

**Fiscal Year Ended
December 31, 2022**
(Jan 1, 2022 to Dec 31, 2022)
**Unicharm Investor Meeting
Presentation Materials**

February 8, 2023

Takahisa Takahara
President and CEO
Unicharm Corporation



I am Takahisa Takahara from Unicharm.

Thank you for taking time out of your busy schedule today to participate in the financial results briefing of Unicharm Corporation for the fiscal year ended December 31, 2022.

Now, I would like to begin my presentation.

Fiscal Year Ended December 31, 2022
(January 1, 2022 to December 31, 2022)
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, this is a summary of the financial results for the year ended December 2022.

Fiscal Year Ended December 31, 2022
(January 1, 2022 to December 31, 2022)
Financial Results Summary



Consolidated

Sales 898.0 billion JPY (YoY +14.7%)
Core operating income 119.6 billion JPY (YoY - 2.4%)

- Sales hit a record high. Despite rapid cost rises, profit increased in the second half and is trending toward improvement.
- Regarding performance, the sales forecast was achieved and greatly exceeded, but the core operating income target was not achieved despite proceeding with value-shifting

Japan

4.3% sales increase, 0.8% profit decrease

- Profit increased as a result of value-shifting and product mix improved from the third quarter (Jul.-Sep.).
- Profit increased as a result of further value-shifting and cost efficiency improvements in the fourth quarter (Oct.-Dec.)

Overseas

21.0% sales increase, 3.6% profit decrease

- Increase in sales and decrease in profits in Asia. Increased sales are driven by India, Indonesia, Vietnam, and other countries.
The main factors behind the profit decrease were the impact of lockdowns in China and structural reform in baby care. Profitability improved in India through proactive prior investment and value-shifting.
- Increase in sales and profits in other regions. Improved profitability with value-shifting drove performance in North America.

**Shareholder
Return**

Yearly dividend 38 yen per share
Increased dividend for 21 consecutive years

- Purchase of own shares: Purchased 17 billion yen as planned.

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Please look at page 3, and this is the summary for Fiscal year ended December 2022.

**Sales hit a record high even under a harsh environment
Profitability steadily improved despite an incremental rise in costs**



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

(Unit: 100 million yen)

	FY Ended Dec. 31, 2021	FY Ended Dec. 31, 2022	gap (yen)	gap (%)	(Forecast) FY Ended Dec. 31, 2022	Achievement
Net sales	7,827	8,980	+1,153	+14.7%	8,500	105.6%
Core operating income (margin-%)	1,225 (15.6%)	1,196 (13.3%)	-29	-2.4% (-2.3P)	1,270 (14.9%)	94.1%
Profit before tax (margin)	1,220 (15.6%)	1,157 (12.9%)	-63	-5.1% (-2.7P)	1,260 (14.8%)	91.8%
Profit attributable to owners of parent (margin)	727 (9.3%)	676 (7.5%)	-51	-7.1% (-1.8P)	792 (9.3%)	85.4%
EBITDA (profit before tax + depreciation/ amortization)	1,647	1,615	-31	-1.9%	1,660	97.3%
Basic earnings per share (JPY)	121.78	113.61	-8.17	-6.7%	132.85	85.5%
USD Rate (JPY)	109.80	131.43	+21.63	+19.7%	113.50	—
CNY Rate (JPY)	17.03	19.48	+2.45	+14.4%	17.50	—

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Please refer to page 4, which highlights the consolidated financial results.

First, in terms of business performance, net sales increased by 14.7% to JPY898 billion, reaching a new record high.

Core operating profit was JPY119.6 billion, decreased 2.4%. Although profit decreased for the year and at the same time, raw material prices soared in 2H, and distribution costs remained high. However, in the 2H, profitability showed a steady improvement trend due to achievement of profit target.

As shown on the right side of the table, consolidated net sales were significantly higher than the forecast, partly due to the follow-up of foreign exchange rates.

On the other hand, core operating profit was affected by higher-than-expected raw material prices and a lockdown in China that halted production and disrupted distribution. As a result, we attempted to absorb this situation by shifting value and reducing costs, but unfortunately, we were not able to cover the costs during the period and fell short of the plan.

As for profit attributable to owners of the parent company, the cost of the tax expense portion rose due to a higher-than-expected depreciation of the yen, which resulted in an increase in the negative tax burden rate on retained earnings.

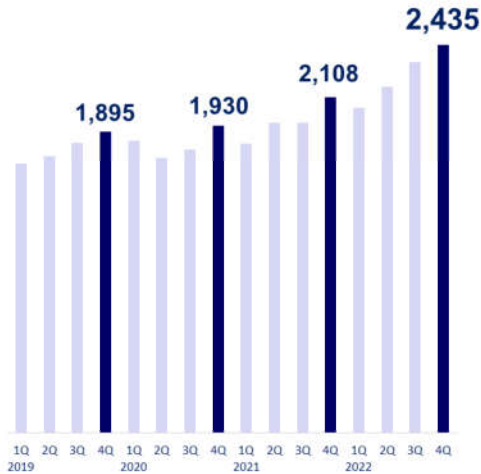
The details will be discussed in the following pages.

Stable sales growth amid COVID-19 pandemic with continuing value shifting
Sales and core operating income were the highest ever in a fourth quarter



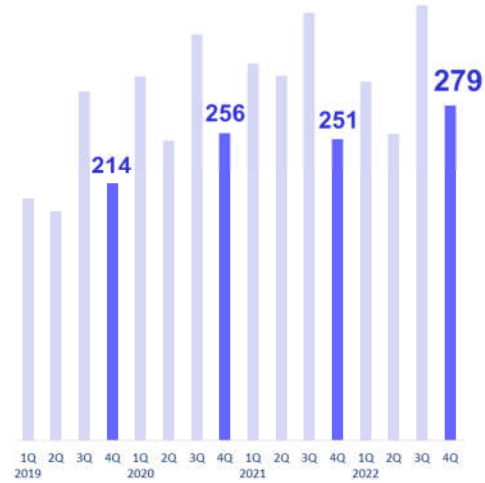
● Sales trend (quarterly)

(Unit: 100 million yen)



● Core operating income trend (quarterly)

(Unit: 100 million yen)



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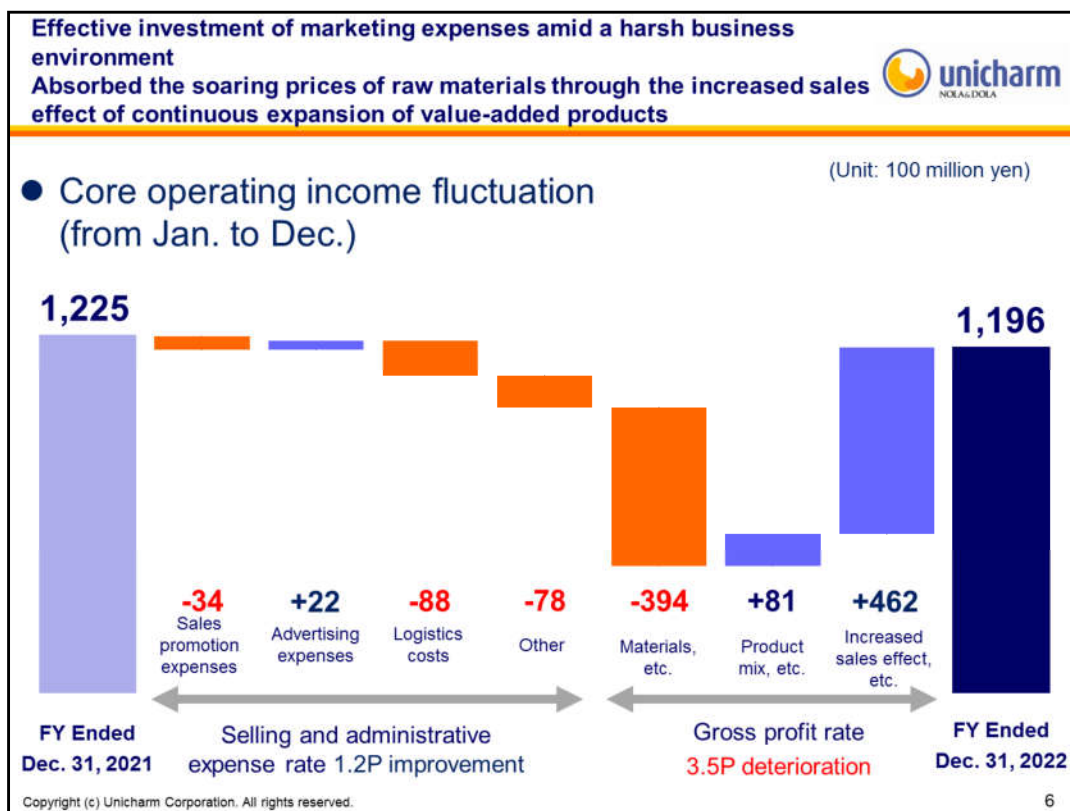
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Please look at page 5.

These graphs shows the quarterly performance trends.

Even though COVID-19 situation has occurred in year 2020, due to the fact that we sell products that are relatively insensitive to economic fluctuations, we have continued to achieve stable sales growth by reflecting cost increase into product pricing. Sales for the quarter reached a record high of JPY243.5 billion.

During Q4, the economic environment was equally challenging as any other time, with further increases in raw material and logistics costs. Core operating profit for 4Q was JPY27.9 billion, a record high.



Please refer to page 6.

Next is the explanation for the increase and decrease factors of the core operating profit.

As shown on the left, the SG&A expenses increased partially due to the increase in revenue. As a result, it increased by JPY17.9 billion.

In particular, logistics costs increased due to disruptions in the supply chain, and soaring oil prices. These costs escalated in countries such as Indonesia, India, Japan, and China. Also, the largest increase of JPY7.8 billion in the other category was mostly labor costs, research and development expenses, outsourcing expenses, and environmental taxes in Vietnam, as well as travel and transportation expenses along with business trip expenses began to increase due to ease of activity restriction. On the other hand, advertising expenses decreased by JPY2.2 billion because of efficient advertising placement, especially in Japan.

As for gross profit, it decreased by JPY39.4 billion due to the sharp rise in raw material unit prices that began in 2H of last year. The negative impact of foreign exchange rate fluctuation is also one of the factors. To absorb these impacts, we have been able to increase gross profit significantly and absorb the sharp rise in raw material prices by balancing “price” and “volume” through efficient marketing and promoting value-added products to consumers in each country

and region.

As for the positive effects, in Japan, we went through a phase of cost increase during 2H. While the workload of transferring cost increase to pricing was in full swing, we improved marketing expenses efficiency. Thanks to these factors, I would say that the recovery in profitability was very remarkable in 2H compared to 1H.

Despite a harsh environment, the advancement of value-shifting in Japan resulted in improvements
 While China remains a challenge in Asia, India and other areas steadily improved
 In other areas, pet care showed strong sales in North America due to value-shifting



● Geographical segment information (from Jan. to Dec.)				(Unit: 100 million yen)		
		FY Ended Dec. 31, 2021	FY Ended Dec. 31, 2022	gap (yen)	gap (%)	(Ref.) ^{*1} Actual gap rate
Japan	Net sales	2,949	3,076	+128	+4.3%	—
	Core operating income (margin)	583 (19.8%)	578 (18.8%)	-5	-0.8% (-1.0P)	—
Asia	Net sales	3,637	4,283	+646	+17.7%	+4.2%
	Core operating income (margin)	510 (14.0%)	476 (11.1%)	-34	-6.6% (-2.9P)	-17.3%
Others ^{*2}	Net sales	1,242	1,621	+380	+30.6%	+12.3%
	Core operating income (margin)	129 (10.4%)	139 (8.6%)	+11	+8.5% (-1.8P)	-9.8%
Consolidation	Net sales	7,827	8,980	+1,153	+14.7%	+5.5%
	Core operating income (margin)	1,225 (15.6%)	1,196 (13.3%)	-29	-2.4% (-2.3P)	-8.7%

[Actual gap rate of sales in main countries] *based on management accounting
 China -10% Indonesia +12% Thailand +1% India +29% Vietnam +5% Middle East -0% North America +19% Brazil +19%

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

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Please see page 7.

This is geographical segment information..

First, in Japan, both sales and profits increased. Net sales increased 4.3%, while profit decreased, albeit by 0.8%. The core operating margin also deteriorated by 1% to 18.8%.

However, in 2H, it went back up to 19.6%, and as I discussed earlier, profitability recovered.

Driving this performance were the feminine care products, Kirei Care which covers cleaning supplies, pet care products, and wellness care products. In feminine care, premium products are leading the overall sales, sales increased in the low single-digit range, and our market share was at an all-time high.

Next, in Asia, sales increased while profits decreased. Net sales increased by 17.7%, core operating profit decreased by 6.6%, and the profit margin was 11.1%.

Each Asian countries were also affected by soaring raw material costs, increases in logistics costs, and currency fluctuations. However, Indonesia and India performed well. The top-line growth was remarkable due to value shifting was thoroughly due in these countries. As shown in the “Actual gap rate of sales in main countries” noted at the bottom of the page, these countries drove the increase

in sales and performed well.

The biggest factor for the decrease in profitability is the baby care business in China. This has been ongoing for several years.

This was due to an increase in costs resulting from a shift from Japanese-made products to more profitable Chinese-made premium products as part of structural reforms, and a decrease in profit due to a significant decline in sales resulting from a reduction in distribution inventory, mainly by e-commerce companies.

We intend to expand our business performance while pursuing a profit-oriented strategy. Meanwhile, in China Feminine Care, although there were some disruptions in distribution tied to the lockdown, consumption remained relatively stable with no particular trading down, and product sales continued to be strong for premium organic cotton products and pants-type feminine care products.

Yet still, the core operating profit margin didn't come up to the level we wanted. When broken down by region, China is again the largest factor. To offset the negatives, we will need to grow operations in India and Indonesia or any market that is in a growth phase.

For other regions, sales, and profits both increased. Especially in the US, pet care products did well, particularly, the cat treats we produced in Japan. Another driver is the flea and tick control products, which were originally the mainstay business of pet care. While we added value to the product and raised the pricing by about 15%. As a result, we gained a 19% increase in sales.

Finally, for the other regions, on higher revenue and profit, sales increased 30.6% and core operating income rose 8.5%. Core operating income margin deteriorated 1.8% to 8.6%.

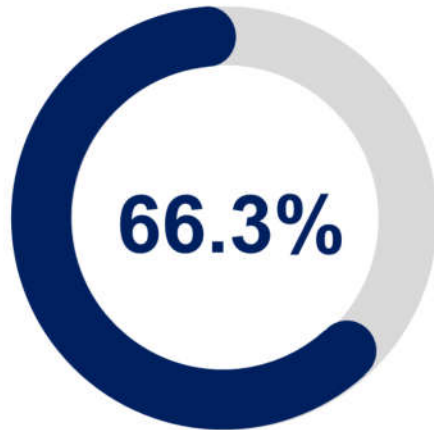
Driving the increase in both sales and profit was pet care in North America.

For pet care in North America, due to cat treats and flea control collars, sales increased by 19% and profit improved as well, due to the result of a 15% value shift to value-added products.

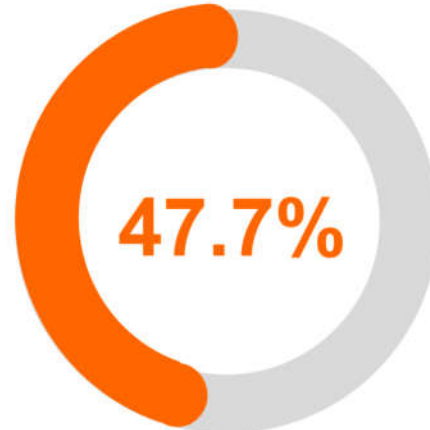
For Middle East, we promoted value shifting in the baby care in Saudi Arabia, but were unable to increase sales volume, resulting in a decline in sales. On the other hand, feminine care and wellness care continued to grow strongly in terms of aggressive market development. Export sales also continued to grow.

For Brazil, 1Q was affected by the re-spread of COVID-19, but the trend reversed significantly in the 2Q. Utilizing the e-commerce channel that grew as a result of the COVID-19 situation, we were able to shift to a growth trend centered on baby care and sales grew 50% in the 4Q.

● Sales ratio of overseas markets



● Sales ratio of Asian markets



Please refer to page 8.

This is the Sales ratio of overseas markets

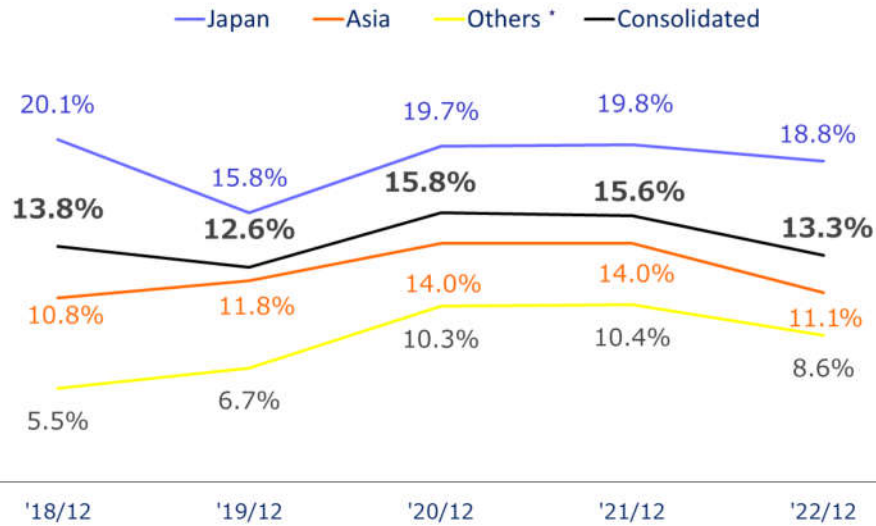
66.3% of total consolidated sales are coming from overseas markets.

Asia accounts for 47.7% and is coming close to being 50%.

Influence of further cost increases and deterioration in exchange rates was seen from 2H, however, profitability increased compared to 1H thanks to the expansion of value-added products



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



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

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Please look at page 9.

This is a transition chart of core operating profit by geographical segment.

This is the consolidated business performance, and it fell by 2.3%. It is due to the negative impact of approximately JPY40 billion, which was driven by sharp increases in raw material costs, logistic costs, and energy costs throughout 2022. It also had the effect of pushing down the profit margin up from 4% to 5%.

Under such circumstances, by implementing value shifting by introducing value-added products that are close to and understand consumers in each country and region, improving the product mix in a sustainable manner in line with demographic and economic conditions, and improving productivity, we were able to stop the deterioration to 2.3%.

For the value-shifting strategy, since it was implemented in a short period of time, so there are some regrets due to the fact that it was less effective than we had anticipated, but we believe it is definitely improving.

**Feminine Care and Wellness Care Business led Personal Care Business
Pet Care Business showed strong sales with continued
value-shifting, Asia expansion strengthened**



(Unit: 100 million yen)

● Business Segment Information (from Jan. to Dec.)		FY Ended Dec. 31, 2021	FY Ended Dec. 31, 2022	gap (yen)	gap (%)
Personal Care	Net sales	6,720	7,649	+929	+13.8%
	Core operating income (margin)	1,073 (16.0%)	1,009 (13.2%)	-65	-6.0% (-2.8P)
Pet Care	Net sales	1,045	1,253	+208	+19.9%
	Core operating income (margin)	146 (14.0%)	184 (14.6%)	+37	+25.5% (+0.6P)
Others*	Net sales	61	78	+17	+27.0%
	Core operating income (margin)	5 (8.8%)	4 (4.5%)	-2	-35.2% (-4.3P)
Consolidation	Net sales	7,827	8,980	+1,153	+14.7%
	Core operating income (margin)	1,225 (15.6%)	1,196 (13.3%)	-29	-2.4% (-2.3P)

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

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Please look at page 10.

This business segment information.

I would like to discuss the increase in revenue and decrease in profit in the personal care business. Sales increased in all segments, especially feminine care, wellness care, and kirei care, each with double-digit revenue increases.

The decrease in profit is due to the continued rise in costs, especially in the baby care business due to the negative impact of China's lockdown as mentioned earlier, and restructuring costs, combined with the slowdown in the number of newborns born in Thailand, Vietnam, the Middle East, and Japan.

As for pet care, both sales and profit increased. For the contents, the North America market led the way with increased sales and profits.

As I discussed earlier by region by region, with effect of implementing value-shifting, as for the U.S., cat treats and other products contributed significantly to the increase in revenue.

Japan also continued to see high growth in sales. Profitability also increased, despite the soaring raw material costs.

In the emerging market, China, we have formed a capital and business alliance with a Chinese pet company as we announced last year and the results are expected to appear in the future.

**Impacts of foreign exchange fluctuations:
 Approx. 72.0 billion JPY increase in sales and
 approx. 7.8 billion JPY increase in core operating income**



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

Currency	'21/12 rate	'22/12 rate	Rate change
China (CNY)	17.03	19.48	+14.4%
Indonesia (IDR)	0.0077	0.0089	+15.6%
Saudi Arabia (SAR)	29.32	35.06	+19.6%
Thailand (THB)	3.44	3.75	+9.0%
India (INR)	1.50	1.68	+12.0%
Vietnam (VND)	0.0048	0.0056	+16.7%
USA (USD)	109.80	131.43	+19.7%
Netherlands (EUR)	129.89	138.04	+6.3%
Taiwan (TWD)	3.94	4.41	+11.9%
South Korea (KRW)	0.0961	0.1018	+5.9%
Malaysia (MYR)	26.50	29.83	+12.6%
Australia (AUD)	82.48	91.01	+10.3%
Brazil (BRL)	20.37	25.48	+25.1%
Egypt (EGP)	6.98	6.91	-1.0%

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Please look at page 11.

Here is the impact of exchange rate fluctuations for each currency.

The rate fluctuations by each currency caused to increase in sales by approximately JPY72 billion and operating profit by JPY7.8 billion compared to the previous year.

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

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I will now provide an overview of the performance forecast for the fiscal year ending December 2023.

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%)	
	<ul style="list-style-type: none"> ● Sales and core operating income reached record highs. ● Absorbed raw material-related deterioration (approx. 11.0 billion yen) by promoting value shifting, etc., and drove the market with continuous new value propositions, resulting in earnings growth. ● Aggressively promote and expand upfront investment in Wellness Care and Pet Care. ● Capital investment...approx. 43 billion yen (amortization: approx. 42 billion yen). 	
Japan	7 to 9% sales increase and profit increase	
	<ul style="list-style-type: none"> ● High growth in Wellness Care and Pet Care and Feminine Care due to continued value-shifting. 	
Overseas	6 to 8% sales increase and profit increase	
	<ul style="list-style-type: none"> ● For Asia region, sales and profit increased. India and Southeast Asia continued to perform well. Sales and profit increased in China. ● For other regions, sales and income increased. North America led the way with increased sales and profit. Brazil turned profitability. 	
Shareholder Return	Yearly dividend 40 yen per share Increased dividend for 22 consecutive years	
	<ul style="list-style-type: none"> ● Purchase of own shares: approx. max of 17 billion JPY, 3.9 million shares, planned. 	
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Please refer to page 13.

This is the summary of consolidated performance forecast.

We project record-high net sales of JPY963.5 billion, up 7.3%, and record-high core operating profit of JPY141 billion, up 17.9%. Excluding the effect of foreign currency exchange, we forecast a sales increase of 8.4% and a profit increase of 18.1%.

Looking at the possibility of another round of raw material cost increase in FY2023, we expect a JPY12.5 billion increase in 1H over the previous year, and a JPY1.5 billion decrease in 2H. That means the production costs continue to climb, which we are obviously concerned to spoil profitability, but in FY2023, we are planning to make full use of the lessons learned in FY2022 to speed up the value shifting efforts in various regions and countries.

For Asia, we will also be implementing value shifting in various countries and regions. We hope that not only India, which has been strong, other regions like Indonesia, Thailand, and China will drive increases in both sales and profit.

In other regions, North America pet care is expected to make a significant contribution to increasing both revenue and profit.

**All-time high for sales (7th consecutive year) and all profit items
Cost increases absorbed mainly with overseas increased sales
effect, leading to improved profitability**



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

(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	9,635	+655	+7.3%	+8.4%
Core operating income (margin-%)	1,196 (13.3%)	1,410 (14.6%)	+214	+17.9% (+1.3P)	+18.1%
Profit before tax (margin)	1,157 (12.9%)	1,375 (14.3%)	+218	+18.8% (+1.4P)	
Profit attributable to owners of parent (margin)	676 (7.5%)	809 (8.4%)	+133	+19.7% (+0.9P)	
Basic earnings per share (JPY)	113.61	136.36	+22.75	+20.0%	
USD Rate (JPY)	131.43	130.00	-1.43	-1.1%	
CNY Rate (JPY)	19.48	19.20	-0.28	-1.4%	

*1 : Actual gap rate excluding foreign exchange effects

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Next, please look at page 14.

This is the consolidated account highlights of FY ended Dec. 2023.

I will skip the explanation of the contents, as I have already explained them earlier.

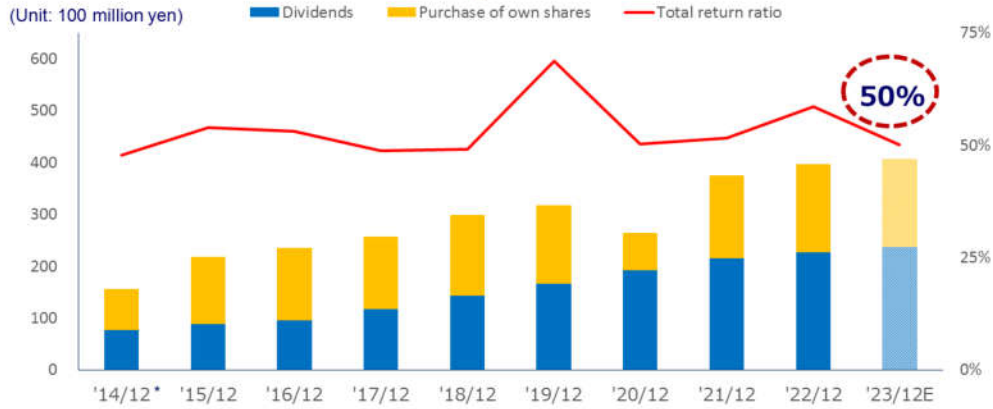
Shareholders Return Policy

Next, I will explain the shareholder return policy.

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

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Please refer to page 16.

Regarding our shareholder return policy, we plan to continue to return 50% of our total return to shareholders in terms of the dividend payout ratio, and we will flexibly implement share buybacks as necessary.

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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Please look at page 17.

For dividend per share,

in FY2023, we plan to raise the dividend by JPY1 to JPY20 per share for end of 2Q and the year-end dividend by JPY1 to JPY20 per share, for an annual dividend of JPY2 per share, or JPY40 per share for the full year.

As a result, we will increase the dividend for the 22nd consecutive fiscal year.

● Share buy-back history (100 million JPY)



*Irregular accounting period of 9 months

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Please look at page 18.

This is the share buy-back history.

In FY2023, the Board of Directors recently approved a resolution to repurchase up to 3.9 million shares at a maximum repurchase price of JPY17 billion, and we will continue to repurchase shares in a flexible manner.

We will continue to consider the return of profits to shareholders as one of our important management policies, combining stable and continuous dividend payments with share buybacks, and will strive to increase corporate value through sustainable cash flow.

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

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From page 19 of the document, it is about the status of our initiatives for medium- and long-term ESG targets, which I have explained before, but due to time constraints, I will omit this part.

This concludes my explanation for the fiscal year ended December 31, 2022.

Thank you.

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

Key initiatives, indicators, and target values



◆ Safeguarding the well-being of individuals

Key initiatives	Indicators	Results	Mid- and long-term goals	
		2021	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%	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%	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%	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%	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%	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”



Expand toward 2030



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)



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



➤ Toiletry products that utilize processing and molding technology for nonwoven absorbent



(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	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%	100%	2030
Practicing sustainable lifestyles	Percentage of products and services suitable for the "SDGs Theme Guideline," an internal guideline for contributing to sustainability.	9 projects	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	Double (Compared to 2020)	2030
Improvement of customer satisfaction	Percentage of products and services supported by consumers (No. 1 market share).	23.4%	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%	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	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	10 or more	2030
Addressing climate change	Percentage of renewable energy used for business operations in total.	7.3%	100%	2030
Expanding our line of recycled models	Number of disposable paper diaper recycling facilities introduced.	Under development	10 or more	2030
Promotion of product recycling	Material recycling of non-woven products using recycling resources	Under development	Start of commercial usage	2030
Reduction of the amount of plastic materials used	Percentage of virgin plastics to total plastics.	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" CO₂ emission, "0" natural forest destruction」



➤ 「Eco Plan 2030」

Environmental Targets 2030	Implementation Items		Base Year	2021 Targets	2021 Results	2022 Targets	2030 Targets	2050 vision
Responding to the problem of plastic waste	Reducing usage of packaging materials	Per unit of sales	2019 ^{*1}	-3%	-0.2%	-6%	-30%	Realizing a new society with zero plastic waste
	Selling products that contain no petroleum-derived plastic	-	-	-	Development ongoing	Development ongoing	10 or more stock-keeping units (SKU) sold	
	Raising awareness about proper disposal of used products	-	-	30%	38% (6 countries)	45%	Rolled out at all Group companies	
	Eliminating the use of plastic in sales promotional items	Per unit of sales	-	-10%	-8.9% (Japan)	-20%	In principle, reduced to zero at all Group companies	
Responding to climate change	Reducing CO ₂ emissions associated with raw materials procurement	Per unit of sales	2016	-1.7%	9.7% (Japan)	-3.4%	-17%	Realizing a society with net zero CO ₂ emissions
	Reducing CO ₂ emissions in manufacturing	Per unit of sales	2016	-3.4%	-26.9%	-28.0%	-34%	
	Reducing CO ₂ emissions associated with disposal of used products	Per unit of sales	2016	-2.6%	23.7% (Japan)	-5.2%	-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: 98% ^{*2} Palm oil: 80%	Forest-derived raw materials: 97% ^{*2} Palm oil: 77%	Forest-derived raw materials: 98% ^{*2} Palm oil: 80%	Completed	Realizing a society with zero deforestation related to the purchasing of timber
	Expanding the use of certified pulp (PEFC [®] - and CoC-certified)	-	-	Percentage of certified factories: 50% ^{*4} Percentage of certified materials procured: 60% ^{*5}	Percentage of certified factories: 52% ^{*4} Percentage of certified materials procured: 70% ^{*5}	Percentage of certified factories: 60% ^{*4} Percentage of certified materials procured: 75% ^{*5}	100%	
	Expanding the use of certified palm oil (RSPO [®] -certified)	-	-	80%	77%	80%	100%	
	Promoting the recycling of used disposable diapers	-	-	-	Development ongoing	Development ongoing	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 Programme for the Endorsement of Forest Certification

*4 Percentage of Unicharm factories that have acquired CoC (chain of custody) certification

*5 Percentage of forest-derived raw materials including pulp, tissue, separators, and airlaid pulp that have acquired third-party certification

*6 Roundtable on Sustainable Palm Oil

➤ **Initiatives towards a society with zero CO₂ 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



- Start the comprehensive GHG emission visualization project, including scope 3, with Deloitte Tohmatsu

Environmental Targets 2030	Implementation items		Base Year	2021 Targets	2021 Results	2022 Targets	2030 Targets	2050 vision
Responding to climate change	Reducing CO ₂ emissions associated with raw materials procurement	Per unit of sales	2016	-1.7%	9.7% (Japan)	-3.4%	-17%	Realizing a society with net zero CO ₂ emissions
	Reducing CO ₂ emissions in manufacturing	Per unit of sales	2016	-3.4%	-26.9%	-28.0%	-34%	
	Reducing CO ₂ emissions associated with disposal of used products	Per unit of sales	2016	-2.6%	23.7% (Japan)	-5.2%	-26%	



Aim to disclose GHG emissions by product to achieve net “zero” emissions of CO₂
Build the GHG emission visualization platform, including CO₂ in the entire supply chain
Promote the efforts for “response to climate change” more aggressively

(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 CO₂ emission



◆ Addressing climate change



[Unicharm factories, aerial view]

➤ **Renewable power ratio 7.3%**
(as of the end of December 2021)

Top five nations	Percentage of renewable electric power
Brazil	100%
U.S.A	100%
Vietnam	About 11%
Thailand	About 13%
Japan	About 6%

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2030 Target
100%



Percentage of renewable electric power used for business operation

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



Brazil
Jaguaruna Factory



US
(Hartz Pleasant Plain Factory)



Japan
Kyushu Factory



Japan Toyohama
Manufacturing Site

(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

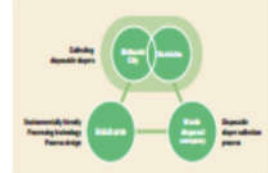
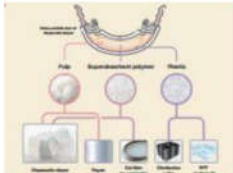
➤ Keep it safe and convenient, toward the future where recycling is the norm

Recycle
all materials

Cleaning used disposable
diapers to
sanitary
material quality

No pollution
to water and air
By ozone bleach and
sterilization

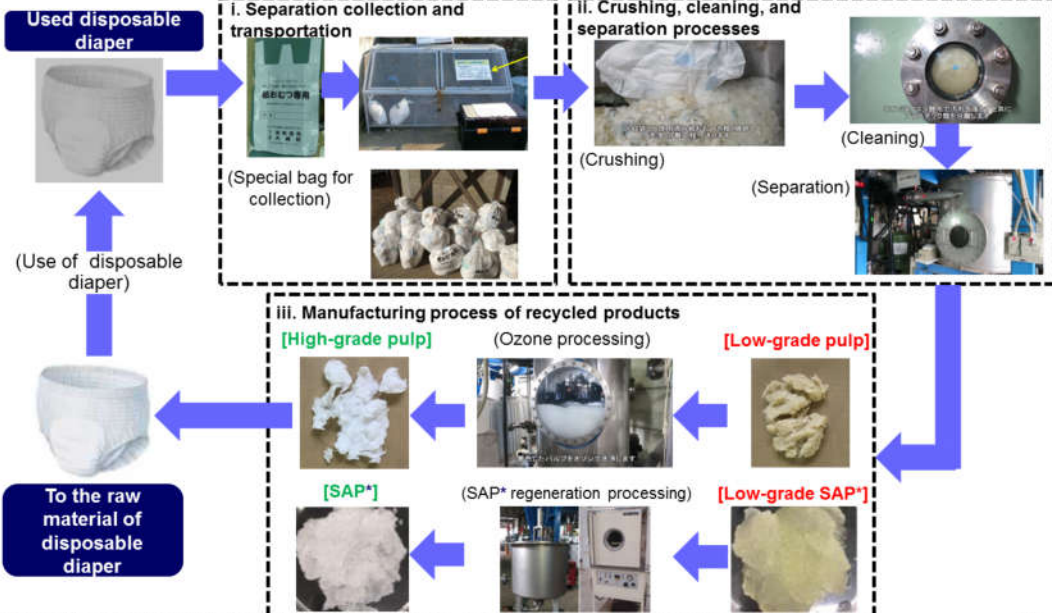
Approaching
**The future where
recycling is
the norm**



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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



- Promote demo-projects of separate collection of used disposable diapers with municipalities and Odakyu Railway



<Demo-experiment diagram>

[Nursing homes, child day care centers,
general households]

[Collection]

[Recycling]



Sorting used disposable diaper



Efficient separate collection by municipalities and Odakyu Railway



Recycling Unicharm disposable diapers

Demo-project implemented in: Shibushi City, Ohsaki Town, Higashiyamato City

Through this demo-project, we will build a recycling-oriented model based on which the used disposable diaper recycling business can be rolled out in Japan and overseas and take measures while identifying the new issues.

(Safeguarding the well-being of our planet)

Realization of world's first horizontal recycling of used diaper pulp as part of new diaper absorbent core



- In preparation for commercialization, "Lifree" brand adult diapers made of "recycled pulp" extracted by original recycling technology will be sold on a trial basis at nursing care facilities in Kagoshima Prefecture, Japan.



Test sales at underway
at more than 70 nursing home
(as of the end of December
2022)

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資料の40Pをご覧ください。

水平リサイクルだけでなく、ダウンサイクルを含め、「使用済み紙おむつのrecycle」が当たり前となる社会を目指して取り組んでまいります。

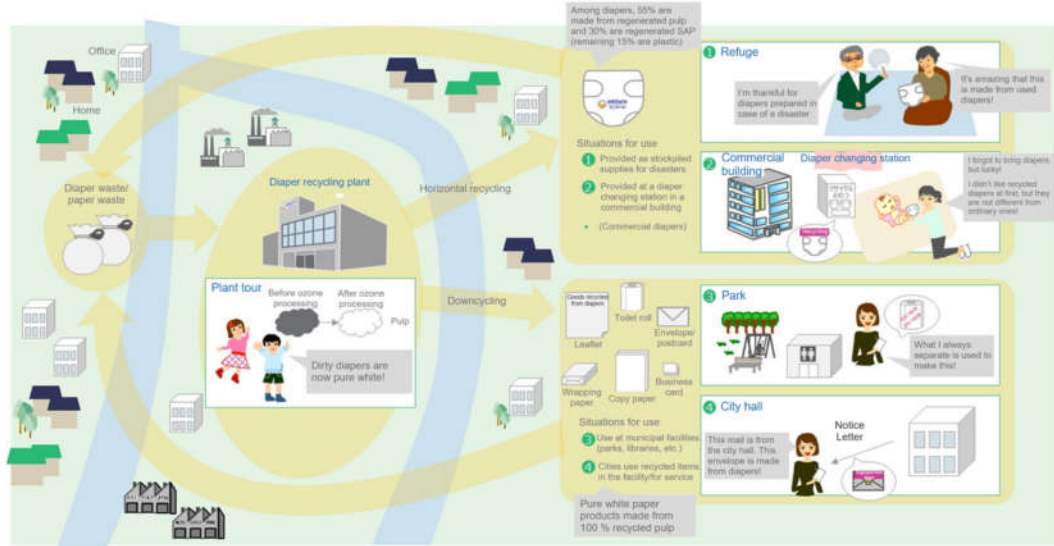
(Safeguarding the well-being of our planet)

Make more opportunities to experience recycling

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



➤ Future vision using recycled materials (image)



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Key initiatives, indicators, and target values



◆ Unicharm Principles

Key initiatives	Indicators	Results	Mid- and long- term goals	
		2021	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	Zero occurrences	Every year
Practice of appropriate corporate governance	Number of serious compliance violations.	Zero occurrences	Zero occurrences	Every year
Promotion of diversity management	Percentage of female managers driven by the provision of various opportunities for women.	14.4% in Japan 27.8% overseas	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%	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	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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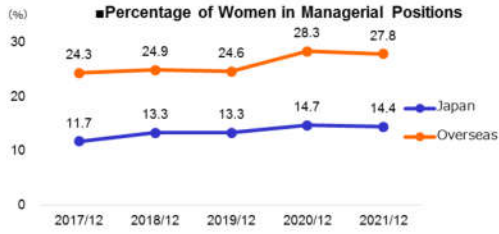
➤ Introduce an ESG evaluation system for all employees to visualize contributions to society and create new value through individual growth

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+



Empowerment system



(Unicharm Principles)

Enhanced wages & benefits to reward employees' efforts



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

Employee satisfaction

Max. score 5

4.07

2021 (Japan)



**2030 Target
Over 80%**



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

➤ **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 (IT passport, national ualification)	120,000 yen/year

Management practices that take sustainability into account

(1) Each executive officers periodically conducts interviews with future director candidates and future executive officer candidates based on their career visions and career plans, and carries out human resource mapping.

(2) The Representative Director, President & CEO conducts quarterly interviews with executive officers; and gives guidance and training by setting measurable goals and objectives for executive officers and their organizations, and evaluating their achievements.

Outside directors have at least one opportunity per year to hold individual meetings with executive officers, in which they check the status of execution of business and problems in work, and provide guidance and training to help management solve problems and gain a wider, more comprehensive view by giving advice from a broad perspective.

(3) The status of this process is regularly reported to the Nomination Committee and the Compensation Committee for deliberation.

(4) The board of directors nominates candidates for directors and executive officers based on the opinion of the Nomination Committee.

(5) 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.

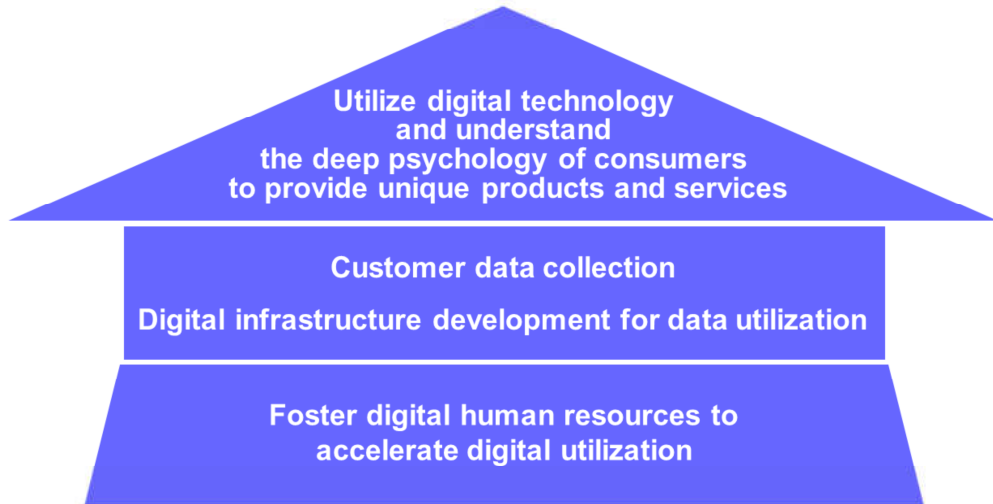
Fostering DX human resources toward new value creation

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

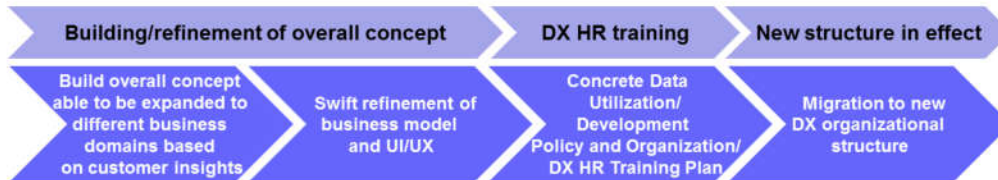
Necessity of Life with Activities & Dreams of Life with Activities

Eliminating discomfort
(transformative change from negative to neutral)

Merchandise value

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

Customer-based experience value



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



➤ Global self-learning system through LinkedIn Learning



About 3,300 learners
(From Dec 2021 – Sep)

To acquire business, creative, technology and other skills

➤ Data science basic study sessions using e-learning (Japan)



Ten sessions
(From Jun 2022 – Sep)

To acquire data utilization techniques

➤ ID-POS analysis training using Python at Sales Division (Japan)



About 150 participants
(Sep 2022)

To acquire programming image and knowledge

➤ Basic training for digital human resources (Japan)



About 560 participants
(From Apr 2022 – Sep)

To improve operation efficiency and quality

Examples of initiatives using digital technology

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



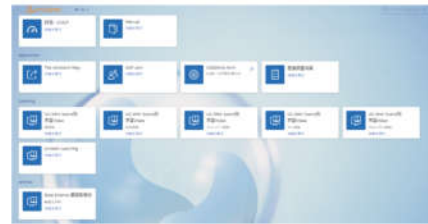
- “BOP-Ship”, Unicharm’s corporate culture that has been inherited from the establishment and evolving



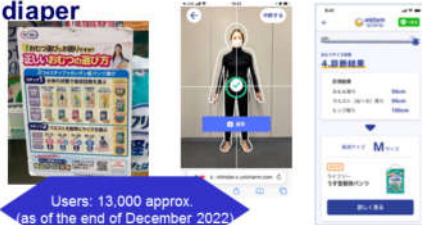
- Promote “Management with Resonance” with “The Unicharm Way” app



- 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 diaper



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

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



Registrants: 1 million approx.
(as of May 2022)

- Troubles about doggies and kitties are shared in DOQAT*



* DOQAT <https://doqat.jp/>

Registrants: 33,000 (total)
(As of the end of December 2022)

- "Team moony point program" and "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 2,920+ locations
across 47 prefectures
(as of January 2023)

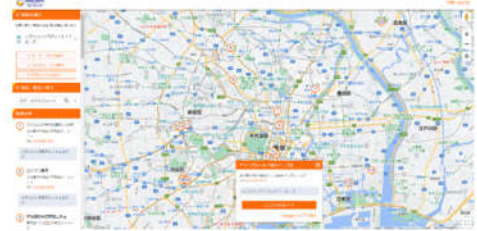
Japan initiatives utilizing digital technology-3



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

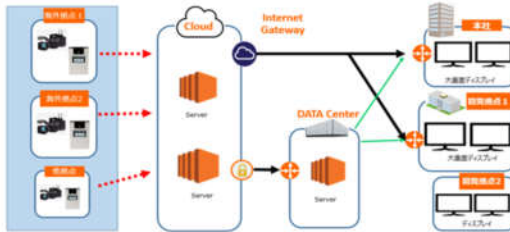


- “Shop search system” can help find shops carrying products to improve customer satisfaction



- Developed “Digital Scrum System” to discover customer insights

<Simple figure of Digital Scrum System>



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- 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 2022)



February	<ul style="list-style-type: none"> ✓ Selected as a “DX-certified operator”  DX認定  Digital Transformation Certification ✓ Won 7th “Consumer-Oriented Activity Award”  ✓ Selected as the “CDP 2021 Supplier Engagement Leader” 
March	<ul style="list-style-type: none"> ✓ Won “Bronze Prize” in Environment Sustainable Corporate Segment of the 3rd ESG Finance Award Japan  ✓ Certified as a “Health and Productivity Management Outstanding Organization (large enterprise category)” 
April	<ul style="list-style-type: none"> ✓ Selected as the “Most Honored Company” of “2022 Japan Executive Team Ranking” by Institutional Investor
May	<ul style="list-style-type: none"> ✓ Won “Marine Transport Modal Shift Grand Prize” ✓ in Eco-ship modal shift excellent business 2021
June	<ul style="list-style-type: none"> ✓ Won “Excellent Award” in the 4th Platinum Career Award 
July	<ul style="list-style-type: none"> ✓ Selected as a constituent of “SOMPO Sustainability Index”  ✓ for eleven years in a row ✓ Won the “Advanced Technology Award” at the 23rd Logistics Environment Grand Prize
December	<ul style="list-style-type: none"> ✓ Sofy #NoBagForMe Received “Winners” award at Japan Branding Awards 2022

Evaluation by external organizations



FTSE Blossom
Japan



FTSE Blossom
Japan Sector
Relative Index



FTSE4Good



2022
健康経営優良法人
Health and productivity



2022
Sompo Sustainability Index



Bloomberg
Gender Equality
Index
2022



MSCI | MSCI ジャパンESG
セレクト・リーダーズ指数



MSCI | MSCI日本株
女性活躍指数 (WIN)



Coordination with external organizations



In support of



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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

Thematic Index



Other ESG Index



“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 https://www.sofy.jp/ja/campaign/minnanoseirikensyu.html	Approx. 3000 companies and organizations (as of the end of Dec. 2022)
Number of users for "Sofy Girl" (menstruation management app) https://www.sofy.jp/ja/app/sofygirl.html Number of users for "Sofy" (menstruation management app) https://www.sofy.jp/ja/app/sofy.html	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" https://jp.moony.com/ja/apps/moonypoint.html	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)"	2,920+ across 47 prefectures (as of Jan. 2023)
Number of registrations with "DOQAT", Q&A service for partner animals (pets) https://doqat.jp/	Approx. 33,000 people (as of the end of Dec. 2022)

