

First Quarter of Fiscal Year  
Ending December 31, 2023  
(Jan 1, 2023 to Mar 31, 2023)  
Unicharm Investor Meeting  
Presentation Materials

May 8, 2023

Unicharm Corporation



I am Hirotatsu Shimada from Unicharm. Thank you very much for taking the time to participate in today's web conference for the Q1 financial results briefing for the fiscal year ending December 2023 of Unicharm. Without further ado, I will proceed with the explanation of the contents.

**First Quarter of Fiscal Year  
Ending December 31, 2023  
(January 1, 2023 to Mar 31, 2023)  
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.

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First, I will provide an overview of the Q1 financial results for the fiscal year ending December 2023.

**First Quarter of Fiscal Year Ending December 31, 2023  
(January 1, 2023 to March 31, 2023)  
Financial Results Summary**



**Consolidated**

**Sales 220.8 billion JPY (YoY +8.1%)**

**Core operating income 28.4 billion JPY (YoY - 5.1%)**

- Sales hit record high in the first quarter (Jan.–Mar.).
- The performance progress is as per expected in both sales and core operating income margin.

**Japan**

**1.7% sales increase, 1.6% profit decrease**

- Pet Care Business keeps good performance with value-shifting. Baby Care Business also shows sales and profits increase as a result of value-shifting.
- Wellness Care Business excluding masks led sales increase with value-shifting as per plan.
- With COVID-19 settling down, distribution inventory of mask and wet wipes was adjusted.

**Overseas**

**11.3% sales increase, 9.7% profit decrease**

- Increase in sales and decrease in profits in Asia. Increased sales are driven by Baby Care Business in India and Indonesia. The main factors behind the profit decrease were the impact of infection spread in early this year and compression of distribution inventory in China, however, the situation is improving from the second quarter.
- Increase in sales and profits in other regions. Kept good performance in North America, and turn profitable again in Brazil with high growth.

**Shareholder  
Return**

**Yearly dividend 40 yen per share**

**Increased dividend for 22 consecutive years**

- Purchase of own shares: up to 17 billion JPY, 3.9 million shares.

On page three of the document, this is the summary of the financial results.

**Sales hit record high in the first quarter**  
**Performance progress is as expected even under a harsh environment**



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

(100 millions of yen)

	1Q of FY Ended Dec.31, 2022	1Q of FY Ending Dec. 31, 2023	gap(yen)	gap(%)	(Forecast) FY ending Dec. 31, 2023	Achievement
Net sales	2,044	<b>2,208</b>	+165	+8.1%	9,635	22.9%
Core operating income (margin-%)	299 (14.7%)	<b>284 (12.9%)</b>	-15	-5.1% (-1.8P)	1,410 (14.6%)	20.2%
Profit before tax (margin-%)	308 (15.1%)	<b>282 (12.8%)</b>	-26	-8.4% (-2.3P)	1,375 (14.3%)	20.5%
Profit attributable to owners of Parent company (margin-%)	168 (8.2%)	<b>165 (7.5%)</b>	-3	-1.8% (-0.7P)	809 (8.4%)	20.4%
EBITDA (profit before tax + depreciation/ amortization)	405	<b>385</b>	-19	-4.7%	1,795	21.5%
Base earnings per share (JPY)	28.22	<b>27.84</b>	-3.8	- 1.3%	136.37	20.4%
USD Rate (JPY)	116.20	<b>132.34</b>	+16.14	+13.9%	130.00	—
CNY Rate (JPY)	18.29	<b>19.34</b>	+1.05	+5.7%	19.20	—

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Now, I will explain from page four. This is the highlight of our consolidated financial results.

Regarding the performance of the Q1 financial results for the fiscal year ending December 2023, net sales reached JPY220.8 billion, an increase of 8.1% YoY, marking the highest-ever figure for Q1.

Core operating income was JPY28.4 billion, a decrease of 5.1% YoY. During Q1, the appreciation of the US dollar and depreciation of local currencies led to further increases in raw material costs and rising energy costs on top of that, among other factors, resulted in an increase in the cost of sales ratio by about 3%. However, by promoting value-shifting, we managed to mitigate the deterioration of the cost of sales ratio, resulting in a core operating income margin of 12.9%.

As for the consolidated earnings forecast, as shown in the table on the far right, the progress of all items from net sales to quarterly profit attributable to the parent company's owners is moving in line with our expectations.

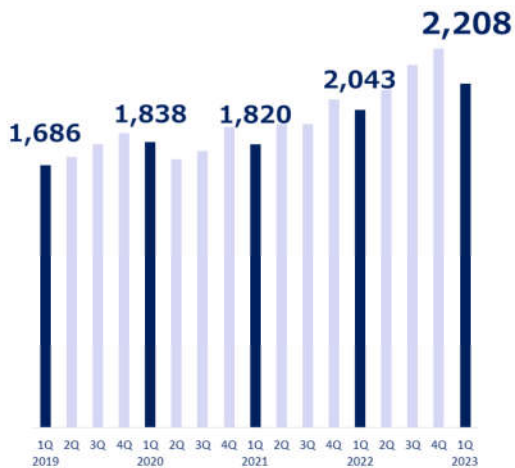
Now, I will explain the details of our performance and the progress of our earnings forecast in the following pages.

Stable sales growth and hit record high<sup>※</sup> with continuous value-shifting  
 High profit standard was secured in spite of further cost increases



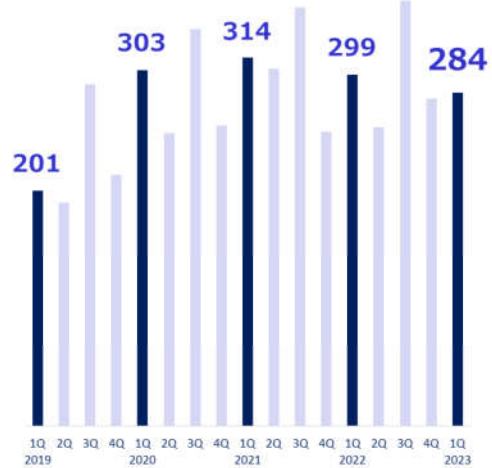
● Sales trend (quarterly)

(Unit: 100 million yen)



● Core operating income trend (quarterly)

(Unit: 100 million yen)



※1 In the period of first quarter (Jan.-Mar.)\_ since IFRS adoption in FY2017  
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Please refer to page five of the document. This is the quarterly performance trend. Our products are essential items for daily life, and we have been able to achieve stable sales growth while continuously promoting value-shifting. As a result, we achieved record-high sales in Q1.

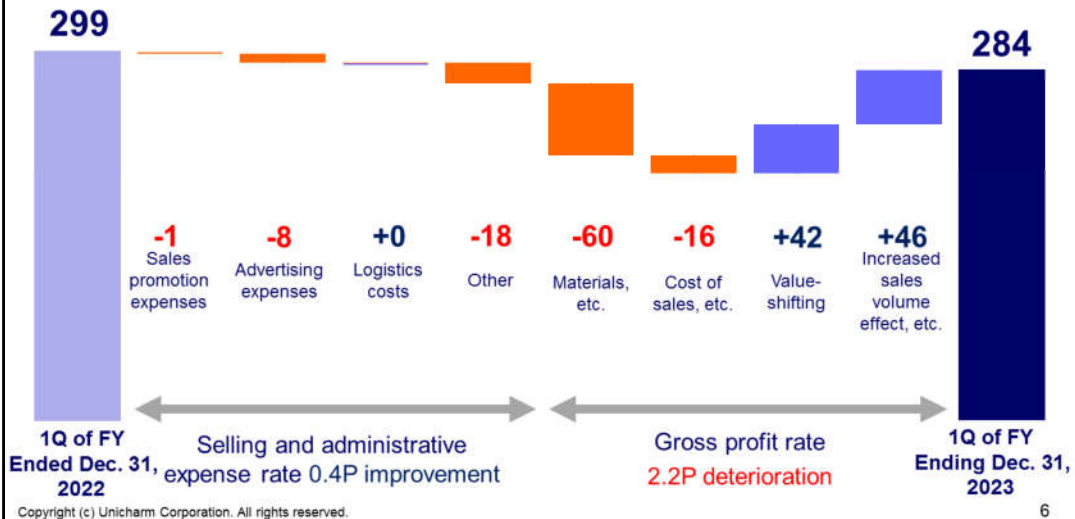
In addition, despite the further increase in raw material costs and other cost factors during this quarter, we have maintained a high level of core operating income under challenging conditions.

Even core operating income decreased by 1.5 billion JPY due to further cost increases in raw materials etc., gross profits improved as a result of continuous value-shifting and sales volume increase



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

(Unit: 100 million yen)



Please refer to page six.

Next, we will discuss the changes in core operating income.

Although the ratio of selling, general, and administrative expenses to net sales improved by 0.4 percentage points, the overall expenses increased by about JPY2.7 billion due to the increase in expenses associated with higher sales. Within this, advertising expenses increased by JPY800 million. The main factor for this increase was the implementation of further advertising investments to improve brand recognition in North America's pet care, and in Indonesia, among others, during the process of promoting value-shifting.

Next, the increase of JPY1.8 billion in other expense items is due to factors such as personnel expenses, research and development expenses, outsourcing expenses, and travel expenses.

On the other hand, logistics expenses have slightly decreased as the ratio to net sales improved by 0.5 percentage points. In particular, in Japan, the improvement of the logistics expense ratio, mainly in pet care, was due to value shifting and the promotion of higher value-added products, which led to an increase in unit prices. Factors also include value shifting in Indonesia and a decrease in export volume to Indian subsidiaries.


Regarding gross profit, the further increase in raw material unit prices, continuing from last year, led to a decrease of approximately JPY6 billion in gross profit. To

absorb this, we increased the value offered by continuously deploying added-value products and successfully balanced value shifting and quantity effects in Japan, India, and Indonesia, which allowed us to increase gross profit and absorb the raw material-related expenses.



※1

**Pet Care, Wellness Care and Baby Care Business led sales increase in Japan**  
**Value-shifting with value-added products is well advanced in North America and Indonesia**  
**Wellness Care Business keep growing with expanding markets in Asia**



(Unit: 100 million yen)

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

		1Q of FY Ended Dec. 31, 2022	1Q of FY Ending Dec. 31, 2023	gap(yen)	gap (%)	(Ref.) Actual gap rate ※2
Japan	Net sales	699	<b>711</b>	+12	+1.7%	—
	Core operating income (margin)	136 (19.5%)	<b>134 (18.8%)</b>	-2	-1.6% (-0.7P)	—
Asia	Net sales	994	<b>1,087</b>	+94	+9.4%	+2.2%
	Core operating income (margin)	130 (13.1%)	<b>112 (10.3%)</b>	-18	-14.0% (-2.8P)	-20.0%
※3 Others	Net sales	351	<b>410</b>	+59	+16.8%	+7.1%
	Core operating income (margin)	34 (9.6%)	<b>36 (8.7%)</b>	+2	+6.8% (-0.9P)	-5.8%
Consolidation	Net sales	2,044	<b>2,208</b>	+165	+8.1%	+2.9%
	Core operating income (margin)	299 (14.7%)	<b>284 (12.9%)</b>	-15	-5.1% (-1.8P)	-9.1%

[Actual gap rate of sales in main countries] \*based on management accounting  
 China -7% Indonesia +14% Thailand -5% India +20% Vietnam -4% Middle East -5% North America +9% Brazil +57%

※1 Excluding masks    ※2 Actual gap rate excluding foreign exchange effects  
 ※3 Others: Main regions are North America, Saudi Arabia, Brazil and the Netherlands

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Please refer to page seven. Next, we will discuss segment information by location.

First, in Japan, net sales increased by 1.7%, while core operating income decreased by 1.6%. The core operating income margin worsened by 0.7 percentage points to 18.8%, mainly due to the impact of soaring raw material prices.

Although the business environment was challenging due to the depreciation of the yen, further cost increases such as raw material costs, and the shrinking of sales space for COVID-19-related products as the COVID-19 infection status was lowered to Category 5, we were able to limit the decline in profit by continuing to promote value-shifting as planned in pet care, wellness care, and baby care.

Among these, pet care achieved over 10% growth in sales, and baby care also achieved high single-digit growth. In addition, wellness care, excluding masks, grew in the mid-single digits, driving growth in Japan. By the way, excluding COVID-19-related products such as masks and wet tissues, Japan achieved mid-single-digit growth in both sales and profit.

Next, regarding the Asia region, net sales increased by 9.4%, core operating income decreased by 14%, and the core operating income margin was 10.3%. In



major Asian countries, we are promoting value-shifting as planned, almost on schedule, despite the further rise in raw material prices. However, the speed of cost increases since last year has been very fast, and keeping up with the pace has been challenging.

The main factors for the decrease in profit are the real growth rate of sales (i.e., excluding the effects of exchange rate fluctuations) in major countries, as shown in the lower part of the slide, with China and Thailand being impacted. In China, the main factor is that feminine care experienced a decline in both sales and profit. This was influenced by the end of the zero-COVID policy at the end of last year and the impact of infection expansion in January. Additionally, we implemented a strategy of switching to higher-priced products in response to inventory reduction trends in distribution channels, which further impacted sales and profit.

Despite such challenges, we were able to improve profitability while growing domestic premium products in baby care, where we are promoting structural reforms. In Thailand, the decline in birth rates and market shrinkage due to consumers buying cheaper or lower-quality products in the baby care market had a significant impact. In addition, proactive advertising in growth markets such as feminine care and wellness care also affected the decrease in profit, but we were able to grow at a rate exceeding market growth. In other Asian countries, Indonesia maintained its strong performance, achieving robust top-line growth.

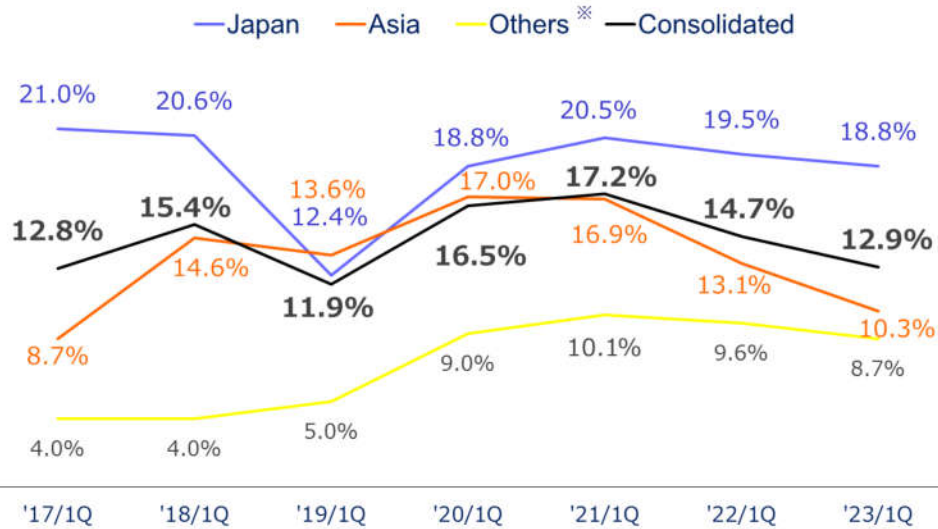
Lastly, regarding other regions, net sales increased by 16.8%, and although the core operating income margin worsened by 0.9 percentage points to 8.7%, core operating income increased by 6.8%. This growth was driven by North American pet care and Brazil.

For North American pet care, as a result of the successful trend in value shifting products such as cat treats since last year, sales increased by 9%, and profitability improved. In Brazil, despite the impact of soaring raw material prices and the depreciation of the real, we promoted value-shifting and achieved a return to profitability with high top-line growth.

**Core operating income decreased due to further cost increases in all regions, however, as a result of continuous expansion of value-added products, profitability improves from 2Q**



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



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

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Please refer to page eight of the document. This is a graph of the trend for core operating income margin by location.

While we are still feeling the impact of rising raw material prices this quarter, the cost ratio has been improving since the peak in Q4 of last year. With the continuous expansion of value-added product offerings, we expect to see improvements in the core operating income margin from Q2 onwards, with Q1 being the bottom.

**Sales ratio of overseas markets hit record high**  
**Overseas and Asian market keep overwhelming sales ratio**



- Sales ratio of overseas markets



- Sales ratio of Asian markets



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9

Please refer to page nine. This is a graph of the ratio of overseas sales.  
In terms of composition ratio, overseas sales rose to 68.5%, the highest level ever.

**Baby Bare Business led Personal Care Business**  
**Japan led Pet Care Business with value-shifting and North America keeps**  
**good performance**  
**Increase investment in China and South-East Asia**



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

(Unit: 100 million yen)

		1Q of FY Ended Dec. 31, 2022	1Q of FY ending Dec. 31, 2023	gap(yen)	gap(%)
Personal Care	Net sales	1,763	<b>1,877</b>	+114	+6.5%
	Core operating income (margin)	263 (14.9%)	<b>229</b> <b>(12.2%)</b>	<b>-34</b>	<b>-12.9%</b> <b>(-2.7P)</b>
Pet Care	Net sales	263	<b>309</b>	+47	+17.8%
	Core operating income (margin)	35 (13.5%)	<b>55</b> <b>(17.8%)</b>	+20	+55.6% (+4.3P)
Others**	Net sales	18	<b>23</b>	+5	+22.1%
	Core operating income (margin)	1 (7.4%)	<b>0</b> <b>(1.0%)</b>	<b>-1</b>	<b>-84.4%</b> <b>(-6.4P)</b>
Consolidated	Net sales	2,044	<b>2,208</b>	+165	+8.1%
	Core operating income (margin)	299 (14.7%)	<b>284</b> <b>(12.9%)</b>	<b>-15</b>	<b>-5.1%</b> <b>(-1.8P)</b>

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

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Please turn to page 10. This is the business segment information.

Regarding the increase in sales and decrease in profits for personal care, as explained earlier in the location-based information, the main factors are the impact of soaring raw material prices in various regions, the impact of inventory reduction in China's distribution channels, a decrease in sales due to the shrinkage of the baby care market in Thailand, and the decline of demand for masks and wet tissues in Japan.

Despite these conditions, in India, Indonesia, and Japan, value-shifting centered around baby care has progressed smoothly, contributing to performance. Pet care has seen an increase in both sales and profits. As for the content, as mentioned earlier, Japan led the performance by achieving a significant increase in sales and profits by promoting value-shifting, which absorbed the impact of high raw material prices.

In addition, North America continued to maintain strong growth in both sales and profits. We are also investing heavily in China and Southeast Asia to prepare for business expansion, so costs are being incurred in advance.

**Impacts of foreign exchange fluctuations:  
 Approx. 10.6 billion JPY increase in sales and  
 approx. 1.2 billion JPY increase in core operating income**



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

Currency	1Q of '22/12 rate	1Q of '23/12 rate	Rate Change
China (CNY)	18.29	19.34	+5.7%
Indonesia (IDR)	0.0081	0.0087	+7.4%
Saudi Arabia (SAR)	31.02	35.30	+13.8%
Thailand (THB)	3.52	3.91	+11.1%
India (INR)	1.56	1.62	+3.8%
Vietnam (VND)	0.0051	0.0056	+9.8%
USA (USD)	116.20	132.34	+13.9%
Netherlands (EUR)	130.39	142.10	+9.0%
Taiwan (TWD)	4.16	4.36	+4.8%
South Korea (KRW)	0.0965	0.1041	+7.9%
Malaysia (MYR)	27.72	30.20	+8.9%
Australia (AUD)	84.03	90.64	+7.9%
Brazil (BRL)	22.30	25.49	+14.3%
Egypt (EGP)	7.23	4.41	-39.0%

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Please refer to page 11 of the document. This is the impact of exchange rate fluctuations for each currency.

Due to the rate changes of each currency, the impact of translating financial statements at the closing rate resulted in an increase in sales of about JPY10.6 billion compared to Q1 of FY2022. As for the core operating income, there was a profit increase effect of about JPY1.2 billion.

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**Summary of Progress on Performance Forecast  
FY Ending December 31, 2023**

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Moving on, I will explain the progress overview of the performance forecast for the fiscal year ending December 2023, which we announced in February this year.

**Fiscal Year ending December 31, 2023**  
**Summary of Consolidated Performance Forecast**



**Consolidated**

**Sales 963.5 billion JPY (YoY +7.3%)**

**Core operating income 141 billion JPY (YoY +17.9%)**

**[Progress]**

- Sales and core operating income shows the move in line with expectations.
- Profitability improves from the second quarter with the penetration of value-shifting and the ease of cost burdens.

**[First quarter topics]**

- Value-shifting is advanced as per plan in Pet Care, Baby Care and Wellness Care Business in Japan.
- Baby Care Business improves profitability with the shift to premium products in China. Although distribution inventory compression and raw material increases impact to Feminine Care Business, it keeps high profitability.
- Sales topline increases with the advancement of value-shifting in Indonesia, India and Pet Care Business in North America.
- Profitability is established under prior investment in India.
- Decreased birth rate and competition affect the performance in Thailand, the Middle East and Vietnam.

**[Toward performance forecast achievement]**

- Thorough penetration of value-shifting from the second quarter.
- Increase topline with making the balance of product value (price) and volume.
- Increase distribution and shift to premium products in Feminine Care Business with the recover of Chinese economy.
- Normalize distribution inventory and increase China made premium products mix in Baby Care Business in China.
- Potential of cost reduction through stability of resource prices.

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Please turn to page 13. This is the summary of our consolidated performance forecast progress.

The Q1 performance was as expected, so there are no changes to our initial forecast for sales and core operating income. When looking at our Q1 performance, it appears that our core operating income margin is underperforming compared to our annual performance forecast of 14.6%, but this is progressing as expected. Although our internal plan for H1 is not publicly available, we believe you can understand that the image of the core operating income margin is in the 12% range.

Looking ahead to Q2 and beyond, we expect to see further progress in our strategy of value shifting. This should help ease the burden of costs and expand the margin of increase in our core operating income in H2.

The topics for Q1 are as you can see.

In response to this, in order to achieve our performance forecast, we plan to continue to diligently implement the penetration of value-shifting in each country and region from Q2 onwards, as we did in Q1. We will keep an eye on the external environment and strive to extend the top line while maintaining the balance between the value and quantity of products.

Regarding feminine care products in China, we faced issues in Q1 that impacted



our ability to expand market share. However, with the current recovery trend in the economy, we plan to restore and expand our performance. To achieve this, we will smoothly transition inventories, expand distribution, and further promote premiumization of our products.

Furthermore, for baby care, we will continue to aim for a turnaround to profitability as planned, through the expansion of premium products.

**All-time high for sales (7th consecutive year) and all profit items  
Plan to increase sales and profits from the second quarter after  
bottoming out in the first quarter**



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

(Unit: 100 million yen)

	FY Ended Dec. 31, 2022	FY Ended Dec. 31, 2023	gap (yen)	gap (%)	(Ref.) Actual gap rate ※1
Net sales	8,980	<b>9,635</b>	+655	+7.3%	+8.4%
Core operating income (margin-%)	1,196 (13.3%)	<b>1,410</b> <b>(14.6%)</b>	+214	+17.9% (+1.3P)	+18.1%
Profit before tax (margin)	1,157 (12.9%)	<b>1,375</b> <b>(14.3%)</b>	+218	+18.8% (+1.4P)	
Profit attributable to owners of parent (margin)	676 (7.5%)	<b>809</b> <b>(8.4%)</b>	+133	+19.7% (+0.9P)	
Basic earnings per share (JPY)	113.61	<b>136.37</b>	+22.76	+20.0%	
USD Rate (JPY)	131.43	<b>130.00</b>	-1.43	-1.1%	
CNY Rate (JPY)	19.48	<b>19.20</b>	-0.28	-1.4%	

\*1 : Actual gap rate excluding foreign exchange effects

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14

Please turn to page 14. This is the highlight of our consolidated earnings forecast for the fiscal year ending December 2023.

I will skip the explanation as we have already covered the content earlier.

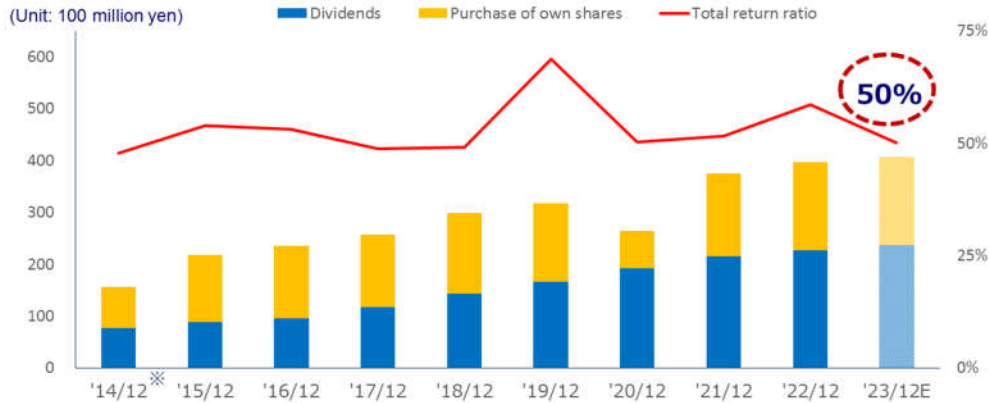
## Shareholders Return Policy

Next, I would like to explain our policy on shareholder returns.

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 2023



### ● Shareholders return policy



\* Irregular accounting period of 9 months.

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.

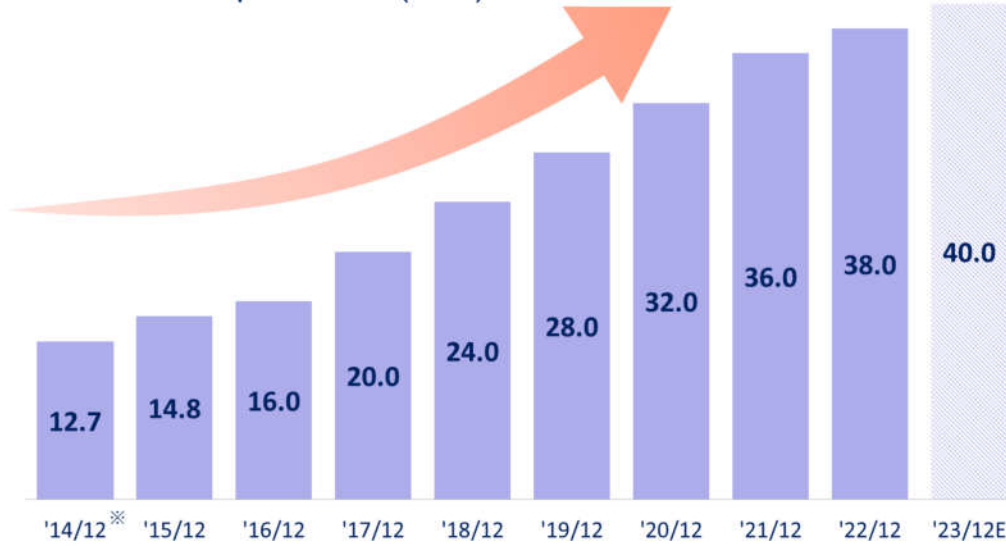
Please turn to page 16.

Our policy on shareholder returns is to prioritize business investments to realize continuous growth. In terms of dividends, based on medium- to long-term growth of consolidated earnings, we aim to provide stable and continuous dividends. We also plan to flexibly implement share buybacks as needed. As a result, for fiscal 2023, we plan to maintain a total return ratio of 50%.

**Dividend per share**  
**Plan to increase dividend for 22 consecutive years**  
**(40 yen a year)**



● Dividends per share (JPY)



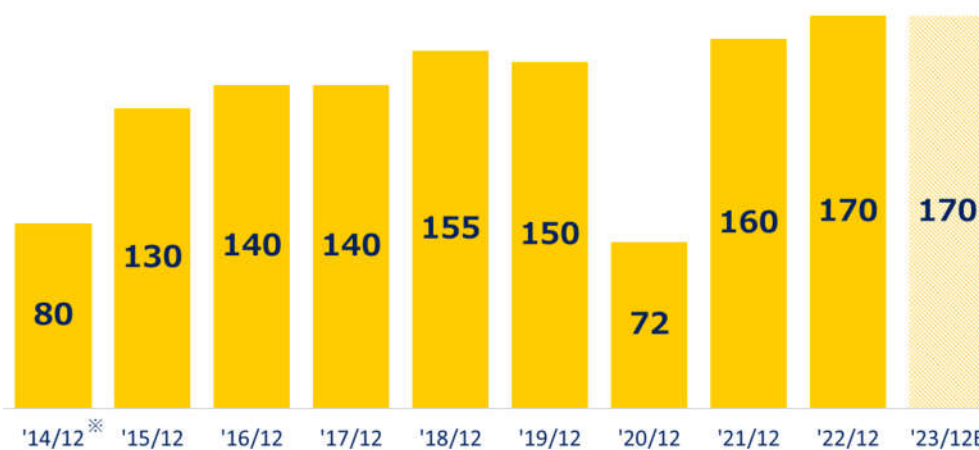
\*Irregular accounting period of 9 months

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17

Please turn to page 17 in the document. This is about the dividends per share. For FY2023, we plan to increase the annual dividend by JPY2 to JPY40, marking 22 consecutive periods of dividend increases.

● Share buy-back history (100 million JPY)



\*Irregular accounting period of 9 months

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Please turn to page 18. This is about the trend in the acquisition of our own shares.

For FY2023, the Board of Directors resolved in February to acquire up to JPY17 billion, with a maximum of 3.9 million shares. While no buybacks were made in March and April, there are times when we can't acquire our shares due to insider information and other factors, so we would appreciate your understanding.

Moving forward, we will continue to provide stable and continuous dividends, and implement share buybacks as part of our important management policy to return profits to shareholders. We will strive to improve corporate value through the creation of sustainable cash flow.

From page 19 onwards, the materials cover the status of our efforts towards medium-to long-term ESG goals, but I will skip the explanation due to time constraints.

That concludes the explanation of the financial results for Q1 of the fiscal year ending December 2023.

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



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



## ◆ 20 key themes with the goal in 2030



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



## ◆ 20 key themes of initiatives to realize “Cohesive Society (Social Inclusion)”

<p><b>Safeguarding the well-being of individuals</b></p>	<ul style="list-style-type: none"> <li>• Extension of healthy life expectancy and improvement of QOL</li> <li>• Support for a society where gender and sexual orientation do not restrict people's activities</li> <li>• Coexistence with partner animals (pets)</li> <li>• Improvement of childcare</li> <li>• Improvement of public hygiene</li> </ul>
<p><b>Safeguarding the well-being of society</b></p>	<ul style="list-style-type: none"> <li>• Innovations to achieve “NOLA&amp;DOLA”</li> <li>• Practicing sustainable lifestyles</li> <li>• Construction of value chains that take account of sustainability</li> <li>• Improvement of customer satisfaction</li> <li>• Provision of safe, reliable products</li> </ul>
<p><b>Safeguarding the well-being of our planet</b></p>	<ul style="list-style-type: none"> <li>• Development of eco-friendly products</li> <li>• Addressing climate change</li> <li>• Expanding our line of recycled models</li> <li>• Promotion of product recycling</li> <li>• Reduction of the amount of plastic materials used</li> </ul>
<p><b>Unicharm Principles</b></p>	<ul style="list-style-type: none"> <li>• Management practices that take sustainability into account</li> <li>• Practice of appropriate corporate governance</li> <li>• Promotion of diversity management</li> <li>• Fostering the development of competent human resources</li> <li>• Construction of healthier workplaces and workplace safety systems</li> </ul>

## Key initiatives, indicators, and target values



### ◆ Safeguarding the well-being of individuals

Key initiatives	Indicators	Results		Mid- and long-term goals	
		2021	2022	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%	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%	100%	2030
Coexistence with partner animals (pets)	Percentage of products and services that contribute to the realization of a society where partner animals (pets) are welcomed by family members and community residents.	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%	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%	100%	2030

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(Safeguarding the well-being of each individual)  
**Support “lengthening healthy life expectancy” with products and services for the senior citizens**



◆ Extension of healthy life expectancy and improvement of QOL



Lifree Rehabil-Pants was released in 1995 aiming a total of “zero bedridden elderly”



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

➤ Support independent excretion with product development that suits users' ADL (Activities of Daily Living)

Those who have light incontinence

Peace of mind during outings  
 Those who can walk alone  
 Those who can walk with assistance

Those who can stand / sit

Those who spend most of their time in bed



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(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 sexual orientation do not restrict people's activities



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

#NoBagForMe  
 話そう、知ろう、生理のこと。

生理について学ぶ企業向けプログラム  
**みんなの生理研修**

> 参加企業募集中! 詳しくはこちら

Number of training videos provided: Approx. 300 companies and organizations (as of Dec. 2022)



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➤ Promote women empowerment support globally



Women-only factory in consideration of culture

Project to create female entrepreneurs

Pink Ribbon Campaign: 2022 is the 15th year in Japan

Online menarche education  
 Participants: 483,000 in India (FY2022)



(Safeguarding the well-being of each individual)  
**New value proposition tailored to national and regional characteristics**



- **Pants-shaped pad and heating napkin featuring warm sensation (China subsidiary Idea & Plan)**



Mugwort Ginger

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



- **Napkin featuring anti-bacterial sheet (devised by Indian subsidiary) and napkin containing olive oil (Saudi Arabia subsidiary Idea & Plan)**



- **Easy, comfortable, and convenient feminine product to be used along with a regular pad (Japan Idea & Plan)**



\* The amount of menstrual blood varies between individuals

(Safeguarding the well-being of each individual)

## Support everyday health of partner animals (pets) and the mind of owners with original technology



### ◆ Coexistence with partner animals (pets)



Expand toward 2030



Development of products and services that enable partner animals (pets) to be welcomed by people

### ➤ High quality and delicious pet food that responds to various needs to support health



### ➤ Development of services that allow spectators to watch the game with their dogs through toiletry products that utilizes non-woven and absorbent core processing and molding technologies



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(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



Expand toward 2030



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

- Subscription service (fixed charge system) for nursery schools can reduce the burden on parents and child care workers, as well as infection risk

- Product differentiation to suit the needs of different countries and regions.



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(Safeguarding the well-being of each individual)  
**Protect everyday health and support safe  
 and comfortable living**



◆ Improvement of public hygiene



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

➤ Pursuing functionality and comfort, developing products that meet the actual usage and needs of consumers

➤ Boost high value-added masks development globally



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## Key initiatives, indicators, and target values



### ◆ Safeguarding the well-being of society

Key initiatives	Indicators	Results		Mid- and long-term goals	
		2021	2022	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%	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%*	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	Double (Compared to 2020)	2030
Improvement of customer satisfaction	Percentage of products and services supported by consumers (No. 1 market share).	23.4%	23.6%	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%	100%	2030

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(Safeguarding the well-being of society)

**Development of products and services toward the realization of social inclusion so that everyone can lead a healthy and sanitary life comfortably**



**◆ Innovations to achieve “NOLA & DOLA”**

**Unicharm Face Visible Mask**

Has a structure that fits in all directions to protect against virus droplets, as well as a transparent area that makes it possible to see your face.



**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**



➤ **The first diaper in the world that keeps mosquitoes away from diapers to protect babies from the threat of dengue fever \***



\* The structure in which microcapsule containing natural active ingredient is applied to the tape part that holds diaper. Survey targets are disposable baby diapers with major global brands. (Survey by Unicharm, December 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	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	10 or more	2030
Addressing climate change	Percentage of renewable energy used for business operations in total.	7.3%	11.0%	100%	2030
Expanding our line of recycled models	Number of disposable paper diaper recycling facilities introduced.	Under development	1	10 or more	2030
Promotion of product recycling	Material recycling of non-woven products using recycling resources	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	Reduced by half (Compared to 2020)	2030

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(Safeguarding the well-being of our planet)

Promoting Three "0" by 2050

「0" waste plastic, "0" CO<sub>2</sub> emission, "0" natural forest destruction」



➤ 「Eco Plan 2030」

Environment Targets 2030	Implementation items	Base year	2021 Results	2022 Results	2023 Targets	2030 Targets	2050 Vision	
Responding to the problem of plastic waste	Reducing usage of packaging materials	Per unit of sales	2019 <sup>※1</sup>	▲0.2%	▲12.3%	▲14.0%	▲30%	Realizing a new society with zero plastic waste
	Selling products that contain no petroleum-derived plastic	—	—	Development ongoing	Development ongoing	Development ongoing	10 or more stock-keeping units (SKU) sold	
	Raising awareness about proper disposal of used products	—	—	38% (6 countries / regions)	50% (6 countries / regions)	56%	Rolled out at all Group companies	
	Eliminating the use of plastic in sales promotional items	—	2019	▲5.9% (Japan)	▲51.8% (Japan)	▲30%	In principle, reduced to zero at all Group companies	
Responding to climate change	Reducing CO <sub>2</sub> emissions associated with raw materials procurement	Per unit of sales	2016	9.7% (Japan)	▲12.6% (Japan)	▲14.3% (Japan)	▲17%	Realizing a society with net zero CO <sub>2</sub> emissions
	Reducing CO <sub>2</sub> emissions in manufacturing	Per unit of sales	2016	▲26.9%	▲35.2%	▲38.6%	▲34%	
	Reducing CO <sub>2</sub> emissions associated with disposal of used products	Per unit of sales	2016	23.7% (Japan)	▲11.6% (Japan)	▲14.2% (Japan)	▲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 <sup>※2</sup>	—	97%	97.1%	98.0%	Completed	Realizing a society with zero deforestation related to the purchasing of timber
		Palm oil	—	77.2%	72.2%	80.0%		
	Expanding the use of certified pulp (PEFC <sup>®</sup> 3- and CoC-certified)	Percentage of certified factories <sup>※3</sup>	—	52.0%	56.0%	64.0%	100%	
		Percentage of certified materials procured	—	76.0%	72.3%	75.0%		
	Expanding the use of certified palm oil (RSPO <sup>®</sup> 4-certified)	—	—	77%	72.2%	80.0%	100%	
Promoting the recycling of used disposable diapers	—	—	Development ongoing	2 <sup>※4</sup>	2	Rolled out in at least 10 municipalities		

※1 We have updated our base year from 2016 to 2019 following a review in 2020.

※2 Percentage of raw materials derived from forest resources for which traceability has been established to their place of origin (country and region), in addition to third-party certified materials. Forest-derived raw materials include pulp, tissue, separators, and airlaid pulp.

※3 Percentage of Unicharm factories that have acquired CoC (chain of custody) certification.

※4 In 2022, recycling facilities will be in operation in two municipalities, Shibushi and Osaki, Kagoshima Prefecture. (In 2020, Higashiyamato and in 2021, Machida will conduct verification experiments on the collection of used disposable diapers.)

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➤ **Initiatives towards a society with zero CO<sub>2</sub> emissions by 2050**

Fiscal Year	Initiative Status
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.
2024	✓ Application to be made to SBTi for 1.5°C target ✓ Eco Plan 2030 to be modified based on the 1.5°C scenario

\*SBTi (The Science Based Targets initiative): Promotes the setting of emission reduction targets by companies consistent with scientific knowledge towards the target of keeping the rise in global average temperature due to climate change to 1.5°C compared to before the Industrial Revolution.



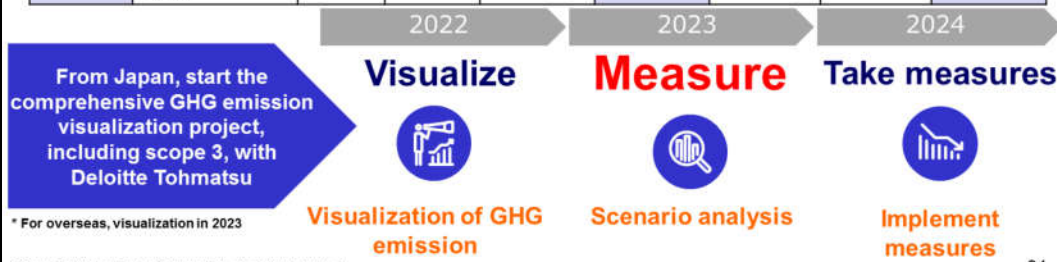
(Safeguarding the well-being of our planet)

**Establish the platform to visualize GHG (Green House Gas) emissions**



- Aim to disclose GHG emissions by product to achieve net “zero” emissions of CO<sub>2</sub>, build the GHG emission visualization platform, including CO<sub>2</sub> in the entire supply chain, and promote the efforts for “response to climate change” more aggressively

Environmental Targets 2030	Implementation items		Base Year	2021 Results	2022 Results	2023 Targets	2030 Targets	2050 Vision
Responding to climate change	Reducing CO <sub>2</sub> emissions associated with raw materials procurement	Per unit of sales	2016	9.7% (Japan)	▲12.6% (Japan)	▲14.3% (Japan)	▲17%	Realizing a society with net zero CO <sub>2</sub> emissions
	Reducing CO <sub>2</sub> emissions in manufacturing	Per unit of sales	2016	▲26.9%	▲35.2%	▲38.6%	▲34%	
	Reducing CO <sub>2</sub> emissions associated with disposal of used products	Per unit of sales	2016	23.7% (Japan)	▲11.6% (Japan)	▲14.2% (Japan)	▲26%	



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(Safeguarding the well-being of our planet)

## Initiatives for safety and environmental consideration



### ◆ Development of environmentally friendly products



2030 Target  
More than 10  
cases



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

➤ Paper package products using 100% recycled materials and products using plant-derived resources as part of the raw materials

➤ Reduce the volume of plastic used in promotional goods by 50% of that used in 2019 by 2025, and speed up work to reduce to zero by 2030



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(Safeguarding the well-being of our planet)

**Switch all electric power used at factories to green electric power\* aiming to reduce CO<sub>2</sub> emission**



◆ Addressing climate change



**Percentage of renewable electric power used for business operation**

➤ **Renewable power ratio 11%** (as of the end of December 2022)

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

Top five nations	Percentage of renewable electric power
Brazil	100%
U.S.A	100%
China	About 26%
Japan	About 16%
Vietnam	About 14%



Brazil  
Jaguaruna Factory



US  
(Hartz Pleasant Plain Factory)



Japan  
Kyushu Factory



Japan Toyohama  
Manufacturing Site

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(Safeguarding the well-being of our planet)

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



### ◆ Expand our line of recycle model



2030 Target  
More than 10  
cases



Number of disposable diaper recycling facilities introduced

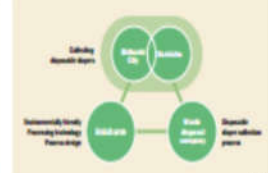
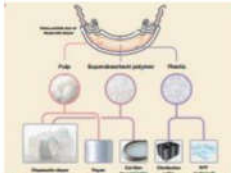
### ➤ Keep it safe and convenient, toward the future where recycling is the norm

**Recycle**  
all materials

Cleaning used disposable  
diapers to  
**sanitary**  
material quality

**No pollution**  
to water and air  
By ozone bleach and  
sterilization

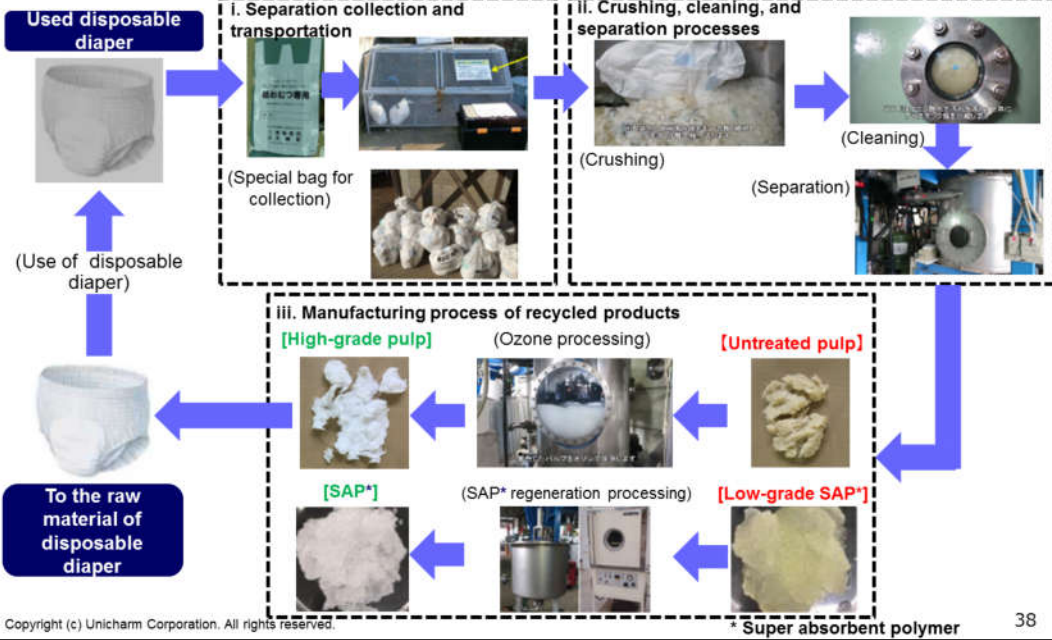
Approaching  
**The future where  
recycling is  
the norm**



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## ➤ Horizontal recycling (from disposable diaper to disposable diaper)





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



- Co-creation with local governments and businesses to promote recycling of used diapers



- Test sales of the world's first\*1 product using recycled pulp treated with ozone technology as part of the absorbent core material of new disposable diapers\*2



- ※1 Horizontal disposable diaper-to-disposable diaper recycling technology using ozone treatment technology (UC research, December 2020)
- ※2 Sold at some nursing homes in the Minami-Kyushu area

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



- Thinking about Effective Use of Resources  
 Communication using SNS and environmental lessons



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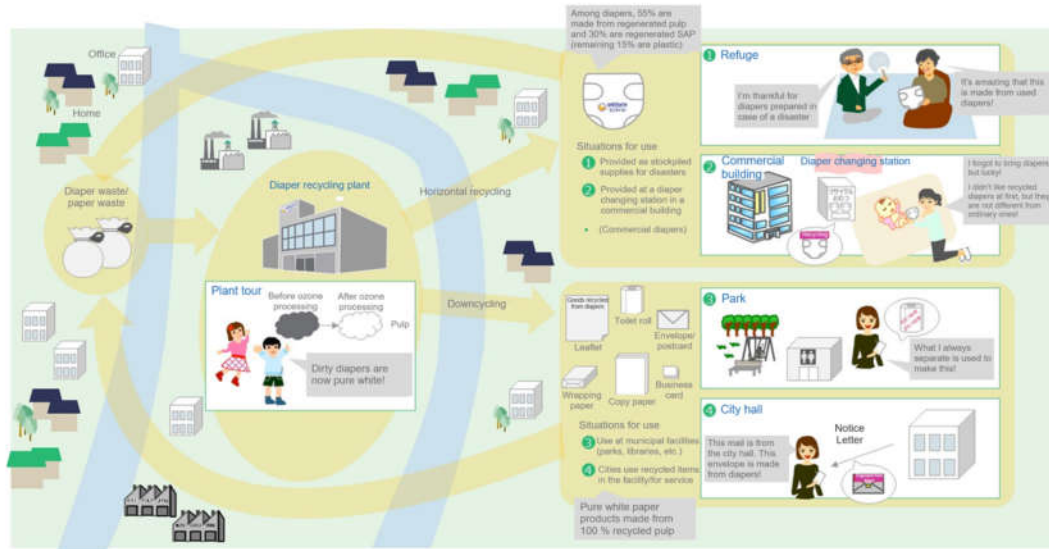
(Safeguarding the well-being of our planet)

Make more opportunities to experience recycling

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



➤ Future vision using recycled materials (image)



## Key initiatives, indicators, and target values



### ◆ Unicharm Principles

Key initiatives	Indicators	Results		Mid- and long- term goals	
		2021	2022	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)	Zero occurrences	Every year
Practice of appropriate corporate governance	Number of serious compliance violations.	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%	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% (Entire company)	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.	6 people (Japan)	4 people (Japan)	Reduced by half (Compared to 2020)	2030

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(Unicharm Principles)

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



## ◆ Management practices that take sustainability into account

**Purpose**  
Contribution to achievement of SDGs



We support the Sustainable Development Goals (SDGs)

Every year starting from 2026



Maintain and improve ratings by external evaluation agencies.

### ➤ ESG evaluation introduced first in executive evaluation (directors, executive officers)

- ✓ 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  
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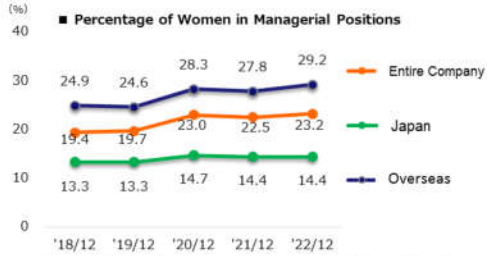
### ➤ Introduce an ESG evaluation system for all employees to visualize contributions to society and create new value through individual growth

**ESG objective**      **HR system**

↓      **Realize a "Cohesive Society (Social Inclusion)"**

✗      ↓      **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

➤ **Creating places where people talk about careers and concerns, with executive officers as mentors (Japan)**

➤ **Overcoming national and regional issues and providing employment opportunities for women (overseas)**

**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

**R&D D&I training**

Understand biases and recognize one's unconscious biases

**President / Leader Lunch meetings**

Expanding perspectives and cultivating desire to realize a career path



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**(Unicharm Principles)**

**Strengthen "human capital management" to maximize the value of employees**



◆ **Fostering the development of competent human resources**

**2022 Employee satisfaction**  
(Entire company)

Max. score 5

**4.39**

2021 4.07 (Japan)



**2030 Target**  
Over 80%



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

- Continuation of wage system introduced in 2008 where wages do not fall below the previous year in principle



- Introduction of role-based benefits to reward the effort of employees who work hard and give their all

Role-based benefit	Amount
Scrum leader benefit	20,000 yen/month
Brother & sister benefit	15,000 yen/month
Career navigator benefit	10,000 yen/month
Newly hired employee initial salary fluctuation system benefit	5,000 yen/month increase with each test passed
Skill benefit	120,000 yen/year

### Management practices that take sustainability into account

(1) Each executive officer 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) The Company runs "Global 15 Project" (about 15 department managers participate in this program for each three year term, during which around 18 meetings are held to learn general knowledge by practical experience) and "Secretary for Strategy" (mid-grade employees in their thirties participate in this program; they are transferred to Business Planning Office and serve as secretaries of Representative Director, President & CEO to learn how he thinks and acts) which are human resource development program under direct supervision by Representative Director, President & CEO. Medium and long-term picking-up and training of future candidates of directors and executive officers are of the purposes of these programs.

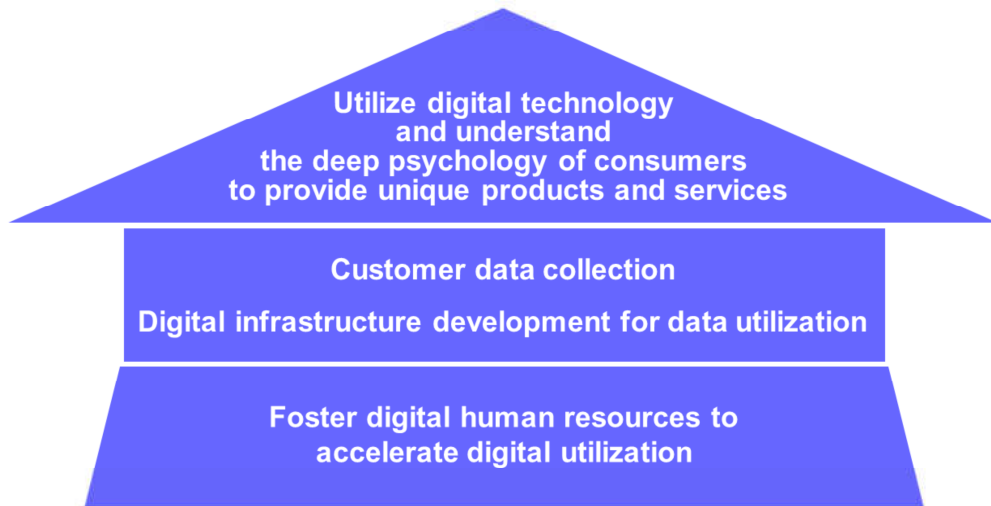
## **Fostering DX human resources toward new value creation**

**Utilize digital technology and create absolute value for consumers in order to realize sustainable improvement of corporate value and stronger competitiveness**



Contribution to **SUSTAINABLE DEVELOPMENT GOALS**

**Achieve a “Cohesive Society”** (Social Inclusion)



- Aim for products that meet customer needs and to create extra value (customer-based experience value) by using digital

## NOLA & DOLA

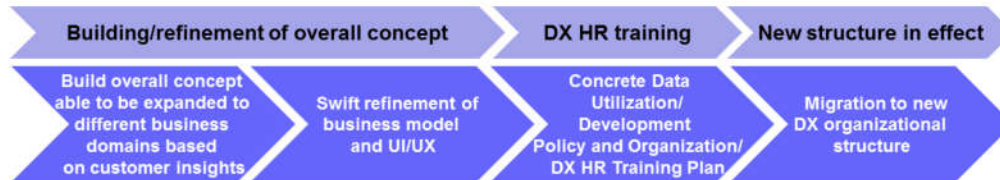
Necessity of Life with Activities & Dreams of Life with Activities

**Eliminating discomfort**  
(transformative change from negative to neutral)

Changing from no discomfort to **feeling good**  
(transformative change from neutral to something extra)

Merchandise value

**Customer-based experience value**





**Initiatives to foster global “DX human resources” to maximize customers' life time value**



➤ “DX Basic Study Session”, a program to acquire basic digital knowledge



➤ “EC Trainee System”, 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
Overseas	About 2,000	100%
Japan	About 1,000	100%





## **Examples of initiatives using digital technology**

## Initiatives to foster “resonant personnel” who can realize “BOP Ship” on a global scale using digital technology



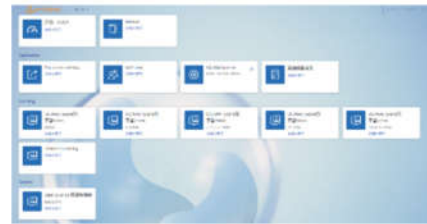
- “BOP-Ship”, Unicharm’s corporate culture that has been inherited from the establishment and evolving



- Infiltrating “Management with Resonance” with “The Unicharm Way” app



- Challenge to higher goals and strengthen the ability of human resource development with “KYOSHIN”, human resource development PF



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



Users: 13,000 approx.  
(as of the end of December 2022)

- "Sofy menstruation management app" helps to address menstrual problems



Registrants: 1.5 million approx.  
(as of Dec. 2022)

- Troubles about doggies and kitties are shared in DOQAT\*



※ DOQAT <https://doqat.jp/>

Registrants: 36,000 (total)  
(As of the end of March 2023)

- "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. 1.8 million members (as of Dec. 2022)

## Japan initiatives utilizing digital technology-2



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



with  
Catlog



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

- 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

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

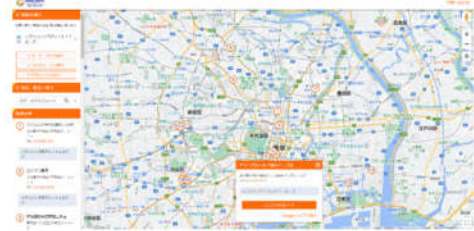


Introduced at 3,400+ locations across 47 prefectures (as of April 2023)

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

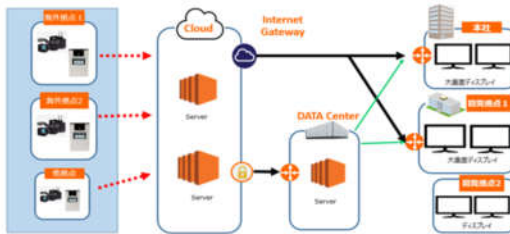


- “Shop search system” can help find shops carrying products to improve customer satisfaction



- Developed “Digital Scrum System” to discover customer insights

<Simple figure of Digital Scrum System>



- The cutting-edge smart factory utilizes various automated equipment and IoT (Kyushu)



- Example of unmanned system through automation at the smart factory (Kyusyu)

Item	Effect (vs. existing factories)
Related to production instruction	100% automation
Related to management of material and warehouse	About 92% automation
Related to equipment operation	About 70% automation
Work for grasping weekly performance figures	About 90% automation
Work for performance input	100% automation

- Shifting to value-added work is promoted through the introduction of industrial robots, SCADA\*, automated warehouse equipment, and the latest warehouse management system

**Industrial robot**

**SCADA**

**Smart logistics**



\* Abbreviation of Supervisory Control And Data Acquisition  
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## Overseas initiatives utilizing digital technology



### ➤ Pet growth recording tool + O2O pet clinic introduction 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



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## Evaluation by external organizations and coordination (FY 2023)



February	<ul style="list-style-type: none"> <li>✓ Received the 8<sup>th</sup> ACAP “Consumer-Oriented Activity Award”</li> <li>✓ Received the “Minister of State for Special Missions Award” in 2022 Consumer-oriented Management Excellence Awards.</li> </ul>
March	<ul style="list-style-type: none"> <li>✓ Recognized as a “Sports Yell Company”</li> <li>✓ Certified as a “Health and Productivity Management Outstanding Organization (large enterprise category)”</li> <li>✓ Selected for “Human Capital Leaders 2022”</li> <li>✓ Received the “Kagawa Prefecture Governor’s Award” for 2022 Everyone's Child Rearing Support Team Grand Prize</li> <li>✓ Selected for “CDP 2022 Supplier Engagement Leader”</li> </ul>
April	<ul style="list-style-type: none"> <li>✓ Selected as “All-Star” in Institutional Investor “2023 Japan Executive Team Rankings”</li> <li>✓ Won Best award for “Learning Division” of “LinkedIn Talent Awards 2022”</li> </ul>

# Index inclusion and evaluation



FTSE Blossom Japan



FTSE Blossom Japan Sector Relative Index



FTSE4Good



2023 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

2023 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)



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## Coordination with external organizations



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# Evaluation by external organizations and coordination with them



Selected in 5 ESG investment indices of stock composites adopted by GPIF

## Integrated Index

FTSE Blossom Japan

FTSE Blossom Japan Sector Relative Index

2023 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

E

S

G

## Thematic Index

S&P/JPX  
カーボン  
エフィシエント  
指数

2023 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

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## Other ESG Index



FTSE4Good



## ESG-related scores and ratings



		2019	2020	2021	2022
<b>CDP SCORES</b>	<b>Climate change</b>	B	A-	A-	A-
	<b>Forest (timber)</b>	B	B-	B	B
	<b>Water security</b>	B-	B-	B	B
<b>MSCI ESG RATINGS</b>		BBB	A	BBB	A
<b>FTSE ESG RATINGS</b>		3.5	3.7	3.9	4.0

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



Examples of initiatives	Results
"Urine incontinence care/excretion care" course	Urine incontinence care: 8 times in total (FY 2022)
	Excretion care: 30 times in total (FY 2022)
Users of Adult Diaper Counseling	Approx. 13,000 people (as of the end of Dec. 2022)
Number of times the video "Menstruation Study for Everyone" was provided <a href="https://www.sofy.jp/ja/campaign/minnanoseirikensyu.html">https://www.sofy.jp/ja/campaign/minnanoseirikensyu.html</a>	Approx. 3000 companies and organizations (as of the end of Dec. 2022)
Number of users for "Sofy Girl" (menstruation management app) <a href="https://www.sofy.jp/ja/app/sofygirl.html">https://www.sofy.jp/ja/app/sofygirl.html</a> Number of users for "Sofy" (menstruation management app) <a href="https://www.sofy.jp/ja/app/sofy.html">https://www.sofy.jp/ja/app/sofy.html</a>	Approx. 1,500,000 people in total (as of the end of Dec. 2022)
Education of first menstruation/period (including online)	India: approx. 483,000 people (as of the end of Dec. 2022)
Education of first menstruation/period (mother-daughter learning sessions)	India: approx. 321 sessions, about 10,000 mother-daughter groups (as of the end of Dec. 2022)
Number of registrations for first menstruation site "Charm Girls Talk"	Indonesia: about 78,000 people (as of the end of Dec. 2022)
Number of registered members for "Team moony point program" <a href="https://jp.moony.com/ja/apps/moonypoint.html">https://jp.moony.com/ja/apps/moonypoint.html</a>	Cumulative total of approx. 1,800,000 members (as of the end of Dec. 2022)
Nursery schools using "Tebura-touen (service delivering diapers to nursery schools so that parents don't have to bring diapers)"	3,400+ across 47 prefectures (as of Apr. 2023)
Number of registrations with "DOQAT", Q&A service for partner animals (pets) <a href="https://doqat.jp/">https://doqat.jp/</a>	Approx. 36,000 people (as of the end of Mar. 2023)

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