

First Quarter of Fiscal Year  
Ending December 31, 2024  
(Jan 1, 2024 to Mar 31, 2024)  
Unicharm Investor Meeting  
Presentation Materials

May 7, 2024

Unicharm Corporation



**First Quarter of Fiscal Year  
Ending December 31, 2024  
(January 1 to March 31)  
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.

## Consolidated

**Sales** 236.3 billion JPY (YoY +7.0%)  
**Core operating income** 37.5 billion JPY (YoY +32.1%)

- All-time high for sales, core operating income and profit before tax.
- Operating margin was improved highly with the effect of continued value-shifting and cost reductions.

## Japan

**9.6% sales increase, 31.9% profit increase**

- Sales and profit growth was achieved higher than expected by penetrating and expanding value-shifting in all businesses.
- Wellness Care Business led performance in Japan through further value-shifting.
- High growth continued in Pet Care Business, which promoted value-shifting ahead of other businesses, despite a lapse in effect.

## Overseas

**5.8% sales increase, 34.4% profit increase**

- Sales and profit increased in Asia. Increased sales was resulted by continued strong performance in India offsetting under-recovery in China. Profit increase was because of improved profitability in India and gradual improvement in China and Thailand.
- Sales and profit increased in other regions. Performance expanded in Middle East. Profitability improved in North America. Profitability was established in Brazil.

## Shareholder Return

**Yearly dividend 44 yen per share**  
**Increased dividend for 23 consecutive years**

- Purchase of own shares: purchased approx. 5.9 billion yen as of the end of April. (1,289 thousand shares)

# Sales hit a record high for 3 consecutive years

Core operating income also hit a record high through value-shifting and cost reductions, etc.

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

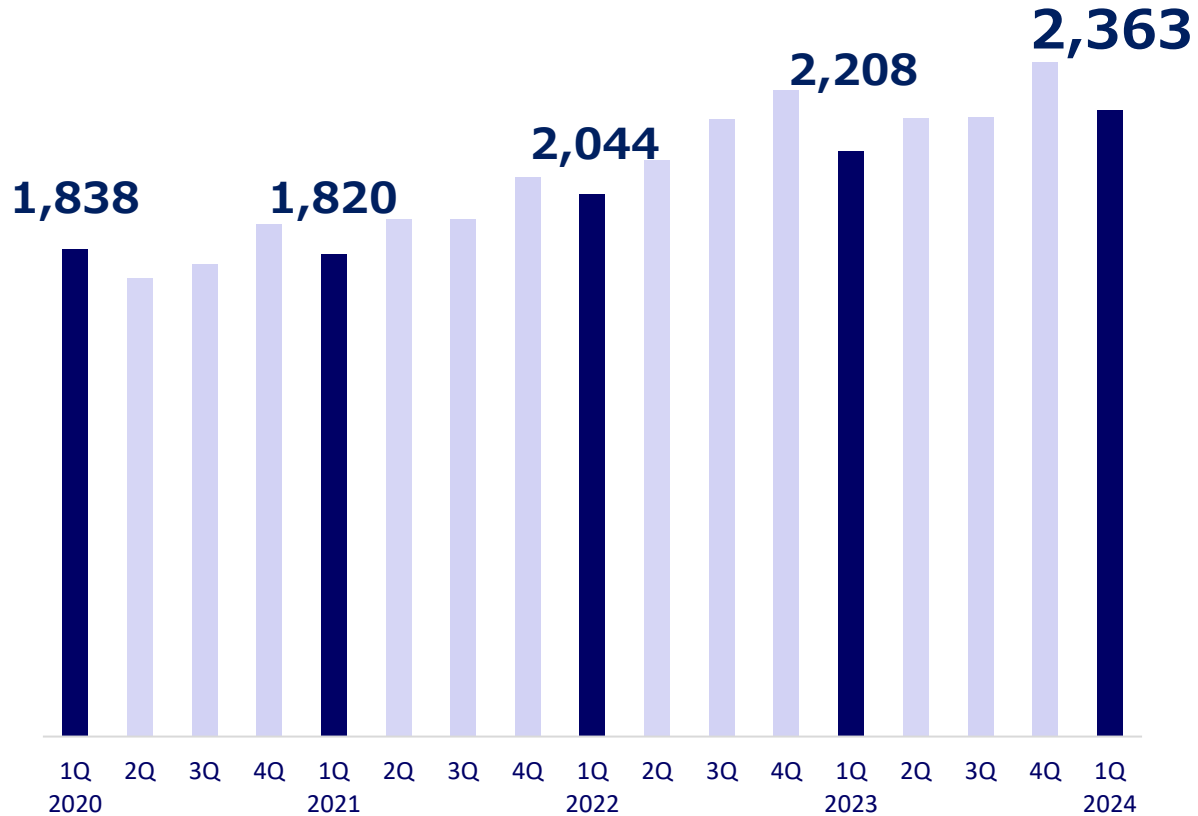
(Unit: 100 millions of yen)

	1Q of FY Ended Dec.31, 2023	1Q of FY Ending Dec. 31, 2024	Gap(yen)	Gap(%)	(Forecast) FY ending Dec. 31, 2024	Achievement (%)
Net sales	2,208	<b>2,363</b>	+154	+7.0%	10,060	23.5%
Core operating income (margin-%)	284 (12.9%)	<b>375 (15.9%)</b>	+91	+32.1% (+3.0P)	1,440 (14.3%)	26.1%
Profit before tax (margin-%)	282 (12.8%)	<b>347 (14.7%)</b>	+65	+23.0% (+1.9P)	1,440 (14.3%)	24.1%
Profit attributable to owners of Parent company (margin-%)	165 (7.5%)	<b>178 (7.5%)</b>	+13	+7.9% (±0P)	900 (8.9%)	19.8%
EBITDA (profit before tax + depreciation/amortization)	385	<b>458</b>	+73	+18.9%	1,860	24.6%
Base earnings per share (JPY)	27.84	<b>30.21</b>	+2.37	+8.5%	152.49	19.8%
USD Rate (JPY)	132.34	<b>148.61</b>	+16.27	+12.3%	143.00	—
CNY Rate (JPY)	19.34	<b>20.63</b>	+1.29	+6.7%	19.90	—

# Quarterly core operating income reached a new high with stable sales growth and profitability improvement through continuous value-shifting in the first quarter of FY 2024 (Jan-Mar)

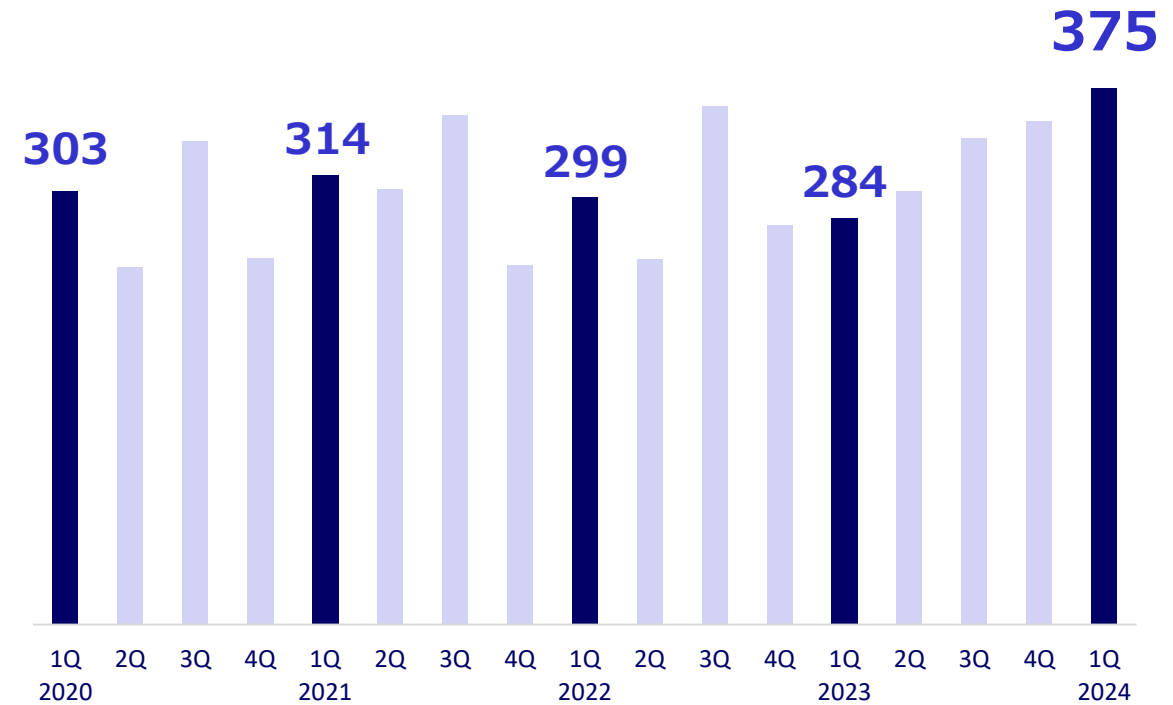
## ● Sales trend (quarterly)

(Unit: 100 millions of yen)



## ● Core operating income trend (quarterly)

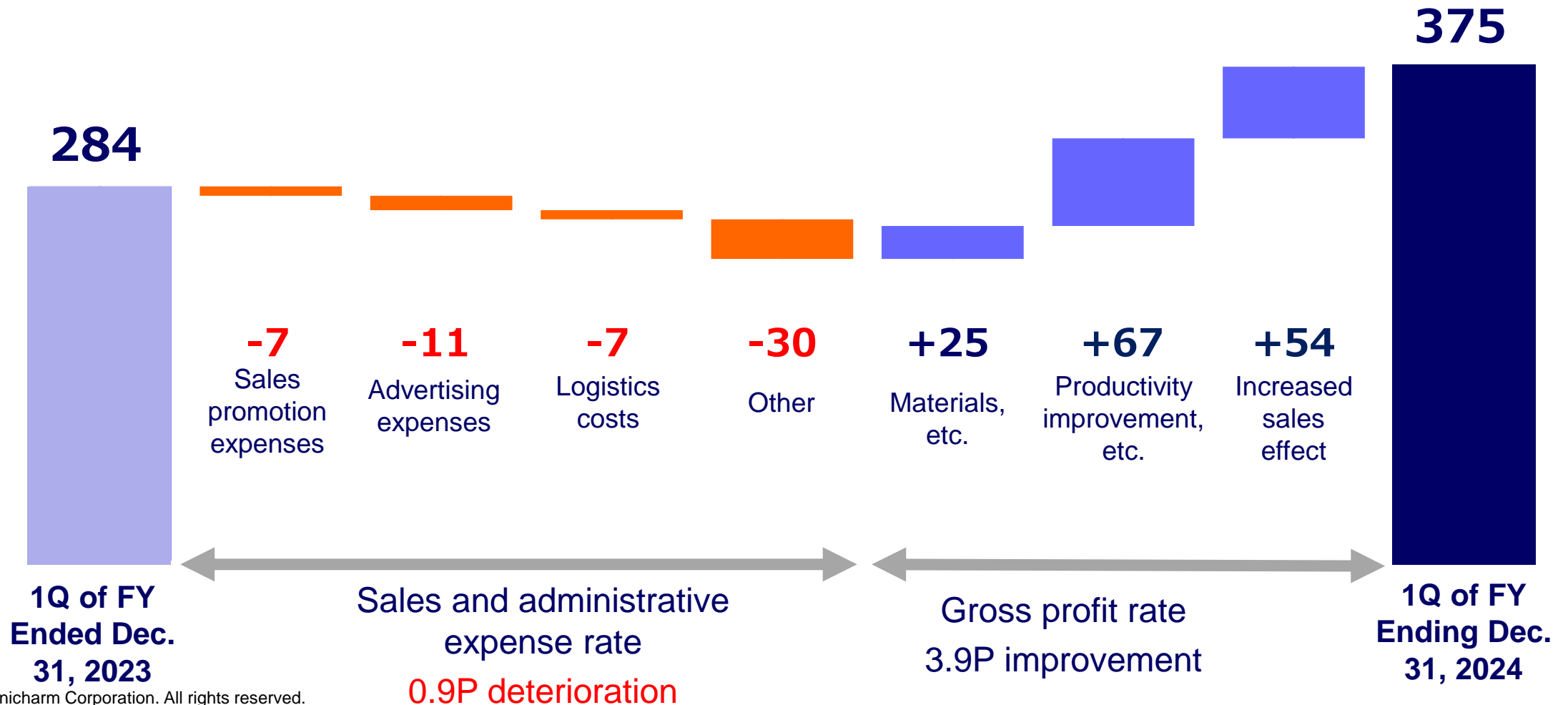
(Unit: 100 millions of yen)



**Core operating income increased by 9.1 billion JPY as a result of absorbing marketing investments, etc. through continuous value-shifting and business mix improvement**

(Unit: 100 millions of yen)

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



Sales and profit increased in all businesses with penetration and expansion of value-shifting in Japan. In Asia, India sustained strong performance, China showed recovery trend and profit increased, Thailand improved business mix and profit increased. In other areas, the performance was led by increased business in Middle East, improved profitability in North America and sustained growth in Brazil.

(Unit: 100 millions of yen)

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

		1Q of FY Ended Dec.31, 2023	1Q of FY Ending Dec. 31, 2024	Gap(yen)	Gap (%)	(Ref.) Actual *1 gap rate
Japan	Net sales	711	<b>780</b>	+68	+9.6%	—
	Core operating income (margin-%)	134 (18.8%)	<b>177</b> <b>(22.6%)</b>	+43	+31.9% (+3.8P)	—
Asia	Net sales	1,087	<b>1,093</b>	+6	+0.5%	<b>-7.1%</b>
	Core operating income (margin-%)	112 (10.3%)	<b>131</b> <b>(12.0%)</b>	+19	+17.2% (+1.7P)	+8.6%
Others <sup>*2</sup>	Net sales	410	<b>490</b>	+81	+19.7%	+6.9%
	Core operating income (margin-%)	36 (8.7%)	<b>67</b> <b>(13.7%)</b>	+32	+88.0% (+5.0P)	+66.4%
Consolidation	Net sales	2,208	<b>2,363</b>	+154	+7.0%	+0.9%
	Core operating income (margin-%)	284 (12.9%)	<b>375</b> <b>(15.9%)</b>	+91	+32.1% (+3.0P)	+26.0%

[Actual gap rate of sales in main countries] \*management accounting base

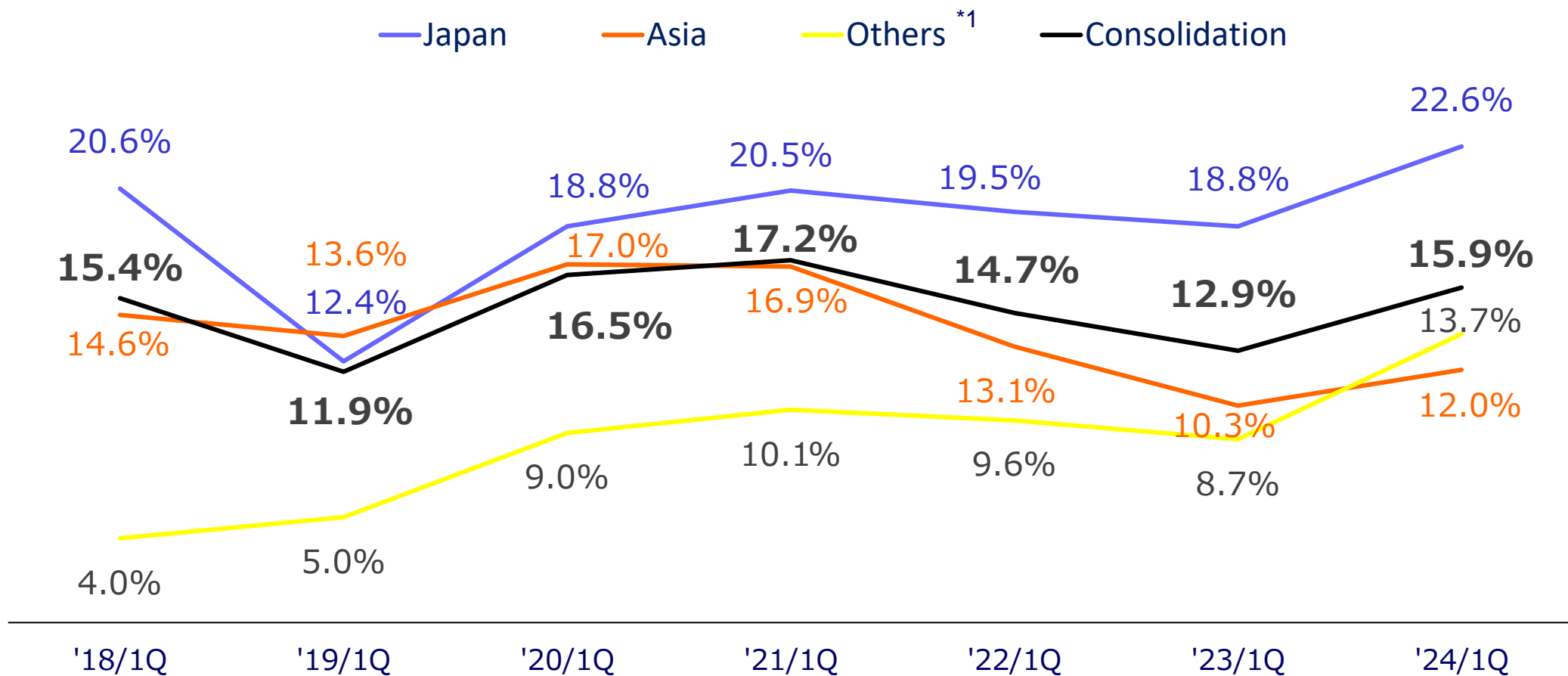
China **-4%** Indonesia **-9%** Thailand **-12%** India +8% Vietnam **-27%** Middle East +14% North America +3% Brazil +3%

\*1 Actual gap rate excluding foreign exchange effects

\*2 Others: main regions are North America, Saudi Arabia, Brazil and Netherlands

# Highly profitable foundation was built by continued penetration and expansion of valued-added products

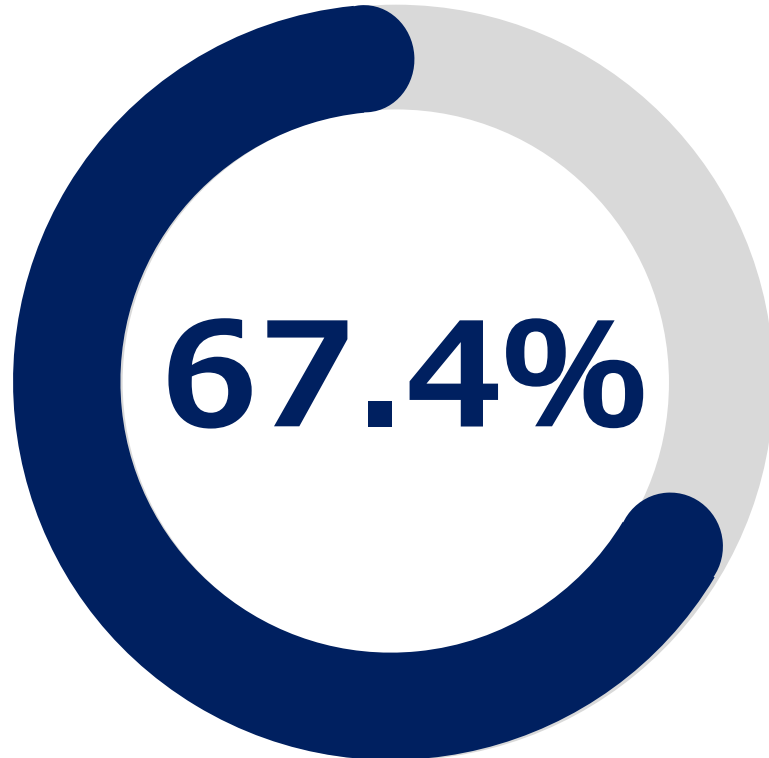
## ● Core operating income margin by geographical segment (from Jan. to Mar.)



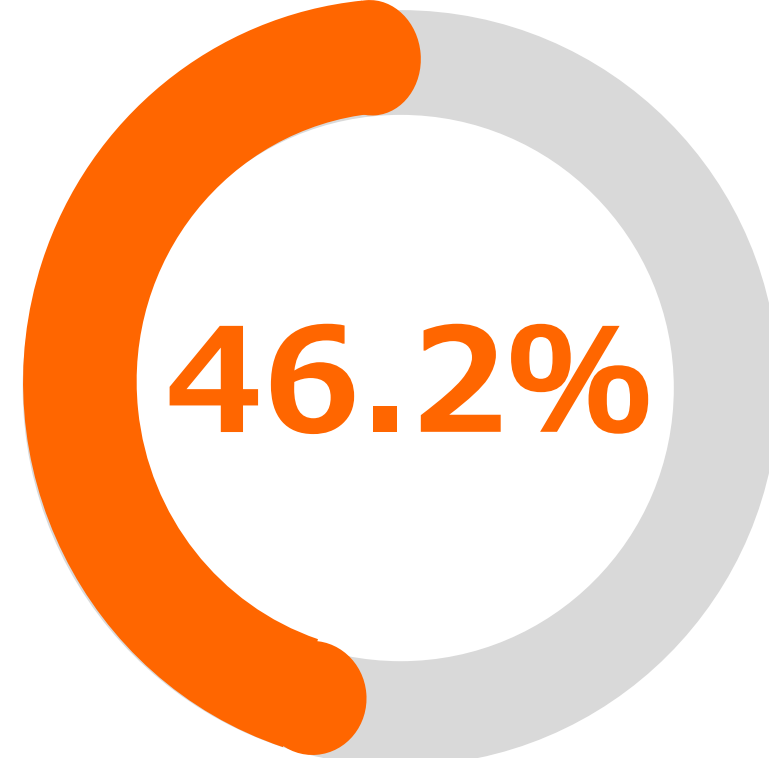
\*Others: Main regions are North America, Saudi Arabia, Brazil and the Netherlands



- Sales ratio of overseas markets



- Sales ratio of Asian markets



Profitability improved in all businesses of Personal Care mainly in Japan, and business mix improved. Increased sales and profit in Pet Care Business was driven by sustained effect of penetrated and expanded value-shifting in Japan and North America.

(Unit: 100 millions of yen)

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

		1Q of FY Ended Dec. 31, 2023	1Q of FY ending Dec. 31, 2024	Gap(yen)	Gap(%)
Personal Care	Net sales	1,858	<b>1,985</b>	+127	+6.8%
	Core operating income	231	<b>303</b>	+73	+31.6%
	(margin-%)	(12.4%)	<b>(15.3%)</b>		(+2.9P)
Pet Care	Net sales	309	<b>343</b>	+33	+10.7%
	Core operating income	55	<b>73</b>	+18	+32.1%
	(margin-%)	(17.8%)	<b>(21.2%)</b>		(+3.4P)
Others <sup>*1</sup>	Net sales	41	<b>35</b>	-6	-14.1%
	Core operating income	-1	<b>-1</b>	1	—
	(margin-%)	(-3.5%)	<b>(-2.2%)</b>		(+2.3P)
Consolidation	Net sales	2,208	<b>2,363</b>	+154	+7.0%
	Core operating income	284	<b>375</b>	+91	+32.1%
	(margin-%)	(12.9%)	<b>(15.9%)</b>		(+3.0P)

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

**Impacts of foreign exchange fluctuations:  
 Approx. 13.6 billion JPY increase in sales and  
 approx. 1.7 billion JPY increase in core operating income**

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

Currency	1Q of '23/12 rate	<b>1Q of '24/12 rate</b>	Rate Change
China (CNY)	19.34	<b>20.63</b>	+6.7%
Indonesia (IDR)	0.0087	<b>0.0095</b>	+9.2%
Saudi Arabia (SAR)	35.30	<b>39.68</b>	+12.4%
India (INR)	1.62	<b>1.80</b>	+11.1%
Thailand (THB)	3.91	<b>4.17</b>	+6.6%
USA (USD)	132.34	<b>148.61</b>	+12.3%
Vietnam (VND)	0.0056	<b>0.0061</b>	+8.9%
Netherland (EUR)	142.10	<b>161.31</b>	+13.5%
Taiwan (TWD)	4.36	<b>4.73</b>	+8.5%
Malaysia (MYR)	30.20	<b>31.44</b>	+4.1%
Brazil (BRL)	25.49	<b>29.98</b>	+17.6%
Australia (AUD)	90.64	<b>97.66</b>	+7.7%
Korea (KRW)	0.1041	<b>0.1119</b>	+7.5%
Egypt (EGP)	4.41	<b>4.31</b>	<b>-2.3%</b>

## **Summary of Progress on Performance Forecast FY Ending December 31, 2024**

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## Consolidated

**Sales** 1,006 billion JPY (YoY +6.8%)

**Core operating income** 144 billion JPY (YoY +12.5%)

### 【Progress】

- Sales is in line with expectations, core operation income shows better performance than expected.
- Sales and profit are expected to increase in the second quarter (Apr.-Jun.) and achieve annual performance forecast.

### 【First quarter topics】

- The effect of value-shifting from previous year persisted in all businesses in Japan and showed upward performance trend.
- Strong performance in Baby Care and Feminine Care Business in India drove Asia business.
- Feminine Care Business in China showed recovery trend as planned through new product launch and reinforcement of new sales channel.
- Sustained strong performance resulted better progress than expected in Middle East and Pet Care Business in North America.
- Baby Care Business in Thailand, Vietnam and China was affected by market shrinkage and competition though, the performance is in line with expectations.

### 【Toward performance forecast achievement】

- Certain practice of value-shifting penetration and expansion from the second quarter.
- Increase topline with making the balance of product value (price) and volume.
- Sustain strong performance in Japan, India, Middle East and North America.
- Efficient marketing investment and distribution expansion for new feminine care products launched in the first half in China
- Accelerate growth in Feminine Care and Wellness Care Business in Southeast Asia
- Absorb cost rises by penetrating and expanding value-shifting while costs are expected to increase due to higher resource prices in the second half.

● Highlights of consolidated account forecast  
(from Jan. to Dec.)

(Unit: 100 millions of yen)

	FY Ended Dec. 31, 2023	<b>FY ending Dec. 31, 2024</b>	Gap(yen)	Gap(%)	(Ref) *1 Actual gap rate
Net sales	9,418	<b>10,060</b>	+642	+6.8%	+5.8%
Core operating income (margin-%)	1,280 (13.6%)	<b>1,440 (14.3%)</b>	+160	+12.5% (+0.7P)	+12.0%
Profit before tax (margin-%)	1,323 (14.0%)	<b>1,440 (14.3%)</b>	+117	+8.8% (+0.3P)	
Profit attributable to owners of parent company (margin-%)	861 (9.1%)	<b>900 (8.9%)</b>	+39	+4.6% (-0.2P)	
Basic earnings per share (JPY)	145.42	<b>152.49</b>	+7.07	+4.9%	
USD Rate (JPY)	140.56	<b>143.00</b>	+2.44	+1.7%	
CNY Rate (JPY)	19.82	<b>19.90</b>	+0.08	+0.4%	

\*1 Actual gap rate excluding foreign exchange effects

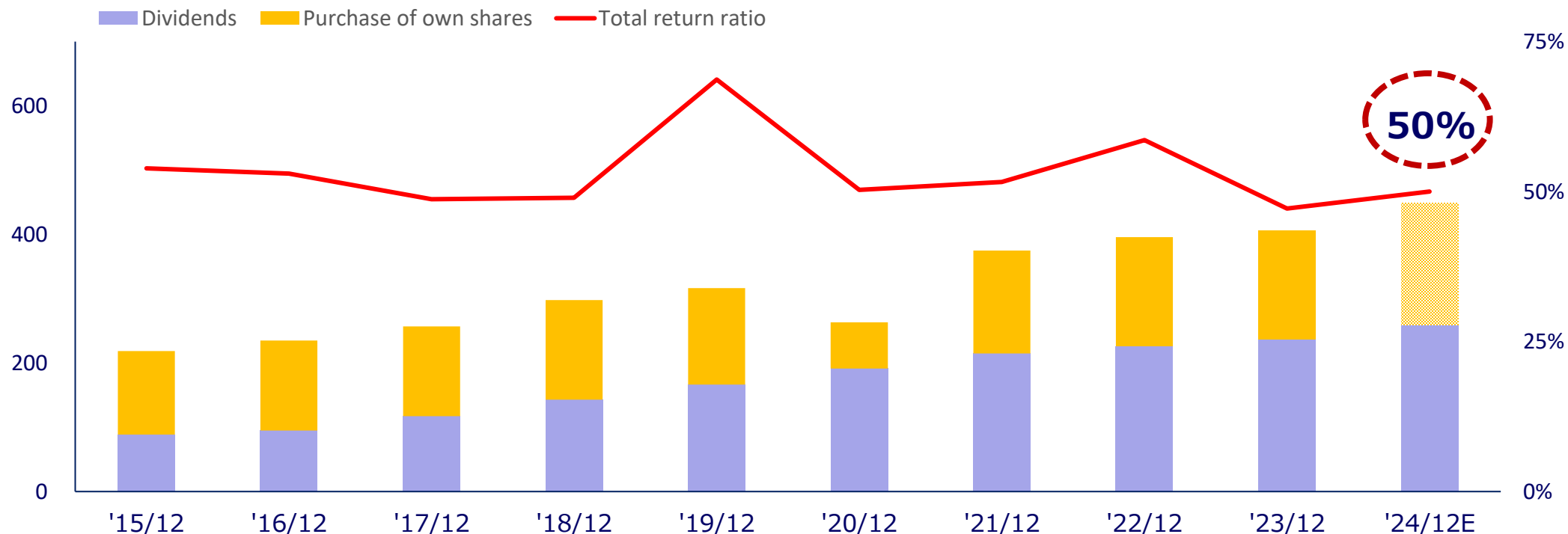
## **Shareholders Return Policy**

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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 2024

## ● Shareholders return policy

(Unit: 100 million yen)



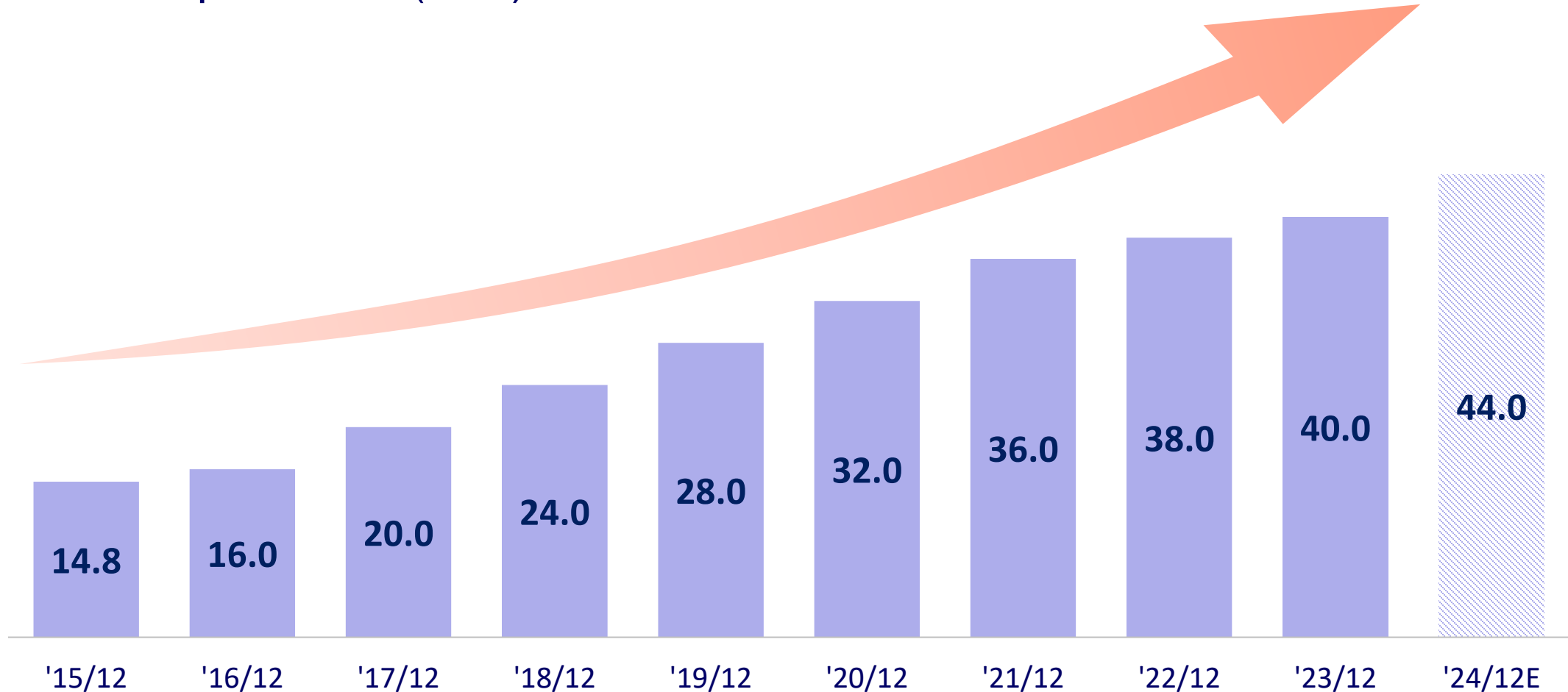
We are aiming at returning profits to our shareholder **with a goal of total return ratio of 50%** by paying dividends on a consistent and continuous basis and buying back our own shares, upon necessity, on a flexible manner based on the growth of med-to-long term consolidated earnings while focusing on the business investment for achieving the uninterrupted growth.



# Dividend per share

Plan to increase dividend for 23 consecutive years (44 yen a year)

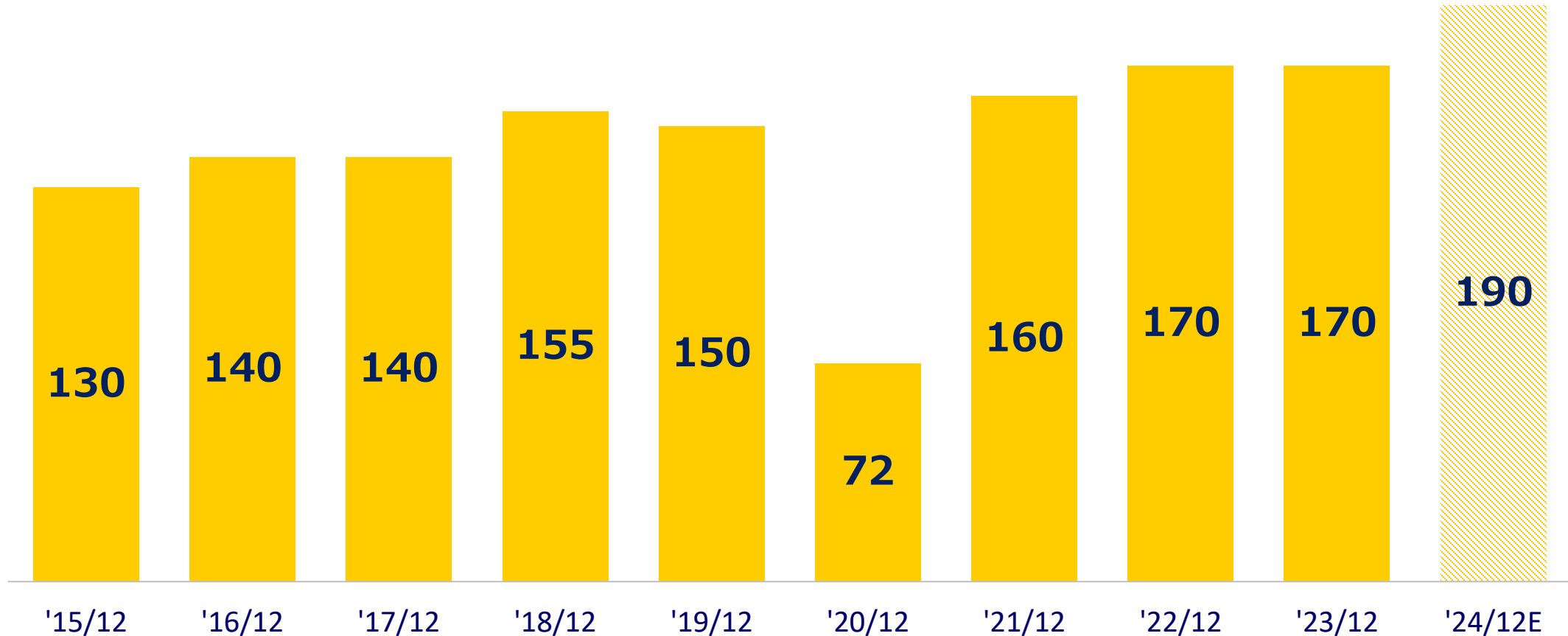
- Dividends per share (JPY)



# Flexible purchase of own shares depending on the cash condition

## Plan to purchase up to 19 billion JPY, 4.5 million shares, in 2024

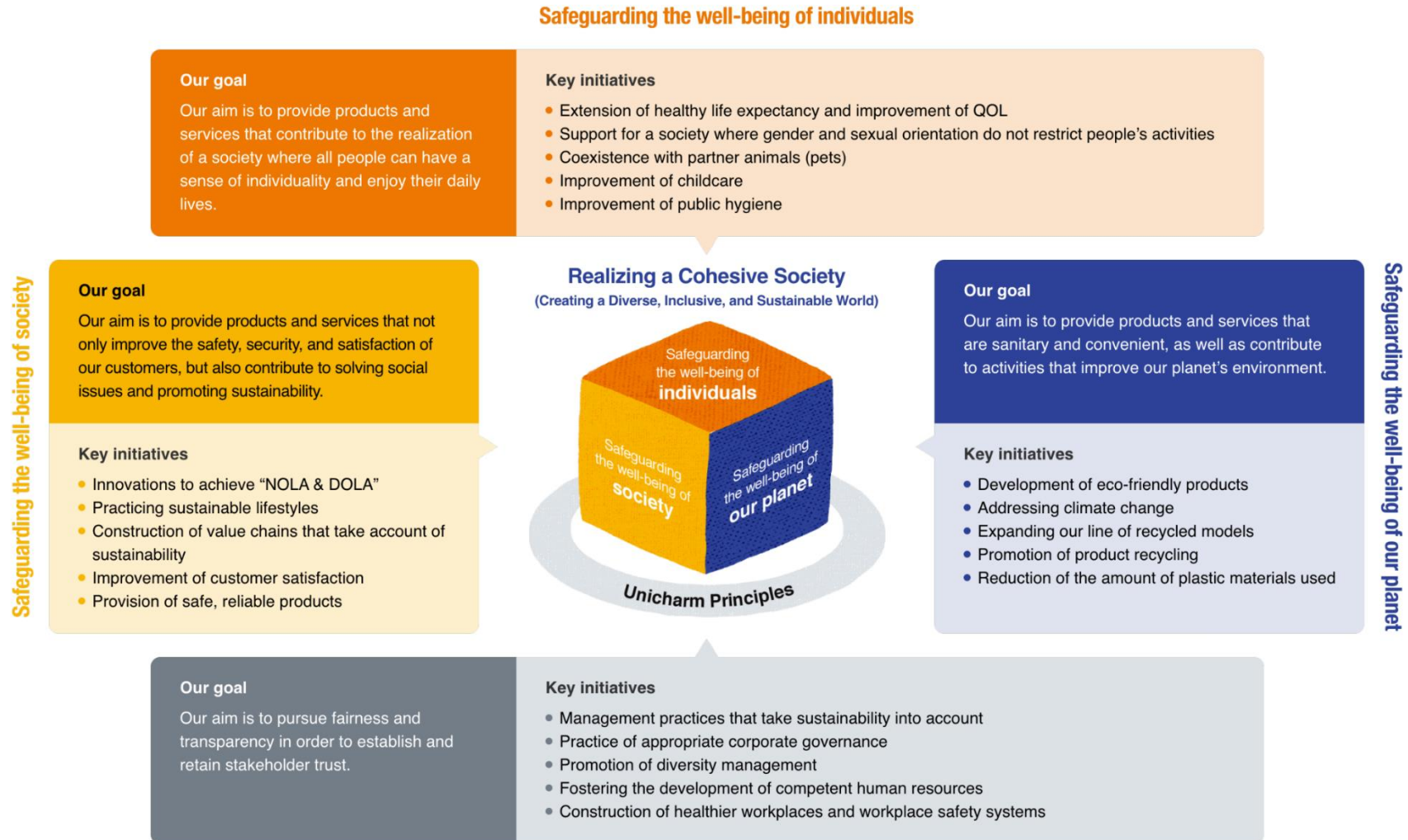
- Share buy-back history (Unit: 100 million JPY)



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

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## ◆ 20 key themes with the goal in 2030



Safeguarding the well-being of society

Safeguarding the well-being of our planet

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

### Safeguarding the well-being of individuals

- 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 pets
- Improvement of childcare
- Improvement of public hygiene

### Safeguarding the well-being of society

- 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

### Safeguarding the well-being of our planet

- 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

### Unicharm Principles

- 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	2022	2023	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%	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%	Continue 100%	100%	2030
Coexistence with pets	Percentage of products and services that contribute to the realization of a society where pets are welcomed by family members and community residents.	Continue 100%	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%	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%	Continue 100%	100%	2030

## ◆ Extension of healthy life expectancy and improvement of QOL

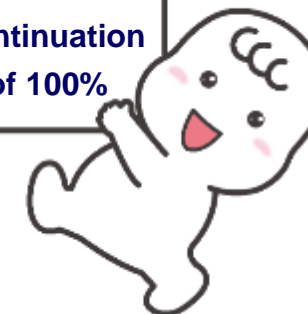
From 1995 ~



From 2010's ~



Year 2030 Goal  
Continuation  
of 100%



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

## ➤ Supporting independent excretion by developing unique products that match the user's 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





((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

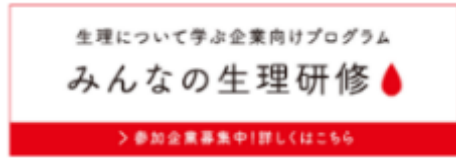


Year 2030 Goal  
Continuation  
of 100%



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



Number of training videos provided:  
Approx. 430 companies and organizations  
(as of end of December 2023)



Internet Media  
AWARDS



TikTok views:  
approx. 21 million  
(as of end of December 2023)



TOKYO CREATIVITY AWARDS



## ➤ Promote women empowerment support globally



Female Entrepreneur  
Creation Project

With cultural considerations in  
mind, a women-only factory in  
Saudi Arabia

Participants:  
Approx. 580,000 in India  
(as of end of December 2023)

Participants:  
Approx. 3,000 in India  
(as of end of December 2023)



Pink Ribbon Campaign:  
2023 is the 16th year in Japan

Menarche education / menstrual education



(Safeguarding the well-being of each individual)

# Unique new value proposals that match the characteristics of each country and region

- Pants type napkin that to reduce leakage anxiety (developed by China subsidiary)



- Cool napkin that feels less dampness and a cool, refreshing feeling and type of napkin that contains charcoal (developed by Thailand subsidiary)



- Napkin featuring anti-bacterial sheet (developed by Indian subsidiary) and napkin containing olive oil (developed by Saudi Arabia subsidiary)



- Discharge sheet that checks pregnancy timing and various care products that correspond to the lifestyle of women (developed in Japan)



(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

## ◆ Coexistence with pets



Year 2030 Goal  
Continuation  
of 100%



Development of products and services that enable pets to be welcomed by people

- Foods and treats to meet diverse needs that is particular to quality, taste, and health



- Toiletry products that focus on being comfortable and convenient, utilizing non-woven materials and absorbent core processing and shaping technologies





(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



Year 2030 Goal  
Continuation  
of 100%



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

- “Tebura Toen”, a subscription service (fixed charge system) for nursery schools can reduce the burden on parents and child care workers, as well as infection risk



Over 4,600 locations in 47 prefectures (as of the end of January 2024)

- Unique products that meet the needs of each country and region



(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 comfort, functionality, and design, creating products that match consumers' actual usage and needs

➤ Boost high value-added masks development globally



# Key initiatives, indicators, and target values

## ◆ Safeguarding the well-being of society

Key initiatives	Indicators	Results			Mid- and long- term goals	
		2021	2022	2023	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%	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%	5.9%	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	Under development	Double increase (Compared to 2020)	2030
Improvement of customer satisfaction	Percentage of products and services supported by consumers (No. 1 market share).	23.5%	23.7%	23.2%	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%	Continue 100%	100%	2030



◆ Innovations to achieve “NOLA & DOLA”



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



➤ World’s first\* disposable diapers that keep mosquitoes away from diapers and protect babies from the threat of dengue fever, with the addition of an affordable pants type to support areas at high risk of infection



\* The tape part is coated with microcapsules containing fragrance. Target infant disposable diapers for major global brands. (Based on Unicharm research, February 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	2023	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	2	10 or more	2030
Expanding our line of recycled models	Number of disposable paper diaper recycling facilities introduced.	Under development	1	1	10 or more	2030
Addressing climate change	Percentage of renewable energy used for business operations in total.	7.3%	11.0%	22.8%	100%	2030
Promotion of product recycling	Material recycling of non-woven products using recycling resources	Under development	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	Under development	Reduced by half (Compared to 2020)	2030

## ➤ 「Eco Plan 2030」

Environmental Targets 2030	Implementation items		Base year	2021 Results	2022 Results	2023 Results	2024 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%	▲18.4%	▲21.1%	▲30%	Realizing a new society with zero plastic waste
	Selling products that contain no petroleum derived plastic	—	—	Development ongoing	Development ongoing	Development ongoing	Development ongoing	10 or more stock-keeping units (SKU) sold	
	Raising awareness about proper disposal of used products	—	—	38% (6countries/regions)	50% (8countries/regions)	56% (9countries/regions)	63% (10countries/regions)	Rolled out at all Group companies	
	Eliminating the use of plastic in sales promotional items	—	2019	▲8.9% (Japan)	▲81.8% (Japan)	▲86.9% (Japan) ▲76.5% (China)	▲88.8% (Japan) ▲79.9% (China)	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)	▲4.1%	▲5.9%	▲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%	▲56.3%	▲58.7%	▲34%	
	Reducing CO <sub>2</sub> emissions associated with disposal of used products	Per unit of sales	2016	23.7% (Japan)	▲11.6% (Japan)	▲35.1%	▲37.0%	▲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>	—	97.0%	97.1%	99.2%	100%	Completed	Realizing a society with zero deforestation related to the purchasing of timber
		Palm oil	—	77.2%	72.2%	68.0%	95%		
	Expanding the use of certified pulp (PEFC <sup>※3</sup> - and CoC-certified)	Percentage of Certified factories <sup>※3</sup>	—	52.0%	56.0%	64.0%	72%	100%	
		Percentage of certified materials procured <sup>※4</sup>	—	76.0%	72.3%	72.6%	73%		
	Expanding the use of certified palm oil (RSPO <sup>※5</sup> -certified) <sup>※5</sup>	—	—	77.2%	72.2%	68.0%	95%	100%	
Promoting the recycling of used disposable diapers	—	—	Development ongoing	2 <sup>※6</sup>	2	2	Rolled out in at least 10 municipalities		

※1 Initially, the base year was set as 2016, but it was reconsidered in 2020 and changed to 2019

※2 In addition to third-party certified materials, ratio of forest-derived raw materials (pulp) whose country/region of origin can be traced

※3 Percentage of our factories that have acquired CoC certification

※4 Calculation method for the procurement ratio was changed from a shipping weight basis to a purchase weight basis, which is "Purchased weight of pulp with 100% PEFC-derived claim / Purchased weight of entire pulp"

※5 Certified palm oil is RSPO certified oil based on the mass balance method

※6 Starting in 2022, recycling facilities will be operated in two municipalities in Kagoshima Prefecture: Shibushi City and Osaki Town (Verification research regarding the collection of used disposable pants will be conducted in Higashiyamato City in 2020 and Machida City in 2021)



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

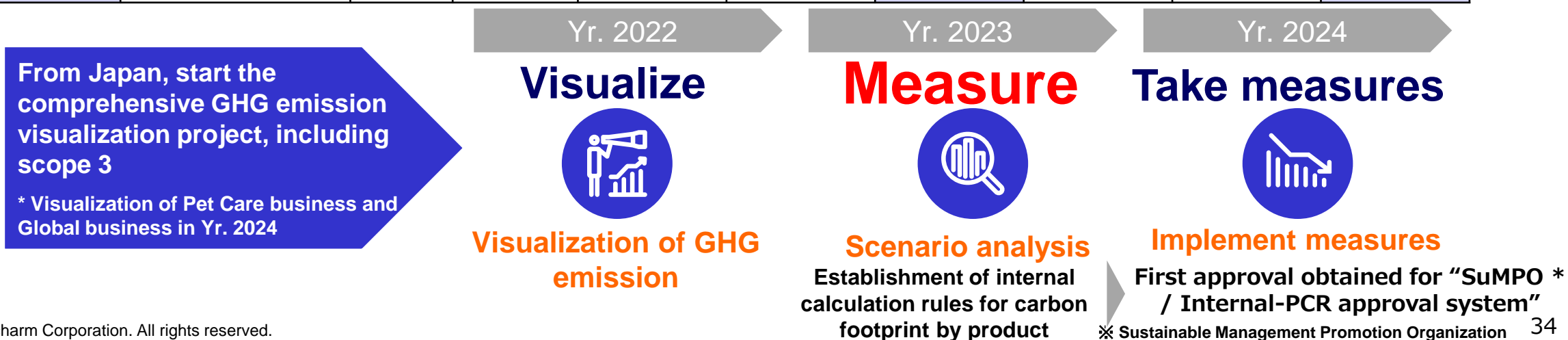
Fiscal Year	Initiative Status
2018	✓ Certified as the 17th 2.0°C target setting company in Japan
2020	✓ Setting of “Eco Plan 2030”
2022	<ul style="list-style-type: none"> <li>✓ Start of deliberation on modification to 1.5°C target</li> <li>✓ Start of a comprehensive GHG emission volume visualization project, including Scope 3.</li> </ul>
2024	<ul style="list-style-type: none"> <li>✓ Application to be made to SBTi for 1.5°C target</li> <li>✓ Eco Plan 2030 to be modified based on the 1.5°C scenario</li> </ul>

\*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.

# 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 Results	2024 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)	▲4.1%	▲5.9%	▲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%	▲56.3%	▲58.7%	▲34%	
	Reducing CO <sub>2</sub> emissions associated with disposal of used products	Per unit of sales	2016	23.7% (Japan)	▲11.6% (Japan)	▲35.1%	▲37.0%	▲26%	



# Aiming for a world with “zero waste” Taking on the Challenge of “Disposable Diapers to Horizontal Recycling from Disposable Diapers”

## ◆ Development of environmentally friendly products



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

- Products that use recycled pulp treated with the world’s first ※1 ozone technology as part of the absorbent core are now available at major retailer

- Started collecting used disposable diapers at nursery schools that have adopted the “Tebura Touen (empty-handed coming to school)” system ※2



Flow of collecting used disposable diapers from nursery school facilities and recycling them

※1 About horizontal recycling technology from disposable pants diapers to disposable pants diapers using ozone treatment technology (UC research, December 2020)

※2 Five childcare facilities that conduct “Tebura-toen” in Shibushi City, Kagoshima Prefecture

(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



**Installations number of disposable pants (disposable diapers) recycling facilities**

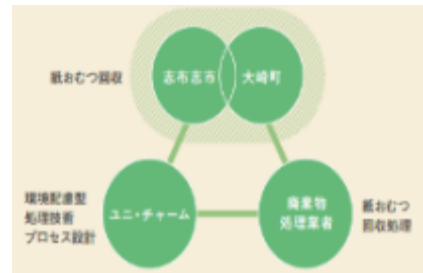
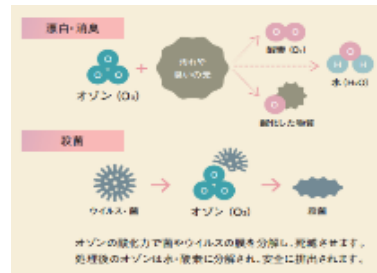
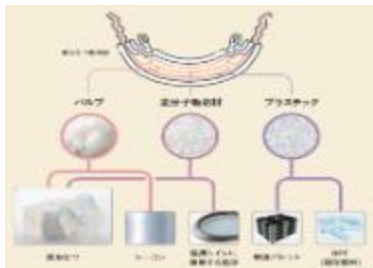
## ➤ Keep it safe and convenient, toward the future where recycling is the norm

All materials are **Recycled**

Used disposable pants Clean to **Hygienic material quality**

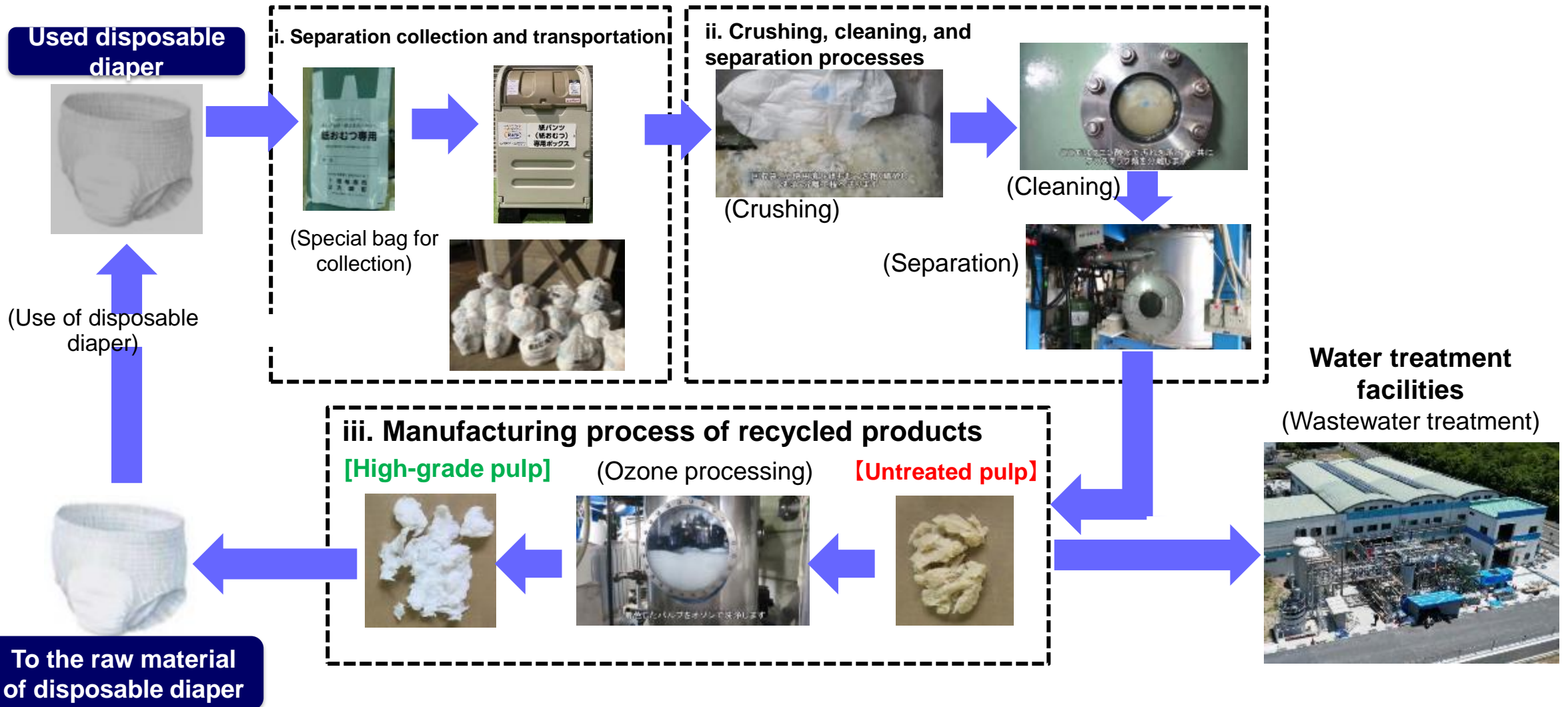
Ozone bleaching and disinfection **does not pollute water or air**

Has already started **Future where recycling is the norm**





## ➤ 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

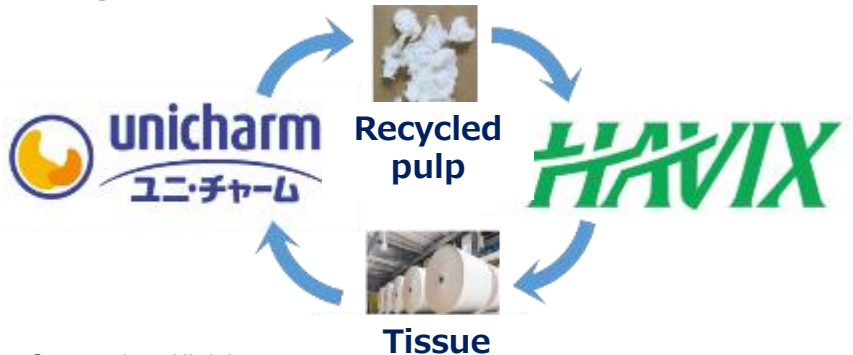


Soo Recycle Center

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



- To expand the supply of disposable pants using recycled pulp, developed processing technology for converting recycled pulp into base paper for disposable pants with Havix Corporation, and started commercial use of recycled pulp

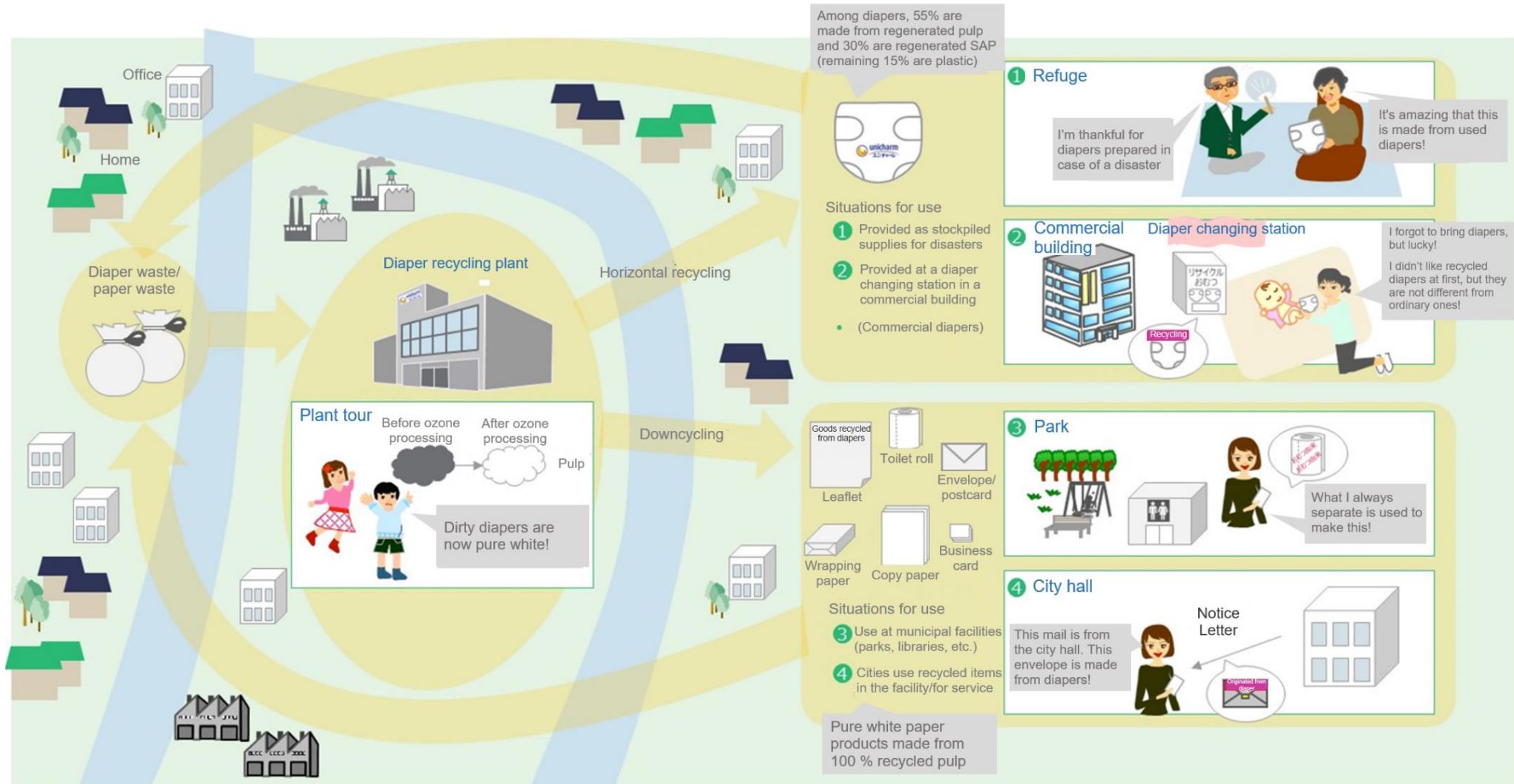


- Creating opportunities to experience quality, safety, and environmental friendliness of recycled pulp, and transmitting information utilizing SNS



(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)**





# 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**

➤ Ratio of renewable electricity: 23% (as of December 31, 2023); Expected to be approximately 30% in year 2024

Top five nations	Percentage of renewable electric power
Brazil	100%
U.S.A.	100%
China	About 57%
Japan	About 30%
Malaysia	About 21%

➤ Offices with 100% of renewable electric power used



**Brazil**  
(Jaguaruiuna Factory)



**US**  
(Hartz Pleasant Plain Factory)



**Japan (UCP Mie, Itami, Saitama, Kyushu, Toyohama, UC Kokko Nonwoven Kawano, Toyohama, Kokko, Cosmotec, Peparlet, Kinsei Products)**

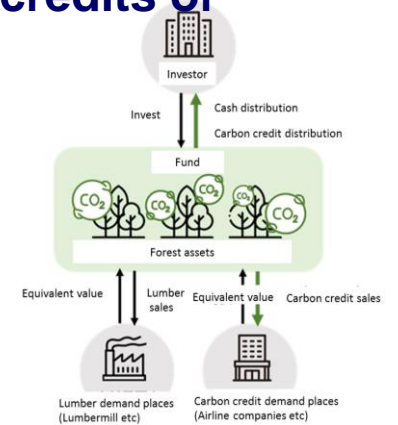


# Carbon Neutral Initiatives to Address Climate Change

- Participate in “Eastwood Climate Smart Forestry Fund I”, a forestry fund invested by 10 Japanese companies, and acquired the Northway Area (USA) (Scheduled to generate carbon credits of 36,000 to 67,000 tCO2e\* per year)



Name	Eastwood Climate Smart Forestry Fund I
Operation asset scale	Approx. 60 Billion yen (Approx. 415 Million USD) *1USD = 144.46 yen (Calculated based on July 3, 2023 rate)
Asset	Assumes forest assets primarily in North America
Operation period	15 years
Management	Eastwood Forests, LCC (Sumitomo Forestry Group) SFC Asset Management Co.,Ltd. (Sumitomo Forestry Group)
Formation period	June 2023



- Relocated to a new ZEB Ready\*-certified office building, that reduces energy consumption to less than 50% compared to that of a conventional building



- installation of solar power
- Installation of LED lighting with brightness sensors
- Use of multi-layered glass to improve cooling and heating efficiency
- 48% green coverage
- Use of rainwater and wastewater from air conditioning

\* One of the 4-stage ZEB (an acronym for Net Zero Energy Building) series. The ZEB Ready certification criteria is defined as a building that achieves a reduction in primary energy consumption of 50% or more from the standard primary energy consumption in terms of energy conservation, excluding renewable energy.

# Initiatives for building an environmentally friendly and sustainable logistics system

- Expansion of modal shift through separation of cargo handling operations, consolidated transportation, and utilizing swap body containers with different industries by railways, and ships



- Developing logistics bases near local consumption areas

## Osaka



## Saitama



- Kyushu Smart Logistics is equipped with automated warehouse equipment and the latest warehouse management system

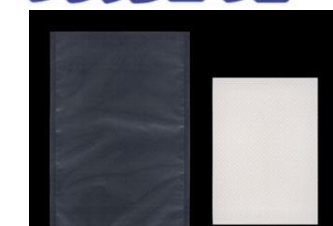


- Products with improved comfort and compression ratio using patented ultrasonic bonding technology, as well as products that reduce food loss and contribute to long-term preservation, improve the efficiency of logistics delivery and reduce greenhouse gas emissions



コスモテック  
フレックユ・フォ

Received the Grand Prize at the "Nikkei Excellent Products and Services Awards 2023"



Vacuum pack & water absorbent backing paper



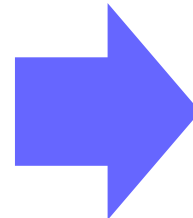


◆ **Advancing Product Recycling**



**Implementation of material recycling for non-woven material products using recycled resources**

➤ **Advancing waste reduction by reusing product loss from disposable diapers as raw material for cat excretion care products (Paper Litter®)**



**Unicharm Affiliated Production Companies**

**Pet Care Product Affiliated Production Company: Peparlet company new factory**

◆ **Reducing usage volume of plastic**



**Ratio of virgin petrochemical-derived plastics to plastics**

➤ **Switched to paper materials for sales promotion materials to reduce the usage volume of plastic**



<b>Reduction rate of plastic usage in promotional materials* (Yr.2023 results)</b>	
Japan	▲ 86.9%
China	▲ 76.5%

\* Base year: Yr.2019

➤ **Began recycling plastic “trim loss” emitted in the manufacturing process as raw material**



Trim loss emitted at the factory



Recycling-oriented system

# Key initiatives, indicators, and target values

## ◆ Unicharm Principles

Key initiatives	Indicators	Results			Mid- and long- term goals	
		2021	2022	2023	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)	1 (Corrected)	Zero occurrences	Every year
Practice of appropriate corporate governance	Number of serious compliance violations.	Zero occurrences	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%	24.7%	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%	88.7%	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.	7 people (Japan)	7 people (Japan)	9 people (Japan)	Reduced by half (Compared to 2020)	2030

## ◆ 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: Max level



Maintain and improve ratings by external evaluation agencies.

## ➤ Toward executive evaluation (directors\*, executive officers) Introduced ESG evaluation in Yr. 2020

- ✓ 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

## ➤ Introduce an ESG evaluation system for all employees from 2023 to realize creating new value through individual growth and visualization of contributions to society

**ESG objective**



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



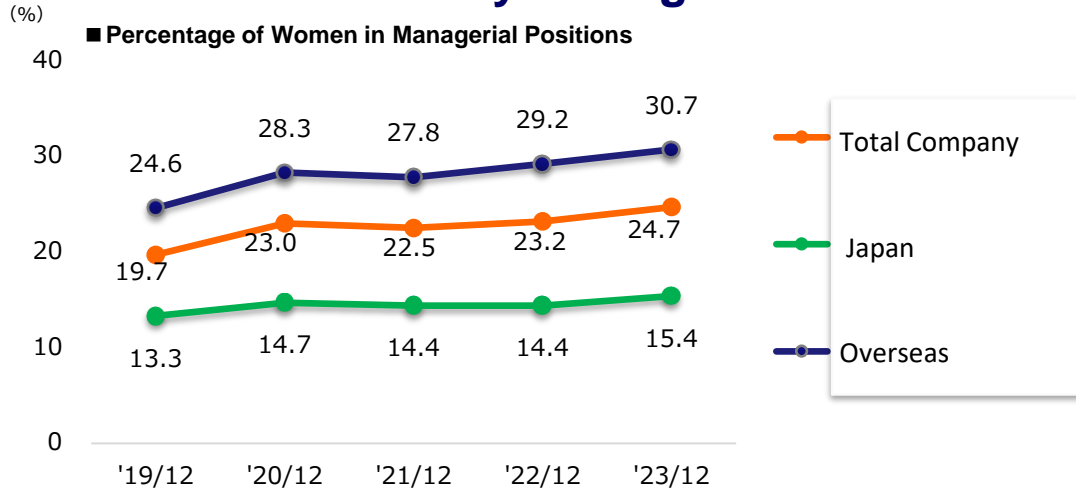
**HR system**



**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)**

### Room L+

A women's community that enhances a sense of security and motivation to work

### R&D D&I training

Understand biases and recognize one's unconscious biases

### Empowerment system

One-on-one meetings with executive officers bring out leaders' strengths

### President / Leader Lunch meetings

Expanding perspectives and cultivating desire to realize a career path

- **Supporting women's economic independence by overcoming issues faced by countries and regions (overseas)**

### Creating Women Entrepreneurs in Rural India



### Providing New Opportunities for Women in Saudi Arabia



## ◆ Fostering the development of competent human resources

**2023 Employee satisfaction  
(Entire company)**

Max. score 5

**4.42**

2022 4.39 (Japan)



**2030 Target  
Over 80%**



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

- Achieving a compensation increase rate that exceeds the CPI (Consumer Price Index) globally



- In Japan, role-based benefits have been introduced to encourage employee growth and strengthen human capital

Role-based benefit
Scrum leader benefit
Brother & sister benefit
Career navigator benefit
Newly hired employee initial salary fluctuation system benefit
Skill benefit



Motivation

- Discovering consumer needs and creating globally “resonant personnel” who lead innovation



## 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) With the aim of discovering and developing candidates for directors and executive officers over the medium-to-long term, mid-career employees in their 30s will be transferred from their divisions to the Corporate Planning Office for two months to serve as secretary to Representative Director, President & CEO. We have implemented a “Strategy Secretary system” to learn thinking and behavioral characteristics of managers through on-the-job training.  
In addition, starting in Yr. 2024, we will launch the Global 30 Program, a next-generation global leader development program that aims to develop at least 50 senior executives who will demonstrate general management skills and play a central role in management by Yr. 2030. (This is a three-year program in which one representative from each country and region gathers to acquire general knowledge through group training and direct communication with the Representative Director, President, and CEO, and to pass on the Unicharm Spirits. Upon completion, this will lead to the formulation of medium-term management plans for each affiliated company.)

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

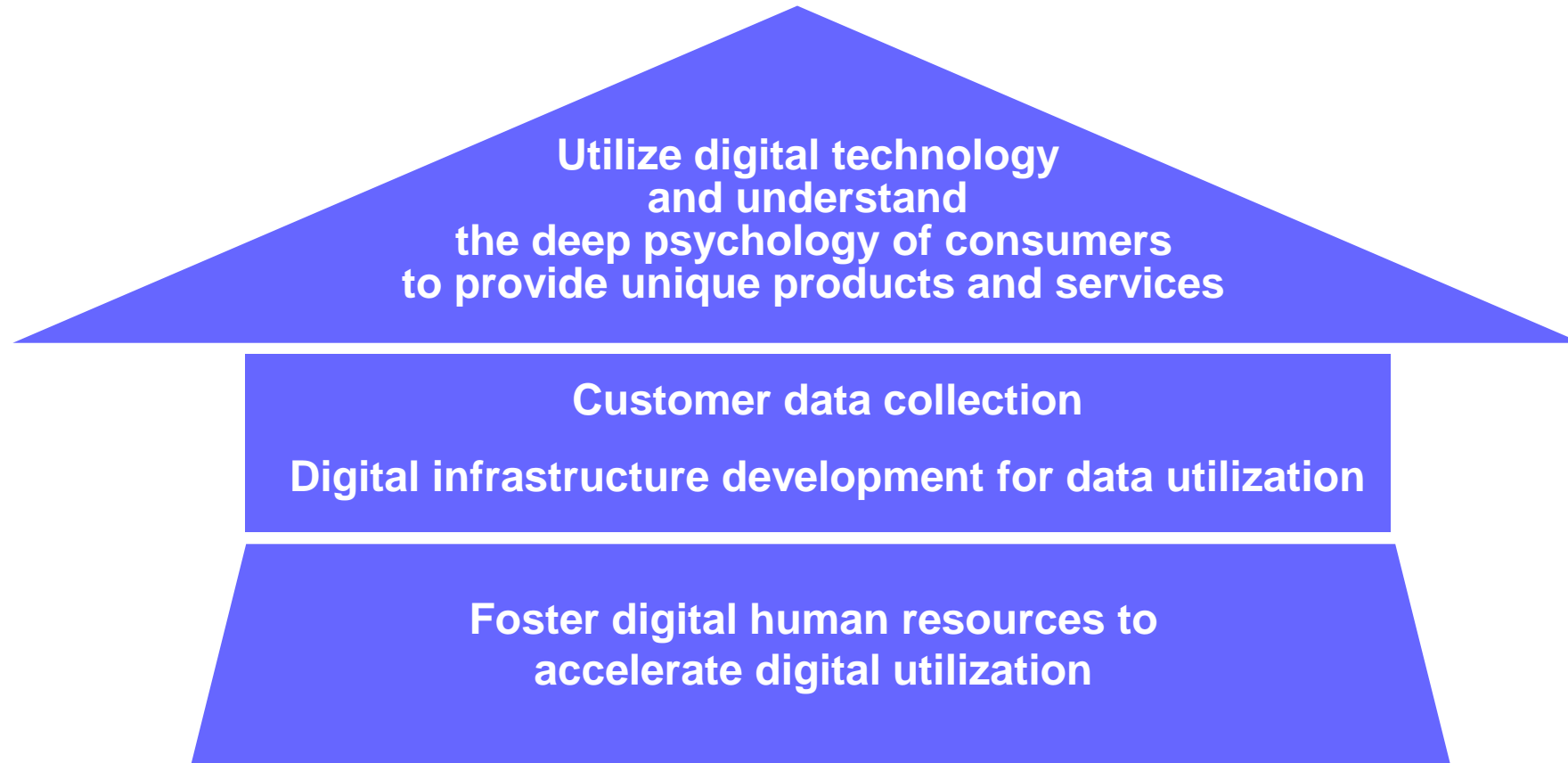
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Utilize digital technology and create absolute value for consumers in order to realize sustainable improvement of corporate value and stronger competitiveness

**SUSTAINABLE DEVELOPMENT GOALS Contributions “Love Your Possibilities”**

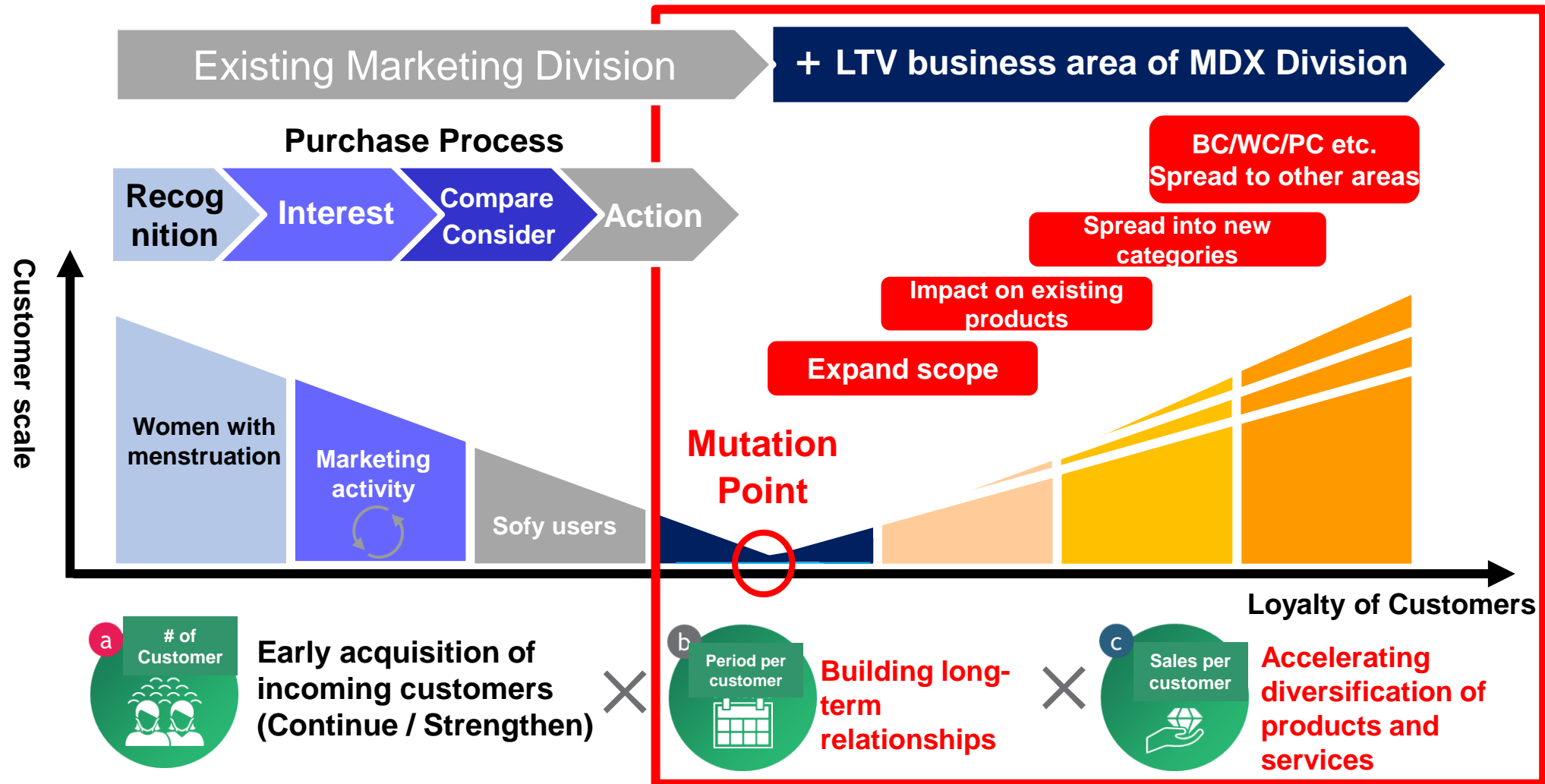
**Achieve a “Cohesive Society” (= Social Inclusion)**



# Creating a model to maximize Life Time Value (LTV) based on women

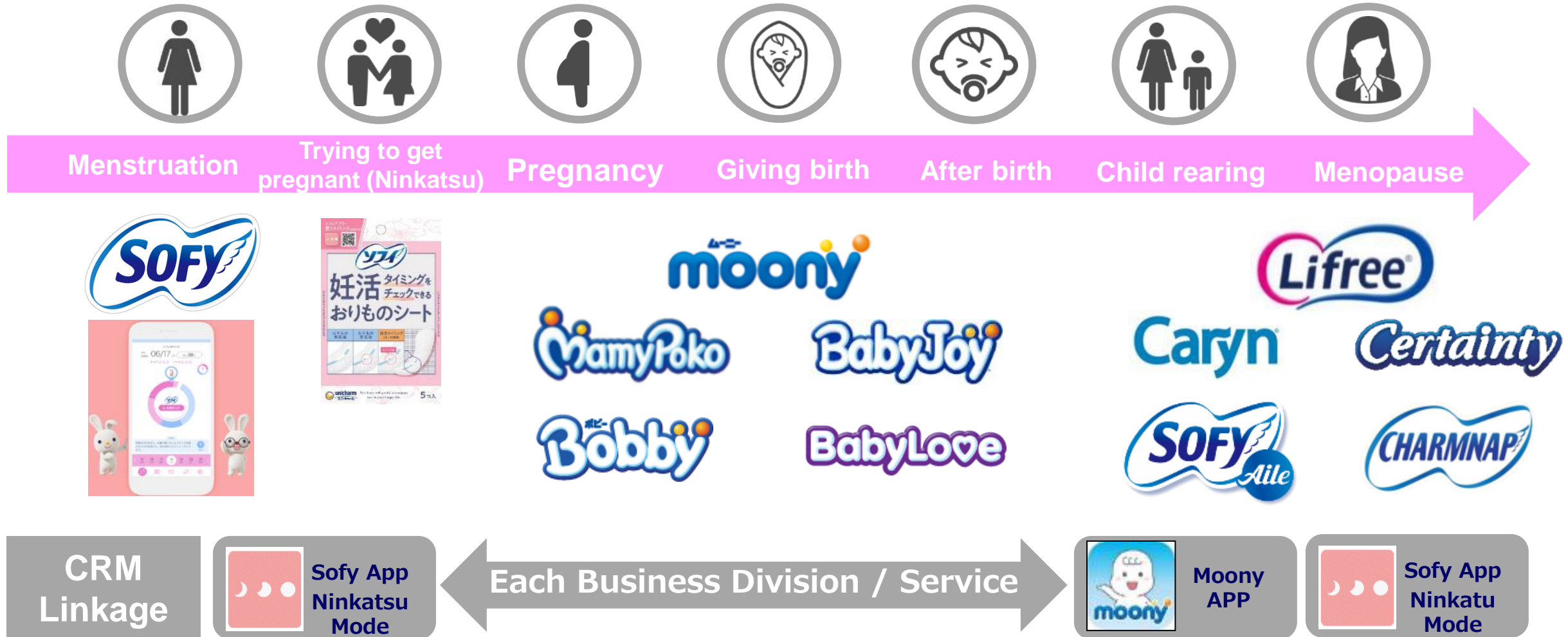
## Building long-term relationships with customers and accelerating the diversification of products and services

### ➤ LTV business area of MDX Division (Marketing by DX)



With a focus on women, maximize LTV by crossing businesses to BC, WC, etc.

➤ Examples of specific initiatives by MDX Division



# Initiatives to develop “DX human resources” globally to maximize customer lifetime value

- Create specialized learning opportunities through training sessions such as “DX Basic Study Group” to acquire basic digital knowledge



- “EC Trainee System” is 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
Global	Approx.2,000	100%
Japan	Approx.1,000	100%



- Introduced UniChat (Unicharm version generative AI Chat), a digital tool that helps save time and improve work efficiency



UniChat

## **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**



- **Utilize the “KYOSHIN” system to infiltrate “The Unicharm Way” and strengthen human resource development capabilities globally through “Management with Resonance”**



- **Improve the quality of operations, increase efficiency, improve the accuracy of management figures, and strengthen market competitiveness by renewing the core system**



**Improving customer service levels**

- ✓ Improvement of delivery date response level
- ✓ Reducing sales staff workload
- ✓ Expansion of D2C
- ✓ Creation of new sales, etc.

**Improving work quality**

- ✓ Strengthen cost management
- ✓ Standardization of core operations between companies and businesses
- ✓ Unification of master data to monitor global performance, etc.

**Shift to value-added operations by improving operational efficiency**

- ✓ Paperless, input-less
- ✓ Reduction of man-hours through automation and efficiency
- ✓ Reduction of orders, production and sales inventory adjustment work, etc.

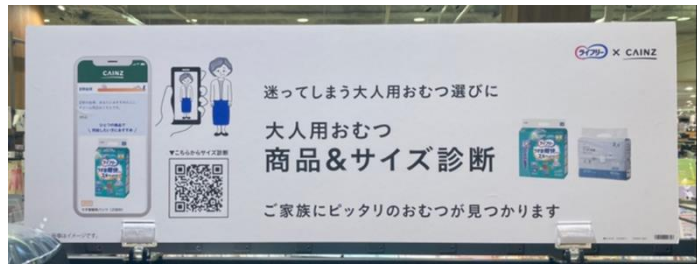
**Realize profit management**

- ✓ Improved accuracy of profit-and-loss management and sales forecasting
- ✓ Improving the efficiency of mainline transportation, etc.

**Strengthening the Foundation for ESG Enhancement**

- ✓ Improving logistics efficiency through inter-company collaboration
- ✓ Centralization of non-financial data and masters
- ✓ Strengthening governance
- ✓ Multi-language support, etc.

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



No. of Users: Approx. 29,000  
(As of the end of December, 2023)



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



※ DOQAT <https://doqat.jp/>

Registrants: 44,000 (total)  
(as of the end of December 2023)

- “Sofy girl” and “Sofy” that support menstruation-related concerns (menstrual management app)



No. of Users: Approx. 2,000,000  
(As of the end of December, 2023)



Addition of desire to be pregnant mode

- “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. 1.94 million members  
(as of end of December 2023)



# 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/>

- 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/>

- 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

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



4,600+ across 47 prefectures (as of end of January 2024)



# 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

<Digital Scrum System (Image)>



- Strengthening “Direct Shop” system to meet various needs of customers in all categories



ユニ・チャームダイレクトショップのサービス		
POINT 1 / unicharm direct shop メーカー直販で安心!	POINT 2 / いつもの商品が手に入る!	POINT 3 / うれしい特典も!
POINT 4 / まとめて3,980円以上 お買い上げで送料無料	POINT 5 / 平日午後3時までの ご注文で翌出荷日に発送	POINT 6 / 便利なクレジットカード 代金引換も対応 <small>※一部商品にはご利用いただけず 決済手段に制限があります</small>



## ➤ State-of-the-art smart factory (Kyushu) utilizing a variety of self-operating machines and IoT



### Industrial Robot



### SCADA※1



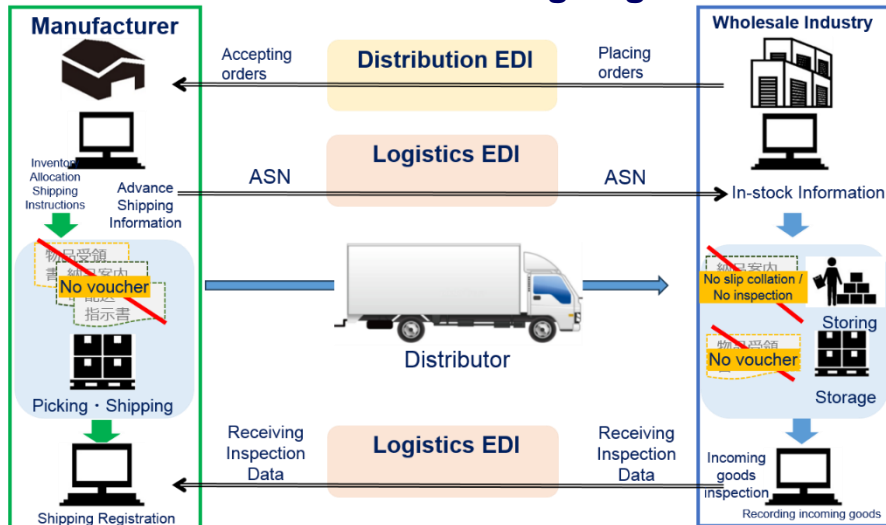
### Smart Logistics



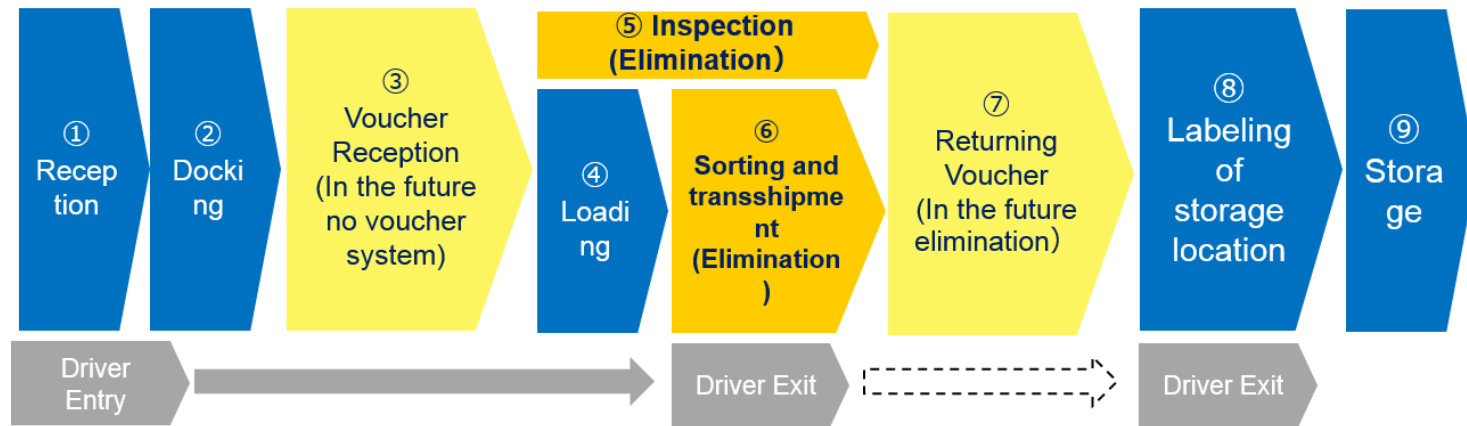
\*1 Abbreviation for Supervisory Control And Data Acquisition

## ➤ Promoting collaboration for logistics digitalization and efficiency through ASN\*3 distribution using logistics EDI\*2

### Business Reforms Utilizing Logistics EDI



### Business model that eliminates inspection using ASN



## ➤ Pet growth, health record tool + hospital introduction, and product purchasing 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



# Evaluation by external organizations and coordination (FY 2024 1<sup>st</sup> Half Year)

<p><b>2024 January</b></p>	<ul style="list-style-type: none"> <li>✓ Received Grand Prize at “Nikkei Excellent Products and Services Awards 2023” with “Fresh Pro” launched by Cosmotec</li> <li>✓ Obtained “CoC Certification” under PEFC (Program for the Endorsement of Forest Certification) at Unicharm Brazil factory</li> <li>✓ Certified as “Reiwa 5th year (2023) Tokyo Sports Promotion Company” by Tokyo Metropolitan Government</li> <li>✓ Certified as “Sports Yell Company 2024+ (Plus)” promoted by the Japan Sports Agency</li> </ul>
<p><b>February</b></p>	<ul style="list-style-type: none"> <li>✓ Achieved highest rating of “A List” in two areas of CDP</li> <li>✓ Selected for “Human Capital Management Quality 2023 Gold Award”</li> <li>✓ Selected as “Environmentally Sustainable Company” in “5<sup>th</sup> ESG Finance Award Japan”</li> <li>✓ Received the “Consumer Affairs Agency Commissioner’s Award” in Reiwa 5th year (2023) Consumer-Oriented Management Excellence Award</li> </ul>
<p><b>March</b></p>	<ul style="list-style-type: none"> <li>✓ Received the “Promotion Award” at the “Women’s Health Management® Awards”</li> <li>✓ Certified as “2024 Health and Productivity Management Organization (White 500)”</li> </ul>
<p><b>April</b></p>	<ul style="list-style-type: none"> <li>✓ Obtained SuMPO’s “Internal-PCR approval” for Unicharm’s product-specific carbon footprint calculation rules</li> <li>✓ Received “Japan Business Federation Chairman’s Award” at 32<sup>nd</sup> Global Environment Awards</li> </ul>

# Index inclusion and evaluation



DX注目企業2023  
Digital Transformation



FTSE Blossom  
Japan



FTSE Blossom  
Japan Sector  
Relative Index



FTSE4Good



2024 CONSTITUENT MSCI JAPAN  
ESG SELECT LEADERS INDEX

2024 CONSTITUENT MSCI NIHONKABU  
ESG SELECT LEADERS INDEX

2024 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

\* Disclaimers are posted on the website below.  
<https://www.unicharm.co.jp/ja/company/news/2023/0725-02.html>



Sampo Sustainability Index



\* The inclusion of Unicharm Corporation in any MSCI index, and the use of MSCI logos, trademarks, service marks, or index names herein, does not constitute a sponsorship, endorsement, or promotion of Unicharm Corporation by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.





# Coordination with external organizations

WE SUPPORT



地方創生SDGs  
官民連携  
プラットフォーム



私たちは持続可能な開発目標 (SDGs) を支援しています。



In support of

**WOMEN'S  
EMPOWERMENT  
PRINCIPLES**

Established by UN Women and the UN Global Compact Office





# Collaboration with external organizations

## Local community contribution activities at Ehime Prefecture, the birthplace of Unicharm

- Support activities for children who are responsible for the future of the region through corporate hometown tax payments



Purchase children's books for Shikokuchuo City Digital Library

Next Generation Baseball Player Development Project

- As a “partner for realizing a cohesive society”, we will contribute to regional revitalization through sports business together with FC Imabari players, staff, and supporters

- Sponsoring “Unicharm Trophy 2023 Ehime International Open”, officially authorized by Men's Professional Tennis Association



# Evaluation by external organizations and coordination with them

## Selected in 6 ESG investment indices of stock composites adopted by GPIF

### Integrated Index

### Thematic Index

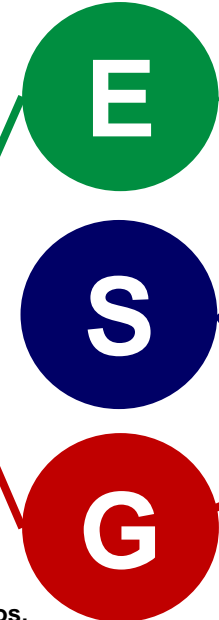


FTSE Blossom  
Japan




FTSE Blossom  
Japan Sector  
Relative Index

2024 CONSTITUENT MSCI NIHONKABU  
ESG SELECT LEADERS INDEX




S&P/JPX  
カーボン  
エフィシエント  
指数

2024 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)



MORNINGSTAR GenDi J

Japan ex-REIT Gender Diversity  
Tilt Index

TOP CONSTITUENT 2023

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<https://www.unicharm.co.jp/en/company/news/2023/0725-02.html>

## Other ESG Index



FTSE4Good



Bloomberg  
Gender-Equality  
Index  
2023



2023 MSCI ESG Leaders  
Indexes Constituent

# ESG-related scores and ratings

		2019	2020	2021	2022	2023
<b>CDP SCORES</b>	<b>Climate change</b>	<b>B</b>	<b>A-</b>	<b>A-</b>	<b>A-</b>	<b>A-</b>
	<b>Forest (timber)</b>	<b>B</b>	<b>B-</b>	<b>B</b>	<b>B</b>	<b>A</b>
	<b>Water security</b>	<b>B-</b>	<b>B-</b>	<b>B</b>	<b>B</b>	<b>A</b>
<b>MSCI ESG RATINGS</b>		<b>BBB 5.3</b>	<b>A 5.3</b>	<b>BBB 4.7</b>	<b>A 5.1</b>	<b>AA 5.7</b>
<b>FTSE ESG RATINGS</b>		<b>3.5</b>	<b>3.7</b>	<b>3.9</b>	<b>4.0</b>	<b>4.2</b>

# “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: 176 times in total (as of the end of December 2023) Excretion care: 329 times in total (as of the end of December 2023)
Number of users for “Adult Diaper Counseling”	Approx. 29,000 people (as of the end of December 2023)
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. 430 companies and organizations (as of the end of December 2023)
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. 2,000,000 people in total (as of the end of December 2023)
Number of views for TikTok “Sarakeda-so (Let’s talk it out room)” <a href="https://www.tiktok.com/@sofy_official_7days/">https://www.tiktok.com/@sofy_official_7days/</a>	Approx. 21 million views (as of the end of December 2023)
Education of first menstruation/period (including online)	India: approx. 580,000 people (as of the end of December 2023)
Education of first menstruation/period (mother-daughter learning sessions)	India: approx. 345 sessions, about 10,400 mother-daughter groups (as of the end of December 2023)
Number of registrations for first menstruation site “Charm Girls Talk”	Indonesia: approx.. 82,000 people (as of the end of December 2023)
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. 1,940,000 members (as of the end of December 2023)
Nursery schools using “Tebura Touen (service delivering diapers to nursery schools so that parents don’t have to bring diapers)”	4,600+ across 47 prefectures (as of the end of January 2024)
Number of registrations with “DOQAT”, Q&A service for pets <a href="https://doqat.jp/">https://doqat.jp/</a>	Approx. 44,000 people (as of the end of December 2023)



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