Third Quarter of Fiscal Year Ending December 31, 2026

(Jan 1, 2026 to Sep 30, 2026)

Unicharm Investor Meeting Presentation Materials

November 6, 2026

Unicharm Corporation

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Third Quarter of Fiscal Year
Ending December 31, 2026 (January 1 to September 30)
Financial Performance Summary

Projections stated in these materials include those based on the Company's currently obtained assumptions, forecasts and plans regarding the future. Therefore, actual results may differ significantly from projections due to risks and uncertainties associated with market competition, foreign exchange rates, etc.

◆ Document notations

WC: Wellness Care Business
FC: Feminine Care Business
BC: Baby Care Business
PC: Pet Care Business

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Summary of Financial Results for the Third Quarter of the Fiscal Year Ending December 2026 (January 1 – September 30)

Consolidated

Sales 729.3 billion yen (YoY +5.1%)
Core Operating Income 89.5 billion yen (YoY +3.3%)

- Sales reached a record high for the cumulative third quarter. Maintained both sales and profit growth by passing on added value and securing market share despite the sharp surge in raw material costs.
- Demonstrated high business resilience, progressing smoothly at approximately 80% toward the full-year target.

Japan

2.6% sales increase, 5.1% profit increase

- Stabilized the earnings base despite surging costs through higher value-added offerings driven by progress in price adjustments.
- Maintained high profitability with profit margins exceeding 20%, driven by the expansion of high-value-added products centered on Wellness Care (WC) and profit improvements in Feminine Care (FC) and Baby Care (BC).

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Overseas

6.4% sales increase, 0.2% profit decrease

- Asia Region: Excluding the India GST-related valuation loss (2.7 billion yen), results were effectively flat YoY. BC share remained stable despite severe competition, while FC showed an improving trend. Although profit margins were pressured by upfront investments in Pet Care (PC) and Wellness Care (WC)—the next growth engines—they generated top-line growth, with PC expanding particularly strongly.

- Other Regions: Achieved double-digit growth in both sales and profit. North American Pet Care continued to perform well, centered on the pet food business, strongly driving growth. In the Middle East, a high market share was maintained despite geopolitical risks. Egypt sustained double-digit sales growth.

Shareholders' Return

Total return ratio - 65% or higher
Plan to increase dividends for 25 consecutive terms

- Plan for an annual dividend of 22 yen per share, an increase of 4 yen. In addition, executed share repurchases of approximately 19.0 billion yen (approx. 19.41 million shares) by April as scheduled.

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Sales reached a record high for the cumulative third quarter. Maintained both sales and profit growth by advancing value transferring and securing market share despite the sharp surge in raw material costs. The decline in profit before tax and below was temporary due to the absence of tax effects associated with insurance proceeds in the previous year.

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● Consolidated Financial Highlights (Jan. to Sep.)

(Unit: 100 million yen)

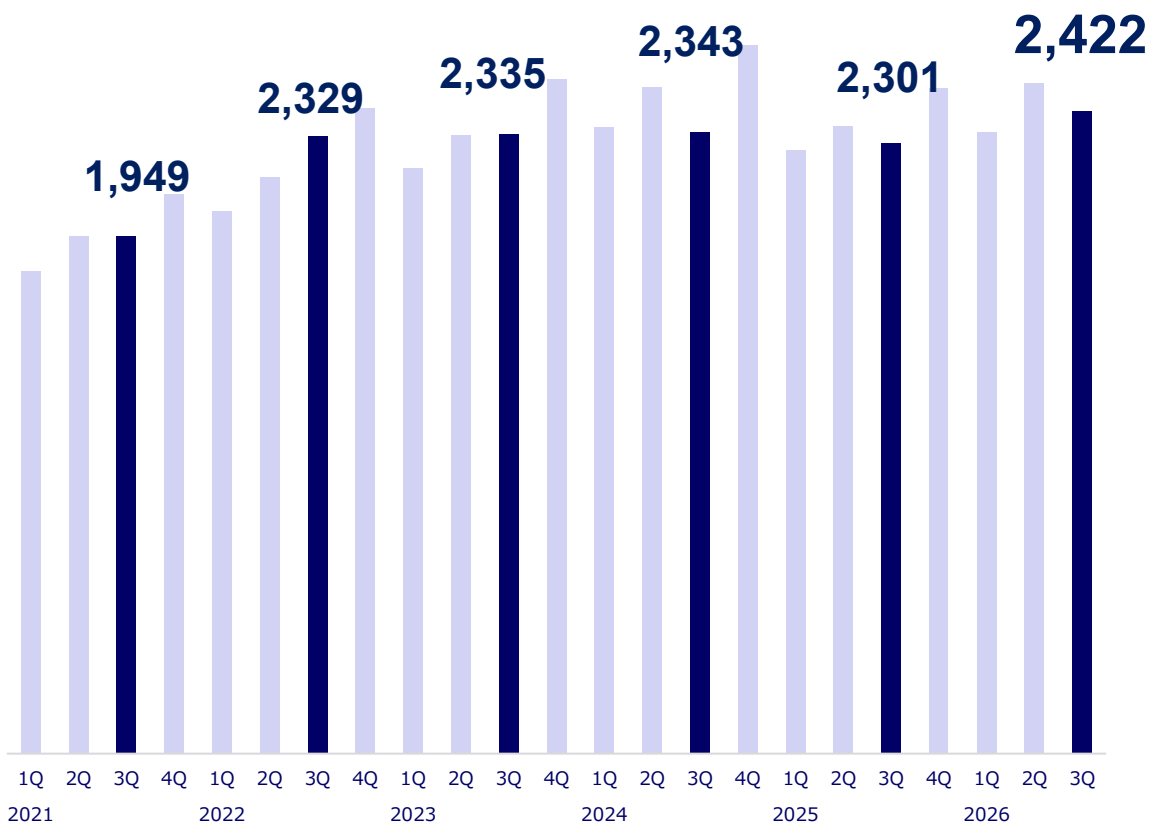
	3Q of FY ended Dec. 31, 2025	**3Q of FY ending Dec. 31, 2026**	YoY Gap	YoY Gap (%)	(Forecast) FY ending Dec.31, 2026	Progress %	(Reference) Jul.-Sep. of FY ending Dec. 31, 2026
Net sales	6,942	**7,293**	+351	+5.1%	10,150	71.9%	2,422
Core operating income (margin-%)	866 (12.5%)	**895 (12.3%)**	+28	+3.3% (-0.2pp)	1,130 (11.1%)	79.2%	244 (10.1%)
Profit before tax (margin-%)	935 (13.5%)	**928 (12.7%)**	-7	-0.7% (-0.8pp)	1,135 (11.2%)	81.8%	262 (10.8%)
Profit attributable to owners of parent company (margin-%)	607 (8.7%)	**567 (7.8%)**	-40	-6.6% (-0.9pp)	700 (6.9%)	81.0%	157 (6.5%)
EBITDA (profit before tax + depreciation/amortization)	1,289	**1,291**	+2	+0.2%	1,605	80.5%	—
Basic earnings per share (JPY)	34.68	**32.88**	-1.80	-5.2%	40.68	80.8%	—
USD Rate (JPY)	148.23	**158.54**	+10.31	+7.0%	156.00	—	—
CNY Rate (JPY)	20.51	**23.23**	+2.72	+13.3%	23.00	—	—

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Sales reached a record high for 3Q, continuing strong top-line growth
Advancing phased value transferring in response to the sharp surge in raw material costs, while maintaining a solid earnings base even amid adverse conditions

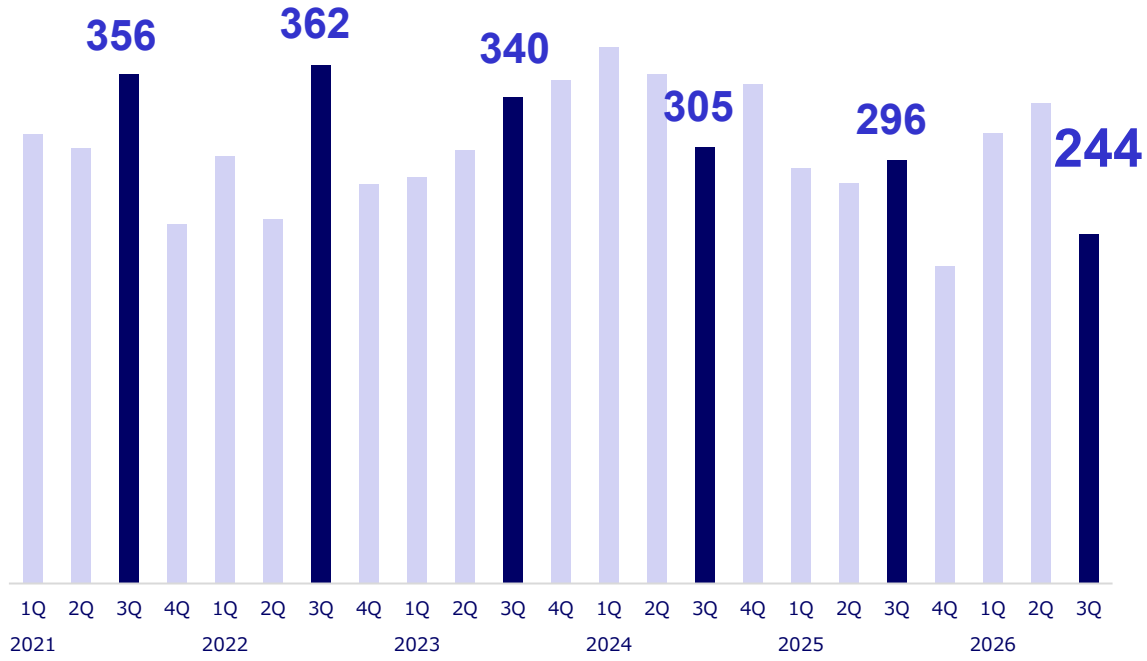
● Sales trend (quarterly)

(Unit: 100 million yen)



● Core operating income trend (quarterly)

(Unit: 100 million yen)



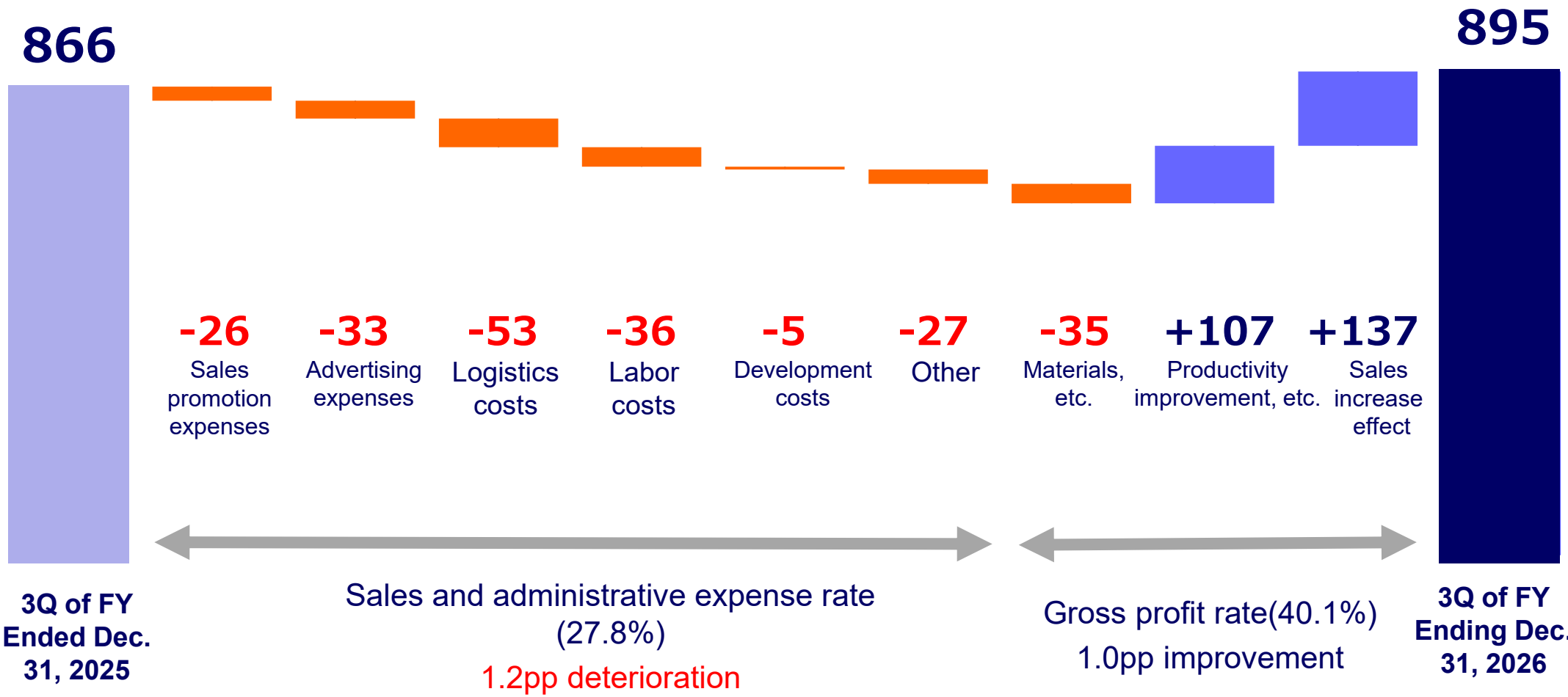
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Gross profit rate up 1.0pp due to value transferring and optimized business mix
Despite the sharp surge in raw material costs starting in 3Q, continued to make effective marketing investments and achieved higher profits driven by increased sales

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● Core operating income fluctuation (from Jan. to Sep.)

(Unit: 100 million yen)



* Sales and administrative expenses have been retrospectively adjusted for 3Q of FY Ended Dec. 31, 2025 to better reflect the actual state of the R&D structure for comparison purposes.

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Japan sustained high profitability through value transferring and other regions delivered double-digit growth led by North America.
Asia was essentially flat excluding GST valuation loss, while Middle East maintained its market share. Targeting improvement through continuous value transferring

● Geographical segment information (from Jan. to Sep.)

(Unit: 100 million yen)

		3Q of FY Ended Dec. 31, 2025	**3Q of FY Ending Dec. 31, 2026**	YoY Gap	YoY Gap (%)	*1 (Reference) Actual Gap (%)	(Reference) Jul.-Sep. of FY ending Dec. 31, 2026
Japan	Net sales	2,451	**2,515**	+64	+2.6%	—	804
	Core operating income	483	**508**	+25	+5.1%	—	153
	(margin-%)	(19.7%)	**(20.2%)**		(+0.5pp)		(19.0%)
Asia	Net sales	2,916	**2,966**	+50	+1.7%	-3.7%	978
	Core operating income	150	**123**	-27	-18.3%	-26.3%	20
	(margin-%)	(5.1%)	**(4.1%)**		(-1.0pp)		(2.1%)
Others *2	Net sales	1,575	**1,812**	+237	+15.1%	+6.3%	639
	Core operating income	233	**260**	+27	+11.5%	+4.0%	69
	(margin-%)	(14.8%)	**(14.3%)**		(-0.5pp)		(10.8%)
Consolidation	Net sales	6,942	**7,293**	+351	+5.1%	+0.8%	2,422
	Core operating income	866	**895**	+28	+3.3%	-0.2%	244
	(margin-%)	(12.5%)	**(12.3%)**		(-0.2pp)		(10.1%)

【Actual gap rate of sales in main countries】 *management accounting base
China -17% Indonesia +3% Thailand -7% India +2% Vietnam +8% Middle East +1% North America +10% Brazil +3% Egypt +13%

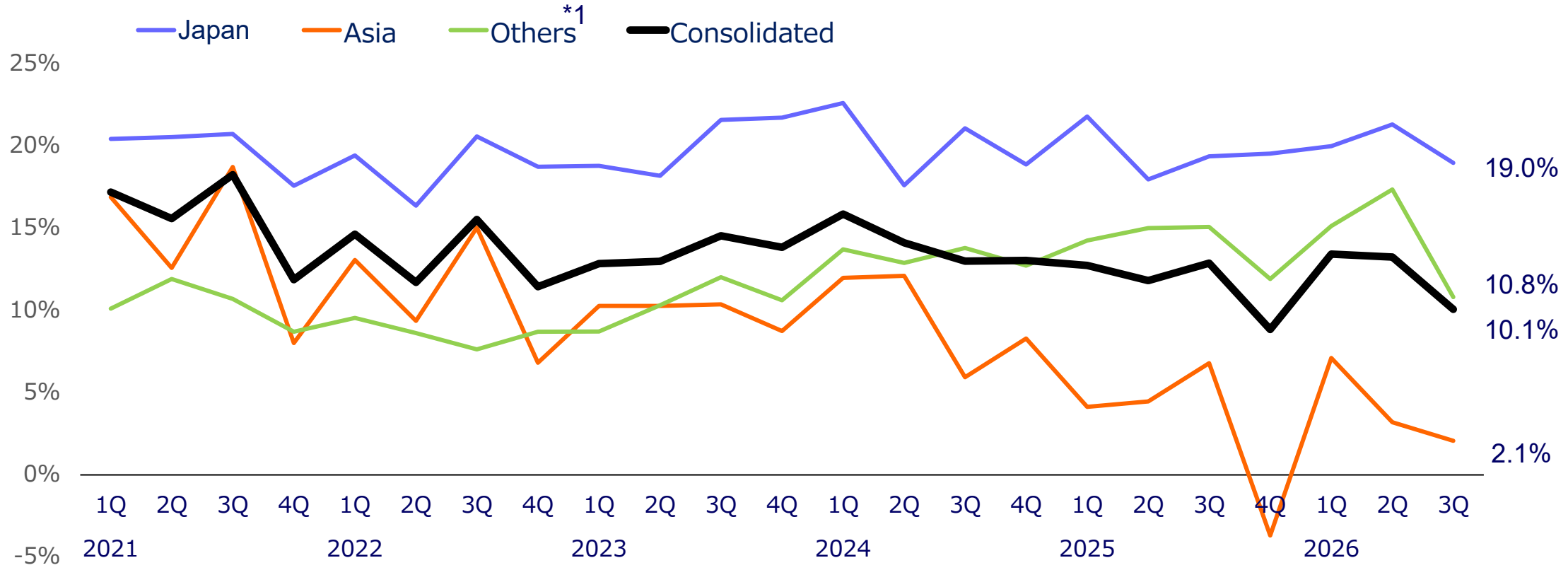
*1 Actual gap rate excluding foreign exchange effects

*2 Others: main regions are North America, Saudi Arabia, Brazil and Netherlands

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Japan and North America sustained high margins through value transferring against sharp 3Q cost surges
Amid cost pressures & fierce competition, Asia invested upfront in PC / WC, while Middle East maintained market share

●Core operating income margin by geographical segment (quarterly)

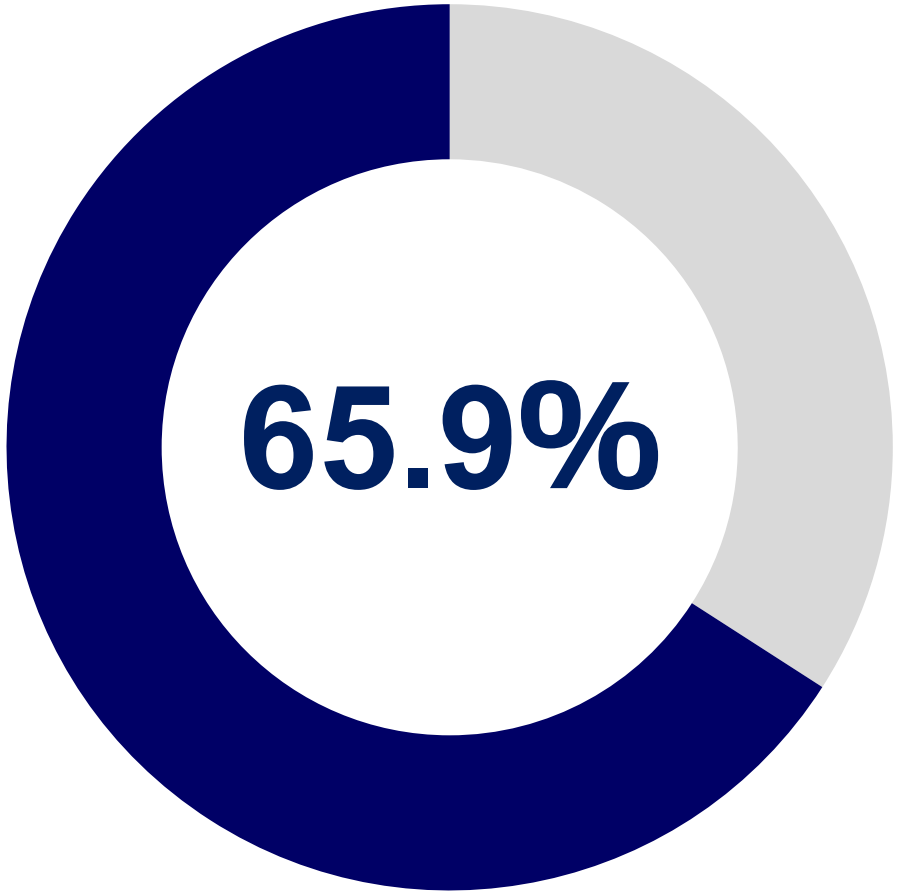


*Others: Main regions are North America, Saudi Arabia, Brazil and the Netherlands

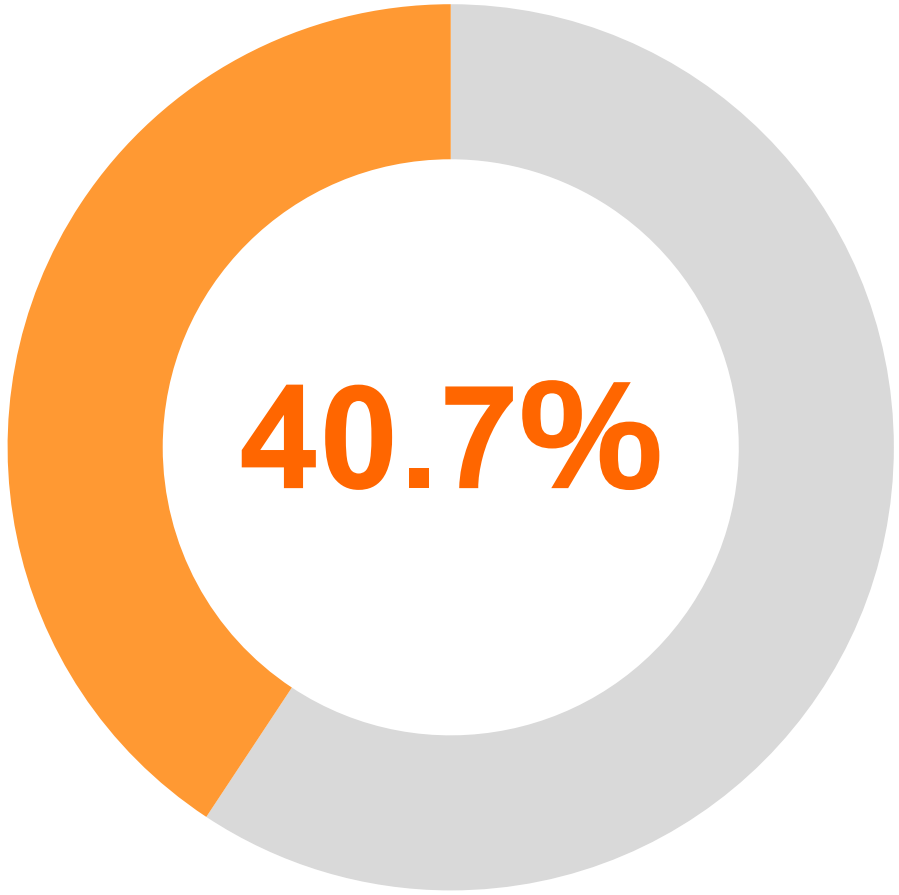
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Secured an overseas sales ratio of 65.9%, maintaining a strong presence in Asian and global markets

- Sales ratio of overseas markets



- Sales ratio of Asian markets



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Personal Care: Despite a sharp rise in costs, FC improved compared to 2Q and drove profit, while WC advanced upfront investment and market penetration
Pet Care: Building on solid performance in North America and stable market share in Japan, upfront investment in Asia strongly drove market expansion

(Unit: 100 million yen)

● Business Segment Information (from Jan. to Sep.)

		3Q of FY Ended Dec. 31, 2025	**3Q of FY ending Dec. 31, 2026**	YoY Gap	YoY Gap (%)
Personal Care	Net sales	5,708	**5,904**	+196	+3.4%
	Core operating income	664	**664**	-0	-0.0%
	(margin-%)	(11.6%)	**(11.3%)**		(-0.3pp)
Pet Care	Net sales	1,131	**1,278**	+147	+13.0%
	Core operating income	193	**217**	+24	+12.4%
	(margin-%)	(17.1%)	**(17.0%)**		(-0.1pp)
Others *	Net sales	103	**112**	+8	+8.2%
	Core operating income	9	**13**	+4	+46.6%
	(margin-%)	(8.7%)	**(11.8%)**		(+3.1pp)
Consolidation	Net sales	6,942	**7,293**	+351	+5.1%
	Core operating income	866	**895**	+28	+3.3%
	(margin-%)	(12.5%)	**(12.3%)**		(-0.2pp)

* Other products refer to those related to industrial materials, etc.

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Impact of foreign exchange fluctuations: sales increased by approx. 29.8 billion yen and core operating income increased by approx. 3.0 billion yen

- Rate fluctuations by currency (Jan. to Sep. average rate)

Currency	3Q of '25/12 rate	**3Q of '26/12 rate**	Rate Change
USA(USD)	148.23	**158.54**	+7.0%
Saudi Arabia (SAR)	39.59	**42.32**	+6.9%
Vietnam(VND)	0.0057	**0.0060**	+5.3%
Thailand(THB)	4.47	**4.89**	+9.4%
Taiwan(TWD)	4.76	**5.00**	+5.0%
India(INR)	1.72	**1.70**	-1.2%
Australia(AUD)	94.93	**111.55**	+17.5%
Egypt(EGP)	2.97	**3.14**	+5.7%
Korea(KRW)	0.1051	**0.1086**	+3.3%
Netherlands (EUR)	165.54	**184.12**	+11.2%
Brazil(BRL)	26.23	**30.80**	+17.4%
Malaysia(MYR)	34.25	**39.53**	+15.4%
China(CNY)	20.51	**23.23**	+13.3%
Indonesia(IDR)	0.0091	**0.0091**	+0.0%

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Summary of Progress on Performance Forecast
FY Ending December 31, 2026

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Maintained high profit progress at approximately 80% and on track to achieve full-year earnings forecast
To minimize the impact of potential further cost hikes, continue value transferring and stabilize market share

● Highlights of consolidated earnings forecast (from Jan. to Dec.)

(Unit: 100 million yen)

	Forecast for FY ending Dec. 31, 2026	FY ending Dec. 31, 2026: 3Q	Progress Rate	Amount Required to Achieve Target	(Reference) FY Ended Dec. 31, 2025: 4Q
Net sales	10,150	**7,293**	71.9%	2,857	2,510
Core operating income (margin-%)	1,130 (11.1%)	**895 (12.3%)**	79.2%	235	222
Profit before tax (margin-%)	1,135 (11.2%)	**928 (12.7%)**	81.8%	207	119
Profit attributable to owners of parent company (margin-%)	700 (6.9%)	**567 (7.8%)**	81.0%	133	45
Basic earnings per share (JPY)	40.68	**32.88**	80.8%		
USD Rate (JPY)	156.00	**158.54**			
CNY Rate (JPY)	23.00	**23.23**			

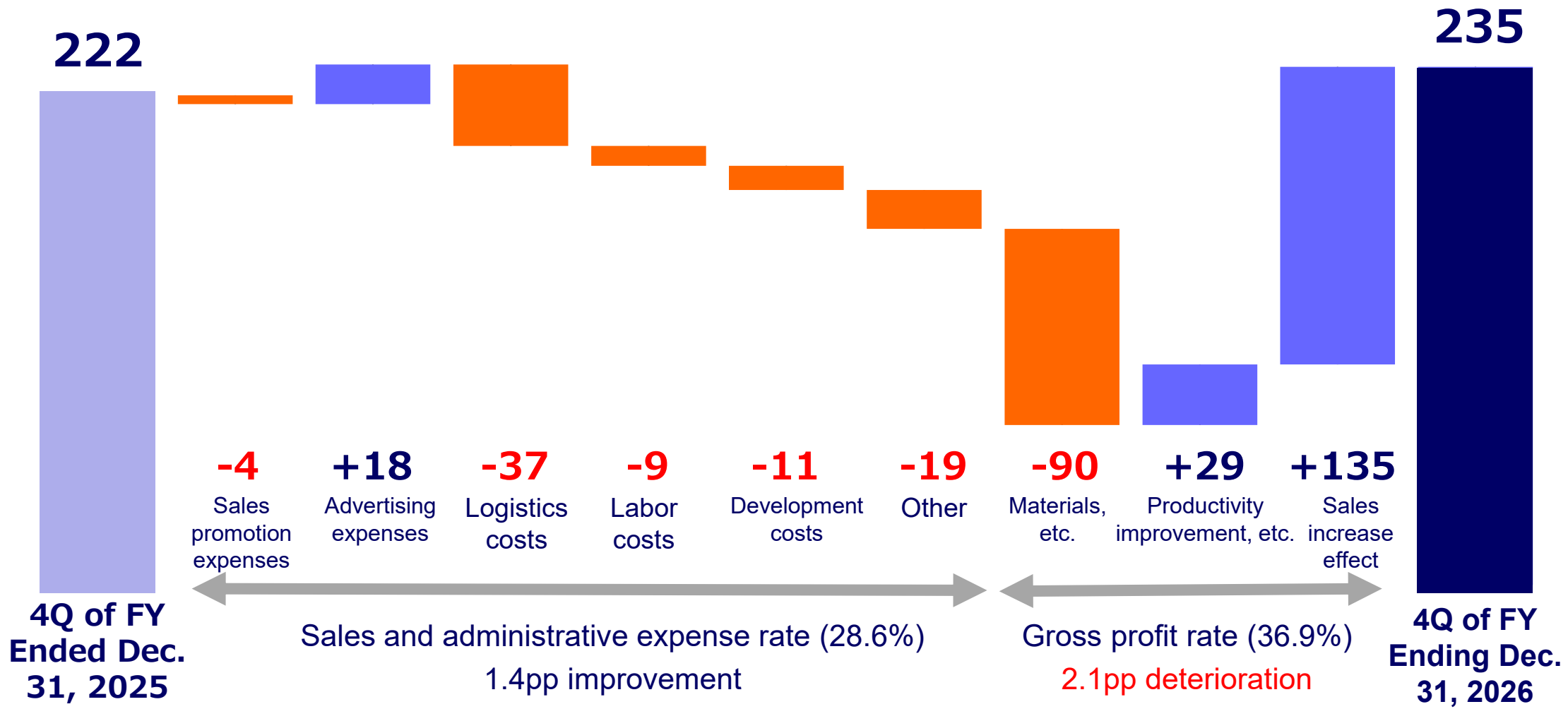
Temporary Impacts
- **Occurrence of reputational damage in China FC, etc.**
- **GST valuation loss of 6.9 billion yen**
- **Impairment loss of 6.0 billion yen**

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Secure core operating income growth by offsetting soaring 4Q raw material and logistics cost increases through sales growth effects and production efficiency, etc. Aiming to achieve core operating income of 23.5 billion yen through continuous value transferring and rigorous SG&A management

- Core operating income fluctuation (from Oct. to Dec.)

(Unit: 100 million yen)



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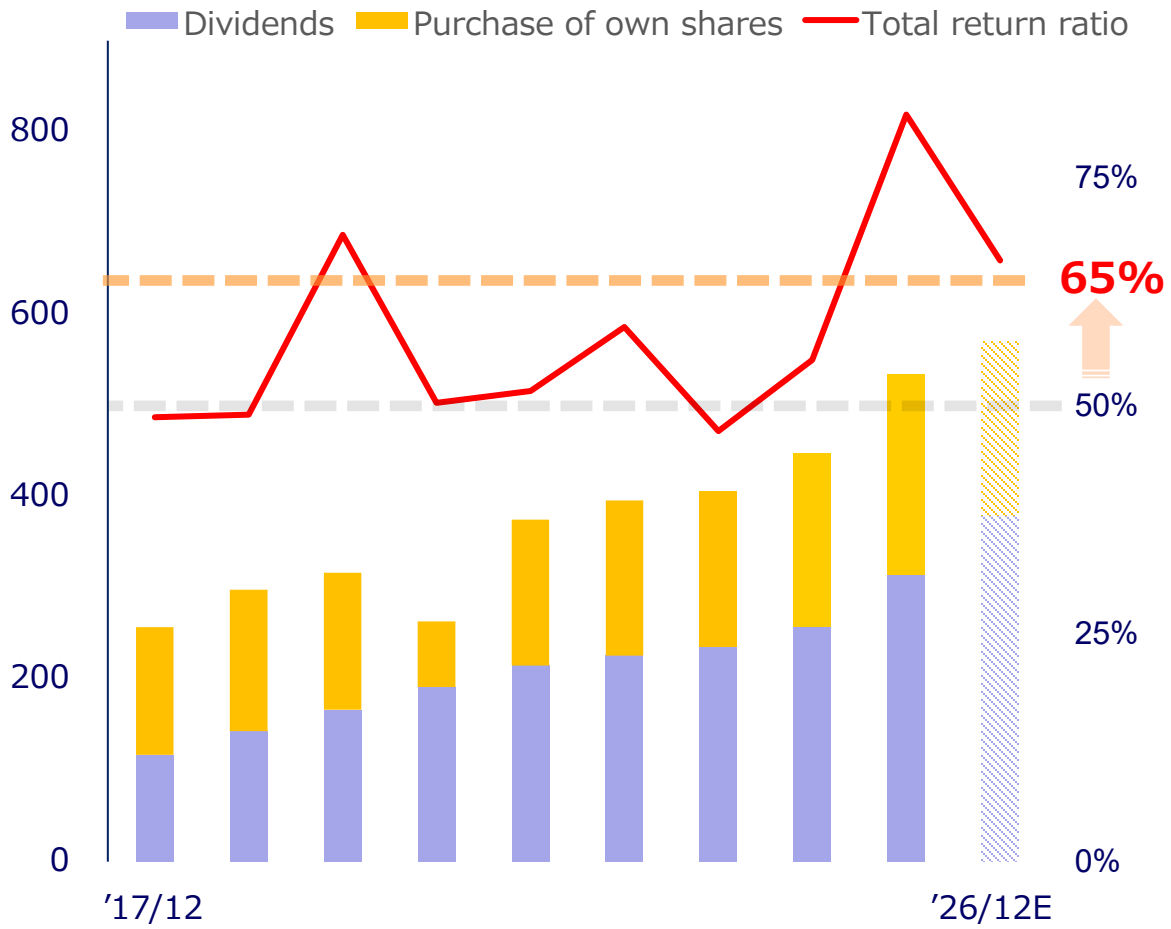
Shareholder Return Policy

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Based on the capital policy outlined in the 13th Medium-term Management Plan, significantly enhancing shareholder returns and implementing measures as planned toward a total return ratio of 65% or higher

● Shareholder returns and total return ratio trend

(Unit: 100 million yen)



Renewal

Capital policy renewal

In an effort to improve ROE over the medium-to-long term, will significantly increase the total return ratio from "50%" to "65% or higher".

Dividends

Steady dividend growth

Plan to pay an annual dividend of 22 yen per share (+4 yen), marking 25 consecutive terms of dividend growth— one of the longest streaks among listed companies.

Own shares

Flexible share buy-back

To further improve capital efficiency, will implement a share buyback of "approximately 19 billion yen" as planned for this fiscal year.

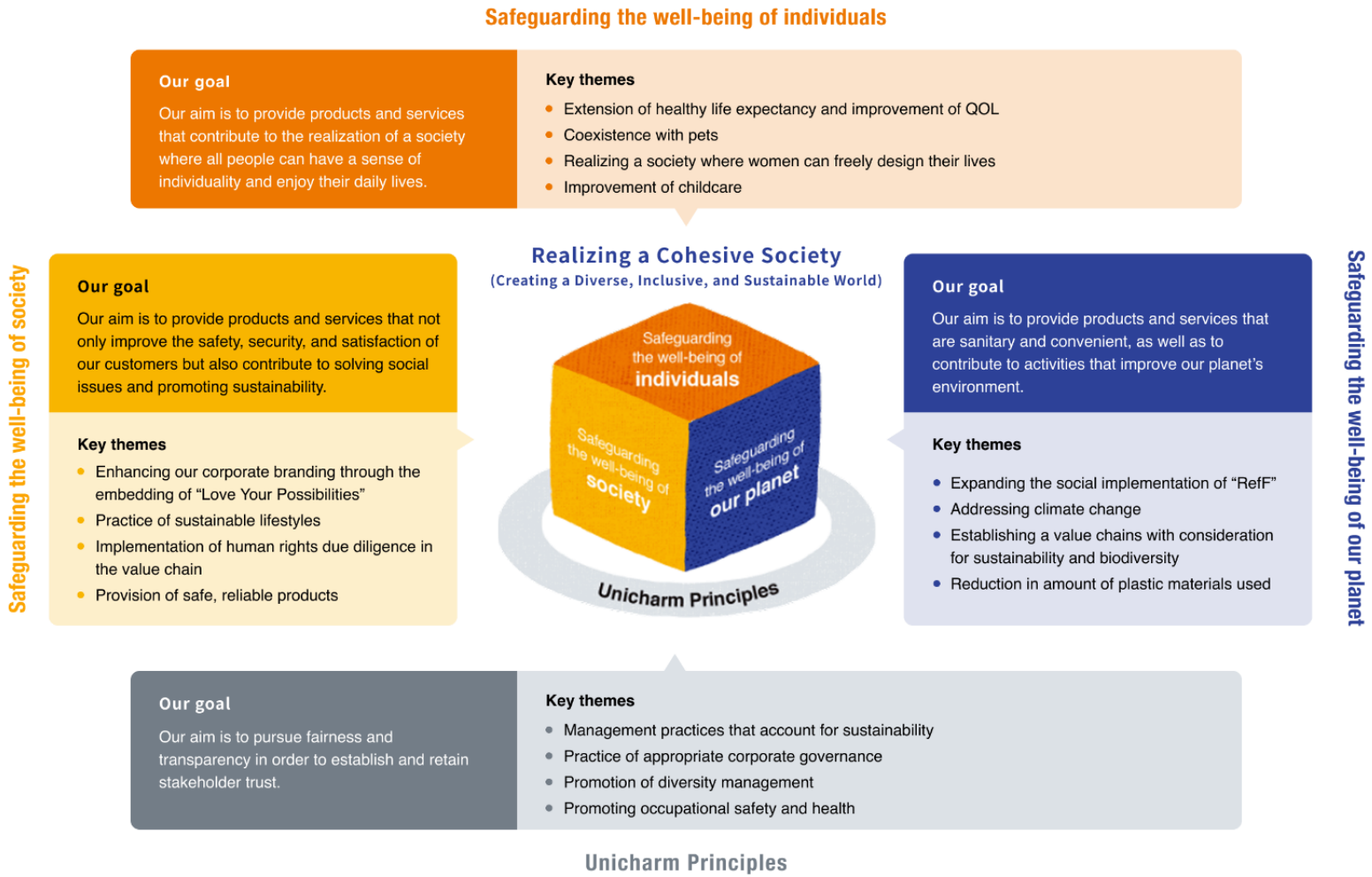
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Approach to realize a “Cohesive Society (Social Inclusion)”

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Formulating Mid-to-Long Term ESG Objectives “Kyo-sei Life Vision 2035"

◆ 16 key themes with the goal in 2035



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Formulating Mid-to-Long Term ESG Objectives "Kyo-sei Life Vision 2035"

◆16 key themes of initiatives to realize "Cohesive Society (Social Inclusion)"

Safeguarding the well-being of individuals	• Extension of healthy life expectancy and improvement of QOL • Coexistence with pets • Realizing a society where women can freely design their lives • Improvement of childcare
Safeguarding the well-being of society	• Enhancing our corporate branding through the embedding of "Love Your Possibilities" • Practice of sustainable lifestyles • Implementation of human rights due diligence in the value chain • Provision of safe, reliable products
Safeguarding the well-being of our planet	• Expanding the social implementation of "RefF" • Addressing climate change • Establishing a value chains with consideration for sustainability and biodiversity • Reduction in amount of plastic materials used
Unicharm Principles	• Management practices that account for sustainability • Practice of appropriate corporate governance • Promotion of diversity management • Promoting occupational safety and health

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Believing in the unlimited potential of all people and contributing to the realization of a “cohesive society” in which people support each other by demonstrating a compassionate and altruistic spirit

- **Provide unique one and only products and services that lead to our corporate brand essence “Love Your Possibilities”**



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Formulating Mid-to-Long Term ESG Objectives "Kyo-sei Life Vision 2035"
Key initiatives, indicators, and target values

◆ Safeguarding the well-being of individuals

Key themes	Indicators	Target value (As 100 for 2024)	Target year
Our aim is to provide products and services that contribute to the realization of a society where all people can have a sense of individuality and enjoy their daily lives.			
Extension of healthy life expectancy and improvement of QOL	Providing products and services that contribute to the realization of a society where everyone can have a sense of individuality **・Number of users of Unicharm Group's incontinence care products**	198	2035
Coexistence with pets	Providing products and services that contribute to the realization of a society where pets are welcomed by family members and community residents **・Number of dogs using Unicharm Group's dog diapers**	190	
	・Number of dogs and cats using Unicharm Group's pet treats	415	
Realizing a society where women can freely design their lives	Providing products and services that contribute to the realization of a society where women can freely design their lives **・Number of users of Unicharm Group's product for women**	170	
Improvement of childcare	Providing products and services that contribute to the realization of a society where infants and their families can live healthily and happily **・Number of users of Unicharm Group's baby care products**	103	

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Safeguarding the well-being of individuals

Extension of healthy life expectancy and improvement of QOL

- **We will provide value that supports its own uniqueness and drives market growth through the penetration of ADL*-based care and the expansion of exclusive products, with increased awareness**



*Activities of Daily Living

Coexistence with pets

- **We will accelerate market growth through total care that supports pets throughout their lives, and create new markets for side-dishes, etc.**



Realizing a society where women can freely design their lives

- **We will utilize AI in "Sofy Be," etc. and accelerate the shift toward high-value added products and promote their popularization, tailored to market conditions and needs**



Improvement of childcare

- **We will achieve stable growth through unique DX models, such as our disposable diaper subscription service, and the promotion of products to address potential needs**



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(Safeguarding the well-being of individuals)

WC: Accelerating business expansion by raising awareness and expanding the product lineup tailored to ADLs

- (Japan) We will achieve lifetime customer retention and market expansion through extensive product lineup and new value proposals

Lineup covering light to severe conditions



Next-generation Femcare

Joint proposal for early use in mild cases

チャームナップ SIXPAD

- (Thailand) We will expand our lineup of Japanese-style ADL-based products to drive market growth and improve customer satisfaction



- Uncover latent demand and accelerate category adoption by promoting the value of dedicated products and raising self-care awareness



Thailand

Promote understanding of the functions of specialized products



Taiwan – Greater China

Support self-care, such as pelvic floor muscle exercises



China

Promote awareness expansion through the use of social media

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(Safeguarding the well-being of individuals)

PC: Creating and nurturing categories through total care, and accelerating market penetration with diverse approaches

- We will roll out our successful models in Japan and North America into Asian markets and build a solid revenue base by creating new categories

Total care (food & toiletries)

Side-dishes (treats) | **Main dishes (foods)** | **Toiletries**



- Leveraging the platforms of JIA PETS (China) and Nutrire (Brazil) to expand market share through speed and cost competitiveness

JIA PETS 吉家宠物



Nutrire



- By establishing optimal approaches tailored to channel characteristics and adopting a system that responds quickly to market changes, we will maximize strategic flexibility and practice-ability



In-store displays & promotions



Live commerce



Channel-exclusive products

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(Safeguarding the well-being of individuals)

FC: Accelerating global growth with unique value products tailored to women's lifestyles

- (China) We will continue to make new value proposals through pants-type napkins that reduce concerns about leakage and products that meet diverse needs.



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- (Japan) We will support women's well-being with a diverse range of care products tailored to lifestyles, such as panty liners that can check the timing for conception









- (Other Regions) We will expand our product lineup with unique value rooted in local lifestyle habits

Thailand



Cooling type



Activated Carbon infused type

India



Tri-fold type
Individually wrapped



Flat type
No individual packaging

Saudi Arabia



Olive Oil infused type

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(Safeguarding the well-being of individuals)

BC: Establishing a competitive advantage by creating unique value through products and customer touchpoints that address social and daily living challenges

➢ **We will support communities at high risk of infection with the world's first* disposable diapers and wet wipes that repel mosquitoes and protect babies from the threat of dengue fever**









* The tape part is coated with microcapsules containing fragrance.
Target infant disposable diapers for major global brands.
(Based on Unicharm research, February 2020)

➢ **We will cater to local values and practices or customs with diapers formulated with olive oil and the world's first* pant-type diapers with an openable side for new born babies**





* It is the first of its kind in the global market among major baby diaper pants brands, with one side of the waistband being openable and longer than the other side. (Based on research by Unicharm as of October 2022)

➢ **With a product lineup tailored to economic conditions and consumption behavior, we will meet a wide range of needs and accelerate market penetration**



Single-unit products
Affordable prices to promote adoption





High-end products economy products
Strategy for market bipolarization

➢ **We will create new purchasing experiences and build credibility through digital touchpoints and Japan's "Tebura Toen® " service**





Digital touchpoints like
TikTok and LINE

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Formulating Mid-to-Long Term ESG Objectives "Kyo-sei Life Vision 2035"
Key initiatives, indicators, and target values

◆ Safeguarding the well-being of society

Key themes	Indicators	Target value	Target year
Our aim is to provide products and services that not only improve the safety, security, and satisfaction of our customers but also contribute to solving social issues and promoting sustainability.			
Enhancing our corporate branding through the embedding of “Love Your Possibilities”	・The “Trust” image associated with using Unicharm Group's products and services	27%	2035
	・The “Reassurance” image associated with using Unicharm Group's products and services	23%	
Practice of sustainable lifestyles	・Percentage of products and services suitable for the SDGs Theme Guideline, an internal guideline for contributing to sustainability	50%	2035
Implementation of human rights due diligence in the value chain	・Number of serious human rights violations in the value chain	Zero	Every year
Provision of safe, reliable products	・Customer satisfaction level at Customer Communication Center	85% or more	Every year

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Safeguarding the well-being of society

Enhancing our corporate branding through the embedding of "Love Your Possibilities"

- We will promote the sustainable improvement of corporate value through activities and products that support women's social advancement, embodying "Love Your Possibilities"



Female Entrepreneur Creation Project









Kenya:
Implementing the "Menstrual Hygiene Education Exchange Program"

Practice of sustainable lifestyles

- We will promote both "Input Minus" (reducing environmental impact) and "Output Plus" (enhancing added value).





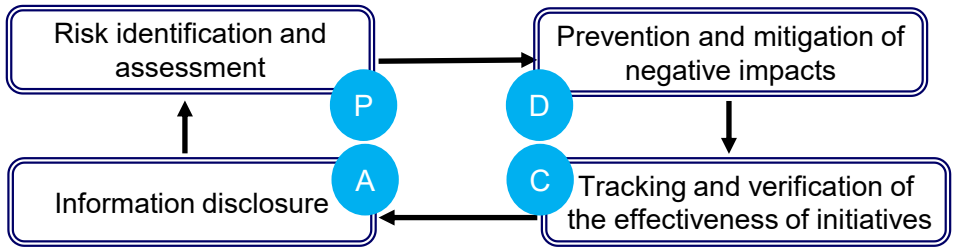




Implementation of human rights due diligence in the value chain

- We will identify, correct, verify, and disclose human rights risks through the PDCA cycle to ensure respect for human rights throughout the entire value chain

Human rights due diligence process



Provision of safe, reliable products

- Reducing physical and mental burdens through high-quality products and services that live up to trust, thereby cultivating brand loyalty

Services that are available anytime and anywhere



Superior Functionality and Advanced Hygiene Management



Carefully selected materials that meet our rigorous standards



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Formulating Mid-to-Long Term ESG Objectives "Kyo-sei Life Vision 2035"
Key initiatives, indicators, and target values

◆ Safeguarding the well-being of our planet

Key themes	Indicators	Target value	Target year
Our aim is to provide products and services that are sanitary and convenient, as well as to contribute to activities that improve our planet's environment.			
Expanding the social implementation of "RefF"	・Number of RefF products launched (in-house + collaborations with other companies)	30 or more	2035
	・Number of municipalities implementing disposable paper diaper recycling Initiatives	20 or more	
Addressing climate change All targets represent reductions per unit of sales relative to 2021.	・Reducing CO_2 emissions associated with raw materials procurement	37.5%* reduction	
	・Reducing CO_2 emissions in manufacturing	63.1%* reduction	
	・Reducing CO_2 emissions associated with disposal of used products	37.5%* reduction	
Establishing a value chains with consideration for sustainability and biodiversity	・Ensuring traceability to pulp and palm oil production locations (country/region)	100%	
	・Expanding the use of certified pulp (PEFC- and CoC-certified)	100%	
	・Expanding the use of certified palm oil (RSPO-certified)	100%	
Reduction in amount of plastic materials used	・Reducing plastic usage in packaging materials	30% reduction (Compared to 2022)	
	・Raising awareness about proper disposal of used products	Rolled out at all Group companies	
	・Eliminating non-recyclable plastics in sales promotional items	Complete Elimination	

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Safeguarding the well-being of our planet

Expanding the social implementation of “RefF”

- By expanding RefF products and coordinating with local governments, we will promote sustainable values throughout society, reduce environmental impact, and achieve sustainable profitability



Tokyo

Higashiyamato city

Machida city

Hamamatsu city

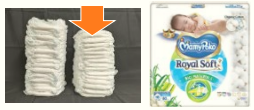
Addressing climate change

- By reducing CO_2 emissions across the entire value chain, we will improve our ability to cope with climate change risks and gain a competitive edge in the medium to long term.

Procurement

Slimming down of products

Changing packaging materials



Production

Transitioning factory power to renewable energy



Logistics

Expanding modal shift to rail and sea transport

エコシップマーク

エコレールマーク
認定企業 T19-006

Scrapping and recycling

Reusing trimmings in packaging



Establishing a value chain with consideration for sustainability and biodiversity

- By expanding the use of certified materials and ensuring traceability, we will thoroughly implement procurement with responsibility and build a sustainable and stable supply base for forest resources

PEFC
PEFC/31-31-1417-1
ユニ・チャーム株式会社は PEFC の認証を通じて世界の持続可能な森林管理の促進を支援しています



CERTIFIED SUSTAINABLE PALM OIL
RSPO



Reduction in amount of plastic materials used

- Reducing plastic use in promotional materials by switching to paper and other alternative materials



- Contributing to the conservation of rivers and ecosystems by providing proper waste sorting instructions and raising awareness

India
Schematic representation of disposal methods



Thailand
Promoting waste separation awareness in schools



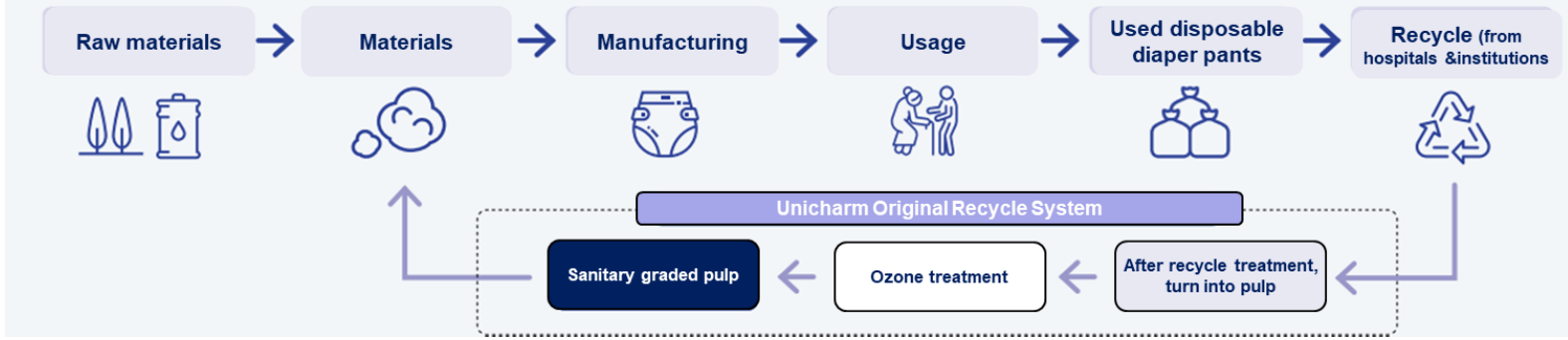
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Aiming for a world with “zero waste” Taking on the Challenge of “Horizontal recycling from disposable pants to disposable pants”

➢ Leading the way to a future where recycling is the norm—while maintaining the same peace of mind and convenience

ReFF (リーフ) Recycle for the Future
みんなでつくる、みらいサイクル。
紙パンツ・紙おむつからのリサイクル

Disposable diaper pants recycling model



➢ Product using the recycled pulp treated with the world first *1 ozone technology and recycled polymer absorbent for a part of its absorbent material has been launched *2



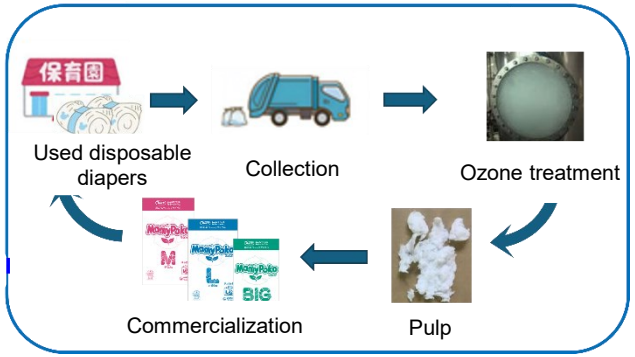
©Fujiko-Pro,Shogakukan, TV-Asahi,Shin-ei,and ADK

*1 About horizontal recycling technology from disposable pants diapers to disposable pants diapers using ozone treatment technology (UC research, December 2020)

*2 Sales methods vary from product to product

➢ Nursery schools that have implemented the “Tebura Toen® (Hands-Free Commute)” *3 have introduced “MamyPoko Pants RefF” for use at their facilities

Shibushi City / Osaki Town, Kagoshima Prefecture
Collection of used disposable pants and introduction of specialized products



In Yokohama City, Kanagawa Prefecture
designated products introduced to all public nursery schools



*3 Childcare facilities in Shibushi City, Kagoshima Prefecture that use the “Tebura toen” system, and all public childcare centers in Yokohama City

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History of challenge for “horizontal recycling from disposable pants to disposable pants”

➢ Project history from launch to present

Yr. 2010 — Started development of disposable pants recycling technology

Yr. 2016 — Verification experiment begins
Yr. 2016: Shibushi City, Kagoshima Prefecture and So Recycling Center
Yr. 2018: Osaki Town, Soo District, Kagoshima Prefecture also participates





Yr. 2018 — “Technology development” and “prototype” completed



＜処理前：低質パルプ＞　＜処理後：衛材グレードパルプ＞

Yr. 2019 — Start test use
“Lifree RefF Side Leakage Peace of Mind tape type”



Yr. 2022 — Launched in Kyushu region "Lifree RefF Side Leakage Peace of Mind tape type”



S サイズ24枚　L サイズ20枚

Yr. 2023 — Introducing “MamyPoko Pants RefF” to nursery school that have adopted “Tebura toen” initiative[*1]



Yr. 2024 — Sold mainly in the Kyushu region
Products with RefF mark



©Fujiko-Pro,Shogakukan, TV-Asahi,Shin-ei,and ADK

Yr. 2024 — Developing a technology[*2] that enables to make use of all materials from the used disposable diapers



Yr. 2025 — Joined the Circular Economy Partnership

Yr. 2025 — Initiated development of a new "dry cleaning method[*3]" technology

Yr. 2025 — The number of used disposable diapers recycled by the end of August 2026.



株式会社富士クリーン

＊1 Nursery facilities in Shibushi City, Kagoshima, making use of “hands-free commute” program and all public childcare centers in Yokohama City

＊2 Technology that enables the recycling of all 3 core materials of disposable diapers: pulp, plastic and super-absorbent polymer

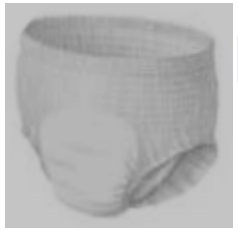
＊3 Technology that reduces water usage to approximately one-fiftieth, hygienically cleans, sterilizes, and bleaches disposable diapers using reusable solvents and proprietary sterilization and bleaching techniques

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Flow of recycling process of used disposable diapers

➢ Horizontal recycling (from disposable diaper to disposable diaper)

Used disposable diaper



(Use of disposable diaper)

i. Separation collection and transportation



(Special bag for collection)





ii. Crushing, cleaning, and separation processes



(Crushing)



(Cleaning)

(Separation)



Water treatment facilities

(Wastewater treatment)



iii. Manufacturing process of recycled products

【Sanitary grade pulp】(Ozone processing)　【Untreated pulp】









To the raw material of disposable diaper

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Providing the occasions to spread an information and go through an experience in extending an opportunity to come into contact with recycling

➢ **Spread an information through SNS to deepen the understanding of “horizontal recycling of disposable pant-type diapers into disposable pant-type diapers”**



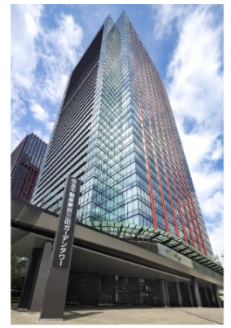
reflecting on the future of disposable diapers - note
https://note.com/unicharm_reff

➢ **Introduce toilet tissues made from the recycled pulp*1 at the office buildings*2 managed by Sumitomo Realty & Development Co., Ltd.**





【トイレ内 RefFプレート設置】 【手洗い場 RefFプレート設置】



【住友不動産東京三田ガーデンタワー】

➢ **Create opportunities to experience the quality, safety, and environmental mind of recycled pulp**

Hold environmental lectures



Create opportunities for hands-on engagement with items made from recycled materials



＊1 Manufactured by Poppy Paper Mfg. Co., Ltd.
＊2 Sumitomo Fudosan Tokyo Mita Garden Tower

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Formulating Mid-to-Long Term ESG Objectives "Kyo-sei Life Vision 2035"
Key initiatives, indicators, and target values

◆ Unicharm Principles

Key themes	Indicators	Target value	Target year
Our aim is to pursue fairness and transparency in order to establish and retain stakeholder trust.			
Management practices that account for sustainability	・Maintaining and improving ratings from external evaluation agencies	Achieved the highest level in major ESG ratings	Every year
Practice of appropriate corporate governance	・Number of serious compliance violations	Zero	Every year
Promotion of diversity management	・Percentage of female managers driven by the provision of various opportunities for women	30% or more	2035
	・Percentage of positive answers received for the “Growth through Work” section of the employee awareness survey	90% or more	
Promoting occupational safety and health	・Number of fatal workplace accidents and lost-time injuries resulting in inability to work	Zero	Every year

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Unicharm Principles

Management practices that account for sustainability

➢ **We will introduce ESG assessments into HR evaluation criteria for executives* and all employees to achieve new value creation as the driving force of social contribution**



【Evaluation Criteria for Executive Compensation】

No.	Evaluation Criteria	Accountability	Assessment Weighting
1	Group performance (business plan)	1-1 Consolidated net sales	20%～50%
		1-2 Consolidated core operating income	
		1-3 Profit attributable to owners of parent	
2	Department performance	2-1 Sales in applicable business division	0%～40%
		2-2 Profits in applicable business division	
3	Group key strategy	3-1 Priority strategies for each role	20%～50%
		3-2 ESG assessment (specialist rating agency evaluation, etc.)	
4	Department key strategy	4 Priority strategy in applicable business division	0%～40%

Practice of appropriate corporate governance

➢ **Based on the dissemination of our "Charter of Actions" and a strong sense of morality, we will drive the sustainable improvement of corporate value through thorough compliance**



Unicharm Way
Translated into 9 languages and used on a daily basis by all employees of the Group

Promoting occupational safety and health

➢ **We will eliminate risks of accidents and achieve stable operations by operating an occupational safety and health management system (OSHMS)**

ISO 45001 certification acquisition rate: 31.7%
(Japan: 17.6%, Overseas: 41.7%)


Kyushu Factory

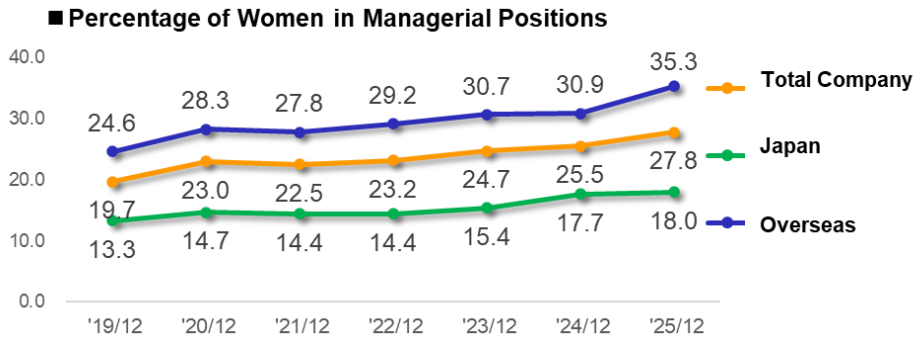

Neemrana Plant in India


Brazil Factory

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Promotion of diversity management

➢ **We will increase the female management rate and promote management from diverse viewpoints**



[Programs and systems that empower individuals to shape their careers on their own initiative (Japan)]

Empowerment system	One-on-one meetings with executive officers bring out leaders' strengths
President/Leader Lunch Meetings	Developing female leaders through dialogue with top management
Room L+	A women's community that enhances a sense of security and motivation to work
Maternity leave Room L+	Supports employees returning from maternity or childcare leave by fostering peace of mind.

➢ **We will promote a real feeling of one's own growth through work with an autonomous career support system**

2025 Employee satisfaction (Entire company)

Max. score 5

4.44

2024 4.40 (Company-wide)



[HR systems and role-based allowances that emphasize growth and fulfillment through work (Japan)]

Increase in annual salary	Increased compensation range for each qualification
Revision of starting salaries	Encouraging self-help efforts even before joining the company
Revision of evaluation system	Recognize employees who take on high goals and achieve results, regardless of age or length of being in the company
Role Allowance	Scrum leader allowance, brother and sister allowance, career navigator allowance, new employee starting salary variable allowance, skill allowance

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Unicharm Principles

Selected in 5 ESG investment indices of stock composites adopted by GPIF

Integrated Index

*1 FTSE JPX Blossom Japan Index

*2 FTSE JPX Blossom Japan Sector Relative Index

2026 CONSTITUENT MSCI日本株 ESGセレクト・リーダーズ指数 *3

E S G

Thematic Index

S&P/JPX カーボン エフィシェント 指数

MORNINGSTAR GenDi J Japan ex-REIT Gender Diversity Tilt Index TOP CONSTITUENT 2026

Disclaimer is posted on the following website
https://www.unicharm.co.jp/content/dam/sites/www_unicharm_co_jp/pdf/csr-eco/report/E_disclaimer_ms.pdf

Other ESG Index

FTSE4Good

MSCI Selection Indexes Constituents 2026

*1 FTSE Russell confirms that Unicharm Corporation has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE JPX Blossom Japan Index. Created by the global index and data provider FTSE Russell, the FTSE JPX Blossom Japan Index is designed to measure the performance of companies demonstrating specific Environmental, Social and Governance (ESG) practices. The FTSE JPX Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products. https://www.lseg.com/en/ftse-russell/indices/blossom-japan

*2 FTSE Russell confirms that Unicharm Corporation has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE JPX Blossom Japan Sector Relative Index. The FTSE JPX Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products. https://www.lseg.com/en/ftse-russell/indices/blossom-japan

*3 The inclusion of Unicharm Corporation in any MSCI index, and the use of MSCI logos, trademarks, service marks, or index names herein, does not constitute a sponsorship, endorsement, or promotion of Unicharm Corporation by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

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Fostering DX human resources toward new value creation

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Achieve sustainable enhancement of corporate value and strengthen competitiveness by creating absolute value for consumers through use of digital technology



Achieve a “Cohesive Society” (= Social Inclusion)

Use digital technology to understand the psychology of customers and provide unique products and services

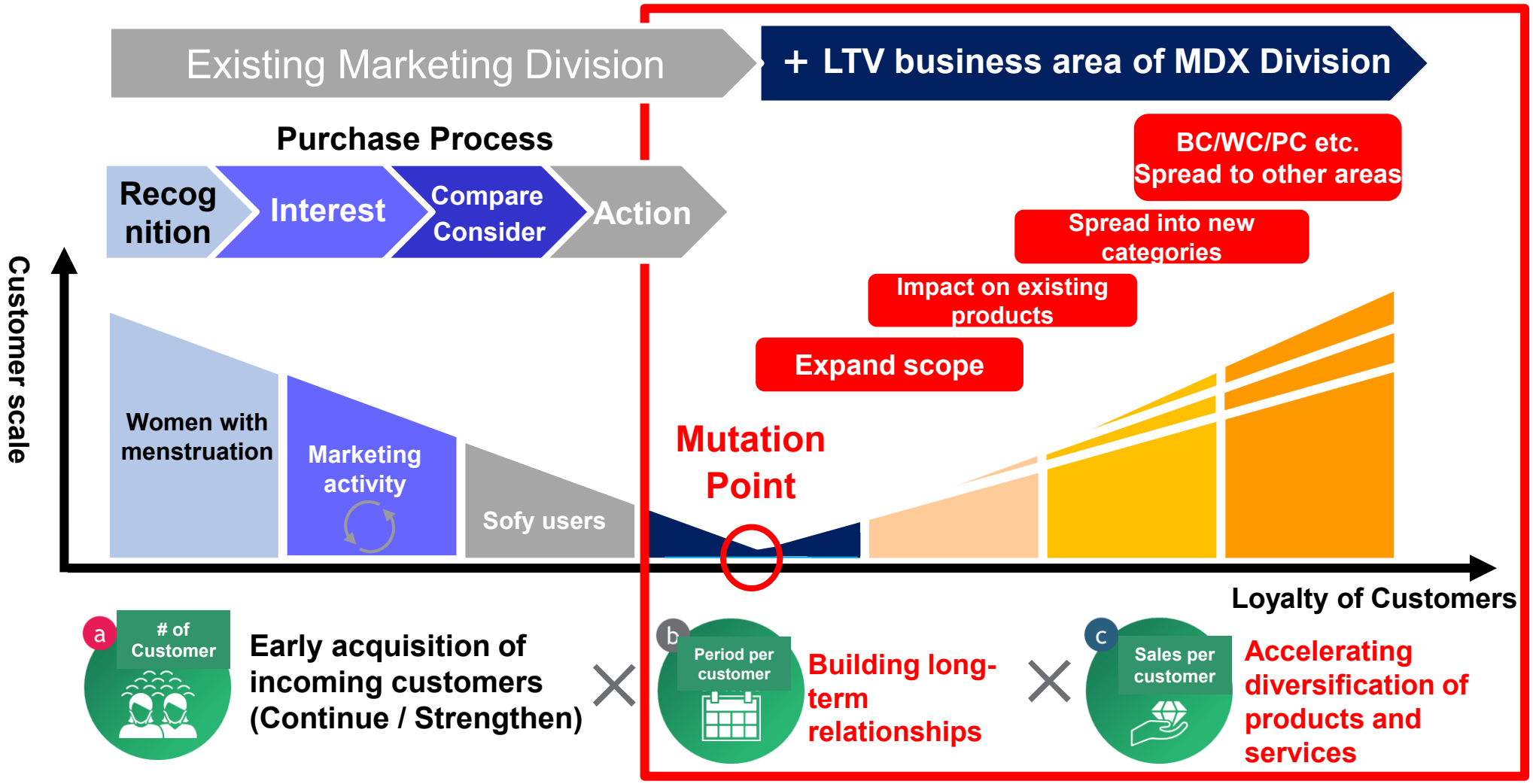
Collection of customer data and development of digital infrastructure for data utilization

Developing digital human resources to accelerate digital utilization

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Creating a model to maximize Family Life Time Value (FLTV) based on women Building long-term relationships with customers and accelerating the diversification of products and services

➢ FLTV business area of MDX Division (Marketing by DX)



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Establishing an LTV model with “Sofy Be” to support women’s wellness as the starting point and to connect to maximizing future Family Lifetime Value (FLTV)

- **Launched “Sofy Be Market” in conjunction with “Sofy Be”, a menstrual and physical condition management app, to support realization of a healthy daily life for each woman**

ソフィBe

Sofy Be's value proposition

More than just a menstrual prediction tool — a lifelong partner supporting women throughout their lives



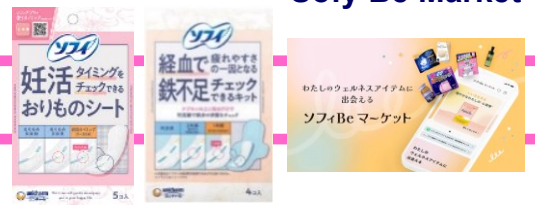
Menstruation | Trying to get pregnant (Ninkatsu) | Pregnancy | Giving birth | After birth | Child rearing | Menopause

SOFY

moony | Mamy Poko | MamyPoko

Lifree | Caryn | SOFY Aile | CHARMNAP

Sofy Be Market



ソフィBe

Evolving into a "Specialized Agent" that supports women's well-being across businesses

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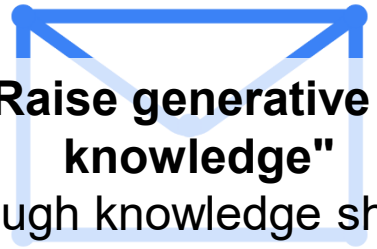
Initiatives to develop “DX human resources” globally to maximize customer lifetime value

➢ **By integrating Google Cloud's Gemini *1 and NotebookLM *1 into practical work *2, individual knowledge is transformed into shared organizational knowledge, maximizing the speed of strategic execution**

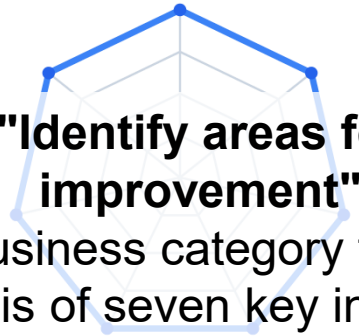
*1 Gemini and NotebookLM are trademarks of Google LLC.

*2 Excluding some local subsidiaries

➢ **Through the deployment *2 of persons responsible for DX to each local subsidiary based on knowledge sharing and skill analysis, we will promote the practical implementation of generative AI and business transformation**



"Raise generative AI knowledge"
through knowledge sharing



"Identify areas for improvement"
by business category through analysis of seven key indicators



Deploy persons responsible for DX to
"implement AI in day-to-day operations"

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Examples of initiatives using digital technology

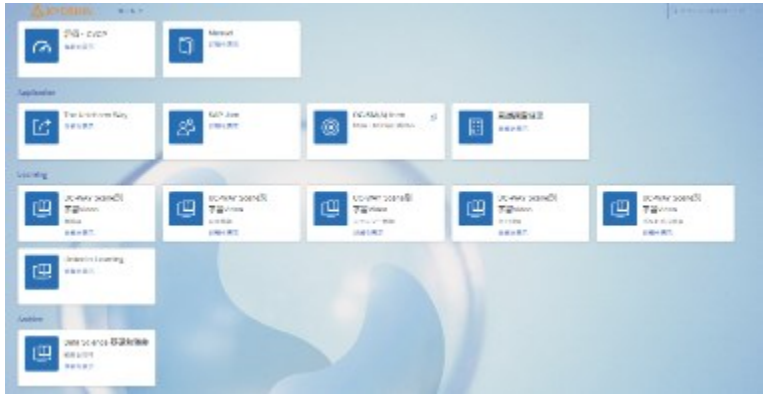
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Initiatives to foster “resonant personnel” who can realize “BOP Ship” on a global scale using digital technology

- **“BOP-Ship”, Unicharm’s corporate culture that has been inherited from the establishment and evolving**



- **Utilize the “KYOSHIN” system to infiltrate “The Unicharm Way” and strengthen human resource development capabilities globally through “Management with Resonance”**







Learning video in Thai language

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National and international initiatives using digital technology

➢ **Improve the quality of operations, increase efficiency, improve the accuracy of management figures, and strengthen market competitiveness by renewing the core system**



Improving customer service levels

- ✓ Improvement of delivery date response level
- ✓ Reducing sales staff workload
- ✓ Expansion of D2C
- ✓ Creation of new sales, etc.

Improving work quality

- ✓ Strengthen cost management
- ✓ Standardization of core operations between companies and businesses
- ✓ Unification of master data to monitor global performance, etc.

Shift to value-added operations by improving operational efficiency

- ✓ Paperless, input-less
- ✓ Reduction of man-hours through automation and efficiency
- ✓ Reduction of orders, production and sales inventory adjustment work, etc.

Realize profit management

- ✓ Improved accuracy of profit-and-loss management and sales forecasting
- ✓ Improving the efficiency of mainline transportation, etc.

Strengthening the Foundation for ESG Enhancement

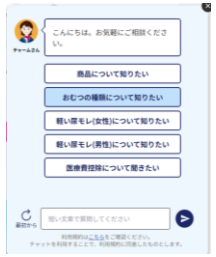
- ✓ Improving logistics efficiency through inter-company collaboration
- ✓ Centralization of non-financial data and masters
- ✓ Strengthening governance
- ✓ Multi-language support, etc.

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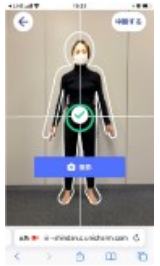
Japan initiatives utilizing digital technology-1

- **Proposing product selection and usage methods through AI chatbot and digital diagnostics, such as “Adult Incontinence Diaper Counseling” and “Lifree Disposable Pants Usage Diagnostics”**

AI chatbot: “Charm-san”



Adult Diaper Counseling



Disposable pants usage diagnostics



- **“Team moony point program”, “Online moony classes”, “moony-chan toilet training app” can ease the anxiety about childbirth and childcare**







Number of cumulative registered members
Approx. 2.35 million members
(as of end of Jun. 2026)

- **Troubles about doggies and kitties are shared in DOQAT***

I want you to release delicious, nutritionally balanced wet food that uses domestic ingredients!

I want a size that is appropriate for the body shape of my very small dog or puppy!

モヤモヤしたらQしよう
DOQAT

*1 DOQAT https://doqat.jp/

Registrants: 62,000 (total)
(as of the end of Jun. 2026)





- **“Food Matching*2” service that uses AI to suggest food that your cat will enjoy**







*2 Food matching
https://jp.unicharmpet.com/ja/food_matching/index.html

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Japan initiatives utilizing digital technology-2

- **Accelerate the realization of a healthy childrearing environment through a capital and business alliance with First-Ascent Inc.*1**



*1 A company that creates new services to enrich the childrearing environment with cutting-edge technology utilizing AI and IoT

- **Develop health care support service for kitties through business and capital tie-up with RABO, Inc.*3**





*3 RABO, Inc. https://rabo.cat/company/

- **Promote a good sleeping environment and appropriate care for babies through joint research with CHaiLD Co., Ltd. *2**



*2 CHaiLD Co., Ltd. https://c-c-s.jp/

- **"Tebura Toen® ", which is a disposable diaper subscription service for nursery schools, can reduce the burden on parents and nursery teachers and infection risk**

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unicharm ユニ・チャーム × BABYJOB ベビージョブ
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Japan initiatives utilizing digital technology-3

- **Evolved value transmission through digital measures outside the store before visiting stores**



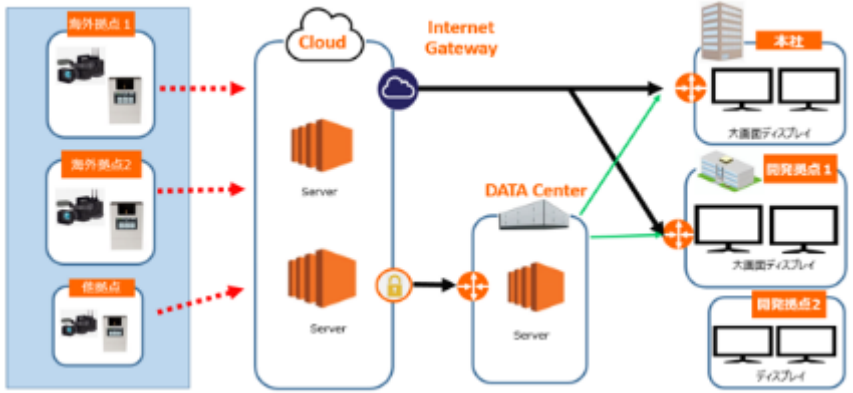


- **“Shop search system” can help find shops carrying products to improve customer satisfaction**



- **Developed “Digital Scrum System” to discover customer insights**

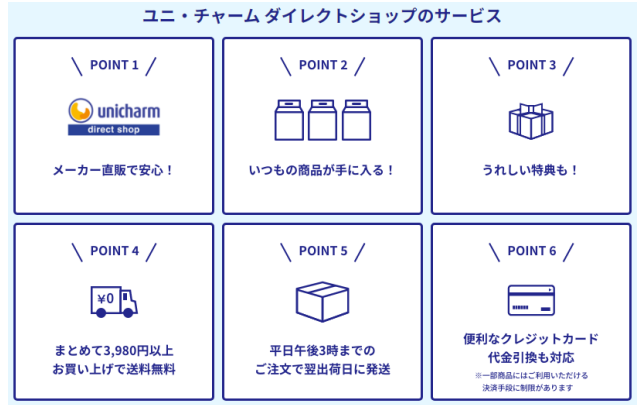
<Digital Scrum System (Image)>



- **Strengthening “Direct Shop” system to meet various needs of customers in all categories**







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Japan initiatives utilizing digital technology-4

- **State-of-the-art smart factory in Kyushu utilizing a variety of autonomic machines and IoT and Logistics Center in Toyohama which has introduced automated equipment**



Kyushu Factory



Toyohama Logistics Center

Industrial Robot





SCADA*1



Smart Logistics







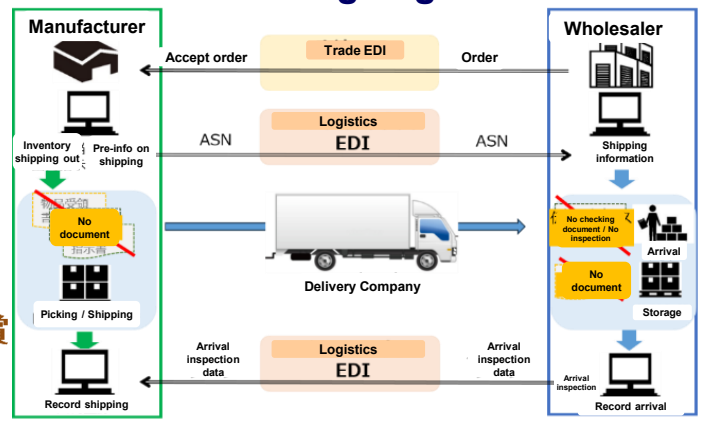
*1 Abbreviation for Supervisory Control And Data Acquisition

- **Solving logistics issues through supply chain optimization using logistics EDI*2 and line-haul transportation demonstration using automated driving**

Business Reforms Utilizing Logistics EDI

Business model using EDI





Line-haul transportation using automated driving





*2 Abbreviation for Electronic Data Interchange

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Overseas initiatives utilizing digital technology

➢ **Pet growth, health record tool + hospital introduction, and product purchasing platform “Pet note”**

Growth･Health records → Personal Contents

Petnote



+

Health consultation → Health check → Hospital search



Product purchase (Quick commerce)



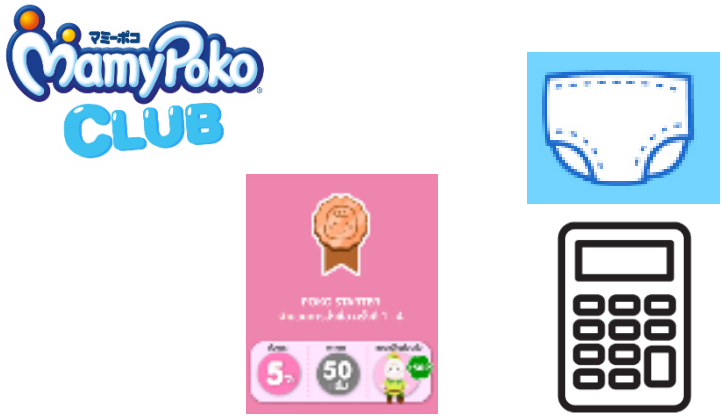


➢ **An app “Sofy Girl Talk” that supports women's physiological knowledge and worries**





➢ **“Mamypoko Club” that realizes a unique customer experience for baby diapers**



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Evaluation by external organizations and coordination (FY 2026)

February	✓ Certified as a “Sports Yell Company 2026 Bronze+ (Plus)” ✓ Certified as a “DX Certified Business Operator” by Japan’s Ministry of Economy, Trade and Industry (METI) ✓ Recognized with “Human Capital Management Quality 2025 Silver” status
March	✓ Certified as a “Certified Health & Productivity Management Outstanding Organization 2026 (White 500)” for the third consecutive year
April	✓ Achieved a “Triple A Score” from “CDP 2025” for the second consecutive year
May	✓ Won Second Prize at the 18th Japan Marketing Awards for "RefF," the world's first horizontal recycling of used disposable diapers*1 ✓ Selected as a CDP 2025 Supplier Engagement Leader
June	✓ Selected as a constituent stock of “SOMPO Sustainability Index” for 15 consecutive years
September	✓ Won the Minister of Economy, Trade and Industry Award (Safety and Security Category) at the 20th Kids Design Award with “Moony Sleeper Bedding 5-Piece Set”

*1 As a "diaper-to-diaper" horizontal recycling technology using ozone treatment technology (Based on Unicharm research, December 2020)

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Index inclusion and evaluation

JPX-NIKKEI 400

DX認定

Digital Transformation Certification

DX注目企業2023
Digital Transformation

2026 CONSTITUENT MSCIジャパン
ESGセレクト・リーダーズ指数

2026 CONSTITUENT MSCI日本株
ESGセレクト・リーダーズ指数

MSCI Selection Indexes Constituents 2026

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SX銘柄2024
Sustainability Transformation

MORNINGSTAR GenDi J
Japan ex-REIT Gender Diversity Tilt Index
TOP CONSTITUENT 2026

2026 Sompo Sustainability Index

EcoPro Awards 2023

SPORTS YELL COMPANY 2026+

2025 健康経営優良法人
KENKO Investment for Health
大規模法人部門
ホワイト500

Platinum Career Award

PORTER PRIZE-2023

サプライチェーンイノベーション大賞 2024
Supply chain Innovation Award

D&I AWARD BEST WORKPLACE for diversity & inclusion 2025

* Disclaimer is posted on the following website
https://www.unicharm.co.jp/content/dam/sites/www_unicharm_co_jp/pdf/csr-eco/report/E_disclaimer_ms.pdf

Supplier Engagement Leader CDP 2025

Climate Forests Water CDP A List 2025

2025 ESG FINANCE AWARDS JAPAN SUSTAINABLE

S&P/JPX カーボンエフィシェント指数

FTSE JPX Blossom Japan Index

FTSE4Good

FTSE JPX Blossom Japan Sector Relative Index

消費者志向経営 Award 2023

人的資本リーダーズ 2023

人的資本経営品質 2024

*FTSE Russell confirms that Unicharm Corporation has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE JPX Blossom Japan Index. Created by the global index and data provider FTSE Russell, the FTSE JPX Blossom Japan Index is designed to measure the performance of companies demonstrating specific Environmental, Social and Governance (ESG) practices. The FTSE JPX Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.
https://www.lseg.com/en/ftse-russell/indices/blossom-japan

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https://www.lseg.com/en/ftse-russell/indices/blossom-japan

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Coordination with external organizations

Absolute GHG Emissions Reduction Targets
(Base Year: 2021 / Target Year: 2031
Scope 1 and 2: Reduction of 46.20%
Scope 3: Reduction of 27.50%

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ESG-related scores and ratings

		2019	2020	2021	2022	2023	2024	2025
CDP SCORES	Climate change	B	A-	A-	A-	A-	A	A
	Forest (timber)	B	B-	B	B	A	A	A
	Water security	B-	B-	B	B	A	A	A
MSCI ESG RATINGS		BBB 5.3	A 5.3	BBB 4.7	A 5.1	AA 5.7	AA 5.4	A 4.9
FTSE ESG RATINGS		3.5	3.7	3.9	4.0	4.2	4.4	4.6

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Earned CDP "Triple A" for Two Consecutive Years

One of Only 6 Japanese Companies with Top Ratings Across All Three Categories

Climate
Forests Water
CDP
A List
2025

Have been named to the CDP "A List" for two consecutive years (2024 and 2025) across all three themes: Climate Change, Forests, and Water Security.

22,100+	899	27
companies disclosed in 2025	companies made the 2025 Corporate A List – 5% of the nearly 20,000 companies scored	companies scored a Triple A

Reference: https://www.cdp.net/ja/data/scores

About CDP

CDP is an international non-profit organization that drives environmental disclosure for companies and local governments.
On behalf of institutional investors worldwide, it assesses and scores corporate initiatives on climate change, forest conservation, and water security.
The scores are published on a scale from "A" to "D-" and are designed to align with the TCFD (Task Force on Climate-related Financial Disclosures) recommendations, making them widely utilized worldwide as a vital benchmark for ESG investing.



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“Kyo-sei Life Vision 2035” Examples of initiatives related to important themes

Examples of initiatives	Results
“Excretion care” course	Excretion care: 388 times in total (as of the end of Jun. 2026)
Number of users for “Adult Diaper Counseling”	Approx. 182,000 people (as of the end of Jun. 2026)
Number of times the video “Menstruation Study for Everyone” was provided https://www.sofy.jp/ja/campaign/minnanoseirikensyu.html	Approx. 670 companies and organizations (as of the end of Jun. 2026)
Number of views for TikTok “Sarakeda-so (Let’s talk it out room)” https://www.tiktok.com/@sofy_official_7days/	Approx. 94 million views (as of the end of Jun. 2026)
Education of first menstruation/period (including online)	India: approx. 814,000 people (as of the end of Jun. 2026)
Education of first menstruation/period (mother-daughter learning sessions)	India: approx. 430 sessions, about 15,200 mother-daughter groups (as of the end of Jun. 2026)
Number of registrations for first menstruation site “power CHARM girls”	Indonesia: approx. 87,400 people (as of the end of Jun. 2026)
Number of registered members for “Team moony point program” https://jp.moony.com/ja/apps/moonypoint.html	Cumulative total of approx. 2,350,000 members (as of the end of Jun. 2026)
Number of registrations with “DOQAT”, Q&A service for pets https://doqat.jp/	Approx. 62,000 people (as of the end of Jun. 2026)

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