-site disposal	Japan recycled	Thousand tons	22	23	23
	Japan outsourced disposal		1	1	1
	Overseas recycled		40	49	48
	Overseas outsourced disposal		11	12	8
	Total		75	86	80
Emissions for on-site disposal	Total	Thousand tons	3	2	—
CO₂ emissions in transportation	Japan	Thousand tons	126.6	121.2	120.9
NOx emissions in transportation	Japan	Thousand tons	2.4	2.3	2.2
Waste in consumption	Japan	Thousand tons	1,611	1,566	1,542
Containers and packaging in consumption	Japan	Thousand tons	15.6	14.7	14.5

► Total Product Weight (Japan)

	Unit	2021	2022	2023
Total product weight	Thousand tons	491	481	474

Basic Environmental Policy

► The Unicharm Group's ISO Certifications

(As of January 31, 2024)

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.	○	○	—	○
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

► CDP Rating

	2021	2022	2023
Climate Change	A–	A–	A–
Forests	B	B	A
Water Security	B	B	A

Recycling-Based Society

Plastic Waste Reduction Measures

► Raising Awareness About Proper Disposal of Used Products

	2021	2022	2023
Rate of awareness raised about proper disposal of used products	38% (6 countries/regions)	50% (8 countries/regions)	56% (9 countries/regions)

► Plastic Use (Tons) in Sales Promotional Items (Japan)

	2019 (Base Year)	2021	2022	2023
Display hooks	6.25	0.49	1.45	0.09
Fixtures	0.92	0.56	0.18	0.02
Racks	6.89	23.53	0.58	0.00
Others (including packaging materials)	17.04	3.77	3.46	3.97
Total	31.10	28.35	5.67	4.08

► Plastic Use (Tons) in Sales Promotional Items (China)

	2019 (Base Year)	2023
Plastic use (tons) in sales promotional items	119.8	28.2

Zero-Carbon Society

Responding to Climate Change

► Energy Use

		Unit	2021	2022	2023
Japan		TJ	1,382	1,379	1,237
Overseas	Thailand	TJ	430	397	390
	China		465	372	382
	Indonesia		572	561	532
	India		146	230	256
	Vietnam		173	139	139
	Taiwan–Greater China		31	27	26
	United States		24	22	17
	South Korea		48	49	46
	Saudi Arabia		210	213	212
	Egypt		51	59	73
	Myanmar		5	7	7
	Brazil		44	48	53
	Malaysia		47	44	36
	Total		2,245	2,169	2,169
Total		TJ	3,627	3,548	3,406
Per unit*1		TJ / million yen	0.005	0.004	0.004

Note: Calculations are based on the Act on Rationalization of Energy Use and Shift to Non-fossil Energy and figures for fiscal 2022 and earlier have been retroactively recalculated based on the latest revisions.

*1 Unit denominators are consolidated net sales.

► CO₂ Emissions by Scope and Category

Scope	Category	Unit	2021	2022	2023	Remarks
Scope 1	Direct emissions	Thousand tons	35.5	31.6	29.2	*4
Scope 2	Indirect emissions from energy sources	Thousand tons	465.2	454.5	376.9	
Scope 3*2*3	1 Purchased goods and services	Thousand tons	3,781.6	3,774.1	3,400.5	
	2 Capital goods		140.6	85.2	100.8	
	3 Fuel- and energy-related activities not included in Scope 1 or Scope 2		62.2	59.1	52.9	
	4 Upstream transportation and distribution		364.2	376.4	348.5	
	5 Waste generated in operations		43.1	45.0	28.7	
	6 Business travel		2.1	2.1	2.1	
	7 Employee commuting		12.5	12.7	13.1	
	8 Upstream leased assets		0.0	0.0	0.0	*4
	9 Downstream transportation and distribution		108.3	110.5	111.3	
	10 Processing of sold products		0.0	0.0	0.0	*5
	11 Use of sold products		0.0	0.0	0.0	*5
	12 End-of-life treatment of sold products		2,033.4	2,138.0	1,896.3	
	13 Downstream leased assets		0.0	0.0	0.0	*5
	14 Franchises		0.0	0.0	0.0	*5
	15 Investments		40.2	39.6	34.7	
Total for Scope 3		Thousand tons	6,588.2	6,642.7	5,988.9	
Total for Scopes 1, 2, and 3		Thousand tons	7,088.9	7,128.8	6,395.0	

*2 Scope 3 was calculated only for Japan through *Sustainability Report 2023*, but in *Sustainability Report 2024*, overseas companies are also included in the boundary. In calculating overseas figures, emission factors were changed from the Ministry of the Environment database to the LCI database IDEA version 3.2. Due to the expansion of boundaries and revision of emission factors, overseas Scope 3 emissions up to fiscal 2022 have been added retroactively, and Japan emissions have been recalculated using the LCI database IDEA version 3.2.

*3 Overseas, Scope 3-1, 3-2, 3-3, 3-5, 3-6, 3-7, and 3-12 are calculated based on activity volume, with other categories estimated as a percentage of net sales.

*4 Vehicles used for business purposes were included under Scope 3-8 through *Sustainability Report 2023* as leased items, but in *Sustainability Report 2024*, vehicles used for business purposes were included in Scope1 resulting fiscal 2021 and fiscal 2022 were as well.

*5 Does not apply to any business process

► Scope 1 and Scope 2 CO₂ Emissions

		Unit	2021	2022	2023
Japan*1		Thousand tons	147.6	136.3	102.1
Overseas	Thailand	Thousand tons	42.9	40.5	37.2
	China		58.1	47.5	25.7
	Indonesia		121.4	119.9	106.6
	India		32.6	46.4	44.2
	Vietnam		27.3	22.3	21.3
	Taiwan–Greater China		4.3	3.8	3.3
	United States		0.1	0.1	0.1
	South Korea		11.7	12.1	11.2
	Saudi Arabia		38.2	39.2	37.6
	Egypt		8.1	9.7	11.5
	Myanmar		0.3	0.6	0.5
	Brazil		0.1	0.1	0.1
	Malaysia		8.0	7.7	4.8
	Total		353.1	349.8	304.0
Total		Thousand tons	500.7	486.1	✓ 406.2
Per unit*2		Tons / million yen	0.640	0.541	0.431

*1 Vehicles used for business purposes were included under Scope 3-8 until *Sustainability Report 2023* as leased items, but in *Sustainability Report 2024*, vehicles used for business purposes were included in Scope1 resulting fiscal 2021 and fiscal 2022 were as well.

*2 Unit denominators are consolidated net sales.

► Scope 3 CO₂ Emissions

		Unit	2021	2022	2023
Japan*3		Thousand tons	2,737.2	2,613.9	2,446.1
Overseas	Thailand	Thousand tons	864.9	801.9	778.6
	China		896.8	945.9	814.3
	Indonesia		663.3	602.2	481.2
	India		384.8	536.8	487.1
	Vietnam		165.3	163.7	156.2
	Taiwan–Greater China		83.9	72.6	57.5
	United States		103.6	143.5	109.1
	South Korea		66.6	68.0	60.6
	Saudi Arabia		391.9	442.3	371.9
	Egypt		54.4	82.1	68.0
	Myanmar		74.5	79.6	91.9
	Brazil		3.1	6.0	5.0
	Malaysia		98.0	84.1	61.4
	Total		3,851.0	4,028.9	3,542.8
Total		Thousand tons	6,588.2	6,642.7	5,988.9
Per unit*4		Tons / million yen	8.417	7.397	6.359

*3 Vehicles used for business purposes were included under Scope 3-8 through *Sustainability Report 2023* as leased items, but in *Sustainability Report 2024*, vehicles used for business purposes were included in Scope1 resulting fiscal 2021 and fiscal 2022 were as well.

*4 Unit denominators are consolidated net sales.

► Procurement of Renewable Electricity

		Unit	2021	2022	2023
Japan		Thousand kWh	15,854	34,274	77,006
Overseas	Thailand	Thousand kWh	9,958	10,678	14,707
	China		19,813	23,143	53,831
	Indonesia		0	927	8,229
	India		0	0	5,880
	Vietnam		5,159	5,146	5,231
	Taiwan–Greater China		0	0	390
	United States		541	6,188	4,361
	South Korea		0	0	0
	Saudi Arabia		0	0	0
	Egypt		0	0	0
	Myanmar		0	0	0
	Brazil		12,374	13,230	14,199
	Malaysia		0	0	2,087
Total		Thousand kWh	47,844	59,312	108,915
Total		Thousand kWh	63,698	93,586	185,921
Percentage of renewable electricity use		%	7.3	11.0	22.8

Biodiversity

Biodiversity Conservation

► Forest-Derived Raw Materials

		Unit	2021	2022	2023
Amount of third-party certified forest-derived raw materials procured	Japan	Tons	117,606	155,378	163,317
	Overseas	Tons	273,667	299,731	257,829
	Total	Tons	391,273	455,109	421,146
Percentage of paper and pulp traceable to place of origin*1	Japan	%	100.0	100.0	100.0
	Overseas	%	96.0	95.7	97.5
	Total	%	97.0	97.1	99.2

*1 Percentage of forest-derived raw materials (pulp) 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

► PEFC and CoC Certifications

		Unit	2021	2022	2023
Percentage of PEFC- and CoC-certified factories	%		52.0	56.0	64.0
Percentage of PEFC-certified pulp procured*2			76.0	72.3	72.6

*2 In fiscal 2023, the procurement ratio calculation method was changed from a shipping weight basis to a purchase weight basis using the formula “purchase weight of 100% PEFC-certified pulp ÷ overall pulp purchase weight” and figures for fiscal 2022 and earlier have been retroactively recalculated.

► Percentage of Office Paper Made from Certified Materials

		Unit	2021	2022	2023
Ratio of environmentally friendly office paper	%		98.9	99.9	99.6
Office paper made from 100% recycled paper			97.0	97.7	83.5
Office paper made from certified materials			1.9	2.2	16.1

► Number of Products Using Organic Cotton (Japan)

	No. of products
2021	23
2022	33
2023	53

► Palm Oil

	Unit	2021	2022	2023
Amount of palm oil procured	Tons	152.0	164.8	166.2
Amount of certified palm oil*1 procured		117.3	119.0	113.1
Percentage of raw materials traceable to place of origin	%	77.2	72.2	68.0
Percentage of certified palm oil*1 procured		77.2	72.2	68.0

*1 Certified palm oil is RSPO-certified oil using the mass balance system.

Reducing Emissions and Preventing Pollution

► Emissions Generated

		Unit	2021	2022	2023
Japan		Thousand tons	26.2	26.3	23.9
Overseas	Thailand	Thousand tons	8.0	7.6	7.3
	China		19.5	17.1	17.8
	Indonesia		8.3	8.1	7.2
	India		6.5	8.0	6.6
	Vietnam		6.0	5.8	5.7
	Taiwan–Greater China		0.8	0.8	0.7
	United States		4.4	4.0	1.0
	South Korea		1.6	1.5	1.3
	Saudi Arabia		3.9	4.1	4.2
	Egypt		1.5	1.7	1.9
	Myanmar		0.010	0.011	0.013
	Brazil		1.2	1.2	1.2
	Malaysia		1.5	1.3	1.0
	Total		Thousand tons	63.2	61.2
Total		Thousand tons	89.4	87.5	79.8
Per unit*2		Tons / million yen	0.114	0.097	0.085

*2 Unit denominators are consolidated net sales.

► Recycling Rate

	Unit	2021	2022	2023
Japan*3	%	99.5	99.3	99.6

*3 Calculated based on total material recycling and thermal recycling (the Fukushima Factory incinerator was in operation until fiscal 2022) at the four main domestic plants (Unicharm Products Co., Ltd.'s Fukushima Factory, Shizuoka Factory, Shikoku Factory, and Kyushu Factory)

► Polychlorinated Biphenyl (PCB) Storage Situation (Japan)

	Unit	2021	2022	2023
Units of PCB stored	Units	0	0	0

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

	Unit	2021	2022	2023
Toluene	Tons / year	43.1	43.2	180.1
Ethylene oxide	kg / year	18.8	95.8	31.9
Dioxin	mg-TEQ / year	0.085	0.290	0.000
Methylnaphthalene	Tons / year	0.10	0.10	0.04

► NOx and SOx Emissions (Japan)

	Unit	2021	2022	2023
NOx	Tons	15.7	15.2	12.2
NOx per unit	kg / million yen	0.056	0.053	0.038
SOx	Tons	5.9	5.7	9.3
SOx per unit	kg / million yen	0.021	0.020	0.029

► Ozone-Depleting Substances (Japan)

Substance	Business Site	Use	Unit	2023
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	Tons	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
CFC	Unicharm (other development sites in Kagawa)	Refrigerant	Tons	0.86
	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	2021	2022	2023
BOD	Tons	23.0	14.4	16.2
COD		20.5	9.8	18.6

Water Recycling-Oriented Society

Water Resources

► Water Usage (Water Withdrawal)*1

	Unit	2021	2022	2023
Japan	Thousand m³	3,754	3,670	3,718
Overseas		1,080	1,082	1,103
Total	Thousand m³	4,834	4,752	4,821
Per unit of sales*2	Thousand m³ / million yen	0.006	0.005	0.005

*1 Some estimates and calculation methods have been revised since fiscal 2023. Accordingly, figures for fiscal 2022 and earlier have been retroactively recalculated.

*2 Unit denominators are consolidated net sales.

► Water Usage by Source (Water Withdrawal) (Japan)*3

	Unit	2021	2022	2023
Surface water (rivers, lakes, and ponds)	Thousand m³	155	157	152
Groundwater		760	697	660
Other water sources		2,840	2,816	2,906
Total	Thousand m³	3,754	3,670	3,718
Of these, locations that have specified facilities under the Water Pollution Control Law				
Surface water (rivers, lakes, and ponds)	Thousand m³	7	6	4
Groundwater		385	406	389
Other water sources		2,840	2,816	2,906

*3 Some estimates and calculation methods have been revised since fiscal 2023. Accordingly, figures for fiscal 2022 and earlier have been retroactively recalculated.

► Water Usage by Source (Water Withdrawal) (Overseas)*4

	Unit	2021	2022	2023
Surface water (rivers, lakes, and ponds)	Thousand m³	1,003	960	1,009
Groundwater		42	79	61
Other water sources		36	43	33
Total	Thousand m³	1,080	1,082	1,103
Of these, areas with high water stress				
Surface water (rivers, lakes, and ponds)	Thousand m³	630	640	691
Groundwater		33	71	54
Other water sources		0	0	0

*4 Some estimates and calculation methods have been revised since fiscal 2023. Accordingly, figures for fiscal 2022 and earlier have been retroactively recalculated.

▶ Wastewater*¹

	Unit	2021	2022	2023
Japan	Thousand m ³	3,296	3,296	3,169
Overseas		1,070	1,075	1,080
Total	Thousand m ³	4,366	4,371	📌 4,249
Per unit of sales* ²	Thousand m ³ / million yen	0.006	0.005	0.005

*1 For sites where wastewater volume is not measured, wastewater volume is considered to be equal to water withdrawal. Some estimates and calculation methods have been revised since fiscal 2023. Accordingly, figures for fiscal 2022 and earlier have been retroactively recalculated.

*2 Unit denominators are consolidated net sales.

▶ Water Stress Score*³

	Unit	2023
Extremely high	No. of factories	11
High		3
Moderate		10
Low		15

*3 The latest version of the World Resources Institute (WRI) tool Aqueduct (Aqueduct Overall Water Risk Map) is used to ascertain water stress.

▶ Percentage of Water Withdrawal from Areas with High Water Stress*⁴

	Unit	2021	2022	2023
Water withdrawal from areas with high water stress	Thousand m ³	664	711	745
Percentage of water withdrawal from areas with high water stress	%	13.7	15.0	15.5

*4 Some estimates and calculation methods have been revised since fiscal 2023. Accordingly, figures for fiscal 2022 and earlier have been retroactively recalculated.

Social Data

Customer Satisfaction

Customer Satisfaction

	2021	2022	2023	Coverage
Customer satisfaction level (%)	88.0	87.9	91.8	Unicharm Corporation

Human Rights

Number of Audits and Evaluations of Unicharm Group Factories

		2021	2022	2023	Coverage
No. of Audits		1	6	4	Unicharm Group
No. of Issues Identified	Business Critical	0	0	0	
	Critical	0	13	10	
	Major	0	86	19	
	Minor	1	36	14	
	Total	1	135	43	

Human Resources

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

Human Resources Data

		2021	2022	2023	Coverage
No. of full-time employees	Male	10,302	10,397	10,312	Unicharm Group
	Female	6,006	5,809	5,911	
	Total	16,308	16,206	16,223	
	Japan	Male	2,663	2,617	
		Female	635	640	
		Total	3,298	3,257	
	Overseas	Male	7,639	7,780	
		Female	5,371	5,169	
		Total	13,010	12,949	
Percentage of full-time employees (%)	Male	60.0	59.0	60.5	Unicharm Group
	Female	48.2	46.7	48.4	
	Total	55.0	53.9	55.5	
No. of contract employees	Male	6,858	7,238	6,725	Unicharm Group
	Female	6,465	6,639	6,295	
	Total	13,323	13,877	13,020	
	Japan	Male	816	843	
		Female	605	676	
		Total	1,421	1,519	
	Overseas	Male	6,042	6,395	
		Female	5,860	5,963	
		Total	11,902	12,358	
Percentage of contract employees (%)	Male	40.0	41.0	39.5	Unicharm Group
	Female	51.8	53.3	51.6	
	Total	45.0	46.1	44.5	

		2021	2022	2023	Coverage
No. of managerial employees	Male	1,223	1,192	1,178	Unicharm Group
	Female	355	361	386	
	Total	1,578	1,553	1,564	
	Japan	Male	535	536	
		Female	90	90	
		Total	625	626	
	Overseas	Male	688	656	
		Female	265	271	
		Total	953	927	

		2021	2022	2023	Coverage
Ratio of Japanese to overseas management employees (%)	Japan	39.6	40.3	39.4	Unicharm Group
	Overseas	60.4	59.7	60.6	

		2021	2022	2023	Coverage
Average age of employees	Male	41.1	42.8	41.4	Full-time employees of Unicharm Corporation
	Female	38.4	38.7	38.2	
	Total	40.3	41.9	40.6	
Average length of service (years)	Male	16.1	15.4	17.5	
	Female	12.7	12.2	12.6	
	Total	15.1	14.6	16.3	
Employee turnover rate (%)	Male	2.0	3.0	2.2	
	Female	2.8	5.0	3.4	
	Total	2.2	3.5	2.5	

		2021	2022	2023	Coverage
No. of new graduate hires	Male	31	25	43	Full-time employees of Unicharm Corporation
	Female	24	16	17	
	Total	55	41	60	
Turnover rate of employees with less than 3 years of service who started as new graduates (%)	Male	5.8	7.5	8.1	
	Female	5.3	3.6	5.5	
	Total	5.7	6.0	7.2	
Recruitment cost per employee (yen)		1,392,800	1,924,620	1,450,000	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	

* Adjustable Starting Salary System (starting salary increases by up to ¥15,000 for employees who have passed the Microsoft Office Specialist (MOS), TOEIC, marketing exams, or other certification programs prior to joining the Company)

Development and Utilization of Human Resources

► Programs for Realizing the Career Vision of Young Employees

	2021	2022	2023	Coverage
No. of employees participating in the in-house internship program	32	26	28	Unicharm Corporation
No. of employees participating in the career challenge internship program	17	26	25	

► Strengthening Employee Engagement Through Reading Session of Integrated Report

	2021	2022	2023	Coverage
Percentage of scrum teams holding Reading Session of Integrated Report (%)	100	100	100	Unicharm Group

► Succession Planning

	2021	2022	2023	Coverage
Succession preparedness rate (%)	208.3	201.6	219.1	Unicharm Corporation employees
No. of employees participating in the Strategy Secretary to CEO program	7	6	6	Unicharm Group
Cumulative number of employees who have participated in the Strategy Secretary to CEO program	45	51	57	

► Employee Survey

	2021	2022	2023	Coverage
Percentage of employees who responded to the employee awareness survey (%)	100	100	100	Unicharm Group
Percentage of positive answers received for the "Growth Through Work" section of the employee awareness survey (%)	81.4 (Japan)	89.2	88.7	
Average score on a five-point scale on the level of satisfaction section of the employee awareness survey	4.07 (Japan)	4.39	4.42	

* Results for fiscal 2022 cover all Group companies.

► Time and Costs Allocated to Skill Development Training Programs

	2021	2022	2023	Coverage
Total training hours allocated to employee skill development	45,018	49,824	50,503	Unicharm Corporation
Total training costs allocated to skill development training (thousand yen)	42,000	84,000	75,310	
Training days per employee	3.9	4.4	3.5	
Training hours per employee	31	35	28	
Training cost per employee (yen)	28,669	58,618	42,119	

► Implementing Second Job System

	2021	2022	2023	Coverage
No. of employees using the Second Job System	36	56	59	Unicharm Corporation

► Career Development Evaluations

	2021	2022	2023	Coverage
Percentage of employees who regularly receive assessment reviews for career development (%)	100	100	100	Unicharm Corporation

Diversity and Inclusion

► Promotion of Women's Empowerment

	2021	2022	2023	Coverage
Percentage of female employees (%)	36.8	35.8	36.4	Unicharm Group
Percentage of female managers (%)	22.5	23.2	24.7	
Percentage of female executive officers (%)	3.7	3.4	3.6	
No. of female executives (Japan)	2	2	2	
No. of female executives (overseas)	14	12	10	

► Hiring Employees of Diverse Nationalities and Promoting Them to Management Positions

	2021	2022	2023	Coverage
Percentage of locally hired employees in management positions (general manager and above) at overseas subsidiaries (%)	45.5	52.2	52.3	Unicharm Group's overseas subsidiaries

► Hiring Experienced Personnel and Promoting Them to Management Positions

	2021	2022	2023	Coverage
No. of mid-career hires	47	43	43	Full-time employees of Unicharm Corporation
Percentage of mid-career hires in management positions (%)	29.1	29.1	33.5	

► Expanding Our Recruitment of People with Disabilities

	2021	2022	2023	Coverage
Average annual employment rate of people with disabilities (%)	2.2	2.1	2.2	Unicharm Corporation

► Creating a Workplace for People of All Life Stages

	2021	2022	2023	Coverage
Rehiring rate of retired employees (%)	84.0	92.9	86.2	Unicharm Corporation
Hiring rate of retired employees seeking reemployment (%)	100	100	100	

► System for Determining Fair Evaluation and Compensation

	2021	2022	2023	Coverage
Ratio of basic remuneration amount of starting salaries by gender (female : male)	100:100	100:100	100:100	Unicharm Corporation employees
Ratio of basic remuneration amount by gender (female : male)	100:124	100:123	100:129	
Ratio of total remuneration amount by gender (female : male)	100:140	100:139	100:137	

Note: 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.

► Moony Childcare Support System

	2021	2022	2023	Coverage
No. of employees taking Moony Childcare Leave	160	128	140	Unicharm Corporation Unicharm Products Co., Ltd.
Percentage of employees taking Moony Childcare Leave (%)	95.5	95.8	96.1	
Percentage of male employees taking Moony Childcare Leave (%)	91.0	94.7	100	
Percentage of employees taking Moony Childcare Involvement (%)	85.7	93.2	83.7	Unicharm Corporation

Employee Health

► Creating Vibrant and Healthy Working Environments

	2021	2022	2023	Coverage
Percentage of employees utilizing the remote work system (%)	58.0	57.0	52.0	Unicharm Corporation

► Encouraging the Taking of Paid Leave

	2021	2022	2023	Coverage
Percentage of paid leave taken (%)	57.7	61.8	71.2	Unicharm Corporation

► Appropriate Management of Working Hours

	2021	2022	2023	Coverage
Total working hours per employee	1,992.3	2,000.2	1,966.6	Unicharm Corporation

► Annual Health Checkups

	2021	2022	2023	Coverage
Percentage of employees receiving health checkups (%)	100	100	100	Unicharm Corporation

► Mental Health Measures

	2021	2022	2023	Coverage
Percentage of employees who underwent stress checks (%)	94.4	98.2	99.5	Unicharm Corporation
No. of employees who participated in mental health training	1,785	1,934	1,944	
No. of employees on mental health leave	7	7	9	

► Presenteeism and Absenteeism

	2021	2022	2023	Coverage
Presenteeism*1 (%)	—	14.3	15.2	Unicharm Corporation
Absenteeism*2 (%)	—	0.493	0.733	

*1 Measured using Single-Item Presenteeism Question (SPQ) developed by the University of Tokyo

*2 Sick leave days rate = Total number of sick leave days including weekends and holidays ÷ (Number of employees × 365) × 100

Occupational Health and Safety

► Occupational Health and Safety

	Manufacturing Industry Average (Fiscal 2022)	2021	2022	2023	Coverage
No. of violations of the Industrial Safety and Health Act	—	0	0	0	Unicharm Corporation employees
No. of fatal workplace accidents	—	0	0	0	
No. of workplace accidents resulting in inability to work*3	—	0	0	0	
Workplace accident frequency rate*4	1.25	0.22	0.22	0.22	
Workplace accident severity rate*5	0.08	0.00	0.00	0.02	

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

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

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

► Occupational Health and Safety Education and Training

Target	Details	No. of Participants in Fiscal 2023	Coverage
Newly appointed leaders	Education on occupational health and safety, including leader training, as required by law	92	Unicharm's prodction sites in Japan
Employees prior to the assignment to their respective departments or changing roles	Education and training on occupational health and safety for new employees prior to the assignment to their respective departments and for employees changing roles	90	

Supply Chain Management

► Human Rights Risk Assessment Results for Fiscal 2023

		Percentage of Suppliers Using the Sedex Platform (%)	Percentage of Suppliers Sharing Inherent Risk Score (%)	Percentage of Suppliers Sharing Site Characteristic Risk Score (%)	Coverage
Personal care products	Material suppliers	81.0	72.0	56.8	Unicharm Group
	Contract manufacturers	66.2	63.6	39.0	
Pet care products	Contract manufacturers	65.8	65.8	44.7	
Total		77.4	70.2	53.0	

► Supplier Audits: Number of Audits and Evaluations

		2021	2022	2023	Coverage
No. of Audits		50	31	26	Unicharm Group
No. of Issues Identified	Business Critical	0	1	1	
	Critical	29	41	32	
	Major	181	182	111	
	Minor	95	109	44	
	Total	305	333	188	

Governance Data

Corporate Governance

Board of Directors

			2021* ¹	2022* ²	2023* ³	2024* 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

Audit & Supervisory Committee

			2021 ^{*1}	2022 ^{*2}	2023 ^{*3}	2024 ^{*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

Nomination Committee

			2021 *1	2022 *2	2023 *3	2024 *4
Nomination Committee members	Internal	Male	2	2	2	
		Female	0	0	0	0
		Total	2	2	2	2
	Outside	Male	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	

Remuneration Committee

			2021 *1	2022 *2	2023 *3	2024 *4
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	

Officers (Directors [including Audit & Supervisory Committee members] and Executive Officers)

		2021 ^{*1}	2022 ^{*2}	2023 ^{*3}	2024 ^{*4}
Officers	Male	30	31	30	31
	Female	2	2	2	2
	Total	32	33	32	33
Percentage of female directors (%)		6.25	6.06	6.25	6.06

*1 As of March 26, 2021

*2 As of March 25, 2022

*3 As of March 24, 2023

*4 As of March 27, 2024

► Number of Board of Directors and Committee Meetings Held and Attendance Rate

		2021	2022	2023
Board of Directors	No. of times held	9	10	9
	Attendance rate (%)	98.1	100	100
Audit & Supervisory Committee	No. of times held	11	11	11
	Attendance rate (%)	100	97.0	100
Nomination Committee	No. of times held	1	1	1
	Attendance rate (%)	100	100	100
Remuneration Committee	No. of times held	1	2	1
	Attendance rate (%)	100	100	100

► Composition of the Board of Directors, Audit & Supervisory Committee, and Other Committees and Attendance at These Meetings (Fiscal 2023)

	Tenure	Board of Directors	Audit & Supervisory Committee	Nomination Committee	Remuneration Committee
Takahisa Takahara President & CEO	28 years, 9 months	◎ 100% (9/9 times)	—	○ 100% (1/1 time)	○ 100% (1/1 time)
Toshifumi Hikosaka Senior Executive Director in Charge of Production and Development	2 years	○ 100% (9/9 times)	—	—	—
Kenji Takaku Director, Senior Managing Executive Officer in Charge of Marketing and Sales	1 year	○ 100% (6/6 times)	—	—	—
Hiroaki Sugita Director, Audit & Supervisory Committee Member Outside Independent	3 years	○ 100% (9/9 times)	○ 100% (11/11 times)	◎ 100% (1/1 time)	◎ 100% (1/1 time)
Noriko Rzonca Director, Audit & Supervisory Committee Member Outside Independent	1 year	○ 100% (6/6 times)	○ 100% (9/9 times)	○ 100% (1/1 time)	○ —*1
Shigeru Asada Director, Audit & Supervisory Committee Member	5 years	○ 100% (9/9 times)	◎ 100% (11/11 times)	○ 100% (1/1 time)	○ 100% (1/1 time)

Note: ◎ denotes chair and ○ denotes members. **Outside** Outside director **Independent** Independent director

Attendance is based on the number of times committees have convened during respective tenures

*1 Appointed on March 24, 2023. The Remuneration Committee did not convene thereafter in fiscal 2023 (the fiscal 2023 meeting was held prior to this appointment and attended by the previous Audit & Supervisory Committee member).

► Relevant Expertise of Directors (as of March 27, 2024)

	Corporate Management	Finance and Accounting	Corporate Governance	Risk Management	Human Resource Development	Overseas Business	Marketing	Distribution Strategy	Development and Production	Sustainability*2	Digital Transformation
Takahisa Takahara President & CEO	●	●	●	●	●	●	●			●	
Toshifumi Hikosaka Senior Executive Director in Charge of Production and Development	●			●	●				●	●	
Kenji Takaku Director, Senior Managing Executive Officer in Charge of Marketing and Sales	●			●	●	●	●	●			
Hiroaki Sugita Director, Audit & Supervisory Committee Member Outside Independent	●	●	●	●	●		●	●		●	●
Noriko Rzonca Director, Audit & Supervisory Committee Member Outside Independent	●		●	●	●	●	●			●	●
Shigeru Asada Director, Audit & Supervisory Committee Member	●	●	●	●	●	●					

Outside Outside director **Independent** Independent director *2 Environment and quality

► Evaluation Criteria for and Basic Policy on Executive Remuneration and Fiscal 2023 Remuneration Targets and Results

No.	Evaluation Criteria	Accountability	Assessment Weighting	Targets	Results	Assessment
1	Group performance (business plan)	1-1 Consolidated net sales	20%–50%	¥963.5 billion (up 7.3% YoY)	¥941.8 billion (up 4.9% YoY)	97.7%
		1-2 Consolidated core operating income		¥141.0 billion (up 17.9% YoY)	¥128.0 billion (up 7.0% YoY)	90.8%
		1-3 Profit attributable to owners of parent		¥80.9 billion (up 19.7% YoY)	¥86.1 billion (up 27.3% YoY)	106.4%
2	Department performance	2-1 Sales in applicable business division	0%–40%	(Each department)	(Each department)	—
		2-2 Profits in applicable business division		(Each department)	(Each department)	—
3	Group key strategy	3-1 Priority strategies for each role	20%–50%	(Each director)	(Each director)	—
		3-2 ESG assessment (specialist rating agency evaluation, etc.)		(Each director)	(Each director)	—
4	Department key strategy	4 Priority strategy in applicable business division	0%–40%	(Each department)	(Each department)	—

Overview of key assessment indicators

- Performance-based indicators for Company efforts
- Performance-based indicators for individual director and executive officer efforts
- Assessment indicators for Company priority strategies (including qualitative assessments)
- Assessment indicators for individual director and executive officer priority strategies (including qualitative assessments)

► Total Remuneration for Each Director and Executive Officer, Total for Each Type of Remuneration, and Number of Directors Receiving Remuneration

Role	Total Remuneration (million yen)	Totals for Each Type of Remuneration (million yen)			No. of Directors Receiving Remuneration
		Basic Remuneration	Performance-Linked Remuneration	Non-Monetary Remuneration	
				Restricted Share-Based Remuneration	
Directors (excluding Audit & Supervisory Committee members and outside directors)	562	196	196	171	4
Directors (Audit & Supervisory Committee members) (excluding outside directors)	8	8	—	—	1
Outside directors	21	21	—	—	3

- The amounts above include those for the remuneration of one director (who did not serve as an Audit & Supervisory Committee member) and one outside director who resigned as of the end of the 63rd General Meeting of Shareholders held on March 24, 2023.
- Total amount of remuneration of directors (who did not serve as Audit & Supervisory Committee members) includes amounts recorded as expenses of ¥171 million for restricted share-based remuneration of three directors and one retired director (excluding Audit & Supervisory Committee members).
- Following the enforcement of the Companies Act, the Company's shareholders approved a resolution to abolish the retirement benefit system for directors and executive officers and incorporate their bonuses into remuneration at the 47th General Meeting of Shareholders held on June 26, 2007. Directors and executive officers now only receive annual compensation.

Compliance

Fair Business Practices

► Fines, Surcharges, Settlements, and Dismissals Resulting from Acts of Corruption

	2021	2022	2023	Coverage
No. of fines, surcharges, and settlements resulting from serious legal violations related to corruption and bribery	0	0	0	Unicharm Corporation
Amount of fines, surcharges, and settlements resulting from serious legal violations related to corruption and bribery (yen)	0	0	0	
No. of employees subject to disciplinary action due to acts of corruption or bribery	0	0	1	

► Number of Consultations and Reports via the Whistleblowing System

	2021	2022	2023	Coverage
No. of consultation/whistleblowing cases (Japan)	68	100	165	Unicharm Group
No. of consultation/whistleblowing cases (overseas*)	37	42	48	
Of which, are in violation of compliance	0	0	0	

* Unicharm's local subsidiaries in China, Taiwan–Greater China, Thailand, Indonesia, India, Brazil, South Korea, the United States, Vietnam, Saudi Arabia, Egypt, and Australia

► Measures to Raise Compliance Awareness

Target	Details	2023	
		No. of Times	No. of Attendees
All employees	All areas of compliance (distribution through email newsletters and posting on the Company intranet)	6	All employees
New employees	Compliance and basis of contracts	2	60
New leaders	Harassment prevention	1	21
Employees to be posted overseas (pre-posting training)	Prohibition of bribery, protection of confidential information, contract compliance, etc.	2	20
Divisional basis	Setting of themes according to business activity and holding of workshops	2	33

► Harassment Prevention

	2021	2022	2023	Coverage
No. of participants in harassment prevention manager training	52	26	21	Unicharm Corporation

Tax Compliance

► Tax Payments by Country/Region (million yen)

	2021	2022	2023
Japan	22,998	19,898	25,102
China	5,339	6,056	3,984
Vietnam	2,271	1,546	463
Saudi Arabia	2,203	1,518	2,168
Thailand	1,794	2,703	1,963
Other regions	2,168	5,682	6,459
Total	36,774	37,403	40,139