

TRANSLATION FOR REFERENCE PURPOSES ONLY

This notice has been translated from the original Japanese text of the timely disclosure statement dated March 19, 2026 and is for reference purposes only. In the event of any discrepancy between the original Japanese and this translation, the Japanese text shall prevail.



March 19, 2026

To whom it may concern

Listed Company Name: Unicharm Corporation  
Company Representative: Takahisa Takahara,  
Representative Director  
President and Chief Executive Officer  
(Code Number: 8113; Prime Market, Tokyo Stock Exchange)  
Contact Person: Hirotatsu Shimada,  
Senior Managing Executive Officer,  
General Manager of Accounting  
Control and Finance Division  
Telephone Number: +81-3-3451-5111

**Notice Concerning Disposal of Treasury Shares as Restricted Share-Based Remuneration**

Unicharm Corporation (hereinafter the “Company”) hereby announces that, at its Board of Directors meeting held on March 19, 2026, it resolved to dispose of treasury shares (hereinafter the “Disposal of Treasury Shares” or the “Disposal”). The details are as follows.

1. Overview of the Disposal

(1) Disposal Date	April 16, 2026
(2) Class and Number of Shares to Be Disposed of	Common shares of the Company: 313,800 shares
(3) Disposal Amount	¥ 958.1 per share
(4) Total Disposal Amount	¥ 300,651,780
(5) Allottees, Number Thereof and Number of Shares to Be Disposed of	Directors of the Company (excluding outside Directors and Directors who are Audit and Supervisory Committee Members): 155,000 shares to be allotted to 2 persons Executive Officers not serving concurrently as Directors of the Company: 152,800 shares to be allotted to 19 persons Senior Associate Officers of the Company: 6,000 shares to be allotted to 3 persons
(6) Others	We have submitted a temporary report as the disposal of treasury stock falls under the category of offering of securities that does not require notification under Article 4, Paragraph 1, Item 1, and Article 2, Paragraph 12, Item 1 of the Financial Instruments and Exchange Act Enforcement Order.

## 2. Purposes and Reasons for Disposal

At the Board of Directors meeting held on February 21, 2020, the Company resolved to introduce a restricted share-based remuneration plan (hereinafter the “Plan”) as a new remuneration plan for Directors excluding outside Directors and Directors who are Audit and Supervisory Committee Members of the Company (hereinafter the “Eligible Directors”); Executive Officers not serving concurrently as Directors of the Company (hereinafter the “Eligible Executive Officers”); and Senior Associate Officers of the Company (hereinafter the “Eligible Senior Associate Officers” and together with the Eligible Directors and the Eligible Executive Officers, collectively, the “Eligible Directors, etc.”). The Plan is intended to provide a medium- to long-term incentive and to share shareholder value. Also, at the 60th Ordinary General Meeting of Shareholders held on March 25, 2020, the Company received approval for the Plan. For details regarding this matter, please refer to “Notice Concerning Introduction of Restricted Share-Based Remuneration Plan” released on February 21, 2020.

Considering the purpose of the Plan, the Company’s business conditions, the scope of responsibilities of each of the Eligible Directors, etc. and other various factors, the Company has decided to provide a total of 300,651,780 yen of monetary remuneration claims (hereinafter the “Monetary Remuneration Claims”) (for Directors, Executive Officers, and Senior Associate Officers) and 313,800 common shares of the Company, in order to further increase the motivation of each of the Eligible Directors, etc. In order to realize the sharing of shareholder value over the medium- to long-term, which is one of the purposes of introducing the Plan, the Company has set the transfer restriction period at three years for the Eligible Directors, etc.

For the Disposal of Treasury Shares, 24 planned allottees, or the Eligible Directors, etc. shall pay all the Monetary Remuneration Claims to the Company under the Plan, in the form of property contributed in kind, and shall, in return, receive common shares of the Company (hereinafter the “Allotted Shares”) that shall be disposed of by the Company. The agreement on the allotment of restricted shares to be entered between the Company and the Eligible Directors, etc. (hereinafter the “Allotment Agreement”) are outlined in Item 3 below.

In addition, the Allotment Agreement includes a clawback provision under which, in the event that a major accounting fraud is discovered or a large loss is reported by the Company, all of the restricted shares allotted to date on an accumulated basis will be returned to the Company without contribution, depending on the responsibilities borne by each of the Eligible Directors, etc.

### 3. Overview of the Allotment Agreement

<Eligible Directors>

(1) Restricted Period            From April 16, 2026 to April 15, 2029

(2) Conditions for Lifting of Transfer Restriction

The Company shall lift the transfer restriction on all of the Allotted Shares upon expiration of the restricted period, on the condition that the Eligible Director has remained in the position of Director of the Company throughout the period from the Disposal Date to a time immediately before the conclusion of the first Ordinary General Meeting of Shareholders to be held thereafter (hereinafter the “Service Period”).

(3) Treatment in the Event an Eligible Director Retires During the Restricted Period due to the Expiration of His/Her Term of Office, Attainment of Retirement Age or Any Other Justifiable Reason

(i) Timing for Lifting of Transfer Restriction

In principle, in the event where an Eligible Director retires from the position of the Director of the Company due to the expiration of the Service Period, attainment of retirement age or any other justifiable reason, the Company shall lift the transfer restriction immediately after the retirement of the Eligible Director.

(ii) Number of Shares Subject to Lifting of Transfer Restriction

The number of shares subject to the lifting of the transfer restriction as specified in (i) shall be calculated by multiplying the number of the Allotted Shares held at the time immediately after the retirement by a fraction obtained by dividing the number of months of tenure of the Eligible Director during the Service Period by 12. (However, if the calculation results in a fraction of less than one unit of shares, the fraction shall be rounded down.)

(4) Acquisition Without Contribution by the Company

The Company shall automatically acquire without contribution the Allotted Shares on which the transfer restriction has not been lifted as of the expiration of the restricted period or the lifting of the transfer restriction specified in (3) above.

(5) Treatment During Reorganization, etc.

In principle, if, during the restricted period, matters concerning a merger agreement in which the Company becomes the disappearing company, a share exchange agreement or a share transfer plan in which the Company becomes a wholly owned subsidiary, or other reorganization, etc. are approved at the Company’s General Meeting of Shareholders (or at a meeting of its Board of Directors in cases where the approval at the Company’s General Meeting of Shareholders is not required for the reorganization, etc.), the Company shall, by resolution of the Board of Directors, lift the transfer restriction on the number of shares calculated by multiplying the number of the Allotted Shares held at that time by a fraction obtained by dividing the number of months of tenure of the Eligible Director during the Service Period by 12 (however, if the calculation results in a fraction of less than one unit, the fraction shall be rounded down), as of the time immediately before the business day prior to the date on which the reorganization, etc. becomes effective. In addition, the Company shall automatically acquire without contribution all the Allotted Shares on which the transfer restriction has not been lifted as of the time immediately after the transfer restriction is lifted.

(6) Management of Shares

The Company shall have the Eligible Directors open dedicated accounts at Nomura Securities Co., Ltd. for the management of the Allotted Shares during the restricted period, so the Eligible Directors cannot transfer the shares, create security interests, or otherwise dispose of the shares during the restricted period. The Company has entered into an agreement with Nomura Securities Co., Ltd. in relation to the management of the accounts of the Allotted Shares held by each of the Eligible Directors in order to ensure the effectiveness of the transfer restriction on the Allotted Shares. In addition, the Eligible Directors shall agree to the details of the management of such accounts.

<Eligible Executive Officers>

(1) Restricted Period From April 16, 2026 to April 15, 2029

(2) Conditions for Lifting of Transfer Restriction

The Company shall lift the transfer restriction on all of the Allotted Shares upon expiration of the restricted period, on the condition that the Eligible Executive Officer has remained in the position of Director or Executive Officer not serving concurrently as Director of the Company throughout the term of delegation agreement during the fiscal year in which the Disposal Date occurs (hereinafter the “Delegation Agreement Term”).

(3) Treatment in the Event an Eligible Executive Officer Retires During the Restricted Period due to the Expiration of His/Her Term of Office, Attainment of Retirement Age or Any Other Justifiable Reason

(i) Timing for Lifting of Transfer Restriction

In principle, in the event where an Eligible Executive Officer retires from the position of the Director or Executive Officer not serving concurrently as Director of the Company due to the expiration of the tenure, attainment of retirement age or any other justifiable reason, the Company shall lift the transfer restriction immediately after the retirement of the Eligible Executive Officer.

(ii) Number of Shares Subject to Lifting of Transfer Restriction

The number of shares subject to the lifting of the transfer restriction as specified in (i) shall be calculated by multiplying the number of the Allotted Shares held at the time immediately after the retirement by a fraction obtained by dividing the number of months of tenure of the Eligible Executive Officer during the Delegation Agreement Term by 12. (However, if the calculation results in a fraction of less than one unit of shares, the fraction shall be rounded down.)

(4) Acquisition Without Contribution by the Company

The Company shall automatically acquire without contribution the Allotted Shares on which the transfer restriction has not been lifted as of the expiration of the restricted period or the lifting of the transfer restriction specified in (3) above.

(5) Treatment During Reorganization, etc.

In principle, if, during the restricted period, matters concerning a merger agreement in which the Company becomes the disappearing company, a share exchange agreement or a share transfer plan in which the Company becomes a wholly owned subsidiary, or other reorganization, etc. are approved at the Company’s General Meeting of Shareholders (or at a meeting of its Board of Directors in cases where the approval at the Company’s General Meeting of Shareholders is not required for the reorganization, etc.), the Company shall, by resolution of the Board of Directors, lift the transfer restriction on the number of shares calculated by multiplying the number of the Allotted Shares held at that time by a fraction obtained by dividing the number of months of tenure of the Eligible Executive Officer during the Delegation Agreement Term by 12 (however, if the calculation results in a fraction of less than one unit, the fraction shall be rounded down), as of the time immediately before the business day prior to the date on which the reorganization, etc. becomes effective. In addition, the Company shall automatically acquire without contribution all the Allotted Shares on which the transfer restriction has not been lifted as of the time immediately after the transfer restriction is lifted.

(6) Management of Shares

The Company shall have the Eligible Executive Officers open dedicated accounts at Nomura Securities Co., Ltd. for the management of the Allotted Shares during the restricted period, so the Eligible Executive Officers cannot transfer the shares, create security interests, or otherwise dispose of the shares during the restricted period. The Company has entered into an agreement with Nomura Securities Co., Ltd. in relation to the management of the accounts of the Allotted Shares held by each of the Eligible Executive Officers in order to ensure the effectiveness of the transfer restriction on the Allotted Shares. In addition, the Eligible Executive Officers shall agree to the details of the management of such accounts.

<Eligible Senior Associate Officers>

(1) Restricted Period            From April 16, 2026 to April 15, 2029

(2) Conditions for Lifting of Transfer Restriction

The Company shall lift the transfer restriction on all of the Allotted Shares upon expiration of the restricted period, on the condition that the Eligible Senior Associate Officer has remained in the position of Senior Associate Officer of the Company throughout the term of delegation agreement during the fiscal year in which the Disposal Date occurs (hereinafter the “Delegation Agreement Term”).

(3) Treatment in the Event an Eligible Senior Associate Officer Retires During the Restricted Period due to Attainment of Retirement Age or Any Other Justifiable Reason

(i) Timing for Lifting of Transfer Restriction

In principle, in the event where an Eligible Senior Associate Officer retires from the position of the Senior Associate Officer of the Company due to attainment of retirement age or any other justifiable reason, the Company shall lift the transfer restriction immediately after the retirement of the Eligible Senior Associate Officer.

(ii) Number of Shares Subject to Lifting of Transfer Restriction

The number of shares subject to the lifting of the transfer restriction as specified in (i) shall be calculated by multiplying the number of the Allotted Shares held at the time immediately after the retirement by a fraction obtained by dividing the number of months of tenure of the Eligible Senior Associate Officer during the Delegation Agreement Term by 12. (However, if the calculation results in a fraction of less than one unit of shares, the fraction shall be rounded down.)

(4) Acquisition Without Contribution by the Company

The Company shall automatically acquire without contribution the Allotted Shares on which the transfer restriction has not been lifted as of the expiration of the restricted period or the lifting of the transfer restriction specified in (3) above.

(5) Treatment During Reorganization, etc.

In principle, if, during the restricted period, matters concerning a merger agreement in which the Company becomes the disappearing company, a share exchange agreement or a share transfer plan in which the Company becomes a wholly owned subsidiary, or other reorganization, etc. are approved at the Company’s General Meeting of Shareholders (or at a meeting of its Board of Directors in cases where the approval at the Company’s General Meeting of Shareholders is not required for the reorganization, etc.), the Company shall, by resolution of the Board of Directors, lift the transfer restriction on the number of shares calculated by multiplying the number of the Allotted Shares held at that time by a fraction obtained by dividing the number of months of tenure of the Eligible Senior Associate Officer during the Delegation Agreement Term by 12 (however, if the calculation results in a fraction of less than one unit, the fraction shall be rounded down), as of the time immediately before the business day prior to the date on which the reorganization, etc. becomes effective. In addition, the Company shall automatically acquire without contribution all the Allotted Shares on which the transfer restriction has not been lifted as of the time immediately after the transfer restriction is lifted.

(6) Management of Shares

The Company shall have the Eligible Senior Associate Officers open dedicated accounts at Nomura Securities Co., Ltd. for the management of the Allotted Shares during the restricted period, so the Eligible Senior Associate Officers cannot transfer the shares, create security interests, or otherwise dispose of the shares during the restricted period. The Company has entered into an agreement with Nomura Securities Co., Ltd. in relation to the management of the accounts of the Allotted Shares held by each of the Eligible Senior Associate Officers in order to ensure the effectiveness of the transfer restriction on the Allotted Shares. In addition, the Eligible Senior Associate Officers shall agree to the details of the management of such accounts.

#### 4. Basis of Calculation and Specific Details for the Amount to Be Paid In

The Disposal of Treasury Shares to the planned allottees shall be carried out using monetary remuneration claims, provided to the planned allottees as the Restricted Share-based Remuneration for the 67th fiscal year of the Company under the Plan, as property contribution to the Company. To eliminate arbitrariness in the disposal amount, the closing price of the Company's common shares on the Prime Market of the Tokyo Stock Exchange on March 18, 2026 (the business day prior to the date of resolution by the Board of Directors) of 958.1 yen shall be used as the disposal amount. The Company believes that this amount is reasonable and not particularly advantageous as it is the market share price on the day immediately preceding the date of the resolution of the Board of Directors.

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