

First Quarter of Fiscal Year
Ending December 31, 2025
(Jan 1, 2025 to Mar 31, 2025)
Unicharm Investor Meeting
Presentation Materials

May 9, 2025

Unicharm Corporation



unicharm
Love Your Possibilities

First Quarter of Fiscal Year Ending December 31, 2025 (January 1 to March 31) 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.

Consolidated

Sales 227.5-billion yen (YoY -3.7%)
Core Operating Profit 29-billion yen (YoY -22.7%)

- Reactionary impact on the previous year's record-high sales and core operating profit resulted in a reduction in both sales and profit year-on-year.
- Quarterly profit attributable to the owners of parent company increased significantly, helped by insurance income and others.

Japan

3.2% sales increase, 0.6% profit reduction

- Despite the reactionary impact on the last year's record-breaking results, we have achieved the consistent growth as value-shifting in personal care continued to penetrate and expand. Wellness and feminine care in particular drove the strong overall performance.

Overseas (outside Japan)

7.1% sales reduction, 42.5% profit reduction

- Asian region ended up with a reduction in both sales and profit from the previous period whereas the 2nd quarter is expected to show a recovery in sales. While baby care in Indonesia moves slower than expected, other regions are progressing as planned. Amidst negative publicity in China, we carried out the strategic marketing investment in feminine care segment. Thailand and Vietnam continued to show steady growth. We have proactively invested in pet care segment as it is expected to grow to be the core business in our future revenue..
- Other regions resulted in an increase in both sales and profit. North America and Middle East continued to perform well, exceeding our expectations. Egypt continued to grow significantly. We are proactively developing African markets including Kenya, Côte d'Ivoire, Ghana, etc.

Shareholders Return

Annual dividend - 18 yen per share
Increased dividend for 24 consecutive years

- Buy-back our own shares: approx. 12 billion yen as of end of April, 2025 (10.09 million shares)

Reduction in sales and profit due to a reactionary impact on the previous year which has hit the record-high results through the penetration and expansion of value-shifting. Quarterly profit attributable to the owners of parent company increased significantly.

● Consolidated account highlights
(from Jan. to Mar.)

(Unit: 100 million yen)

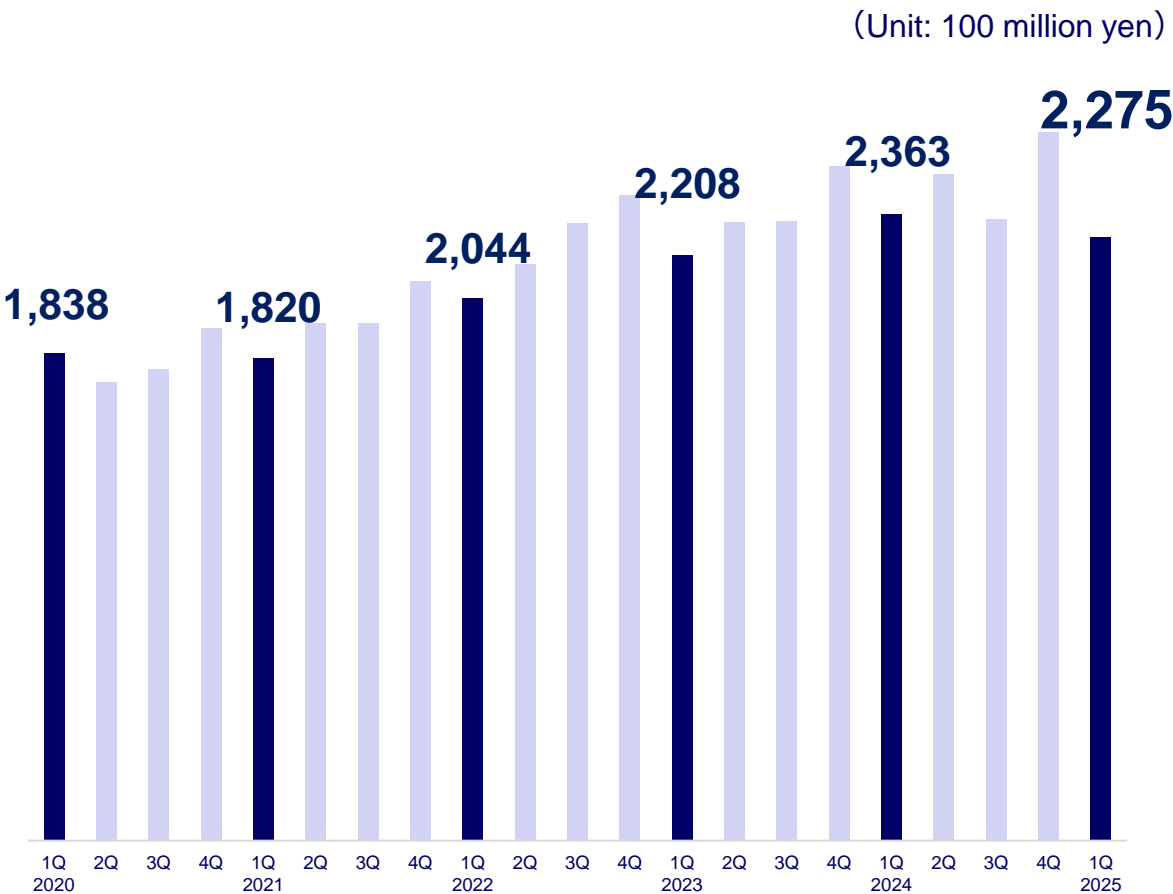
	1Q of FY Ended Dec.31, 2023	1Q of FY Ended Dec.31, 2024	1Q of FY Ending Dec. 31, 2025	Gap(yen)	Gap in % *1 (actual gap %)	(Forecast) FY ending Dec. 31, 2025	Achievement (%)
Net sales	2,208	2,363	2,275	-88	-3.7% [-3.7%]	10,250	22.2%
Core operating income (margin-%)	284 (12.9%)	375 (15.9%)	290 (12.8%)	-85	-22.7% [-23.3%] (-3.1P)	1,460 (14.2%)	19.9%
Profit before tax (margin-%)	282 (12.8%)	347 (14.7%)	349 (15.4%)	+2	+0.7% (+0.7P)	1,420 (13.9%)	24.6%
Profit attributable to owners of Parent company (margin-%)	165 (7.5%)	178 (7.5%)	249 (10.9%)	+71	+39.7% (+3.4P)	864 (8.4%)	28.8%
EBITDA (profit before tax + depreciation/ amortization)	385	458	470	+11	+2.4%	1,890	24.8%
Base earnings per share (JPY)	27.84	10.07	14.18	+4.11	+40.8%	49.30	28.8%
USD Rate (JPY)	132.34	148.61	152.60	+3.99	+2.7%	150.00	—
CNY Rate (JPY)	19.34	20.63	20.95	+0.32	+1.6%	20.80	—

*1 Actual gap (%) excluding foreign exchange effects

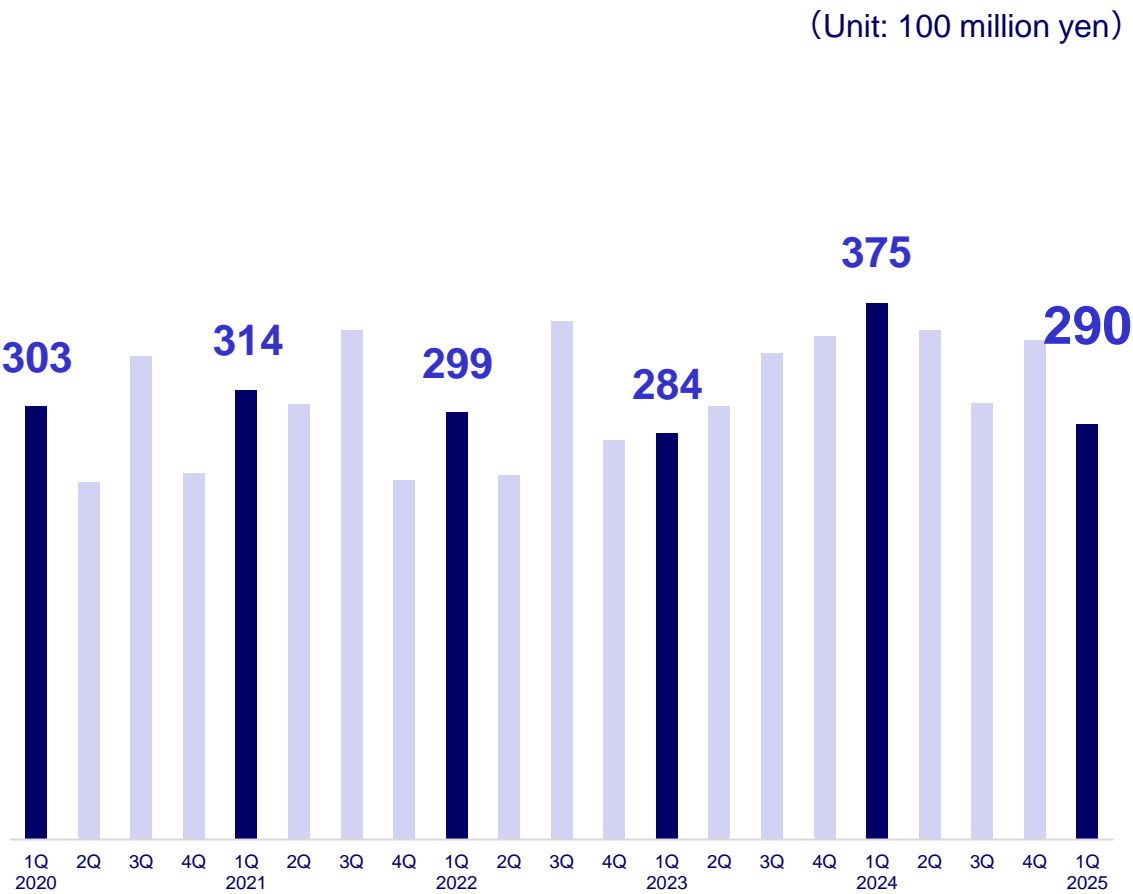
Sales in Q1 (Jan-Mar) were consistent and strong, excluding the reactionary impact on high-level of performance in the previous year. Core operating profit is expected to rebound from Q2 onward due to the strategic marketing investments carried out in Asia.



● Sales trend (quarterly)



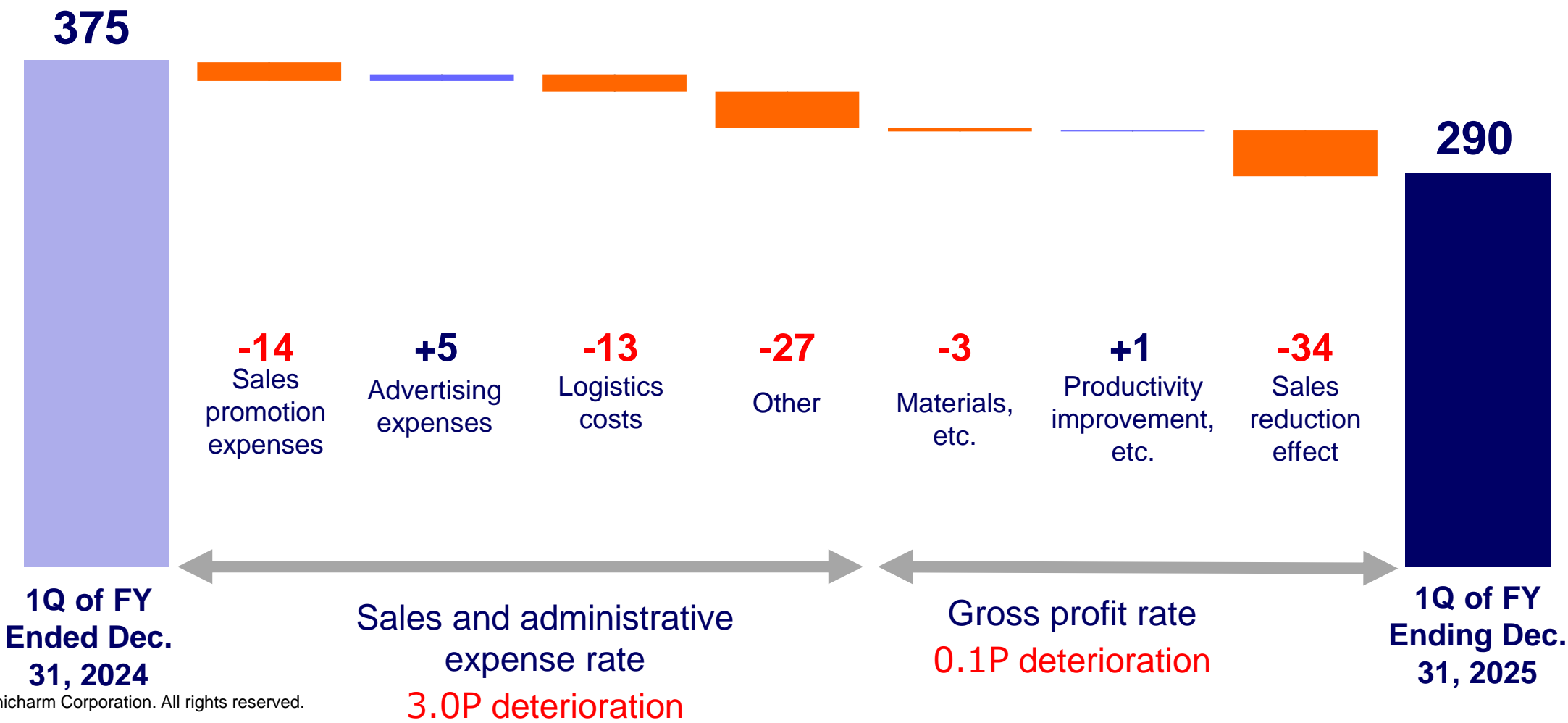
● Core operating income trend (quarterly)



Operating profit dropped due to such factors as an increase in strategic marketing investments and a reactionary impact on the previous year's strong performance. Effects of these investments are expected to appear in Q2 and onward.

(Unit: 100 million yen)

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



In Japan, we managed to achieve record-breaking sales as well as a high-level of core operating margin due to the penetration and expansion of value-shifting. In Asia, China was impacted by the repeated negative publicity while India moved as planned and Vietnam was showing a recovery. In other regions, North America, Middle East and Egypt continued to perform well and drove the overall earnings.

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

(Unit: 100 million yen)

		FY Ended Dec. 31, 2024	FY Ended Dec. 31, 2025	Gap (yen)	Gap (%)	(Ref.) Actual *1 gap rate
Japan	Net sales	780	804	+25	+3.2%	—
	Core operating income	177	175	-1	-0.6%	—
	(margin-%)	(22.6%)	(21.8%)		(-0.8P)	
Asia	Net sales	1,093	946	-147	-13.4%	-13.9%
	Core operating income	131	39	-92	-70.1%	-70.5%
	(margin-%)	(12.0%)	(4.1%)		(-7.9P)	
Others ^{*2}	Net sales	490	525	+34	+7.0%	+8.1%
	Core operating income	67	75	+8	+11.2%	+8.9%
	(margin-%)	(13.7%)	(14.3%)		(+0.6P)	
Consolidation	Net sales	2,363	2,275	-88	-3.7%	-3.7%
	Core operating income	375	290	-85	-22.7%	-23.3%
	(margin-%)	(15.9%)	(12.8%)		(-3.1P)	

【Actual gap rate of sales in main countries】 *management accounting base

China -38% Indonesia -12% Thailand -17% India -11% Vietnam +29% Middle East +8% North America +18% Brazil -10% Egypt +11%

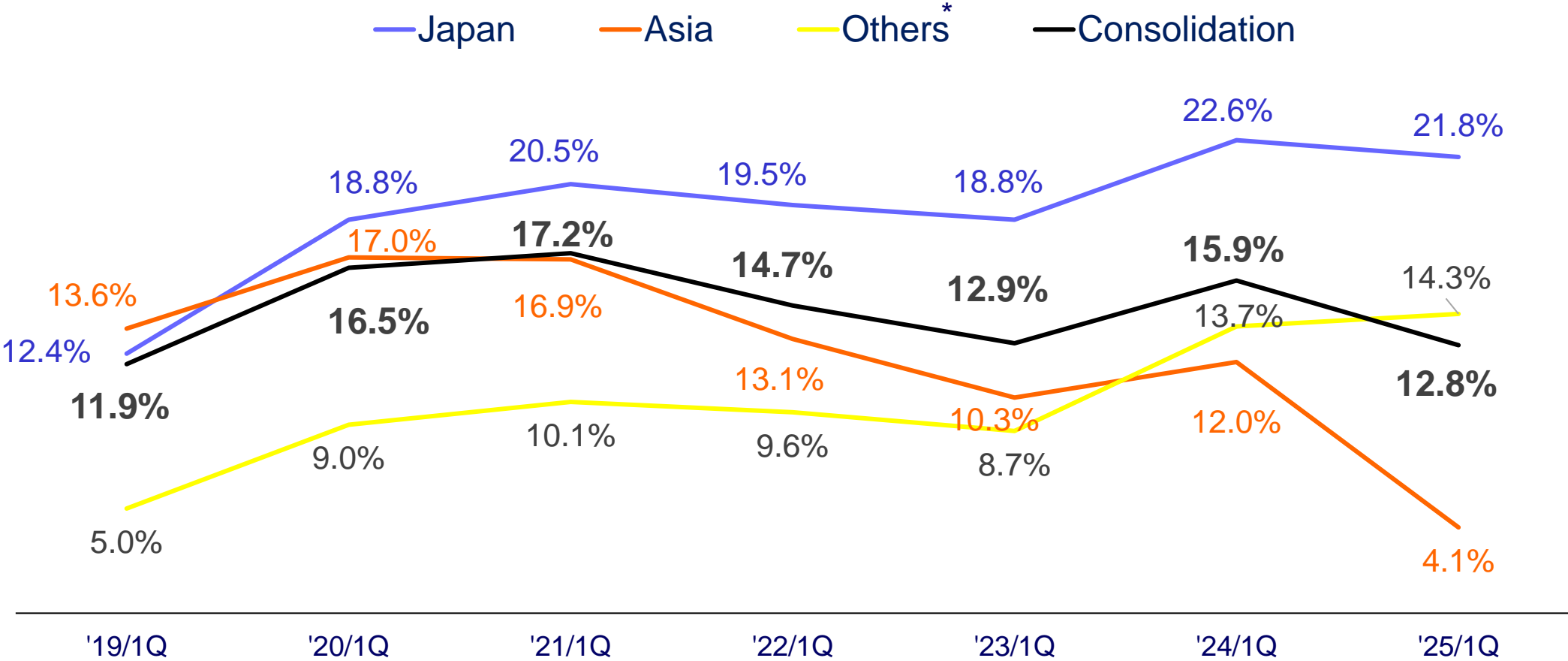
*1 Actual gap rate excluding foreign exchange effects

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

Continued to penetrate and expand the value-shifting in Japan and other regions for achieving a high-level of profitability. While the profitability in Asia will temporarily decline due to the impact of strategic marketing investments, it is expected to recover in Q2 and onward

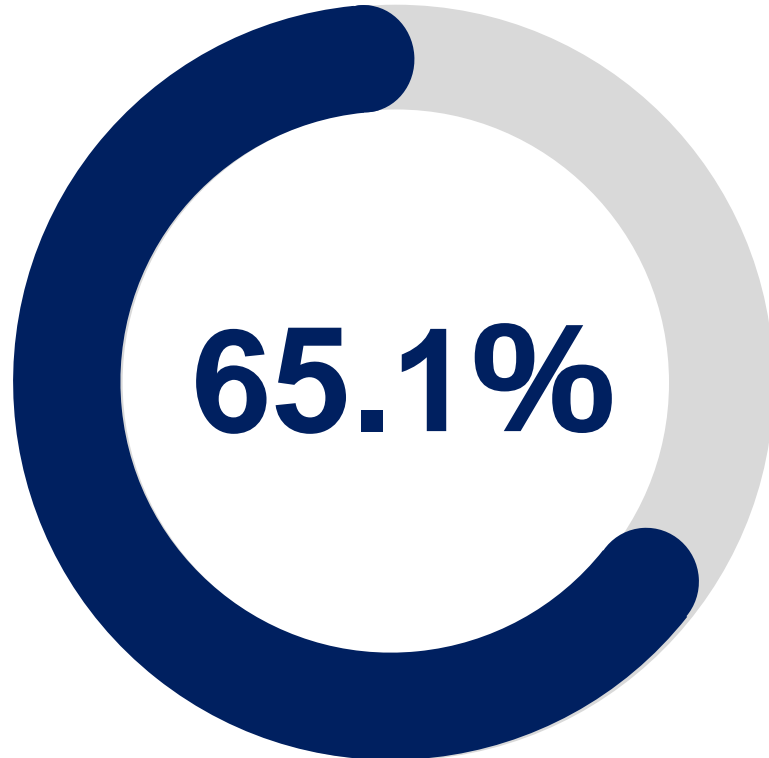


●Core operating income margin by geographical segment (from Jan. to Mar.)

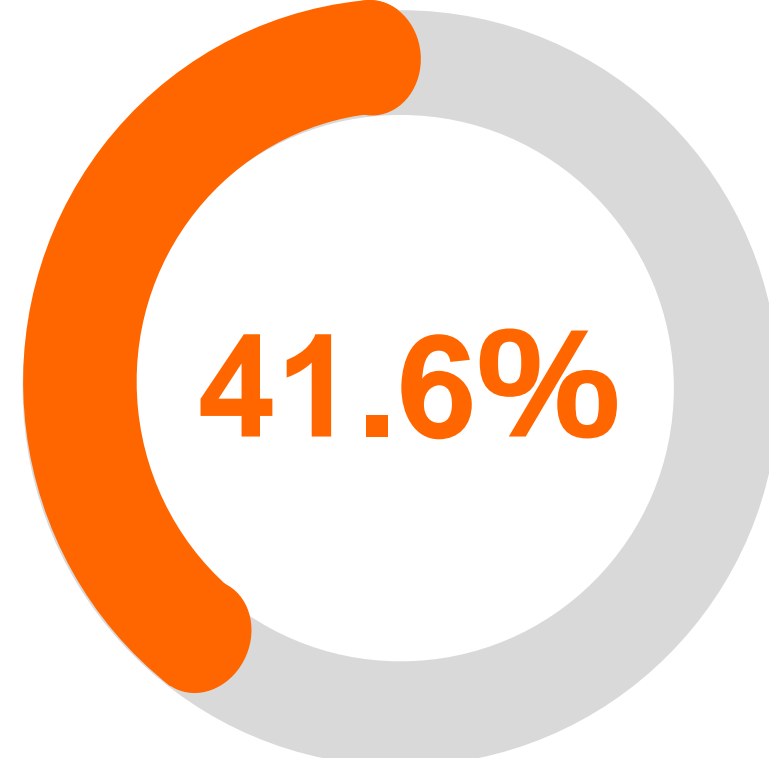


*Others: Main regions are North America, Saudi Arabia, Brazil and the Netherlands

- Sales ratio of overseas markets



- Sales ratio of Asian markets



In personal care segment, Japan kept the strong performance while, in Asia, strategic marketing investments were carried out. In pet care segment, sales were consistent and uptrend in North America while the company has made the streamlining efforts such as cost review, reduction and optimization in countering the potential tariff policy of the US government leading to a strong overall performance.



(Unit: 100 million yen)

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

		1Q of FY Ended Dec. 31, 2024	1Q of FY ending Dec. 31, 2025	Gap(yen)	Gap(%)
Personal Care	Net sales	1,985	1,868	-117	-5.9%
	Core operating income	303	218	-85	-28.1%
	(margin-%)	(15.3%)	(11.7%)		(-3.6P)
Pet Care	Net sales	343	373	+30	+8.8%
	Core operating income	73	69	-4	-4.8%
	(margin-%)	(21.2%)	(18.6%)		(-2.6P)
Others ^{*1}	Net sales	35	34	-1	-2.3%
	Core operating income	-1	3	+3	—
	(margin-%)	(-2.2%)	(7.9%)		(+ 10.1P)
Consolidation	Net sales	2,363	2,275	-88	-3.7%
	Core operating income	375	290	-85	-22.7%
	(margin-%)	(15.9%)	(12.8%)		(-3.1P)

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

Impact of foreign exchange fluctuations:

Approx. 40-million yen increase in sales and 200-million yen increase in core operating profit

● Rate fluctuations by currency (Jan. to Mar. average rate)

Currency	1Q of '24/12 rate	1Q of '25/12 rate	Rate Change
China (CNY)	20.63	20.95	+1.6%
Saudi Arabia (SAR)	39.68	40.74	+2.7%
India (INR)	1.80	1.77	-1.7%
Indonesia (IDR)	0.0095	0.0094	-1.1%
USA (USD)	148.61	152.60	+2.7%
Thailand (THB)	4.17	4.50	+7.9%
Vietnam (VND)	0.0061	0.0060	-1.6%
Taiwan (TWD)	4.73	4.65	-1.7%
Netherland (EUR)	161.31	160.50	-0.5%
Brazil (BRL)	29.98	26.06	-13.1%
Malaysia (MYR)	31.44	34.31	+9.1%
Australia (AUD)	97.66	95.75	-2.0%
Korea (KRW)	0.1119	0.1053	-5.9%
Egypt (EGP)	4.31	3.01	-30.2%

Summary of Progress on Performance Forecast FY Ending December 31, 2025

Consolidation

Sales **1,025-billion yen** (YoY +3.6%)
Core operating profit **146-billion yen** (YoY +5.4%)

【Status & Progress】

- Sales are in line with expectations while core operating profit is moving slightly below forecast. Net profit attributable to the owners of parent company is moving above the expectations.
- For Q2 (April–June), sales growth with flat operating profit year-on-year is expected. Aiming to achieve the forecasted annual results with over 20% increase in operating profit in the 2nd half.

【Q1 topics】

- In Japan, the effect of value-shifting in personal care from the previous year has become more penetrated and expanded and is showing an uptrend.
- Middle East and pet care in North America continued to perform well, moving above expectations.
- In India, the reactionary impact on the strategic shipments in the end of previous period was as expected and growth outlook in Q2 and onward remains unchanged.
- In feminine care segment in China, due to the impact of negative publicity, temporary marketing investments increased more than expected.
- In baby care segment in Thailand, Vietnam and China, it moves in line with the expectation even with an impact of market contraction and competition elements. In Indonesia, there has been a delay in coping with the progress of higher-than-expected downtrading in baby care segment.
- In China and Southeast Asia, proactive upfront investments in pet care segment have been carried out leading to the significant growth.

【In achieving the forecasted results】

- From Q2 onward, value-shifting will be consistently penetrated and expanded primarily in strong markets such as Japan.
- Accelerating the speed of growth through proactive investment in feminine, wellness and pet care in Asia.
- In feminine care segment in China, a series of new & renewal products will be launched along with the effort to strengthen e-commerce in Q2 and onward.
- In baby care segment in Asia, we will strive to make China profitable while efforts to address downtrading in Southeast Asia are being promoted.
- In the 2nd half of FY2025, we will come up with the necessary countermeasures soonest possible considering the risk of cost increase related to the potential tariff policy in North America.

Aiming at exceeding 1-trillion yen in sales for the first time in the company history with record-high profits in all categories

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

(Unit: 100 million yen)

	FY Ended Dec. 31, 2024	FY ending Dec. 31, 2025	Gap(yen)	Gap(%)	(Ref) *1 Actual gap rate
Net sales	9,890	10,250	+360	+3.6%	+5.4%
Core operating income (margin-%)	1,385 (14.0%)	1,460 (14.2%)	+75	+5.4% (+0.2P)	+6.2%
Profit before tax (margin-%)	1,345 (13.6%)	1,420 (13.9%)	+75	+5.5% (+0.3P)	
Profit attributable to owners of parent company (margin-%)	818 (8.3%)	864 (8.4%)	+46	+5.6% (+0.1P)	
Basic earnings per share (JPY)	46.41	49.30	+2.89	+6.2%	
USD Rate (JPY)	151.58	150.00	-1.58	-1.0%	
CNY Rate (JPY)	21.02	20.80	-0.22	-1.0%	

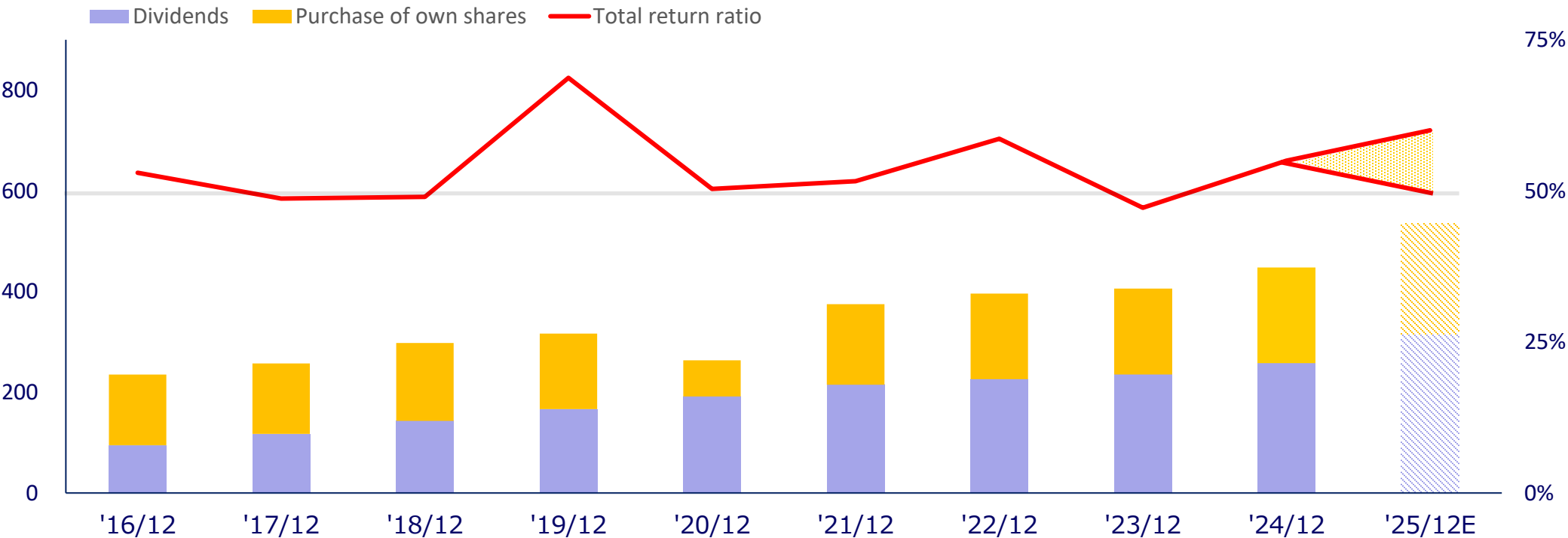
*1 Actual gap rate excluding foreign exchange effects

Shareholders Return Policy

In order to achieve 2030 ROE target of 17%, plan to exceed the current total return ratio of 50% in fiscal year 2025, taking into consideration current market environment and financial situation.

● Shareholders return policy

(Unit: 100 million yen)



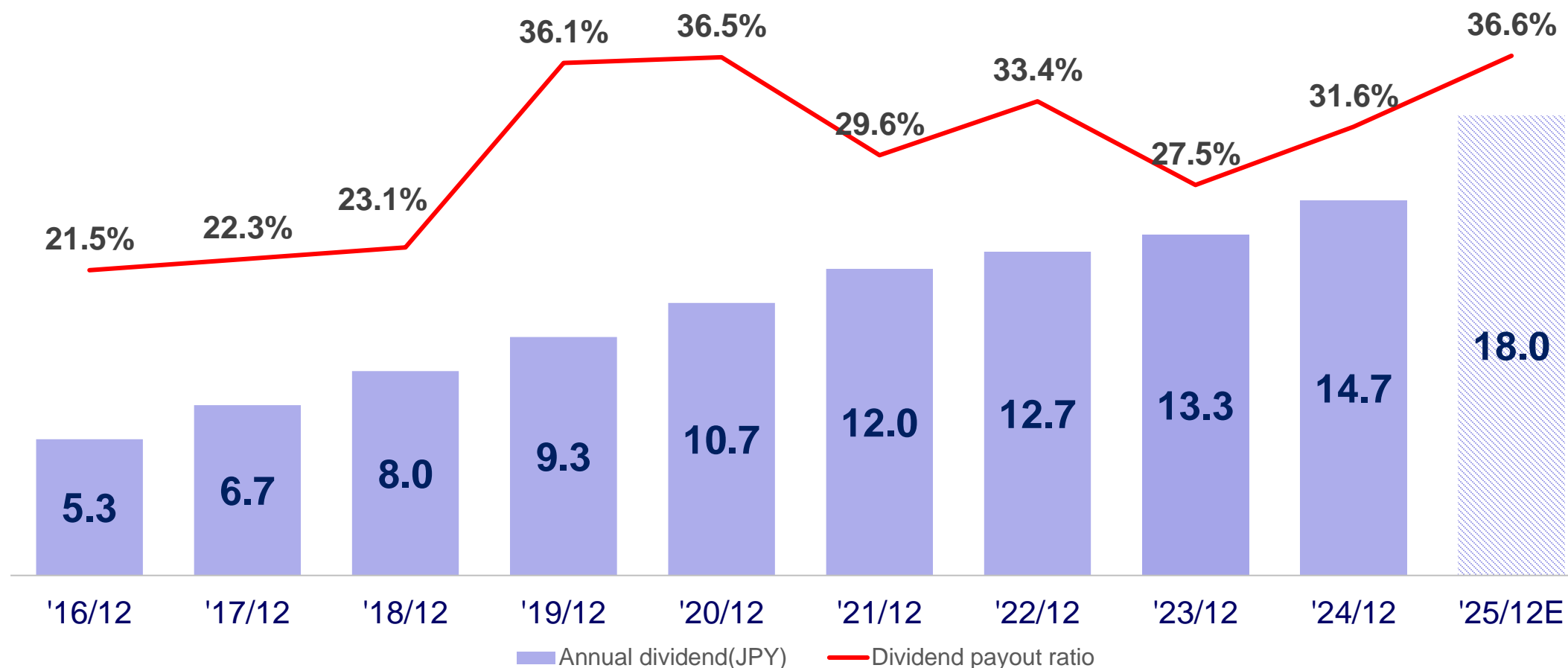
We are aiming for a total return ratio of 50% as a basic policy, and will return profits through stable and continuous dividends and flexible share buybacks as necessary.

In fiscal year 2025, taking into consideration the current market environment and financial situation, we plans to expand our share buyback framework and return profits to shareholders with a target total return ratio of more than 50%.

Dividend payout ratio target raised from 30% to 35%

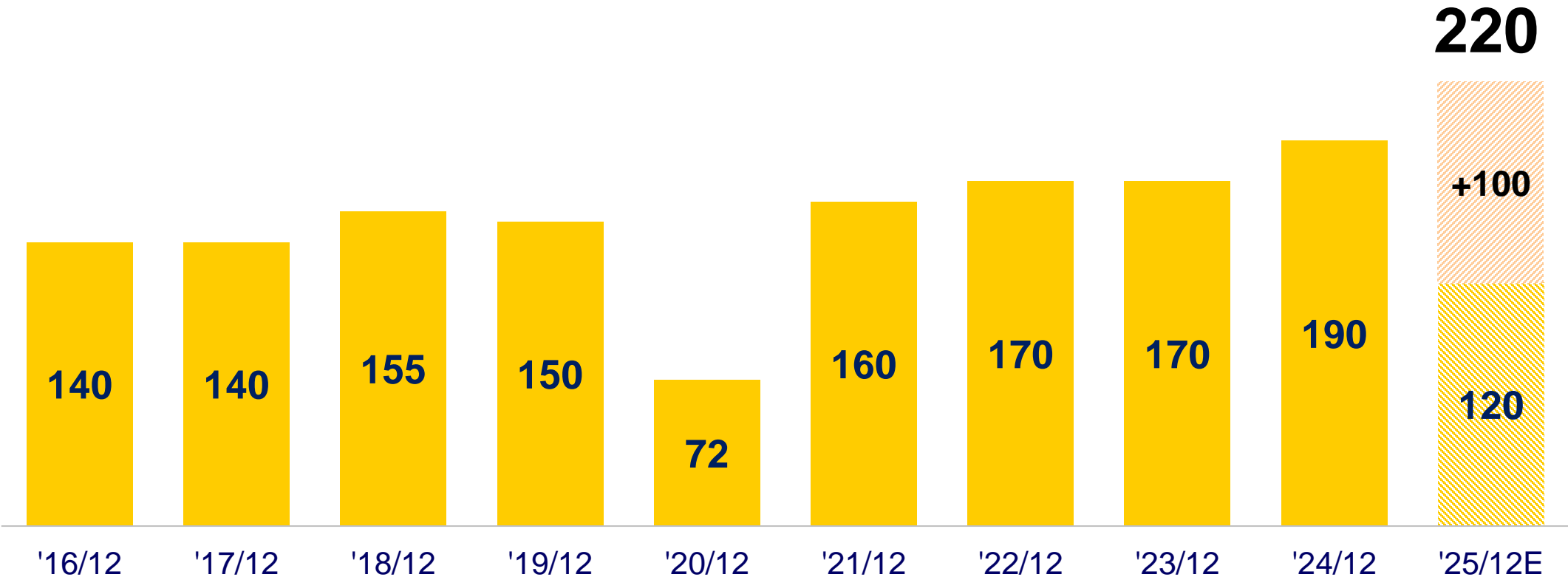
Dividends per share are planned to increase for 24 consecutive term (18 yen per year)

- Dividends per share (JPY)



In fiscal year 2025, plan to set aside 12 billion yen in treasury stock acquisition funds plus 10 billion yen, which is equivalent to a total return ratio of 50% for normal periods, and to acquire these funds flexibly.

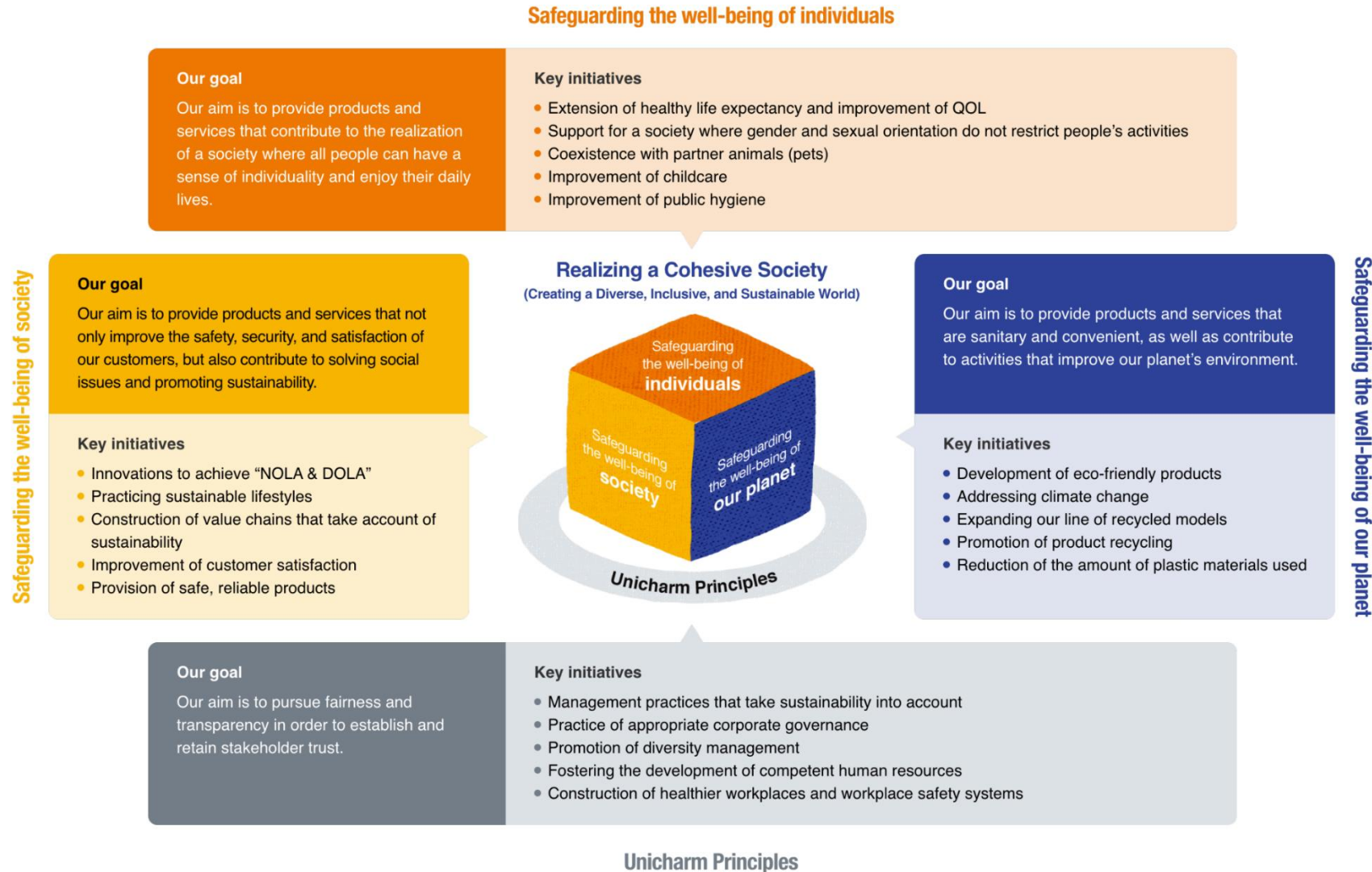
● Share buy-back history (Unit: 100 million JPY)



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

Formulating Mid-to-Long Term ESG Objectives “Kyo-sei Life Vision 2030”

◆ 20 key themes with the goal in 2030



Unicharm Principles

◆ 20 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
- Support for a society where gender and sexual orientation do not restrict people’s activities
- Coexistence with pets
- Improvement of childcare
- Improvement of public hygiene

Safeguarding the well-being of society

- Innovations to achieve “NOLA&DOLA”
- Practicing sustainable lifestyles
- Construction of value chains that take account of sustainability
- Improvement of customer satisfaction
- Provision of safe, reliable products

Safeguarding the well-being of our planet

- Development of eco-friendly products
- Addressing climate change
- Expanding our line of recycled models
- Promotion of product recycling
- Reduction of the amount of plastic materials used

Unicharm Principles

- Management practices that take sustainability into account
- Practice of appropriate corporate governance
- Promotion of diversity management
- Fostering the development of competent human resources
- Construction of healthier workplaces and workplace safety systems

Key initiatives, indicators, and target values

◆ Safeguarding the well-being of individuals

Key initiatives	Indicators	Results				Mid- and long- term goals	
		2021	2022	2023	2024	Target value	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	Percentage of products and services that contribute to the realization of a society where everyone can have a sense of individuality.	Continue 100%	Continue 100%	Continue 100%	Continue 100%	100%	2030
Support for a society where gender and sexual orientation do not restrict people’s activities	Percentage of products and services that contribute to a society where people around the world are free from discrimination by gender or sexual orientation (including products and services that contribute to the elimination of sexual discrimination still present in certain countries and regions).	Continue 100%	Continue 100%	Continue 100%	Continue 100%	100%	2030
Coexistence with pets	Percentage of products and services that contribute to the realization of a society where pets are welcomed by family members and community residents.	Continue 100%	Continue 100%	Continue 100%	Continue 100%	100%	2030
Improvement of childcare	Percentage of products and services that contribute to the realization of a society where infants and their families can live healthily and happily.	Continue 100%	Continue 100%	Continue 100%	Continue 100%	100%	2030
Improvement of public hygiene	Percentage of products and services that contribute to activities which can reduce the spread of preventable infectious diseases (contact transmission or droplet transmission).	Continue 100%	Continue 100%	Continue 100%	Continue 100%	100%	2030

(Safeguarding the well-being of each individual)

Support “lengthening healthy life expectancy” with products and services for the senior citizens

◆ Extension of healthy life expectancy and improvement of QOL



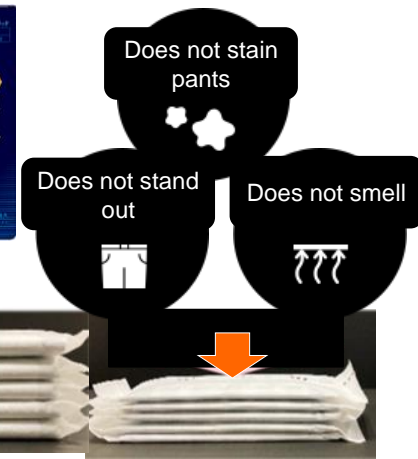
Year 2030 Goal
Continuation
of 100%



Rollout of products and services that enable living with a sense of individuality

- We propose optimal care based on the excretion care pattern that matches the user's ADL (activities of daily living).

Those who have light incontinence	
	Peace of mind during outings Those who can walk alone Those who can walk with assistance
	Those who can stand / sit
	Those who spend most of their time in bed



(Safeguarding the well-being of each individual)

Rollout of activities tailored to national and regional characteristics to develop a society where women shine

◆ Support for a society where gender and sexualorientation do not restrict people's activities



Development of products and services that enable to be free from discrimination by gender or sexual orientation

➤ Initiatives to aim at creating a world where people can feel free and open to talk about their menstruation or “*ninkatsu*” (active pregnancy)



Number of training videos provided:
Approx. 510 companies and organizations
(as of end of Dec 2024)



TikTok views:
approx. 49 million
(as of end of Dec 2024)



#NoBagForMe

認そう、知ろう。生理のこと。



➤ Promote women empowerment support



Menarche education /
menstrual education

Participants:
Approx. 710,000 in India
(as of end of Dec 2024)



Pink Ribbon Campaign:
2024 is the 17th year in Japan



Female Entrepreneur
Creation Project



With cultural considerations
in mind, a women-only
factory in Saudi Arabia

Unique new value proposals that match the characteristics of each country and region

- Pants type napkin that to reduce leakage anxiety (developed by China subsidiary)



- Cool napkin that feels less dampness and a cool, refreshing feeling and type of napkin that contains charcoal (developed by Thailand subsidiary)



- Antibacterial sheets, long-lasting napkins that do not produce waste (invented by India subsidiary), and napkins containing olive oil (invented by Saudi Arabia subsidiary)

Tri-fold type
Individually wrapped



Flat type
No individual packaging



- Pantliners that can help you check your fertility timing, and various types of care products suited to women's lifestyles (developed in Japan)



(Safeguarding the well-being of each individual)

Support everyday health of pets and the mind of owners with original technology

◆ Coexistence with pets



- Foods and treats to meet diverse needs that is particular to quality, taste, and health

Year 2030 Goal
Continuation
of 100%



Development of products and services that enable pets to be welcomed by people

- Toiletry products that focus on being comfortable and convenient, utilizing non-woven materials and absorbent core processing and shaping technologies

デオトイレ 脱臭ファン+
Deo-Toilet Deodorant Fan+



(Safeguarding the well-being of each individual)

Support improvement of childcare environment through products and services that eliminate discomfort and create the comfort of babies and parents

◆ Improvement of childcare



Development of products and services that enable happy and healthy life of babies and families

- “Tebura Toen”, a subscription service (fixed charge system) for nursery schools can reduce the burden on parents and child care workers, as well as infection risk



Over 4,920 locations in 47 prefectures (as of the end of December 2024)

- Unique products that meet the needs of each country and region



◆ Improvement of public hygiene



- Pursuing comfort, functionality, and design, creating products that match consumers' actual usage and needs



Year 2030 Goal
Continuation
of 100%



Development of products and services
that enable each one of us to control infection

- Boost high value-added masks development globally



Key initiatives, indicators, and target values

◆ Safeguarding the well-being of society

Key initiatives	Indicators	Results				Mid- and long- term goals	
		2021	2022	2023	2024	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.							
Innovations to achieve “NOLA & DOLA”	Percentage of products and services that contribute to liberation from various burdens and finding enjoyment in life.	Continue 100%	Continue 100%	Continue 100%	Continue 100%	100%	2030
Practicing sustainable lifestyles	Percentage of products and services suitable for the “SDGs Theme Guideline”, an internal guideline for contributing to sustainability.	100% *	10.5%	5.9%	15.4%	50%	2030
Construction of value chains that take account of sustainability	Percentage of products and services that use raw materials procured from “local production for local consumption”, thereby contributing to local economies based on the perspectives of the environment, society, and human rights.	Under development	Under development	Under development	Under development	Double increase (Compared to 2020)	2030
Improvement of customer satisfaction	Percentage of products and services supported by consumers (No. 1 market share).	23.5%	24.0%	23.6%	23.1%	50%	2030
Provision of safe, reliable products	Percentage of products to which a new internal guideline for safety and quality has been set and certification has been granted.	Continue 100%	Continue 100%	Continue 100%	Continue 100%	100%	2030

* Yr. 2021 results for “Practicing sustainable lifestyles” were changed from the number of operations to a percentage 29

◆ Innovations to achieve “NOLA & DOLA”



- Face masks that quickly utilize UC's own technology after listening to hearing impaired and speech impaired persons



Development of products and services that contribute to liberation from various burdens and finding joy in life

- World's first* disposable diapers that keep mosquitoes away from diapers and protect babies from the threat of dengue fever, with the addition of an affordable pants type to support areas at high risk of infection



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

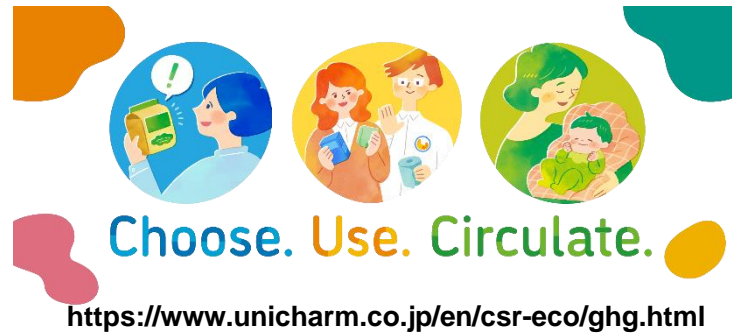
Key initiatives, indicators, and target values

◆ Safeguarding the well-being of our planet

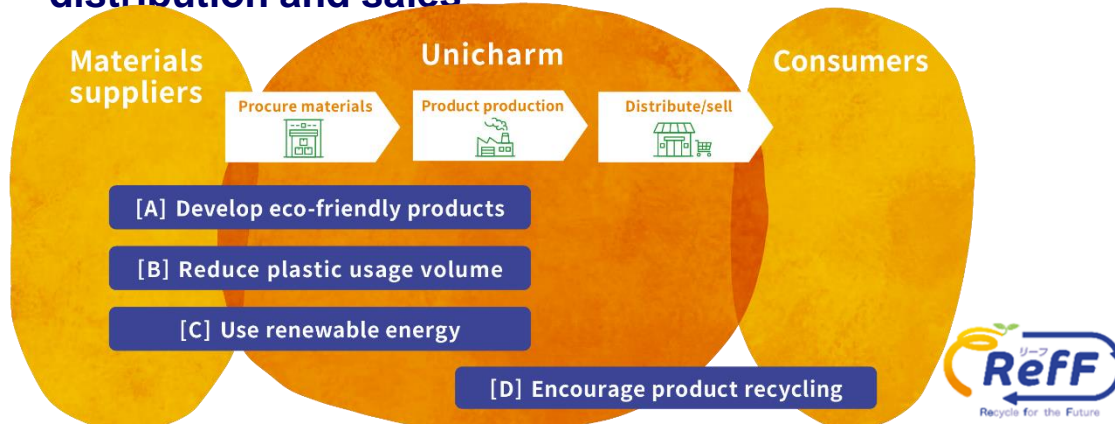
Key initiatives	Indicators	Results				Mid- and long- term goals	
		2021	2022	2023	2024	Target value	Target year
Our aim is to provide products and services that are sanitary and convenient, as well as contribute to activities that improve our planet’s environment.							
Development of eco-friendly products	Number of products and services that implement “3Rs + 2Rs” based on Unicharm’s unique approach.	Under development	2	2	5	10 or more	2030
Expanding our line of recycled models	Number of disposable paper diaper recycling facilities introduced.	Under development	1	1	1	10 or more	2030
Addressing climate change	Percentage of renewable energy used for business operations in total.	7.3%	11.0%	22.8%	25.8%	100%	2030
Promotion of product recycling	Material recycling of non-woven products using recycling resources	Under development	Under development	Under development	Under development	Start of commercial usage	2030
Reduction of the amount of plastic materials used	Percentage of virgin plastics to total plastics.	Under development	Under development	Under development	Under development	Reduced by half (Compared to 2020)	2030

Accelerating “comfort” for the global environment and promoting sustainability that can be done now

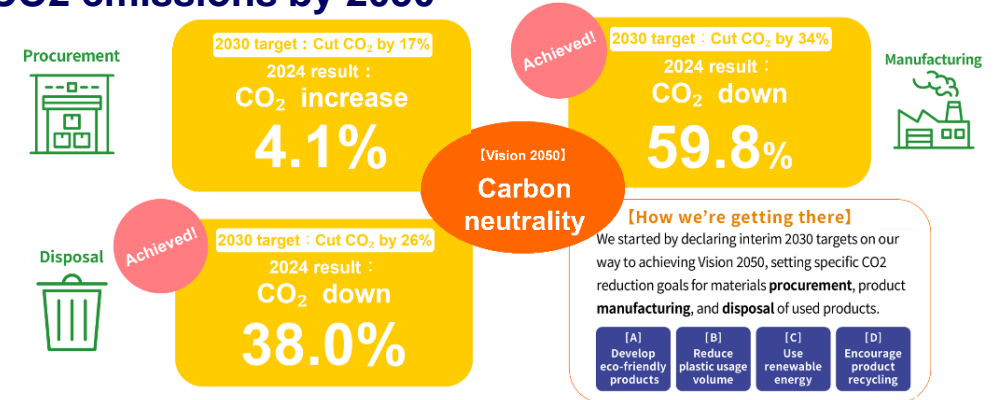
- Launch of “Choose, Use, Circulate” website to communicate global efforts aimed at realizing a sustainable society and move forward together



- Promoting CO2 reduction activities in all processes, from material procurement, product production, distribution and sales



- Promoting the mid-term goal “Environmental Goal 2030” to achieve “\2030 target : Cut CO₂ by 17% aim of achieving “zero” CO2 emissions by 2050



- Developing environmentally friendly products in each country and region



➤ 「Eco Plan 2030」

Environmental Targets 2030	Implementation items		Base year	2021 Results	2022 Results	2023 Results	2024 Results	2025 Targets	2030 Targets	2050 Vision
Responding to the problem of plastic waste	Reducing usage of packaging materials	Per unit of sales	2019 ^{*1}	▲0.2%	▲12.3%	▲18.4%	▲26.5%	▲27.0%	▲30%	Realizing a new society with zero plastic waste
	Selling products that contain no petroleum derived plastic	—	—	Development ongoing	Development ongoing	Development ongoing	Development ongoing	Development ongoing	10 or more stock-keeping units (SKU) sold	
	Raising awareness about proper disposal of used products	—	—	38% (6countries/regions)	50% (8countries/regions)	56% (9countries/regions)	63% (10countries/regions)	69% (11countries/regions)	Rolled out at all Group companies	
	Eliminating the use of plastic in sales promotional items	—	2019:Japan/China 2022:Vietnam 2023:India	▲8.9% (Japan)	▲81.8% (Japan)	▲86.9% (Japan) ▲76.5% (China)	▲94.7% (Japan) ▲93.7% (China) ▲37.4% (Vietnam) ▲21.7% (India)	▲95.6% (Japan) ▲94.8% (China) ▲47.8 % (Vietnam) ▲34.8% (India)	In principle, reduced to zero at all Group companies	
Responding to climate change	Reducing CO ₂ emissions associated with raw materials procurement	Per unit of sales	2016	9.7% (Japan)	▲12.6% (Japan)	+5.9% ^{*2}	+4.1%	+0.6%	▲17%	Realizing a society with net zero CO ₂ emissions
	Reducing CO ₂ emissions in manufacturing	Per unit of sales	2016	▲26.9%	▲35.2%	▲55.4%	▲59.8%	▲62.2%	▲34%	
	Reducing CO ₂ emissions associated with disposal of used products	Per unit of sales	2016	23.7% (Japan)	▲11.6% (Japan)	▲35.8% ^{*2}	▲38.0%	▲39.9%	▲26%	
Not contributing to deforestation (response to procurement related issues)	Ensuring traceability to pulp and palm oil production locations (country/region)	Forest-derived raw Materials ^{*3}	—	97.0%	97.1%	99.2%	99.1%	100%	Completed	Realizing a society with zero deforestation related to the purchasing of timber
		Palm oil	—	77.2%	62.8%	58.5%	99.4%	100%		
	Expanding the use of certified pulp (PEFC ^{*3} - and CoC-certified)	Percentage of Certified factories ^{*4}	—	52.0%	48.4%	58.6%	58.1%	75.0%	100%	
		Percentage of certified materials procured ^{*5}	—	76.0%	72.3%	65.3%	70.3%	75.0%		
	Expanding the use of certified palm oil (RSPO ^{*6} -certified) ^{*6}	—	—	77.2%	62.8%	58.5%	99.4%	100%	100%	
	Promoting the recycling of used disposable diapers	—	—	Development ongoing	2 ^{*7}	2	2	2	Rolled out in at least 10 municipalities	

*1 Initially, the base year was set as 2016, but it was reconsidered in 2020 and changed to 2019. Vietnam and India set fiscal year 2022 and 2023, respectively, as their base year. *2 Calculations were conducted based on version 3.4 of the Inventory Database for Environmental Analysis (AIST-IDEA v3.4), a life cycle inventory database developed by the IDEA Laboratory of the Research Institute of Science for Safety and Sustainability at the National Institute of Advanced Industrial Science and Technology (AIST), and the Intergovernmental Panel on Climate Change's (IPCC) Sixth Assessment Report (AR6), including land use, land-use change, and forestry (LULUCF). The methodology for calculating activity data was also revised. *3 In addition to third-party certified materials, ratio of forest-derived raw materials (pulp) whose country/region of origin can be traced *4 Percentage of our factories that have acquired CoC certification *5 Calculation method for the procurement ratio was changed from a shipping weight basis to a purchase weight basis, which is "Purchased weight of pulp with 100% PEFC-derived claim / Purchased weight of entire pulp" *6 Certified palm oil is RSPO certified oil based on the mass balance method *7 Starting in 2022, recycling facilities will be operated in two municipalities in Kagoshima Prefecture: Shibushi City and Osaki Town (Verification research regarding the collection of used disposable pants will be conducted in Higashiyamato City in 2020 and Machida City in 2021)

(Safeguarding and sustaining the well-being of our planet)
From SBTi* obtained certification as a new “1.5°C Target”

➤ **Initiatives towards a society with zero CO₂ emissions by 2050**

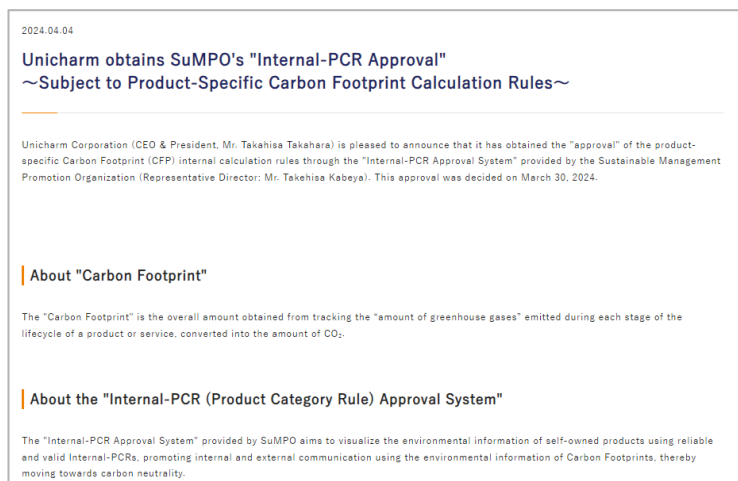
Year	Status of Initiatives
2018	✓ Certified as the 17th 2.0°C target setting company in Japan
2020	✓ Setting of “Eco Plan 2030”
2022	✓ Start of deliberation on modification to 1.5°C target ✓ Start of a comprehensive GHG emission volume visualization project, including Scope 3.
2023	✓ Member of RE100
2024	✓ Started overseas expansion of GHG emissions visualization project (ASEAN) ✓ Obtained third-party approval of product-specific carbon footprint calculation rules (personal product calculation rules are based on SuMPO’s Internal-PCR system) ✓ Obtained “1.5°C Target” certification from SBT

* SBTi (The Science Based Targets initiative): Encourage companies to set reduction targets that are consistent with scientific knowledge, with the goal of limiting the rise in global average temperatures due to climate change to 1.5 degrees Celsius compared to pre-industrial revolution levels.

- Toward achieving “0 (net zero)” CO₂ emissions, will calculate carbon footprint value for each product, understand the emission status for each scope, and work with stakeholders to promote specific reduction measures

Establishment of calculation rules in accordance with global rules

Obtained approval for our internal calculation rules for product-specific carbon footprints (CFP) under the “Internal-PCR System” provided by Sustainable Management Promotion Organization (SuMPO)



Transition to highly accurate and up-to-date primary data

- A town hall meeting on GX/GHG was held on September 27, 2024, and public announcements was made regarding demonstration experiment of primary GHG data distribution in FMCG industry
- Aiming to build a platform for efficient and safe data distribution in order to measure emissions more accurately toward decarbonization

2024年09月27日

Joint demonstration experiment begins for "primary data distribution platform" to streamline GHG emission measurement in the supply chain across the entire industry

~ Participation by daily necessities manufacturers, materials manufacturers, IT companies, etc. ~

引きのある日用品メーカーと資材メーカーによる安全なデータ流通を目指しています。

本実証実験およびその後の実装に向けた取り組みを通じて、デジタル技術を活用して一次データの流通を促進し、GXやDXによってGHG排出量の削減を推進します。

※算定主体である事業者が自らの責任で収集した自社で測定したデータ（例：自社製品製造の消費電力量等）や、外部ステークホルダーへの聞き取り調査を通じて収集したデータ（例：取引先の自社関連排出量の直接把握）などのこと

For this release:

<https://www.unicharm.co.jp/en/company/news/2024/0404-01.html>

For this release (Only in Japanese):

<https://www.unicharm.co.jp/ja/company/news/2024/0927-01.html>

Aiming for a world with “zero waste” Taking on the Challenge of “Disposable Diapers to Horizontal Recycling from Disposable Diapers”

◆ Development of environmentally friendly products



- 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.

Available in the Kyushu region



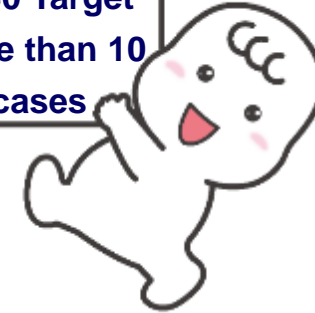
Available nationwide in Japan



©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)

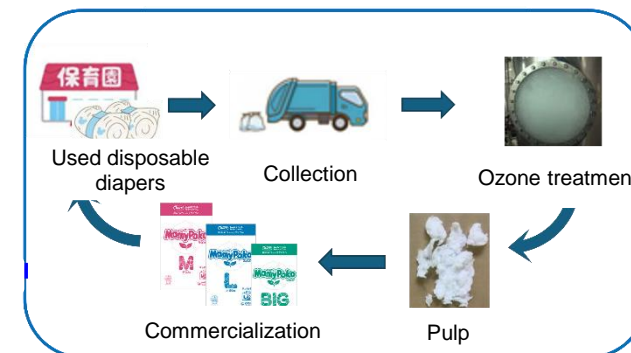
2030 Target
More than 10
cases



Number of products and services that implement
3Rs + 2Rs based on unique approach

- For nursery schools that have implemented the “Tebura toen (Hands-Free Arrivals)” ^{*2} 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



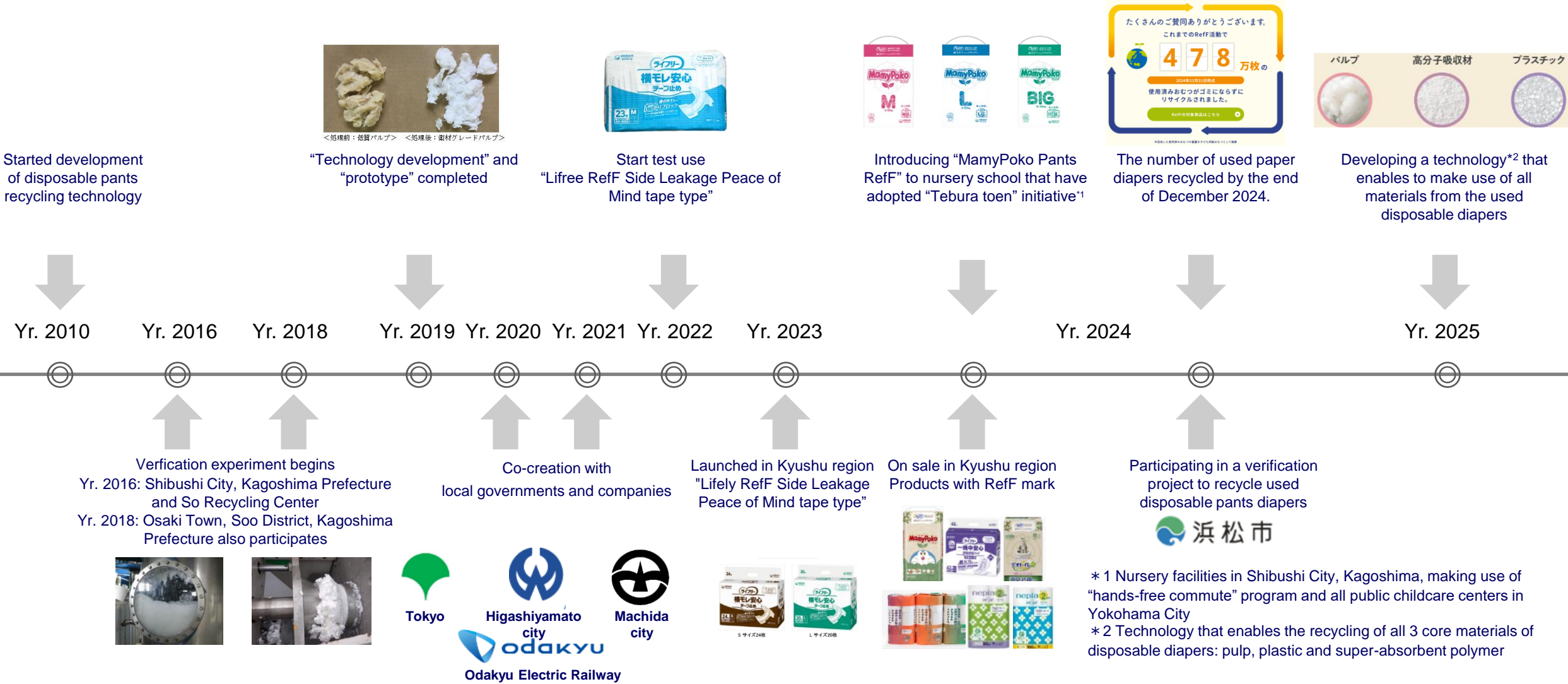
In Yokohama City, Kanagawa
Prefecture
Special products introduced to all
public nursery schools



^{*2} Childcare facilities in Shibushi City, Kagoshima Prefecture that use the “Tebura toen” system, and all public childcare centers in Yokohama City

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

➤ Project history from launch to present



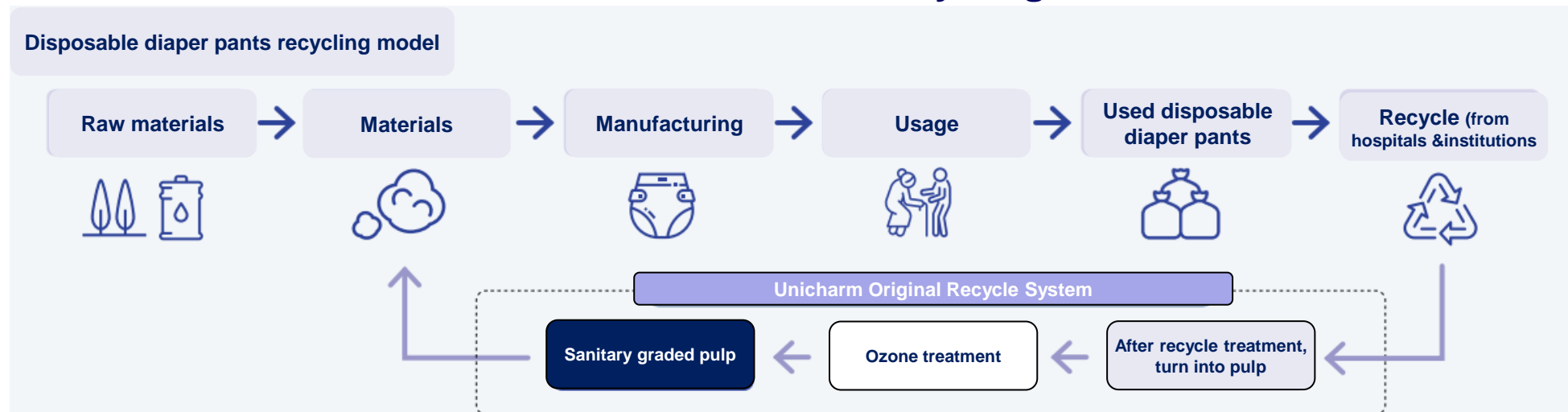
Reduce waste disposal cost and environmental burden through recycling used disposable diaper

◆ Expand our line of recycle model



**Installations number of disposable pants
(disposable diapers) recycling facilities**

➤ Keep it safe and convenient, toward the future where recycling is the norm



Developing a technology*¹ that enables to make use of all materials from the used disposable diapers

➤ Products using recycled pulp



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

➤ Products using recycled plastics



Collection box
customized for
disposable diaper

Collection bag
customized for
disposable diaper

RefF-marked toilet tissue
manufactured by Oji Nepia
as a part of solid fuel

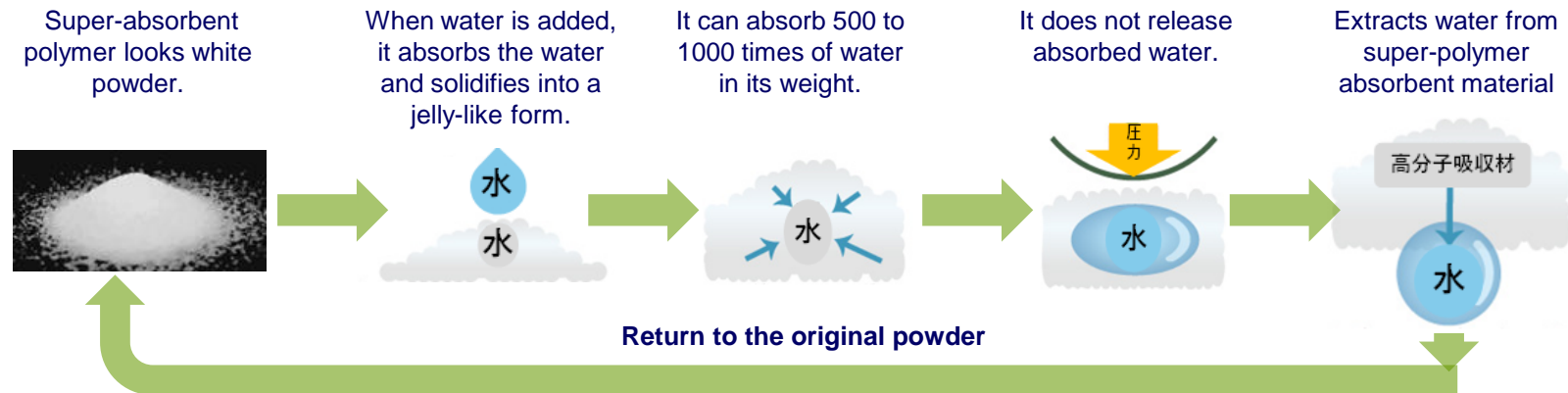
Shipping pallets
made from
recycled materials

➤ Products using recycled super-absorbent polymers



**Deo-Sand Scented Deodorizing
Paper Litter RefF**

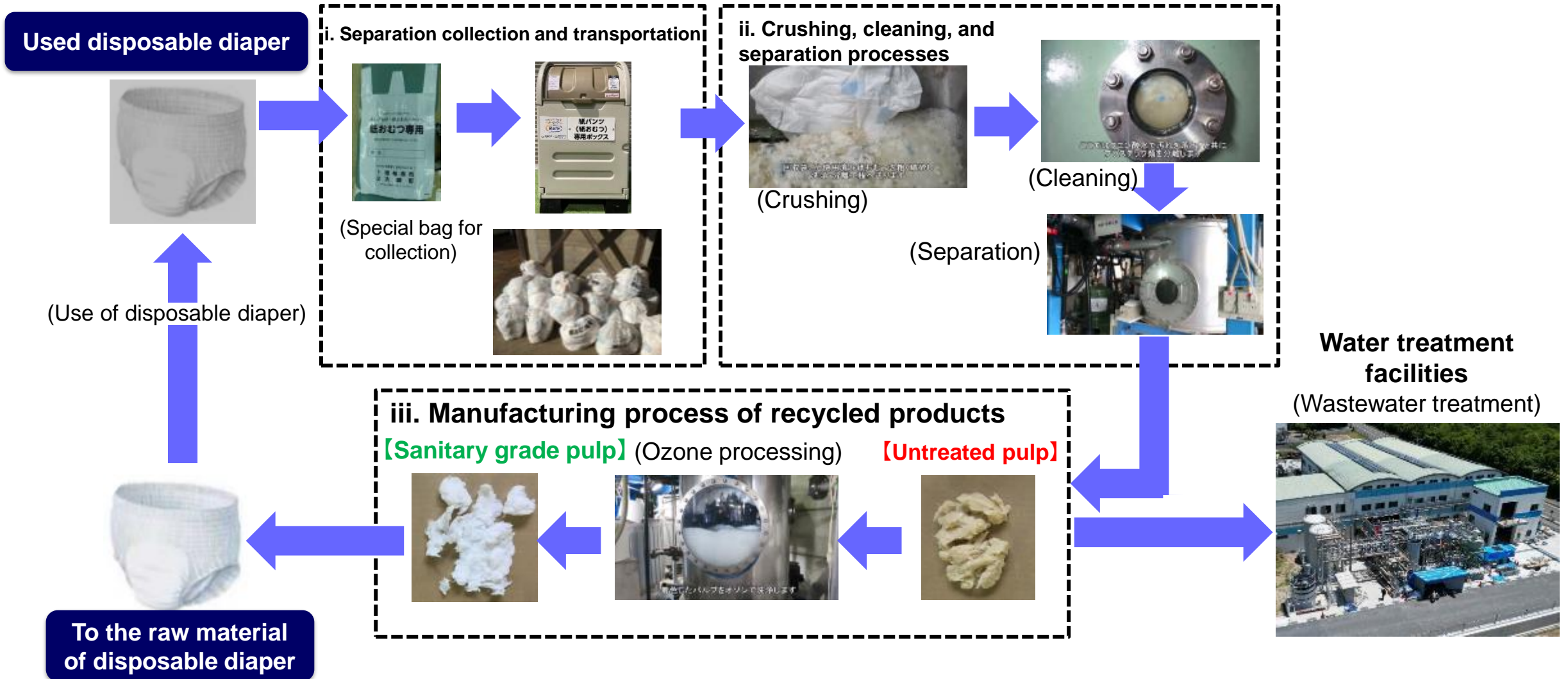
Functions of super-absorbent polymer and its recycling mechanism



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

Flow of recycling process of used disposable diapers

➤ Horizontal recycling (from disposable diaper to disposable diaper)



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



“ReFF” brand site
Together we create a future cycle
<https://www.unicharm.co.jp/en/csr-eco/reff.html>

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



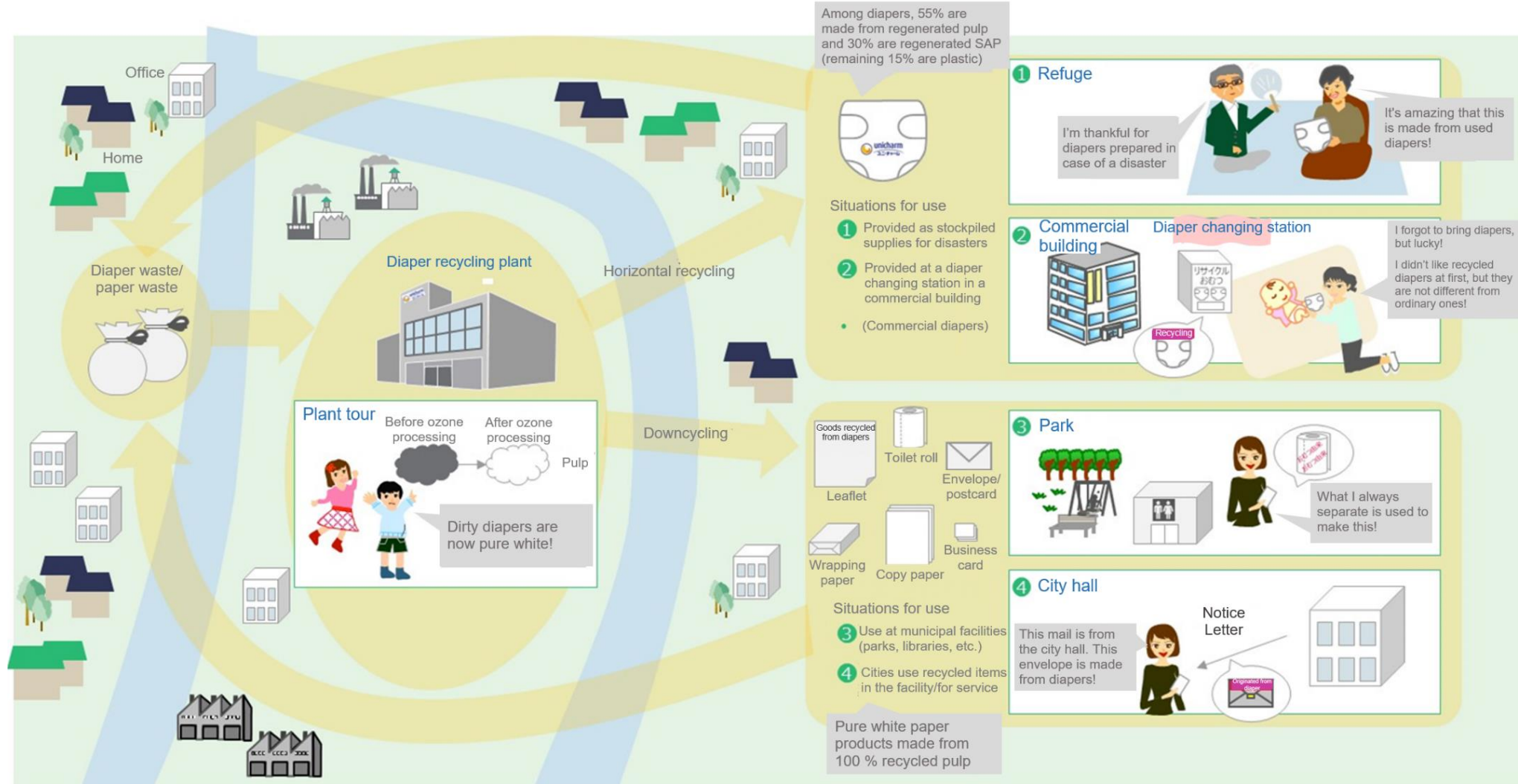
- Introduce toilet tissues made from the recycled pulp*1 at the office buildings*2 managed by Sumitomo Realty & Development Co., Ltd



* 1 Manufactured by Poppy Paper Mfg. Co., Ltd.
* 2 Sumitomo Fudosan Tokyo Mita Garden Tower 41

(Safeguarding the well-being of our planet)
Create the society where “Disposable diaper recycling is a natural matter”

➤ Future vision using recycled materials (image)



Switch all electric power used at factories to green electric power aiming to reduce CO₂ emission

◆ Addressing climate change



Percentage of renewable electric power used for business operation

➤ **Ratio of renewable electricity: 25.8%**
(as of December 31, 2024)

Top five nations	Percentage of renewable electric power
Brazil	100%
U.S.A.	100%
China	About 55%
Japan	About 35%
Malaysia	About 23%

➤ **Offices with 100% of renewable electric power used**



Brazil
(Jaguaruiuna Factory)



US
(Hartz Pleasant Plain Factory)



Japan (UCP Mie, Itami, Saitama, Kyushu, Toyohama, UC Kokko Nonwoven Kawano, Toyohama, Kokko, Cosmotec, Peparlet Shimada, Kinsei Products)

Initiatives for building an environmentally friendly and sustainable logistics system

- Expansion of modal shift through separation of cargo handling operations, consolidated transportation, and utilizing swap body containers with different industries by railways, and ships



- By improving transport efficiency through the development of logistics hubs near consumption areas, total truck travel distances can be reduced

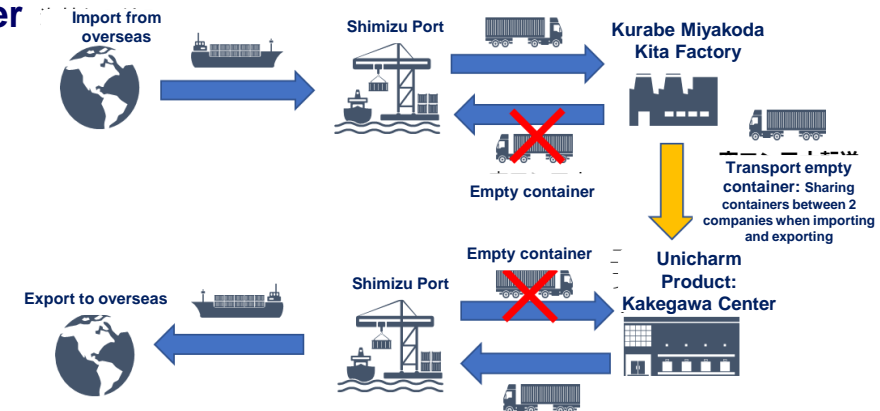
Osaka



Saitama



- Joint logistics through round transportation* with each business partner



* Form of transportation in which trucks that have unloaded goods do not run empty, but instead load other goods and return to the starting point, thereby increasing the loading rate

- Products with improved comfort and compression ratio using patented ultrasonic bonding technology, as well as products that reduce food loss and contribute to long-term preservation, improve the efficiency of logistics delivery and reduce greenhouse gas emissions



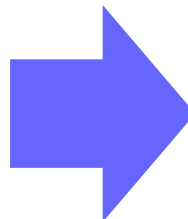
Received the Grand Prize at the "Nikkei Excellent Products and Services Awards 2023"

◆ **Advancing Product Recycling**



Implementation of material recycling for non-woven material products using recycled resources

➤ **Advancing waste reduction by reusing product loss from disposable diapers as raw material for cat excretion care products (Paper Litter®)**



Unicharm Affiliated Production Companies

Pet Care Product Affiliated Production Company: Peparlet company new factory

◆ Reducing usage volume of plastic



Ratio of virgin petrochemical-derived plastics to plastics

➤ Switched to paper materials for sales promotion materials to reduce the usage volume of plastic



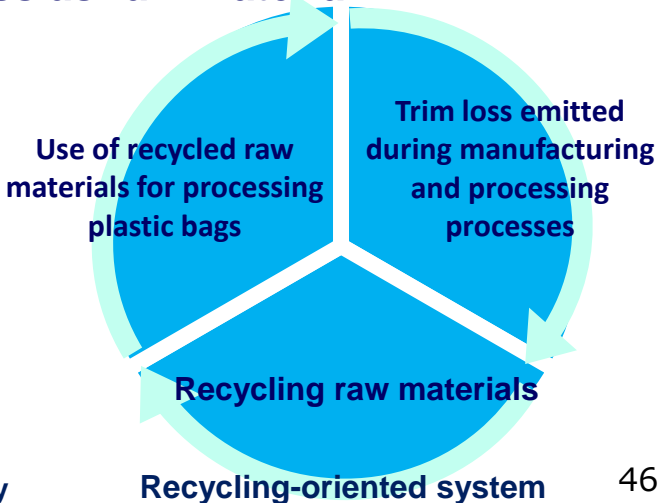
Reduction rate of plastic usage in promotional materials* (Yr.2024 results)	
Japan*1	▲ 94.7%
China*1	▲ 93.7%
Vietnam*2	▲ 37.4%

*1 Base year: Yr.2019
 *2 Base year: Yr.2022

➤ Began recycling plastic “trim loss” emitted in the manufacturing process as raw material



Trim loss emitted at the factory



◆ Unicharm Group Biodiversity Declaration to be released on February 10, 2025

Unicharm is committed to conserving biodiversity and the natural environment in all aspects of its corporate activities, based on the following principles:

Understanding Our Dependence and Impact on Biodiversity:

We will strive to deeply understand the relationship between our business activities and biodiversity. We will continuously identify and assess our dependence and impact on biodiversity throughout the entire lifecycle of our products, from raw material procurement to manufacturing, use, and disposal.

Minimizing Our Environmental Footprint:

We will endeavor to minimize our impact on biodiversity throughout the entire lifecycle of our products. This includes addressing deforestation, water resource consumption, and climate change.

Utilizing Sustainable Resources:

We will use sustainably sourced raw materials throughout our supply chain. For raw materials that have a significant impact on biodiversity, such as pulp, palm oil, and wood-derived fibers, we will promote the use of certification systems and improve traceability.

Promoting Biodiversity Conservation Activities:

We will actively engage in forest conservation, water resource protection, ecosystem restoration, and other activities in cooperation with local communities where we operate.

Coexisting with Local Ecosystems:

We will respect the ecosystems in the areas where we operate and aim to coexist with local communities and the natural environment without causing biodiversity loss.

Empowering Our Employees:

We will implement educational and awareness-raising activities to encourage all Unicharm Group employees to embrace this declaration and take positive action to conserve biodiversity and the natural environment.

Collaborating with Stakeholders:

We will promote collaboration in conserving biodiversity and the natural environment by working with various stakeholders, including government agencies, international organizations, NGOs/NPOs, local communities, and business partners.

◆ Unicharm Principles

Key initiatives	Indicators	Results				Mid- and long- term goals	
		2021	2022	2023	2024	Target value	Target year
Our aim is to pursue fairness and transparency in order to establish and retain stakeholder trust.							
Management practices that take sustainability into account	Maintain and improve ratings by external evaluation agencies.	—	—	—	—	Highest level	Every year starting from 2026
	Number of serious human rights violations in the value chain.	Zero occurrences	1 (Corrected)	1 (Corrected)	Zero	Zero occurrences	Every year
Practice of appropriate corporate governance	Number of serious compliance violations.	Zero occurrences	Zero occurrences	Zero occurrences	Zero occurrences	Zero occurrences	Every year
Promotion of diversity management	Percentage of female managers driven by the provision of various opportunities for women.	22.5%	23.2%	24.7%	25.5%	30% or more	2030
Fostering the development of competent human resources	Percentage of positive answers received for the “Growth through Work” employee awareness survey.	81.4% (Japan)	89.2%	88.7%	90.1%	80% or more	2030
Construction of healthier workplaces and workplace safety systems	Reduction in the percentage of employees on leave for mental or physical health reasons by improving the workplace environment so that employees can work with peace of mind and maintain mental and physical health.	7 people (Japan)	7 people (Japan)	9 people (Japan)	13 people (Japan)	Reduced by half (Compared to 2020)	2030

Introduction of ESG evaluation system for all employees following on from executive evaluation to maximize social and economic value

◆ Management practices that take sustainability into account

Purpose

Contribution to achievement of SDGs



We support the Sustainable Development Goals (SDGs)

Every year starting
from 2026:
Max level



Maintain and improve ratings by
external evaluation agencies.

➤ Toward executive evaluation (directors*, executive officers) ➤ Introduced ESG evaluation in Yr. 2020

- ✓ Consolidated earnings: consolidated net sales, core operating income, earnings per share attributable to owners of parent (weight: 20% - 50%)
- ✓ Division earnings: division sales, division profit (weight: 0% - 40%)
- ✓ Company strategy: priority strategy, ESG performance (ratings of ESG rating agencies, etc.) (weight: 20% -50%)
- ✓ Division strategy: division priority strategy (weight: 0% - 40%)

*Except for directors who are audit and supervisory committee members

➤ Introduce an ESG evaluation system for all employees from 2023 to realize creating new value through individual growth and visualization of contributions to society

ESG objective

Realize a
“Cohesive Society
(Social Inclusion)”

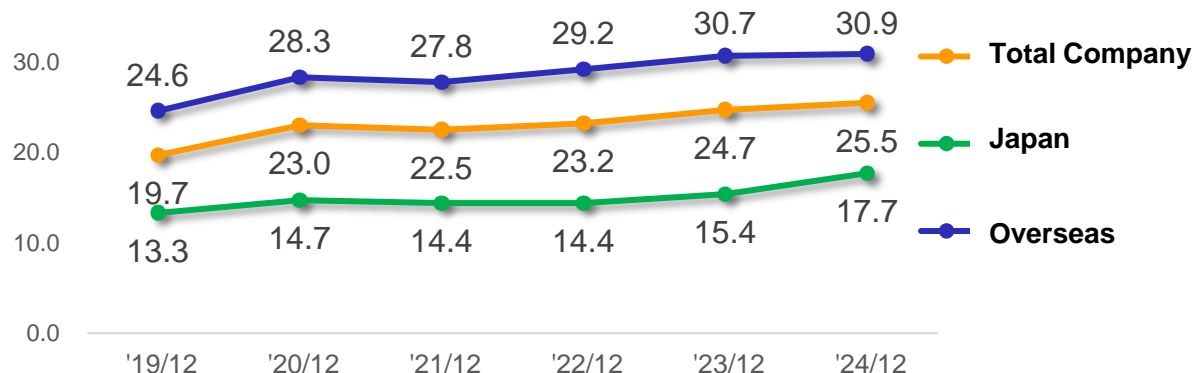
HR system

Encourage individual
growth to become a
global No. 1 company



◆ Promotion of diversity management

■ Percentage of Women in Managerial Positions



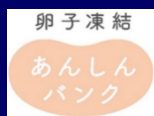
2030 Target
Over 30%



The ratio of female employees in managerial positions by providing various opportunities to female employees

- Supporting the diverse life planning of each and every employee through systems and frameworks that enable them to proactively chart their own careers (Japan)

Room L+	A women's community that enhances a sense of security and motivation to work
Empowerment system	One-on-one meetings with executive officers bring out leaders' strengths
Maternity leave Room L+	This program is aimed at employees preparing to return to work after maternity or childcare leave and fosters a sense of security after returning to work.
Oocyte (egg) Freezing Safety Bank	Introduced a service into the welfare system that enables egg freezing storage to support each employee's diverse life plans



- Supporting women's economic independence by overcoming issues faced by countries and regions (overseas)

Creating Women Entrepreneurs in Rural India



Providing New Opportunities for Women in Saudi Arabia



Strengthen “human capital management” to maximize value of employees

◆Fostering the development of competent human resources

2024 Employee satisfaction
(Entire company)

Max. score 5

4.40

2023 4.42 (Company-wide)



Ratio of positive responses to “Real feeling of growth through work” in employee awareness survey

- Achieving a compensation increase rate that exceeds the CPI (Consumer Price Index) globally



- Introduction of a personnel system that emphasizes employee growth and job satisfaction, and role allowances to strengthen human capital (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

- Discovering consumer needs and creating globally “resonant personnel” who lead innovation



Training and nomination of successors (Corporate governance report: Succession planning)

Management practices that take sustainability into account

- (1) Each executive officers periodically conducts interviews with future director candidates and future executive officer candidates based on their career visions and career plans, and carries out human resource mapping.
- (2) The Representative Director, President & CEO conducts quarterly interviews with executive officers; and gives guidance and training by setting measurable goals and objectives for executive officers and their organizations, and evaluating their achievements.
Outside directors have at least one opportunity per year to hold individual meetings with executive officers, in which they check the status of execution of business and problems in work, and provide guidance and training to help management solve problems and gain a wider, more comprehensive view by giving advice from a broad perspective.
- (3) The status of this process is regularly reported to the Nomination Committee and the Compensation Committee for deliberation.
- (4) The board of directors nominates candidates for directors and executive officers based on the opinion of the Nomination Committee.
- (5) With the aim of discovering and developing candidates for directors and executive officers over the medium-to-long term, mid-career employees in their 30s will be transferred from their divisions to the Corporate Planning Office for two months to serve as secretary to Representative Director, President & CEO. We have implemented a “Strategy Secretary system” to learn thinking and behavioral characteristics of managers through on-the-job training.
In addition, starting in Yr. 2024, we will launch the Global 30 Program, a next-generation global leader development program that aims to develop at least 50 senior executives who will demonstrate general management skills and play a central role in management by Yr. 2030. (This is a three-year program in which one representative from each country and region gathers to acquire general knowledge through group training and direct communication with the Representative Director, President, and CEO, and to pass on the Unicharm Spirits. Upon completion, this will lead to the formulation of medium-term management plans for each affiliated company.)

Fostering DX human resources toward new value creation

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



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

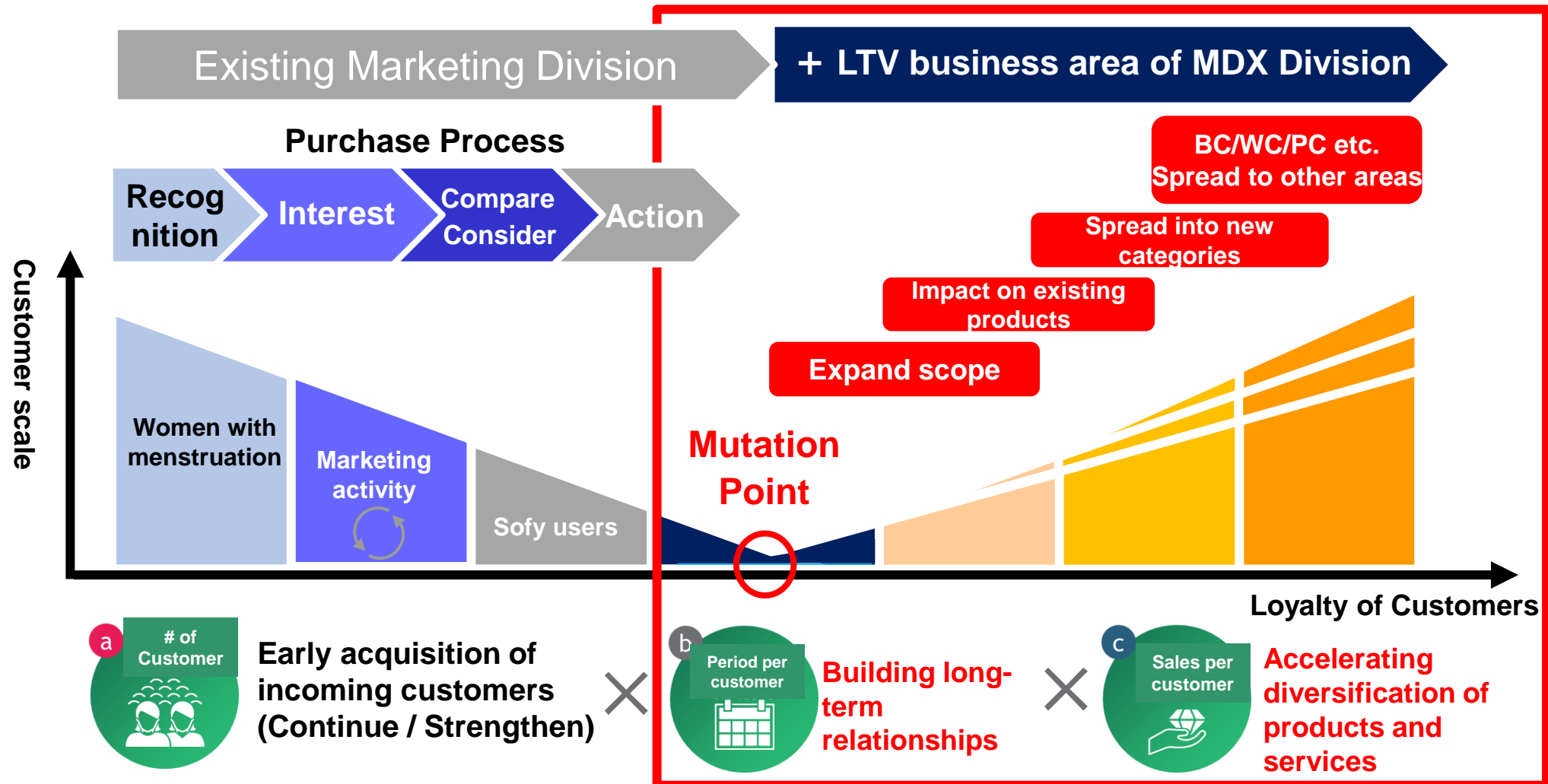
Collection of customer data and development of digital infrastructure for data utilization

Developing digital human resources to accelerate digital utilization

Creating a model to maximize Life Time Value (LTV) based on women

Building long-term relationships with customers and accelerating the diversification of products and services

➤ LTV business area of MDX Division (Marketing by DX)



With a focus on women, maximize LTV by crossing businesses to BC, WC, etc.

➤ Examples of specific initiatives by MDX Division



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

- Introduced the digital tool UniChat (Unicharm version generated AI Chat) to improve efficiency and shorten work time.



Selected as a finalist for the Generative AI Innovation Awards hosted by Google Cloud Japan

～Patent/Utility Model Publication x Generation AI Initiatives to improve operational efficiency and value～

When using the in-house FAQ function	Max 97% improvement ^{*1}
When using the patent summary generation function	Max 83% improvement ¹

^{*1} Example of improvement in work time before and after use

- To accelerate the effective use of generative AI in business, held a “Generative AI Study Group”



over 600 people
attended^{*2}

^{*2} As of the end of December 2024

- High login rates, repeat usage, and independent learning are achieved with LinkedIn Learning, a globally deployed online self-study platform



	Number of users	Login ratio
Global	Approx. 2,000	100%
Japan	Approx. 1,000	100%

Examples of initiatives using digital technology

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”



- **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.

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”**



Initiatives in Japan utilizing digital technology for accelerating “Love Your Possibilities”, our corporate brand essence - 1

- Sofy’s 3 menstrual and physical condition management apps that provide the customized information for each user such as menstrual cycle management, product proposal, health advice, etc.

“Sofy Girl”

Easy-to-manage menstruation & menarche predictions that can be used by pre-menarche teenagers



“Sofy”

Manage the menstrual cycle according to the purposes such as prediction of period or mode of desiring pregnancy



“Sofy Be”

Manage menstruation, “*ninkatsu* (active pregnancy)” or physical condition by focusing on hormonal changes



Number of registered users:
Approx. 2.82 million (as of Dec 2024)

Japan initiatives utilizing digital technology-2

- AI chatbot “Charm-san” that provides products & relevant information and “incontinent adult diaper counseling” that helps select the best choice of disposable diaper

AI chatbot: "Charm-san"



Incontinent adult diaper counseling



No. of Users: Approx. 51,000
(As of the end of Dec 2024)

- 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! Troubles
about doggies and kitties are
shared in DOQAT *1



*1 DOQAT <https://doqat.jp/>

Registrants: 55,000 (total)
(as of the end of Dec 2024)



- “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. 2.12 million members
(as of end of Dec 2024)

- “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

Japan initiatives utilizing digital technology-3

- Develop health care support service for kitties through business and capital tie-up with RABO, Inc.*1



*1 RABO, Inc. <https://rabo.cat/company/>

- Promote a good sleeping environment and appropriate care for babies through joint research with CHaiLD Co., Ltd.*3



*3 CHaiLD Co., Ltd. <https://c-c-s.jp/>

- Accelerate the realization of a healthy childrearing environment through a capital and business alliance with First-Ascent Inc.*2



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

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

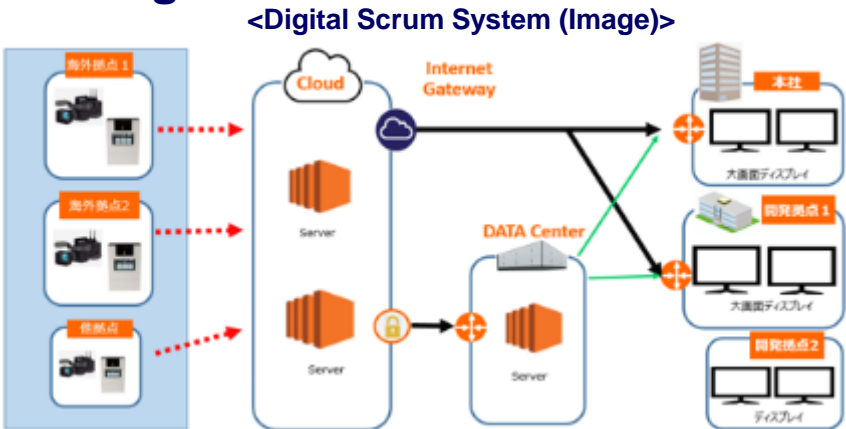


4920+ across 47 prefectures
(as of end of Dec 2024)

- 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



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



ユニ・チャームダイレクトショップのサービス					
POINT 1 / unicharm direct shop メーカー直販で安心！	POINT 2 / いつもの商品が手に入る！	POINT 3 / うれしい特典も！	POINT 4 / まとめて3,980円以上 お買い上げで送料無料	POINT 5 / 平日午後3時までの ご注文で翌出荷日に発送	POINT 6 / 便利なクレジットカード 代金引換も対応 <small>※一部商品にはご利用いただけず 決済手段に制限があります</small>

Japan initiatives utilizing digital technology-5

- 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

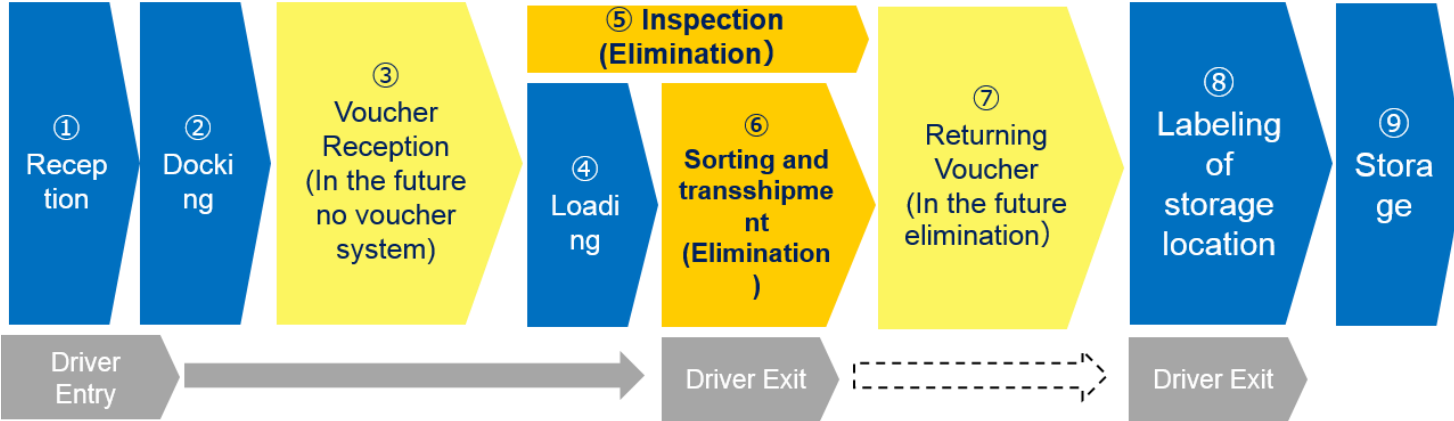
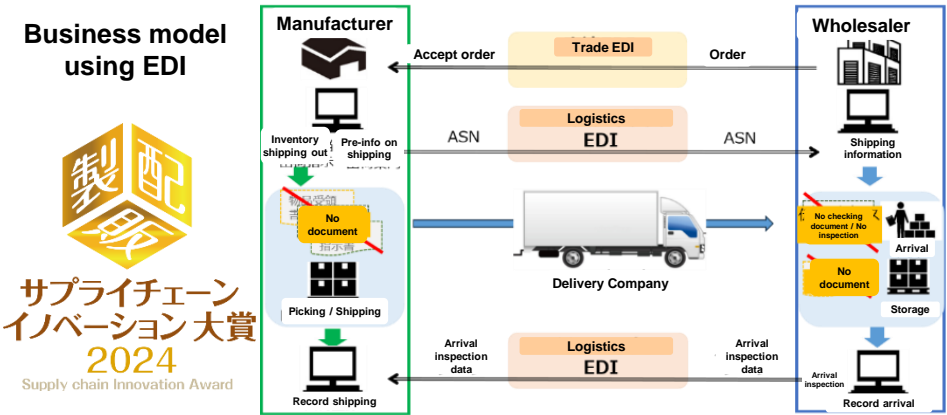


*1 Abbreviation for Supervisory Control And Data Acquisition

- Promoting collaboration for logistics digitalization and efficiency through ASN *2 distribution using logistics EDI *3

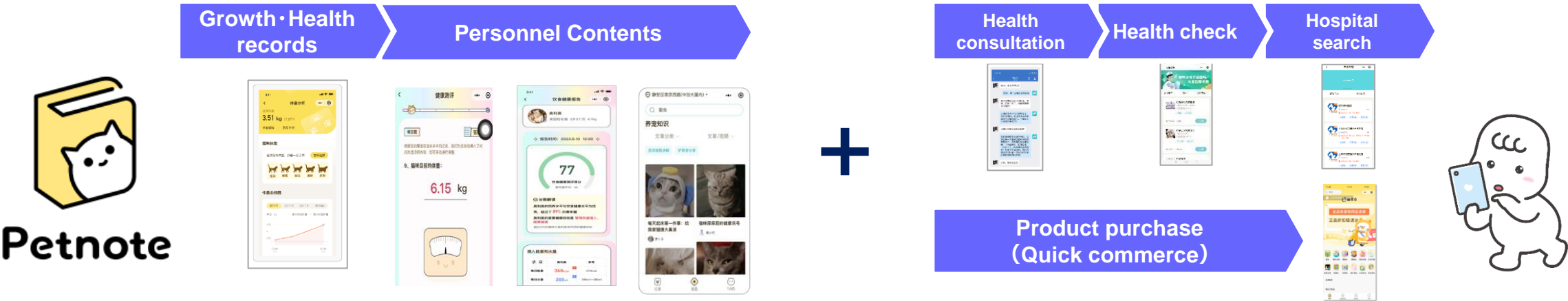
Business Reforms Utilizing Logistics EDI

Business model that eliminates inspection using ASN



Overseas initiatives utilizing digital technology

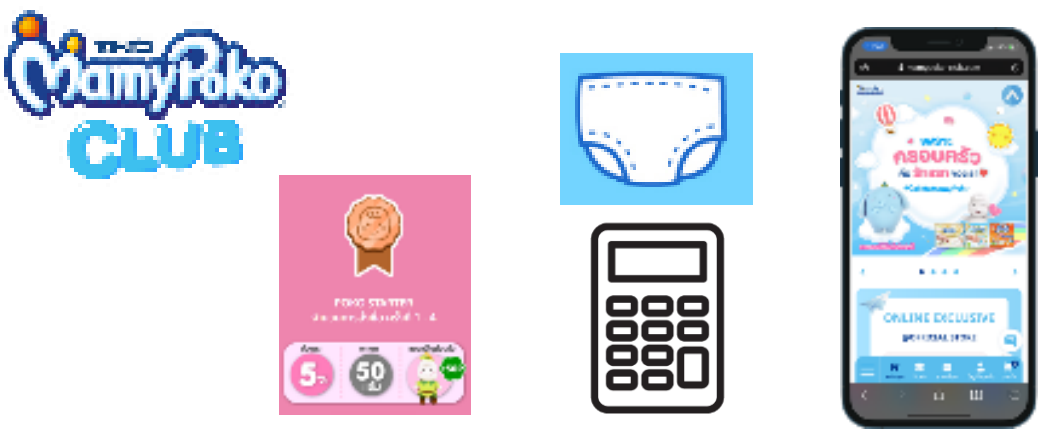
➤ **Pet growth, health record tool + hospital introduction, and product purchasing platform “Pet note”**



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



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



Evaluation by external organizations and coordination (FY 2025)

2025 January	✓ Received “BRONZE” award at “Japan Branding Awards 2024”
February	<ul style="list-style-type: none">✓ Acquired highest rating of “A List” in 3 segments of “CDP2024”✓ Selected for “Human Capital Management Quality 2024 Silver Award”✓ Selected as “Environmentally Sustainable Company” in “The 6th ESG Finance Award Japan”
March	✓ Certified as “2025 Health & Productivity Management Outstanding Organization (White 500)”

Index inclusion and evaluation



DX注目企業2023
Digital Transformation



FTSE Blossom
Japan



FTSE Blossom
Japan Sector
Relative Index



FTSE4Good



Japan ex-REIT Gender Diversity
Tilt Index

TOP CONSTITUENT 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



2024
Sompo Sustainability Index

2025 CONSTITUENT MSCIジャパン
ESGセレクト・リーダーズ指数

2025 CONSTITUENT MSCI日本株
女性活躍指数 (WIN)

2025 CONSTITUENT MSCI日本株
ESGセレクト・リーダーズ指数



EcoPro Awards

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Coordination with external organizations



地方創生SDGs
官民連携
プラットフォーム



私たちは持続可能な開発目標 (SDGs) を支援しています。



TASK FORCE ON
CLIMATE-RELATED
FINANCIAL
DISCLOSURES



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

BUSINESS
AMBIITION FOR 1.5°C

GHG排出量総量削減目標
基準年:2021年 目標年:2031年
スコープ1,2:46.20%削減
スコープ3:27.50%削減



STANDARD
100



ユニ・チャーム株式
会社はPEFC
の調達を通じて世界
の持続可能な森林管
理の促進を支援して
います



JAPAN
CLIMATE
INITIATIVE



Member



JAPAN PARTNERSHIP
FOR CIRCULAR ECONOMY



エコルールマーク
認定企業 T19-006



限りある資源を未来につなぐ。
今、僕らにできること。

Green x Digital
Consortium



In support of

WOMEN'S
EMPOWERMENT
PRINCIPLES

Established by UN Women and the
UN Global Compact Office



ひめボス

認証事業所



Coordination with external organizations
Community contribution activities in Ehime Prefecture, the birthplace of Unicharm
and support for disaster-stricken areas



- Support activities for children who are responsible for the future of the region through corporate hometown tax payments
- As a “partner for realizing a cohesive society”, we will contribute to regional revitalization through sports business together with FC Imabari players, staff, and supporters



Next Generation Baseball Player Development Project

Purchase children’s books for Shikokuchuo City Digital Library



- Sponsoring “Unicharm Trophy 2024 Ehime International Open”, officially authorized by Men’s Professional Tennis Association
- Employee-participation in disaster relief efforts
Continuation of “Matching Funds*”



Participating employees: Total 31,744 people (as of the end of December 2024)

* An employee-participation initiative in which original polo shirts, jackets, etc. that can be worn during work are sold within the company, and the equivalent amount of the purchase price is donated to disaster-stricken areas as a "matching fund."

Selected in 6 ESG investment indices of stock composites adopted by GPIF

Integrated Index



FTSE Blossom
Japan



FTSE Blossom
Japan Sector
Relative Index

2025 CONSTITUENT MSCI日本株
ESGセレクト・リーダーズ指数

E

S

G

Thematic Index



2025 CONSTITUENT MSCI日本株
女性活躍指数 (WIN)



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

Other ESG Index



FTSE4Good



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

“Kyo-sei Life Vision 2030” Examples of initiatives related to important themes

Examples of initiatives	Results
“Excretion care” course	Excretion care: 353 times in total (as of the end of Dec 2024)
Number of users for “Adult Diaper Counseling”	Approx. 51,000 people (as of the end of Dec 2024)
Number of times the video “Menstruation Study for Everyone” was provided https://www.sofy.jp/ja/campaign/minnanoseirikensyu.html	Approx. 510 companies and organizations as of the end of Dec 2024)
Sofy apps: https://s.sofy.jp/sofybeapp “Sofy Girl” (menstrual management app) / “Sofy” (menstrual management app) “Sofy Be” (menstrual management app that shows the relationship between hormones and physical condition)	Approx. 2,828,000 people in total (as of the end of Dec 2024)
Number of views for TikTok “Sarakeda-so (Let’s talk it out room)” https://www.tiktok.com/@sofy_official_7days/	Approx. 49 million views (as of the end of Dec 2024)
Education of first menstruation/period (including online)	India: approx. 710,000 people (as of the end of Dec 2024)
Education of first menstruation/period (mother-daughter learning sessions)	India: approx. 395 sessions, about 14,250 mother-daughter groups (as of the end Dec 2024)
Number of registrations for first menstruation site “Charm Girls Talk”	Indonesia: approx. 85,100 people (as of the end of Dec 2024)
Number of registered members for “Team moony point program” https://jp.moony.com/ja/apps/moonypoint.html	Cumulative total of approx. 2,120,000 members (as of the end of Dec 2024)
Nursery schools using “Tebura Touen (service delivering diapers to nursery schools so that parents don’t have to bring diapers)”	4,920+ across 47 prefectures (as of the end of Dec 2024)
Number of registrations with “DOQAT”, Q&A service for pets https://doqat.jp/	Approx. 55,000 people (as of the end of Dec 2024)
Employee-participation support for disaster-stricken areas: “Matching Funds”	Participating employees: Total 31,744 people (as of the end of Dec 2024)



We support the Sustainable Development Goals (SDGs)

