

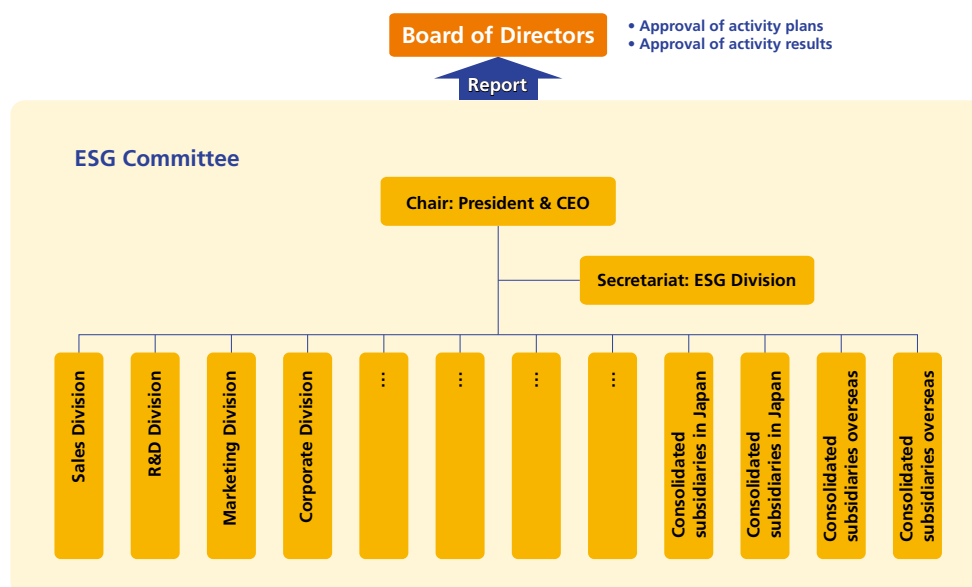
Management Structure

2-9,2-12,2-13,2-14,2-17

Sustainability Promotion System

Unicharm has established an appropriate system to steadily implement sustainability management. Specifically, the ESG Committee, chaired by the president & CEO, meets four times a year to deliberate and decide on all sustainability matters and governance-related policies and activities, and monitors their progress. The ESG Committee is attended not only by directors, executive officers, and other members of management, but also by those in charge of the Sales Division, R&D Division, Marketing Division, Corporate Division, and consolidated subsidiaries in Japan and overseas, and has a system in place to quickly carry out the various sustainability-related activities that are decided by its members. Matters deliberated and decided on by the ESG Committee are reported to the Board of Directors at least once a year.

► Sustainability Promotion System



► Roles and Results of the ESG Committee

Fiscal 2024 Results	Roles	<ul style="list-style-type: none"> Deliberate and decide on the progress of Kyo-sei Life Vision 2030 medium- to long-term ESG goals and the medium-term management plan Identify and address risks, opportunities, and key issues related to sustainability across the Group and deliberate and decide on information disclosure Report matters deliberated and decided on by the ESG Committee to the Board of Directors at least once a year
	No. of Meetings Held	Four (February, May, August, and November)
	Main Themes of Discussion	Progress of Kyo-sei Life Vision 2030 medium- to long-term ESG goals, Environmental Targets 2030, and the medium-term management plan <ul style="list-style-type: none"> GHG Emissions Visualization Project Operation of SDGs Theme Guideline—internal guideline for contributing to sustainability Disclosure of biodiversity-related information Policy and progress on production of integrated and sustainability reports Sharing of information on external ESG assessments Control Self-Assessment (CSA) and internal audit plan

► Core Themes and Categories of ESG Committee Initiatives

ISO 26000 Core Subjects	Organizational governance, human rights, labor practices, the environment, fair business practices, consumer issues, and community involvement and development
E: Core Themes	
<ul style="list-style-type: none"> Plastic waste: Reduction of plastic use Climate change risk: Reduction of greenhouse gases and management of energy use Water risk: Reduction of water use Pollution and resources: Waste reduction, resource usage, recycling, and pollution prevention 	<ul style="list-style-type: none"> Supply chain: Supplier policy, environmental issues, and sustainable procurement of forest resources and palm oil Biodiversity: Forest-derived raw materials and palm oil Development of environmentally friendly products
S: Core Themes	
<ul style="list-style-type: none"> Labor standards: Forbiddance of child and forced labor, prohibition of discrimination, freedom of association, collective bargaining rights, minimum wage, and prevention of harassment Health and safety of employees Human rights: Due diligence, children's rights, forbiddance of child labor, community employment, and complaint handling Society: Community investment and social contribution activities 	<ul style="list-style-type: none"> Responsibilities to customers: Responsible advertising and marketing and customer satisfaction Supply chain: Forbiddance of child and forced labor, prohibition of discrimination, freedom of association, collective bargaining rights, minimum wage, health and safety, due diligence, and capacity building Product quality and safety
G: Core Themes	
<ul style="list-style-type: none"> Corruption prevention: Bribery prevention, insider trading, whistleblowing system, education, and risk assessment Corporate governance 	<ul style="list-style-type: none"> Companywide risk management: Environment, society, corporate governance Compliance Tax transparency

Communicating with Stakeholders

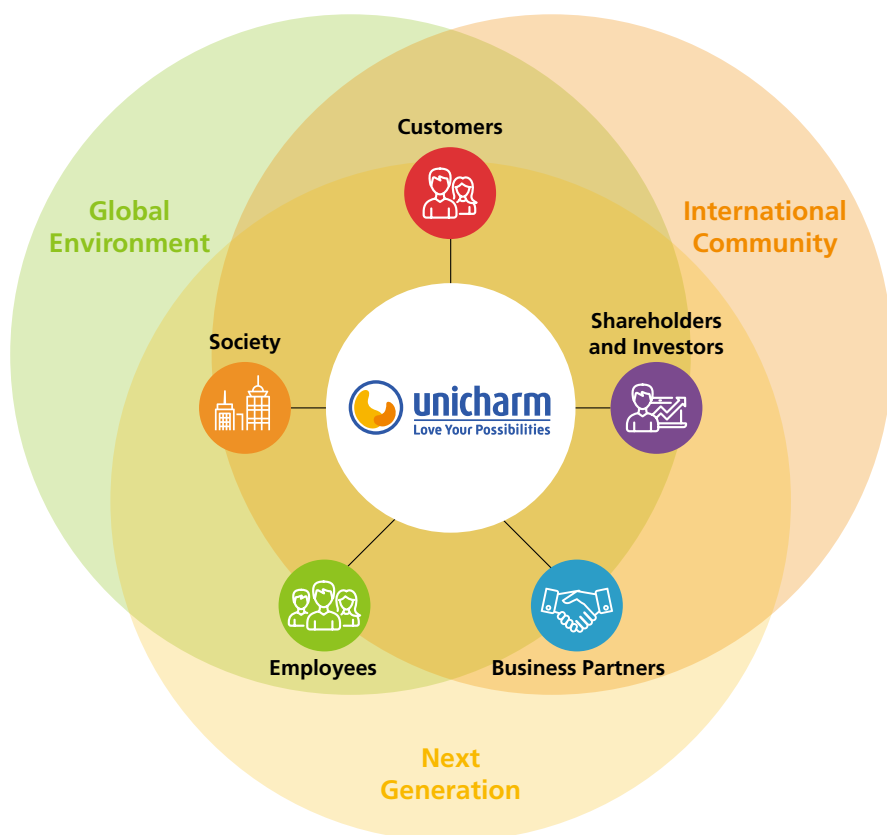
2-6, 2-29

Guided by our Beliefs & Pledges, Corporate Code of Conduct, and Multi-Stakeholder Policy, which vow that Unicharm will undertake honest corporate activities that win the fullest confidence of its customers, shareholders and investors, business partners, employees, and society, we are working to increase stakeholder engagement through a range of opportunities. In addition, as a company that provides consumables that are essential to a hygienic lifestyle, we regard the global environment, international community, and next generation as important stakeholders.

[web](#) Multi-Stakeholder Policy (in Japanese only)

https://www.unicharm.co.jp/content/dam/sites/www_unicharm_co_jp/pdf/csr-eco/Unicharm_Corporation_stakeholder.pdf

► The Unicharm Group's Stakeholders



► Communicating with Stakeholders

Stakeholders	Communication Policy (Beliefs & Pledges)	Primary Communication Methods	Frequency	Example Themes
Customers	We pledge to earn the full support of customers by always doing everything we can.	Customer Communication Center, group interviews, monitoring surveys, exhibitions and seminars, websites, and various social media accounts	Regularly	Quality, safety, and functions of products and opinions and responses concerning products and services
Shareholders and Investors	We pledge to distribute industry-leading returns to shareholders.	General meeting of shareholders	Once a year	Summary explanations of financial results and sound company management
		Financial results announcements and briefings	Four times a year	
		Individual dialogue with investors and overseas IR activities	Regularly	
Business Partners	We pledge to achieve mutual growth by maintaining fair and equitable relationships.	Growth strategy awareness raising program	Twice a year	Product and service proposals, supply chain management, quality, safety, and the environment
		Exhibitions and events	Regularly	
		Medium- to long-term policy briefings	Once a year	
		Questionnaires and audits	Regularly	
Employees	We pledge to enable the happiness of employees and their family members by filling each of them with confidence and pride.	Management with resonance practical meetings	Once a week	Compensation, health, satisfaction toward work, and introduction of programs and case studies that demonstrate respect for diversity
		Employee surveys	Once a year	
		Labor-management discussions, employee counseling hotline, family day at factories, and in-house intranet and Company newsletter	Regularly	
Society	We pledge to contribute to the economic and emotional fulfillment of all people and all of society through our corporate activities.	Activities in local communities, cooperation with governments and NGOs / NPOs, and activities held in emerging countries and through trade groups	Regularly	Disaster assistance, incontinence care, health promotion, health and hygiene, local hiring, and coordination through business activities