

3rd Quarter and 9 Months(Jan~Sep) of the Fiscal Year ending December 31, 2020

Unicharm Presentation Materials for Investors Meeting

November 6th, 2020
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Projections stated in these materials include those based on the company's currently available assumptions, forecasts and plans in the future. Actual results may differ significantly from the projections due to the risks and uncertainties associated with competition, exchange rates, etc.

Financial Results - Summary: 3rd Quarter and 9 Months(Jan~Sep) of the Fiscal Year ending December 31, 2020

◆ Notations

WC: Wellness Care Business

FC: Feminine Care Business

BC: Baby Care Business

PC: Pet Care Business

Fiscal Year ending Dec 31, 2020: 3rd Quarter & 9 Months(Jan~Sep) Financial Results - Summary



● Consolidated results

- Sales 534.5 billion JPY (1.9% increase), core operating income 89.1 billion JPY (30.4% increase)
- Core operating income margin 13.0% ➡ 16.7%

● Japan (6.4% sales increase, 33.5% core operating income increase)

- Higher sales and profits due to the increased demand of PC and sanitary products including face mask amid the impact of shrinking market for BC and FC etc. due to COVID-19 and the last-minute demand before the consumption-tax hike last year.

● Overseas outside Japan (0.9% sales decrease, 27.8% core operating income increase)

➡ when excluding exchange rate fluctuations, 2.2% sales increase and 30.9% core operating profit increase

- Main factors of sales decrease in Asia (sales increase in reality) were shrinking market in India and Indonesia etc. due to COVID-19 and an issue of supply shortage due to the fire outbreak at Indian factory.
- Sales growth in China, Middle East and North America etc. drove core operating income increase.

● Shareholders return

- Dividend per share... Interim dividend was 16 yen, an increase of 2 yen as planned.

Year-end dividend is also planned to be 16 yen.

- Buy-back of our own shares... Plan to acquire 12.5 billion JPY, 4,200,000 shares (maximum).

Achieved new record highs:

Sales increased 1.9%, Core operating income increased 30.4%

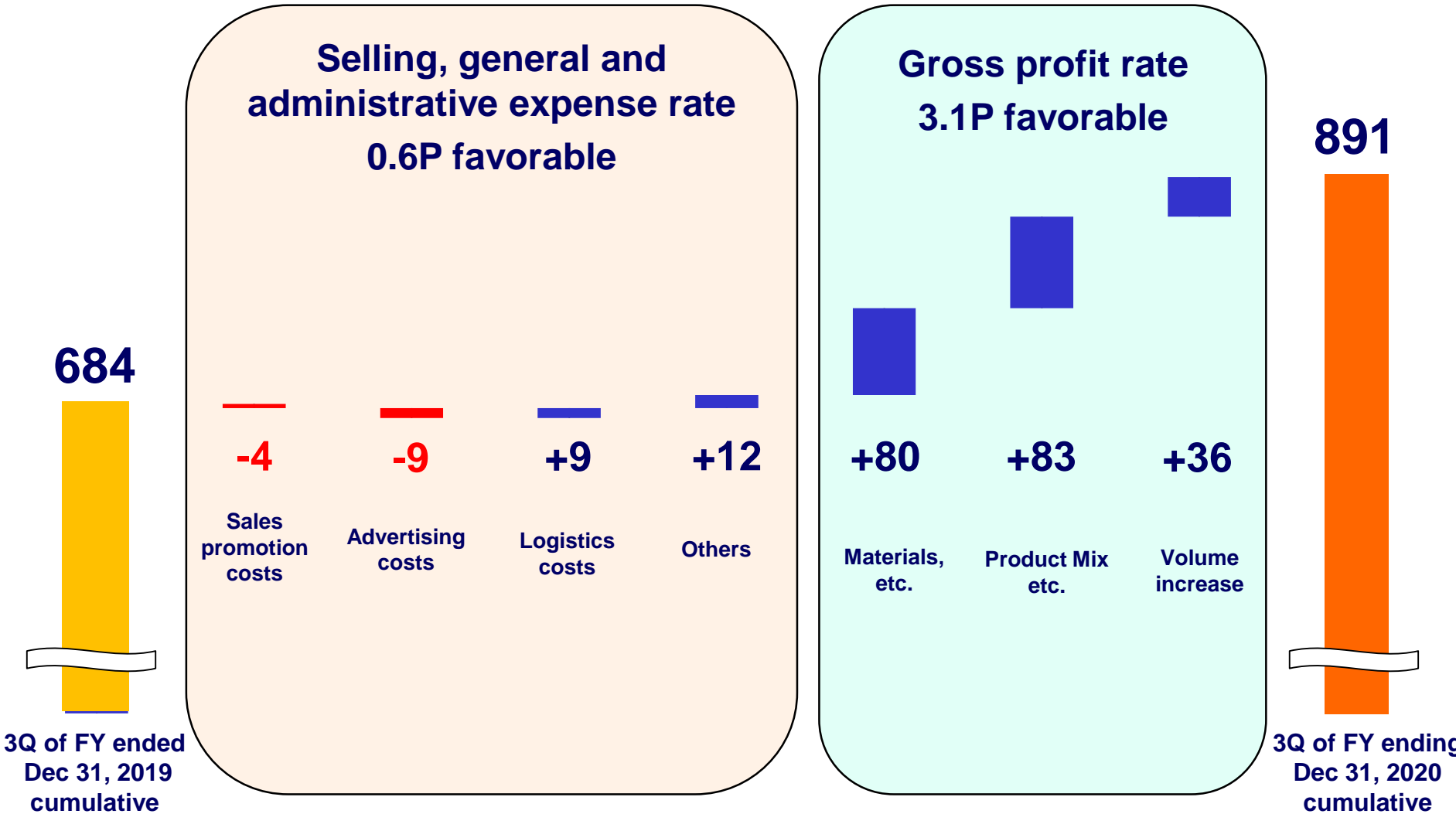
■ Consolidated financial results highlights (from Jan. to Sep.) (100 Million yen)

	3Q of FY ended Dec 31, 2019 cumulative	3Q of FY ending Dec 31, 2020 cumulative	gap(yen)	gap(%)	(forecast) FY ending Dec 31, 2020	Achievement (%)
Net sales	5,247	5,345	+97	+1.9%	7,600	70.3%
Core operating income (margin-%)	684 (13.0%)	891 (16.7%)	+208	+30.4% (+3.7P)	1,000 (13.2%)	89.1%
Profit before tax (margin-%)	676 (12.9%)	727 (13.6%)	+51	+7.5% (+0.7P)	980 (12.9%)	74.2%
Profit attributable to owners of parent company (margin-%)	455 (8.7%)	401 (7.5%)	-54	-11.9% (-1.2P)	630 (8.3%)	63.6%
EBITDA (profit before tax + depreciation/ amortization + fire accident loss)	966	1,159	+193	+20.0%	1,365	84.9%
Basic earnings per share (JPY)	76.49	67.12	-9.37	-12.3%	105.54	—
USD Rate (JPY)	109.15	107.59	- 1.56	- 1.4%	109.00	—
CNY Rate (JPY)	15.90	15.37	- 0.53	- 3.3%	15.50	—

20.8 billion JPY increase in core operating income due to sales increase mainly in Japan, expansion of sales weight of high-margin products and cost improvement



■ Ups & downs of core operating income (Jan-Sep) (100 million yen)



Demand of PC and sanitary products including masks grew in Japan due to COVID-19 while, in overseas, China, N. America and Middle East drove sales growth, however, market contraction in some regions and supply issue in India took place



■ Geographical segment information (from Jan. to Sep.)

(100 million yen)

		3Q of FY ended Dec 31, 2019 cumulative	3Q of FY ending Dec 31, 2020 cumulative	gap (yen)	gap (%)	※1 (Ref.) Actual gap rate
Japan	Net sales	1,974	2,100	+126	+6.4%	—
	Core operating income	318	425	+107	+33.5%	—
	(margin)	(16.1%)	(20.3%)		(+4.2P)	
Asia	Net sales	2,455	2,403	-52	-2.1%	+0.8%
	Core operating income	310	376	+66	+21.2%	+24.5%
	(margin)	(12.6%)	(15.7%)		(+3.1P)	
※2 Others	Net sales	818	842	+23	+2.8%	+6.4%
	Core operating income	52	86	+35	+67.1%	+69.6%
	(margin)	(6.3%)	(10.2%)		(+3.9P)	
Consolidation	Net sales	5,247	5,345	+97	+1.9%	+3.8%
	Core operating income	684	891	+208	+30.4%	+32.1%
	(margin)	(13.0%)	(16.7%)		(+3.7P)	

【Actual gap rate of sales in main countries】 ※based on management accounting

China +9% Indonesia -2.2% Thailand +2% India -21% Vietnam +2%

Middle East +6% North America +18% Brazil +18%

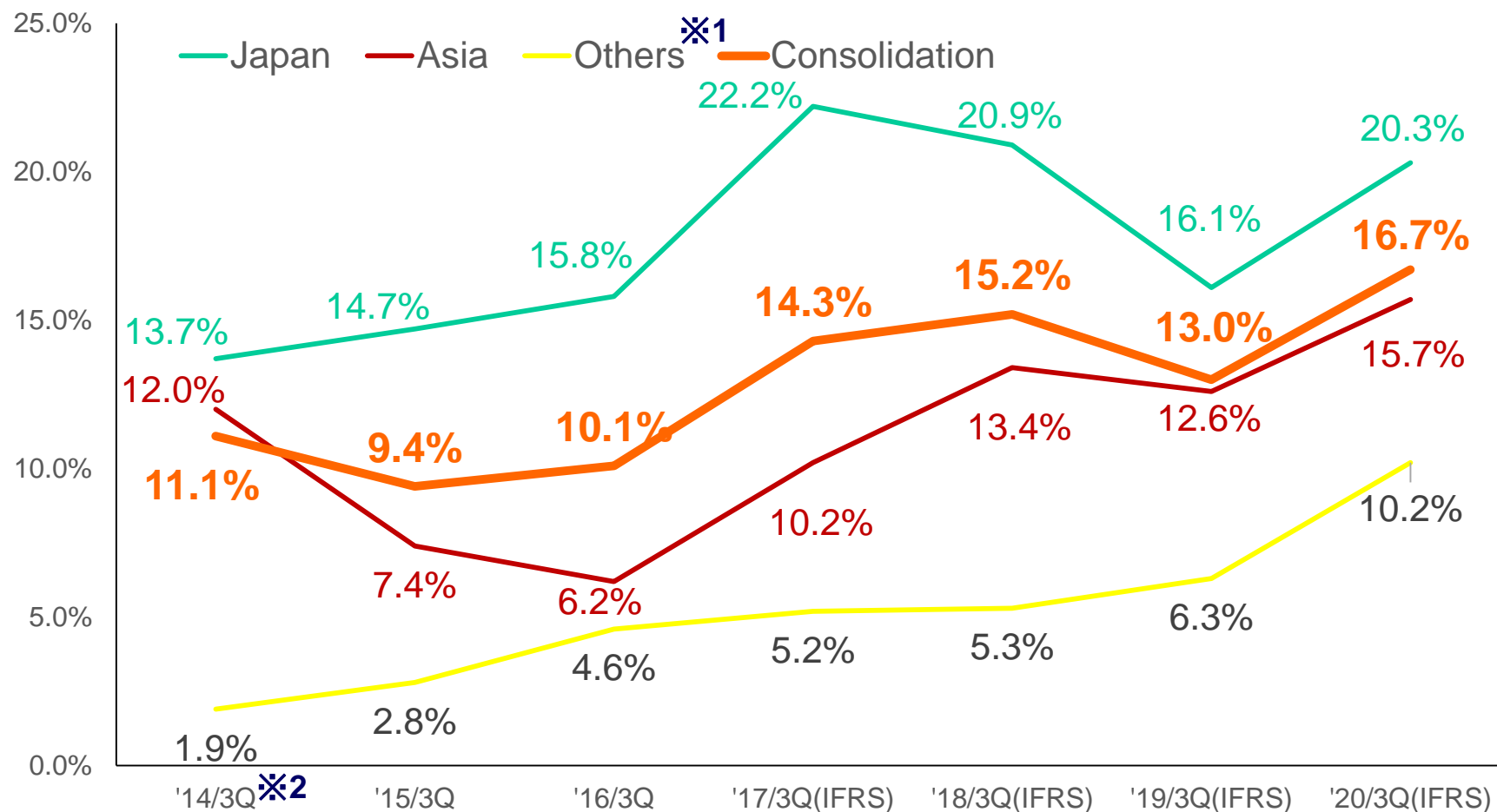
※1 : Actual gap rate excluding foreign exchange effects

※2 : Others: Main regions are U.S.A., Saudi Arabia, Brazil and the Netherlands

Improvement of income in WC and PC in Japan due to growth of demand of sanitary products; also improved in Asia, China FC, in particular, and in others, primarily Middle East and North America PC



■ Core operating income margin by geographical segment (from Jan. to Sep.)



*1: Others: Main regions are U.S.A., Saudi Arabia, Brazil and the Netherlands

*2: Irregular fiscal year due to change in accounting period

In Personal Care, WC drove its growth while, in Pet Care, key products sustained the continuous high-growth in North America. It was also the case in Japan.



■ Business Segment Information (from Jan. to Sep.)

(100 million yen)

		3Q of FY ended Dec 31, 2019 cumulative	3Q of FY ending Dec 31, 2020 cumulative	gap (yen)	gap (%)
Personal Care	Net sales	4,573	4,604	+31	+0.7%
	Core operating income	607	782	+175	+28.9%
	(margin)	(13.3%)	(17.0%)		(+3.7P)
Pet Care	Net sales	627	689	+62	+9.9%
	Core operating income	76	105	+29	+38.4%
	(margin)	(12.1%)	(15.2%)		(+3.1P)
Others※1	Net sales	48	52	+4	+9.0%
	Core operating income	1	4	+3	+349.1%
	(margin)	(2.1%)	(8.5%)		(+6.4P)
Consolidation	Net sales	5,247	5,345	+97	+1.9%
	Core operating income	684	891	+208	+30.4%
	(margin)	(13.0%)	(16.7%)		(+3.7P)

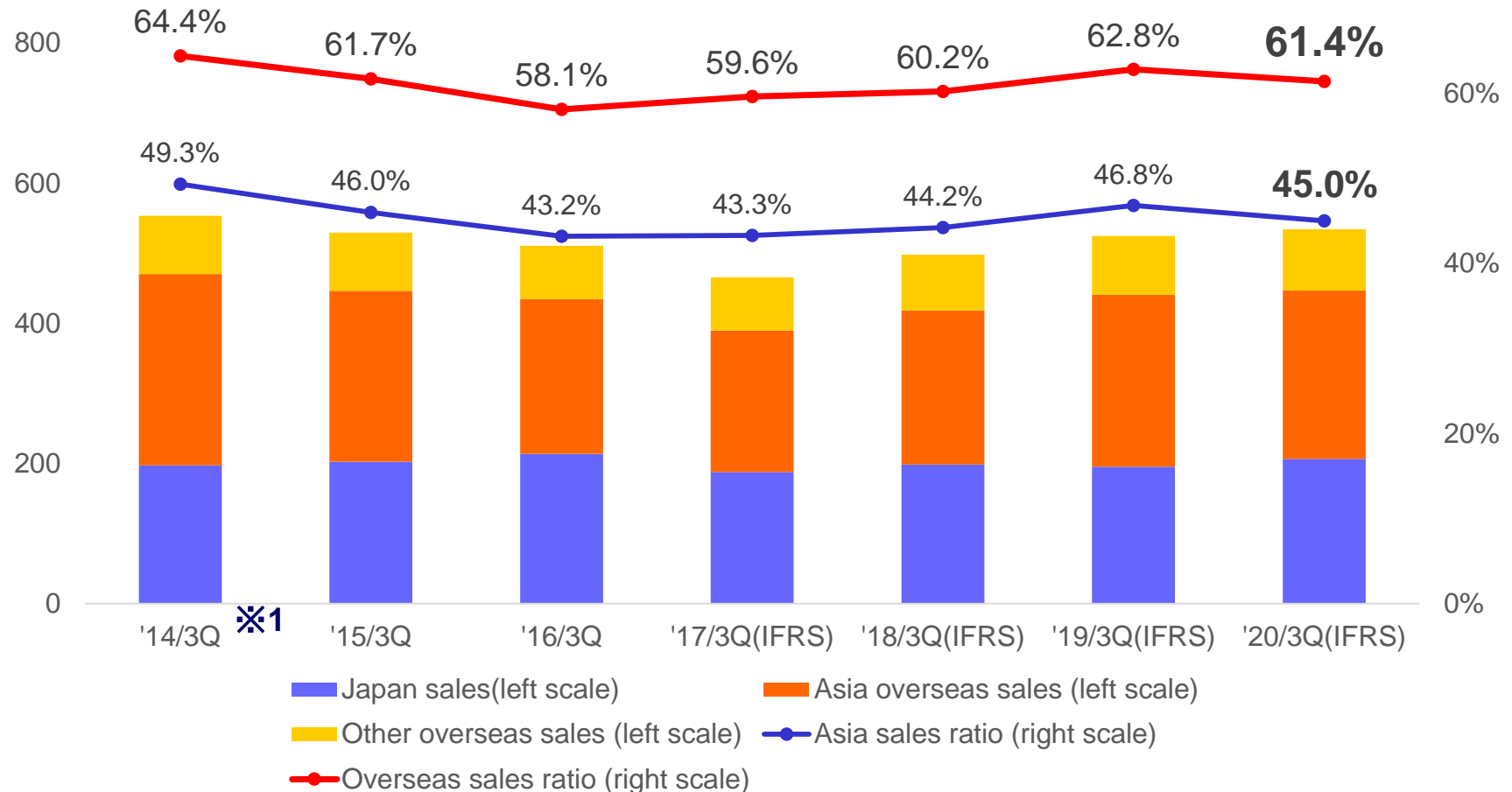
※1 : Other products refer to those related to industrial materials, etc. and child-care video streaming service.

Sales weight in overseas markets outside Japan slightly dropped to 61.4% primarily due to high-growth in Japan (62.1% when excluding the impacts of foreign exchange)



■ Japan vs. overseas sales trend (from Jan. to Sep.)

(billion yen)



*1: Irregular fiscal year due to change in accounting period.

Impacts of foreign exchange fluctuations: Approx. 10.0 billion JPY decrease in sales and approx. 1.1 billion JPY decrease in core operating income



■ Rate fluctuations by currency (Jan. to Sep. average rate)

Currency	Exchange rate for 2019 Q3 cumulative	Exchange rate for 2020 Q3 cumulative	Rate change
China(CNY)	15.90	15.37	-3.3%
Indonesia(IDR)	0.0077	0.0075	-2.6%
Saudi Arabia(SAR)	29.14	28.71	-1.5%
India(INR)	1.57	1.46	-7.0%
Thailand(THB)	3.49	3.42	-2.0%
Vietnam(VND)	0.0047	0.0046	-2.1%
USA(USD)	109.15	107.59	-1.4%
Taiwan(TWD)	3.52	3.62	+2.8%
South Korea(KRW)	0.0941	0.0898	-4.6%
Australia(AUD)	76.35	72.78	-4.7%
Malaysia(MYR)	26.40	25.43	-3.7%
Brazil(BRL)	28.12	21.44	-23.8%
Netherland(EUR)	122.66	120.90	-1.4%
Egypt(EGP)	6.40	6.76	+5.6%

Further expand the businesses through proactive investments for the sustainable improvement of corporate value by maximizing the free cash flow on a continuous basis

■ Free cash flow (from Jan. to Sep.)

(100 million yen)

	3Q FY ended Dec 31, 2019 cumulative	3Q FY ending Dec 31, 2020 cumulative	gap
Cash flow from sales activities	577	1,062	+486
of which investment-related items (depreciation/amortization + fire-accident loss)	290	433	+143
Cash flow from investment activities	-421	-167	+254
of which investment-related items (acquisition of tangible and intangible assets)	-361	-253	+108
Free cash flow ※1	155	896	+740

Investment for sustainable
growth

to be used for

Shareholder return

*1: Free cash flow = Cash flow from sales activities + Cash flow from investment activities

Trends and business performance forecast in COVID-19 crisis

Activities under COVID-19 pandemic ①



Initiatives to ensure health and safety of our stakeholders

February 2020

- In China, donations of masks to Beijing, Shenzhen, Chengdu, etc. to prevent the spread of infection
- Donating products including masks to Japanese returnees from Wuhan, China, and passengers on the cruise ship Diamond Princess



Street advertisement for appreciating the donations by Unicharm in 3 cities in China

March 2020

- Mask supply to Hokkaido area where a state of emergency was declared
- Mask supply to hospitals in Japan as well



Donations of masks, sanitary napkins, disposable diapers, etc. in Japan

April 2020

- In Indonesia, donations of disposable adult diapers and sanitary goods to a number of hospitals in Jakarta and Karawang
- In South Korea, donations of masks, etc. to Gumi area to prevent the spread of infection



Donations of masks etc. in Indonesia

Activities to ensure health and safety of our customers (a new example)

- Started “the online Moony-chan class” to support pre-mam and pre-dad (mother-to-be, father-to-be) who are feeling anxious about their childbirth by the Moony’s official instagram
- Held once a month from July to September, a total of three times, with a cumulative total of 8,514 followers and a total of over 3,700 maximum simultaneous users. In addition, in the post-questionnaire (3rd) for viewers, 97.5% answered “it was good”.
- Plan to hold with the following themes: the 4th (October) is "Choosing diapers according to the growth of babies", the 5th (November) is “Childbirth preparation items” and the 6th (December) is "How to change diapers“.



Online classes are held as an opportunity to help parents mitigate their concerns and anxieties about childbirth by inviting experts in specialized fields such as midwives.

Activities under COVID-19 pandemic ③

Strengthen the crisis management function and roll it out on global basis

- Formulation of BCP (Business Continuity Plan) adaptable for COVID-19 pandemic



Strengthen control functions of HQ

Maintain and improve productivity

Maximize “work satisfaction” through “work-style” reform which encourages independence

Establish COVID-19 Crisis Management Team (CMT)



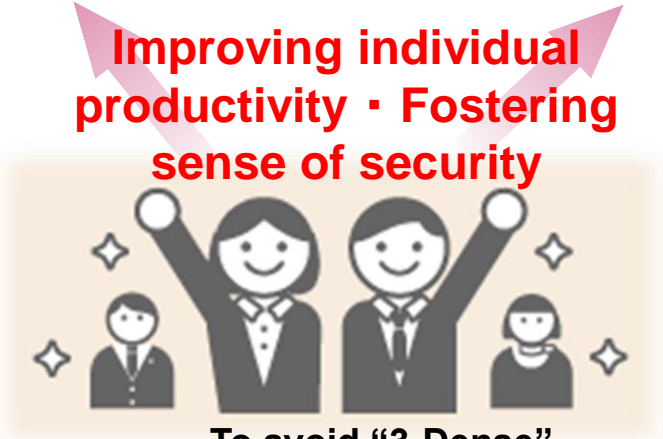
Announcement guideline about COVID-19 (total four times)

Production Division COVID-19 announcement measure rules (JP and Eng ver)

R&D Division COVID-19 announcement guideline

COVID-19 announcement of manual (JP and Eng ver)

BCP System (mixing remote and office system) formulation of check items



To avoid “3-Dense”, “Promote remote work” that allows us to choose our own “working place” and “abolition of core time” so that we can select our own “working time”

Impact of COVID-19 on business performance:

Approx. +0.3 Bil JPY on sales and approx. +1.8 Bil JPY on core operating income



■ Impact of COVID-19 (from Jan. to Sep.)

Sales	Approx. +0.3Bil JPY	① Face mask and wet wipe market continued to expand mainly in Japan due to increasing mind of people for infection prevention	Approx. +12.7Bil JPY
		② Market shrank mainly in India and Indonesia due to closure of some stores, reduced use of disposable diapers from restriction in logistics and consumption activities and refraining from buying	Approx. -12.4Bil JPY
Core operating income	Approx. +1.8Bil JPY		

■ Business forecast

【Market assumptions】

- ✓ Gradual recovery from market contraction due to the impact of COVID-19
- ✓ Demand of sanitary products for influenza and pollen in addition to COVID-19 will continue after October

【Outlook in Q4】

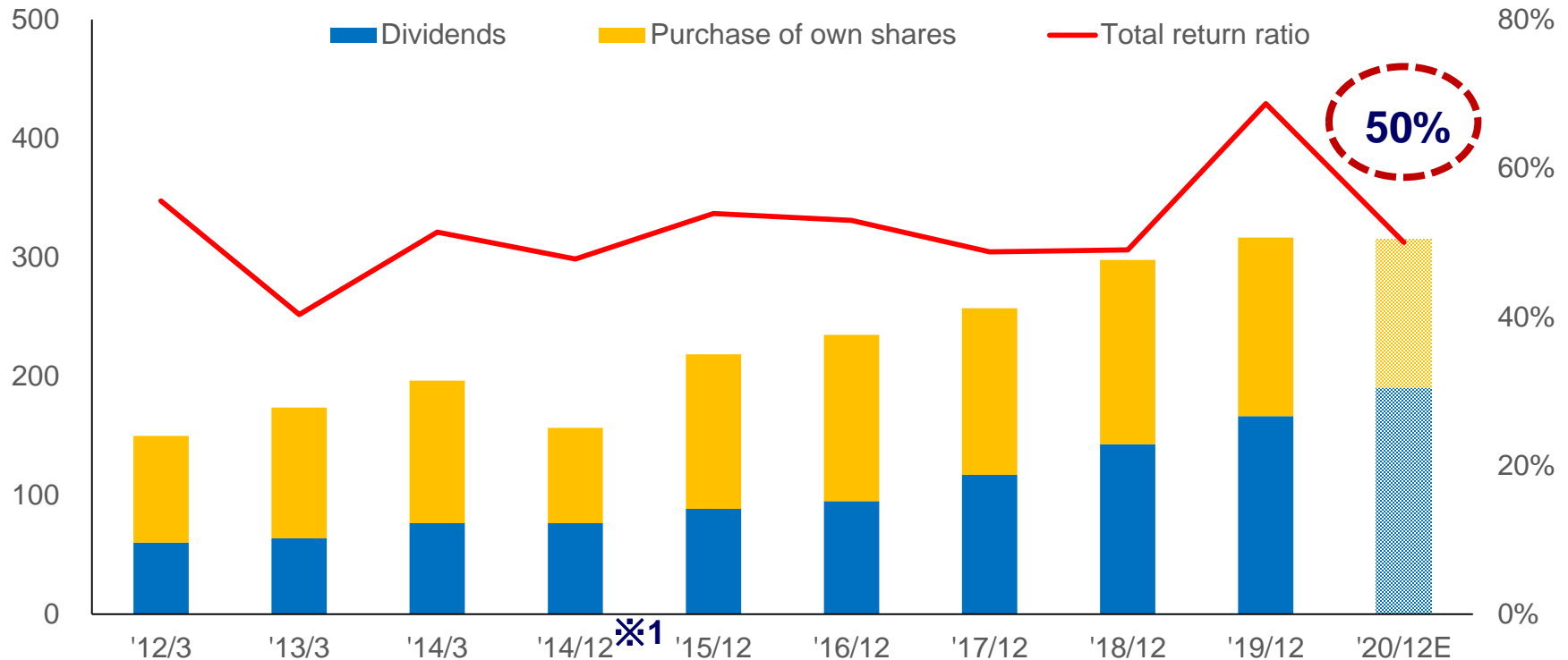
- ① Outperform market growth by aggressively investing marketing expense in various regions such as China
- ② Improve supply shortage issue in India (mitigation of sales decrease)
- ③ Minimum impact of COVID-19

From reasons ①, ②, and ③, sales and profits are expected to increase in Q4 (Oct. to Dec.)

Shareholders Return Policy

Through the payment of dividend linking to the business performance and buy-back of our own shares, we are aiming for total return ratio of 50% in 2020.

■ Shareholders return policy (100 million yen)



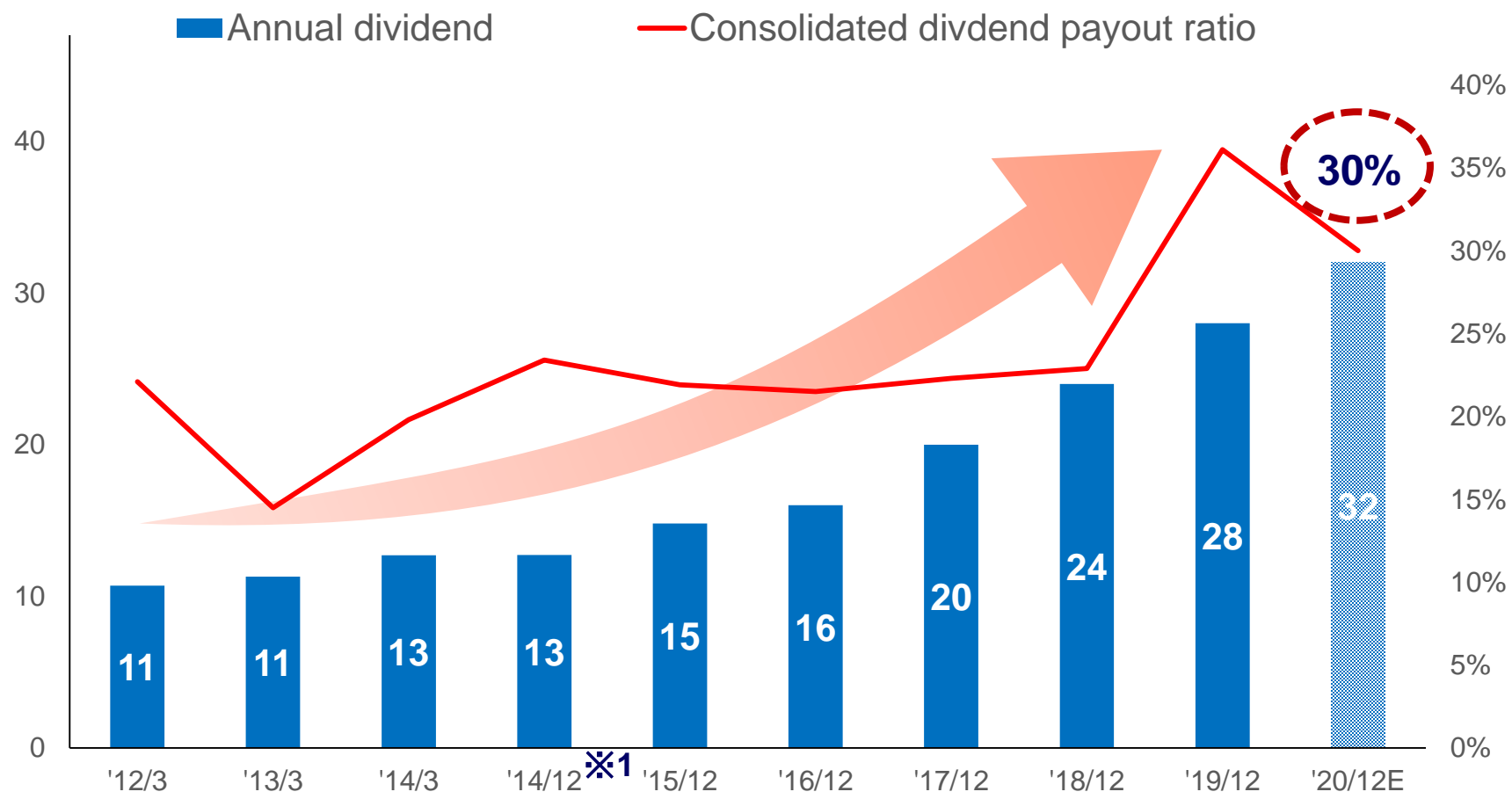
*1: Irregular accounting period of 9 months.

We are aiming at returning profits to our shareholders **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.

Plan to increase dividends on a consistent and continuous basis for the 19th consecutive year. Aim for a dividend payout ratio of 30%.



■ Dividends per share
(JPY)



※1: Irregular accounting period of 9 months

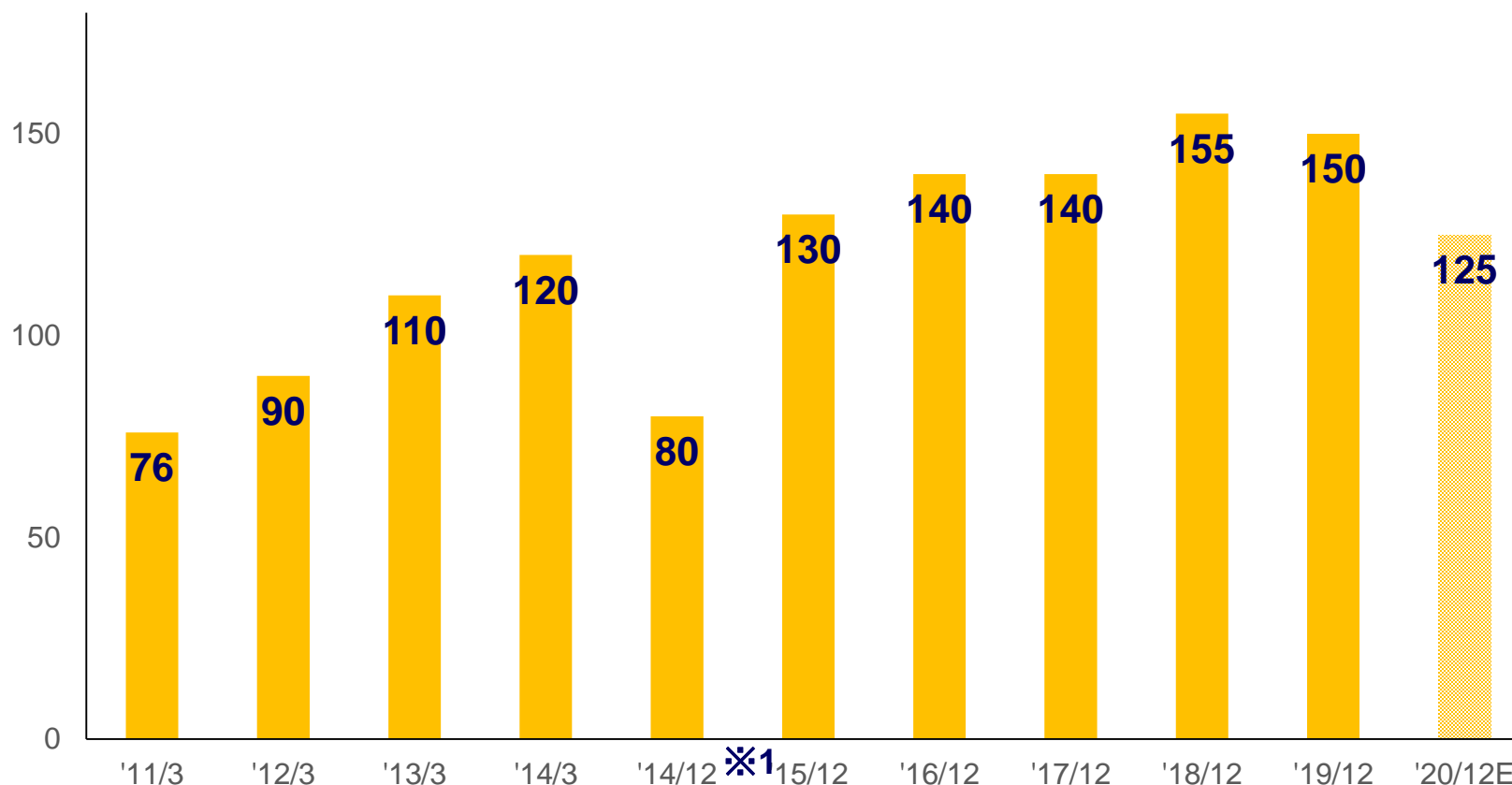
Buying back our own shares on a flexible manner based on the cash-flow status. Plan to buy back approx. 12.5 billion JPY(4.2M shares), at the maximum, in FY2020.



■ Share buy-back history

(100 million yen)

■ Stock buy-back acquisition



*1: Irregular accounting period of 9 months.

Basic structure for supporting Unicharm's sustainable growth

Aiming for the sustainable growth with SDGs as our “purpose” by an innovation through back-casting approach based on 3 layers of “Mission·Vision·Value”



Resolve social issues (SDGs) and achieve sustainable growth through business activities to realize “Cohesive Society” Unicharm is aiming at



Initiatives for purpose

G

E

S

WC

Realizing a cohesive society with quality and healthy life in the way we wish

PC

Making lives of pets comfortable through health and cleanliness

FC

Creating freedom for women by scientifically analyzing their comfort

BC

Improving the child-caring life

【Corporate Philosophy】

NOLA & DOLA

Necessity of Life with Activities & Dreams of Life with Activities

The world Unicharm aims at



Unicharm's corporate culture inherited from the time of foundation



Evolving from “The Three DNAs” to “The New Three DNAs BOP-ship”

◆ The Three DNAs

Creating new value
by connecting our own
changes to self-growth

Changing Values

Learn from mistakes
and continue to grow

**Find reason
within ourselves**

Outstanding
customer satisfaction
at all times

**No.1 through
continuous
dedication**

◆ The New Three DNAs

Absorb the best and
putmost practice with speed

**Best
Practice-ship**

Take an initiative
to overcome
any challenge

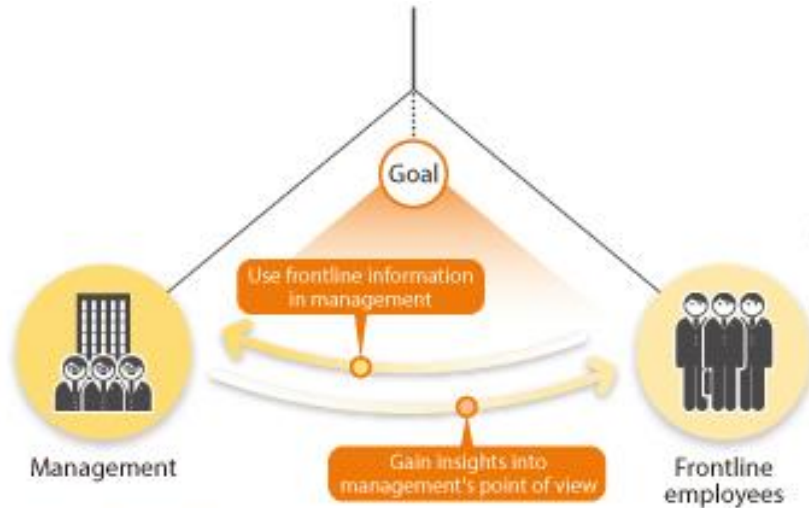
Ownership

Always emphasize
cooperation with a mind
of altruism

Partnership

Resolve issues by practicing “Management with Resonance”, original management method unique to Unicharm, with **unicharm** NOLA&DOLA “OODA-Loop” approach, the management methodology

◆Management with Resonance



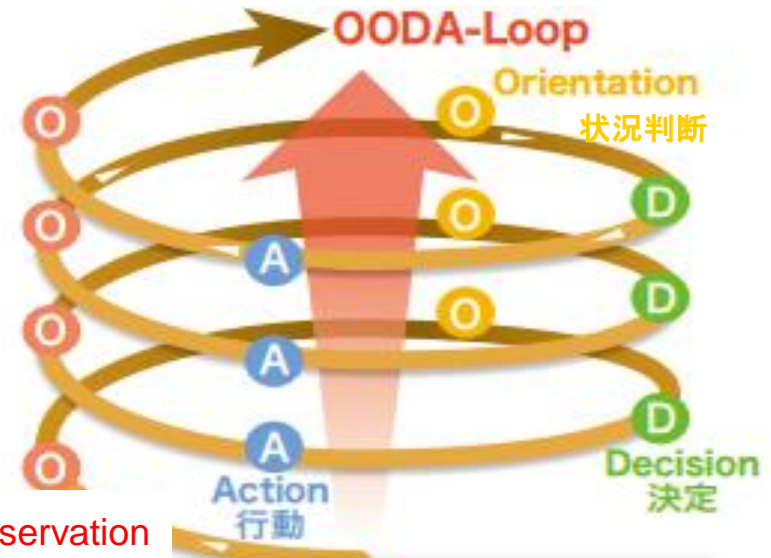
Frontline employees and management share information to ensure they are working toward the same goals



【 BOP-ship 】All employees continue to make changes by demonstrating

①**B**est Practice-ship ②**O**wnership ③**P**artnership

◆OODA-Loop Approach



【An environment where the changes have become the norm (new normal)】

Observation: Observe the situation by making full use of 5 senses

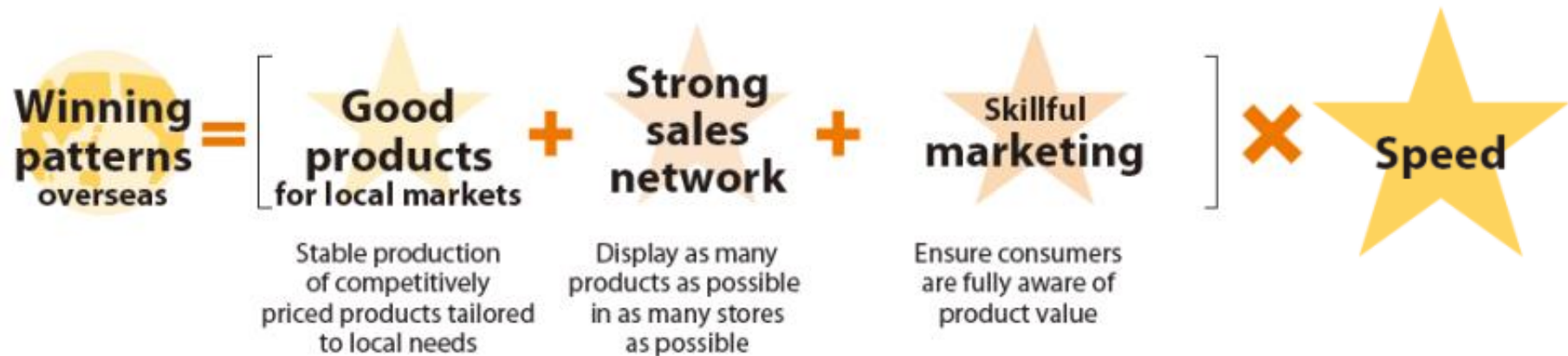
Orientation: Judging the situation by making full use of information obtained and the past experience and knowledge

Decision: Decide what needs to be done from all available options

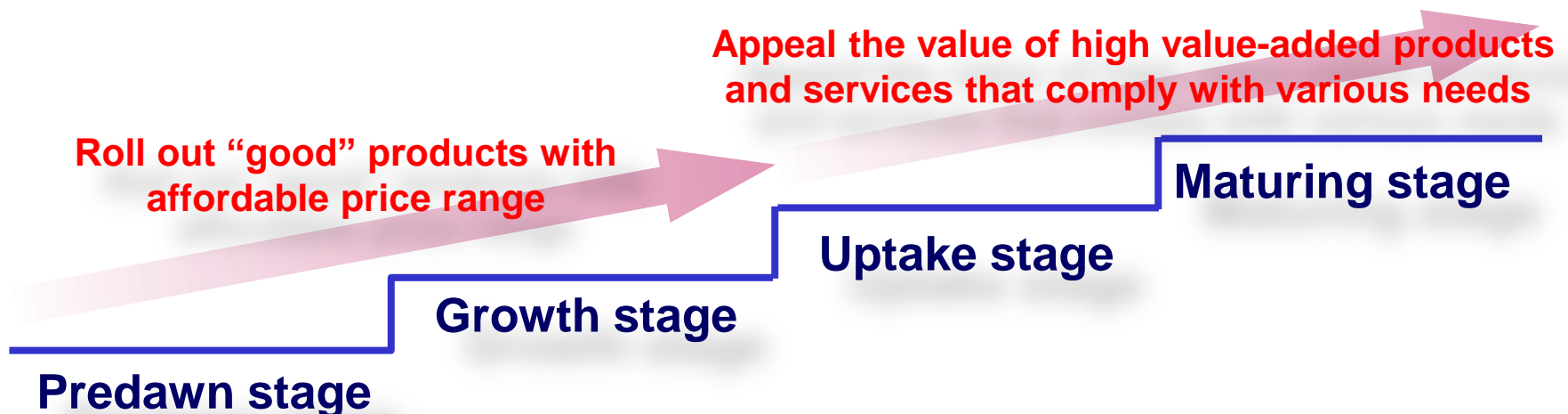
Action: Act promptly (repeat loop)

Strengths that support Unicharm's sustainable growth

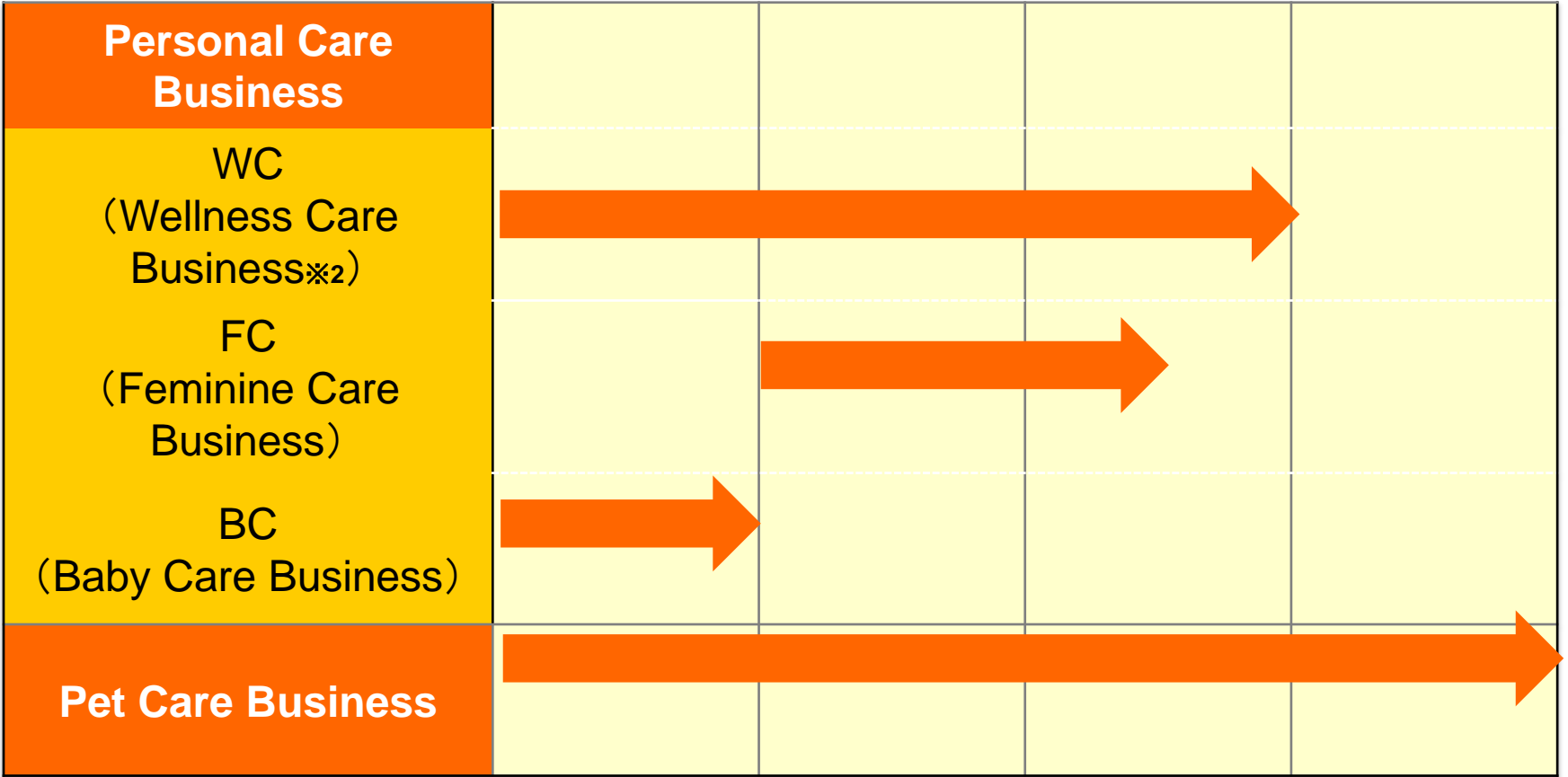
◆ Evolution of our "winning patterns"



◆ Expand market by strategies applicable for each phase of market growth by country by business



Pursue LTV※1 through business development targeting a wide range of generations



※1: Life Time Value

※2: HC (Health Care Business) and C&F (Clean & Fresh Business) were integrated as WC effective April 1st, 2020

Examples of initiatives for ESG key themes

Formulating Med-to-Long Term ESG Objectives

"Kyo-sei Life Vision 2030"

◆ 20 key themes with the goal in 2030

Safeguarding the well-being of individuals

Our goal

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

- Extension of healthy life expectancy and improvement of QOL
- Support for a society where gender and sexual orientation do not restrict people's activities
- Coexistence with partner animals (pets)
- Improvement of childcare
- Improvement of public hygiene

Realizing a Cohesive Society

(Creating a Diverse, Inclusive, and Sustainable World)



Our goal

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

- 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

Our goal

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

- 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

Our goal

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

Key initiatives

- 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

Unicharm Principles

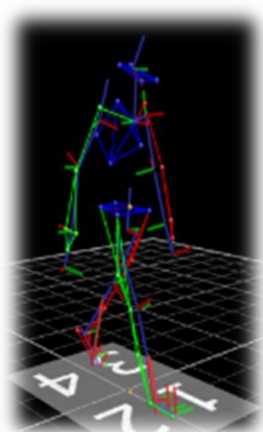


(Safeguarding the well-being of each individual)

Reduce frailty※ risk under COVID-19 pandemic “New habit of wearing” and “New habit of motion”



◆Maintain the level of ADL(Activities of Daily Living) by means of “At-Home Exercise” and “Lifree Walking-Assist Pant” that holds the torso and scientifically pursues the self-reliant walk



※Status of mobility or cognitive functions being declined by aging. It is recognized to be immediately before needing the nursing-care.

(Safeguarding the well-being of each individual)

The world's first* baby diaper that keeps mosquitoes away from diaper and prevents the spread of dengue fever



◆ Launched "MamyPoko Extra Dry Protect" in Malaysia and Singapore featuring the world's first * AntiMos Capsule for keeping dengue virus-transmitting mosquitoes away from diaper

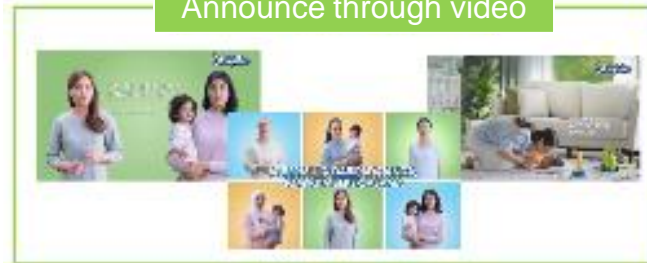
* The structure in which microcapsule containing natural active ingredient is applied to the tape part that holds diaper. Survey targets are disposable baby diapers with major global brands. (by Unicharm in Feb. 2020)



Panel session w/ doctors



Announce through video



Held panel discussion with medical specialists on the dangers and preventive measures of dengue fever and sent out "Declaration to protect children from dengue fever" through "MamyPoko" video

<https://www.youtube.com/watch?v=X34Zu0jQhs4>

(Safeguarding the well-being of each individual)

New release of baby diapers in China with the highest rank in the history of Unicharm China

- ◆ Premium disposable diaper (tape type) with “Pearl Essence Added Sheet” and “Gold Plated Stamp”



『Unicharm China Moony Emperor (Dufanja)』

(Safeguarding the well-being of society)

Supporting "Pink Ribbon Activities" for 13 consecutive years since 2008 with an aim of reducing the mortality rate of breast cancer

◆Support through such activities as, among others, donating a portion of sales of products launched with the newly designed package backing the campaign



(Safeguarding the well-being of each individual)

“Natural Moony” won Chairman's Award of the 14th Kids Design Association Award※

◆ When baby gets wet with pee, the words "Thank you" and "I love you" appear on diaper. Such high added-value that has never been seen in diapers is highly valued as it enhances the positive emotion of parents.

※ An NPO where various companies and organizations gather across the industries to create the social environment that will lead to the sound growth and development of children who will lead the next generation.



Happy Message



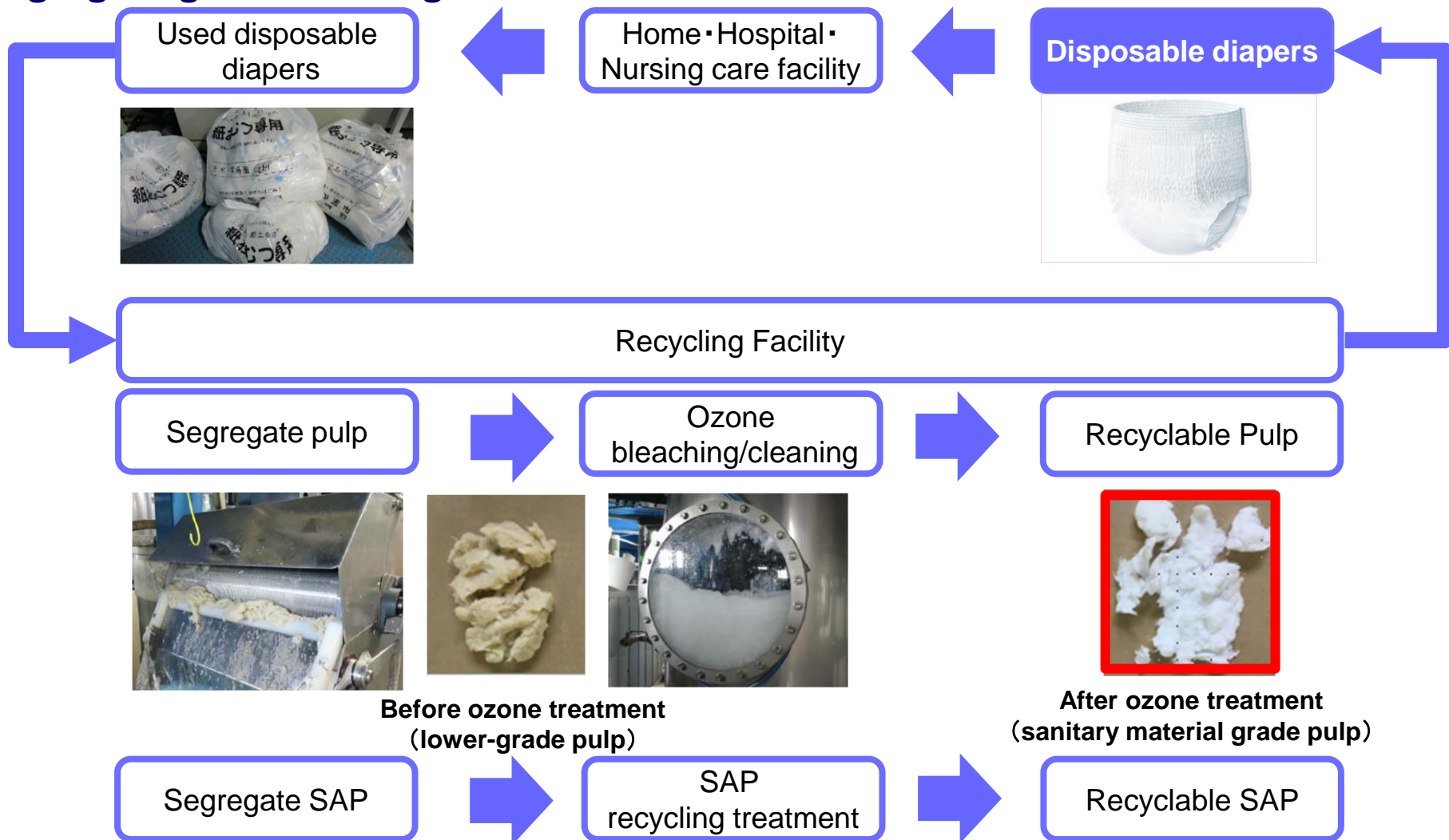


(Safeguarding the well-being of our planet)

The world's first “recycling technology of used disposable diapers”



◆Realized the recycling of used disposable diaper by water-soluble crushing, segregating and washing with ozone treatment





(Safeguarding the well-being of our planet)

Creation of prototype products by recycling the used disposable diaper; contributing to reduce disposal cost and environmental impact



◆Creating prototype; disposable diaper, disaster stockpile, toilet tissue, note-pad, paper file, etc.



Recycle pulp

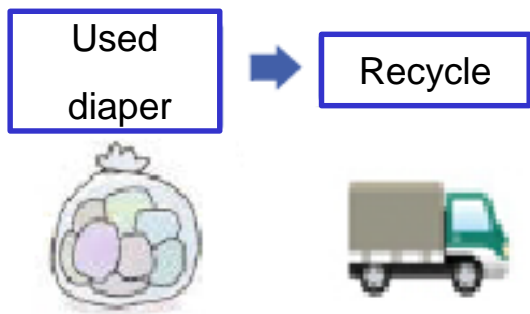


Disposable diaper, disaster stockpile, toilet tissue, etc.



Recycle SAP

◆Expected effect when adult diapers from 100 users are recycled for a year



We can reduce as many as **23** garbage trucks(2 tons per truck).

We can save as many as **100** trees.



※Survey by Unicharm



(Safeguarding the well-being of our planet)
Started a demo-project of collection and transportation methods in Tokyo metropolitan area to promote the recycling of used disposable diaper



◆ Started demo-trial for separation and collection of used disposable diaper in association with the collection companies and others at nursing home for elderly and child day care center.



Tokyo
Metropolitan
Area



【Nursing home for elderly and child day care center】



Sorting used disposable diaper

【Collection】



Collection of used disposable diaper
(used disposable diaper only)

【(image) Recycling Plant】



Bringing in used diapers
(used disposable diaper only)

(Above pictures are images and may be different from actual demo-project)

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



(Safeguarding the well-being of our planet)

Switching all electric power used at the Kyushu factory to green electric power※1



◆Kyushu factory, the latest smart factory in Japan, will switch all of its annual electric power consumption (9.8 million kWh) to green electric power and aim to reduce CO2 emissions (5,000 tons –CO₂/ year※2).

※1 It refers to electricity generated by natural or renewable energy such as wind power, solar power, biomass, small-scale hydropower, etc.

※2 Annual reduction of 5K tons is equivalent to the amount of CO2 emitted by 1,400 households in one year.





(Safeguarding the well-being of our planet)



Set 「Environmental Target 2030」

◆ Promoting Three “Zeros” in 2050

“0” waste plastic, “0” CO2 emission, “0” natural forest destruction

Environmental Issues	Action Items	Base Year	2030 Target	2050 Vision
Plastic Problems	Reduction of usage in packaging materials	2016	Per unit.▲30%	Realization of a new society of “0” waste plastic
	Launch of petrochemical-origin plastic-free products	–	Over 10 SKUs	
	Enlightenment of how to dispose used products	–	All the LMUs	
	Zero the use of plastics with promotional materials	–	All the LMUs	
Climate Change	CO2 reduction when procuring raw materials	2016	Per unit ▲17%	Realization of a society with “0” CO2 emission
	CO2 reduction when manufacturing	2016	Per unit ▲34%	
	CO2 reduction when disposing used products	2016	Per unit ▲26%	
No Complicity in Deforestation (Procurement)	Confirmation of traceability of the origin (country/region) of pulp and palm oil	–	Complete	Realization of a society with “0” destruction of natural forests regarding the timber we procure
	Expansion of certified pulp (PEFC/CoC certification)	–	100%	
	Expansion of certified palm oil (RSPO)	–	100%	
	Promotion of recycling of used diapers	–	Over 10 local governments	



(Safeguarding the well-being of society)

Continuous supports for disaster-affected areas and regional activation



◆Activities for disaster-affected area

- Continuing the Matching Fund* from 2011 which combines disaster-affected area support and energy-saving initiatives. A cumulative total of 20,971 people participated in Super Cool Biz / Warm Biz activities.
- Emergency supplies to disaster area affected by "July 2020 Heavy Rain"



※Original polo-shirts and others were sold to employees in aiming at "Supporting Disaster-Affected Areas" and "Promoting Energy Conservation". With this system, the company contributes the equivalent amount of money collected from the employees and donate them to the charity.

◆Regional activation support

- "Agreement on aid cooperation in the event of disaster" in Fukuoka and Kagawa prefectures and Fukushima and Kumamoto cities, etc.
- "Comprehensive Cooperation Agreement" in 7 fields including disaster-measures, child-care support and health promotion with Kakegawa and Shibushi cities
- Continued support and interactions with orphanages in Indonesia
- Technical education and creation of employment opportunities at local subsidiary in Egypt
- Hygiene information "My Style Disaster Prevention" for family disaster preparation
- "Top Partner Contract" with FC Imabari



Visit to an orphanage in Indonesia



"My Style Disaster Prevention"
<http://www.unicharm.co.jp/csr-eco/mystylebosai/index.html>



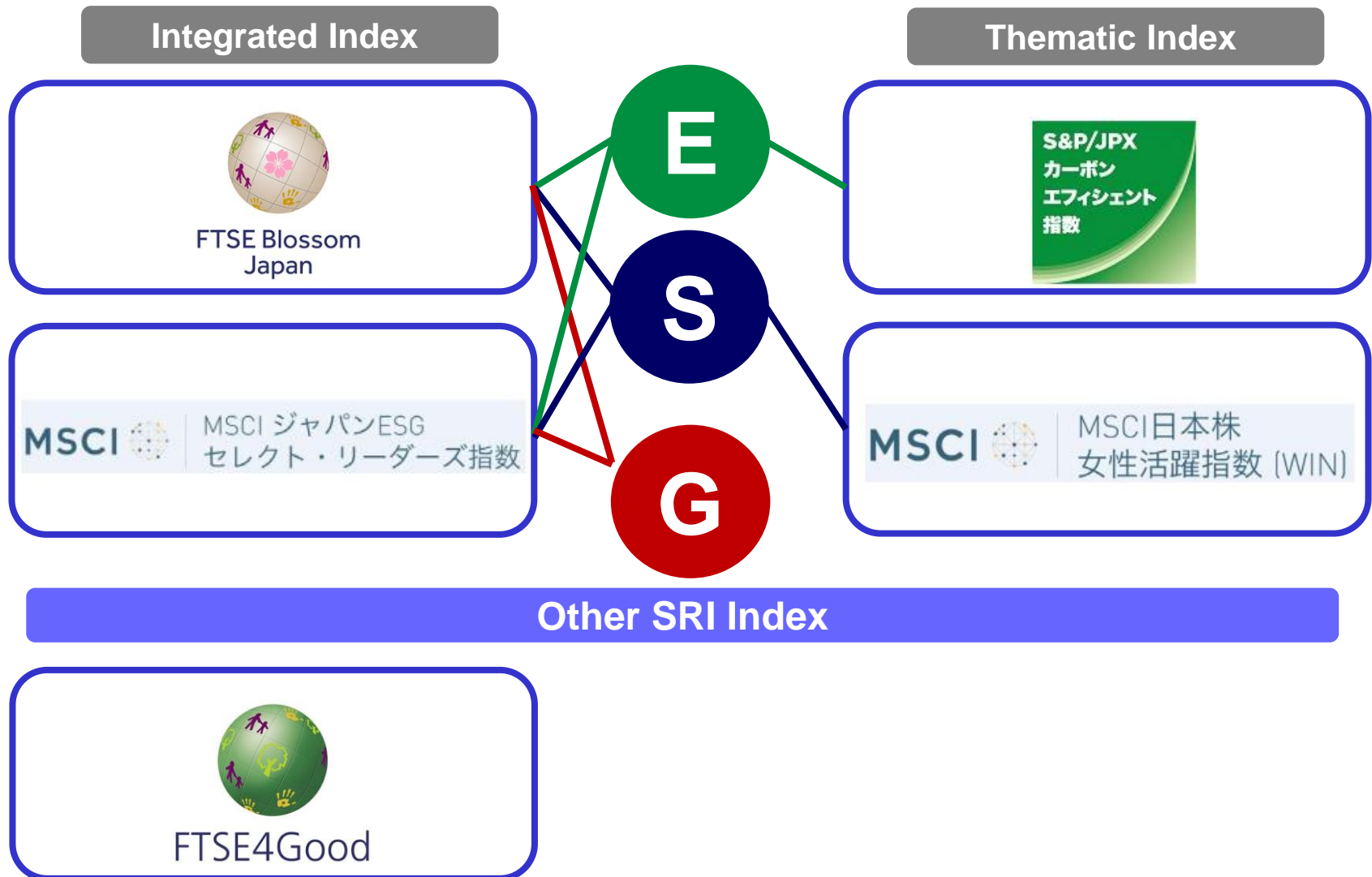
High school in Egypt
Operator OFF-JT



FC Imabari
home uniform

Evaluation by external organizations and coordination with them

Selected in 4 ESG investment indices of stock composites adopted by GPIF



Evaluation by external organizations and coordination with them

■ Science-Based Target



- ✓ In June 2018, the company was certified as the 17th target-setting company in Japan.
- ✓ Set the target for CO2 overall reduction amount.

■ RSPO



- ✓ Started using certified palm oil (Mass Balance) in 2018 with the aim of procuring responsible palm oil

■ JCI (Japan Climate Initiative)



- ✓ Rolled out the best practices for advanced group as a startup member

■ CDP Japan 500



- ✓ Received B-rating as a result of PDCA cycle for forest resource management being well functioned at high level.

■ FSC (Forest Stewardship Council)



- ✓ Preferential use of the pulp which cleared the strictest certification standards in forest certification.
- ✓ Cosponsoring the FSC Japan promotional campaign for 3 consecutive years

■ SOMPO Sustainability Index



Sompo Sustainability Index

- ✓ Efforts related to ESG were highly valued and we were selected in stock composites of "SOMPO Sustainability Index" for 9 consecutive years.

Evaluation by external organizations and coordination with them



■ Sedex



- ✓ Registered 19 factories in Japan, major countries in Asia, Saudi Arabia, etc. to Sedex.
- ✓ Join AB member to expand sustainable and global supply-chain structure.

■ White 500



- ✓ Initiatives for maintaining and improving health and efforts in work-style reform were valued and we were continuously acknowledged in 2020 as well.

■ DX Stock2020



- ✓ Such efforts as "Consumer Insight System Operation at China Digital Innovation Center (DIC)" and "Smart Factory in Kyushu" were valued and we were selected in DX Stock 2020.

■ Ecorailmark



■ Male childcare leave 100%



■ Japan Parenting Support Award



■ Corporate Public Relations Award



