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(Securities Code: 8113)

(Date on which items subject to measures for electronic provision become available: February 26, 2026)

The 66th Ordinary General Meeting of Shareholders

Items Subject to Measures for Electronic Provision

UNICHARM CORPORATION

Of the information that constitutes the content of Reference Documents for the General Meeting of Shareholders, etc. (items subject to measures for electronic provision), Consolidated Statement of Changes in Equity (IFRS), Notes to Consolidated Financial Statements, Non-Consolidated Statement of Changes in Shareholders' Equity (Japanese GAAP), and Notes to Non-consolidated Financial Statements are not provided in the documents delivered to shareholders who have requested the delivery of paper-based documents as provided for by the provisions of laws and regulations and Article 14, section 2 of the Articles of Incorporation of the Company. Accordingly, the documents that are delivered to shareholders who have requested a delivery of paper-based documents are part of the documents included in the scope of documents audited by the Audit and Supervisory Committee and the Financial Auditor when they create their respective audit reports. The Consolidated Statement of Changes in Equity (IFRS), Notes to Consolidated Financial Statements, Non-Consolidated Statement of Changes in Shareholders' Equity (Japanese GAAP), and Notes to Non-consolidated Financial Statements can be viewed on the Company's website below or on the TSE's website.

If revisions to the items subject to measures for electronic provision are to arise, a notice of the revisions and the details of the items before and after the revisions will be posted on the Company's aforementioned website and the TSE website.

The Company's website: <https://www.unicharm.co.jp/en/ir.html>

TSE website (Listed Company Search): <https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

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."

Reference Documents for the General Meeting of Shareholders

Proposal and References

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.

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.

Candidate No.	Name		Position and responsibilities in the Company	Attendance at meetings of the Board of Directors
1	Takahisa Takahara	Re-election	Representative Director, President & CEO	100% (9 out of 9)
2	Kenji Takaku	Re-election	Director, Executive Management, responsible for PT UNI-CHARM INDONESIA TBK and DSG International (Thailand) Public Company Limited	100% (9 out of 9)
3	Tetsuya Shite	Re-election	Director, Senior Managing Executive Officer, Co-Chief Inclusion Officer (CIO), General Manager of Global Human Resources & Administration Division, Responsible for Secretary Office	100% (6 out of 6)

No special interest exists between any of the above candidates for Directors and the Company.

The Company has entered into a liability insurance contract with an insurance company for directors and officers, etc., as stipulated in Article 430-3, Paragraph 1 of the Companies Act, to cover damages that may arise from the insured, including Directors of the Company, assuming responsibility for the execution of their duties or receiving claims related to the pursuit of such responsibility. However, the coverage excludes the events of the insured receiving private profits or benefits illegally, criminal acts by the insured, acts of the insured carried out with recognition of a violation of a law, and other events. The Company pays all insurance premiums, and in effect the insured is not responsible for the insurance premium. If each candidate is elected as Director, each candidate will become an insured under said insurance contract. The Company also plans to renew such insurance contract at the next renewal time.

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities in the Company (Significant concurrent positions)	Number of shares of the Company held
1	<p>Takahisa Takahara (July 12, 1961)</p> <p>Male</p> <p>Re-election</p> <p>Special interest with the Company None</p> <p>Attendance at meetings of the Board of Directors 100% (9 out of 9)</p>	<p>April 1991 Joined the Company</p> <p>June 1995 Director</p> <p>April 1996 Director, General Manager of Procurement Division and Deputy General Manager of International Division</p> <p>June 1997 Senior Director</p> <p>April 1998 Senior Director, General Manager of Feminine Hygiene Business Division</p> <p>October 2000 Senior Director, Responsible for Management Strategy</p> <p>June 2001 Representative Director, President</p> <p>June 2004 Representative Director, President & CEO (to present)</p> <p>[Significant concurrent positions]</p> <p>Outside Director of Nomura Holdings, Inc.</p> <p>Outside Director of Sumitomo Corporation</p>	11,642,853
<p>Reasons for Nomination as a Candidate for Director</p> <p>Mr. Takahisa Takahara, as described in his career summary above, has managed global strategy as a Representative Director since 2001. He has succeeded in increasing the ratio of overseas sales to more than 60% through proactive expansions. He has also succeeded in activating the Japanese market by introducing products with new added value. Since Mr. Takahara assumed office, the Company has increased sales and operating income approximately five times compared with the amounts before he took office, demonstrating his remarkable management results over a long period of time. In 2025, he led the establishment of the corporate brand essence, “Love Your Possibilities.” Under this banner, the Company is striving to broaden the potential of its customers around the world and contribute to the realization of a “Cohesive Society.” In regard to more specific initiatives, he has overseen the implementation of RefF Project, which promotes the recycling of used disposable diapers to realize a unique circular economy. He oversaw the launch of the Sofy Be menstrual management app, which utilizes DX to help women understand the relationship between hormones and body condition. In Kenya, he has spearheaded efforts to launch sales of sanitary pads and cultivate new markets for the empowerment of women in society. In these and other ways, he has been practicing sustainable management driven by the dual goals of solving social issues and creating new markets. These efforts have earned Unicharm a stellar reputation externally, as evidenced by the Company garnering the highest possible “A List” rating in all three categories in the “CDP 2024” report. Unicharm has firmly established a unique position as a business rooted in ESG. Additionally, as Chairman of the Board of Directors, he provides full and appropriate explanations of material matters and serves to enhance the decision-making and oversight functions of the Board of Directors. Mr. Takahara has been re-nominated as a Director based on the Board’s determination that his wealth of experience and exceptional foresight are critical to ensuring the sustainable growth of the Company’s corporate value, and the Board requests his re-election as a Director.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities in the Company (Significant concurrent positions)	Number of shares of the Company held
2	<p>Kenji Takaku (October 5, 1960)</p> <p>Male</p> <p>Re-election</p> <p>Special interest with the Company None</p> <p>Attendance at meetings of the Board of Directors 100% (9 out of 9)</p>	<p>April 1983 Joined the Company</p> <p>April 1997 Marketing Director of Sanitary Business Group, Marketing Division</p> <p>October 2000 Director of Marketing Department, Baby Care Business Division</p> <p>January 2004 Managing Director, Shanghai Unicharm Co., Ltd.</p> <p>October 2005 Deputy General Manager of Global Marketing Division and Department Manager of Feminine Care SBU</p> <p>April 2008 Executive Officer and General Manager of Global Marketing Division</p> <p>December 2014 Managing Executive Officer and General Manager of Global Marketing Division</p> <p>July 2017 Managing Executive Officer, Managing Director, Unicharm India Private Ltd.</p> <p>January 2022 Senior Managing Executive Officer, Co-Chief Marketing Officer (CMO), Chairman, Unicharm India Private Ltd.</p> <p>March 2023 Director, Senior Managing Executive Officer overseeing Marketing and Sales, Co-CMO, Chairman, Unicharm India Private Ltd.</p> <p>January 2025 Director, Senior Management overseeing Marketing and Sales, Co-CMO</p> <p>January 2026 Director, Senior Management overseeing Marketing and Sales</p> <p>February 2026 Director, Executive Management, responsible for PT UNI-CHARM INDONESIA TBK and DSG International (Thailand) Public Company Limited (to present)</p> <p>[Significant concurrent positions] None</p>	105,661
<p>Reasons for Nomination as a Candidate for Director</p> <p>Mr. Kenji Takaku, as described in his career summary above, has been responsible for marketing divisions of the Group, using his sophisticated expertise and experience to plan and execute systematic marketing strategies from consumers' perspective. In expanding the Asian market, he leveraged his exceptional management abilities to reorganize and improve existing local subsidiaries, launch new subsidiaries, and carry out M&As in the region. As manager of the local subsidiary in India, a growth driver for the Group, he doubled sales over five years by firmly establishing a market position to make India a high-growth market for the entire Group. Since becoming a Director in 2023, he has served as Executive Officer in charge of sales and marketing, overseeing sales program reforms and comprehensive reviews of marketing strategies at all Group operations. In the promotion of DX, he established the internal Marketing Science Study Group to instill in organizations science-driven marketing methods based on data and theory. He also nurtured young talent by supporting the enhancement of their practical skills. In these and other ways, he contributed to strengthening the earnings foundation. Mr. Takaku's sophisticated marketing expertise and global management experience are critical to achieving further sustainable growth of Unicharm as a global marketing company, and the Board therefore requests his re-election as a Director.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities in the Company (Significant concurrent positions)	Number of shares of the Company held
3	<p>Tetsuya Shite (August 16, 1962)</p> <p>Male</p> <p>Re-election</p> <p>Special interest with the Company None</p> <p>Attendance at meetings of the Board of Directors 100% (6 out of 6)</p>	<p>April 1985 Joined the Company</p> <p>April 1993 Sales Division, Sales Planning Department</p> <p>April 2010 Deputy General Manager of Global Human Resources & Administration Division</p> <p>January 2016 Executive Officer, General Manager of Global Human Resources & Administration Division</p> <p>January 2019 Executive Officer, General Manager of Global Human Resources & Administration Division, General Manager of CSR Division, Department Manager of Corporate Ethics Office</p> <p>January 2021 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</p> <p>July 2022 Senior Managing Executive Officer, CQO, General Manager of Corporate Planning Division, Responsible for Customer Communication Center and Global Quality Assurance Department</p> <p>January 2024 Senior Managing Executive Officer, Co-Chief Inclusion Officer (CIO), General Manager of Global Human Resources & Administration Division, Responsible for Secretary Office</p> <p>March 2025 Director, Senior Managing Executive Officer, Co-CIO, General Manager of Global Human Resources & Administration Division, Responsible for Secretary Office (to present)</p> <p>[Significant concurrent positions] None</p>	71,379

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities in the Company (Significant concurrent positions)	Number of shares of the Company held
		<p>Reasons for Nomination as a Candidate for Director</p> <p>Mr. Tetsuya Shite, as described in his career summary above, served in sales and sales planning positions before transferring to the human resources division and assuming responsibility for personnel management at the head office as well as at manufacturing subsidiaries. Since 2016, he has supervised the Global Human Resources & Administration Division. In this role, he has put “management with resonance,” Unicharm’s distinctive management model, into practice and established human resources development systems throughout the global operations. Currently, he is leading programs to nurture employees and organizations which can drive strategy, promoting advanced approaches to strategic human resources development with the aim of maximizing the value of human capital. As part of these efforts, the Company is taking initiatives to visualize individual skills by establishing clear job descriptions and building inventories of skills and competencies. This coordination of business strategies and human resources strategies is supporting the optimization of human capital allocation. Additionally, he has led diversity, equity, and inclusion (DE&I) programs as the Group’s Co-Chief Inclusion Officer (CIO). In 2025, Unicharm was selected as a White 500 company under the Certified Health & Productivity Management Outstanding Organizations Recognition Program for the second consecutive year in recognition of its success in health and productivity management and offering diverse workstyles. In these and other ways, he has energized organizations and enhanced society’s trust in the Company. Additionally, he has been supervising a wide range of administrative organizations, including the Corporate Planning Division, ESG Division, and Customer Communication Center. In these roles, he has developed valuable experience and deep insight into the development of human resources needed to support business growth. Mr. Shite’s leadership is critical to building robust organizations required to support the Company’s sustainable growth, and the Board requests his re-election as a Director.</p>	

Audit and Supervisory Committee Members' View on Selecting Director Candidates

All the Company's Audit and Supervisory Committee Members are also members of the Nomination Committee (half of the Committee members are Independent Outside Directors) and confirmed the following through discussions at the Nomination Committee: the nomination procedure of Director candidates was appropriate; the Board of Directors had balanced knowledge, experiences, and capabilities as a whole to play its role and fulfill its responsibilities, and was composed in a way so that it was diverse and at the same time at an appropriate scale, based on the Company's mission, specific management strategies, and environments surrounding the Company. As a result, all Audit and Supervisory Committee Members have deemed that the candidates for Directors are appropriate. Accordingly, the Audit and Supervisory Committee has deemed that it does not have to state an opinion on the appointment of Directors at the Ordinary General Meeting of Shareholders as stipulated in Article 342-2, Paragraph 4 of the Companies Act.

All the Company's Audit and Supervisory Committee Members are also members of the Compensation Committee (half of the Committee members are Independent Outside Directors) and confirmed the following: a policy of deciding the compensation, etc. of individual Directors and the details of them reflected the Company's medium- to long-term performance as well as potential risks; their compensation was appropriately incentivized so that Directors could exercise healthy entrepreneurial spirit; the percentage of the Company's medium- to long-term performance-related compensation was set appropriately; the ratio of cash compensation and stock compensation was arranged appropriately; and decisions of compensations went through a fair and appropriate procedure. As a result, all the Company's Audit and Supervisory Committee Members have judged that a policy of deciding the compensation, etc. of individual Directors and the details of them are appropriate, and the Audit and Supervisory Committee has deemed that it does not have to state an opinion on the compensation, etc. of Directors at the Ordinary General Meeting of Shareholders as stipulated in Article 361, Paragraph 6 of the Companies Act.

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