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(Securities Code: 8113)

March 3, 2023

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

NOTICE OF CONVOCATION OF THE 63RD ORDINARY GENERAL MEETING OF SHAREHOLDERS

To Shareholders with Voting Rights:



Takahisa Takahara
 Representative Director,
 President & CEO

I would like to extend my gratitude for your continued support.

Last year was the third year of restricted lives with COVID-19. It was also a year when geographical risks, including the Russian invasion of Ukraine, have been realized. Accordingly, more people take environmental problems and social challenges as “their issues.” With these social landscape shifts, the Company continues to commit to providing products and services that could lead to new value creation.

For example, as part of the “Recycling Used Disposable Diapers Project” launched in 2015, the Company started producing adult diapers from recycled pulp and test-marketed them at nursing care facilities in Kagoshima prefecture last year. The Company also moved forward with addressing global cost increases. To avoid simply passing along cost increases to price increases, the Company introduced new added value products including “Sofy Chojokusui Shorts Organic” and “Moony Man Natural,” both of which use organic material. Furthermore, the Company’s new services have been steadily permeating communities; the number of users to “Sofy Girl” and “Sofy” apps, where women can track their physical condition and dates of

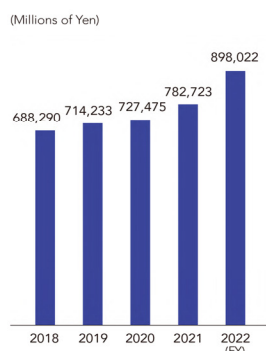
their periods, topped the one million mark; the number of day-care facilities that offers “Hands-Free Commute,” a disposable diaper subscription service, exceeded 2,860 (as of the end of December 2022).

Enhancing these “social contributions through businesses” helped the Company’s stock price hit an all-time high of 5,323 yen on December 14, 2022. Net sales marked 898.0 billion yen, an increase of 115.3 billion yen or 14.7% year on year. On the other hand, core operating income decreased by 2.9 billion yen or 2.4% year on year to 119.6 billion yen, due to increases of material costs and logistics costs. The Company, however, would like to offer a shareholder return of 19 yen per share, a 1 yen increase from the previous year. This will be the 21st consecutive period of dividend increases.

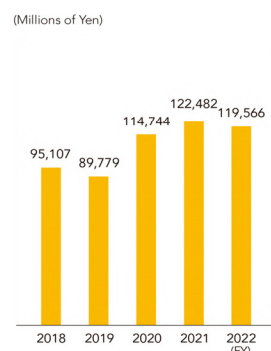
As the Company expects to face even more challenging social landscape shifts in 2023, it will strengthen its ability to foresee and address those changes. The Company is working toward the targets set in the Medium-Term Management Plan (2030: Net sales of 1,400 billion yen, core operating profit margin of 17.0%, and ROE of 17.0%) by creating high value-added products / services, as well as working to resolve environmental issues and social challenges, and contributing to local communities.

I appreciate your continued support and encouragement.

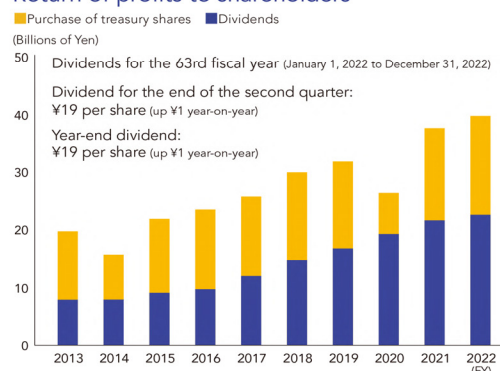
Net sales (consolidated)



Core operating income



Return of profits to shareholders



*Core operating income is a result of subtracting selling, general and administrative expenses from gross profit.

**NOTICE OF CONVOCATION OF
THE 63RD ORDINARY GENERAL MEETING OF SHAREHOLDERS**

You are cordially notified of the 63rd Ordinary General Meeting of Shareholders of UNICHARM CORPORATION (the “Company”). The meeting will be held as described below.

- 1. Date and Time:** Friday, March 24, 2023, at 10:00 a.m. (Reception starts at 9:00 a.m.) (Japan time)
- 2. Place:** Multipurpose Hall 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 63rd Fiscal Year (from January 1, 2022, to December 31, 2022) 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 63rd Fiscal Year (from January 1, 2022, to December 31, 2022)
- 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
- Proposal No. 3:** Election of an Accounting Auditor

At the convocation of the Ordinary General Meeting of Shareholders, the Company takes measures for providing information that constitutes the content of Reference Documents for the General Meeting of Shareholders, etc. (items for which measures for providing information in electronic format are to be taken) in electronic format and posts this information on the Company’s website.
<https://www.unicharm.co.jp/en/ir.html>

- * The Company posts items subject to measures for electronic provision on the TSE website (Listed Company Search) as well as the Company’s website. Enter “Unicharm” on “Issue name (Company name)” box or “8113” on “Code” box to search. Select “Basic Information,” then “Documents for public inspection / PR information.” The information will appear in “Notice of General Shareholders Meeting / Informational Materials for an Ordinary General Shareholders Meeting” section under “Filed information available for public inspection.” <https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>
- * If there are revisions to items subject to measures for electronic provision, a notice of the revisions and the details of the information before and after the revisions will be posted on the Company’s aforementioned website and the TSE website.

Overview of Proposals

The proposals to be resolved at the meeting are as follows. For more details, refer to the items subject to measures for electronic provision, posted on the websites listed above.

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. Toshifumi Hikosaka, and Mr. Kenji Takaku.

Candidate No.	Name		Gender	Main current positions
1	Takahisa Takahara	Re-election	Male	Representative Director, President & CEO Outside Director of Calbee, Inc. Outside Director of Nomura Holdings, Inc.
2	Toshifumi Hikosaka	Re-election	Male	Director, Senior Managing Executive Officer, Co-Chief Research & Development Officer, General Manager of Global Research & Development Division, and General Manager of Intellectual Property Division
3	Kenji Takaku	New appointment	Male	Senior Managing Executive Officer, Co-Chief Marketing Officer (CMO) Chairman, Unicharm India Private Ltd.

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.

Accordingly, the Company proposes the election of three Directors who will be Audit and Supervisory Committee Members: Mr. Hiroaki Sugita, Ms. Noriko Rzonca and Mr. Shigeru Asada.

Candidate No.	Name		Gender	Main current positions
1	Hiroaki Sugita	Re-election Outside	Male	Outside Director (Audit and Supervisory Committee Member) Senior Advisor, Boston Consulting Group
2	Noriko Rzonca	New appointment Outside	Female	Senior Executive Officer, Chief Digital Officer (CDO), Cosmo Energy Holdings Co., Ltd.
3	Shigeru Asada	Re-election	Male	Director (Audit and Supervisory Committee Member) (full-time)

Proposal No. 3: Election of an Accounting Auditor

The term of office of the Accounting Auditor PricewaterhouseCoopers Aarata LLC will expire upon the conclusion of this General Meeting of Shareholders.

Accordingly, the Company proposes the election of an Accounting Auditor: KPMG AZSA LLC.

Nomination of Director Candidates

Board of Directors has nominated the candidates for Directors after hearing comments from “Nomination Committee,” where more than half of the members are independent Outside Directors and chaired by an Independent Outside Director. If candidates for Directors listed in Proposal No.1 and No. 2 are elected as originally proposed, the composition of the Board of Directors of the Company and the combination of skills, etc. of Directors will be as shown in the chart as follows.

	Takahisa Takahara	Toshifumi Hikosaka	Kenji Takaku	Hiroaki Sugita	Noriko Rzonca	Shigeru Asada
Corporate management	○	○	○	○	○	○
Finance and accounting	○			○		○
Corporate governance	○			○	○	○
Risk management	○	○	○	○	○	○
Human resource development	○	○	○	○	○	○
Overseas business	○		○		○	○
Marketing	○		○	○	○	
Distribution strategy			○	○		
Development and production		○				
Sustainability*	○	○		○	○	
DX				○	○	

*Environment and Quality

Exercising Your Voting Rights

You can exercise your voting rights by either of the three methods as follows. Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights. The Company encourages that you exercise your voting rights in writing or via the Internet whenever possible.

[Vote at the Ordinary General Meeting of Shareholders in person]

Please submit the enclosed Voting Right Exercise Form to the reception at the venue.

Date and Time: Friday, March 24, 2023, at 10:00 a.m. (Reception starts at 9:00 a.m.) (Japan time)

[Vote in writing by mail]

Indicate your vote for or against the proposals on an enclosed Voting Rights Exercise Form and return it by mail without putting on a stamp.

Deadline: Reach us by 4:50 p.m. on Thursday, March 23, 2023

[Vote online]

Follow the instruction below and indicate your vote for or against the proposals.

Deadline: Finish inputs by 4:50 p.m. on Thursday, March 23, 2023

Vote Online

[Vote with QR code]

1 Scan the QR code shown on the Voting Rights Exercise Form.

*The QR code is a registered trademark of DENSO WAVE INCORPORATED.

2 Follow the instruction on a screen and indicate your vote for or against the proposals.

Log-in with QR code is available only once.

Please refer “Vote using login ID / temporary password” below if you would like to vote again.

[Vote using login ID / temporary password]

1 Please access the voting site.

<https://evote.tr.mufg.jp/>

2 Enter login ID / temporary password on the voting form and click.

3 Follow the instruction on a screen and register a new password.

4 Follow the instruction on a screen and indicate your vote for or against the proposals.

* If there is no indication for or against the proposals on the Voting Rights Exercise Form, the Company will consider it as your approval.

* If you exercise your voting rights via both a Voting Rights Exercise Form in writing by mail and online, the Company will take voting online as an effective vote. If you vote multiple times via the Internet, the Company will consider your last vote as the valid vote.

* If you have any questions on how to operate your PC or smartphone to vote via the Internet, please contact the help desk at Corporate Agency Division, Mitsubishi UFJ Trust and Banking Corporation (0120-173-027, toll free, available only in Japan / Business hours: 9:00 a.m. - 9:00 p.m. (Japan time)).

Electronic Provision of General Shareholder Meeting Materials

The system for providing general shareholder meeting materials in electronic format has been introduced, followed by the amended Companies Act enforcement on September 1, 2022. Please note that the Company sends general shareholder meeting materials by mail to only those who requested to send them by mail by December 31, 2022. The Company appreciates your understanding.

For those who want to obtain general shareholder meeting materials by mail for the next Ordinary General Meeting of Shareholders or after, please request that to your broker or Mitsubishi UFJ Trust and Banking Corporation. (Dedicated phone line for the system for providing materials in electronic format 0120-696-505, toll free, available only in Japan / Business hours: from Monday to Friday 9:00 a.m. - 5:00 p.m. (Japan time), excluding weekends and holidays)