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(Securities Code: 8113)

March 2, 2026

Takahisa Takahara
 Representative Director, President & CEO
 UNICHARM CORPORATION
 182 Shimobun, Kinsei-cho, Shikokuchuo-City,
 Ehime, Japan

NOTICE OF CONVOCATION OF THE 66TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

To Shareholders with Voting Rights:



Takahisa Takahara
 Representative Director,
 President & CEO

I would like to extend my gratitude for your continued support.

In 2025, global affairs continued to change rapidly, characterized by geopolitical risks, a deteriorating natural environment underscored by global warming, and other factors. In this challenging business environment, the Company promoted products and services embodying its corporate brand essence, “Love Your Possibilities.”

As just one example, we launched “Deo-Sand: Paper Sand That Deodorizes with Fragrance RefF,” a pet care product using recycled super absorbent polymers. This was another in series of products born from the RefF Project for the horizontal recycling of disposable diapers. With this new product, all four of our main business divisions have developed and launched products using recycled raw materials under the RefF Project. We also accelerated the provision of unique value by merging digitalization with services. For instance, we leveraged insights drawn from the Sofy Be menstrual and health management app to launch the “Sofy Menstrual Blood Iron Deficiency Check Kit.” Outside Japan, we made progress in launching a full-fledged business in

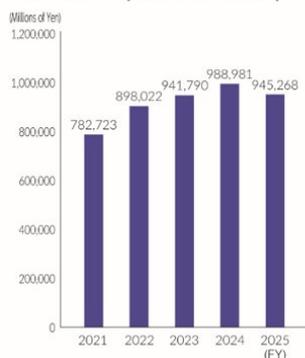
Africa by preparing for the establishment of a joint-venture in Kenya.

Due in part to such business activities, which were driven by initiatives aimed at resolving social issues, the Company would like to offer a year-end dividend of 9 yen per share as a shareholder return. The full-year dividend is 18 yen a share, representing the 24th consecutive period of dividend increases.

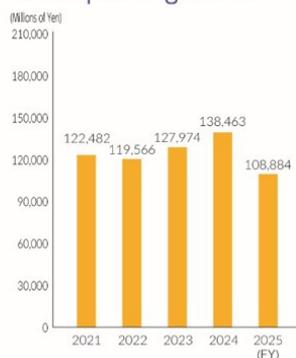
In 2026, the Company celebrates the 65th anniversary of its founding.

We are marking this milestone with the launch of our 13th Medium-term Management Plan, “Project-Renaissance.” The new plan reaffirms human-centric management, the origins of our Company and never more relevant than today, amid the advances in AI and other digital technologies. Under the plan, we are promoting the three core “R” concepts of “Renaissance,” “Rebirth,” and “Resonance.” “Renaissance” signifies the return to our roots and our desire to build even closer relationships with all of our customers. “Rebirth” attests to our change in business model, from a manufacturer to a lifetime partner to our customers. And “Resonance” reflects our desire to build affinities with our customers through the Sofy Be platform. It is through initiatives such as these we will strive to achieve our medium- to long-term targets of 1.5 trillion yen in net sales and a core operating income margin of 17.0% by 2030. I appreciate your continued support and encouragement.

Net sales (consolidated)



Core operating income



Return of profits to shareholders



- * Core operating income is a result of subtracting selling, general and administrative expenses from gross profit.
- * The Company implemented a 3-for-1 stock split effective January 1, 2025. The year-on-year comparison is against adjusted figures that have been retrospectively adjusted to account for the stock split.

NOTICE OF CONVOCATION OF THE 66TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

You are cordially notified of the 66th Ordinary General Meeting of Shareholders of UNICHARM CORPORATION (the “Company”). The meeting will be held as described below.

- 1. Date and Time:** Thursday, March 19, 2026 at 10:00 a.m. (Reception starts at 9:00 a.m.) (Japan time)
- 2. Place:** Multipurpose Hall at Technical Center of the Company
1531-7, Wadahama, Toyohama-cho, Kanonji-city, Kagawa, Japan
- 3. Meeting Agenda:**
- Matters to be reported:**
1. Business Report, Consolidated Financial Statements for the 66th Fiscal Year (from January 1, 2025 to December 31, 2025) and results of audits by the Accounting Auditors and the Audit and Supervisory Committee of the Consolidated Financial Statements
 2. Non-consolidated Financial Statements for the 66th Fiscal Year (from January 1, 2025 to December 31, 2025)
- Matters to be resolved:**
- Proposal:** Election of Three Directors (excluding Directors who are Audit and Supervisory Committee Members)

At the convocation of the Ordinary General Meeting of Shareholders, the Company takes measures for providing information that constitutes the content of Reference Documents for the General Meeting of Shareholders, etc. (items subject to measures for electronic provision) in electronic format and posts this information on the Company’s website.
<https://www.unicharm.co.jp/en/ir.html>

- * The Company posts items subject to measures for electronic provision on the TSE website (Listed Company Search) as well as the Company’s website. Enter “Unicharm” on “Issue name (Company name)” box or “8113” on “Code” box to search. Select “Basic Information,” then “Documents for public inspection/PR information.” The information will appear in “Notice of General Shareholders Meeting/Informational Materials for an Ordinary General Shareholders Meeting” section under “Filed information available for public inspection.” <https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>
- * If there are revisions to items subject to measures for electronic provision, a notice of the revisions and the details of the information before and after the revisions will be posted on the Company’s aforementioned website and the TSE website.

Exercising Your Voting Rights

You can exercise your voting rights by any of the three methods as follows. Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights.

[Vote at the Ordinary General Meeting of Shareholders in person]

Please submit the Voting Right Exercise Form to the reception at the venue.

Date and Time: Thursday, March 19, 2026 at 10:00 a.m. (Reception starts at 9:00 a.m.) (Japan time)

[Vote in writing by mail]

Indicate your vote for or against the proposals on the Voting Rights Exercise Form and return it by mail without putting on a stamp.

Deadline: Forms must reach us by 4:50 p.m. on Wednesday, March 18, 2026.

[Vote online]

Follow the instruction below and indicate your vote for or against the proposal.

Deadline: Input must be completed by 4:50 p.m. on Wednesday, March 18, 2026.

- * If there is no indication for or against the proposal on the Voting Rights Exercise Form, the Company will consider it as your approval.
- * If you exercise your voting rights via both a Voting Rights Exercise Form in writing by mail and online, the Company will take voting online as the effective vote. If you vote multiple times via the Internet, the Company will consider your last vote as the valid vote.

Vote Online

[Vote with QR code]

- 1 Scan the QR code shown on the Voting Rights Exercise Form.
*The QR code is a registered trademark of DENSO WAVE INCORPORATED.
- 2 Follow the on-screen instructions and indicate your vote for or against the proposal.

[Vote using login ID / temporary password]

- 1 Please access the voting site.
<https://evote.tr.mufg.jp/>
- 2 Enter login ID / temporary password on the voting form and click.
- 3 Follow the on-screen instructions and indicate your vote for or against the proposal.

* If you have any questions on how to operate your PC or smartphone to vote via the Internet, please contact the help desk at Corporate Agency Division, Mitsubishi UFJ Trust and Banking Corporation (0120-173-027, toll free, available only in Japan / Business hours: 9:00 a.m. - 9:00 p.m. (Japan time)).

Overview of Proposal

The proposal to be resolved at the meeting is as follows. For more details, refer to the items subject to measures for electronic provision, posted on the websites.

Proposal: Election of Three Directors (excluding Directors who are Audit and Supervisory Committee Members)

The terms of office of all three Directors (here and hereafter in this proposal, excluding Directors who are Audit and Supervisory Committee Members) will expire upon the conclusion of this General Meeting of Shareholders.

Accordingly, the Company proposes the election of three Directors: Mr. Takahisa Takahara, Mr. Kenji Takaku, and Mr. Tetsuya Shite.

Candidate No.	Name	Main career summary	
1	 Takahisa Takahara Representative Director, President & CEO (July 12, 1961) Male Re-election	June 1995 April 1998 October 2000 June 2001	Director Senior Director, General Manager of Feminine Hygiene Business Division Senior Director, Responsible for Management Strategy Representative Director, President
2	 Kenji Takaku Director, Executive Management (October 5, 1960) Male Re-election	January 2004 April 2008 July 2017 March 2023	Managing Director, Shanghai Unicharm Co., Ltd. Executive Officer and General Manager of Global Marketing Division Managing Executive Officer, Managing Director, Unicharm India Private Ltd. Director, Senior Managing Executive Officer overseeing Marketing and Sales
3	 Tetsuya Shite Director, Senior Managing Executive Officer (August 16, 1962) Male Re-election	January 2021 July 2022 March 2025	Managing Executive Officer, Chief Quality Officer (CQO), General Manager of Global Human Resources & Administration Division, Responsible for ESG Division, Customer Communication Center and Global Quality Assurance Department Senior Managing Executive Officer, General Manager of Corporate Planning Division Director, Senior Managing Executive Officer, General Manager of Global Human Resources & Administration Division

Nomination of Director Candidates

The candidates for Directors were nominated following deliberations by the Nominating Committee, which comprises one Representative Director, two Independent Outside Directors, and one Non-Executive Director, and is chaired by an Independent Outside Director. If candidates for Director are elected as originally proposed, the combined composition and skills of the Board of Directors of the Company, together with the three Directors who are Audit and Supervisory Committee Members and are not up for reelection this time, will be as follows.

	Takahisa Takahara	Kenji Takaku	Tetsuya Shite	Hiroaki Sugita	Noriko Rzonca	Shigeru Asada
Corporate management	○	○	○	○	○	○
Finance and accounting	○			○		○
Corporate governance	○	○	○	○	○	○
Risk management	○	○	○	○	○	○
Human resource development	○	○	○	○	○	○
Overseas business	○	○			○	○
Marketing	○	○		○	○	
Distribution strategy		○	○	○		
Development and production		○				
Sustainability	○		○	○	○	
DX				○	○	

* Of the Directors who are Audit and Supervisory Committee Members, Mr. Hiroaki Sugita (male) and Ms. Noriko Rzonca (female) are Independent Outside Directors, while Mr. Shigeru Asada (male) is a Non-Executive Director.

* The definitions of the skills, etc. are as explained below.

Corporate management	The ability to enhance corporate value by overseeing and leading business portfolio optimization, capital allocation, and other management initiatives
Finance and accounting	The ability to accurately oversee and lead financial strategies based on a sufficient understanding of and experience in finance, accounting, and tax affairs
Corporate governance	The ability to strengthen the effectiveness of the Board of Directors, ensure independent oversight functions, and maintain the transparency and integrity of management
Risk management	The ability to identify and assess a wide range of latent risks associated with business activities, and to oversee appropriate mitigation and response measures
Human resource development	The ability to oversee the development and promotion of a diverse range of employees who represent the source of the Company's value creation
Overseas business	The ability to oversee and lead strategies consistent with the culture and practices in each country and region, based on experience in the management of overseas businesses
Marketing	The ability to accurately grasp consumer trends, and to oversee and lead strategies designed to establish competitive superiority
Distribution strategy	The ability to understand the characteristics of diverse distribution channels and to oversee and lead their optimization
Development and production	The ability to determine the direction of R&D in each of the Company's business domains, and to oversee and lead the promotion of standardization and efficiency in manufacturing technologies
Sustainability	The ability to oversee and lead strategies to solve social issues through business activities, in support of the realization of a sustainable society
DX	The ability to determine the direction of digital transformation and to oversee and lead the utilization of AI and other cutting-edge technologies

Our Corporate Essence, “Love Your Possibilities”

We will realize a cohesive society that enables everyone to embrace their potential at all times and support one other with a spirit of altruism

In 2024, Unicharm unveiled its corporate brand essence “Love Your Possibilities.” It expresses our commitment to contributing to realizing a cohesive society in which all people are united and support one another, believing in their unlimited untapped potential and demonstrating this potential with a spirit of compassion and altruism. Through the manufacture and sale of sanitary pads, disposable diapers, and other hygiene products made from its nonwoven fabric and absorbent material processing and molding technologies, Unicharm has dispelled negativity such as discomfort, inconvenience, and unsanitary conditions, allowing people to experience pleasure and the joy of living and to fulfill their dreams. We have grown to what we are today by providing unique value in these ways. However, consumers today also place emphasis on environmental and social issues, and therefore, we must provide products and services that not only benefit consumers, but guide the natural environment and local communities to an even better future. In light of this changing business environment, we will help resolve environmental and social issues while continuing to embrace the challenge of creating new value. In doing so, we will expand the possibilities of customers around the world toward our goal of helping realize a cohesive society.

Electronic Provision of General Shareholder Meeting Materials

Please note that the Company sends general shareholder meeting materials by mail to only those who requested to send them by mail by December 31, 2025. The Company appreciates your understanding.

For those who want to obtain general shareholder meeting materials by mail for the next Ordinary General Meeting of Shareholders or after, please submit a request to your broker or Mitsubishi UFJ Trust and Banking Corporation. (Dedicated phone line for the system for providing materials in electronic format 0120-696-505, toll free, available only in Japan / Business hours: from Monday to Friday 9:00 a.m. - 5:00 p.m. (Japan time), excluding weekends and holidays.)