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(Securities Code: 8113)
March 5, 2021

To Shareholders with Voting Rights:

Takahisa Takahara
Representative Director, President & CEO
UNICHARM CORPORATION
182 Shimobun, Kinsei-cho, Shikokuchuo-City,
Ehime, Japan

**NOTICE OF CONVOCAION OF
THE 61ST ORDINARY GENERAL MEETING OF SHAREHOLDERS**

You are cordially notified of the 61st Ordinary General Meeting of Shareholders of UNICHARM CORPORATION (the “Company”). The meeting will be held as described below.

If you are unable to attend the meeting, you can exercise your voting rights by either of the following methods. Please review the Reference Documents for the General Meeting of Shareholders set forth below and exercise your voting rights.

<Vote in writing by mail>

Indicate your vote for or against the proposals on the enclosed Voting Rights Exercise Form and return it by mail to reach us by the end of business hours at 4:50 p.m. on Thursday, March 25, 2021 (Japan time).

<Vote online>

Access the voting site designated by the Company (<https://evote.tr.mufg.jp/>), enter the Login ID and Temporary Password indicated on the enclosed Voting Rights Exercise Form, and input whether you vote for or against the proposals in accordance with the on-screen instructions. Please input your voting information by the end of business hours at 4:50 p.m. on Thursday, March 25, 2021 (Japan time).

- 1. Date and Time:** Friday, March 26, 2021 at 10:00 a.m. (Reception starts at 9:00 a.m.) (Japan time)
- 2. Place:** Meeting Room at Technical Center of the Company
1531-7, Wadahama, Toyohama-cho, Kanonji-city, Kagawa, Japan
- 3. Meeting Agenda:**
- Matters to be reported:**
1. Business Report, Consolidated Financial Statements for the 61st Fiscal Year (from January 1, 2020 to December 31, 2020) and results of audits by the Accounting Auditors and the Audit and Supervisory Committee of the Consolidated Financial Statements
 2. Non-consolidated Financial Statements for the 61st Fiscal Year (from January 1, 2020 to December 31, 2020)
- Matters to be resolved:**
- Proposal No. 1:** Election of Three Directors (excluding Directors who are Audit and Supervisory Committee Members)
- Proposal No. 2:** Election of Three Directors who are Audit and Supervisory Committee Members

Information Concerning the General Meeting of Shareholders

When attending the meeting in person, please submit the enclosed Voting Rights Exercise Form at the reception.

Of the documents to be provided to our shareholders with this notice of convocation, “Notes to Consolidated Financial Statements” and “Notes to Non-consolidated Financial Statements” are deemed to have been provided to our shareholders by posting on the Company’s website below in accordance with applicable laws and regulations and Article 14 of the Articles of Incorporation of the Company. Therefore, the documents attached to this notice of convocation are a part of the Consolidated Financial Statements and the Non-consolidated Financial Statements audited by the Accounting Auditors and the Audit and Supervisory Committee in preparing their respective audit reports.

In cases where any item in the Reference Documents for the General Meeting of Shareholders, Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements is amended, the Company will announce the updated documents on the Company’s website below.

Measures to Prevent the Spread of the Novel Coronavirus Disease (COVID-19)

<Measures by the Company>

- Staff members and officers at the General Meeting of Shareholders will be wearing masks. Some officers will not be attending in person and instead will be participating via a web conferencing system.
- The meeting venue will be ventilated. We will refrain from offering foods and beverages.
- We will keep a distance between shareholder’s seats. This measure may not allow you to enter the meeting room if you arrive at the venue at later time.
- There will be no souvenir gifts prepared for the shareholders who attend this meeting in person.

<Requests to shareholders>

- We ask you to refrain from attending the meeting as much as possible. Please exercise your voting rights either in writing by mail or online.
- We ask your cooperation to measure your body temperature, disinfect your hands with alcohol-based hand sanitizer at arrival, and wear a mask at all times.
- Any shareholder who has a fever or other symptom may be refused to enter the venue. If you look unwell, our staff member may ask you a question. Thank you in advance for your understanding.

* If there is a change in the operation of the General Meeting of Shareholders due to future circumstances, such change will be posted on the Company’s website below.

Investor Relations on the Company’s Website

For information on the Company’s General Meeting of Shareholders, please visit its website below.

<http://www.unicharm.co.jp/english/ir/index.html>

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal No. 1: Election of Three Directors (excluding Directors who are Audit and Supervisory Committee Members)

The terms of office of all three Directors (here and hereafter in this proposal, excluding Directors who are Audit and Supervisory Committee Members) will expire upon the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes the election of three Directors: Mr. Takahisa Takahara, Mr. Eiji Ishikawa, and Mr. Shinji Mori.

In addition, the candidates for Directors were nominated following deliberations by the Nominating Committee, which comprises one Representative Director, two Independent Outside Directors, and one Non-Executive Director.

Candidate No.	Name	Position and responsibilities in the Company	Attendance at meetings of the Board of Directors
1	Takahisa Takahara Re-election	Representative Director, President & CEO	100% (10 out of 10)
2	Eiji Ishikawa Re-election	Director, Vice President overseeing Production, Research & Development	100% (10 out of 10)
3	Shinji Mori Re-election	Director, Vice President overseeing Sales	100% (10 out of 10)

No special interest exists between any of the above candidates for Directors and the Company.

The Company has entered into a liability insurance contract with an insurance company for directors and officers, etc., as stipulated in Article 430-3, Paragraph 1 of the Companies Act, with Directors as the insured, to cover damages that may arise from the Directors assuming responsibility for the execution of their duties or receiving claims related to the pursuit of such responsibility. The contract is scheduled to be renewed in October 2021. If the election of each candidate in this proposal is approved and adopted, each candidate will continue to be insured.

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities in the Company (Significant concurrent positions)	Number of shares of the Company held
	<p>Takahisa Takahara (July 12, 1961)</p> <p>Re-election</p> <p>Special interest with the Company None</p> <p>Attendance at meetings of the Board of Directors 100% (10 out of 10)</p>	<p>April 1991 Joined the Company</p> <p>June 1995 Director</p> <p>April 1996 Director, General Manager of Procurement Division and Deputy General Manager of International Division</p> <p>June 1997 Senior Director</p> <p>April 1998 Senior Director, General Manager of Feminine Hygiene Business Division</p> <p>October 2000 Senior Director, Responsible for Management Strategy</p> <p>June 2001 Representative Director, President</p> <p>June 2004 Representative Director, President & CEO (to present)</p> <p>[Significant concurrent position] Outside Director of Calbee, Inc.</p>	<p>3,731,651</p>
<p>1</p>	<p>Reasons for Nomination as a Candidate for Director</p> <p>Mr. Takahisa Takahara has managed global strategy as a Representative Director since 2001. He has exhibited his competence in management by increasing the ratio of overseas sales to more than 60% through proactive expansion in areas. He has also worked to activate the mature Japanese market by providing products with new added value. He has demonstrated his managerial skill to enhance corporate value through these initiatives, which have resulted in sales and operating income more than tripling and an increase of market capitalization by almost ten times since he took office. In recent years, he has also actively promoted ESG and digital transformation (DX) initiatives, leading the Company to diverse success, including designation of FTSE4Good Index Series for the second consecutive year, recognition as a company constituting shares of all four ESG indexes adopted by the Government Pension Investment Fund (GPIF), reception of four stars in the Nikkei SDGs Management Survey, and designation of a DX Stock 2020 selected by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange. In this manner, he strives to further enhance corporate value by accelerating the penetration of the perception “the business itself is ESG activities.” Additionally, as Chairman of the Board of Directors, Mr. Takahara provides full and appropriate explanations of material matters and serves to enhance the decision-making function of the Board of Directors. Mr. Takahara has been re-nominated as a Director based on the Board’s determination that he is the right person for continuously raising corporate value of the Company and the Board requests his re-election as a Director.</p>		

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities in the Company (Significant concurrent positions)	Number of shares of the Company held
2	<p>Eiji Ishikawa (October 19, 1955)</p> <p>Re-election</p> <p>Special interest with the Company None</p> <p>Attendance at meetings of the Board of Directors 100% (10 out of 10)</p>	<p>February 1980 Joined the Company</p> <p>October 1996 Department Manager of Production Planning Office, Production Division</p> <p>April 1998 General Manager of Production Division</p> <p>June 1999 Executive Officer</p> <p>July 2003 Senior Executive Officer</p> <p>July 2004 Senior Executive Officer (Change in Japanese only; English unchanged)</p> <p>June 2005 Director, Senior Executive Officer</p> <p>April 2010 Director, Managing Executive Officer</p> <p>January 2018 Director, Vice President and Managing Executive Officer</p> <p> Chief Quality Officer and General Manager of Global Research & Development Division</p> <p> Representative Director President & CEO of Unicharm Products Co., Ltd.</p> <p>January 2020 Director, Vice President overseeing Production, Research & Development (to present)</p> <p>[Significant concurrent position] None</p>	37,100
<p>Reasons for Nomination as a Candidate for Director</p> <p>Mr. Eiji Ishikawa, as described in his career summary above, has made great achievements, as a manager mainly responsible for production departments such as product development and production subsidiaries, etc. in improving the production quality, reducing total supply chain costs, improving product development capabilities, globally expanding production and product development bases, and reducing environment impacts in every phase of product life cycle. Through Kyushu Factory, which commenced its operation in 2019 and is positioned as smart factory, he promoted the utilization of equipment monitoring and control systems and robots to achieve labor saving and efficiency improvement, leading to the decent work for employees. He performs appropriate oversight of management by actively stating his opinion on supply chains and quality control with a global perspective in meetings of the Board of Directors in his role as the Director responsible for production divisions. Mr. Ishikawa has been re-nominated as a Director based on the Board's determination that he is the right person for continuously raising corporate value of the Company and the Board requests his re-election as a Director.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities in the Company (Significant concurrent positions)	Number of shares of the Company held
3	<p>Shinji Mori (June 17, 1956)</p> <p>Re-election</p> <p>Special interest with the Company None</p> <p>Attendance at meetings of the Board of Directors 100% (10 out of 10)</p>	<p>April 1979 Joined the Company</p> <p>April 1994 Branch Manager of the Hiroshima Branch, Sales Division</p> <p>April 1998 Branch Manager of the Osaka Branch, Sales Division</p> <p>June 1999 Deputy Executive Officer</p> <p>June 2000 Executive Officer</p> <p>July 2003 Senior Executive Officer</p> <p>July 2004 Senior Executive Officer (Change in Japanese only; English unchanged)</p> <p>June 2005 Director, Senior Executive Officer</p> <p>October 2005 Director, Senior Executive Officer, General Manager of Sales Division</p> <p>April 2010 Director, Managing Executive Officer</p> <p>January 2014 Director, Managing Executive Officer, President of Unicharm PetCare Company</p> <p>October 2016 Director, Managing Executive Officer, President of Unicharm PetCare Company and General Manager of Japan Sales Head Office</p> <p>January 2017 Director, Managing Executive Officer, General Manager of Japan Sales Head Office</p> <p>January 2018 Director, Vice President and Managing Executive Officer General Manager of Japan Sales Head Office</p> <p>January 2020 Director, Vice President overseeing Sales (to present)</p> <p>[Significant concurrent position] None</p>	62,900
<p>Reasons for Nomination as a Candidate for Director</p> <p>Mr. Shinji Mori, as described in his career summary above, has long experience in the sales division, and unleashed the synergistic effects of the sales division of the personal care and pet care businesses in Japan, as a manager responsible for both businesses. He has actively promoted business structure reforms and the development of EC channels to realize a Cohesive Society in which humans and pets can live together, helping to boost sales and profit as well as contribute to society. In recent years, he has also demonstrated his managerial skill through promotion of white logistics by streamlining manufacturing, distribution, and sale in collaboration with distribution companies (winner of the Supply Chain Innovation Award 2020 recognized by the Council for the Collaboration between the Manufacturing, Distribution and Sales Sectors), and joint delivery initiatives in collaboration with other companies in the same industry (winner of the METI Minister's Award at the Green Logistics Partnership Conference). In addition, he performs appropriate oversight by making active statements in meetings of the Board of Directors regarding global sales strategies from a high level of insight regarding distribution. Mr. Mori has been re-nominated as a Director based on the Board's determination that he is the right person for continuously raising corporate value of the Company and the Board requests his re-election as a Director.</p>			

Summary of the opinion of the Audit and Supervisory Committee

The Audit and Supervisory Committee conducted a deliberate investigation of the candidates for Directors to determine if each candidate has the necessary knowledge, experience, and skills and can carry out the roles and responsibilities of a Director, and whether the composition of the Board of Directors has both diversity and an optimal size and will function effectively, taking into consideration factors such as the Company's specific management strategies and the business environment. The Committee also determined that the Nominating Committee (at least half of whose members are outside Directors) deliberated on the roles and allocation of functions of Directors and Executive Officers, the work experience of the candidates for Directors, and other factors. The Committee further determined that the nominated individuals possess specialized knowledge and extensive experience and have deep understanding of the Company's management philosophy and methods and that the individuals selected are capable of performing the roles expected of the Board of Directors, including raising corporate value by making decisions regarding the medium- to long-term management policies and supervising overall management. The Committee therefore concluded that the candidates for Directors nominated pursuant to this proposal are suitable.

The Audit and Supervisory Committee conducted a deliberate investigation of whether the remuneration of the Representative Director and Directors (excluding Directors who are Audit and Supervisory Committee Members) reflects the performance results and potential risks of the Company over the medium to long term. The Committee investigated from perspectives such as whether the ratio of remuneration linked to performance is appropriately set, whether the ratio of cash remuneration and share-based remuneration is appropriate, and whether remuneration is determined through fair and appropriate procedures. In addition, the Committee determined that the Compensation Committee (a majority of whose members are outside Directors) deliberated on the clarification of evaluation criteria, and other factors and determined that, in light of the Company's performance, remuneration levels are appropriately set for roles and work duties and the ratio of cash remuneration and share-based remuneration is appropriate, and therefore, the Committee determined that the details of the Company's remuneration are appropriate.

Proposal No. 2: Election of Three Directors who are Audit and Supervisory Committee Members

The terms of office of all three Directors who are Audit and Supervisory Committee Members will expire upon the conclusion of this General Meeting of Shareholders, and both Mr. Takashi Mitachi and Mr. Gumpei Futagami will be retiring. Accordingly, the Company proposes the election of three Directors who will be Audit and Supervisory Members: Ms. Hiroko Wada, Mr. Hiroaki Sugita, and Mr. Shigeru Asada.

The candidates for Directors who are Audit and Supervisory Committee Members were nominated following deliberations by the Nominating Committee, which comprises one Representative Director, two Independent Outside Directors, and one Non-Executive Director. In addition, the consent of the Audit and Supervisory Committee has been obtained for this proposal.

Candidate No.	Name	Position and responsibilities in the Company	Attendance at meetings
1	Hiroko Wada Re-election Outside Independent	Outside Director, Audit and Supervisory Committee Member	Attendance at meetings of the Board of Directors 100% (10 out of 10) Attendance at meetings of the Audit and Supervisory Committee 100% (12 out of 12)
2	Hiroaki Sugita New appointment Outside Independent		—
3	Shigeru Asada New appointment	Advisor, Audit and Supervisory Committee Office	—

Ms. Hiroko Wada and Mr. Hiroaki Sugita are candidates for outside Directors. Ms. Hiroko Wada is currently an outside Director who is an Audit and Supervisory Committee Member of the Company, and at the conclusion of this General Meeting of Shareholders, her tenure will have been two years. No special interest exists between any of the above candidates for Directors and the Company.

The Company has entered into a liability insurance contract with an insurance company for directors and officers, etc., as stipulated in Article 430-3, Paragraph 1 of the Companies Act, with Directors as the insured, to cover damages that may arise from the Directors assuming responsibility for the execution of their duties or receiving claims related to the pursuit of such responsibility. The contract is scheduled to be renewed in October 2021. If the election of each candidate in this proposal is approved and adopted, Ms. Hiroko Wada will continue to be insured, and Mr. Hiroaki Sugita and Mr. Shigeru Asada will be newly included as insured.

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities in the Company (Significant concurrent positions)	Number of shares of the Company held
1	<p>Hiroko Wada (May 4, 1952)</p> <p>Re-election Outside Independent</p> <p>Special interest with the Company None</p> <p>Attendance at meetings of the Board of Directors 100% (10 out of 10)</p> <p>Attendance at meetings of the Audit and Supervisory Committee 100% (12 out of 12)</p>	<p>April 1977 Joined Procter & Gamble Sun Home Co., Ltd. (currently Procter & Gamble Company of Japan)</p> <p>February 1995 General Manager responsible for paper products division and new business development of Procter & Gamble Far East Inc. (currently same as above)</p> <p>January 1998 Vice President, Responsible for Corporate New Venture Asia of US Procter & Gamble</p> <p>March 2001 Representative Director and President of Dyson KK</p> <p>April 2004 President and Representative Director, and Chief Operating Officer of Toys“R”Us-Japan, Ltd.</p> <p>November 2004 Established Office WaDa, Representative (to present)</p> <p>May 2009 Outside Director of Aderans Holdings Company Limited (currently Aderans Company Limited)</p> <p>March 2019 Outside Director (Audit and Supervisory Committee Member) (to present)</p> <p>[Significant concurrent position] Representative of Office WaDa Outside Director of Shimadzu Corporation Outside Director of Coca-Cola Bottlers Japan Holdings Inc.</p>	0
<p>Reasons for Nomination as a Candidate for outside Director</p> <p>Ms. Hiroko Wada has diverse management experience, including an officer at the headquarters of major overseas manufacturer Procter & Gamble and the president of Japanese subsidiaries of foreign-owned enterprises, and extensive knowledge regarding corporate management with a global perspective. Since March 2019, she has served as outside Director who is an Audit and Supervisory Committee Member and has actively made proposals, as a management specialist, regarding important management issues from the different angles including finance, governance, management strategy, and marketing at meetings of the Board of Directors. Ms. Wada has been re-nominated as an outside Director who is an Audit and Supervisory Committee Member based on the Board’s determination that she is the right person to enhance audit function in the management as the Company further expands its business globally and the Board requests her re-election as an outside Director.</p> <p>The Company has submitted notification to Tokyo Stock Exchange, Inc. that Ms. Wada has been appointed as an independent officer as provided for by the aforementioned exchange. If the re-election of Ms. Wada is approved, the Company will continue to submit her notification as an independent officer.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities in the Company (Significant concurrent positions)	Number of shares of the Company held
3	<p>Shigeru Asada (March 20, 1949)</p> <p>New appointment</p> <p>Special interest with the Company None</p> <p>Attendance at meetings of the Board of Directors —</p> <p>Attendance at meetings of the Audit and Supervisory Committee —</p>	<p>April 1973 Joined Matsushita Electric Industrial Co., Ltd. (currently Panasonic Corporation)</p> <p>March 1994 Managing Director Chief Financial Officer of Panasonic Do Brasil Limitada</p> <p>April 1999 General Manager (tax) of Corporate Accounting Department of Matsushita Electric Industrial Co., Ltd. (currently Panasonic Corporation)</p> <p>April 2004 Managing Director Chief Financial Officer of Panasonic Europe Co., Ltd.</p> <p>April 2006 Director General Manager of Internal Auditing Department of Matsushita Electric Industrial Co., Ltd. (currently Panasonic Corporation)</p> <p>April 2009 Standing Corporate Auditor of IPS Alpha Technology, Ltd. (currently Panasonic Liquid Crystal Display Co., Ltd.)</p> <p>February 2013 Advisor for the Office of Audit and Supervisory Committee Member of the Company</p> <p>April 2013 Executive Officer, General Manager of Accounting and Finance Division</p> <p>March 2017 Director (Audit and Supervisory Committee Member)</p> <p>April 2019 Advisor, Audit and Supervisory Committee Office (to present)</p> <p>[Significant concurrent position] None</p>	1,000
<p>Reasons for Nomination as a Candidate for Director</p> <p>Mr. Shigeru Asada was a long-standing member of financial management divisions of Panasonic Corporation where he served as a financial officer for overseas subsidiaries in three countries, in addition to serving as the head of Internal Audit Department and the head of Tax Department of the Global Headquarters. He is highly familiar with and has a high level of knowledge regarding the accounting and finance fields for global management of manufacturing companies. He has demonstrated his skill in the management control of the Unicharm Group as a whole by assuming various posts of the Company, including Executive Officer, General Manager of Accounting and Finance Division since 2013, Director who is an Audit and Supervisory Committee Member in 2017 to 2019, and after that he has actively provided advice as Advisor in the Audit and Supervisory Committee Office. In light of this performance, Mr. Asada has been nominated as an outside Director who is an Audit and Supervisory Committee Member to oversee the Company's management based on his accumulated experience and knowledge, and the Board requests his election as an outside Director.</p>			

-End-

(Reference)

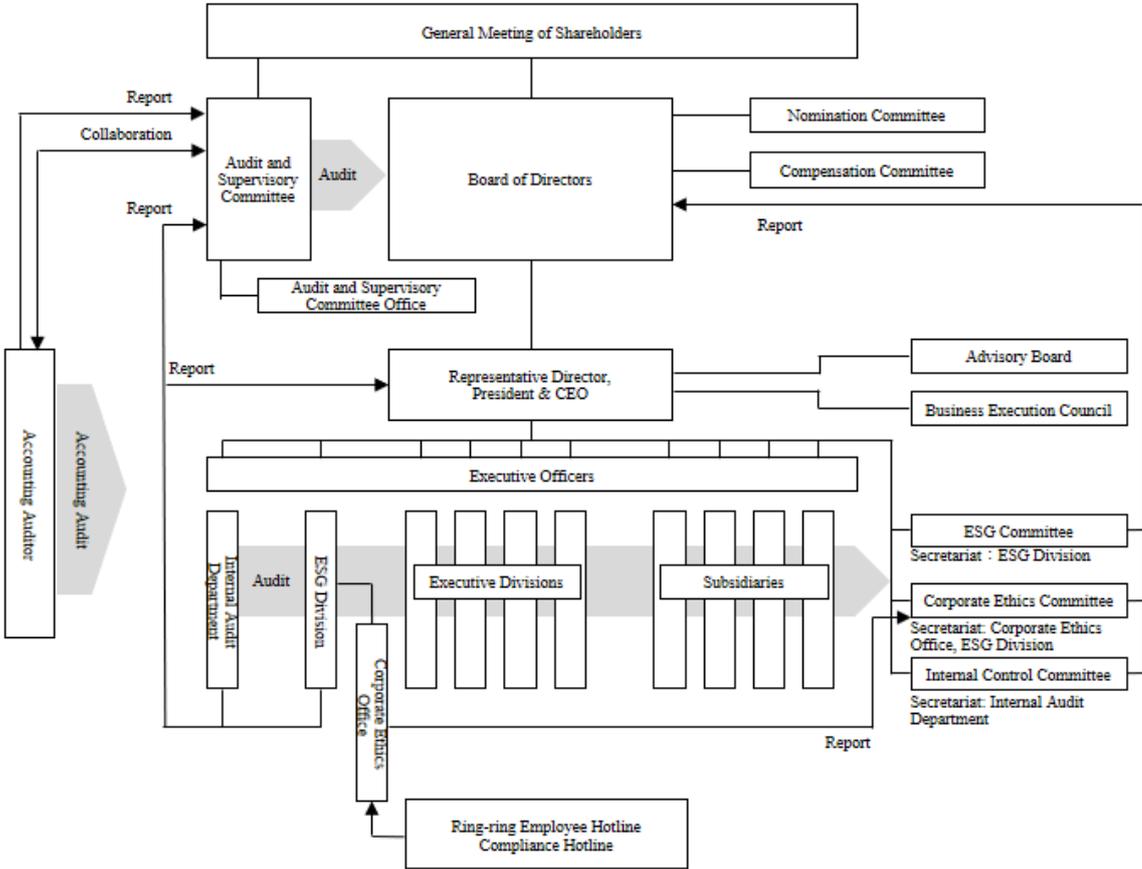
Overview of Corporate Governance of the Company

Basic views

We strive to achieve sustainable growth and create medium- and long-term corporate value by securing appropriate collaboration with stakeholders and becoming a company that is recognized and trusted by society, thereby leading to the promotion of “sound corporate management.”

In order to realize these objectives, we have established a basic policy of corporate governance that achieves transparent, fair, expeditious and decisive management by conducting honest and active dialogue to obtain support from various stakeholders and work to improve ESG and a corporate environment where management can make appropriate decisions at the right time.

Corporate governance structure



(Reference)

Nomination of Director candidates

In terms of its composition, the Board of Directors shall be well balanced with respect to knowledge, experience, and capabilities to effectively fulfill its roles and responsibilities, and it shall be constituted in such a manner as to accommodate diversity while keeping an appropriate size. A candidate for Director shall be nominated from among the persons who demonstrate excellent character, and knowledge in general management whether inside or outside of the Company, focusing on the quality of being able to properly fulfill the duty of due care of a good manager and fiduciary obligations and contribute to sustainable growth and enhance the corporate value of the Company. For internal Directors, Directors, the Nominating Committee, and the Board of Directors shall regularly confirm and supervise the status of development of successors and nominate based on the results. Nomination of candidates for Directors shall be determined by the Board of Directors upon hearing the opinions of the Nominating Committee, which is comprised of one Representative Director, President & CEO and two Independent Outside Directors and one other Non-Executive Director, and chaired by an independent outside director. If candidates for directors listed in Proposals No. 1 and No. 2 are elected as originally proposed, the composition of the Board of Directors of the Company will be as follows.

Takahisa Takahara	[Re-election]	Representative Director, President & CEO
Eiji Ishikawa	[Re-election]	Director, Vice President overseeing Production, Research & Development
Shinji Mori	[Re-election]	Director, Vice President overseeing Sales
Hiroko Wada	[Re-election]	Audit and Supervisory Committee Member, Outside, Independent
Hiroaki Sugita	[New appointment]	Audit and Supervisory Committee Member, Outside, Independent
Shigeru Asada	[New appointment]	Audit and Supervisory Committee Member (Full-time)

Remuneration for Directors

Remuneration for Directors (excluding Directors who are Audit and Supervisory Committee Members) and policy thereof shall be determined, comprehensively considering the suitability to their roles and responsibilities expected of the Company's Directors, the motivation for improvement of performance and corporate value, and securing excellent human resources, etc. Remuneration levels are set based on a comparison with companies in the same industry and similar-sized companies in Japan and overseas, and on the Company's financial condition. Remuneration for each individual is determined by the Compensation Committee, which comprises one Representative Director, President & CEO, two Independent Outside Directors, and one other Non-Executive Director, and is chaired by an Independent Outside Director, except where a resolution of the Board of Directors is required by laws and regulations.

Composition of remuneration		Composition ratio
Basic remuneration	Fixed remuneration will be determined for each position in line with responsibilities.	37.5%
Performance-linked remuneration	As a short-term incentive, to be set in the range of 0% to 200% of the basic remuneration amount depending on performance results for one year.	37.5%
Restricted share-based remuneration	As an incentive to increase corporate value over the medium to long term, the Company will allocate restricted shares equivalent to 33% to 100% of the basic remuneration amount according to the performance results.	25.0%

Key performance indicators		Composition ratio
Consolidated earnings	Consolidated net sales, core operating income, profit for the period	50%
Company strategy	Priority strategy, ratings of ESG rating agencies	50%

Remuneration for Directors who are Audit and Supervisory Committee Members is only fixed remuneration and is determined by consultation with Directors who are Audit and Supervisory Committee Members. See page 35 for the total amount (actual) of Directors' remuneration for the fiscal year ended December 31, 2020 (in Japanese only).

(Reference)

Kyo-sei Life Vision 2030

At Unicharm, we are committed to helping solve environmental and social issues as we work together to realize a cohesive society. In October 2020, we put forward Unicharm Group’s mid-to-long term environmental, social, and corporate governance (ESG) goals in a document called “Kyo-sei Life Vision 2030 — For a Diverse, Inclusive, and Sustainable World.” In this declaration, we bring our vision for 2030 into sharper focus, explicating the key initiatives and targets that we believe will help us achieve our goals. By steadily implementing “Kyo-sei Life Vision 2030,” we are committed to solving environmental and social issues and contributing to consumers and communities, while continuing to grow our business.

Safeguarding the well-being of individuals

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.

Key initiatives	Indicators	Target value	Target year
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.	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).	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.	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.	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).	100%	2030

Safeguarding the well-being of society

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.

Key initiatives	Indicators	Target value	Target year
Innovations to achieve “NOLA & DOLA”	Percentage of products and services that contribute to liberation from various burdens and finding enjoyment in life.	100%	2030
Practicing sustainable lifestyles	Percentage of products and services suitable for the “SDGs Theme Guideline,” an internal guideline for contributing to sustainability.	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.	Double (Compared to 2020)	2030
Improvement of customer satisfaction	Percentage of products and services supported by consumers (No. 1 market share).	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.	100%	2030

Safeguarding the well-being of our planet

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.

Key initiatives	Indicators	Target value	Target year
Development of eco-friendly products	Number of products and services that implement “3Rs + 2Rs” based on Unicharm’s unique approach.	10 or more	2030
Addressing climate change	Percentage of renewable energy used for business operations in total.	100%	2030
Expanding our line of recycled models	Number of disposable paper diaper recycling facilities introduced.	10 or more	2030
Promotion of product recycling	Material recycling of non-woven products using recycling resources.	Start of commercial usage	2030
Reduction of the amount of plastic materials used	Percentage of virgin plastics to total plastics.	Reduced by half (Compared to 2020)	2030

Unicharm Principles

Our aim is to pursue fairness and transparency in order to establish and retain stakeholder trust.

Key initiatives	Indicators	Target value	Target year
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	Every year
Practice of appropriate corporate governance	Number of serious compliance violations.	Zero occurrences	Every year
Promotion of diversity management	Percentage of female managers driven by the provision of various opportunities for women.	30% or more	2030
Fostering the development of competent human resources	Percentage of positive answers received for the “Growth through Work” employee awareness survey.	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.	Reduced by half (Compared to 2020)	2030

The overall description of “Kyo-sei Life Vision 2030” is posted on the Company’s website.

Please visit the website below.

<http://www.unicharm.co.jp/english/csr/kyoseilifevision/index.html>

(Reference)

11th Medium-Term Management Plan (from 2021 to 2023)

As “new normal” penetrates the global market of business areas surrounding the Group due to the impact of the COVID-19 pandemic, we work to propose new products and services utilizing digital transformation and establish a recycling society in mature markets, while expanding growth segments such as wellness care and pet care in growth markets and developing new markets including Africa. Through those initiatives, we have formulated the 11th Medium-Term Management Plan to contribute to the achievement of SDGs, which are our purpose, and realize a cohesive society.

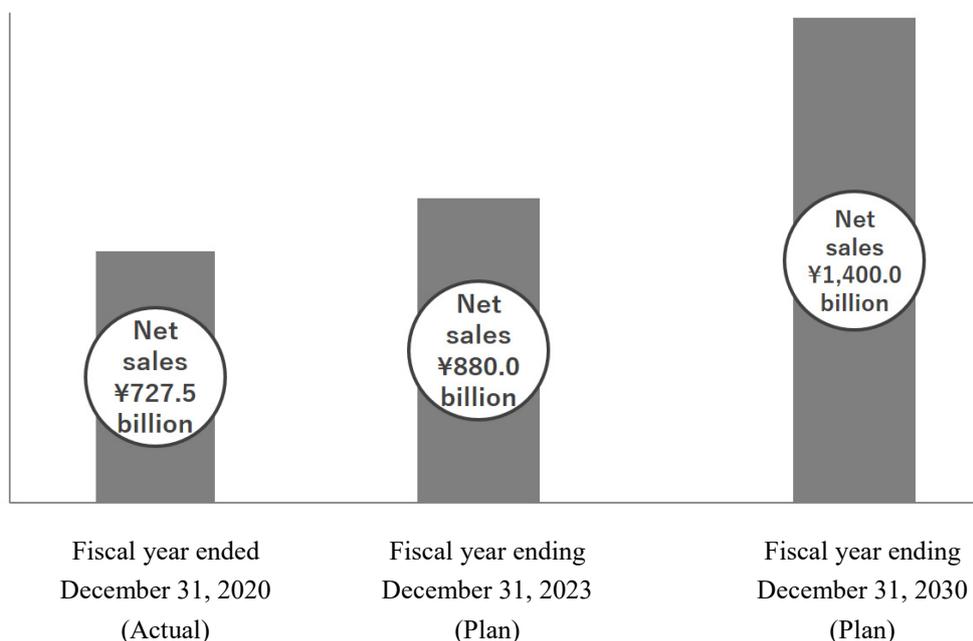
We aim to achieve consolidated net sales of ¥1,400.0 billion by the fiscal year ending December 31, 2030, and according to the 11th Medium-Term Management Plan, our financial targets include projected consolidated net sales of ¥888.0 billion, CAGR (annual average growth rate) of net sales of 6.9%, core operating income ratio of 15.5%, and ROE of 15.0% in the fiscal year ending December 31, 2023.

For details, please refer to the Company’s website.

<http://www.unicharm.co.jp/english/ir/index.html>

Mid-to-long term financial targets

Net sales



Core operating
income ratio

15.8%

15.5%

17.0%

ROE

10.8%

15.0%

17.0%