

The Unicharm Way

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Unicharm has defined its purpose (reason for existence) as contributing to the realization of the Sustainable Development Goals (SDGs). To realize this purpose by means of each employee thinking and acting on their own, we have identified the three key components of mission (what we want to achieve), vision (how we want to achieve), and value (what we must focus on in order to achieve), and are working to bring these to fruition.

■ Purpose: Our Reason for Existence

The realization of the SDGs

■ Mission: What We Want to Achieve

To Realize a Cohesive Society (Social Inclusion)

At Unicharm, we believe in a cohesive society (social inclusion) that ensures each person is independent while supporting others in a way that allows just the right sense of distance, enabling everyone to spend their lives in the way they so wish regardless of their situation, including vulnerable members of society and those who are at a disadvantage either temporarily or for an extended period due to aging, illness, childbirth, menstruation, or other factors.

■ Vision: How We Want to Achieve

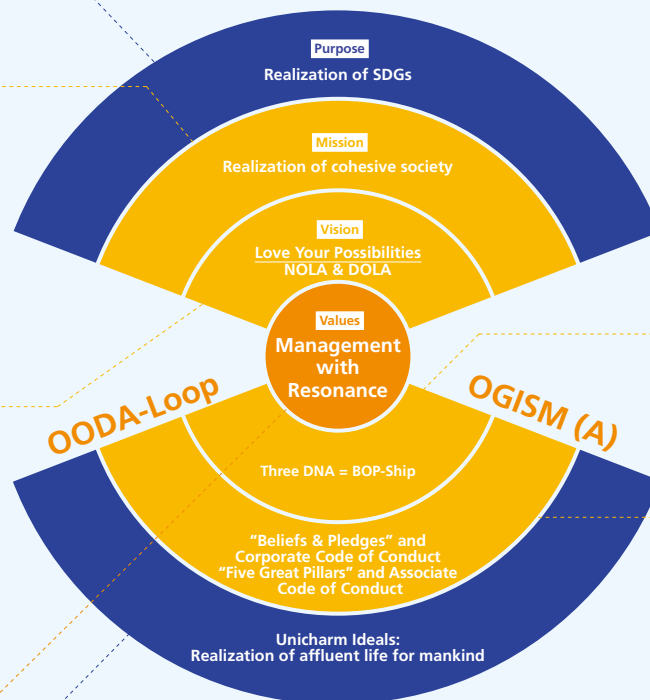
Realizing "Love Your Possibilities" and "NOLA & DOLA"

"Love Your Possibilities" is our corporate brand essence, which incorporates our hope of providing all people, from newborns to the elderly, with products and services that provide mental and physical support through gentle care so that they may be free of their burdens and can fulfill their dreams, as depicted in "NOLA & DOLA" (Necessity of Life with Activities & Dreams of Life with Activities), which has been our vision up to now.

■ Value: What We Must Focus on in Order to Achieve

Promoting Management with Resonance

Management with resonance is a unified management model promoted by all of Unicharm's employees. It serves as a framework for senior management and frontline employees to work as one toward a shared goal. All Unicharm employees aim to realize the shared goal of creating a cohesive society by aligning their direction while constantly thinking and acting on their own initiative.



■ Unicharm Ideals

- We contribute to creating a better quality of life for everyone by offering only the finest products and services to markets and customers, both 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

(Established: 1974)

■ Three Aspects of Our DNA = Best Practiceship, Ownership, and Partnership

The Three Aspects of Our DNA, a corporate culture and spirit that has been seamlessly passed down since our founding, represents the mindset and behavioral traits of Unicharm Group employees. It was revised as Best Practiceship, Ownership, and Partnership (BOP-Ship) to encourage better understanding of our diverse employees around the world.

Three Aspects of Our DNA

Create value through personal transformation
Changing yourself and achieving personal growth to create new value

Find reason within ourselves
Growing through learning from failures

Maintain our No. 1 position through continued and dedicated services
Always providing our customers with the highest satisfaction

BOP-Ship

Best Practiceship

Accumulating best practices, abandoning past resolutions, constantly making updates, and incorporating best practices with an emphasis on speed

Ownership

Recognizing everything as "our own matter" and thinking and acting on our own initiative to overcome difficulties

Partnership

Always respecting collaboration with peers with a spirit of altruism

■ Beliefs & Pledges and Corporate Code of Conduct

- ◆ 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.

(Established: 1999)

■ Five Great Pillars and Associate Code of Conduct

- ◆ 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.

(Established: 1999)