

Third Quarter of Fiscal Year
Ending December 31, 2024
(Jan 1, 2024 to Sep 30, 2024)
Unicharm Investor Meeting
Presentation Materials

November 8, 2024

Unicharm Corporation



unicharm
Love Your Possibilities

Third Quarter of Fiscal Year Ending December 31, 2024(January 1 to September 30) Financial Performance Summary

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

Consolidated

Sales 722.1 billion JPY (YoY +5.0%)
Core operating income 103.6 billion JPY (YoY +11.7%)

- All-time high for sales and core operating income.
- Gross profit margin improved steadily with the effect of continued value-shifting and cost reductions.

Japan

6.2% sales increase, 10.8% profit increase

- Value-shifting seems to have run its course in Pet Care Business. On the other hand, value-shifting in Personal Care Business penetrated and expanded, driving Japan's performance.
- Despite target population decrease, sustained high growth in Baby Care and Feminine Care Business through further value-shifting.

Overseas

4.5% sales increase, 13.3% profit increase

- In Asia, decrease in sales and profit. Recovery of Baby Care Business delayed due to severe competition and impact of market contraction. On the other hand, Feminine Care Business expanded steadily in India and Southeast Asia although recovery delayed in China. Promotion of Pet Care market development.
- In other regions, increase in sales and profit. Strong performance in Middle East, driving performance. Improved profitability in North America through high growth in pet food sales. Improved profitability in Brazil. Aggressive promotion of market development in Africa including Kenya.

Shareholder Return

Yearly dividend 44 yen per share
Increased dividend for 23 consecutive years

- Purchase of own shares: purchased approx. 19 billion yen as planned. (3.9 million shares)

Sales hit a record high for 7 consecutive years

Core operating income also hit a record high through value-shifting and cost reduction etc.



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

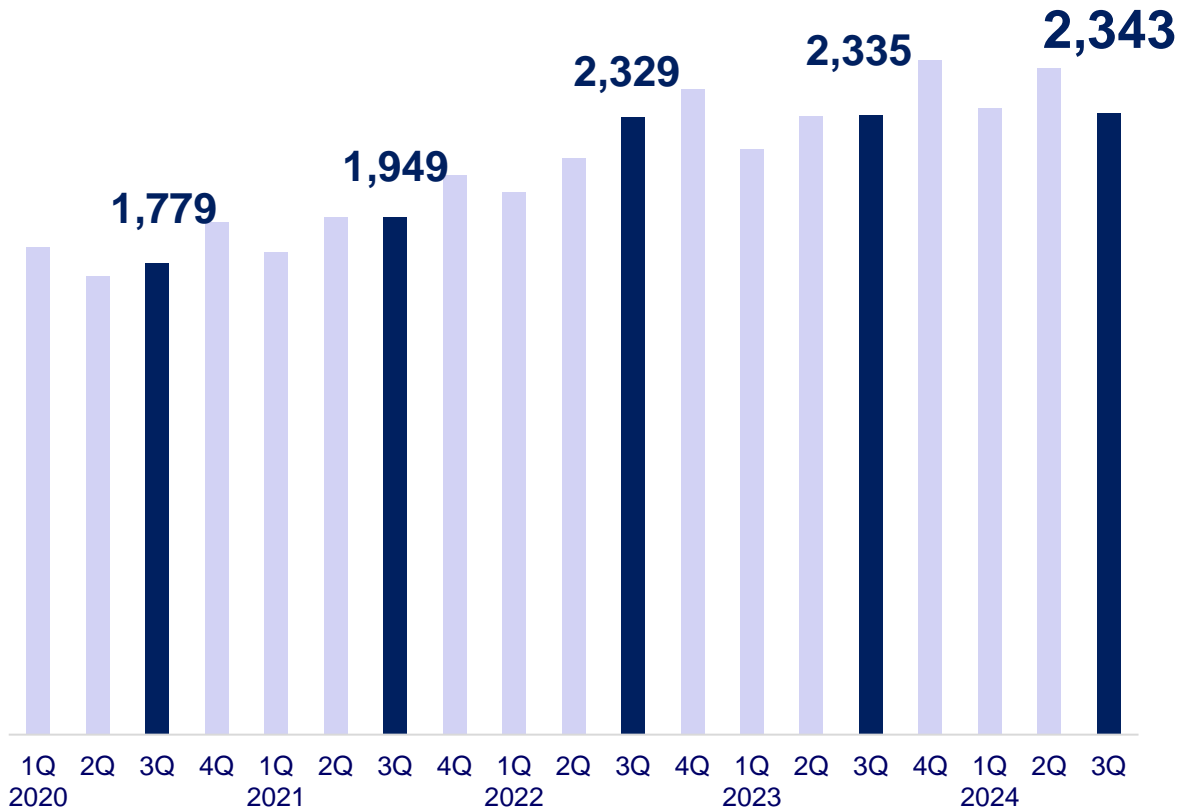
	3Q of FY Ended Dec.31, 2023	3Q of FY Ending Dec. 31, 2024	Gap(yen)	Gap(%)	(Unit: 100 millions of yen) (Forecast) FY ending Dec. 31, 2024	Achievement (%)
Net sales	6,874	7,221	+346	+5.0%	10,060	71.8%
Core operating income (margin-%)	927 (13.5%)	1,036 (14.3%)	+109	+11.7% (+0.8P)	1,440 (14.3%)	71.9%
Profit before tax (margin-%)	1,010 (14.7%)	1,008 (14.0%)	-3	-0.3% (-0.7P)	1,440 (14.3%)	70.0%
Profit attributable to owners of Parent company (margin-%)	610 (8.9%)	596 (8.2%)	- 14	- 2.4% (- 0.7P)	900 (8.9%)	66.2%
EBITDA (profit before tax + depreciation/ amortization)	1,328	1,356	+28	+2.1%	1,860	72.9%
Base earnings per share (JPY)	102.99	101.23	-1.76	-1.7%	153.49	66.0%
USD Rate (JPY)	138.11	151.29	+13.18	+9.5%	143.00	—
CNY Rate (JPY)	19.61	20.97	+1.36	+6.9%	19.90	—

Sales of third quarter (Jul.-Sep.) reached a new high
Stable earnings despite increase of strategic prior investment, logistics, DX related
cost and personnel expenses



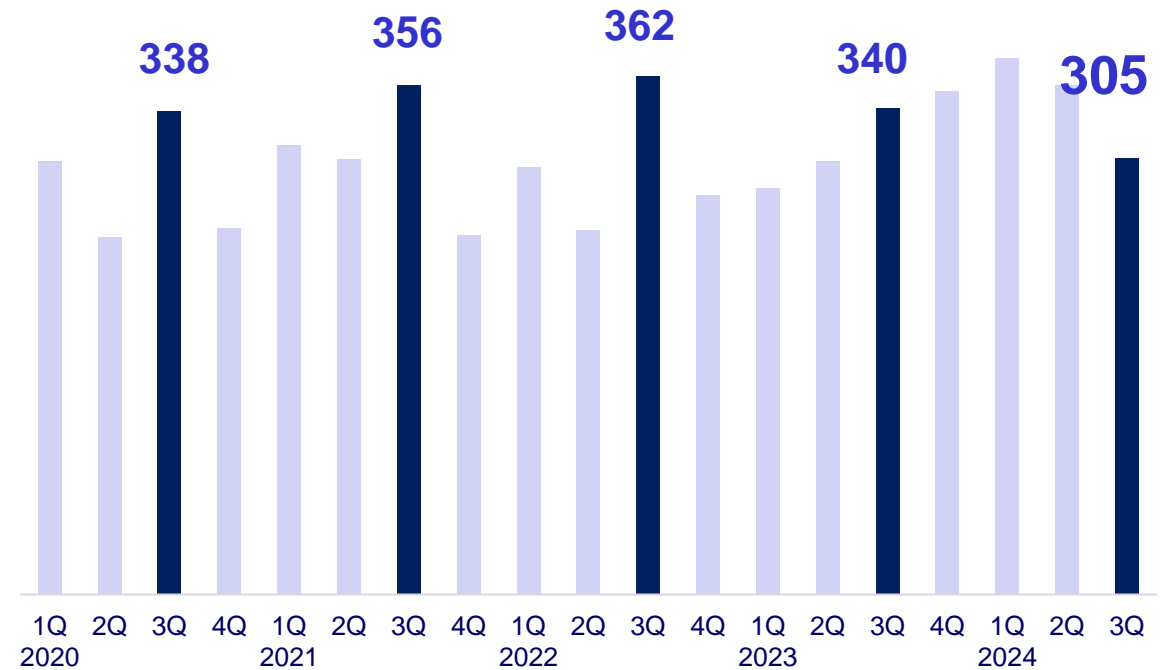
● Sales trend (quarterly)

(Unit: 100 millions of yen)



● Core operating income trend (quarterly)

(Unit: 100 millions of yen)

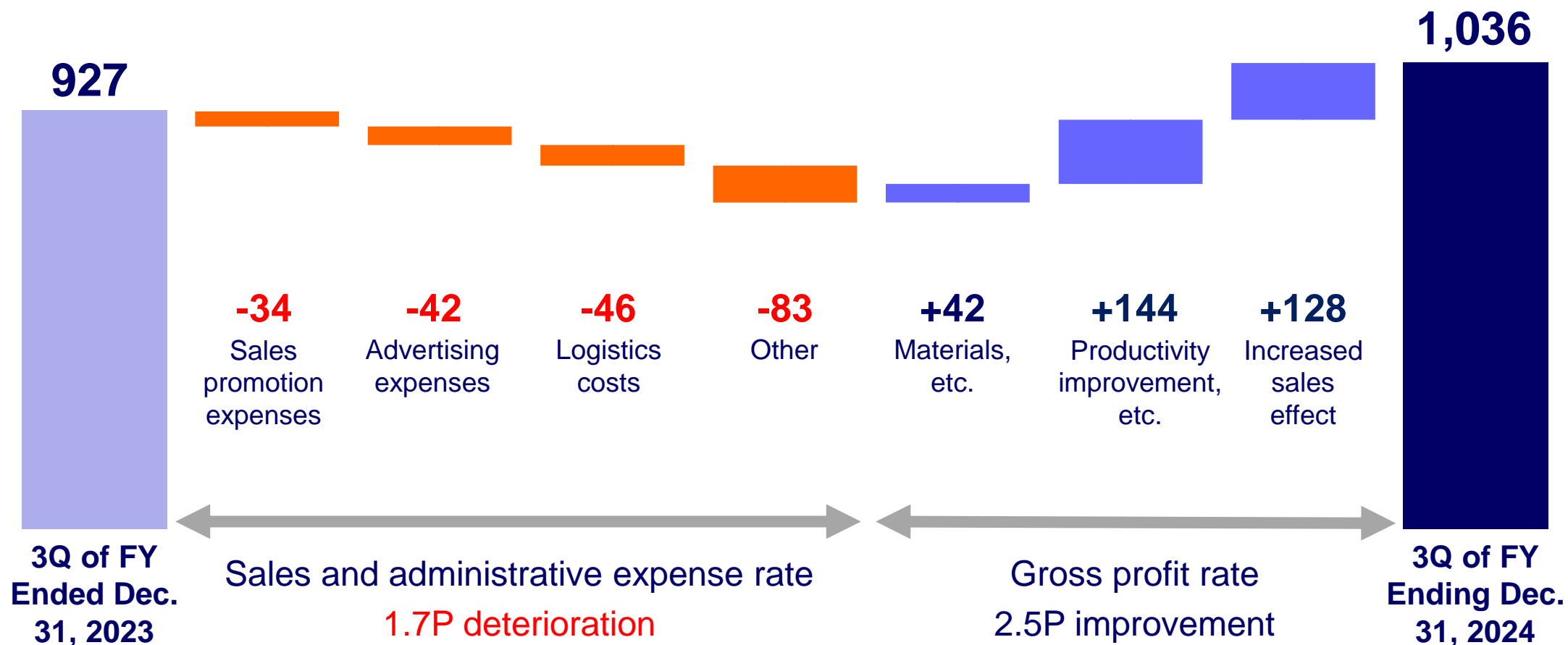


Core operating income increased by 10.9 billion JPY by absorbing strategic marketing investments, etc. through continuous value-shifting and business mix improvement



(Unit: 100 millions of yen)

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



In Japan sustained strong performance thanks to further penetration and expansion of value-shifting. In Asia, strong performance in India, delayed recovery of Baby Care Business in Southeast Asia and China, increased prior investment for Pet Care Business. In other regions sustained high growth in Middle East and strong performance in North America leading the performance, Brazil also contributed to profit increase.



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

(Unit: 100 millions of yen)

		3Q of FY Ended Dec.31, 2023	3Q of FY Ending Dec. 31, 2024	Gap(yen)	Gap (%)	(Ref.) Actual ※1 gap rate
Japan	Net sales	2,307	2,450	+143	+6.2%	—
	Core operating income	452	500	+49	+10.8%	—
	(margin-%)	(19.6%)	(20.4%)		(+0.8P)	
Asia	Net sales	3,247	3,245	-2	-0.1%	-5.7%
	Core operating income	335	330	-5	-1.4%	-6.9%
	(margin-%)	(10.3%)	(10.2%)		(-0.1P)	
Others ※2	Net sales	1,320	1,526	+205	+15.6%	+7.9%
	Core operating income	138	206	+68	+49.0%	+36.6%
	(margin-%)	(10.5%)	(13.5%)		(+3.0P)	
Consolidation	Net sales	6,874	7,221	+346	+5.0%	+0.9%
	Core operating income	927	1,036	+109	+11.7%	+7.9%
	(margin-%)	(13.5%)	(14.3%)		(+0.8P)	

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

China -9% Indonesia -5% Thailand -12% India +4% Vietnam -6% Middle East +10% North America +7% Brazil -6%

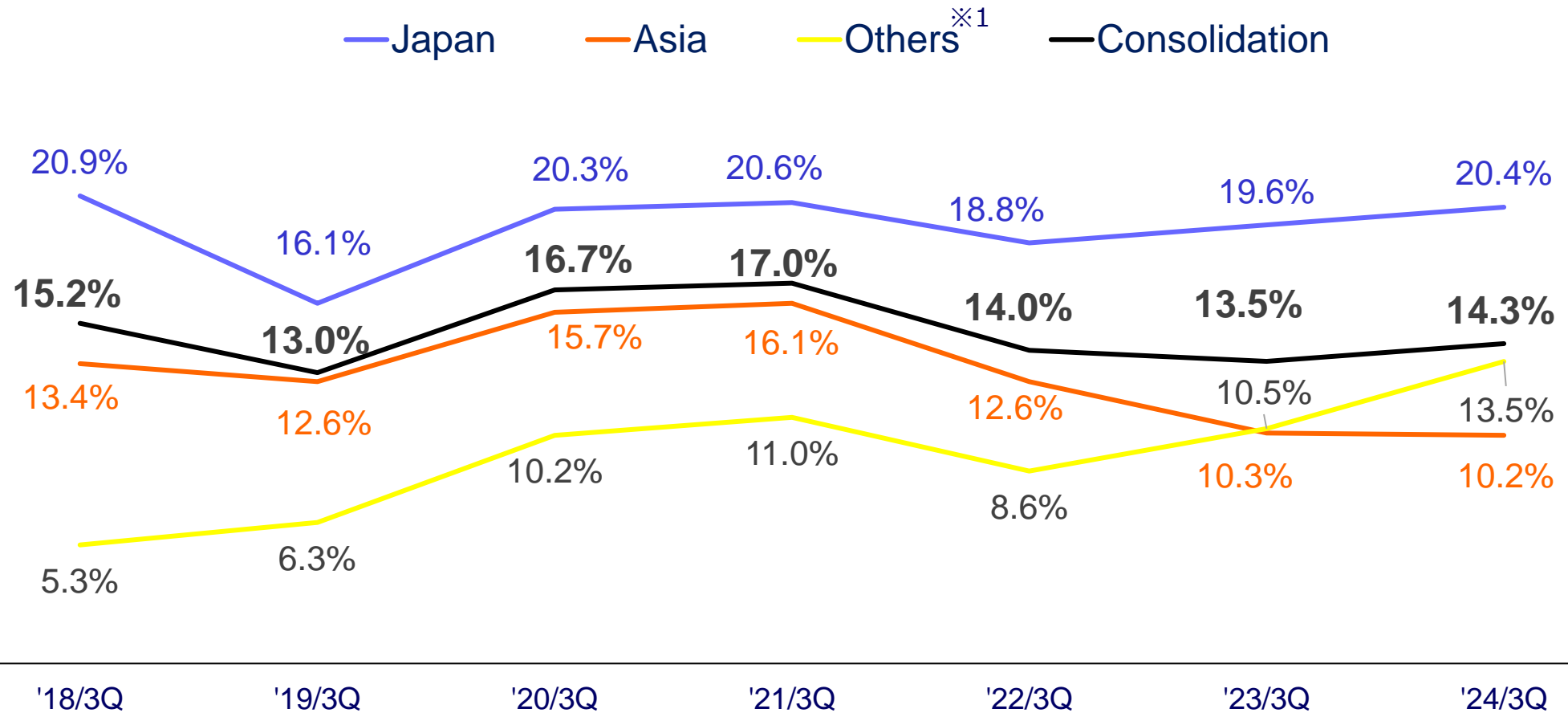
*1 Actual gap rate excluding foreign exchange effects

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

Highly profitable foundation was built through continuous penetration and expansion of valued-added products

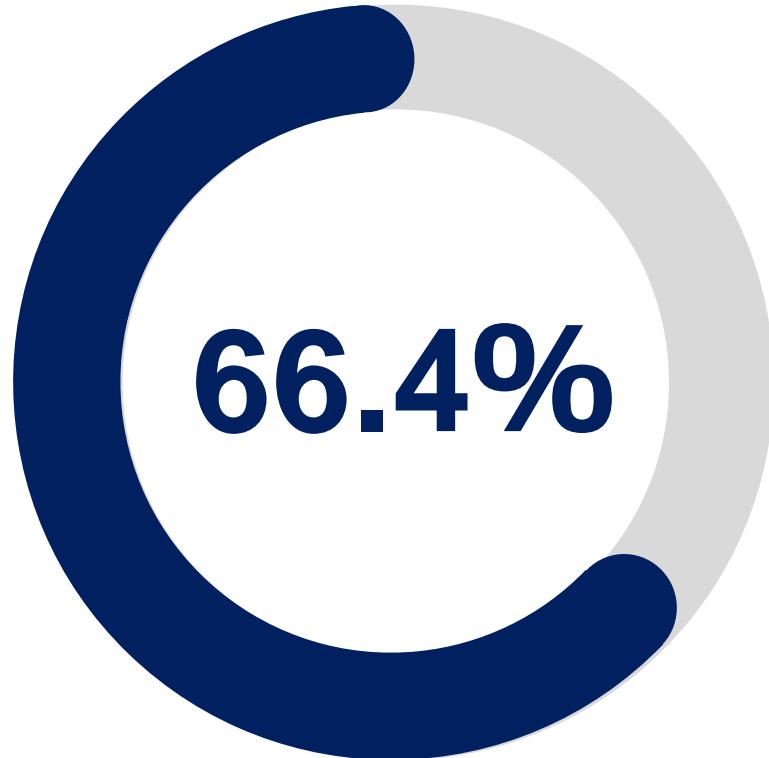


● Core operating income margin by geographical segment (from Jan. to Sep.)

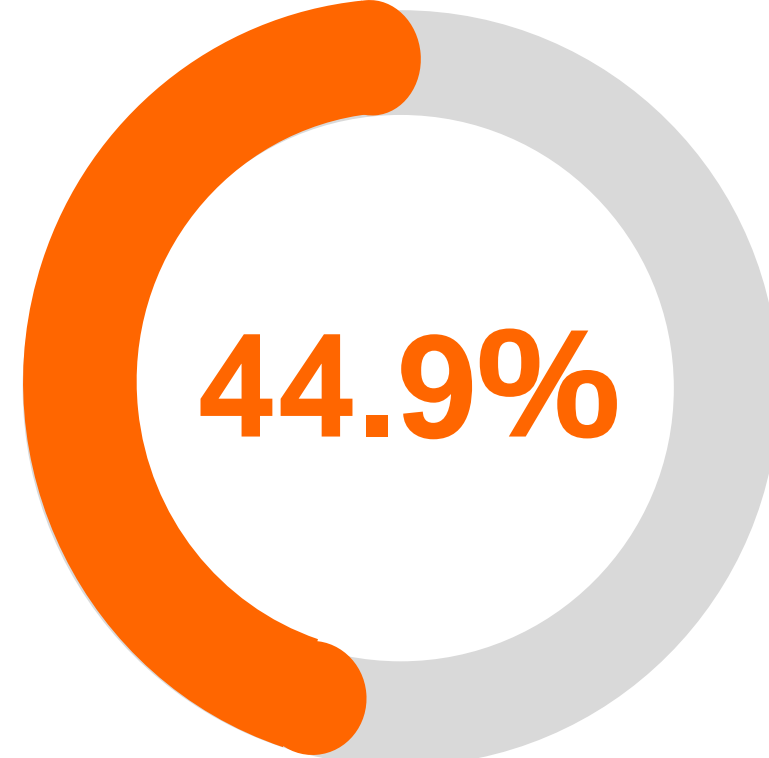


*Others: Main regions are North America, Saudi Arabia, Brazil and the Netherlands

- Sales ratio of overseas markets



- Sales ratio of Asian markets



Profitability improved in all businesses of Personal Care mainly in Japan, and business mix keeps improving. In Pet Care Business, North America drove sales and profit increase through sustained effect of value-shifting penetration and expansion.



(Unit: 100 millions of yen)

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

		3Q of FY Ended Dec. 31, 2023	3Q of FY ending Dec. 31, 2024	Gap(yen)	Gap(%)
Personal Care	Net sales	5,767	6,041	+274	+4.8%
	Core operating income	743	823	+81	+10.8%
	(margin-%)	(12.9%)	(13.6%)		(+0.7P)
Pet Care	Net sales	1,013	1,079	+66	+6.5%
	Core operating income	175	201	+26	+14.8%
	(margin-%)	(17.3%)	(18.6%)		(+1.3P)
Others ※1	Net sales	95	101	+6	+6.7%
	Core operating income	10	12	+2	+21.7%
	(margin-%)	(10.1%)	(11.5%)		(+1.4P)
Consolidation	Net sales	6,874	7,221	+346	+5.0%
	Core operating income	927	1,036	+109	+11.7%
	(margin-%)	(13.5%)	(14.3%)		(+0.8P)

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

**Impacts of foreign exchange fluctuations:
 Approx. 28.3 billion JPY increase in sales and
 approx. 3.6 billion JPY increase in core operating income**

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

Currency	3Q of '23/12 rate	3Q of '24/12 rate	Rate Change
China (CNY)	19.61	20.97	+6.9%
Indonesia (IDR)	0.0092	0.0096	+4.3%
Saudi Arabia (SAR)	36.87	40.39	+9.5%
India (INR)	1.69	1.82	+7.7%
Thailand (THB)	4.01	4.24	+5.7%
USA (USD)	138.11	151.29	+9.5%
Vietnam (VND)	0.0058	0.0060	+3.4%
Netherland (EUR)	149.62	164.40	+9.9%
Taiwan (TWD)	4.47	4.73	+5.8%
Malaysia (MYR)	30.59	32.63	+6.7%
Brazil (BRL)	27.62	28.90	+4.6%
Australia (AUD)	92.36	100.13	+8.4%
Korea (KRW)	0.1063	0.1120	+5.4%
Egypt (EGP)	4.51	3.55	-21.3%

Summary of Progress on Performance Forecast FY Ending December 31, 2024

Consolidated

Sales 1,006 billion JPY (YoY +6.8%)

Core operating income 144 billion JPY (YoY +12.5%)

【Progress】

- ❑ Sales and core operating income remained in line with the forecast thanks to strong performance in the first half of the year.
- ❑ Aiming to achieve annual performance forecast by increasing sales and profit in the fourth quarter(Oct.-Dec.).

【Third quarter topics】

- ❑ Total
 - Strategic marketing investments were made in advance for growth from the fourth quarter onward.
 - Effects of cost reduction were lower than initially expected due to foreign exchange impact.
- ❑ By country
 - In Japan, despite cost increase trend, increase in sales and profit by absorbing cost rises more than expected through penetration and expansion of further value-shifting in Personal Care business.
 - In India, Strong in-store sales in both Baby Care and Feminine Care business through aggressive sales activities and improved profitability.
 - In Middle East, despite political uncertainty, sustained strong sales and higher growth than expected.
 - In North America, improved profitability more than expected through sustained strong sales of cat treats in Pet Care Business.
 - In Southeast Asia and China, delayed recovery of Baby Care Business due to market shrinkage and competitive factors.
 - In Feminine Care Business in China, despite challenges in competitiveness of existing products, new products sold well and grew steadily. Expanded sales in quick commerce channel.

Progress on “Kyo-Sei Life Vision 2030”

Becoming No.1 in the world in “relative value” and “absolute value” by 2030 to contribute to the “realization of a cohesive society” and “SDGs achievement”

2030 Target

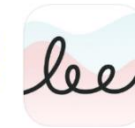
Relative Value

Sales	Core Operating Income	ROE	World Share
1.5 trillion JPY	17%	17%	No.1

Absolute Value



Creating a circular economy through products and services that only we can produce



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Issue: Asia Business growth slowdown

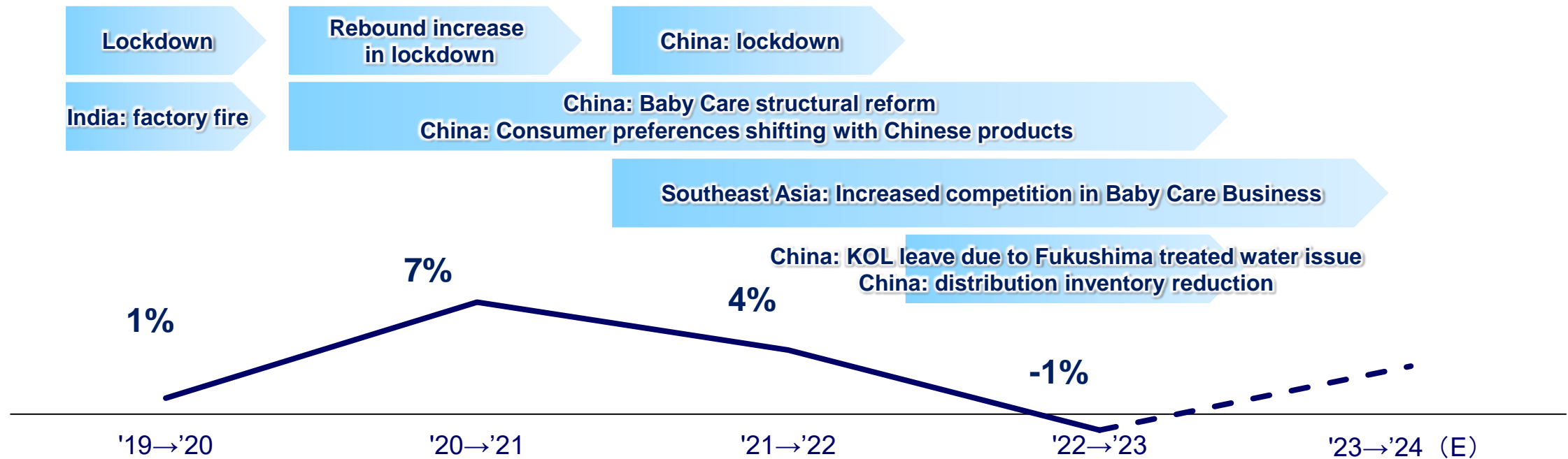
Although Baby Care Business in Asia has driven Asia business and maintained high share, sales growth slowed down due to target population decline and competitions, and this impact to overall performance in Asia



● Asia business sales growth rate (actual)

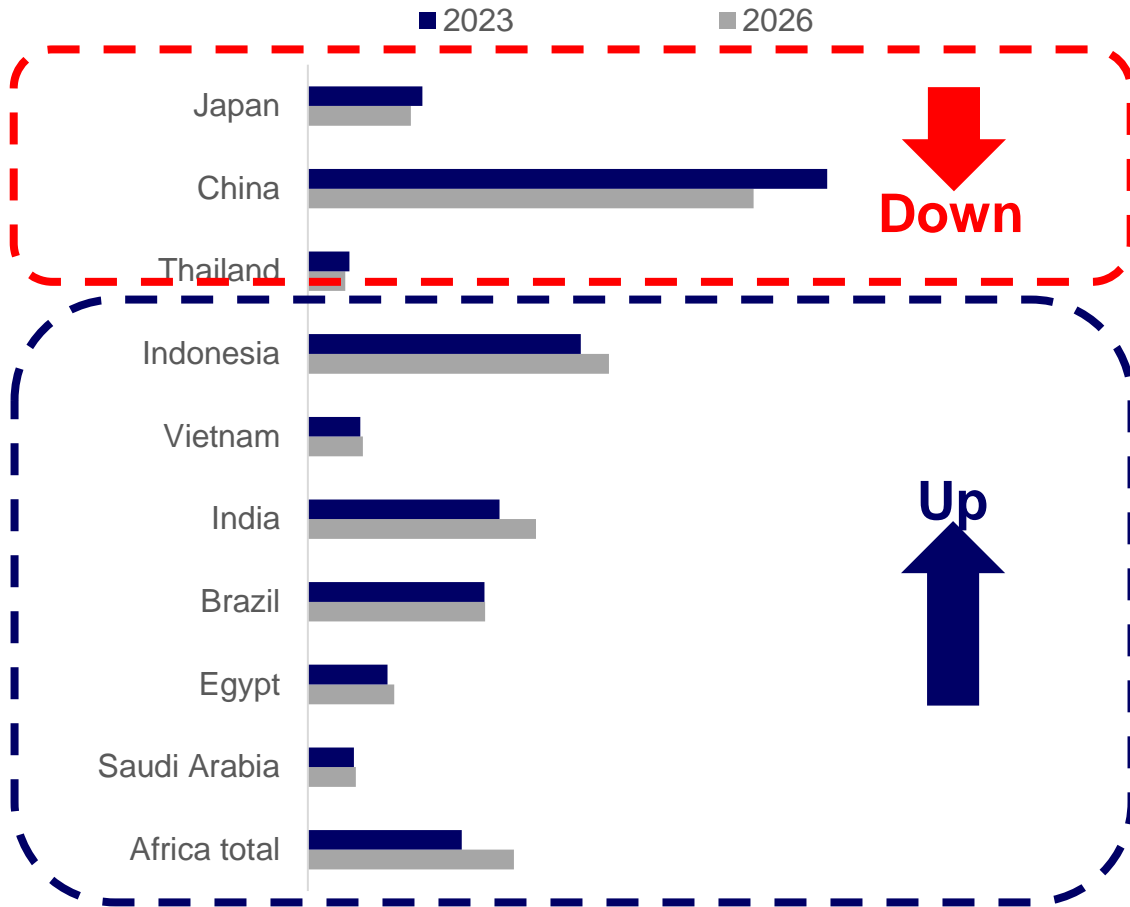
【Main Factors】

- ✓ Shrinkage of baby care market due to decrease in the number of births while high market share
- ✓ Expansion of low-priced products made by emerging companies especially in baby care.
- ✓ Delayed response to changes in consumer sentiment and purchase behavior
- ✓ Continued reduction of distribution inventory in China due to economic uncertainty.
- ✓ Delay in manifestation of new categories such as wellness care in China.
- ✓ Failure to further expand potential categories in Japan and overseas.



Mid-term Basic Strategy of Baby Care Business in Asia: Aiming for renewed growth with two brand strategies and unique proposals

● Projections of baby care market size in Asia (volume)



Data Source : Euromonitor, Unicharm

● Baby care market environment change forecast in Asia

- ✓ In future, usage pieces in growing markets such as India and Indonesia will increase as the number of births and diffusion increase, that covers the decline in volume in countries where birth rate decreases.
- ✓ Polarization between high price-oriented and low price-oriented markets is progressing.

● Baby Care measures in Asia

Strengthening visible and unique values that capture consumer insights and cost competitiveness by leveraging the strengths of two brands

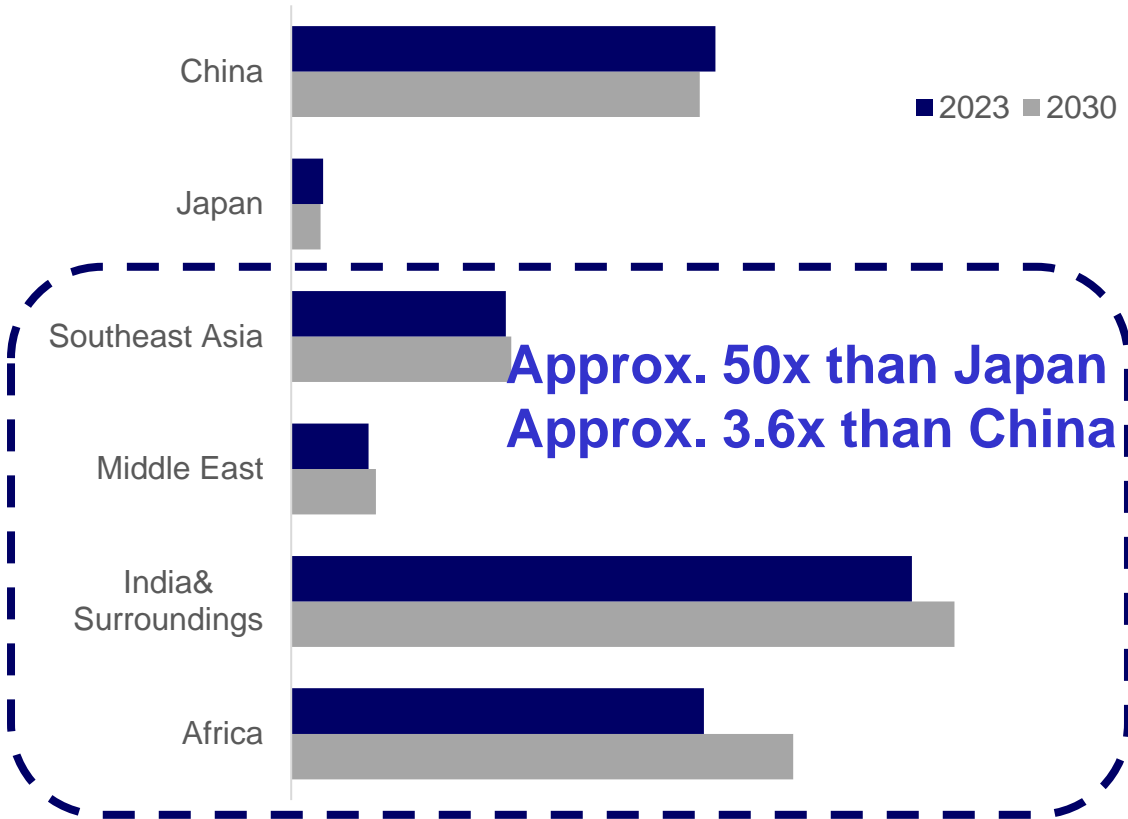


Mid-term Basic Strategy of Feminine Care Business in Asia:

Aiming for further growth through unique products that capture consumer insights and expansion of diverse sales channels



● Target population projections by region



Data Source: Unicharm

● Feminine care market environment change forecast in Asia

- ✓ Market expansion by covering declining target population in China and Japan with growing markets such as India, countries surrounding India and Southeast Asia
- ✓ Increased needs for security, sensory, health and environment
- ✓ Accelerated growth of emerging sales channels

● Feminine Care measures in Asia

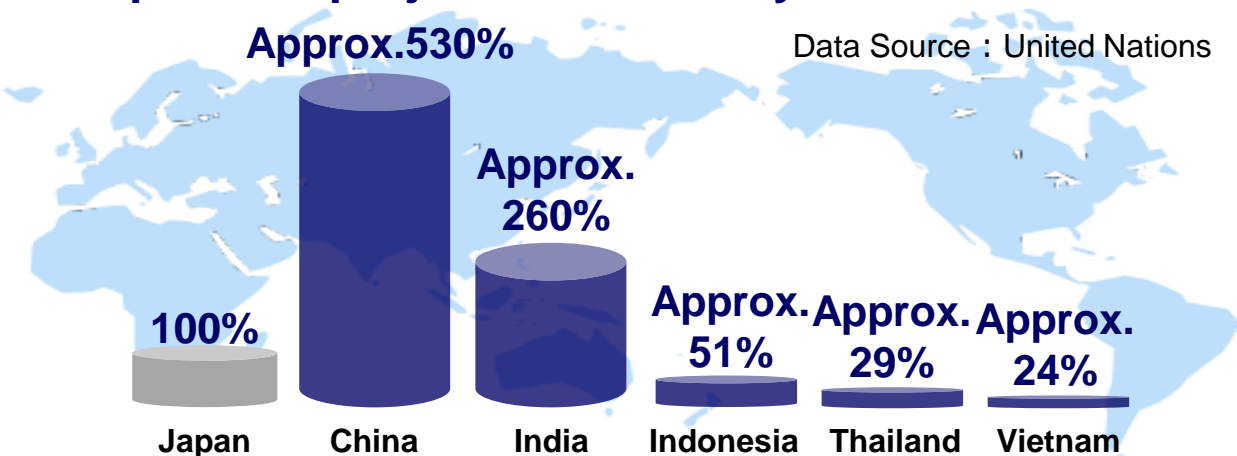
Launching market-first and unique new products in each country and region in a rapid and continuous manner



Basic Strategy of Wellness Care Business in Asia:
Accelerating growth in southeast Asia by promoting further penetration through marketing activities
Striving for manifestation of performance with a sense of speed in China



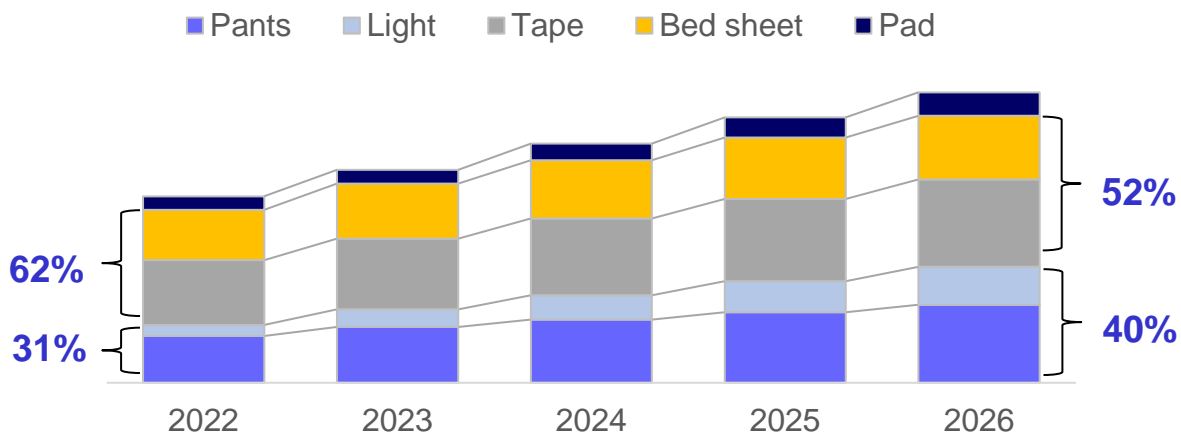
● **Population projections for 65+ years old** (compared with Japan)



● **Wellness care market environment change forecast in Asia**

- ✓ In Southeast Asia, increased usage pieces with increase in elderly population and product penetration.
- ✓ In addition to increase in number of users through pants penetration, accelerated penetration of care products through increase in low-priced products such as tape produced by emerging companies.
- ✓ Increase in number of independent and health-conscious caregivers, especially in urban areas of China

● **Wellness care market size by type in China (volume)**



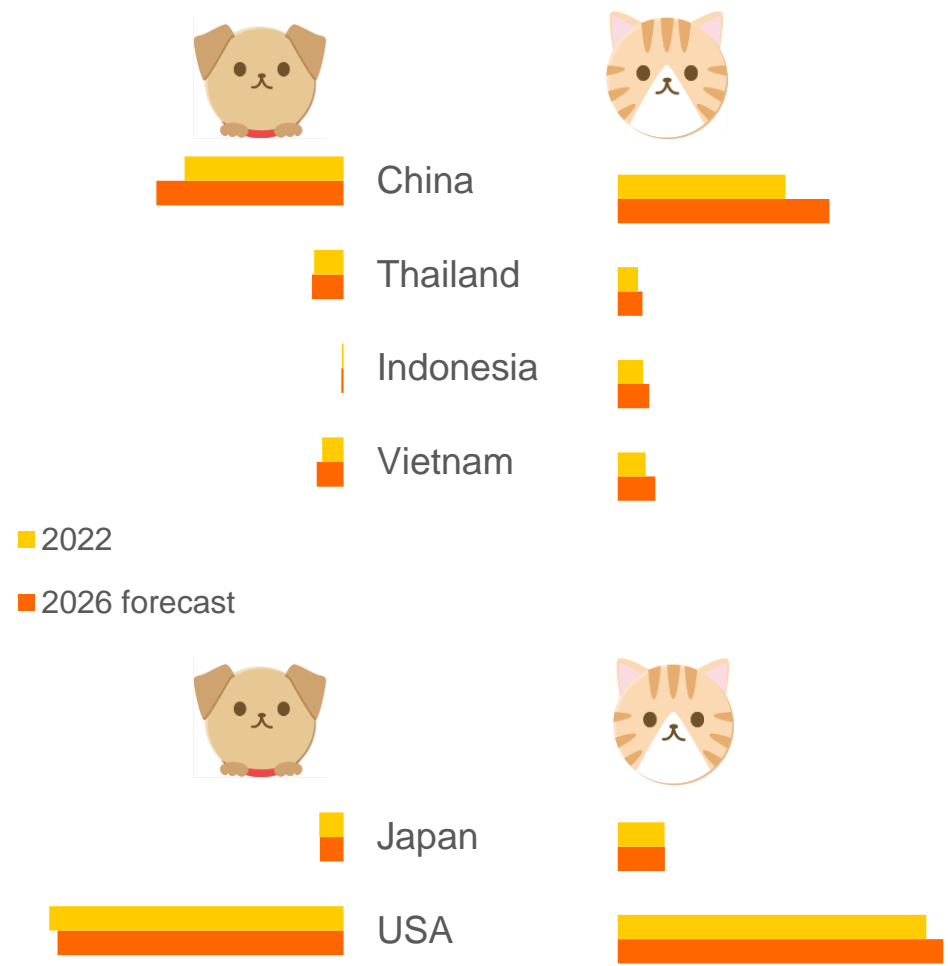
● **Wellness Care measures in Asia**

Accelerating diffusion and penetration of adult incontinence care products by providing unique product value and strengthening value communication capabilities



Data Source: Unicharm

● **Forecast of pet dog and cat numbers**



● **Pet care market environment change forecast in Asia**

- ✓ Continued increase in number of pet dogs and cats
- ✓ Increase in number of new entrants due to high market growth potential
- ✓ Expanded emerging sales channels in Southeast Asia
- ✓ Market growth potential to cover the decline in baby care market



● **Pet Care measures in Asia**

Accelerating growth by strengthening product lineups with competitive advantages such as supplementary foods



Data Source : Euromonitor, Unicharm

Continuous launch of value-shifting products in Feminine Care and Wellness Care Business, which are growth categories in existing countries

Expanding business performance by realizing effects of each strategy from the second half of FY2024 to FY2025



- **Japan: Sustaining strong performance through continuous launch of value-shifting products**

- ✓ Expanding lineup of skin care and nighttime products in Feminine Care.
- ✓ Expanding lineup focusing on light and moderate incontinence products in Wellness Care.



- **China: Unique products and quick commerce growth**

- ✓ Creating new markets for daytime panty-type sanitary napkins and anti-bacteria products, and strengthening reasonably priced products targeting younger consumers in Feminine Care.
- ✓ Strengthening quick commerce.
- ✓ Expanding product lineup with a focus on air permeability in Wellness Care



- **Thailand: Driving market growth by creating new markets**

- ✓ Expanding product lineup with cool-type night panties sanitary napkins and Femtec-related products in Feminine Care.
- ✓ Leveraging Sofy brand to strengthen light incontinence products in Wellness Care



- **Vietnam: Steady growth in in-store sales**

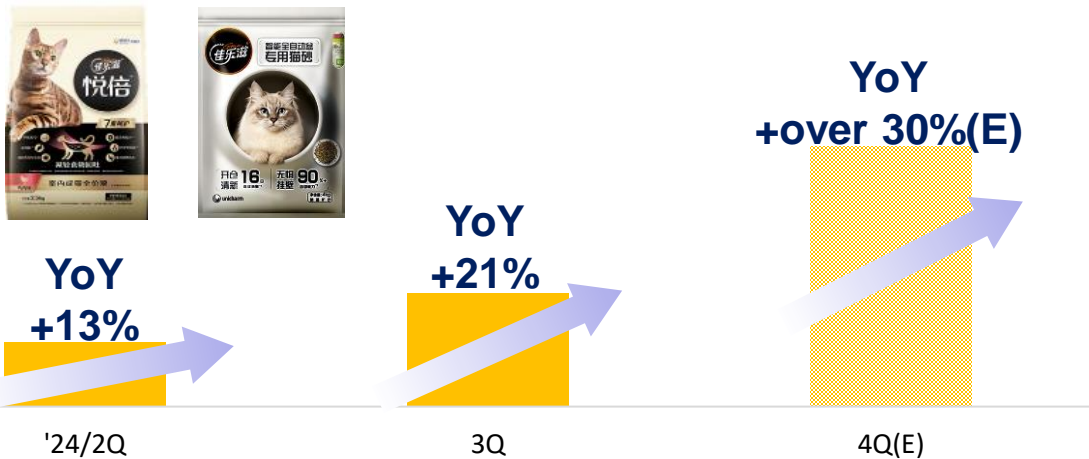
- ✓ Expanding distribution of nighttime panty-type sanitary napkins in Feminine Care
- ✓ Expanding lineup of affordable moderate incontinence products and promoting diffusion



Steadily increasing sales by expanding product lineup that meet needs of each country and region based on Japanese technology in Asia pet care market, where high market growth is expected



- China: Achieving high growth by developing products and sales channels that meet consumer needs and creating synergy effects with JIA



- ✓ Expansion of product lineup in food and toiletries
- ✓ Strengthening quick commerce and e-commerce channels



- Thailand: Achieving high growth by developing premium products

- ✓ Expansion of product lineup in food and toiletries and distribution

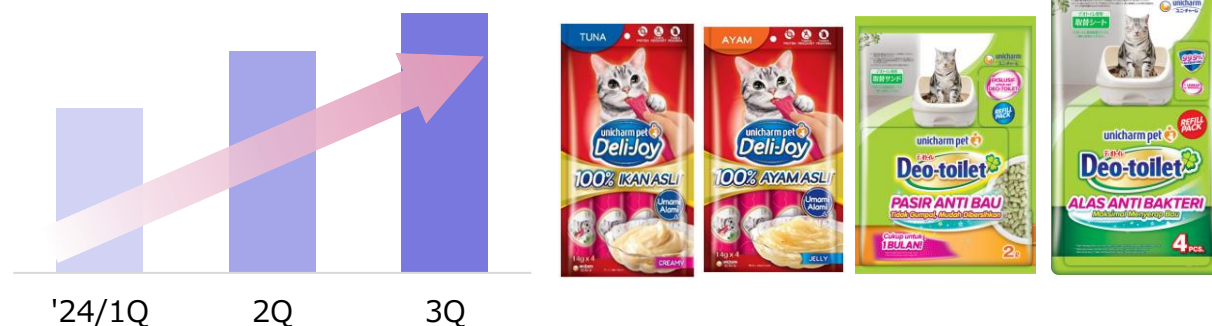
Approx. 2time in Q3 cumulative total



- Indonesia: Expanding sales size by strengthening in-store exposure

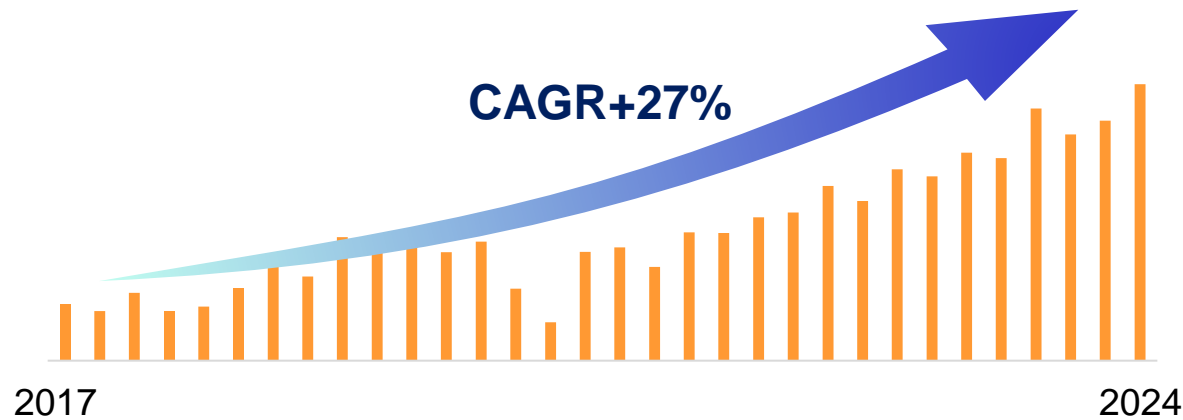
- ✓ Expansion of product lineup in food and toiletries

+55% in Q3 cumulative total



Steadily building a new foundation for growth by promoting penetration with affordable priced products for non-users in India and Africa, where penetration of sanitary products is low

● India: Keeping high growth through unique products and activities to increase penetration



- ✓ Promoting penetration by developing affordable sanitary products
- ✓ Development of unique products that meet local needs
- ✓ Supporting menstrual education and women's empowerment in rural areas



● Africa: Steadily expanding sales areas for sustainable growth



Establishment of subsidiary in 2010

- ✓ Keeping high growth in Egypt, where we are already expanding
- ✓ Starting sales in Kenya, Ghana, Cote d'Ivoire, etc.

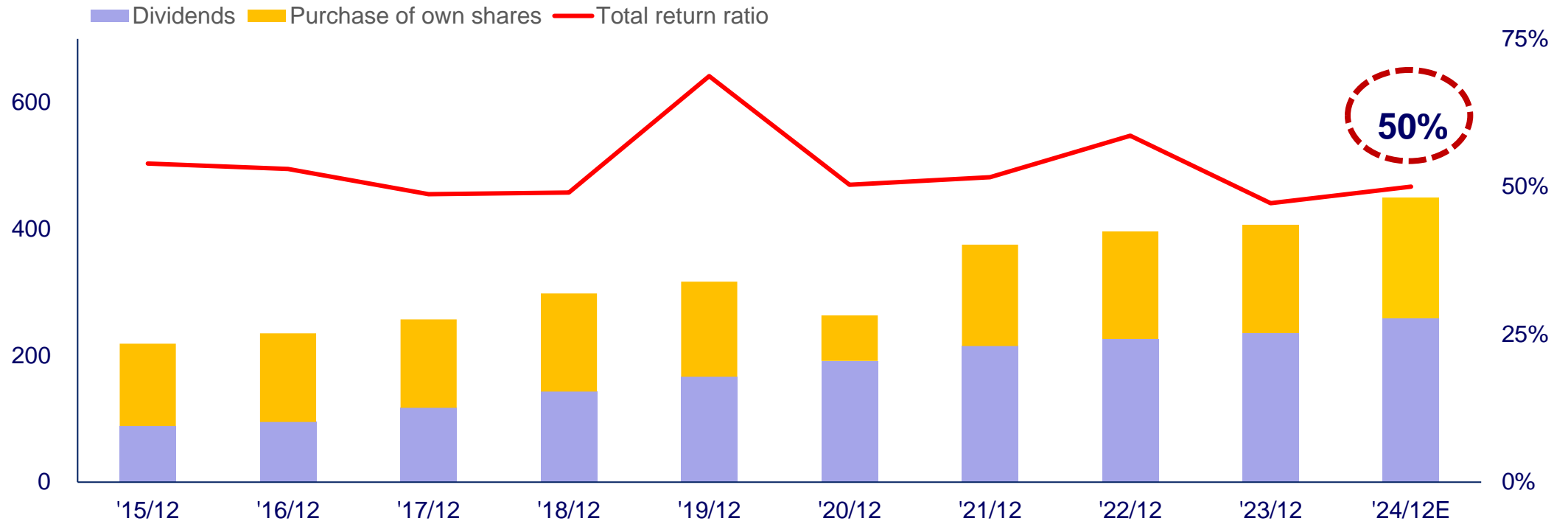


Shareholders Return Policy

Through the payment of dividend linking to the business performance and buy-back of our own shares, we are also aiming for total return ratio of 50% in 2024

● Shareholders return policy

(Unit: 100 million yen)

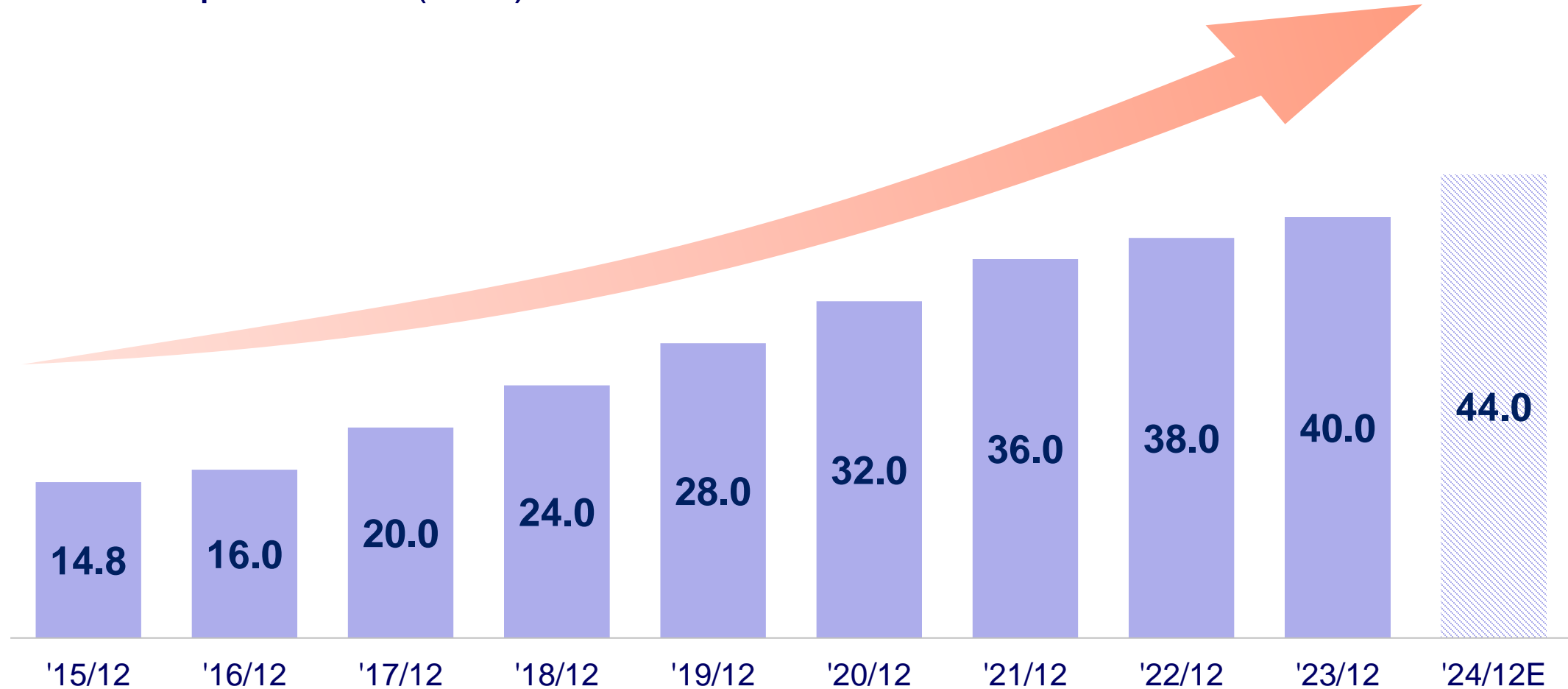


We are aiming at returning profits to our shareholder **with a goal of total return ratio of 50%** by paying dividends on a consistent and continuous basis and buying back our own shares, upon necessity, on a flexible manner based on the growth of med-to-long term consolidated earnings while focusing on the business investment for achieving the uninterrupted growth.

Dividend per share

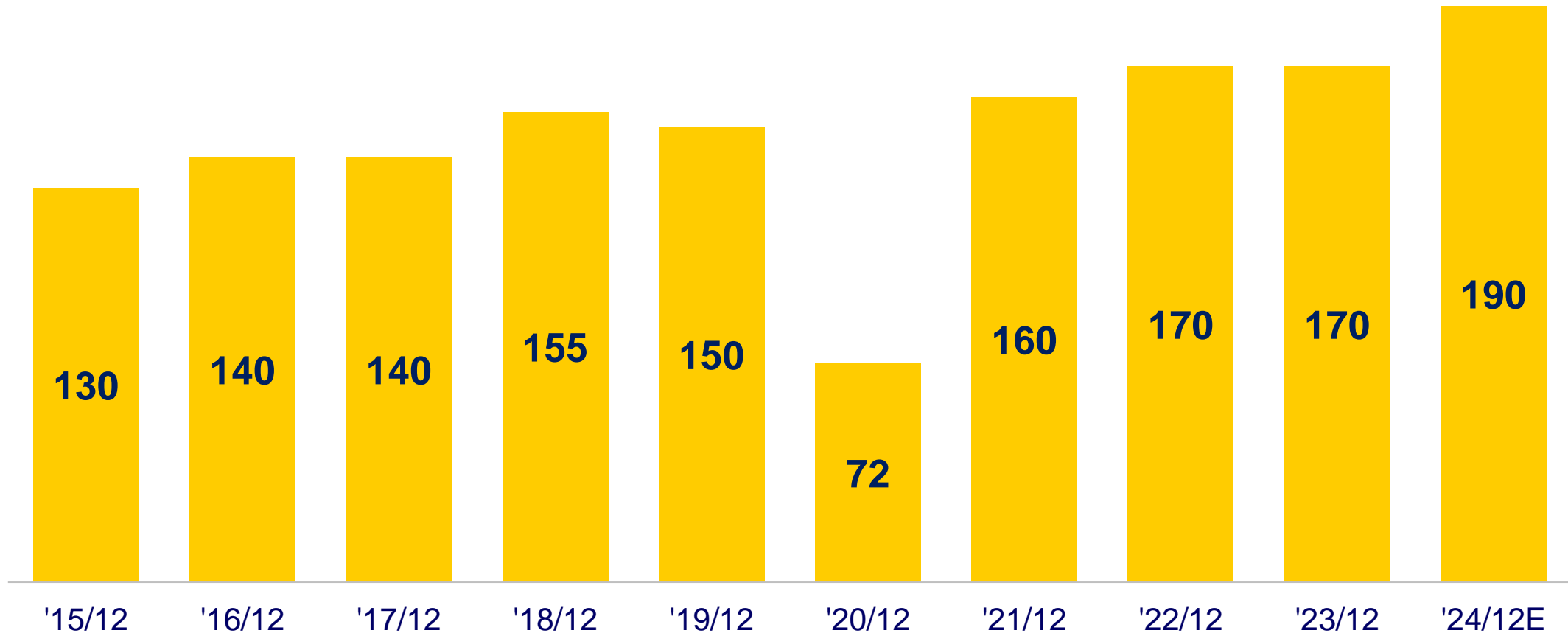
Plan to increase dividend for 23 consecutive years (44 yen a year)

- Dividends per share (JPY)



Flexible purchase of own shares depending on the cash condition
Purchased 19 billion JPY, 3.9 million shares, as planned in 2024

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



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

◆ 20 key themes with the goal in 2030



Safeguarding the well-being of society

Safeguarding the well-being of our planet

◆ 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	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%	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%	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%	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%	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%	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 QOLd

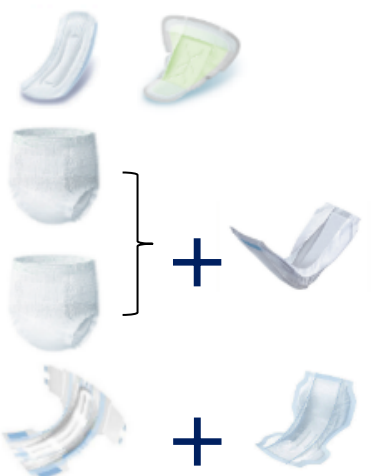


Rollout of products and services that enable living with a sense of individuality

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

➤ Using processing and molding technologies for nonwoven materials and absorbent cores to maintain and improve product functionality while reducing the amount of raw materials used

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



Year 2030 Goal
Continuation
of 100%



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

➤ Efforts to create a world where we feel free to talk about menstruation



Approx. 490 companies and organizations (as of end of June 2024)



TikTok views: approx. 32 million (as of end of June 2024)

➤ Promote women empowerment support



Menarche education / menstrual education

Participants: Approx. 640,000 in India (as of end of June 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



TOKYO CREATIVITY AWARDS

(Safeguarding the well-being of each individual)

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



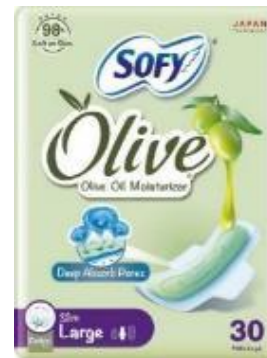
- **Pants type napkin that to reduce leakage anxiety (developed by China subsidiary)**



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



- **Napkin featuring anti-bacterial sheet (developed by Indian subsidiary) and napkin containing olive oil (developed by Saudi Arabia subsidiary)**



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



◆ Coexistence with pets



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

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

➤ 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 脱臭ファンナ



(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



Year 2030 Goal
Continuation
of 100%



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 5,230 locations in 47 prefectures (as of the end of June 2024)

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



◆ Improvement of public hygiene



Year 2030 Goal
Continuation
of 100%



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

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

➤ 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	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%	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%	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	Double increase (Compared to 2020)	2030
Improvement of customer satisfaction	Percentage of products and services supported by consumers (No. 1 market share).	23.5%	23.7%	23.2%	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%	100%	2030

◆ Innovations to achieve “NOLA & DOLA”



Year 2030 Goal
Continuation
of 100%



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

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

➤ 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

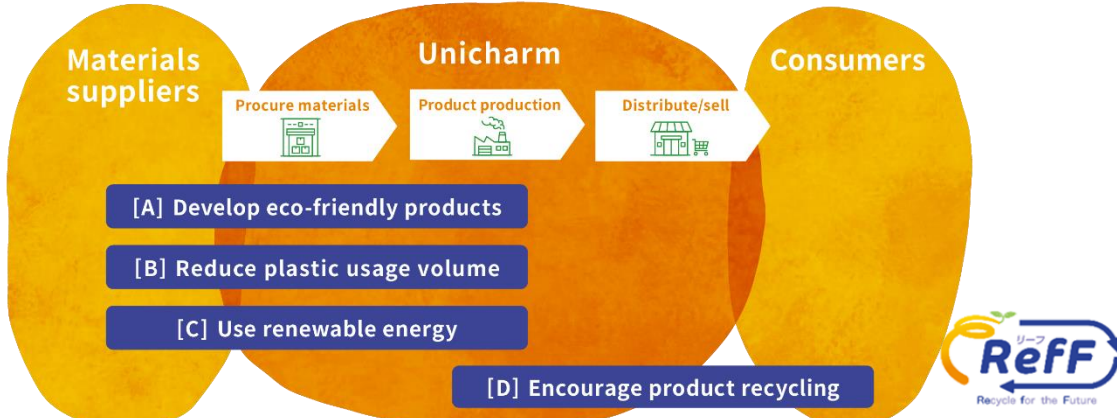
◆ Safeguarding the well-being of our planet

Key initiatives	Indicators	Results			Mid- and long- term goals	
		2021	2022	2023	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	10 or more	2030
Expanding our line of recycled models	Number of disposable paper diaper recycling facilities introduced.	Under development	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%	100%	2030
Promotion of product recycling	Material recycling of non-woven products using recycling resources	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	Reduced by half (Compared to 2020)	2030

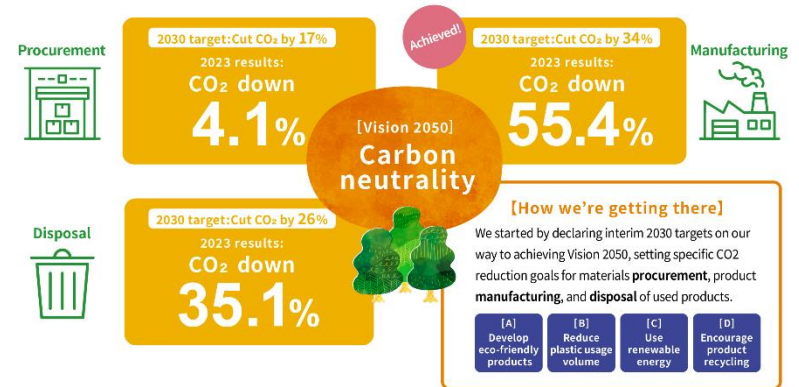
- Launch of “Choose, Use, Circulate” website to communicate global efforts aimed at realizing a sustainable society and move forward together



- 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 “Vision 2050” with the aim of achieving “zero” CO2 emissions by 2050



- Developing environmentally friendly products in each country and region



Products using PEFC certified materials



Bio-material blended project products

Products containing unbleached materials

➤ 「Eco Plan 2030」

Environmental Targets 2030	Implementation items		Base year	2021 Results	2022 Results	2023 Results	2024 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%	▲21.1%	▲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	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)	Rolled out at all Group companies	
	Eliminating the use of plastic in sales promotional items	—	2019	▲8.9% (Japan)	▲81.8% (Japan)	▲86.9% (Japan) ▲76.5% (China)	▲88.8% (Japan) ▲79.9% (China)	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)	▲4.1%	▲5.9%	▲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%	▲57.8%	▲34%	
	Reducing CO ₂ emissions associated with disposal of used products	Per unit of sales	2016	23.7% (Japan)	▲11.6% (Japan)	▲35.1%	▲37.0%	▲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 ^{※2}	—	97.0%	97.1%	99.2%	100%	Completed	Realizing a society with zero deforestation related to the purchasing of timber
		Palm oil	—	77.2%	72.2%	68.0%	95%		
	Expanding the use of certified pulp (PEFC*3- and CoC-certified)	Percentage of Certified factories ^{※3}	—	52.0%	56.0%	64.0%	72%	100%	
		Percentage of certified materials procured ^{※4}	—	76.0%	72.3%	72.6%	73%		
	Expanding the use of certified palm oil (RSPO*6-certified) ^{※5}	—	—	77.2%	72.2%	68.0%	95%	100%	
Promoting the recycling of used disposable diapers	—	—	Development ongoing	2 ^{※6}	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

※2 In addition to third-party certified materials, ratio of forest-derived raw materials (pulp) whose country/region of origin can be traced ※3 Percentage of our factories that have acquired CoC certification

※4 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”

※5 Certified palm oil is RSPO certified oil based on the mass balance method

※6 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)

➤ 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)



2024.04.04

Unicharm obtains SuMPO's "Internal-PCR Approval"
~Subject to Product-Specific Carbon Footprint Calculation Rules~

Unicharm Corporation (CEO & President, Mr. Takahisa Takahara) is pleased to announce that it has obtained the “approval” of the product-specific Carbon Footprint (CFP) internal calculation rules through the “Internal-PCR Approval System” provided by the Sustainable Management Promotion Organization (Representative Director: Mr. Takehisa Kabeya). This approval was decided on March 30, 2024.

About "Carbon Footprint"

The “Carbon Footprint” is the overall amount obtained from tracking the “amount of greenhouse gases” emitted during each stage of the lifecycle of a product or service, converted into the amount of CO₂.

About the "Internal-PCR (Product Category Rule) Approval System"

The “Internal-PCR Approval System” provided by SuMPO aims to visualize the environmental information of self-owned products using reliable and valid Internal-PCRs, promoting internal and external communication using the environmental information of Carbon Footprints, thereby moving towards carbon neutrality.

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



- Products that use recycled pulp treated with the world’s first ※1 ozone technology as part of the absorbent core are now available at major retailer



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

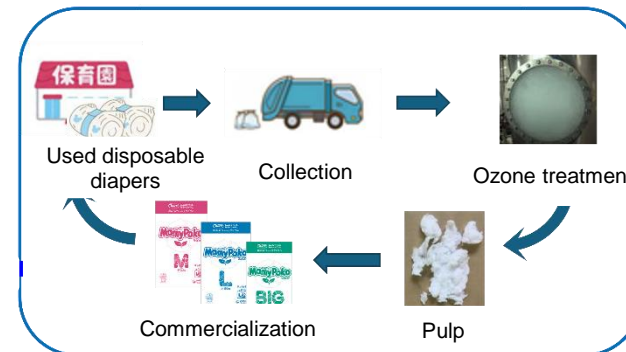


Number of products and services that implement 3Rs + 2Rs based on unique approach

- 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

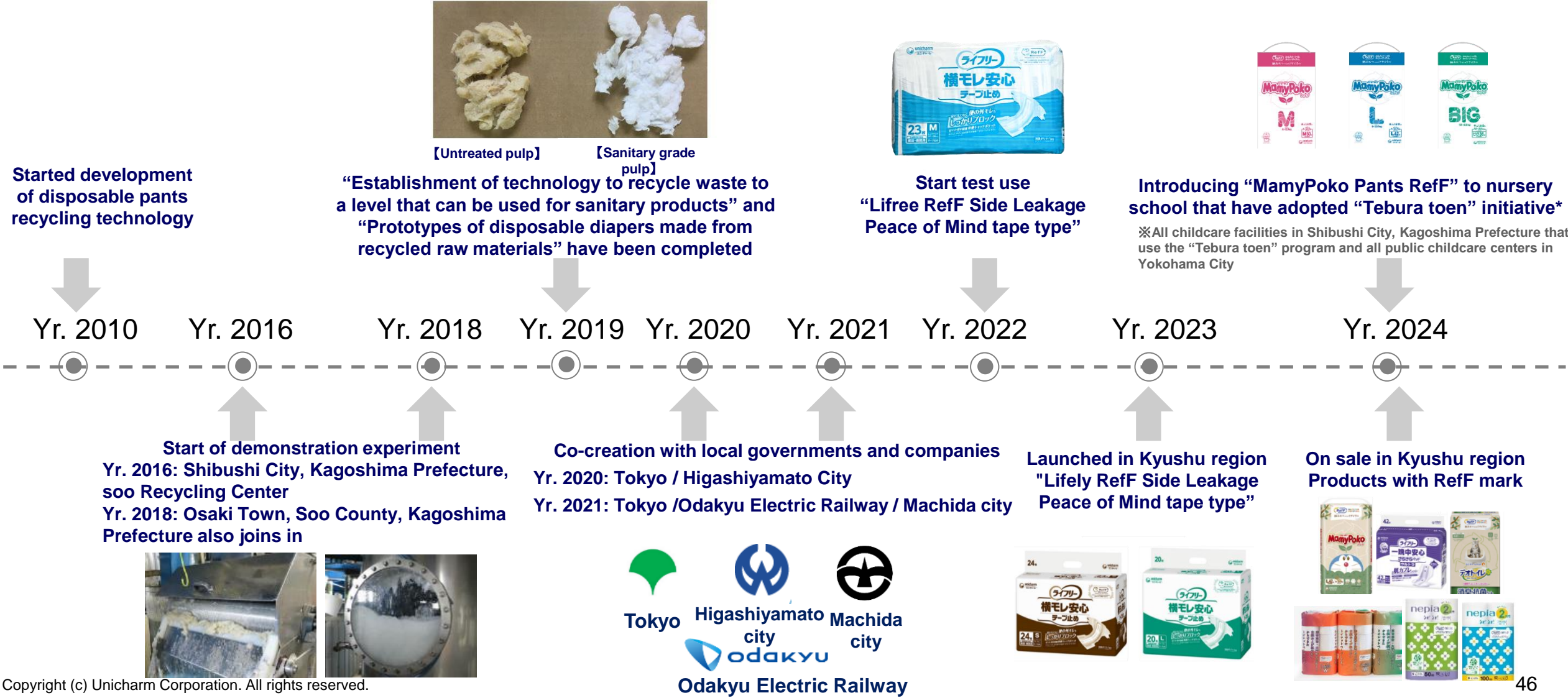


※2 Childcare facilities in Shibushi City, Kagoshima Prefecture that use the “Tebura toen” system, and all public childcare centers in Yokohama City

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



➤ Project history from launch to present



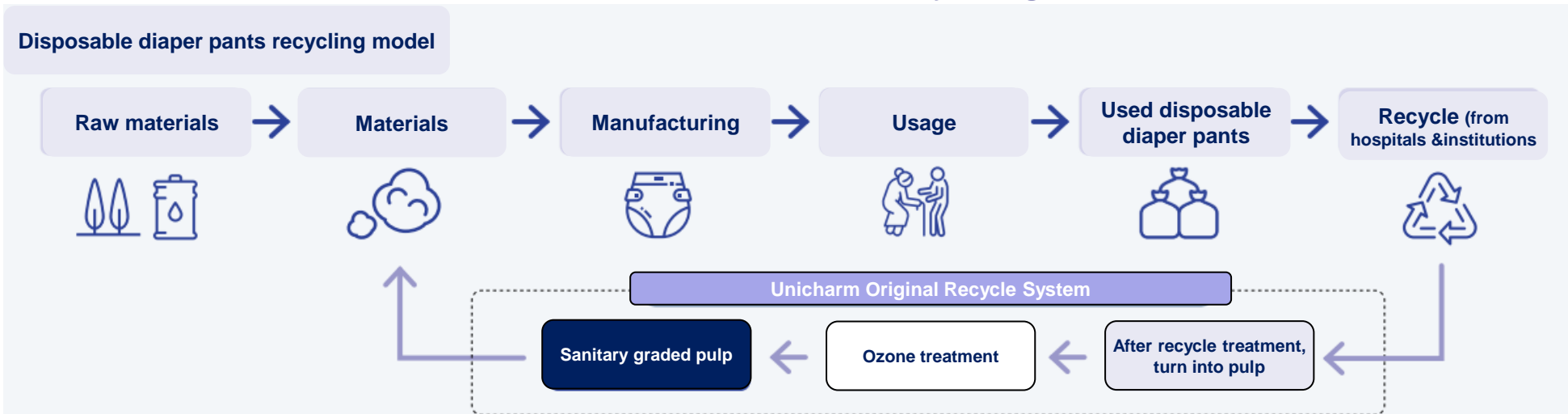
Reduce waste disposal cost and environmental burden through recycling used disposable diaper

◆ Expand our line of recycle model

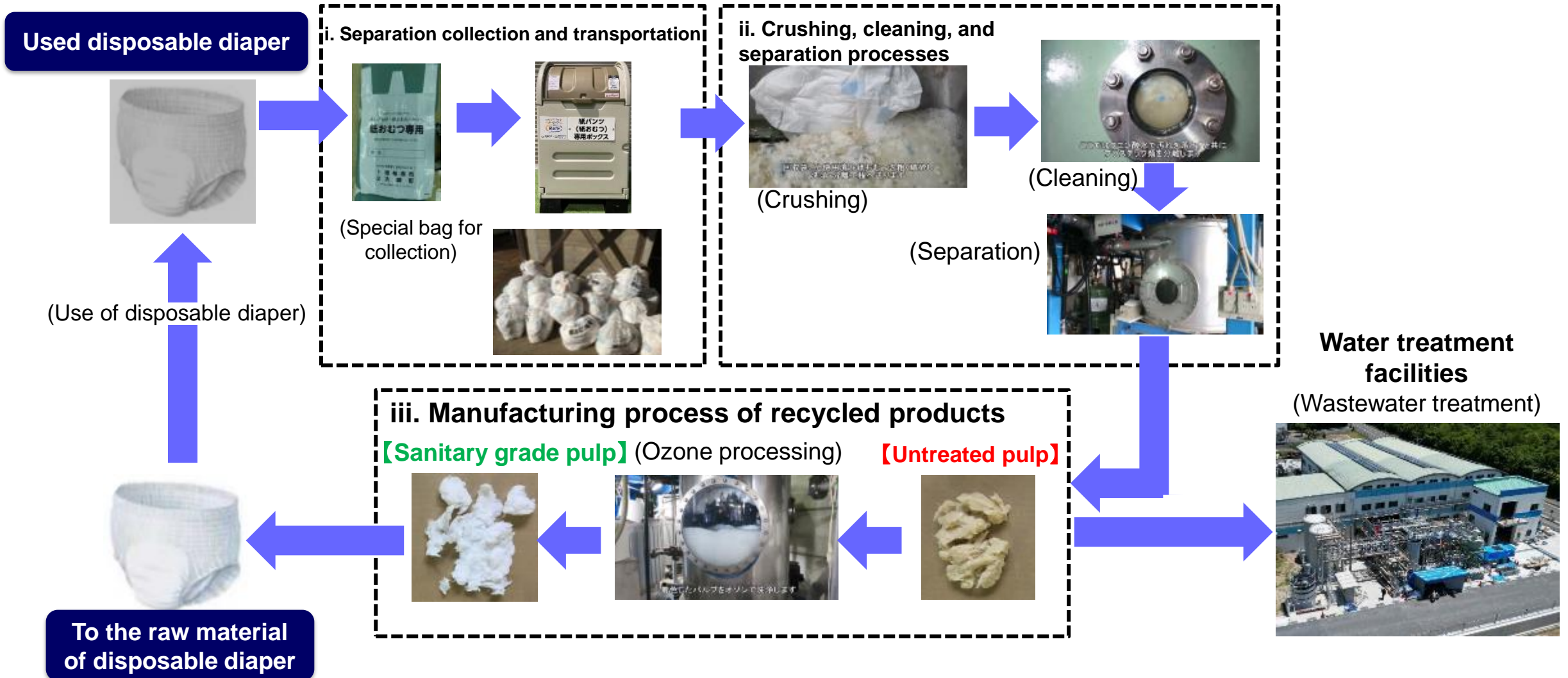


Installations number of disposable pants (disposable diapers) recycling facilities

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



➤ Horizontal recycling (from disposable diaper to disposable diaper)

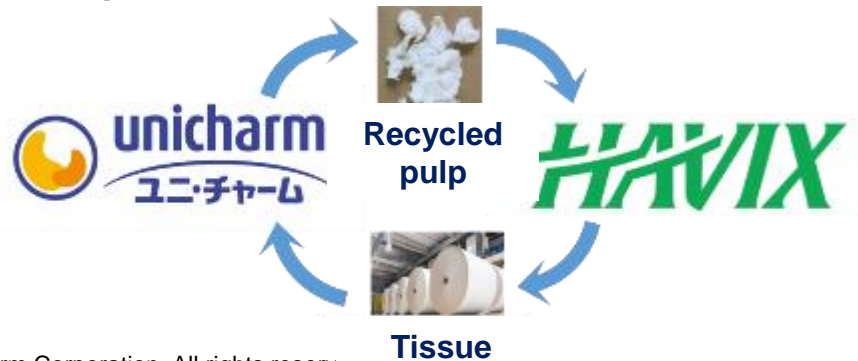


(Safeguarding the well-being of our planet) Demo-project to promote recycling used disposable diapers

- Creating opportunities to experience quality, safety, and environmental friendliness of recycled pulp, and



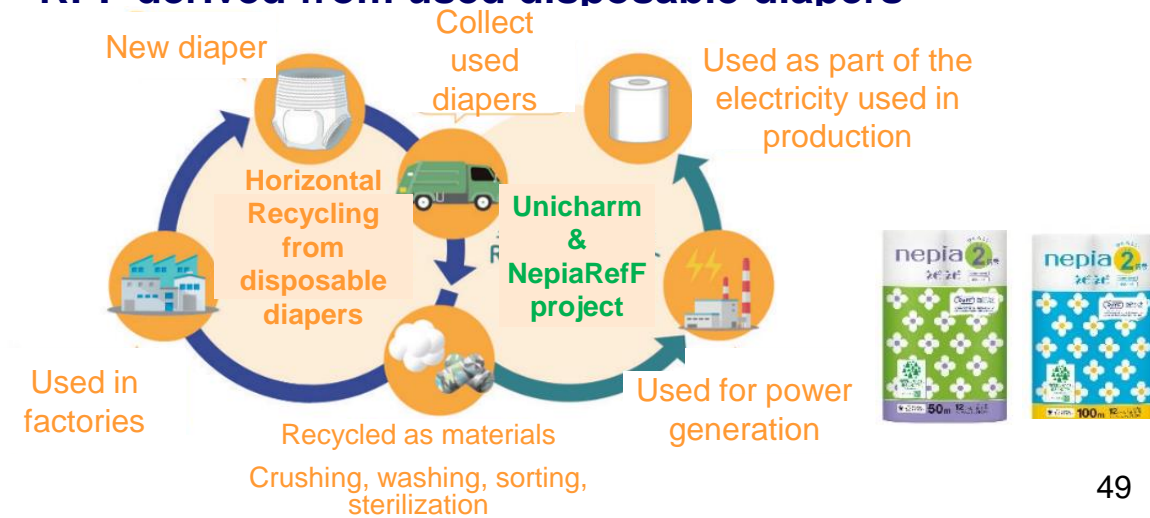
- To expand the supply of disposable pants using recycled pulp, developed processing technology for converting recycled pulp into base paper for disposable pants with Havix Corporation, and started commercial use of recycled pulp



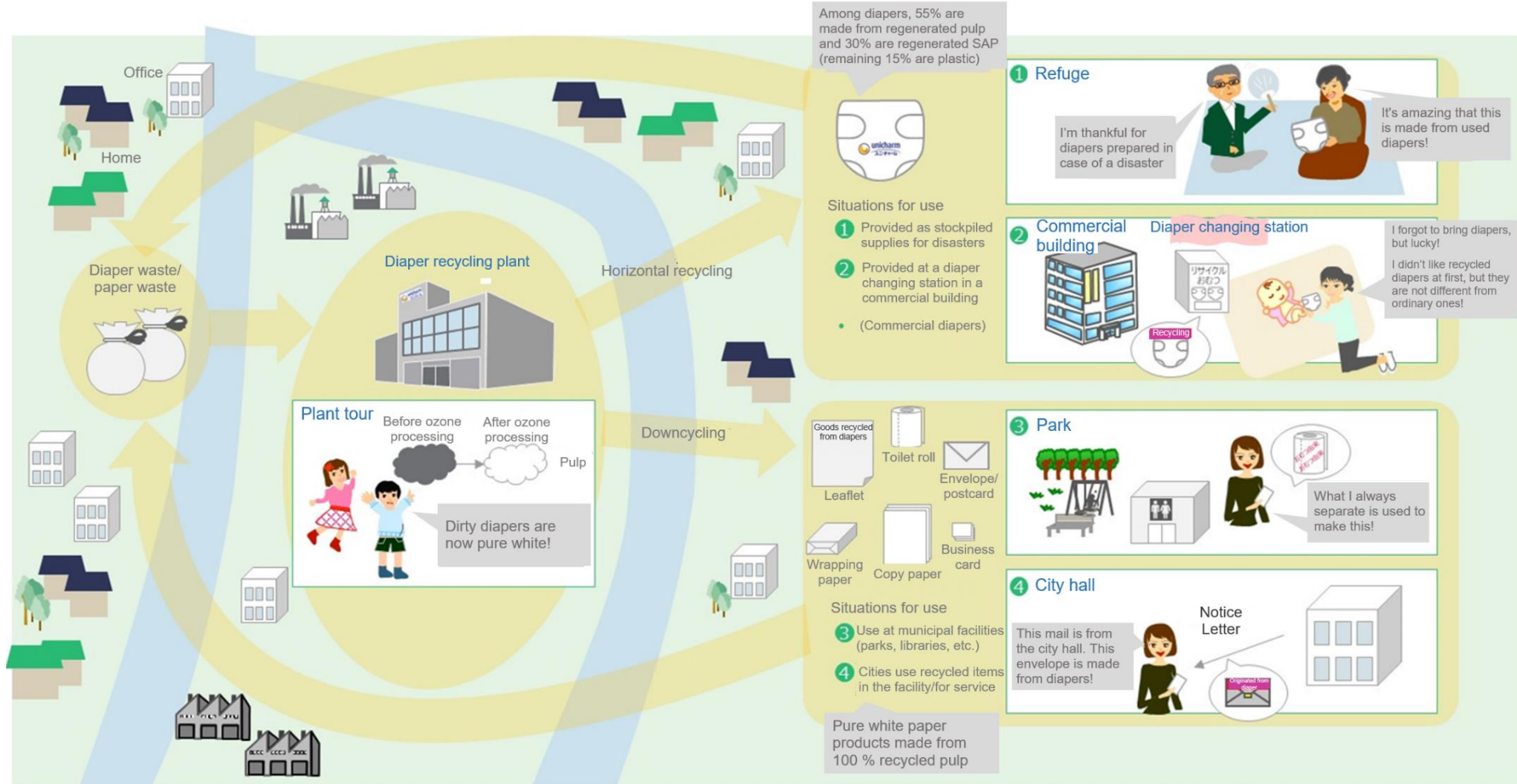
- Collection bags and collection boxes made from recycled plastic which was derived from used disposable diapers



- Oji Nepia to sell RefF-marked toilet paper made from RPF derived from used disposable diapers



➤ 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: 23% (as of December 31, 2023); Expected to be approximately 30% in year 2024

Top five nations	Percentage of renewable electric power
Brazil	100%
U.S.A.	100%
China	About 57%
Japan	About 30%
Malaysia	About 21%

➤ Offices with 100% of renewable electric power used



Brazil
(Jaguarina Factory)



US
(Hartz Pleasant Plain Factory)



Japan (UCP Mie, Itami, Saitama, Kyushu, Toyohama, UC Kokko Nonwoven Kawano, Toyohama, Kokko, Cosmotec, Peparlet, 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

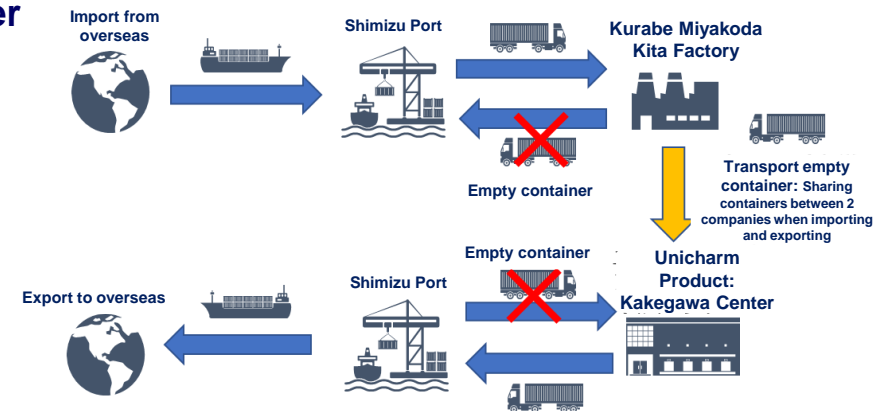
Osaka



Saitama

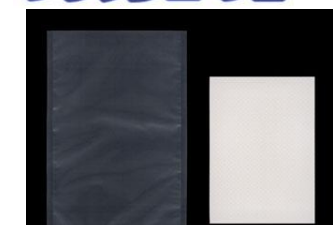


- Joint logistics through round transportation* with each business partner



* 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



Vacuum pack & water absorbent backing paper

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.2023 results)	
Japan	▲ 86.9%
China	▲ 76.5%

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



Trim loss emitted at the factory

Recycling-oriented system

* Base year: Yr.2019

◆ Unicharm Principles

Key initiatives	Indicators	Results			Mid- and long- term goals	
		2021	2022	2023	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 occurrences	Every year
Practice of appropriate corporate governance	Number of serious compliance violations.	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%	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%	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)	Reduced by half (Compared to 2020)	2030

◆ 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

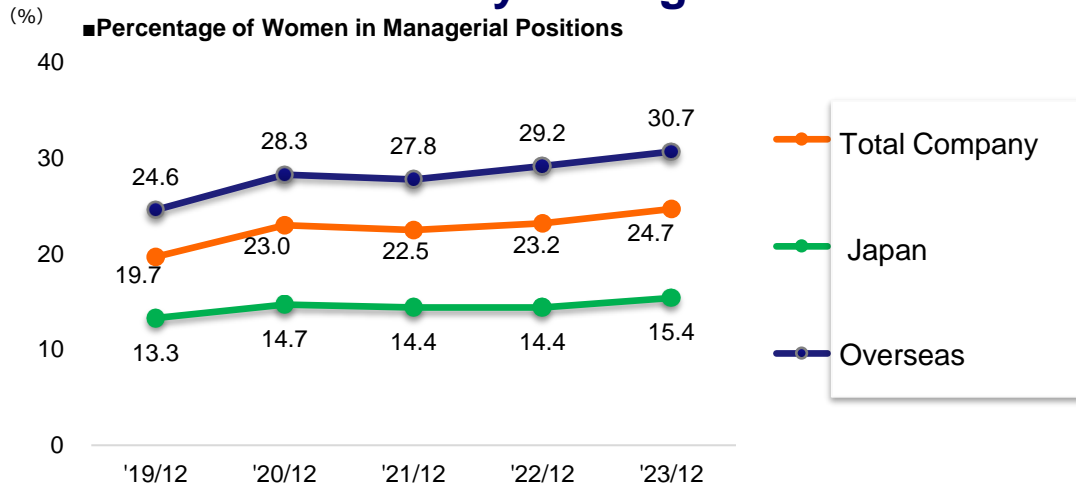
Realize a "Cohesive Society (Social Inclusion)"

HR system

Encourage individual growth to become a global No. 1 company



◆ Promotion of diversity management



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



◆ Fostering the development of competent human resources

**2023 Employee satisfaction
(Entire company)**

Max. score 5

4.42

2022 4.39 (Japan)



**2030 Target
Over 80%**



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



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



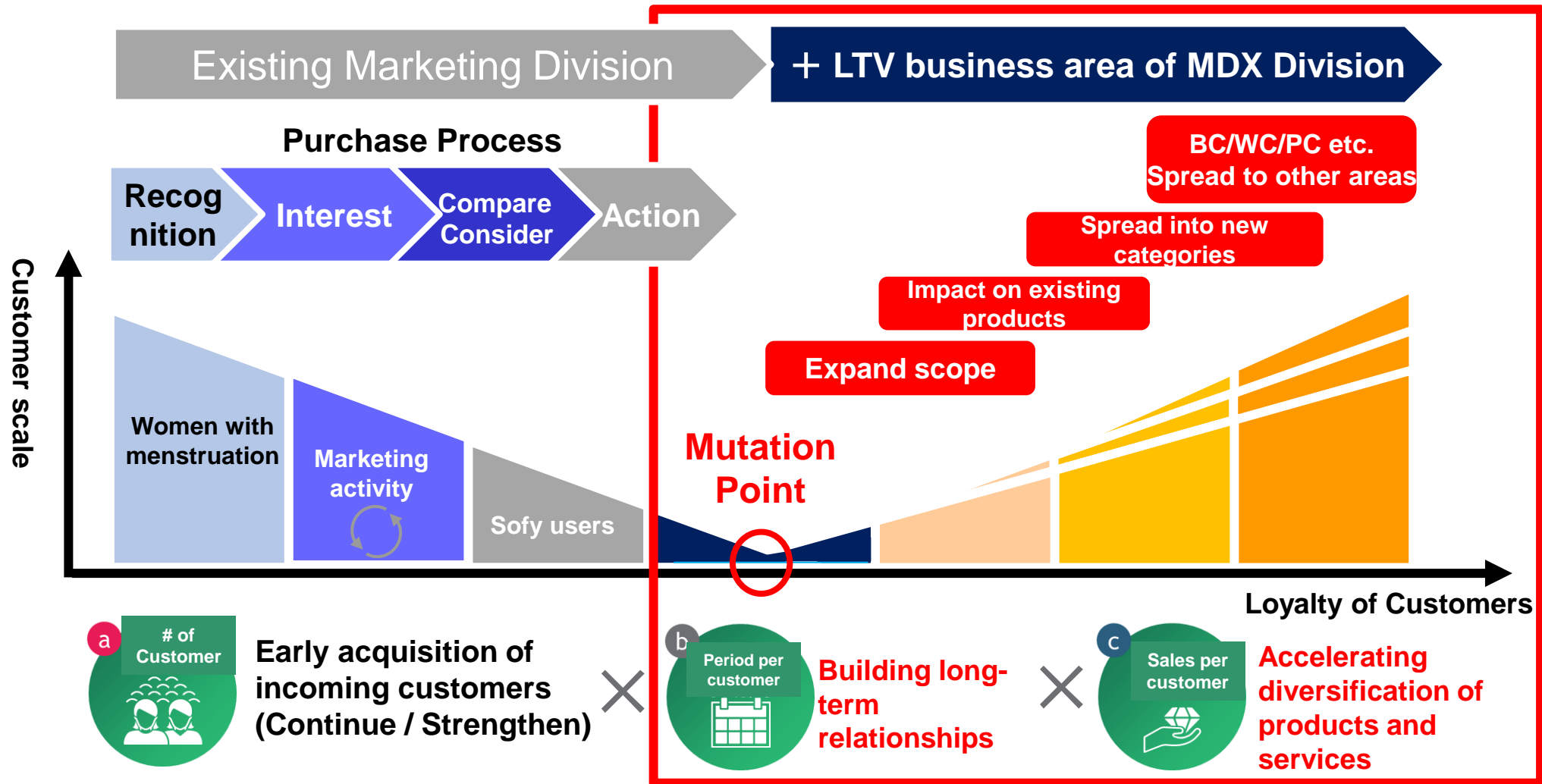
Use digital technology to understand the psychology of customers and provide unique products and services

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

- Create specialized learning opportunities through training sessions such as “DX Basic Study Group” to acquire basic digital knowledge



- “EC Trainee System” is a program to develop EC human resources who can play an active role globally



- Online self-study on a global basis, “LinkedIn Learning”

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



- Introduced UniChat (Unicharm version generative AI Chat), a digital tool that helps save time and improve work efficiency



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”**



Love Your Possibilities



Creating the Corporate Brand Essence “Love Your Possibilities” Domestic Initiatives Using Digital Technology -1



- “Sofy Girl” supports worries related to menstruation, and “Sofy” is a menstrual management app that adds a function to notify the optimal start date for using “Sofy Ninkatsu Pantliners (Check Fertility Timing*)”

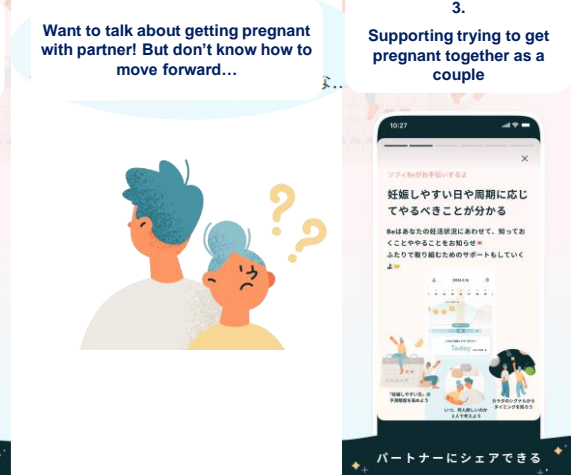
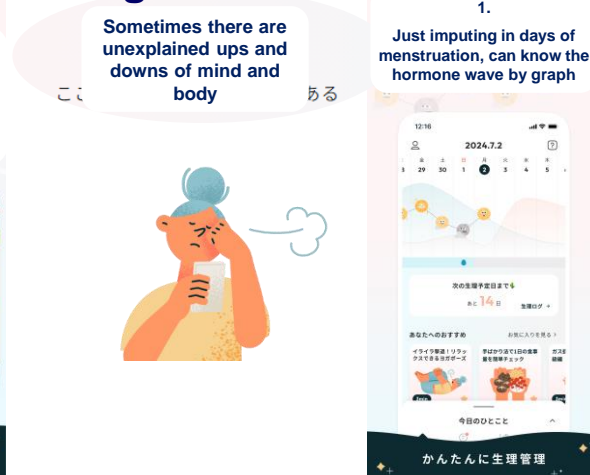


Number of registered users:
Approx. 2.35 million (as of June 2024)

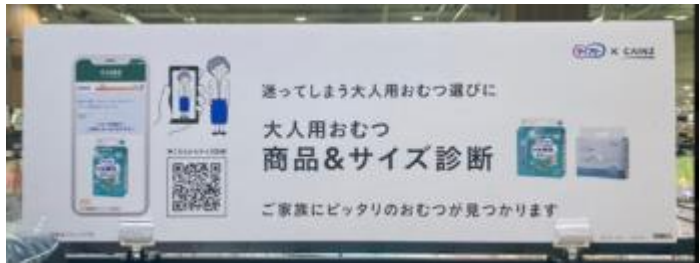


*Best time for getting pregnant which is “about 6 days”

- “Sofy Be” is a one-step-ahead health management app (hormone care with AI consultation) proposed by “Sofy”, which has been continuously addressing menstruation



➤ "Adult diaper counseling" that helps select the best choice of disposable diaper



No. of Users: Approx. 30,000
(As of the end of June, 2024)



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



Team moony
Number of registered members:
Approx. 2.04 million members
(as of end of June 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!



※ DOQAT <https://doqat.jp/>

Registrants: 50,000 (total)
(as of the end of June 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

- 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/>

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- 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



5230+ across 47 prefectures
(as of end of June 2024)

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

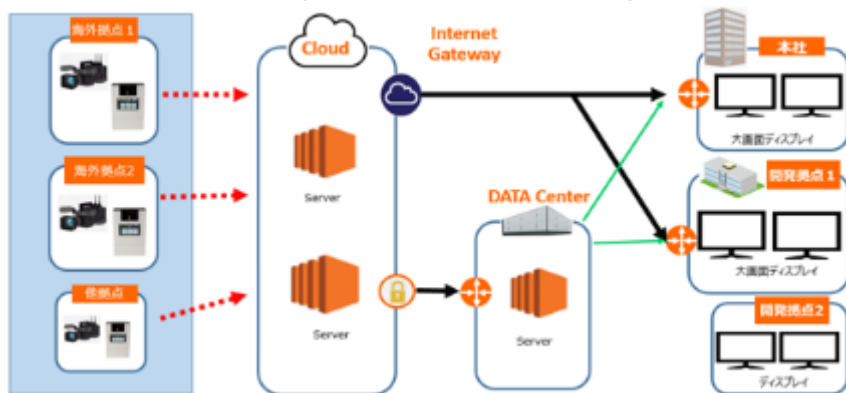


- “Shop search system” can help find shops carrying products to improve customer satisfaction

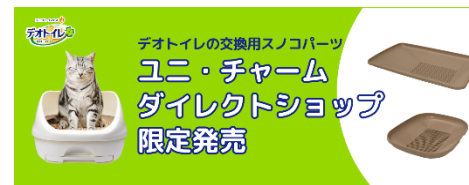


- Developed “Digital Scrum System” to discover customer insights

<Digital Scrum System (Image)>

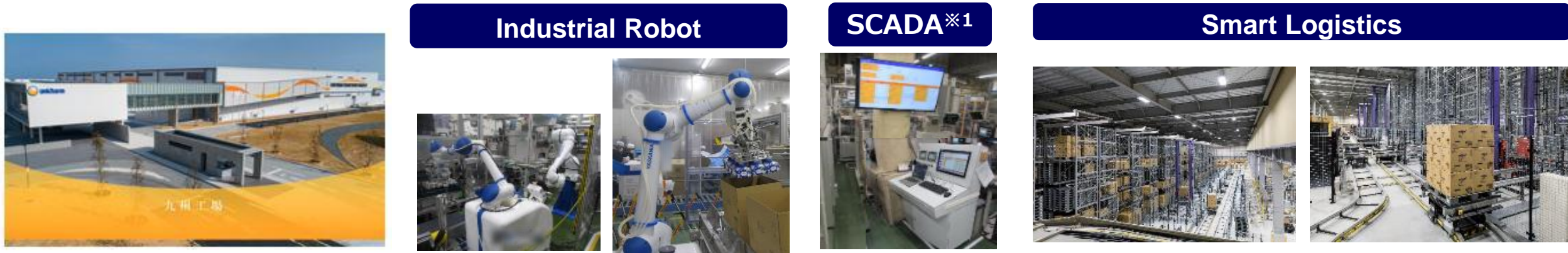


- Strengthening “Direct Shop” system to meet various needs of customers in all categories



ユニ・チャーム ダイレクトショップのサービス		
\ POINT 1 / 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>

➤ State-of-the-art smart factory (Kyushu) utilizing a variety of self-operating machines and IoT

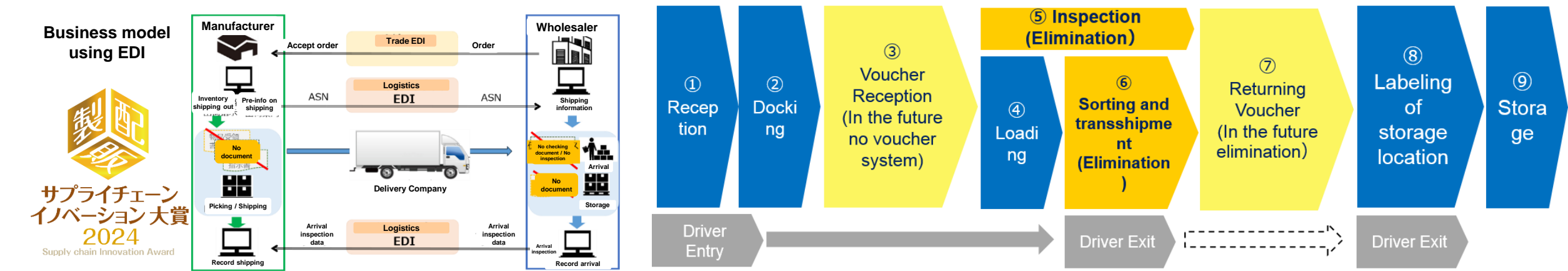


*1 Abbreviation for Supervisory Control And Data Acquisition

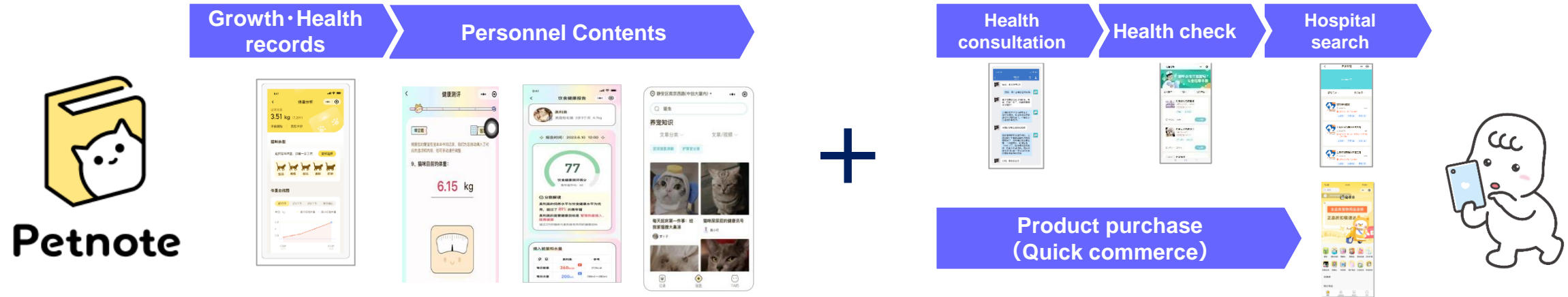
➤ Promoting collaboration for logistics digitalization and efficiency through ASN*3 distribution using logistics EDI*2

Business Reforms Utilizing Logistics EDI

Business model that eliminates inspection using ASN



➤ 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 2024)

<p>2024 January</p>	<ul style="list-style-type: none"> ✓ Received Grand Prize at “Nikkei Excellent Products and Services Awards 2023” with “Fresh Pro” launched by Cosmotec ✓ Obtained “CoC Certification” under PEFC (Program for the Endorsement of Forest Certification) at Unicharm Brazil factory ✓ Certified as “Reiwa 5th year (2023) Tokyo Sports Promotion Company” by Tokyo Metropolitan Government ✓ Certified as “Sports Yell Company 2024+ (Plus)” promoted by the Japan Sports Agency
<p>February</p>	<ul style="list-style-type: none"> ✓ Achieved highest rating of “A List” in two areas of CDP ✓ Selected for “Human Capital Management Quality 2023 Gold Award” ✓ Selected as “Environmentally Sustainable Company” in “5th ESG Finance Award Japan” ✓ Received the “Consumer Affairs Agency Commissioner’s Award” in Reiwa 5th year (2023)Consumer-Oriented Management Excellence Award
<p>March</p>	<ul style="list-style-type: none"> ✓ Received the “Promotion Award” at the “Women’s Health Management® Awards” ✓ Certified as “2024 Health and Productivity Management Organization (White 500)”
<p>April</p>	<ul style="list-style-type: none"> ✓ Obtained SuMPO’s “Internal-PCR approval” for Unicharm’s product-specific carbon footprint calculation rules ✓ Received “Japan Business Federation Chairman’s Award” at 32nd Global Environment Awards ✓ Selected as “SX Stock 2024” by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange
<p>June</p>	<ul style="list-style-type: none"> ✓ Manner Wear wins “Grand Prize” in the hygiene category at the Nikkei Trendy “Pet Products Awards” ✓ Selected as a constituent stock of “SOMPO Sustainability Index”
<p>July</p>	<ul style="list-style-type: none"> ✓ Received “Special Award” at 25th Logistics Environment Awards ✓ 13 daily necessities manufacturers, including our company, and 12 logistics companies won the “Grand Prize” at the Supply Chain Innovation Awards 2024
<p>August</p>	<ul style="list-style-type: none"> ✓ Selected as a constituent stock of all ESG indices adopted by GPIF
<p>September</p>	<ul style="list-style-type: none"> ✓ Certified as “Himeboss Declaration Business” by Ehime Prefecture

Index inclusion and evaluation



DX注目企業2023
Digital Transformation

FTSE Blossom Japan

FTSE Blossom Japan Sector Relative Index

FTSE4Good



2024 MSCI ESG Leaders Indexes Constituent

2024 CONSTITUENT MSCI ジャパン ESGセレクト・リーダーズ指数

2024 CONSTITUENT MSCI 日本株 ESGセレクト・リーダーズ指数



※ Disclaimer is available on the following website:
<https://www.unicharm.co.jp/en/company/news/2024/0816-01.html>

2024 CONSTITUENT MSCI 日本株 女性活躍指数 (WIN)

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EcoPro Awards



Coordination with external organizations

WE SUPPORT



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。

Support 10 principles of the “United Nations Global Compact” and have been participating since May 2006



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

BUSINESS AMBITION FOR 1.5°C

Total GHG emissions reduction target
Base year: 2021 Target year: 2031
Scope 1, 2: 46.20% reduction
Scope 3: 27.50% reduction



STANDARD 100



JAPAN CLIMATE INITIATIVE



JCLP



CLIMATE GROUP
RE100



Re-Style

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

Myじんけん宣言
Declaration of Human Rights



In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office



ひめボス



こども
まんなか



認証事業所

Collaboration with external organizations

Local community contribution activities at Ehime Prefecture, the birthplace of Unicharm



- Support activities for children who are responsible for the future of the region through corporate hometown tax payments



Purchase children's books for Shikokuchuo City Digital Library

Next Generation Baseball Player Development Project

- 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

- Sponsoring “Unicharm Trophy 2023 Ehime International Open”, officially authorized by Men’s Professional Tennis Association



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

Integrated Index

FTSE Blossom Japan

FTSE Blossom Japan Sector Relative Index

2024 CONSTITUENT MSCI日本株 ESGセレクト・リーダーズ指数

Thematic Index

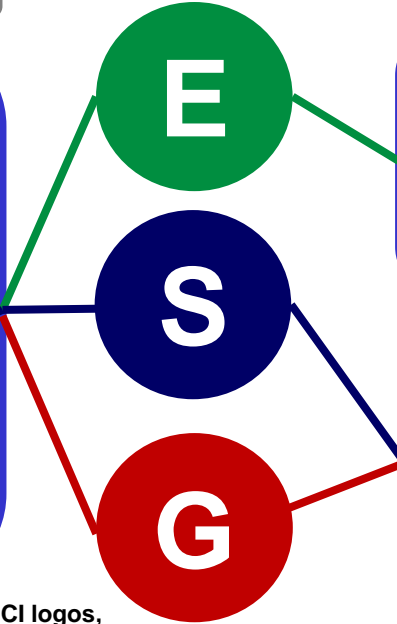
S&P/JPX
カーボン
エフィシエント
指数

2024 CONSTITUENT MSCI日本株
女性活躍指数 (WIN)

MORNINGSTAR GenDi J

Japan ex-REIT Gender Diversity
Tilt Index

TOP CONSTITUENT 2024



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* Disclaimer is posted on the following website
<https://www.unicharm.co.jp/en/company/news/2024/0816-01.html>

Other ESG Index



ESG-related scores and ratings

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

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



Examples of initiatives	実績
“Excretion care” course	Excretion care: 340 times in total (as of the end of June 2024)
Number of users for “Adult Diaper Counseling”	Approx. 30,000 people (as of the end of June 2024)
Number of times the video “Menstruation Study for Everyone” was provided https://www.sofy.jp/ja/campaign/minnanoseirikensyu.html	Approx. 490 companies and organizations (as of the end of June 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. 2,350,000 people in total (as of the end of June 2024)
Number of views for TikTok “Sarakeda-so (Let’s talk it out room)” https://www.tiktok.com/@sofy_official_7days/	Approx. 32 million views (as of the end of June 2024)
Education of first menstruation/period (including online)	India: approx. 635,000 people (as of the end of June 2024)
Education of first menstruation/period (mother-daughter learning sessions)	India: approx. 361 sessions, about 11,000 mother-daughter groups (as of the end of June 2024)
Number of registrations for first menstruation site “Charm Girls Talk”	Indonesia: approx. 83,600 people (as of the end of June 2024)
Number of registered members for “Team moony point program” https://jp.moony.com/ja/apps/moonypoint.html	Cumulative total of approx. 2,040,000 members (as of the end of June 2024)
Nursery schools using “Tebura Touen (service delivering diapers to nursery schools so that parents don’t have to bring diapers)”	5,230+ across 47 prefectures (as of the end of June 2024)
Number of registrations with “DOQAT”, Q&A service for pets https://doqat.jp/	Approx. 50,000 people (as of the end of June 2024)



We support the Sustainable Development Goals (SDGs)

