Second Quarter of Fiscal Year Ending December 31, 2026

(Jan 1, 2026 to Jun 30, 2026)

Unicharm Investor Meeting Presentation Materials

August 5, 2026

Unicharm Corporation

Second Quarter of Fiscal Year Ending December 31, 2026 (January 1 to June 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.

Second Quarter (Q2) of Fiscal Year Ending December 31, 2026 (FY2026)
~January 1 to June 30~
Financial Results Summary, cont.

Consolidated

Sales 487.1 billion yen (YoY +4.9%)
Core Operating Income 65 billion yen (YoY +14.1%)

- Against the backdrop of geopolitical instability in the Middle East, we displayed strong operational resilience through rapid supply chain optimization and structural reform, ensuring steady growth and profitability insulated from external factors.

Japan

2.1% sales increase, 6.7% profit increase

- Shifted to sales and profit growth in the second quarter (April-June) due to the progress of gradual value pass-through and the capture of advance demand.
- The expansion of high value-added products, centered on Wellness Care, drove sales and profits, maintaining a high level of profitability.

Second Quarter (Q2) of Fiscal Year Ending December 31, 2026 (FY2026) ~January 1 to June 30~ Financial Results Summary, cont.

Overseas — 6.6% sales increase, 24.5% profit increase

- Asia Region: Continued to achieve growth in both sales and profit, driven mainly by business recovery in Indonesia and steady growth in Vietnam. In China, initiatives promoting high value-addition advanced toward growth from second half of the fiscal year, while Pet Care, a core growth pillar, expanded steadily.

- Other Regions: Acceleration of sales and profit growth. North America Pet Care maintained strong performance led by the food business, serving as a powerful growth driver. In the Middle East, we secured a high market share despite geopolitical risks, and Egypt maintained double-digit growth in both sales and profits.

Shareholders' Return — Total return ratio - 65% or higher / Plan to increase dividends for 25 consecutive terms

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

Core operating income achieved a significant increase outpacing revenue growth, driven by the outcomes of "structural reforms" and other key measures. Meanwhile, the decline in profit attributable to owners of parent was a temporary impact resulting from the reaction to tax effects associated with insurance proceeds, etc., recognized in the previous year.

● Consolidated Financial Highlights (Jan. to Jun.)

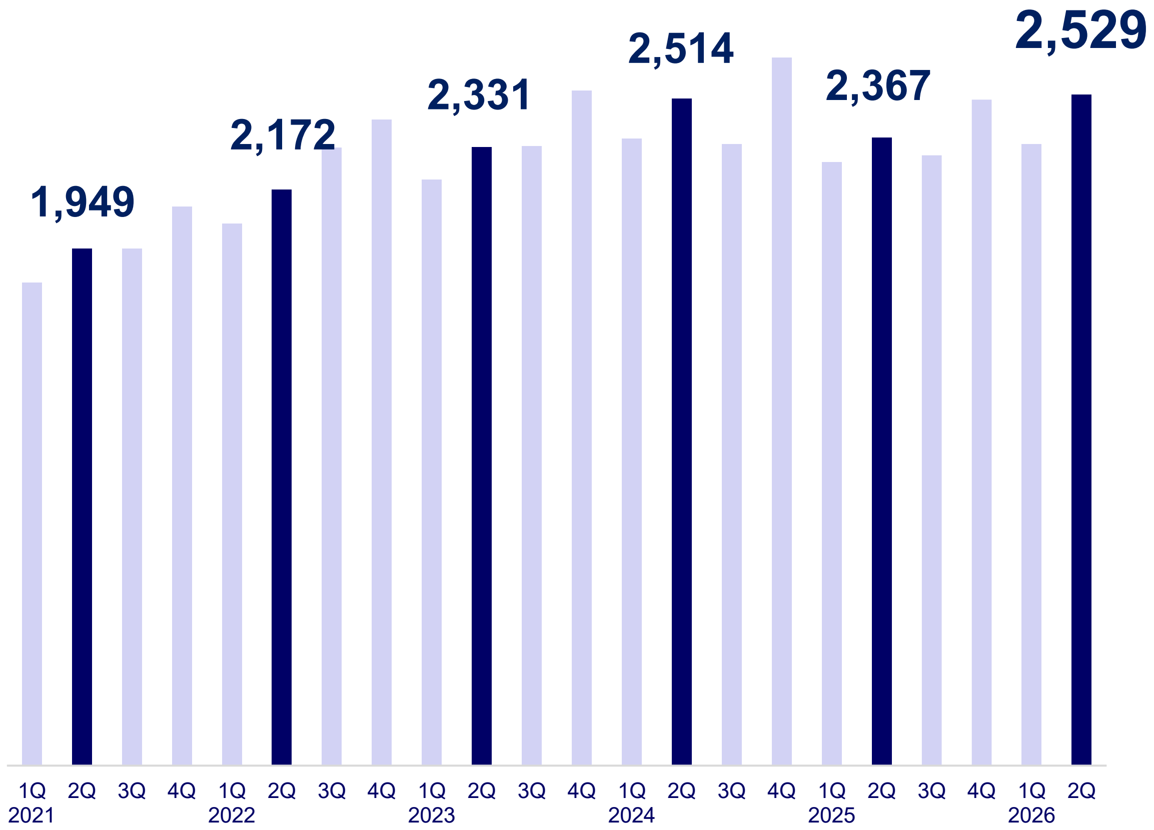
(Unit: 100 million yen)

	2Q of FY ended Dec. 31, 2025	**2Q of FY ending Dec. 31, 2026**	YoY Gap (yen)	YoY Gap (%)	(Sales Forecast) FY ending Dec.31, 2026	Achievement %	(Reference) Apr.-Jun. of FY ending Dec. 31, 2026
Net sales	4,642	**4,871**	+230	+4.9%	10,150	48.0%	2,529
Core operating income (margin-%)	570 (12.3%)	**650 (13.3%)**	+80	+14.1% (+1.0pp)	1,130 (11.1%)	57.6%	336 (13.3%)
Profit before tax (margin-%)	625 (13.5%)	**666 (13.7%)**	+41	+6.6% (+0.2pp)	1,135 (11.2%)	58.7%	352 (13.9%)
Profit attributable to owners of parent company (margin-%)	418 (9.0%)	**410 (8.4%)**	-8	-1.9% (-0.6pp)	700 (6.9%)	58.6%	213 (8.4%)
EBITDA (profit before tax + depreciation/amortization)	861	**899**	+38	+4.4%	1,605	56.0%	—
Basic earnings per share (JPY)	23.84	**23.75**	-0.09	-0.4%	40.68	58.4%	—
USD Rate (JPY)	148.60	**158.18**	+9.58	+6.4%	156.00	—	—
CNY Rate (JPY)	20.47	**23.05**	+2.58	+12.6%	23.00	—	—

Sales reached a record high for a second quarter, realizing steady top-line growth. Meanwhile, core operating profit formed a V-shaped recovery trend after bottoming out in the fourth quarter of the previous year, demonstrating a steady improvement in profitability.

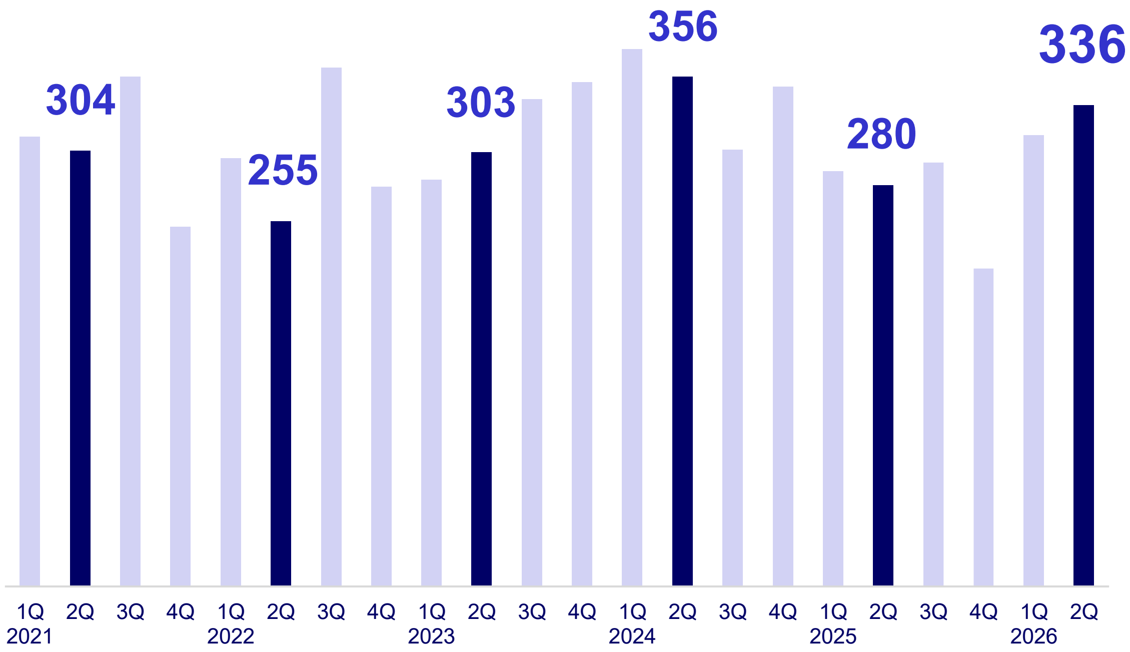
● Sales trend (quarterly)

(Unit: 100 million yen)



● Core operating income trend (quarterly)

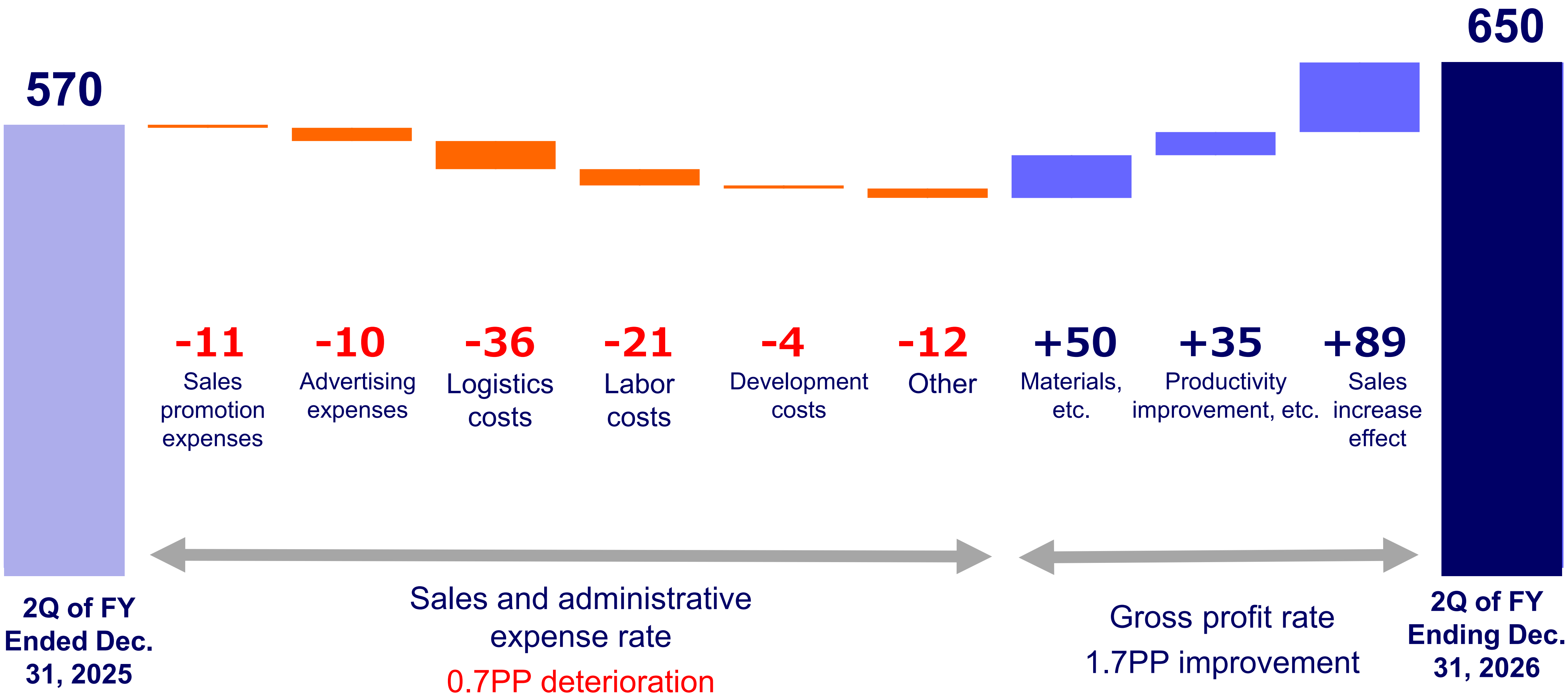
(Unit: 100 million yen)



We achieved a substantial increase in profit by offsetting higher logistics costs and strategic investments through effective marketing expenditure and value pass-through. Furthermore, gross profit margin exceeded 40%, helped in part by favorable raw material conditions, thereby advancing the establishment of a foundation for high profitability.

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

(Unit: 100 million yen)



* Sales and administrative expenses have been retrospectively adjusted for 2Q of FY Ended Dec. 31, 2025 to better reflect the actual state of the R&D structure for comparison purposes.

Japan returned to sales and profit growth through value pass-through while maintaining a high market share and high profitability. Asia continued sales and profit growth by offsetting upfront investments through improvements in existing areas, and strengthened its growth foundation such as pet care. Other Regions accelerated growth led by North American pet care, and achieved record market share in the Middle East despite the unstable environment.

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

(Unit: 100 million yen)

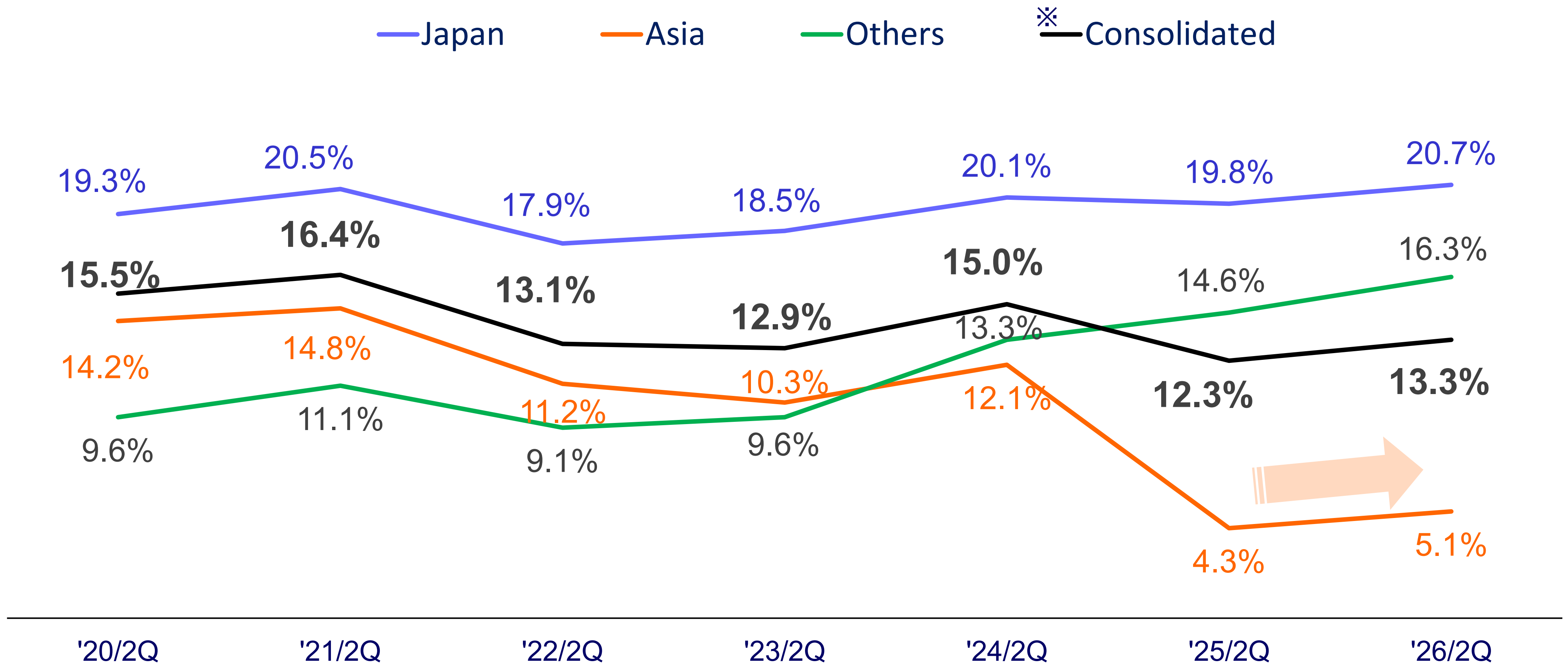
		2Q of FY Ended Dec. 31, 2025	2Q of FY Ending Dec. 31, 2026	YoY Gap (yen)	YoY Gap (%)	(Reference)*1 Actual Gap (%)	(Reference) Apr.-Jun. of FY ending Dec. 31, 2026
Japan	Net sales	1,676	**1,711**	+35	+2.1%	—	926
	Core operating income	332	**355**	+22	+6.7%	—	198
	(margin-%)	(19.8%)	**(20.7%)**		(+0.9pp)		(21.3%)
Asia	Net sales	1,923	**1,988**	+65	+3.4%	-2.5%	1,006
	Core operating income	83	**102**	+19	+23.2%	+12.2%	32
	(margin-%)	(4.3%)	**(5.1%)**		(+0.8pp)		(3.2%)
Others *2	Net sales	1,042	**1,173**	+131	+12.5%	+4.0%	598
	Core operating income	153	**191**	+38	+25.1%	+17.4%	104
	(margin-%)	(14.6%)	**(16.3%)**		(+1.7pp)		(17.4%)
Consolidation	Net sales	4,642	**4,871**	+230	+4.9%	+0.6%	2,529
	Core operating income	570	**650**	+80	+14.1%	+10.4%	336
	(margin-%)	(12.3%)	**(13.3%)**		(+1.0pp)		(13.3%)

【Actual gap rate of sales in main countries】 *management accounting base
China -14% Indonesia +3% Thailand -6% India +3% Vietnam +8% Middle East +2% North America +10% Brazil +1% Egypt +15%

*1 Actual gap rate excluding foreign exchange effects *2 Others: main regions are North America, Saudi Arabia, Brazil and Netherlands

Driven by Japan and Other Regions, high profitability was maintained while Asia improved year-on-year despite remaining challenges, and we aim to absorb rising 2H raw material costs through steady value pass-through from July into the next fiscal year.

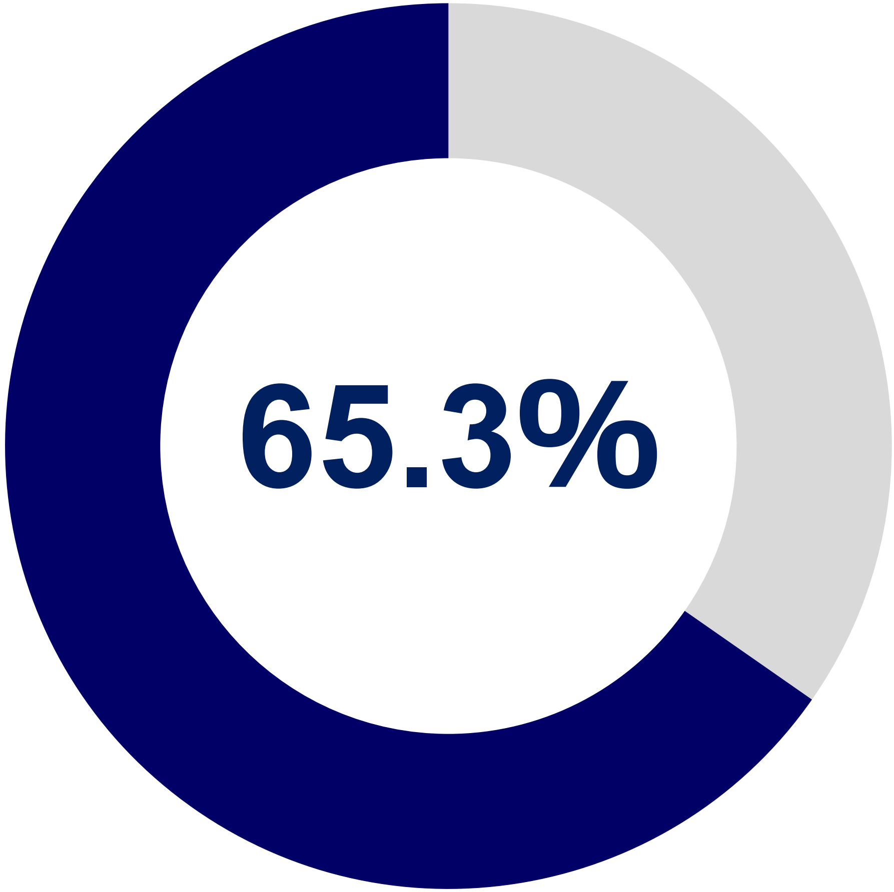
●Core operating income margin by geographical segment (from Jan. to Jun.)



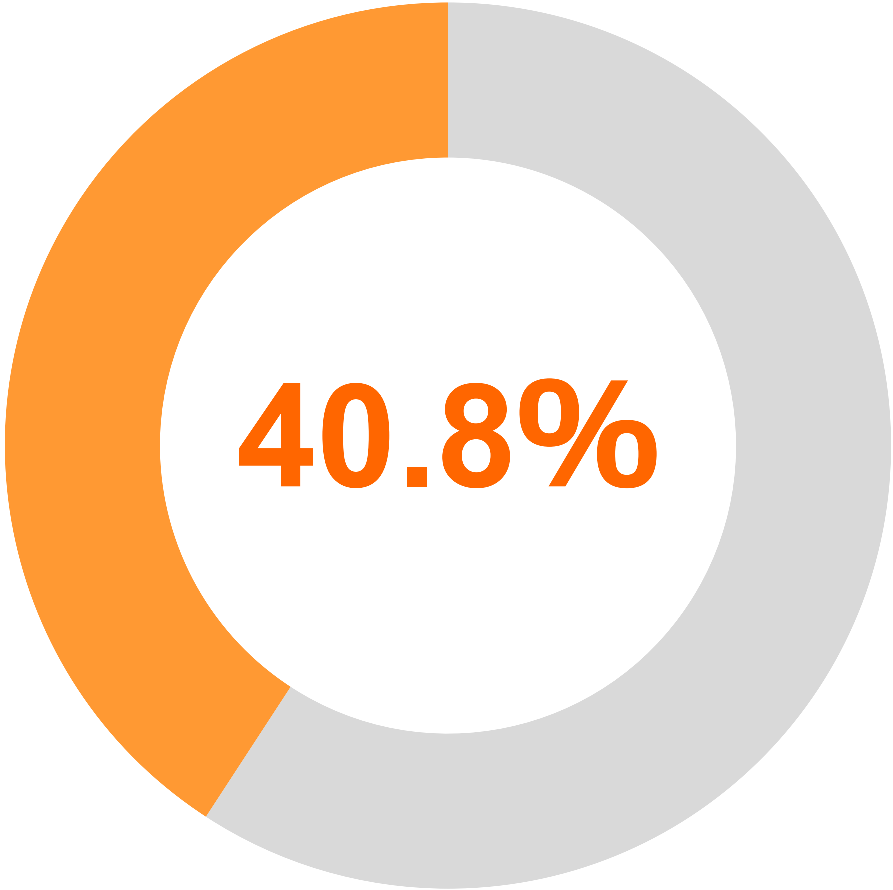
*Others: Main regions are North America, Saudi Arabia, Brazil and the Netherlands

Secured an overseas sales ratio of 65.3%, maintaining a strong presence in Asian and global markets.

- Sales ratio of overseas markets



- Sales ratio of Asian markets



Achieved sales and profit growth and profitability improvements across all business segments, while driving strategic investments in next-generation growth engines such as pet care and wellness care.

（Unit: 100 million yen）

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

		2Q of FY Ended Dec. 31, 2025	**2Q of FY ending Dec. 31, 2026**	Gap(yen)	Gap(%)
Personal Care	Net sales Core operating income (margin-%)	3,817 434 (11.4%)	**3,968** **480** **(12.1%)**	+151 +47	+4.0% +10.7% (+0.7pp)
Pet Care	Net sales Core operating income (margin-%)	756 129 (17.1%)	**829** **157** **(19.0%)**	+73 +28	+9.6% +21.6% (+1.9pp)
Others*	Net sales Core operating income (margin-%)	69 7 (10.3%)	**74** **13** **(17.1%)**	+5 +6	+7.7% +78.2% (＋6.8pp)
Consolidation	Net sales Core operating income (margin-%)	4,642 570 (12.3%)	**4,871** **650** **(13.3%)**	+230 +80	+4.9% +14.1% (+1.0pp)

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

Foreign exchange fluctuations had a positive impact of approximately 20.1 billion yen on sales and approximately 2.1 billion yen on core operating income.

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

Currency	2Q of ‘25/12 rate	2Q of ‘26/12 rate	Rate Change
USA(USD)	148.60	**158.18**	+6.4%
Saudi Arabia (SAR)	39.68	**42.24**	+6.5%
Vietnam(VND)	0.0058	**0.0060**	+3.4%
Thailand(THB)	4.43	**4.94**	+11.5%
Taiwan(TWD)	4.67	**5.01**	+7.3%
India(INR)	1.74	**1.71**	-1.7%
Australia(AUD)	94.16	**111.10**	+18.0%
Egypt(EGP)	2.94	**3.14**	+6.8%
Korea(KRW)	0.1043	**0.1067**	+2.3%
Netherlands (EUR)	162.15	**184.52**	+13.8%
Brazil(BRL)	25.80	**30.71**	+19.0%
Malaysia(MYR)	33.92	**39.74**	+17.2%
China(CNY)	20.47	**23.05**	+12.6%
Indonesia(IDR)	0.0091	**0.0092**	+1.1%

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

◆ Document notations

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

Consolidated	Sales 1,015 billion yen (YoY +7.4%) Core operating profit 113 billion yen (YoY +3.8%)

Key Initiatives in 2H to Achieve Consolidated Performance Forecasts

Consolidated	① Upwardly revised sales forecast to 1,015.0 billion yen (+5.0 billion yen increase) through improvement of high value-added product mix and promotion of passing on value. ② Revised core operating profit plan to 113.0 billion yen, reflecting significant cost increases due to the impact of the situation in the Middle East, etc. By establishing passing on value, we will build a solid foundation toward record-high profits in the next period and lead to improved profitability.
Japan	① Building momentum from the turnaround to sales and profit growth in 2Q, we will gradually absorb cost increases in 2H through the full-scale penetration of passing on value from July. ② Maintain a high level of profitability by promoting higher value-added products, centered on WC and FC. ③ Strengthen our top market share foundation in Japan by accelerating full-scale passing on value in PC and new value propositions in BC.

FY2026 - Summary of forecasted results on consolidated basis, cont.

Asia	① Driven by sales and profit growth in Indonesia and China. In addition to stable growth in Vietnam, momentum is expanding in Thailand and India. ② In China, we aim for a solid return to growth by expanding highly unique products and strengthening digital marketing leveraging social media, etc. ③ Strengthen the region's growth foundation through improvements in existing areas while promoting investment in PC as a growth engine.
Others	① North American PC remains strong, centered on the food business, continuing to capture demand through aggressive marketing. ② In the Middle East, we will continue agile supply management and passing on value, promoting the maintenance of record-high market share. ③ Brazil is back on the recovery track due to product optimization. Pursuing further improvements in profitability driven by top-line growth in 2H onward.

Upwardly revising net sales through passing on value and with higher value-added products, aiming for core operating income of 113.0 billion yen. Gradually absorbing sharp cost increases in 2H, building a foundation for significant profitability improvement in the next period.

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

(Unit: 100 million yen)

	FY Ended Dec. 31, 2025	FY ending Dec. 31, 2026	Gap(yen)	Gap(%)	(Ref) * Actual gap rate
Net sales	9,453	**10,150**	+697	+7.4%	+4.2%
Core operating income (margin-%)	1,089 (11.5%)	**1,130 (11.1%)**	+41	+3.8% (-0.4pp)	+2.3%
Profit before tax (margin-%)	1,054 (11.1%)	**1,135 (11.2%)**	+81	+7.7% (+0.1pp)	
Profit attributable to owners of parent company (margin-%)	652 (6.9%)	**700 (6.9%)**	+48	+7.3% (±0pp)	

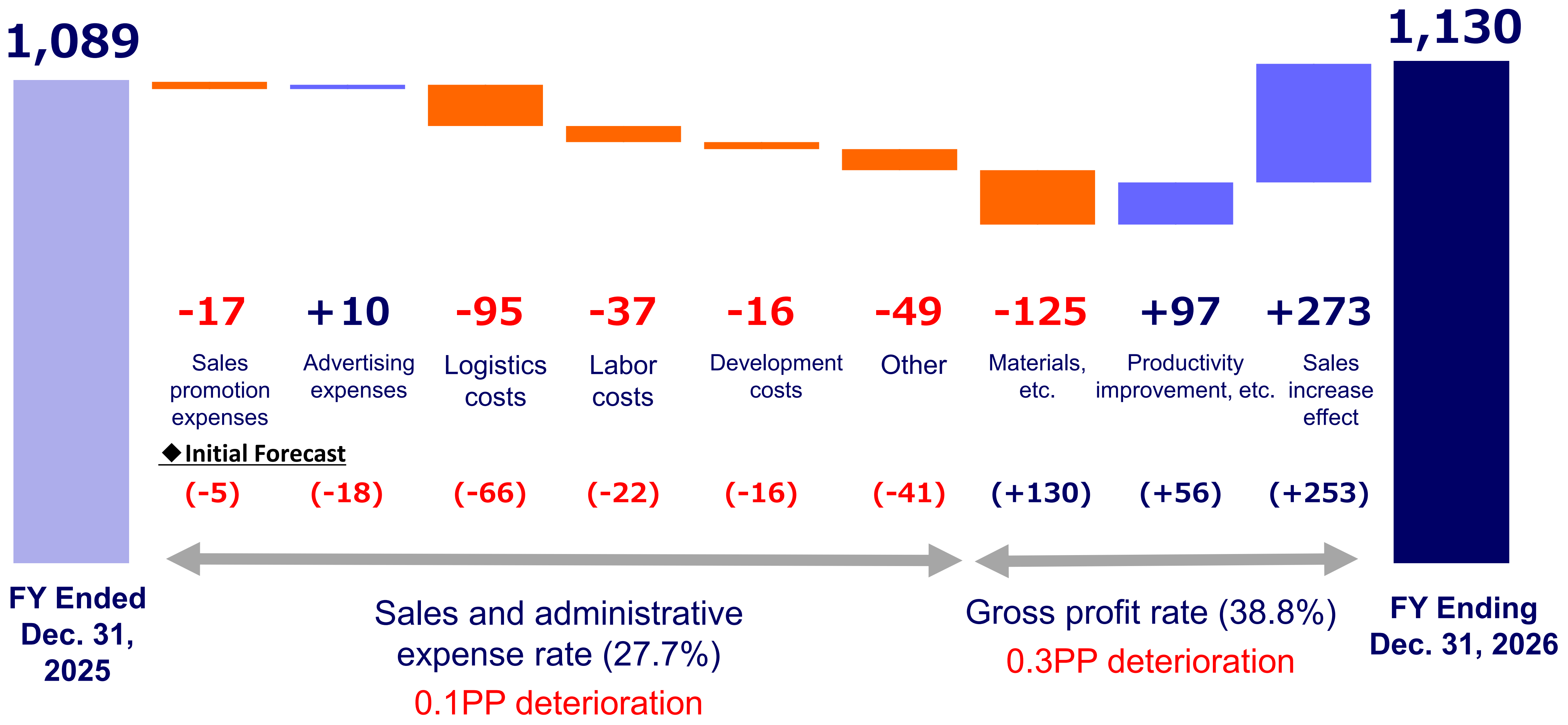
Basic earnings per share (JPY)	37.30	**40.68**	+3.38	+9.1
USD Rate (JPY)	149.71	**156.00**	+6.29	+4.2%
CNY Rate (JPY)	20.82	**23.00**	+2.18	+10.5%

* Actual gap rate excluding foreign exchange effects

Covering sharp increases in logistics costs and raw material prices through sales increase effects and passing on value, securing core operating income of 113.0 billion yen. Absorbing cost increases through the penetration of passing on value into the next period, leading to significant profit growth in the next period.

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

(Unit: 100 million yen)

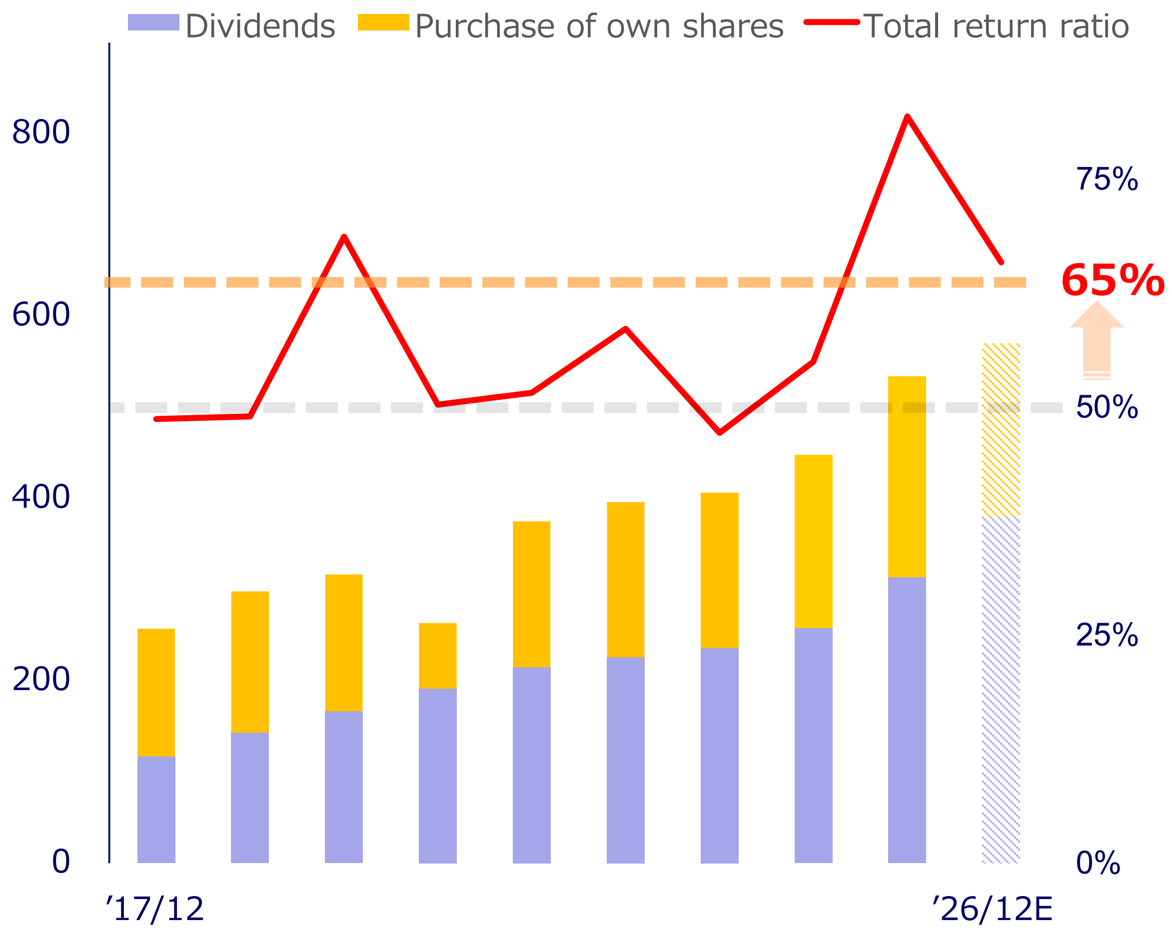


Shareholder Return Policy

In line with the capital policy outlined in the 13th Medium-term Management Plan, we are significantly strengthening Shareholder's return.
We will implement measures, as planned, aimed at achieving a total return ratio of 65% or higher.

● Shareholder's return and total return ratio history

(Unit: 100 million yen)



Renewal **Capital policy renewal**

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

Dividends **Steady dividend growth**

We 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, we will implement a share buyback of "approximately 19 billion yen" as planned for this fiscal year.

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

◆ 16 key themes with the goal in 2035

Safeguarding the well-being of individuals

Our goal

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.

Key themes

- 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

Our goal

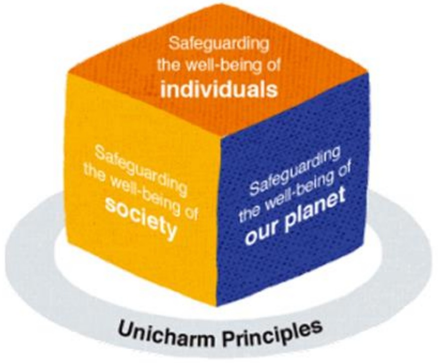
Our aim is to provide products and services that not only improve the safety, security, and satisfaction of our customers but also contribute to solving social issues and promoting sustainability.

Key themes

- 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

Realizing a Cohesive Society

(Creating a Diverse, Inclusive, and Sustainable World)



Safeguarding the well-being of our planet

Our goal

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.

Key themes

- 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

Our goal

Our aim is to pursue fairness and transparency in order to establish and retain stakeholder trust.

Key themes

- Management practices that account for sustainability
- Practice of appropriate corporate governance
- Promotion of diversity management
- Promoting occupational safety and health

◆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

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"**

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

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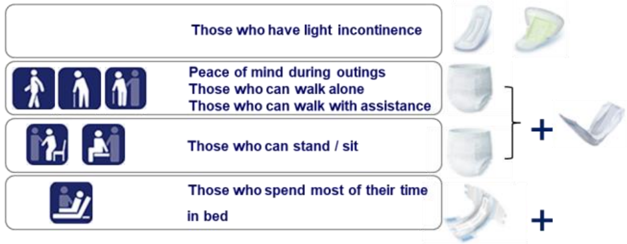
◆ Safeguarding the well-being of individuals

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	

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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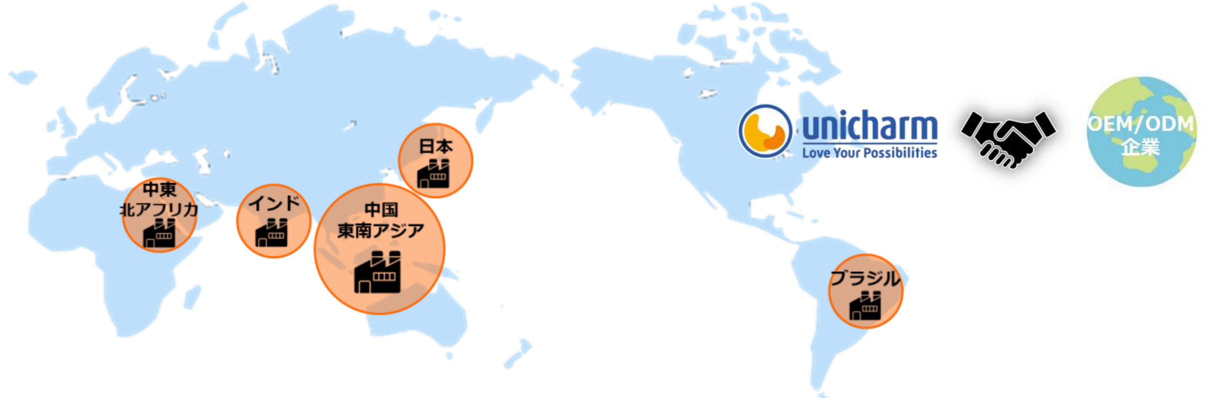
(Safeguarding the well-being of individuals)

WC: Accelerating the speed of business development through the strategic use of in-house factories and OEM/ODM

- We will accelerate the roll out of products through the flexible utilization of OEM/ODM and promote market blooming at an early stage through value proposals tailored to the needs of each country



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

- By enhancing our product lineup specifically designed for mild incontinence, we will create a market at an early stage, maximize customer satisfaction, and achieve high profitability

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

(Safeguarding the well-being of individuals)

PC: Accelerating the speed of business development through the strategic use of in-house factories and OEM/ODM

- 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

FC: Accelerating the speed of business development through the strategic use of in-house factories and OEM/ODM

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

- (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

(Safeguarding the well-being of individuals)

BC: Accelerating the speed of business development through the strategic use of in-house factories and OEM/ODM

➢ **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 newborn 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 by expanding digital touchpoints via TikTok and OpenChat**

Utilization of TikTok

Information streaming via LINE OpenChat

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

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

Started operations in Africa

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

- P: Risk identification and assessment → D: Prevention and mitigation of negative impacts → C: Tracking and verification of the effectiveness of initiatives → A: Information disclosure → P: Risk identification and assessment

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

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	

Safeguarding the well-being of our planet

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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

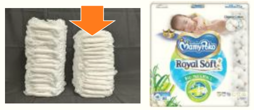
Addressing climate change

- 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 chains 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

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

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

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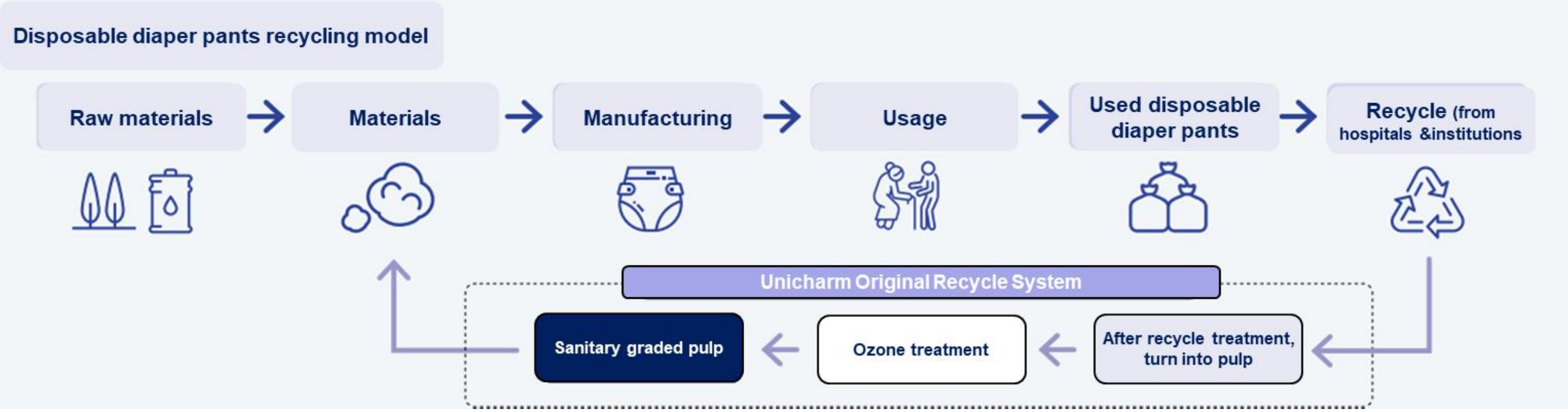
➢ Leading the way to a future where recycling is the norm—while maintaining the same peace of mind and convenience

リーフ RefF
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



➢ 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

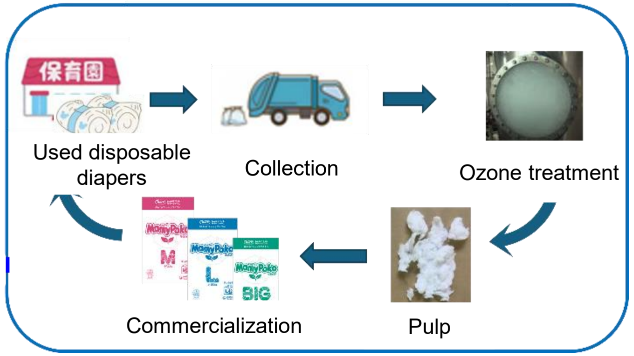
©Fujiko-Pro,Shogakukan, TV-Asahi,Shin-ei,and ADK

*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

➢ For 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

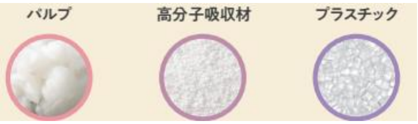
*3 Childcare facilities in Shibushi City, Kagoshima Prefecture that use the "Tebura toen" system, and all public childcare centers in Yokohama City

(Safeguarding the well-being of our planet) Expanding the social implementation of “RefF”

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

➤ Project history from launch to present


＜処理前：低質パルプ＞　＜処理後：衛材グレードパルプ＞



Started development of disposable pants recycling technology

“Technology development” and “prototype” completed

Launched in Kyushu region " Lifree RefF Side Leakage Peace of Mind tape type”

Introducing “MamyPoko Pants RefF” to nursery schools that have adopted “Tebura toen” initiative*1

Developing a technology*2 that enables to make use of all materials from the used disposable diapers

The number of used disposable diapers recycled by the end of May 2026.

Yr. 2010 | Yr. 2016 | Yr. 2018 | Yr. 2019 | Yr. 2022 | Yr. 2023 | Yr. 2024 | Yr. 2025

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

Start test use
“Lifree RefF Side Leakage Peace of Mind tape type”

Sold mainly in the Kyushu region
Products with RefF mark

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

Joined the Circular Economy Partnership

Initiated development of a new "dry cleaning method*3" technology

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

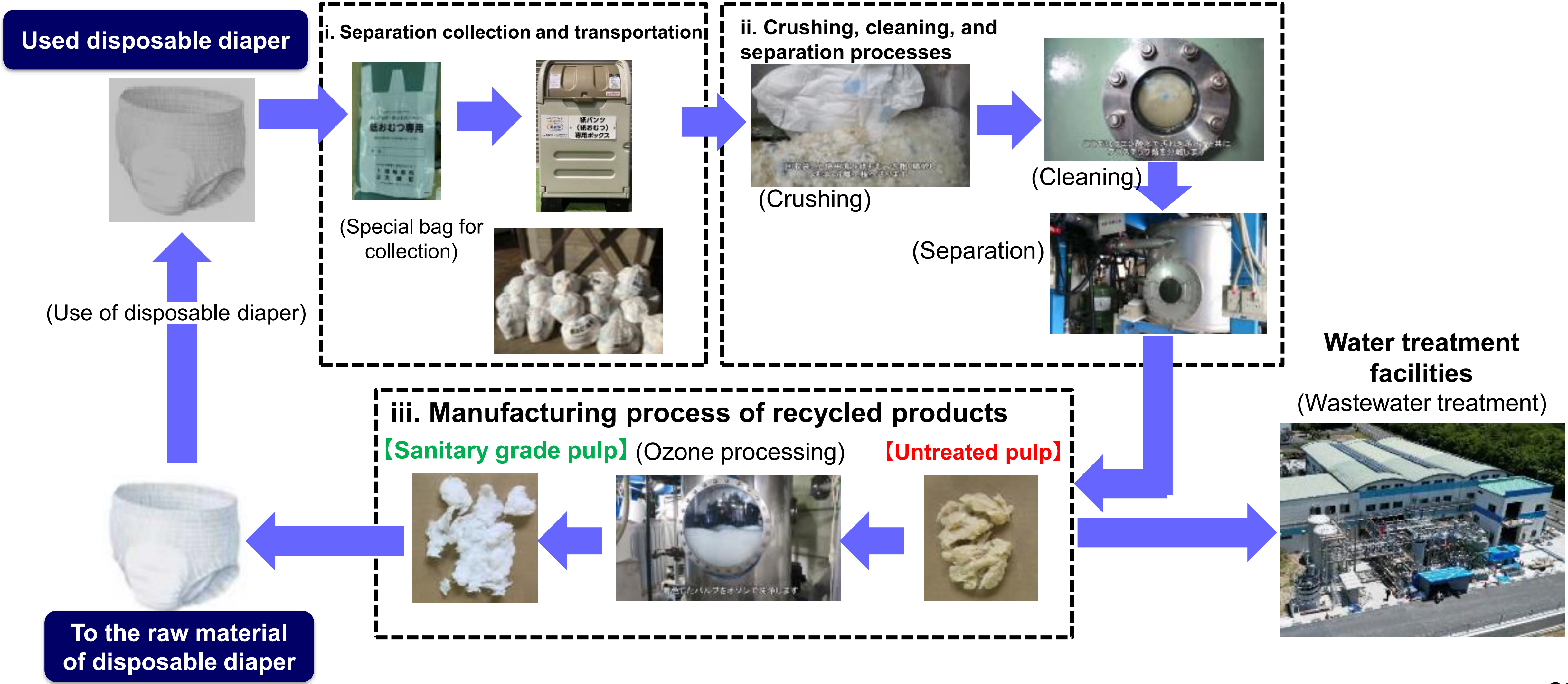
＊2 Technology that enables the recycling of all 3 core materials of disposable diapers: pulp, plastic and super-absorbent polymer

＊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

(Safeguarding the well-being of our planet) Expanding the social implementation of “RefF”

Flow of recycling process of used disposable diapers

➢ Horizontal recycling (from disposable diaper to disposable diaper)



(Safeguarding the well-being of our planet) Expanding the social implementation of “RefF”

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 eco-friendliness of recycled pulp**

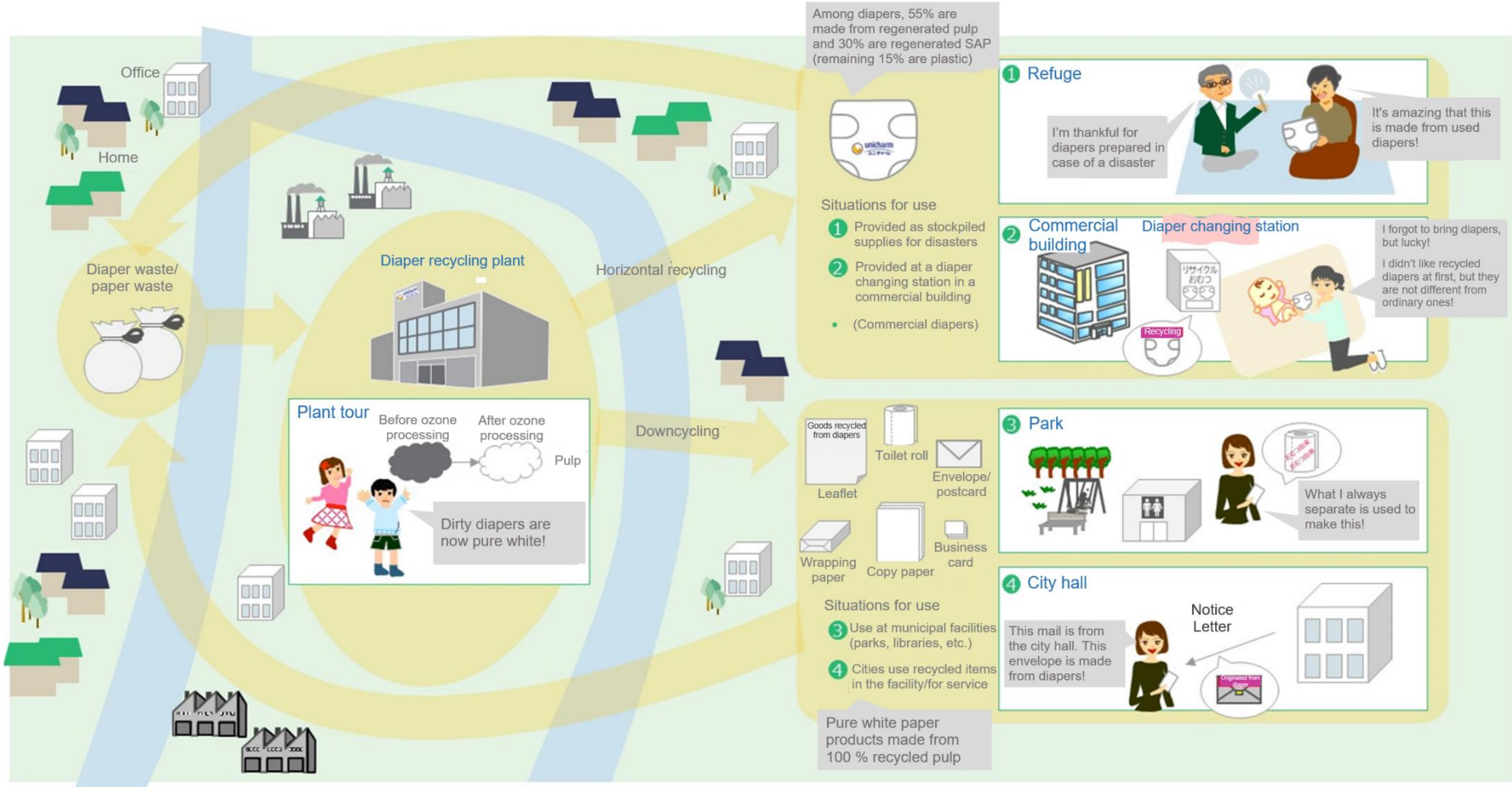
Hold environmental lectures

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

Create the society where "Disposable diaper recycling is a natural matter"

➢ Future vision using recycled materials (image)



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

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**

ESG targets × **HR systems**

【Evaluation Indicators for Executive Remuneration】

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

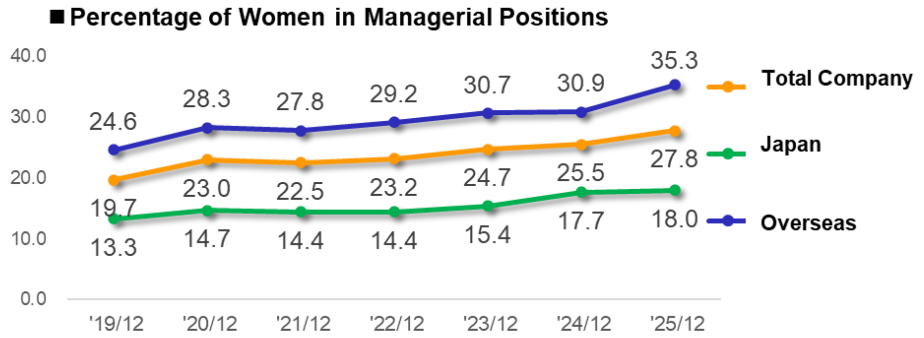
Neemrana Plant in India

Brazil Factory

Unicharm Principles

Promotion of diversity management

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



➢ **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)

[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.

[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

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

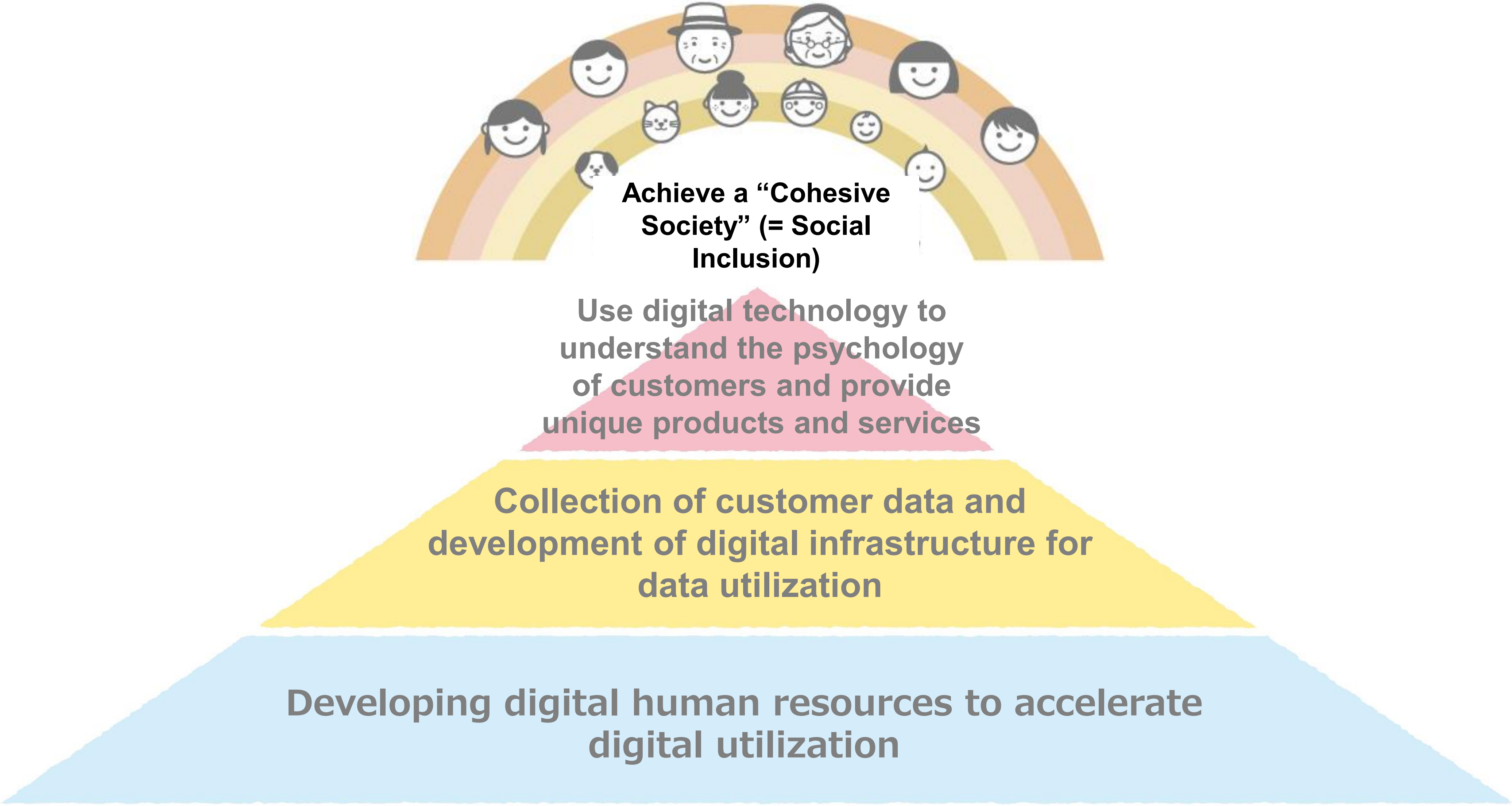
*1 FTSE Russell confirms that Unicharm Corporation has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE JPX Blossom Japan Index. Created by the global index and data provider FTSE Russell, the FTSE JPX Blossom Japan Index 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.

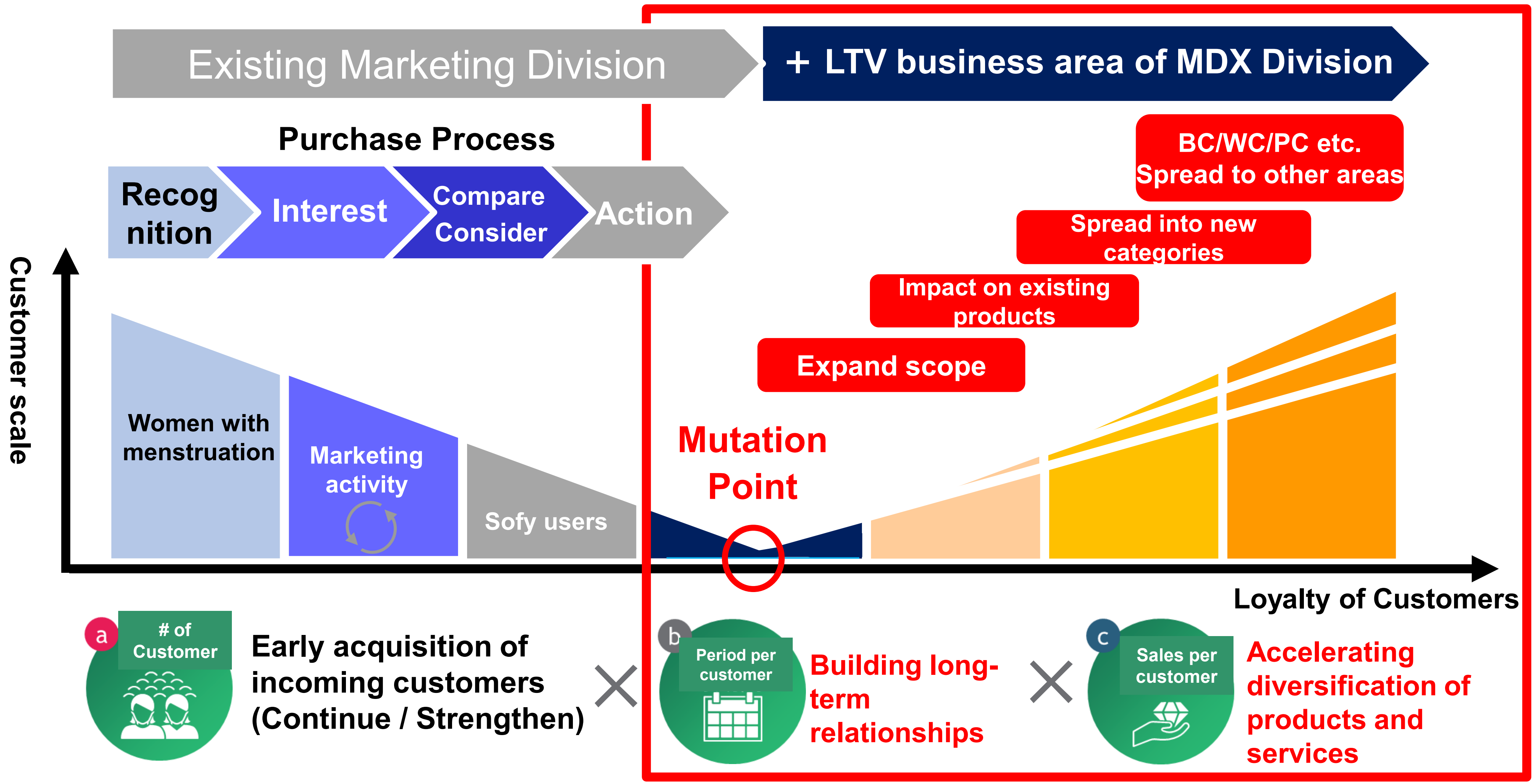
Fostering DX human resources toward new value creation

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



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.

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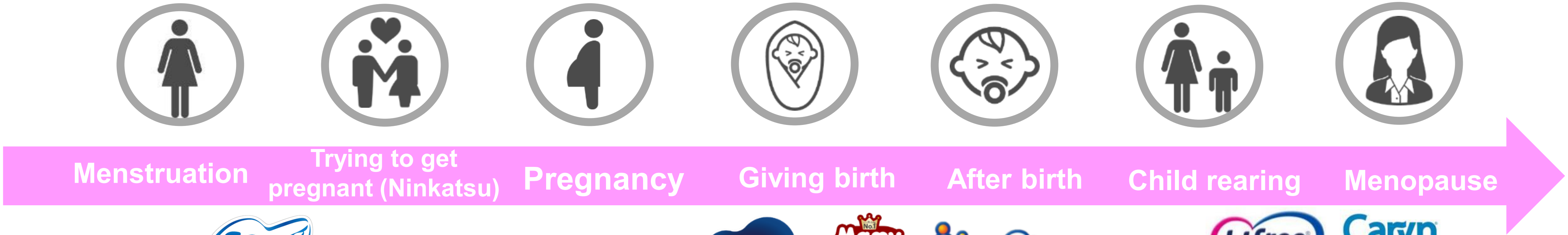
➢ **Developed our own menstrual health management app, "Sofy Be". It supports well-being through personalized experiences powered by AI, eliminating users' underlying discomfort and staying close to their needs throughout their entire life cycle**

ソフィBe

Sofy Be's value proposition

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



SOFY

moony Mamy Poko MamyPoko Bobby BabyLove BabyJoy

Lifree Caryn Certainty SOFY Aile CHARMNAP

ソフィBe

Expansion to accommodate women's various life stages

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

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

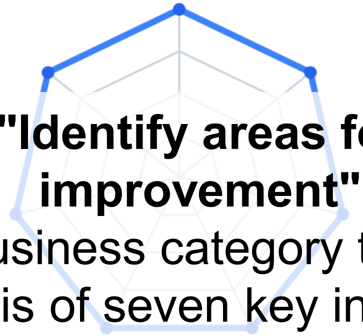
Google Cloud

*1 Gemini and Gemini Notebook 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"

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"**

Learning video in Thai language

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.

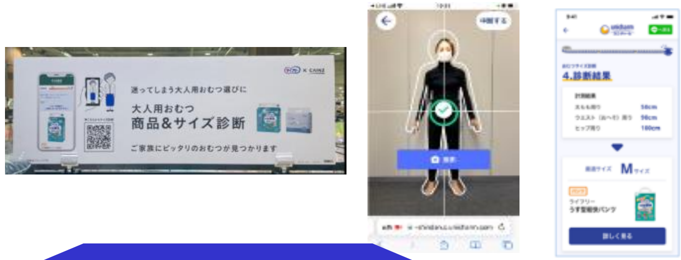
Strengthening the Foundation for ESG Enhancement
- ✓ Improving logistics efficiency through inter-company collaboration
- ✓ Centralization of non-financial data and masters
- ✓ Strengthening governance
- ✓ Multi-language support, etc.

Japan initiatives utilizing digital technology-1

- **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. 182,000
(As of the end of Jun 2026)

- **"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***

モヤモヤしたらQしよう
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!

*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

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

- 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/

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

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

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

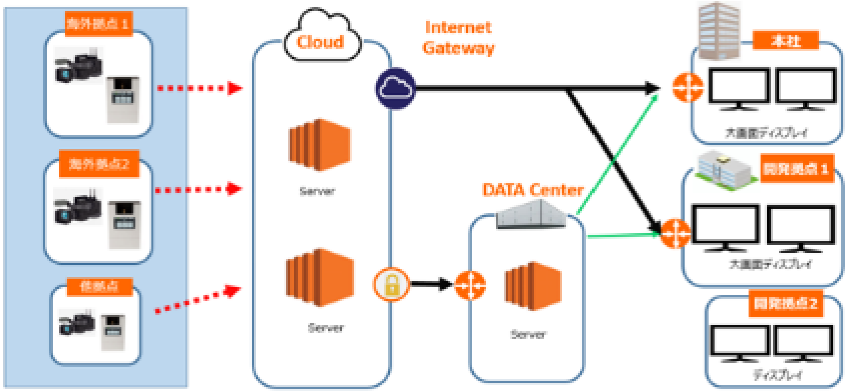
Japan initiatives utilizing digital technology-3

- **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**

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

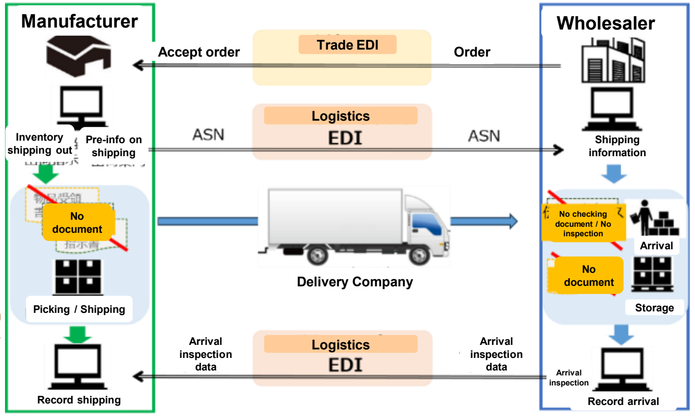
Smart Logistics

***1 Abbreviation for Supervisory Control And Data Acquisition**

- **Promoting optimization and efficiency across the supply chain through measures such as establishing the "Daily Necessities Supply Chain Council" with 13 manufacturers and distributing ASN*2 using logistics EDI*3**

Business Reforms Utilizing Logistics EDI

Business model using EDI



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

Business model that eliminates inspection using ASN

① Reception
② Docking
③ Voucher Reception (In the future no voucher system)
④ Loading
⑤ Inspection (Elimination)
⑥ Sorting and transshipment (Elimination)
⑦ Returning Voucher (In the future elimination)
⑧ Labeling of storage location
⑨ Storage

Driver Entry → Driver Exit ⇢ Driver Exit

***2 Abbreviation for Advanced Shipping Notice**

***3 Abbreviation for Electronic Data Interchange**

Overseas initiatives utilizing digital technology

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

Growth・Health records → Personal Contents

Petnote

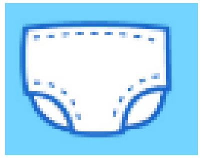
\+

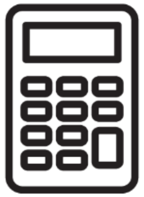
Health consultation → Health check → Hospital search

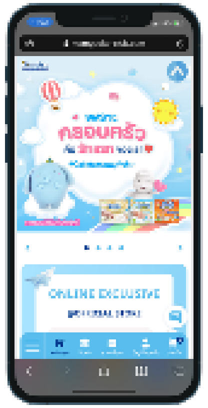
Product purchase (Quick commerce)

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

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







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* ✓ Selected as a CDP 2025 Supplier Engagement Leader
June	✓ Selected as a constituent stock of “SOMPO Sustainability Index” for 15 consecutive years

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

Index inclusion and evaluation

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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

2023
EcoPro Awards

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

製配販
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

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

*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

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%

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

“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)

We support the Sustainable Development Goals(SDGs).