Climate Transition Plan

【Introduction】

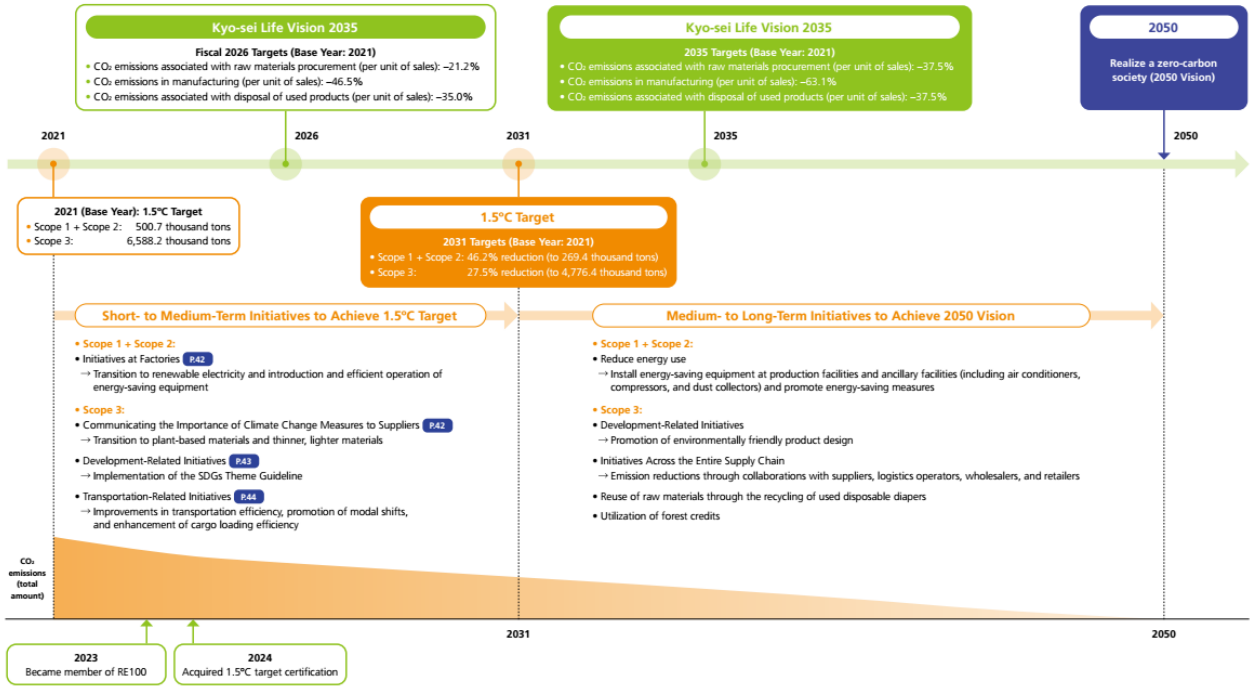
At the Unicharm Group, our purpose (reason for existence) is contributing to the realization of the Sustainable Development Goals (SDGs). Accordingly, realizing this purpose through our business activities is our vision of sustainability. To further embody this vision, in October 2020 the Group announced its medium- to long-term ESG goals, Kyo-sei Life Vision 2030, and set a goal of switching 100% of electricity used for business operations to renewable electricity by 2030 in relation to responding to climate change. Moreover, under Environmental Targets 2030 announced in May 2020, we set specific targets for the three issues—responding to the problem of plastic waste, responding to climate change, and helping prevent deforestation (response to procurement-related issues)—based on our vision of where we want to be as a corporate group in 2050.

In October 2025, in light of the progress of our activities to date and changes in the global environment and society, we integrated Kyo-sei Life Vision 2030 and Environmental Targets 2030 to review our key themes and targets, and newly launched Kyo-sei Life Vision 2035 starting in 2026. By steadily executing this Kyo-sei Life Vision 2035, we aim to simultaneously realize the solution of environmental and social issues, contribution to consumers and local communities, and continuous business growth.

【2050 Vision: Roadmap for Realizing a Zero-Carbon Society】

To realize a "Zero-Carbon Society" (net zero CO_2 emissions) set forth in our 2050 Vision, we will strive to reduce the amount of CO_2 emitted directly from our business activities in cooperation with the Japan Climate Initiative (JCI), the Japan Climate Leaders' Partnership (JCLP), the GX Future Consortium, RE100, and other initiatives. At the same time, we will continue to actively encourage all parties involved in our supply chains to reduce their CO_2 emissions throughout the entire product life cycle.

Roadmap to Realizing a Zero-Carbon Society



These strategies are based on scenario analysis. See page 35 of the *Sustainability Report 2026* for details on scenario analysis.

https://www.unicharm.co.jp/content/dam/sites/www_unicharm_co_jp/pdf/csr-eco/report/en_ucsus2026.pdf#page=36

【Measures to Realize the 2050 Vision】

Regarding Scope 1 and Scope 2, we have set a goal of transitioning 100% of the electricity used in our business operations to renewable electricity by 2030, and the entire Group is working together to reduce CO_2 emissions.

For Scope3, we are promoting the development and use of raw materials and technologies that help reduce CO_2 emissions. This includes adopting plant-derived biomass materials and recycled materials, as well as reducing raw material consumption through product thinning and weight reduction.

●Approach to Suppliers

With the aim of stabilizing material quality and ensuring our procurement policies and guidelines are thoroughly understood, we held the 16th Unicharm Medium- to Long-Term Policy Briefing Session for Suppliers in November 2025. The event, which included online participants, was attended by 120 companies, spanning material suppliers for personal care products, material suppliers for pet care products and contract manufacturers. At the session, we worked to ensure thorough awareness of various policies across the entire supply chain, including our Environmental Policy, Human Rights Policy, and Procurement Policy. We

reported on and explained concrete measures for environmental initiatives, human rights considerations, and quality improvement, as well as policies regarding Business Continuity Planning (BCP), which has grown increasingly important in recent years, and requested our partners' cooperation.

●Approach to Industry Organizations

In fiscal 2025, we initiated the "Working Group for Green Market Creation through Intermediate Emitters" within the GX League (as it was then named). Additionally, we conducted hotspot and gap analyses aimed at achieving concrete reductions in GHG emissions. We also began expanding these efforts into our pet care business and deploying them at our overseas subsidiaries in Thailand and Indonesia. Furthermore, we held three information exchange meetings over a two-year period (March and October 2024, and June 2025) primarily with industry peers, and exchanged opinions with organizations such as the Japan Business Federation (Keidanren) and the Japan Hygiene Products Industry Association (JHPIA)..

●Policy Engagement

To realize the "Zero-Carbon Society" (net zero CO_2 emissions) set forth in our 2050 Vision, we will strive to reduce the amount of CO_2 emitted directly from our business activities in cooperation with the Japan Climate Initiative (JCI), the Japan Climate Leaders' Partnership (JCLP), the GX Future Consortium, RE100, and other initiatives. At the same time, we will continue to actively encourage all parties involved in our supply chains to reduce their CO_2 emissions throughout the entire product life cycle.

【Indicators and Targets】

Kyo-sei Life Vision 2035 **Safeguarding the Well-Being of Our Planet**

Our aim is to provide products and services that are sanitary and convenient, as well as to contribute to activities that improve our planet's environment.

Key Themes	Indicators	Medium- to Long-Term Goals	
		Target	Target Year
Expanding the social implementation of *RefF*	No. of *RefF* products launched (in-house + collaborations with other companies)	30 or more	2035
	No. of municipalities implementing disposable diaper recycling initiatives	20	
Addressing climate change	Reducing CO_2 emissions associated with raw materials procurement	37.5% reduction per unit of sales (compared with 2021)	2035
	Reducing CO_2 emissions in manufacturing	63.1% reduction per unit of sales (compared with 2021)	
	Reducing CO_2 emissions associated with disposal of used products	37.5% reduction per unit of sales (compared with 2021)	
Establishing value chains with consideration for sustainability and biodiversity	Ensuring traceability to pulp and palm oil production locations (country/region)	100%	2035
	Expanding the use of certified pulp (PEFC- and CoC-certified)	100%	
	Expanding the use of certified palm oil (RSPO-certified)	100%	
Reduction in amount of plastic materials used	Reducing plastic usage in packaging materials	30% reduction (compared with 2022)	2035
	Raising awareness about proper disposal of used products	Rolled out at all Group companies	
	Eliminating non-recycled plastics in sales promotion items	Complete elimination	

●1.5˚C Target / 2031 Target (Base Year: 2021) — Certified by SBTi

- Reduce Scope 1 and Scope 2 greenhouse gas emissions by 46.2%
- Reduce Scope 3 greenhouse gas emissions by 27.5%

See page 41 of the *Sustainability Report 2026* for CO_2 emissions by Scope and category.
https://www.unicharm.co.jp/content/dam/sites/www_unicharm_co_jp/pdf/csr-eco/report/en_ucsus2026.pdf#page=42

【Governance】

Unicharm has established an appropriate system to steadily implement sustainability management. Specifically, the ESG Committee, chaired by the president & CEO, meets four times a year to deliberate and decide on all sustainability matters and governance-related policies and activities, and monitors their progress. The ESG Committee is attended not only by directors, executive officers, and other members of management, but also by those in charge of the Sales Division, R&D Division, Marketing Division, Corporate Division, and consolidated subsidiaries in Japan and overseas. This ensures a system in place to quickly execute the various sustainability-related activities decided upon. The matters deliberated and decided by the ESG Committee are reported to the Board of Directors at least once a year.

▶ **Sustainability Promotion System**

