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Unitika Report 2021

Integrated Report

Connecting people's lives and technology



UNITIKA
We Realize It!

Our Philosophy

Contributing to society by connecting people's lives and technology

Basic Management Policies

As a corporate group, we are committed to our philosophy of “contributing to society by connecting people’s lives and technology,” and to become an essential corporation for society that contributes to people’s lives and the environment.

While advancing our basic management policies of “strengthening infrastructure as a functional material manufacturer” and “strengthening our corporate character and capital stock,” we maintain our firm belief that contributing to society not only increases our corporate value, but also meets the expectations of our stakeholders.



Safe
and
secure living

Notes on the Integrated Report

From 2021, the Unitika Group will integrate the usual Fact Book and Unitika CSR Report, and issue a Unitika Report that summarizes the financial information and non-financial information in a single book. With this report, we are aiming to further deepen the understanding of our company by a wide range of stakeholders, including shareholders and investors.

Organizations covered in the report: In principle, this report covers the activities of Unitika, Ltd. and the Unitika Group companies, both in Japan and overseas.

Period covered in the report: April 1, 2020 to March 31, 2021 (includes some information from April 1, 2021 onwards)

Issue: October 2021 (Next scheduled issue: October 2022)

Important notes concerning forecasts: The contents of this report are based on the information currently available to the Company, and on certain assumptions the Company determines to be reasonable; the contents are not intended to be a promise by the Company that they will be achieved. The actual results, etc., may differ considerably due to various factors.

Convenient
and
comfortable
living



Living in
coexistence
with the
environment

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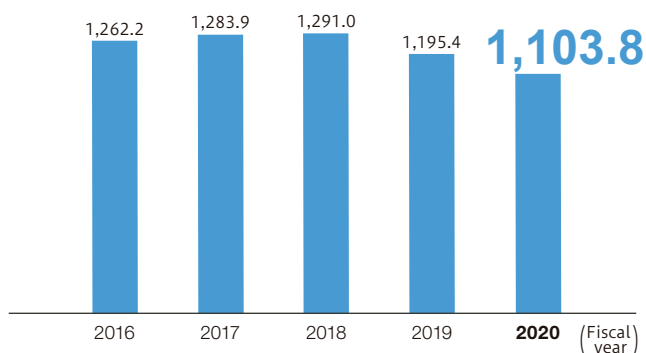
Financial and Non-Financial Highlights

Financial Highlights

Net sales

Year-on-year
-9,160 million yen 

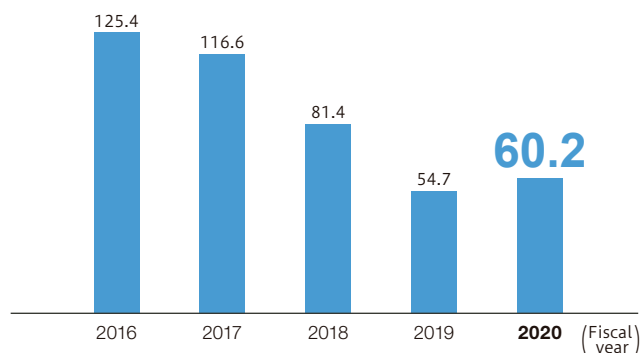
(100 million yen)



Operating profit

Year-on-year
+550 million yen 

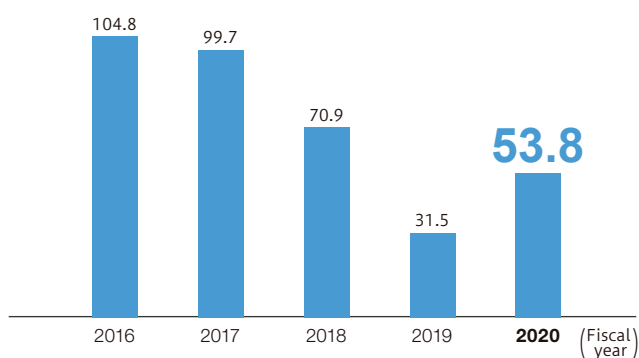
(100 million yen)



Ordinary profit

Year-on-year
+2,230 million yen 

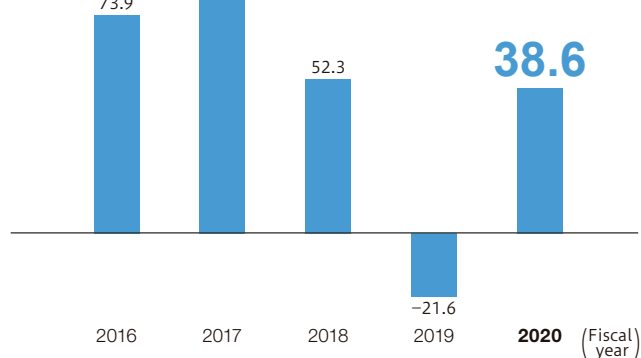
(100 million yen)



Profit attributable to owners of parent

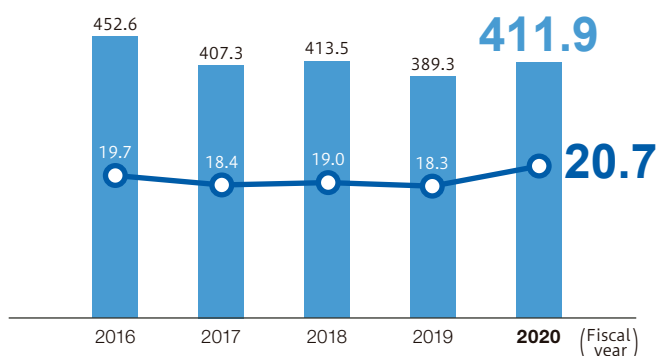
Year-on-year
+6,020 million yen 

(100 million yen)



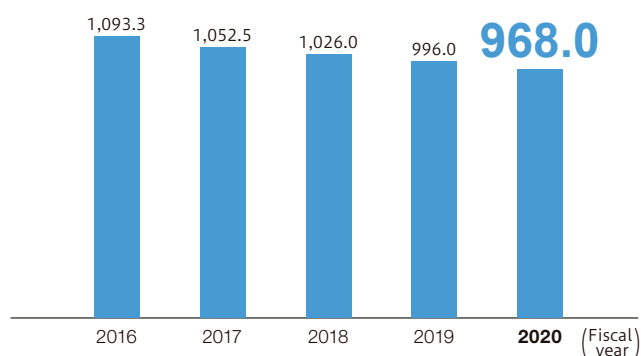
Net assets/Capital adequacy ratio

■ Net assets (100 million yen) ● Capital adequacy ratio (%)

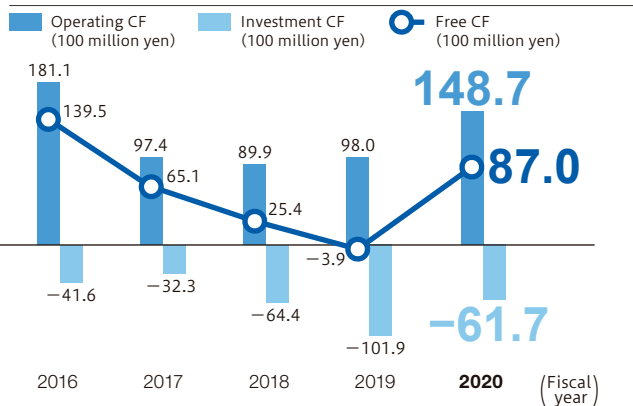


Interest-bearing liabilities

(100 million yen)

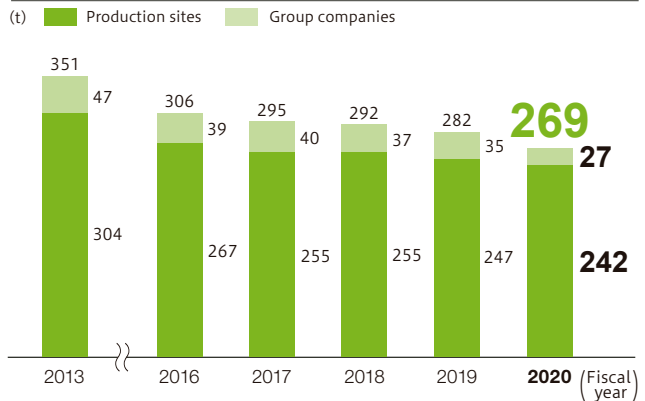


Cash Flow (CF)

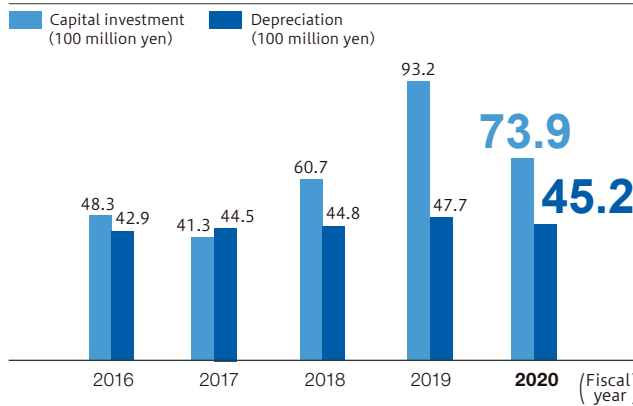


Non-Financial Highlights

CO₂ emissions from energy generation **-23%** relative to FY 2013 level

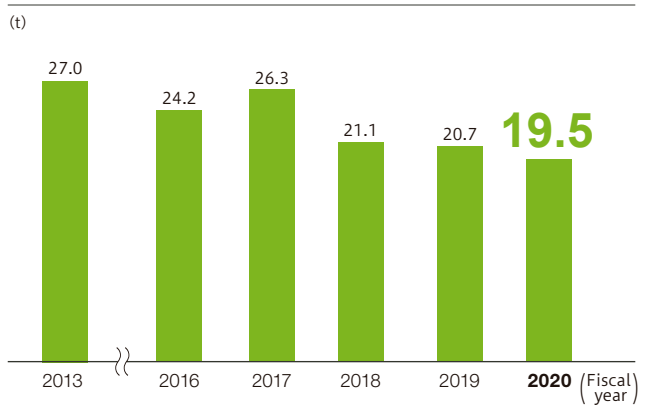


Capital investment/Depreciation (Property, plant and equipment)

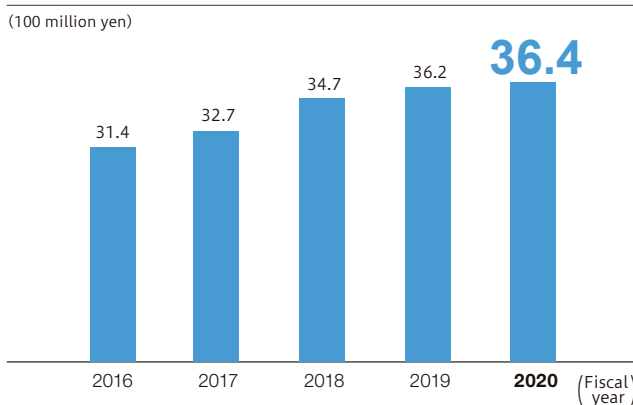


CO₂ emissions related to logistics

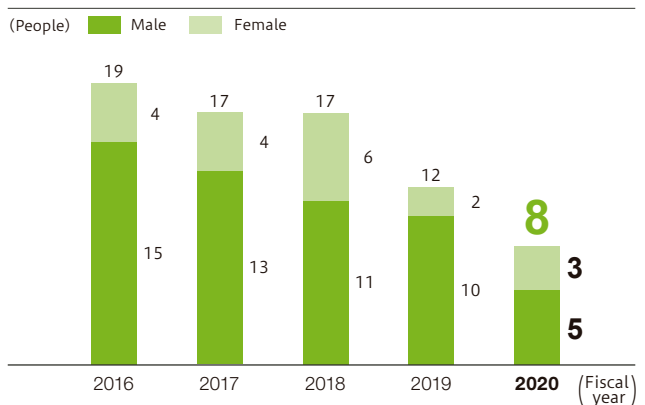
-26% relative to FY 2013 level



R&D expenditures



Employees taking childcare leave



Message from the President

**Strengthen our revenue base
centering on high value-added
products and environmentally
friendly materials**

Shuji Ueno,
Representative Director and President, Chief Executive Officer





The surrounding business environment, and the Unitika Group's response

In FY 2020, the spread of COVID-19 infections slowed down the Japanese economy. Although some industries such as semiconductors and the automotive field started to recover in the second half of the fiscal year, other industries continued to struggle and overseas markets also remained in a slump. Our everyday lifestyle has also changed considerably during the COVID-19 pandemic. Even as we enter FY 2021, waves of COVID-19 infections continue to occur intermittently, and economic conditions remain sluggish both in Japan and overseas; subsequently, the business forecast going forward is still uncertain.

The business environment surrounding the Company has also been impacted by the COVID-19 pandemic and changes in people's lifestyles. A steep slump in demand continues in our core garment fiber business field, and a recovery in demand is delayed in construction-related materials and industrial materials as well. In such conditions, the Unitika Group has continued to stably supply to society the films and nonwoven fabric people need for daily life, and the functional materials required in various industrial fields. Subsequently, although there was a significant decline in FY 2020 net sales from the previous fiscal year, we were able to secure a certain level of profit. Additionally, to meet the pressing needs of strained medical and healthcare settings, the Unitika Group provided emergency supplies of medical gowns via the domestic network we have built in our nonwoven fabric and garment fiber businesses. I feel these activities have reaffirmed the Unitika Group as a corporate entity that is needed in society. In FY 2021 as well, the Unitika Group will continue to stably supply the materials and products society needs.

G-STEP30: Unitika's long-term vision from our philosophy

In May 2020, we announced G-STEP30, a long-term vision for the desired image of the Unitika Group by around 2030. The Unitika Group's philosophy is "contributing to society by connecting people's lives and technology," and we have kept this in mind as we have been carrying out our various corporate activities. In formulating this long-term vision, we started by confirming the current position of our businesses, and then envisioning how society will be by around 2030. In this process, we considered meeting people's needs as important for contributing to society; and in following our philosophy, we envisioned Unitika as providing the technologies and products to contribute to people's lives, centering on the technical fields that are the Unitika Group's strengths. As we approach 2030, we have set the desired direction of the Unitika Group as contributing to safe and secure living, convenient and comfortable living, and living in coexistence with the environment. We believe we can maximize the Unitika Group's business potential by contributing to these three fields in particular.

Furthermore, society is approaching 2030 by carrying out various activities within the framework of the Sustainable Development Goals (SDGs). As a member of international society, we cannot achieve sustainable growth without contributing to achieving the SDGs within our corporate activities as well. Recognizing this, we have set the Unitika Group's mission as meeting the needs of people through providing our products and technologies to society, and by contributing to solving social issues to ultimately help achieve the SDGs. As we strive to achieve the desired image of our long-term vision (G-STEP30), we will work tirelessly day and night to be a "company that is continuously chosen by customers" even by around 2030.



Medium-term management plan G-STEP30 1st, and its progress

Similar to the long-term vision, we have announced the medium-term management plan G-STEP30 1st, which runs for three years up to FY 2022. A major goal of this medium-term management plan is to strengthen the Unitika Group's revenue base toward achieving the long-term vision. Accordingly, as a basic policy and with the intention of building a robust business portfolio, we are accelerating the development of high value-added products to further strengthen the Unitika Group's business and technical capabilities. Another initiative as we head toward 2030 is sustainable products, namely focusing on further advancing the development of environmentally friendly materials.

As for the second basic policy of the promotion of global business development, we are continuing with the initiatives of the previous medium-term management plan. This includes currently adding new production equipment for nylon film in Indonesia, as a part of our continued efforts to build a global production system for our main products. Although the global-scale impact of COVID-19 is causing delays in our schedule, we are firmly following the plan to complete the addition of equipment.

The progress of the FY 2020 plan has been impacted by COVID-19, and so not all of the main policies are progressing according to plan. However, we are making steady progress in expanding sales of high value-added products in the film field, which is strongly expected to contribute to our revenue going forward. We have also grown sales of high value-added products for electronic materials in glass fiber as well. Additionally, we have been moving forward with proposals and marketing activities for nylon film, polyester film, and polyester functional fiber as even more environmentally friendly materials. These materials are made using Unitika's polymerization technologies and newly recycled chemicals.

Although the impact on business of COVID-19 is still largely lingering in FY 2021 as well, it is expected that as vaccinations increase, economic recovery will progress in Japan and overseas. Of course, economies and lifestyles will never return to what they were before the COVID-19 pandemic; we are likely moving toward the transformation of society into a new normal. Therefore, we believe these changes in the business environment will bring about new issues to address in order to strengthen the Unitika Group's revenue. However, even in these times of living with COVID-19 and the post-COVID-19 era, at present we do not think it is necessary to change the main policies outlined in the medium-term management plan including accelerating the development of high value-added products, and developing environmentally friendly materials; they will remain priority initiatives to strengthen the Unitika Group's revenue structure. In this fiscal year as well, we will focus our efforts even more to make progress in the main policies of the medium-term management plan.

Promote sustainability initiatives

As outlined in the long-term vision, we need to work together as a company and promote sustainability initiatives to contribute to achieving the SDGs. Accordingly, in July 2020 we set up the Sustainable Business Promotion Office in the Technology Development Division, and we have been reviewing the Unitika Group's initiatives for SDGs. Additionally, from December 2020 to July 2021 we implemented a project to clarify priority issues (materiality), and confirmed the direction of our initiatives and issues leading up to 2030. These priority issues reflect the actual state and future direction of the Unitika Group. We are aware of the Paris Agreement framework, such as the reduction of CO2 emissions, and we have been focusing on initiatives such as switching fuel from heavy oil to natural gas. The focus policies in the medium-term management plan and long-term vision also include these environmentally-friendly corporate activities, and other initiatives such as developing products and technologies that can help to reduce the environmental impact.

As a part of these initiatives to reduce the environmental impact, we have also been reviewing the

Life Cycle Assessment (LCA) since FY 2020, and evaluating more accurately to what extent the Unitika Group's products contribute to the environment. Our FY 2030 reduction target for CO2 emissions is the same as the Japanese government's target of a 46% reduction relative to the FY 2013 level. We already achieved a 23% reduction in FY 2020, and we are continuing our efforts to achieve the 46% reduction target by promoting further energy-saving activities and introducing carbon neutral energy. The Unitika Group will keep further advancing our sustainability initiatives, as we aim to become a corporate entity that can achieve sustainable growth.

Strengthen governance

In FY 2019, there were inappropriate cases of certain products being manufactured and sold by the Unitika Group that had quality management issues. We have reflected on these cases, and as the third basic policy of the medium-term management plan, we intend to pursue reforming corporate culture and awareness. Accordingly, the Unitika Group is moving forward with establishing a quality assurance system and initiatives for the rebuilding of risk management. In FY 2020, we enhanced our quality assurance initiatives culminating with the Quality Assurance Committee, and we also implemented education on quality and quality audits within the Group. So as to ensure we will never again have inappropriate cases of quality assurance, this fiscal year we will also continue with quality assurance initiatives throughout the Unitika Group. Changing the awareness and actions of each individual is also essential to strengthen governance. Accordingly, we are working on further fostering the compliance awareness of employees through education using electronic resources (e-learning), based on the newly developed Unitika Group Code of Conduct. By continuing with such initiatives, we hope our employees will have a shared awareness and understanding of the importance of reforming corporate culture and awareness.

Our management system from July 2021 is changing to increase the diversity of the Board of Directors. We will add another internal director and outside director each, with the latter being a female executive officer. Under this new management system, we will continue with our initiatives to strengthen governance in this fiscal year as well.

To all stakeholders

Since I was appointed as the President in July 2019, my mission and conviction have been to recover the Unitika Group's earning capacity and make us a corporate entity that can achieve sustainable growth. In this tough business environment during the COVID-19 pandemic, our abilities (namely, our strengths and competitiveness as a company) as a corporate entity are being questioned even more. The main policies in the medium-term management plan are based on the Unitika Group's strengths and competitiveness, and I believe further deepening each initiative is necessary to stabilize our earning capacity. Also, as we approach a turbulent time of learning to live with COVID-19 and other challenges, we need to ask again what are the needs of society and in people's daily lives going forward? I believe it is also necessary to return to this starting point and reorganize our corporate activities.

In addition to initiatives for priority issues on sustainability, we will approach other issues from a fresh perspective and with a challenger spirit, as we pursue our philosophy of contributing to society and improve our corporate value in striving to be a company that is continuously chosen by customers. I hope to receive the continued understanding and support of all stakeholders for the activities of the Unitika Group.



Shuji Ueno
Representative Director and President
Chief Executive Officer

Shuji Ueno

Value Creation Process

Aiming to be a company that is continuously chosen, and contributing to the creation of a sustainable society



Safe and secure living

We provide products that can protect people from or minimize various risks in their daily lives (disasters, accidents, crimes, damage to health, etc.).

Main business and products: Construction and civil engineering materials, Industrial materials, Food packaging materials, Sanitation materials



Convenient and comfortable living

In response to globalization, digitalization, changing lifestyles, progressive aging, and other changes in society, we provide products that are compatible with diverse lifestyles and lessen the burdens of daily life.

Main business and products: Electrical and electronic materials, Industrial materials, Filter materials



Living in coexistence with the environment

We provide products that contribute to the improvement of living standards around the world, mitigation of climate change, reduction of the environmental impact, and resource and energy saving.

Main business and products: Biodegradable materials, Various recyclable materials



Desired Image (Long-term vision)

A company that is continuously chosen by customers

- A company that contributes to society through manufacturing, and is trusted throughout the world
- A company that creates new value with unique technology, and continues to grow sustainably
- A company that increases corporate value and is evaluated highly by a wide range of stakeholders

Targets to be achieved by around 2030

Net sales 200,000 million yen

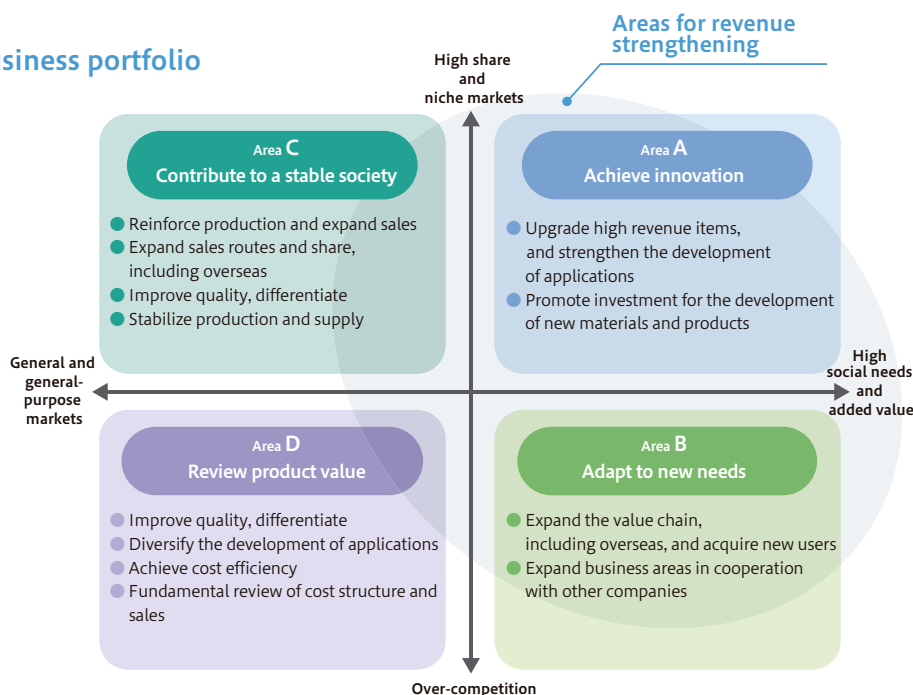
Operating profit 20,000 million yen

and quality Promote digital transformation

Three basic policies of the medium-term management plan G-STEP30 1st

Growth Building a robust business portfolio

We will strengthen our base by accelerating the development of high value-added products, and move forward with initiatives centering on promoting sustainability. Specifically, we have set the areas A and B, where products highly needed in society and high value-added products belong, as our targets for strengthening revenue. In Area A, our focus is on realizing innovation by creating new grades of polyarylate and next-generation films for electronic materials etc., developing applications, and facilitating the development of new materials and products. Then in Area B, we will strengthen revenue by adapting to new needs centering on environmentally friendly materials (see p. 19).



Products and business items, etc. by area

A	<ul style="list-style-type: none"> ● Next-generation films for electronic materials etc ● New grades of polyarylate
B	<ul style="list-style-type: none"> ● Films for industrial use ● Ultrathin glass fabric for electronic materials ● Activated carbon fiber for filters, PA hollow fiber membrane ● Various functional plastics (environmentally friendly, etc.) ● Recycle grade of fibers and textiles, films, and plastics ● Biodegradable and other bio-related materials

C	<ul style="list-style-type: none"> ● Nylon film for packaging ● Industrial use polyester materials to polyester spunbond, ultra-high-strength polyester filament yarns, etc. ● Spunlace nonwoven fabric for sanitation materials, polyester staple fiber ● Industrial-use glass fabric (flame-resistant, non-combustible materials, etc.) ● Glass beads (for roads and industrial use, etc.) ● Garment fibers for uniforms
D	<ul style="list-style-type: none"> ● General-purpose grades of existing products, less profitable products ● Unprofitable businesses in the garment fibers domain

FY 2020 Progress

Accelerated sales of high value-added products

Even during the COVID-19 pandemic of FY 2020, we expanded sales of high value-added products such as the barrier nylon film “Emblem HG”, the silicon-free release polyester film “Unipeel”, and other industrial use film, as well as ultrathin glass fabric and hollow fiber membrane, etc.

We also enhanced our product line up of environmentally friendly materials with the launch of products such as the polyester film “Emblem CE” and the nylon film “Emblem CE” for food packaging, which effectively use recycled resources by recycling chemicals. We will continue to actively develop such environmentally friendly materials, so that they can become the pivot of our business base going forward.



“Unipeel”

Area A

Unipeel is a silicon-free release polyester film used for electronic applications, etc. We expanded sales in Japan and overseas, and grew net sales by 1.2 times year on year.



Polyamide hollow fiber membrane filter

Area B

This filter can separate impurities at the molecular level. It is an energy-saving material that can reduce energy consumption, compared to the distillation method in liquid filtration.



“Emblem CE”, “Emblem CE”

Area B

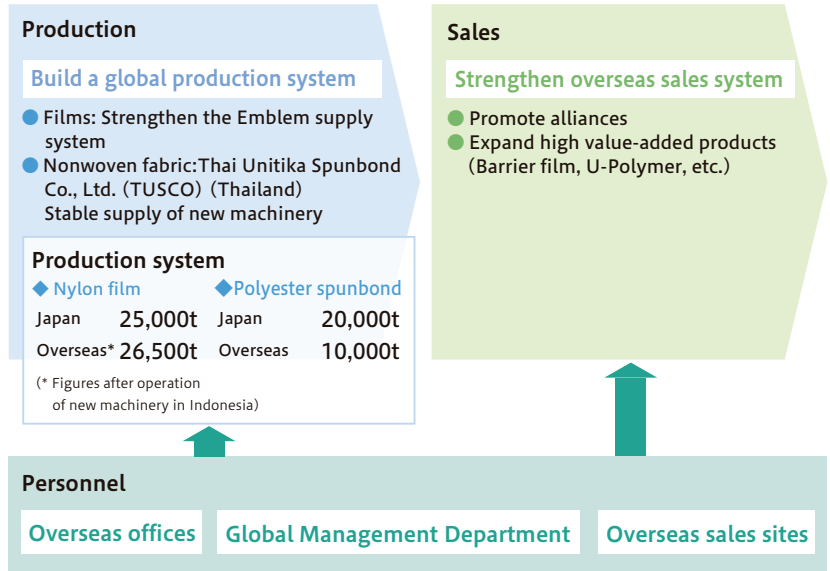
These are polyester films and nylon films for food packaging, which effectively use recycled resources by recycling chemicals.

Global

Promote global business development

We are moving forward with the three initiatives of production, sales, and personnel to promote global business development.

For production, in the core nylon film business, we are adding new production equipment at our subsidiary in Indonesia with the aim of being operational within FY 2021. This will further strengthen our bipolar production system in Japan and Indonesia. For sales, where fierce competition is anticipated, it is important to strengthen our systems including alliances. The development and training of global personnel is also necessary to strengthen production and sales, and so we are focusing on this as a most important issue in the current medium-term management plan.



FY 2020 Progress

Establishment of the local corporation Unitika Europe GmbH (Germany)

In December 2020 we established the sales subsidiary Unitika Europe GmbH to strengthen sales in the European market for functional materials.

Additional 10,000 tons of equipment at P.T. Emblem Asia (Indonesia)

We are working to install additional equipment to be operational within FY 2021, so as to respond to the expanding demand for food packaging materials mainly in Asia.



Governance

Reformation of the corporate culture and awareness

We have reflected on the inappropriate cases in FY 2019 of certain products being manufactured and sold by the Unitika Group that had quality management issues. These cases have propelled our efforts to reform our corporate culture and awareness to strengthen governance companywide. In our basic policy we have outlined establishing a quality assurance system, rebuilding risk management, and strengthening processes at the production sites as ways to return to the starting point of manufacturing as a manufacturer, and ensure such inappropriate cases of quality management never happen again.

Basic Policies

1. Establish a quality assurance system
2. Rebuild risk management
3. Strengthen production sites

Main Policies

- **Strengthen the compliance system**
 - Set up a Quality Assurance Committee (with the President as Committee Chairman)
 - Review the quality management organization (make it independent)
 - Implement quality management audits (starting from August 2019)
 - Formulate Guidelines for Quality Assurance
 - Facilitate the sophistication of systems to prevent falsifying data, etc.
- **Reform corporate culture and awareness through education**
 - Review the Unitika Group Code of Conduct
 - Improve the capabilities of the Quality Assurance Department
- **Review the Compliance Committee and Risk Management Committee**
- **Newly set up a Corporate Management Division.** Separate risk management, quality assurance, and legal affairs from the organization, and strengthen cross-sectional functions
- **Invest earnestly to strengthen production sites**

FY 2020 Progress

Strengthen the governance management system with the newly set up Corporate Management Division

In July 2020, we aggregated the quality assurance, risk management, and legal affairs departments to strengthen our corporate functions and governance.

Systematically implement personnel training and education and teach production-related technologies

Each year we carry out training to raise the safety management and technical skills level of young employees who work in production.

Reform the Unitika Group Charter of Corporate Behavior and Unitika Group Code of Conduct

These documents were revised in April 2020, and a booklet of the Code of Conduct was distributed to all Unitika Group executive officers and employees as a part of our efforts to ensure compliance.

Business Overview

Polymers

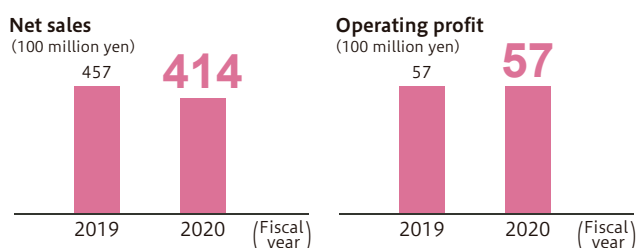
Business Outline

We are developing the two businesses of films and plastics in the Polymers segment, which is currently at the core of Unitika. In the films business, we have established ourselves as a global leader in the market share of nylon film made using the world's first simultaneous biaxial stretching method. We are also exploring further applications for high performance polyester film. In the plastics business, we are moving forward with our global niche strategy, and we have our sights set on the global market for engineering plastics such as "Nanocon" and "U-Polymer".

FY 2020 Overview

In the packaging field in the films business, although consumers

refraining from going outside (as a measure to prevent the spread of COVID-19) resulted in sluggish sales in stores, sales in food products rose and remained robust on the back of favorable demand from consumers staying at home (due to COVID-19). Sales were strong in "Emblem HG" and other high value-added products. In the industry field, sales were steady in semiconductors applications and the high value-added product "Unipeel". In the plastics business, although sales struggled in nylon resin and "U-Polymer", sales in automobile applications started to recover from the second half of the fiscal year.



Performance Materials

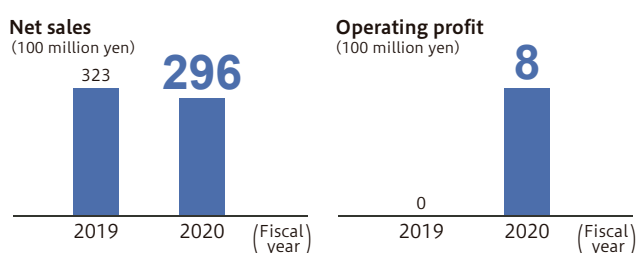
Business Outline

We are developing five businesses in the Performance Materials segment. Activated carbon fibers are mainly used in water purification and air filters. Unitika glass fiber, which is produced in an integrated process from the yarn to glass fabric, meets a wide range of specific needs in construction and civil engineering, environment-related and other applications in the industrial materials and electronic materials fields. Unitika glass beads, which are the domestic market share leader, are used in paint for road signs and in industrial and other applications. Unitika nonwoven fabric materials, including polyester spunbond and cotton spunlace, are used in a wide range of applications including automobiles, construction and civil engineering, and sanitation materials. In industrial fibers, we are developing high value-added products mainly for construction and civil engineering, and healthcare applications.

FY 2020 Overview

In the activated carbon fiber business, sales were sluggish in water purifiers and VOC removal applications. In the glass fiber

business, sales struggled in construction and civil engineering applications in the industries materials field, but recovered in the second half of the fiscal year for automobiles and environment-related applications. Meanwhile in the electronic materials field, sales were strong in the high value-added products of information terminal devices and semiconductors applications. In the glass bead business, sales in industry, reflective materials, and road applications were generally sluggish. In the nonwoven fabric business, although sales were sluggish in industrial materials centering on construction civil engineering applications, as well as for automobiles and domestic skin care applications, sales were strong in daily life materials applications. In the industrial fiber business, although sales in polyester staple fibers were sluggish in building materials and other applications, demand rose in daily life materials applications. Sales of ultra-high-strength polyester filament yarns steeply declined.



Fibers & Textiles

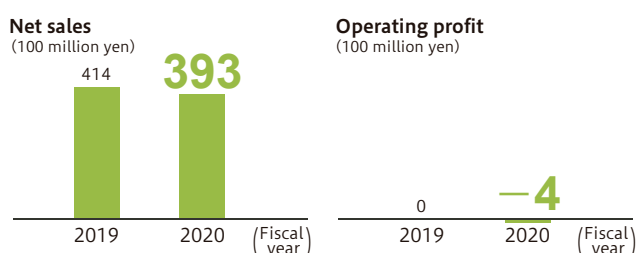
Business Outline

In the Fibers & Textiles segment, which is the origin of Unitika, we are moving forward with the global development of our activity by reinforcing the overseas production and sales. We are also promoting sales of sewn products, as well as fibers and fabrics. As our customers' needs continue to diversify, we are building a materials development and supply chain to meet all of their needs.

FY 2020 Overview






In the garment fiber business, the spread of COVID-19

infections substantially increased sales in medical gowns applications. The uniforms field struggled overall with sluggish demand mainly in service and office-related areas, as well as in ladies, sports and other areas.



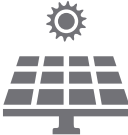






Main Business Areas and Product Groups

* Items numbered with a ■ are Unitika **environmentally friendly materials**.
 Items numbered with a ● are Unitika materials. Items marked with a ● are applications.

Unitika Materials		Automobiles and Mobility		Electric and Electronics	
		Automobiles	Other Mobility	Industry	
Polymers	Films	1		● Semiconductors, Smartphones	
		2		 ● Lamps	
		3		  	
	Plastics	4		● Sensors, Switches, Smartphone cameras	
		5		● Flat cables	
		6	● Engine covers, Mirrors	● Interior parts, Electrical parts	● Lighting equipment, Office equipment
		7			● Office equipment
Performance Materials	ACF	● Deodorizing, Air purification materials		● Filters (for liquid purification)	
				● Filters (for clean rooms)	
	Glass Fibers	● Materials for heat radiation		● Materials for electrical and electronic applications	
		10			
	Glass Beads	● Reflective materials, Blasting, Fillers		12 ● High precision, Industrial use	
		● Engine silencers, Carpet, Automotive interiors		● Filter applications	
	Nonwoven Fabrics	15			
		● High-melting binder fibers			
		● Materials for tire (chafers)		● Conveyor belts	● Hoses
	Industrial Fibers			● Filters	
				20	
	Fibers & Textiles	Garment Fibers	21		
22					

Main Products

Polymers	Performance Materials			
				
<p>“Emblem HG” “Emblem HG” is a nylon film with strong gas barrier characteristics. It has high gas barrier retention properties specifically for retorting and boiling applications, and can retain its barrier function even under a high-level of physical stress.</p>	<p>“Uniamide” “Uniamide” is a biaxially oriented high heat-resistant polyamide film. Unitika used its technical expertise and experience in film processing to convert this resin into an oriented film. Uniamide is well-suited to electric and electronic applications.</p>	<p>“NANOCON” “Nanocon” is a composite material boasting superior hardness, heat resistance, and moldability. Potential applications for this product are growing, such as in engine covers etc.</p>	<p>“U-Polymer” Unitika was the first in the world to develop industrialized polyarylate resin. It is used in a range of applications, including precision equipment, cars, machinery, medicine, food products, and everyday goods, etc.</p>	<p>Finished glass fabrics for printed circuit boards Unitika provides a unique level of quality using our comprehensive technologies, from materials through to weaving and surface treatment.</p>

Living and Safety		Environment and Energy		(Primary Industry)
Lifestyle		Civil Engineering and Construction		Fishing and Agriculture
<p>2 ● Processed meat products, Instant food products, Convenience store food, Boil-in-the-bag food products, Seasonal products, Confectionary, Souvenirs, Shampoo, Liquid detergent</p> <p>3</p>		 		
<p>4 ● Office equipment, Wristwatches</p>				
<p>● Adhesives</p> <p>5</p>		<p>● Solar cells</p>		
<p>● Sashes, Cable ties</p>				
<p>7 ● Daily necessities</p>				
<p>8 ● Deodorizable masks ● Water purification filters ● Water purifiers</p>		  		
<p>9 ● Materials for water absorption and transpiration ● Refrigerators ● Humidifiers</p>		<p>10 ● Bag filters ● Civil engineering and construction materials ● Transparent non-combustible sheets ● Tents and sheets</p>		
<p>● Electronic materials</p> <p>11</p>		<p>● Road markings</p>		
<p>● Reflective materials</p>				
<p>13 ● Packaging materials, Daily necessities, House wraps ● Infection protective clothes</p>		<p>● Roofing, Carpet, Civil engineering materials, Electrical wires</p>		<p>● Sheets for greenhouses ● Sheets for agriculture</p>
<p>● Daily necessities</p>		<p>14 ● Materials for civil engineering</p>		<p>● Weed proofing sheets</p>
<p>● Anti-perspiration sheets, Disinfection sheets, Cosmetics goods ● Disinfectant cotton, Medical gowns, Wet towels</p>		<p>16 ● Materials for concrete curing</p>		
<p>17 ● Functional paper ● Medical and cosmetics</p>		<p>● Materials for civil engineering and construction</p>		
<p>18 ● Gut for fishing and other purposes</p>		<p>● Materials for civil engineering and construction ● Building materials</p>		<p>● Fishing net materials</p>
<p>● Daily necessities ● 3D printers ● Filaments</p> <p>19</p>		<p>● Sandbags</p>		
<p>21 ● Uniforms, Ladies, Sport, Casual, Bedding interior ● Medical gowns</p>				
<p>22</p>				

Fibers & Textiles



“Unibeads”

“Unibeads” are used for a range of road sign applications, including white lines and pedestrian crossings. Their retroreflective properties increase visibility at night, playing an important role in road safety.



“Dexy” Filter

“Dexy” Filter is an activated carbon fiber filter made using “AdAll”. It is used to remove harmful substances and impurities from water and the air.



“Marix”

“Marix” is widely used in automotive and interior applications as a base fabric for carpets.



“Cottoace”

“Cottoace” is 100% cotton spunlace. It has superior sanitary and environmental properties. We are working on developing a wide range of daily life applications for Cottoace.



“Melset”

“Melset” is a high-strength and core-sheath composite structure multifilament, composed of high-viscosity polyester resin at the core and low-melting polyester resin at the sheath. It is a core-sheath binder fiber, which can be molded into various shapes by heat treatment.



“Palpa”

“Palpa” is the standard in multilayer yarn products, introduced over 30 years ago. It features polyester staple fibers wrapped in high-quality cotton.

Promotion of Sustainability

Unitika launched the Sustainable Business Promotion Project, and specified its priority issues (materiality).

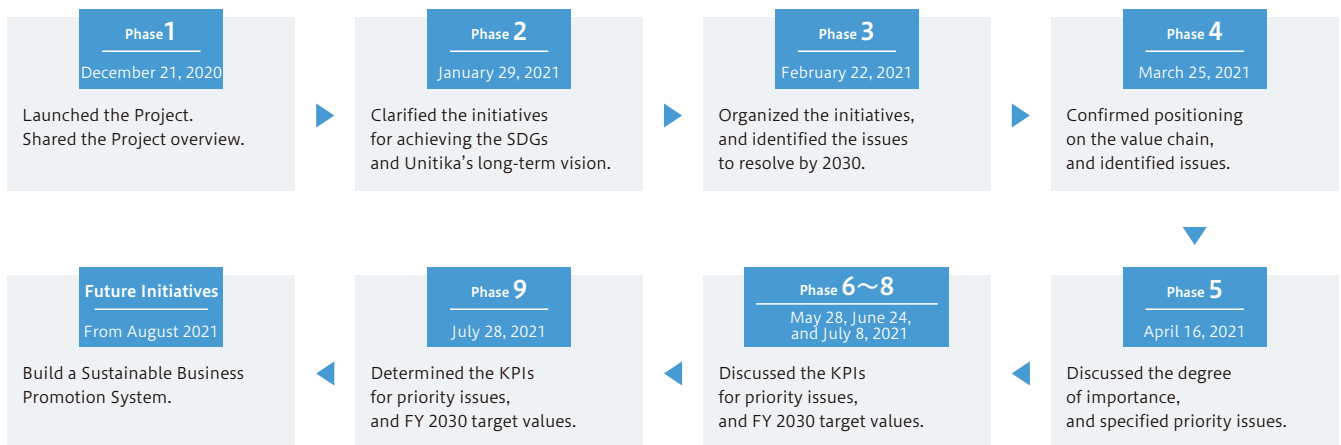
Sustainable Business Promotion Project Progress and Results

Sustainable Business Promotion Project: Implementation in 9 phases

We launched the Sustainable Business Promotion Project to consolidate and steadily implement initiatives for achieving a sustainable society, which is the Group mission set out in the long-term vision. We referred to the international guidelines on sustainability, the SDG Compass and GRI Standards, in planning and implementing the project.

Goal To formulate the FY 2030 target values and KPIs for the priority issues (materiality) of the Unitika Group’s business and corporate activities, taking into consideration their impact on stakeholders.

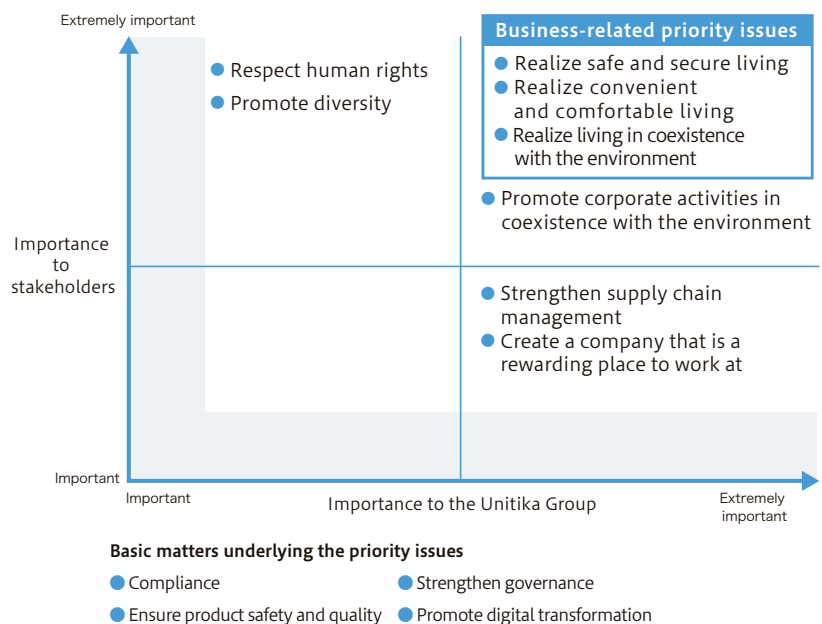
Period December 2020 to July 2021. Total of 9 phases.



Specify the eight priority issues and the four basic matters underlying the priority issues

In specifying the priority issues, first we listed the initiatives the Unitika Group is already working on to achieve a sustainable society. Then we referred to the SDGs goal targets and the GRI Standards, and listed the initiatives to tackle going forward. After grouping these initiatives, we identified as issues those initiatives we should achieve by the SDGs target year of 2030. We then verified the risks and opportunities of each of these issues and their positioning on the value chain, and narrowed down the important items.

Finally, we organized these items on a matrix (on the right) along two axes, one for their importance to stakeholders and the other for their importance to the Unitika Group, and then specified the priority issues (materiality). We also set four items as basic matters underlying the priority issues. These items have been approved at a management meeting.



Priority Issues (Materiality) and SDGs

Business-related priority issues

● Realize safe and secure living



● Realize convenient and comfortable living



● Realize living in coexistence with the environment



Basic matters underlying the priority issues

- Compliance
- Strengthen governance
- Ensure product safety and quality
- Promote digital transformation



Corporate activities-related priority issues

● Promote corporate activities in coexistence with the environment



● Respect human rights



● Create a company that is a rewarding place to work at



● Strengthen supply chain management



● Promote diversity



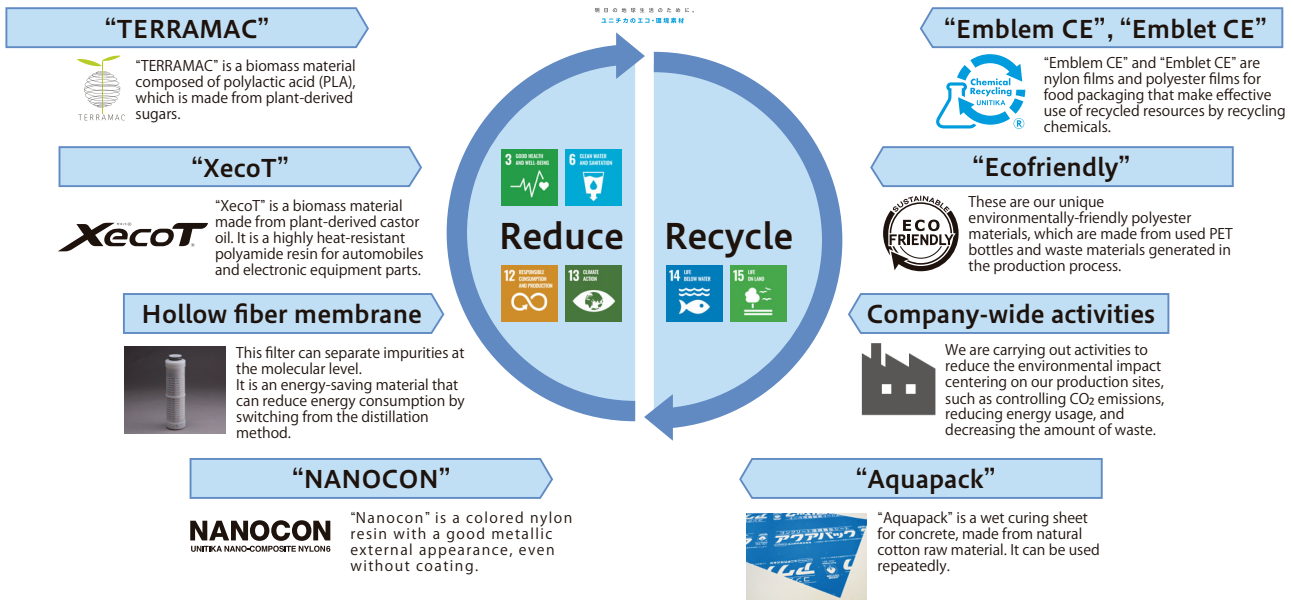
Environmentally Friendly Materials

Basic Concept : For Life on Earth Tomorrow

From daily living, we can change the environment of tomorrow : The Unitika Group is thinking of ecology, with materials as the starting point. Materials that create products, including daily necessities and parts for industrial products,

play a significant role in moving forward towards a more earth-friendly lifestyle. We wish to expand eco-friendly and human-friendly products even further. Unitika cares about and creates life on earth, for tomorrow.

Unitika Group's activities to reduce environmental impact

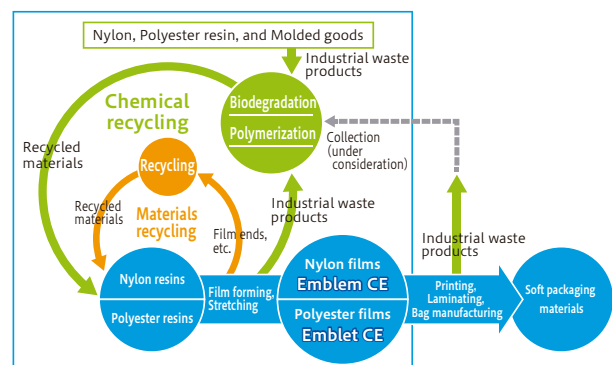


Recycled and Environmentally Friendly Materials

“Emblem CE” / “Emblet CE”

The packaging films “Emblem CE” and “Emblet CE” are made using recycled materials obtained from chemical recycling and materials recycling methods. These films have the same printability and mechanical properties as 100% petroleum-derived plastic films. Also, as we strictly manage the recycled materials used, these films are suitable for food packaging applications. Using the Life Cycle Assessment method, we calculated the greenhouse gas emissions volume associated with their production. A comparison (done by Unitika) with production not using recycled materials shows a reduction in greenhouse gases of around 40% for “Emblem CE” and about 30% for “Emblet CE”.

Manufacturing flow of environmentally-friendly food packaging films, and chemical recycling



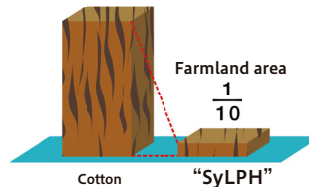
“SyLPH”

The pulp used to produce “SyLPH” is made from the natural pulp of eucalyptus trees, which are systematically planted. The farmland area for this material is one tenth of the cotton fields required for producing the same amount of cotton cloth. “SyLPH” production does not use the same large volume of water needed to cultivate cotton, making it an environmentally-friendly material. The solvent used to create raw cotton from the pulp is recycled.

“SyLPH” is soft and has a beautiful color. It is used for fashionable clothes, sportswear, innerwear and other clothing,

as well as for bedding and masks, etc.

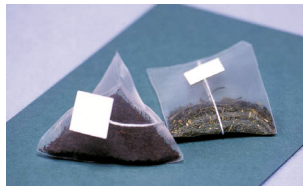
Comparison of farmland area for cotton and “SyLPH”



Biomass Materials

“TERRAMAC”

“TERRAMAC” is a biomass material made using polylactic acid (PLA), which is made from plant-derived sugars. It has a wide range of applications including in tea bags, etc. The raw material of “TERRAMAC” is PLA, which is a biodegradable plastic that decomposes into water and carbon dioxide in the natural environment.

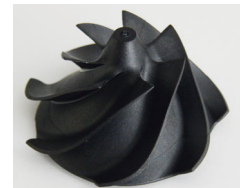


Tea bags made of “TERRAMAC”

“XecoT”

“XecoT” is made using castor oil extracted from the seeds of castor oil plants. It has the highest level of heat resistance among polyamide resins, and so it can also be used in the engine compartment of automobiles.

“XecoT” has potential applications as a next-generation engineering resin. “XecoT” has a wide range of properties, including coming in various grades when combined with other resins using our original compounding technology.



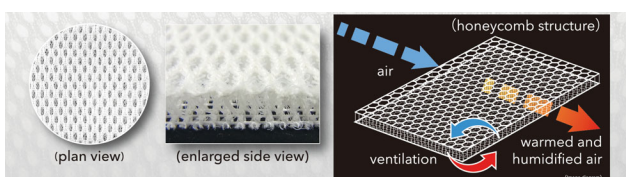
Impeller made using “XecoT”

Energy-Saving Materials

“Cubic Eye”

“Cubic Eye” is a three-dimensional cubic knitted textile composed of monofilament connecting fibers with a multifilament and spun yarn front-and-back cloth structure and moderate stiffness. It is used in items such as a futon (Japanese bedding). It is a cushiony and breathable material that is soft on the body, and has good air permeability. Futons made using “Cubic Eye” do not easily trap heat or moisture (humidity), so you can sleep comfortably even during summer.

Structure of “Cubic Eye”



“Thermotron RadiPoka”

“Thermotron RadiPoka” demonstrates a high level of heat retention performance through the synergy effects of energy from sunlight and far-infrared rays. By fusing light-absorbance and heat-conversion functional material and far-infrared ray radiation functional material into a single filament, Thermotron RadiPoka is able to absorb sunlight and convert it into heat, which it uses to actively heat up the far-infrared ray radiation functional material and subsequently further boost its radiation of far-infrared rays.



Policies and History of Initiatives for the Environment

Basic Environmental Policy

The Unitika Group named 1993 as an Environmental First Year, when we enacted the Unitika Global Environment Charter compiled from our pledge, basic philosophy, and action guidelines. Since then, we have complied with this Charter to ensure that our corporate management methods are environmentally aware, working on a range of environmental activities.

Unitika Global Environment Charter

Pledge

The growth and development of mankind is rapidly altering our planet's air, water and soil, threatening both the global biosphere and our own future, since both must depend on a finite ecosystem. As a corporation with more than a century of business activities contributing to the public good, we are highly aware of the demanding conditions now facing the global environment.

The Charter is the declaration of our intention to focus more attention on protecting and helping the environment, making appropriate environmental action the core of our business activities.

Basic Philosophy

Better living through technology, driven by corporate activities that help humans and nature coexist.

Action Guidelines

1. Continual awareness of the global environment

The Unitika Group always considers the effects of our corporate activities on the global environment, following a rigorous set of management procedures during product manufacture to prevent harm to it.

2. Contributing through technology development

We aggressively research and develop technologies to protect and help the global environment.

3. Using resources and energy efficiently

We promote efficient use of resources and energy, and recycle limited resources.

4. Carrying out PR and educational activities

We organize a large number of PR activities that provide information on protecting and helping the global environment, and promote and implement a wide range of educational events.

5. Drawing on the complete range of Unitika Group competencies

Following the mandates of the Charter, we draw on our complete range of competencies to protect and help the global environment.

Unitika's Environmental Preservation Activity History

The Unitika Group has been continuing with and evolving our environmental preservation activities for over 50 years. We will continue with our environmental management into the future.

Pollution first became a major issue in Japan in 1973. That year, Unitika created the Environmental Preservation Regulations, making a clear distinction between environmental measures and outward-directed production activities, to enable compliance with regulatory and standards values. In 1991, we created a companywide organization called the Environmental Preservation Committee, followed in 1993 by the Unitika Global Environment Charter. That year we began yearly environmental auditing, establishing the basic direction for our environmentally-aware management style that has continued to this day. In 1998,

we created the Unitika Charter of Corporate Behavior, a document that sets forth the basic action policy needed to fulfill our Unitika Group mission as a public-spirited corporation. Its first article sets forth our responsibility for environmental and safety awareness.

The Unitika Action Standards created and implemented in April 2001 expanded on the Unitika Action Charter, by setting forth specific action standards for Unitika organizations and employees to comply with in the performance of their routine business activities. Based on this, we started corporate activities grounded in a mindset of corporate social responsibility (CSR). They cover areas such as the environment, safety, compliance and society, and shared awareness with stakeholders.

Unitika's Environmental Preservation Activity History

September 1973	Created and implemented Environmental Preservation Regulations.	October 2000	Created targets for second Medium-Term Environmental Plan (FY 2000 to 2002).
October 1991	Revised Environmental Preservation Regulations, established Environmental Preservation Committee.	April 2001	Created Unitika Action Standards.
April 1993	Created and implemented Global Environmental Charter.	October 2002	Published Unitika Environmental Report.
May 1993	Revised Environmental Preservation Regulations, enacted and enforced as Environmental Regulations, and set up and held annually the Environment Committee.	October 2002	Created targets for third Medium-Term Environmental Plan (FY 2003 to 2005).
May 1994	Started environmental audits (once per year). (Voluntary audits by each production site, and internal audits by headquarters staff.)	October 2005	Created targets for fourth Medium-Term Environmental Plan (FY 2006 to 2008).
July 1996	Created targets for first Medium-Term Environmental Plan (FY 1997 to 1999).	October 2008	Created targets for fifth Medium-Term Environmental Plan (FY 2009 to 2011).
September 1996	Started publishing Kankyo, our in-house newsletter on environmental issues.	October 2011	Created targets for sixth Medium-Term
October 1997	Started activities aimed at becoming ISO 14001-certified at our major production sites.	January 2015	Created targets for seventh Medium-Term Environmental Plan (FY 2015 to 2017).
January 1998	Created and implemented Unitika Charter of Corporate Behavior.	January 2018	Created targets for eighth Medium-Term Environmental Plan (FY 2018 to 2020).
January 1 1999	Unitika Chemical was awarded ISO 14001 certification (first in Group).	October 2020	Created targets for ninth Medium-Term Environmental Plan (FY 2021 to 2023).

ISO 14001-Certified Unitika Plants

Unitika is working on becoming certified under ISO 14001-the international standard for environmentally-aware corporate activities. Since 1999, four production sites (Uji, Okazaki, Tarui, and Tokiwa) and major Group companies

have become certified. We have started activities to help our affiliates obtain ISO 14001, while also conducting environmental audits of each company.

ISO 14001-Certified Unitika Plants

April 1999	Ad'all Co., Ltd.	December 2001	Unitika Okazaki Plant
January 2001	Unitika Textiles Ltd., Tokiwa Mill	October 2001	Nippon Ester Co., Ltd., Okazaki Plant
March 2001	Unitika Uji Plant	December 2001	Unitika Tarui Plant
March 2001	Unitika Uji Plastic Plant	December 2003	Unitika Glass Fiber Co., Ltd., Tarui Plant
October 2011	Unitika Research & Development Center	September 2004	Terabo Co., Ltd.
October 2011	Nippon Ester Co., Ltd., Okazaki Plant		

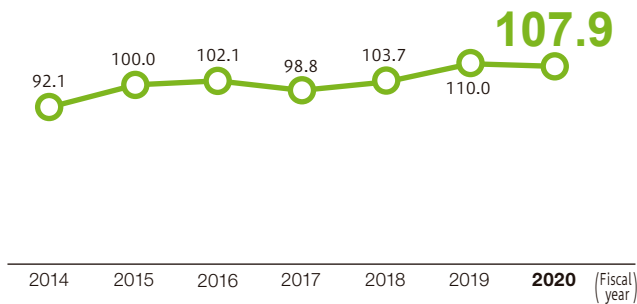
Medium-Term Environmental Plan

Eighth Medium-Term Environmental Plan (FY 2018 to FY 2020)

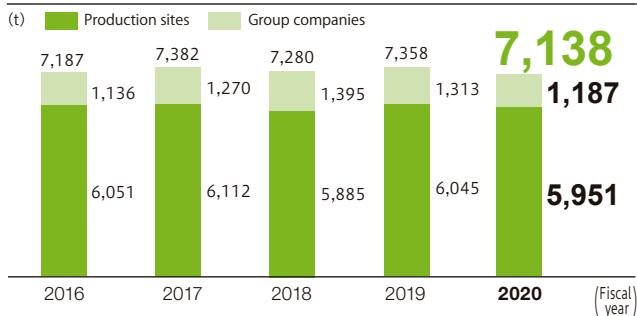
In the Eighth Medium-Term Environmental Plan, we achieved excellent results such as a 91% achievement rate of the reduction target for CO2 emissions from energy generation and meeting energy usage reduction targets through steady energy-saving activities and other efforts.

However, a fire that occurred at the Uji Plant in January 2019 increased the amount of defective goods for disposal, and the impact of this and other factors resulted in an increase in the disposal volume of industrial waste. Consequently, there were large gaps between our targets and the actual results for three out of the five issues.

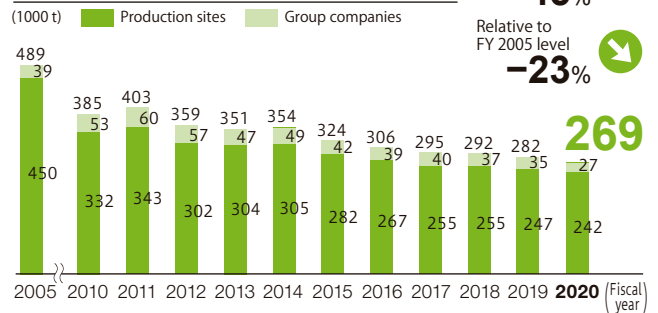
Specific energy consumption (SEC) (index of FY 2015 as 100) (2)



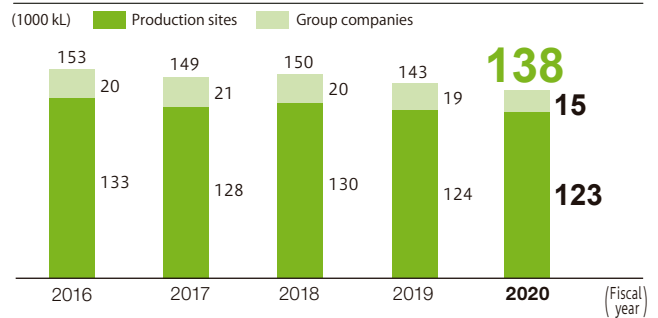
Volume of processed industrial waste products (4)



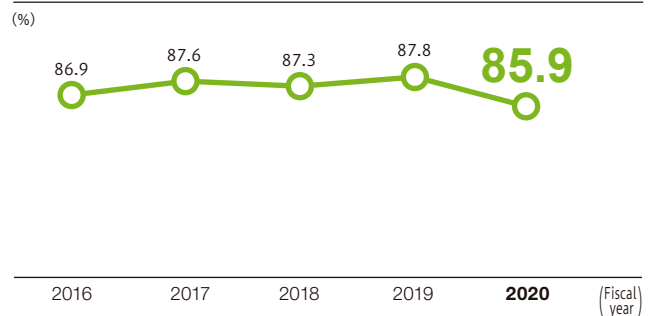
CO2 emissions from energy generation (1)



Energy consumption volume (crude oil equivalent) (3)



Rate of recycling (5)



Eighth Medium-Term Environmental Plan (FY 2018 to FY 2020)

Issues	Targets	Baseline values (Performance in a standard year)	FY 2020 target values	FY 2020 actual results	Results	Fig. No.
1 Reduction of CO2 emissions from energy generation	50% reduction relative to FY 2005 level	489kt/year	245kt/year	268kt/year	Achievement rate of 91%	(1)
2 Improvement of specific energy consumption (SEC)	5% improvement relative to FY 2015 level (1% improvement from the previous year)	0.682L/kg	0.648L/kg	0.766L/kg	Not achieved	(2)
3 Reduction of energy consumption volume	6% reduction relative to FY 2016 level	153,000 kL	144,000 kL	138,000 kL	Achieved	(3)
4 Reduction of the amount of industrial waste disposed of outside the plants	6% reduction relative to FY 2015 level	5,862 t	5,510 t	7,134 t	Not achieved	(4)
5 Improvement of recycling rate	1 point improvement relative to FY 2015 level	88.7%	89.7%	85.9%	Not achieved	(5)

Scope: Domestic plants, on-site group companies, and external domestic group companies

Global Warming

Ninth Medium-Term Environmental Plan (FY 2021 to FY 2023)

Leveraging the results of the Eighth Medium-Term Environmental Plan, we formulated a new three-year

plan (Ninth Medium-Term Environmental Plan), which we started in FY 2021. The issues are carried forward from the Eighth Medium-Term Environmental Plan, and the targets have been set by reviewing the standard year and target values.

Ninth Medium-Term Environmental Plan (FY 2021 to FY 2023)

Issues	Targets	Baseline values (Performance in a standard year)	FY 2023 target values
1 Reduction of CO ₂ emissions from energy generation	55% reduction relative to FY 2005 level	489kt/year	220 kt/year
2 Improvement of specific energy consumption (SEC)	3% improvement relative to FY 2018 level	0.722L/kg	0.701L/kg
3 Reduction of energy consumption volume	5% reduction relative to FY 2018 level	150,000 kL	142,000 kL
4 Reduction of the amount of industrial waste disposed of outside the plants	4% reduction relative to FY 2019 level	7,357 t	7,063 t
5 Improvement of recycling rate	1 point improvement relative to FY 2019 level	87.7%	88.8%

Scope: Domestic plants, on-site group companies, and external domestic group companies

Prevention of Global Warming

Basic Concept

Unitika is focusing on reducing CO₂ emissions, such as by being a leader among other companies in installing cogenerators in our production sites.

In April 2021, the Japanese government raised the domestic greenhouse gas emissions reduction target from 26% to 46% relative to the FY 2013 level. Following on from this, Unitika has also set our FY 2030 reduction target for CO₂ emissions from domestic energy generation to 46% relative to the FY 2013 level. We are aiming for net zero carbon emissions by 2050.

Reduction of CO₂ Emissions from Energy Generation

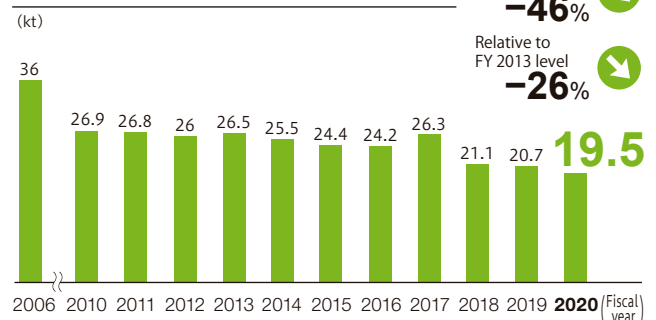
Unitika has been reducing CO₂ emissions step-by-step over many months and years, based on our Medium-Term Environmental Plan. Thanks to our steady efforts, we have achieved substantial reductions in CO₂ emissions from energy generation. We have an achievement rate of 91% for the Medium-Term Environmental Plan target to reduce CO₂ emissions by 50% relative to FY 2005. Based on the current government target with FY 2013 as the standard year, our reduction rate is around 23%. (See p. 23 for the data)

Reduction of CO₂ Emissions Related to Logistics

Unitika undertakes a variety of efforts to reduce the

environmental impact associated with the delivery and emission of raw materials, products, waste, and other materials. These include promoting the shift of cargo transportation modes to more environmentally-friendly methods (modal shifts), and streamlining transportation to improve efficiency. As a specified consignee, Unitika reported 61,000 tons of freight and 19,500 tons of CO₂ emissions to the government in FY 2020. Unitika will strive for eco-friendly logistics within the whole group by implementing a variety of practices. These include but are not limited to: expanding the use of trains, promoting idle stops and the use of ecological tires, and decreasing the frequency of deliveries through the use of larger vehicles.

Reduction of CO₂ Emissions Related to Logistics



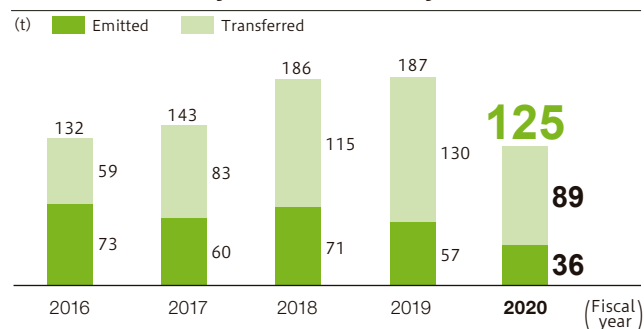
(Note) FY 2006 is the standard year, as this is the year we started tallying data.

Management of Substances Subject to the PRTR System

Management of Substances Subject to PRTR System Notification

The Unitika Group is making efforts to monitor and reduce the volume of chemical substances that are emitted into the atmosphere, as regulated by the Pollutant Release and Transfer Register (PRTR) system as chemical substances that are potentially hazardous to human health and the ecosystem. In FY 2020 we completed the disposal of defective products and other waste caused by a fire at the Uji Plant. Subsequently, the amounts emitted and transferred both decreased compared to FY 2019 levels.

Emission and transfer amounts of substances subject to the PRTR system



FY 2020 Emission and transfer amounts of substances subject to the PRTR system

Name of substances subject to the PRTR system	Emitted (t/year)			Transferred (t/year)
	Air	Water	Total	Total
Acetaldehyde	2.3	0.7	2.9	—
Bisphenol A	—	—	—	36.9
ε-Caprolactam	15.1	—	15.1	16.2
1,4-dioxane	—	0.1	0.1	0.1
Dichloromethane (Methylene chloride)	13.6	—	13.6	22.1
Dimethylformamide	1.4	—	1.4	1.1
Terephthalic acid	—	—	—	0.6
Toluene	2.6	—	2.6	3.3
Boron and boron compounds	—	—	—	6.1
Polyoxyethylene alkyl ether	—	0.1	0.1	0.6
Styrene	—	—	—	0.2
Water-soluble salts of peroxydisulfuric acid	—	0.2	0.2	0.9
VOC	—	0.1	0.1	0.4
Other	—	—	—	0.5
Unitika domestic plants & on-site group companies total	31.0	0.8	31.9	82.0
Unitika external domestic group companies total	4.0	0.4	4.5	7.0

Promotion of the Chemicals Management at Domestic and Overseas Locations

The Unitika Group promotes initiatives that correspond to the Act on the Regulation of Manufacture and Evaluation of Chemical Substances, the European regulations for the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH), the Globally Harmonized System of Classification and Labeling of Chemicals (GHS) and other

chemical management systems in Asian countries. With meetings intended for information-sharing and compliance with the law, we are also striving to disseminate information within the group and to share information between relevant personnel.

Prevention

Promotion of Waste Disposal of Devices that Contain PCB

It is stipulated by the Act on Special Measures Concerning Promotion of Proper Treatment of PCB Wastes to complete the disposal of devices that contain PCB by the end of March 2027. The Unitika Group has disposed of devices containing PCB, etc. that are

owned by our offices and affiliates.

As of March 2021, we had a 73% progress rate for the disposal of devices containing PCB on a monetary base for the entire Group.

Waste Reduction

In FY 2020, although we reduced the waste disposal volume related to the fire at the Uji Plant, as there is no longer any need for used solvents and medicinal solutions recycled as valuable substances and they have had to be disposed of as waste, there is only a slight effect in the reduction of disposal

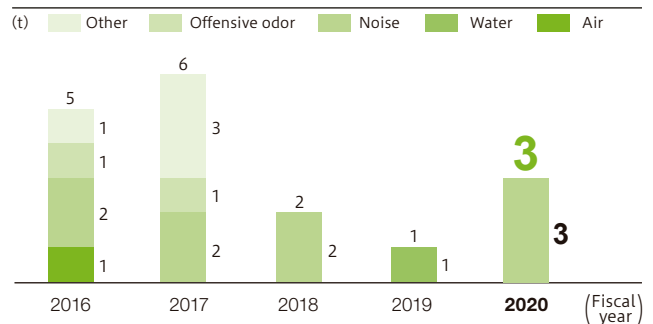
volumes outside the plants. We will continue to facilitate the recycling of disposed plastic by sorting and washing them, etc., while also seeking out new usage methods. (See p. 23 for the data)

Environmental Complaints

The Unitika Group always tries to conduct our business activities with consideration for the lives of people in local communities.

In reaction to the complaints we received, we have been putting efforts into preventing any recurrence by immediately examining the causes of the problems and communicating with the people in the community. We will keep improving in order to contribute towards a comfortable living environment for people in the community.

Complaints from surrounding neighborhoods

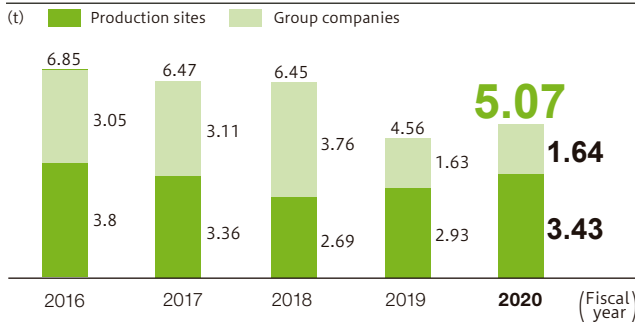


Reducing Environmental Impact on Air and Water

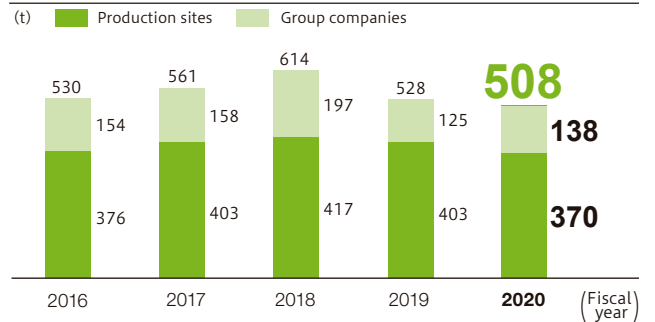
Domestic plants are pursuing measures, such as switching energy from fuel oil to liquid natural gas and stopping diesel power generation, to reduce emissions of dust, nitrogen oxides

(NOx), sulfur oxides (SOx), and carbon dioxide (CO2). Unitika also works to reduce the environmental impact on water through the appropriate management of wastewater treatment facilities.

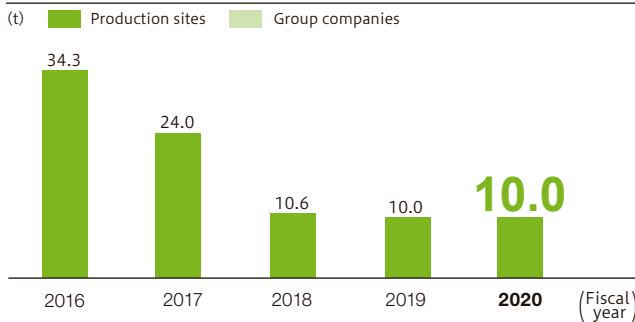
Dust emissions



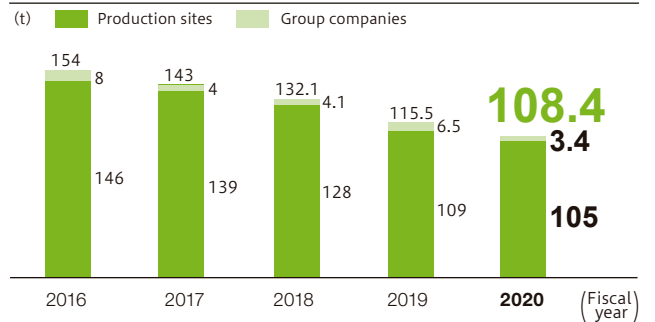
NOx emissions



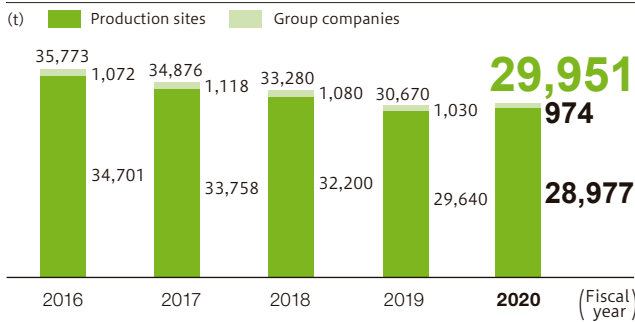
SOx emissions



Environmental load on water (COD)



Total waste water quantity



Note) NOx: Nitrogen oxides
 SOx: Sulfur oxides
 COD: Chemical oxygen demand

Results by Production Sites

Uji Plant

Site area: 311,781 m²

ISO 14001 Certification No. JCQA-E-0249

Main products: Nylon resin, Nylon fiber, Engineering plastics, Nylon/Polyester film, etc.

Tarui Plant

Site area: 165,309 m²

ISO 14001 Certification No. JCQA-E-0323

Main products: Spunlace nonwoven fabric, Polyester glass fabric

Okazaki Plant

Site area: 313,865 m²

ISO 14001 Certification No. JCQA-E-0292

Main products: Polyester resin, Polyester fiber, Spunbond (filament nonwoven fabric)

Tokiwa Mill

Site area: 64,530 m²

ISO 14001 Certification No. JCQA-E-0221

Main products: 100% cotton yarn, Synthetic blended yarn and 100% cotton yarn, Woven fabrics with synthetic blended yarn

Environmental impact at production sites

Production sites		Air				Water							
		SOx		NOx (ppm)	Dust (g/Nm ³)	BOD (mg/L)	COD (kg/day)	Suspended matter (mg/L)	Oil (mg/L)	Total nitrogen		Total phosphorus	
		(K-value)	(ppm)							(mg/L)	(kg/day)	(mg/L)	(kg/day)
Uji Plant	Regulation values	—	29	199	0.025	—	1131	30	16	—	722	—	98
	FY 2020 measured values	—	14	56	0.015	1.9	212	5.8	0.8	1.6	90	0.07	4
Okazaki Plant	Regulation values	—	93	100	0.05	25	905	20	10	15	482	2	62
	FY 2020 measured values	—	15	55	<0.001	2	48	4	0	2.1	32	0.42	6.3
Tarui Plant	Regulation values	11.5	—	150	0.3	40	109	50	5	120	43	16	5.6
	FY 2020 measured values	9	—	31	0.002	4.6	7.4	3.4	0.7	1.7	6.3	0.1	0.5
Tokiwa Plant	Regulation values	17.5	—	130	0.3	80	—	100	2.5	—	—	—	—
	FY 2020 measured values	0.58	—	74	0.019	<0.5	—	<1	<1	—	—	—	—

(Notes) The displayed regulation values are the most rigorous values mandated by law (Air Pollution Control Act or Water Pollution Prevention Act), regulations, prefectural guidance or conventions.

These include the environmental impact from affiliates within the site.

SOx is sulfur oxides, NOx is nitrogen oxides, COD is chemical oxygen demand, and BOD is biological oxygen demand.

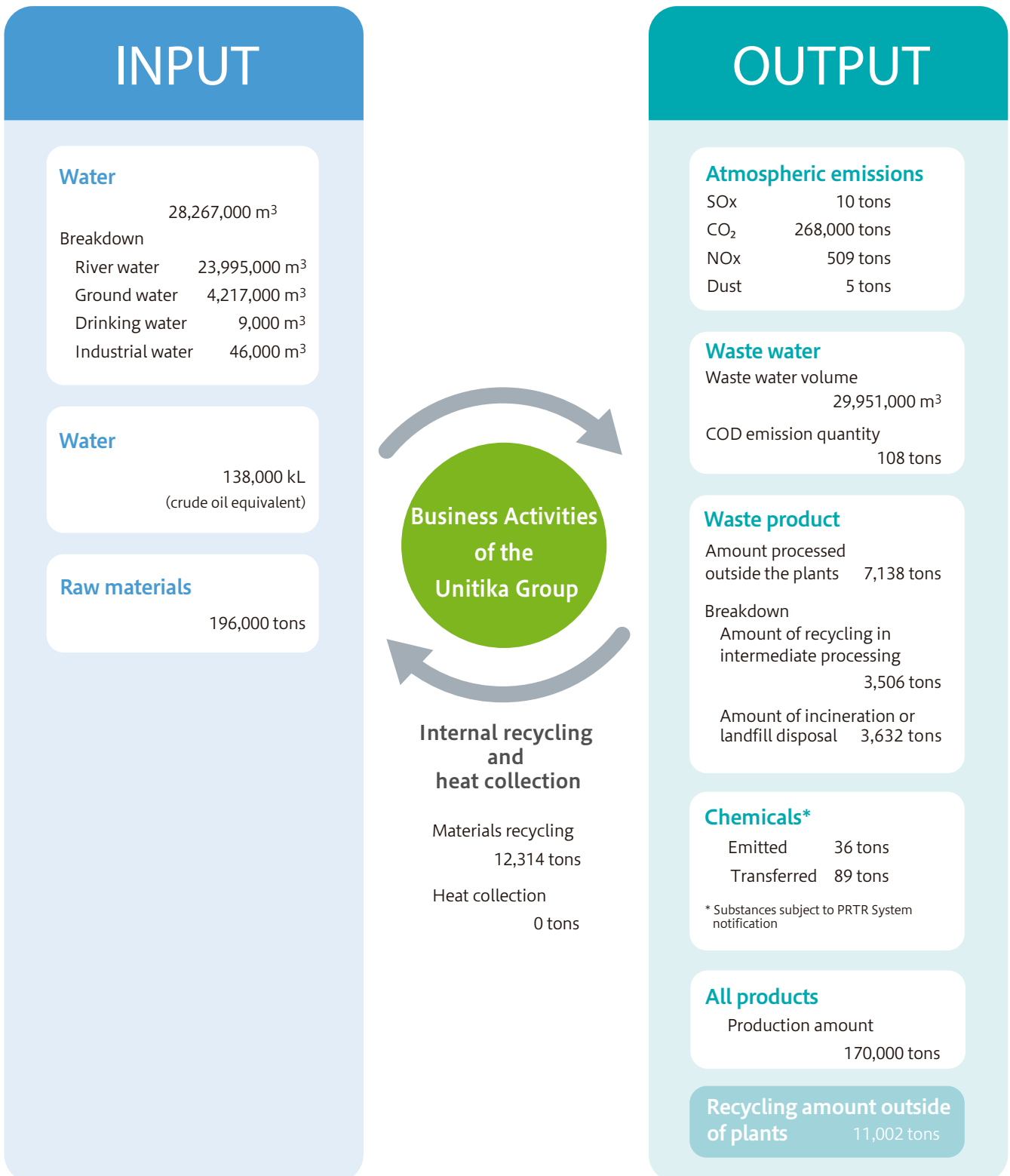
The displayed air pollution values are the measured values for the major facilities at each site (totals are values for the entire site).

The displayed water pollution values are the highest values measured at the drain outlets at each site (load amounts are values for the entire site).

Flow of Materials

Environmental Impact in Business Activities (FY 2020 Results)

The diagram below shows the Unitika Group's flow of materials for FY 2020.





Environmental Accounting

Environmental Accounting

The Unitika Group implements environmental accounting as part of our environment-conscious business activities.

Purpose of Environmental Accounting

- To make environmental preservation more efficient by quantitatively identifying the amounts of investments and expenses for environmental preservation, and to carry out reasonable decision making for environmental preservation initiatives.
- To disclose environmental accounting information to our stakeholders, and to fulfill our responsibility to keep them informed.

Method of Tallying Environmental Accounting Data

Tally range

Unitika domestic plants & on-site group companies
Union Co., Ltd., Osaka Dyeing Co., Ltd., Terabo Co., Ltd., Unitika Sparklite., Ltd.

Period

April 1, 2020 to March 31, 2021

Tally method

Investment amounts include environmental investments on items for which the environment is not the main objective.
Expense amounts include labor costs, general expenses, and depreciation.

FY 2020 Environmental Costs

The Unitika Group's FY 2020 environmental investment was 280 million yen. The main targets of investment are the ones regarding measures for the reduction of the environmental impact, disposal of devices containing PCB etc., and the recycling of raw materials.

The expenses regarding environmental preservation were 1,469 million yen. The main items include the maintenance of pollution prevention equipment, disposal of industrial waste (including recycling expenses), research and development of eco-friendly products and technologies, and social activities such as afforestation and city beautification initiatives.

FY 2020 Economic Benefits

The table lists items with a clear basis for calculation that have high substantive benefits for environmental preservation. Note that inferred benefits have not been calculated.

FY 2020 economic benefits

Item	FY 2020 (million yen)
Income from sale of recycled resources	116
Water usage reduction from recirculation	5
Cost reduction from energy-savings	92
Reduction of costs associated with energy-efficient power sources and industrial waste reduction	6
Reduction of contribution designated by law	—
Reduction of waste disposal costs	6

FY 2020 environmental costs

Category		FY 2020 (million yen)		Remarks
		Capital investment	Costs	
Business area costs	Pollution prevention costs	145	477	Pollution (water, air and noise pollution) prevention measures
	Environmental preservation costs	4	5	Energy saving, Global warming prevention measures
	Resource recycling costs	131	386	Waste volume reduction, Materials recycling, Disposal of PCB/Asbestos
Upstream/downstream costs		—	260	Green procurement activities
Management activity costs		—	100	Environmental management system maintenance, Environmental education, Burden monitoring, Increase of greenery within factories
R&D costs		—	230	Increase of greenery within factories
CSR costs		—	2	Developing environmentally-friendly products
Environmental damage costs		—	9	Regional cleaning activities
Total		280	1,469	Cost for soil contamination countermeasures, Quantity-based taxes

Rebuilding Quality Assurance and a Management System

The Unitika Group has reflected on the inappropriate cases of quality management in certain products manufactured and sold by the Group (announced on August 28 and November 1, 2019). Subsequently, we regularly hold Quality Assurance Committee meetings with the President as the Committee Chairman, and are working on strengthening our governance as ways to prevent the recurrence of such cases. In July 2020, we also newly set up the Corporate Management Division to control quality assurance, risk management, and legal affairs; this has strengthened our Group-wide functions. We are making efforts to familiarize workers involved in quality assurance with the Guidelines for Quality Assurance, and conducting quality assurance training. Furthermore, the Quality

Assurance Office is also conducting ongoing quality audits on the quality assurance organizations of each department, and monitoring the state of quality assurance.

As we move forward with reforming corporate culture and awareness, we are also working to ensure employees know to “prioritize quality over cost and speedy delivery” as is specified in the Unitika Group Quality Policies, and to establish an overall understanding of compliance including quality assurance and an awareness of norms.

All executive officers and employees in the Unitika Group will continue to work on preventing recurrence, while we steadily implement these measures.

Measures to prevent recurrence

1. Strengthen the Group governance system and review the Unitika Group Code of Conduct, etc.
2. Improve organizations and mechanisms
3. Education
4. Review standards
5. Improve the reliability of test and inspection results
6. Understand the real situation early on
7. Improve the quality assurance system and reform corporate culture

Unitika Group Quality Policies

- With our value of “prioritizing quality over cost and speedy delivery,” the Unitika Group provides products that our customers can use safely and with peace of mind.
- We comply with the laws and regulations concerning products and services, and adhere to the agreements we have with our customers.
- To meet quality requirements, we build quality into our products through repeated verifying and testing during design, development, and manufacturing.
- We continually maintain our quality assurance system, and work to improve quality.

Ensuring Product Safety

Unitika has established the Product Safety Management Regulations designed to ensure that we always offer safe products to our customers. These safety management regulations contain detailed provisions on areas such as basic policy, responsibility areas, implementation systems, and bylaws on the implementation and application of manual procedures. Unitika and Unitika Group companies

work to ensure that product manufacturing and sales are carried out safely and in compliance with these regulations.

Information on the claims which may bring about an accident is shared by the Quality Assurance Committee and the Central Committee on Product Liability, and such information is used to prevent the recurrence of repeated claims, etc.



Relationships with Shareholders and Investors

IR Activities

At Unitika, we carry out business activities as we strive to be a company that is continuously chosen by customers, under our philosophy of contributing to society by connecting people's lives and technology. Within this and from the management perspective of focusing on stakeholders, the Unitika Group strives to create several opportunities to enable timely information disclosure to shareholders as well as existing and potential investors. The Unitika Group implements activities to ensure these opportunities run smoothly, and works to improve dialogues with shareholders as well as existing and potential investors.

Annual General Meeting of Shareholders

The Annual General Meeting of Shareholders is held in late June. At this Meeting, the Company outlines its latest business conditions and engages in dialogue with shareholders, through which it seeks to provide a better understanding of the Company's current management condition and policies.

Announcements of Financial Statements and Explanatory Sessions

Unitika conducts a variety of financial data disclosure activities, including twice-yearly second quarter and full financial year accounting statements for the press, both of

which are followed a week or so later by an explanatory session for institutional investors and analysts.

Institutional Investor Visits

Unitika representatives make visits to institutional investors and analysts, in order to provide more specific information as needed.

Publications

- Financial Results
(4 times annually, in May, August, November, and February)
- Shareholder Reports
(2 times annually, at second quarter and full year closing)
- Corporate Guides
- Unitika Report

Website Disclosures

Unitika's website contains the Investor Relations page for shareholders as well as existing and potential investors; it discloses IR information and press releases on products and services. There is also an archive of past financial results, IR briefings materials and securities reports, etc.

Share Status (as of March 31, 2021)

Total Number of Shares Issued

Common shares: 57,752,343

Class A shares : 21,740

Class B shares : 2,559

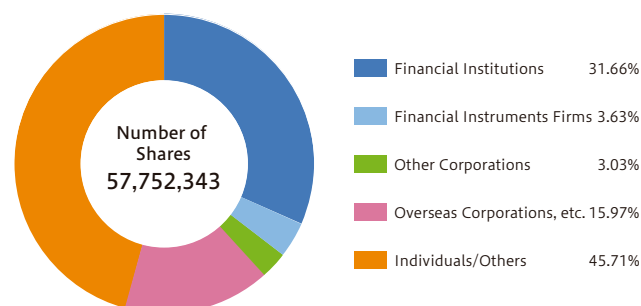
Number of Shareholders

Common shares: 38,362

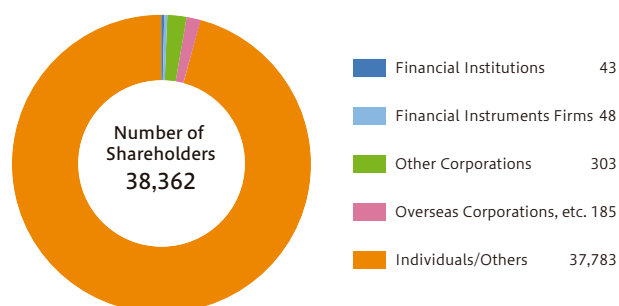
Class A shares : 1

Class B shares : 2

Shareholder Distribution



Shareholder Distribution



Personnel System

Unitika's personnel system is designed to encourage employees to develop their careers and improve their abilities. It offers several different educational programs to enable employees to work on their personal growth, with a high degree of motivation and an ambitious mindset. These programs are offered systematically and continuously to enable organizational growth and boost corporate competitiveness.

Personnel Rotation System

Unitika's personnel rotation system is designed to enable systematic education of the human resources needed for the ongoing running of organizations, in accordance with the job level of each individual. It is designed to enable the career development of each employee, to create synergy among organizations, and to lead to better business opportunities and corporate performance. Employees self-report the positions they want to be posted to, which are considered along with the needs of the Company. This provides the best possible understanding of expected employee roles and

ability development goals, and enables more effective operations.

Evaluation System

Unitika's evaluation system is designed to provide a more accurate understanding of the roles employees expect to occupy, and to provide more impartial evaluations of the individuals producing the results needed to fill those roles. Employees are given yearly performance evaluations that rate them based on their competency, ability, role improvement, attainment of results, and job execution processes. They are also given twice-yearly performance evaluations in accordance with the Company's target management system. These evaluations are linked to pay raises, promotions and bonuses. The evaluation results contribute to operating an evaluation system linked to the ability development and education of each employee going forward, such as receiving reliable feedback through discussions of the evaluation results with superiors, etc.

Human Resources Education

Underpinning Unitika's education system is the concept that raising the skills standards of all our employees leads to strengthening the organization's foundations. We consider on-the-job training (OJT), based on the career paths of employees, as the core of human resource development. Accordingly, we have established a system that more efficiently provides follow-ups for early-career employees, as well as education and support for managers. Off job training (OFF-JT) complements OJT, and enhances level-specific training, function-specific education, and the Global Human Resources Education Program.

In FY 2020 we switched from face-to-face training and education to an online format due to the COVID-19 pandemic, and certain programs were suspended or postponed. From FY 2021 onwards, we will make up for the time we lost during this period.

Education and Training System

- Training during the first 3 years at Unitika, on-the-job training for reinforcement
- Level-specific education ● Selective education
- Function-specific education
(for sales, technology development, and manufacturing)
- Overseas study system for technical positions
- Self-improvement support (for gaining qualifications, etc.)

Training Programs for Global Human Resources (Main Programs)

- Overseas trainee system
- Overseas business trip accompaniment system for young employees
- Assistance for taking foreign language lessons, Recommendation for taking the TOEIC test
- Overseas-related job training (global courses, Global business skills training, global management training)
- Training for supervisors at overseas offices
- Training for national staff
(for national staff at overseas sites)

Education and Training-related Results (FY 2020)

Education investment/person		23,000 yen
Training time/person		5.5 hours
Total number of participants	Male	4,202 people
	Female	1,448 people
Total training time	Male	10,901 hours
	Female	2,618 hours

* Education investment/person = Total education investment
(Number of domestic full-time employees + employees posted overseas)

Utilization of Diverse Human Resources

Diversity

Encouraging the participation of women in the workplace is one aspect of diversity promotion that we are working on. In order to promote women's participation in the workplace, we feel it is critical to reform the corporate culture. Based on this mindset, we are organizing awareness reform training sessions for management (including officers) and training seminars aimed at female employees. We are striving to foster mutual awareness through continuous training.

We are also actively making an effort to employ overseas students. By employing overseas students from various backgrounds, we will be able to demonstrate the strengths of having diverse sensitivities and an international atmosphere, which will also help to strengthen diversity in the company overall.

In the training we conduct at the time new recruits join the company and in level-specific education, we are fostering understanding and communicating the need to effectively use the diversity in an organization, by accepting and recognizing the individual differences among employees, in order to enhance the Unitika Group's power. This includes employees who are currently child rearing or caregiving, or who are recovering from an illness, have disabilities, are from overseas, identify as LGBTQ, or are young or elderly.

Number of new employees and retired employees (FY 2020 Full-time employees on a Unitika unit, includes assigned employees)

	Number of people		
	Female	Male	Total
Number of new employees	17	70	87
Number of retired employees	16	48	64

* The number of retired employees includes those who have reached mandatory retirement.

Number and ratio of females at the management level (March 31, 2021 Unitika unit)

	Number of people	Ratio (%)
Females at the management level	13	4.6

Number of overseas students as new employees (new graduates) and ratio that are employed at head office (from graduate school and university, etc.) (FY 2020 Unitika unit, includes assigned employees)

	Number of people			Ratio (%)
	Female	Male	Total	
Foreign national overseas students (New graduates)	1	3	4	13.3

Work-Life Balance

In order to promote the balance between employees' work and private lives, we have implemented "no-overtime days" to reduce the amount of overtime, and introduced child-rearing leave, caregiver leave, time off for sick/injured childcare, and time off for caregivers, all exceeding legal requirements.

For employees engaged in child rearing or caregiving and who request half-day paid leave very frequently, we have increased the maximum to 14 times (7 days) per year. We also have a system of shortened work hours for child-rearing. This system allows employees with children who are aged three or older but have not completed the third grade in elementary school to reduce their work time by one hour. Also, we featured an article in the internal newsletter on "Discussion on male child-rearing leave: Creating a corporate culture where male employees can



Page from the internal newsletter

also easily in which four male employees discussed their experience with child-rearing leave. This is one way we are encouraging male employees to take child-rearing leave.

Number of employees taking child-rearing leave and caregiver leave (Unitika unit, includes assigned employees)

	(People)			
	Employees taking childcare leave		Employees taking caregiver leave	
	Female	Male	Female	Male
FY 2016	15	4	0	0
FY 2017	12	5	0	1
FY 2018	11	6	0	0
FY 2019	10	2	0	0
FY 2020	5	3	0	0

* The return-to-work rate after taking child-rearing leave is 100%, with one person retiring after taking caregiver leave.

Return Employment System

If a full-time employee who has been working for us for three years or more is required to leave the company for unavoidable family reasons (marriage, child-rearing, caregiving, work transfer of spouse, etc.), and later that situation changes and they are able to return to work, the Return Employment System gives that person a chance to come back and work for Unitika, based on the mutual desire of both the individual and the company.

Safety and Health Initiatives

At the Unitika Group, the Central Safety and Sanitation Committee is implementing health and safety activities aimed at eliminating accidents that require time off from work at all production sites and group companies. In FY 2020 we launched the 18th Health and Safety Guidelines with the slogan of Safety First.

Regrettably in recent years there has been a trend of multiple occurrences of industrial accidents. Therefore, we are conducting general safety inspections throughout the Group, and steadily implementing activities to reduce the hidden causes of accidents in workplaces. We are also supporting the physical, mental and emotional health of employees by introducing Return Support Guidelines, and following the situation at workplaces based on mental health checks.

Results of industrial safety and health activities over the last 10 years



Employees' Health

Mental Health Initiatives

Based on the Ministry of Health, Labour and Welfare's "Guidelines for Maintaining and Improving Workers' Mental Health," we conduct mental health training both at the time new recruits join the company and when employees are promoted. We are actively working to promote the mental health of our employees.

We are also conducting stress checks every year, and implementing stress relief measures for those with a check result of high stress levels, as a primary preventive measure for mental health care.

Return Support Guidelines

We have established "Return Support Guidelines" to allow those who were away for an extended period of time to return to work smoothly.

Lifestyle Disease Countermeasures

We conduct blood tests and electrocardiograms, outside of what is required by law, at the once-a-year regular health checkups for employees aged under 35 years. We are also encouraging employees to take an interest in managing their health, before they become middle-aged and older.

Disease Prevention Measures

We administer influenza vaccinations to employees at each production site, and take measures to prevent employees from developing influenza and having it progress into a serious case.

COVID-19 Infection Countermeasures

We are strengthening the following initiatives to prevent the spread of COVID-19 in workplaces.

- (1) Promoting telework
 - Reducing the rate of in-office work at workplaces (head office, etc.) where working from home is possible (target telework rate of 70%)
- (2) Measures to prevent the spread of COVID-19 infections at workplaces and in meetings
 - Ensuring employees wear masks, thoroughly wash and disinfect their hands, and avoid the three c's (closed spaces, crowded places, close contact)
 - Holding meetings that are well planned to include remote participation, shorter times, small groups, good ventilation, and sufficient spacing between seats, etc.
- (3) COVID-19 infection countermeasures for business trips and face-to-face meetings/interviews
 - Refraining as much as possible from business trips and face-to-face meetings/interviews at clients, and using remote participation, etc.
 - Asking employees to refrain from moving between production sites and affiliated companies within the Group (and when business trips and face-to-face meetings/interviews there are unavoidable, ensuring thorough infection prevention measures are being practiced in these places.)

Disaster Prevention and Readiness Initiatives

To prepare for major disasters like the earthquake and tsunami that devastated Tohoku in March 2011, disaster readiness measures are crucial both to fulfill the basic mission of protecting the lives of employees, as well as to uphold the responsibility to stakeholders of continuing business activities. In compliance with Japan's Act on Promotion of Seismic Retrofitting of Buildings, the Unitika Group inspects structures and facilities of production sites. We also work to create self-supporting emergency energy supply systems, by providing for home generation facilities and working on production site energy conversion.

Disaster Readiness Training

The Unitika Group has reflected on the fire that occurred at the Uji Plant on January 8, 2019, and we are reviewing overall the fire prevention system and working to prevent the recurrence of such incidents. We are also actively carrying out accidents and natural disaster training, as well as doing drills at production sites in the spring and autumn seasons of fire prevention activities.

Additionally, as internal standards for managing safety at production facilities, Unitika has enacted a set of "pre-evaluation policies" on safety sanitation and environmental effects at new facilities. As a disaster readiness measure when creating or renovating facilities, a total of two rigorous inspections (during design and upon completion) are carried out in compliance with these standards.

In April 15, 2020 at the Tarui Plant, we carried out an integrated fire prevention drill for around 25 people, including fire prevention committee members of mostly firefighting squad chiefs. During the training on April 17 for discharging water from a fire hydrant, the fire-fighting squad was divided into two groups, with each one following the operational procedures for the fire hydrants located at two places. After the training, new employees and female employees were also able to try operating a fire hydrant.

On November 11, 2020 at Unitika Textiles Ltd., we carried out fire-fighting training for the first-shift workers there on how to use water extinguishers and fire hydrants.

At the Okazaki Plant, 400 employees participated in a large-scale integrated fire prevention and disaster prevention drills on the "Disaster Drill Day at Plants" on November 18, 2020. In addition to evacuation drills in preparation for an earthquake, we partnered with the head office squad and district squads to carry out drills in preparation for a variety of crises including the outflow of chemicals, fire breakouts, and the confinement of employees.

We set March as a fire prevention month at the Uji Plant,

and on March 24, 2021, we carried out notification, contact, and evacuation drills at all production sites, in which 532 people participated.

Preparation for Large-Scale Disasters

Unitika has established the Protocols for Returning Home, which encourages employees to stay at their workplaces if trains and other public transportation stop running due to large-scale disasters. This is to prevent employees from having difficulties in returning home, and to prevent them from obstructing the operations of police officers and fire fighters. We are also making other preparations such as storing disaster equipment, supplies, drinking water and preserved food. We have also established a system that allows us to handle requests for support from local residents in surrounding neighborhoods and for cooperation from local governments.



Integrated fire prevention and disaster prevention drills (Okazaki Plant)



Fire prevention drill (Uji Plant)

Promoting Awareness of Human Rights

Raising Human Rights Awareness

The Unitika Group Code of Conduct that is assigned to our employees specifies respect for human rights. We are working towards human rights awareness in the Group by setting up a human rights awareness promotion organization and conducting in-house human rights training for our employees including the president, executives and the presidents of our affiliates.

As a member of the Corporate Report Association of Human Rights Issue, Unitika works on human rights issues in a variety of ways, such as by gathering educational information on human rights. Based on our understanding that any kind of harassment is considered a violation of human

Number of human rights training participants
(FY 2020 P33 figures) (People)

	Female	Male	Total
Number of human rights training participants	204	416	620

rights, we have set up a support desk for sexual harassment, maternity harassment, and power harassment at each of our offices and affiliates, to raise the level of understanding and awareness of our employees.

Elimination of Forced Labor and Child Labor

Unitika Group companies and overseas affiliates have made declarations of their refusal to take part in any form of forced labor or child labor in violation of international agreements, such as the International Covenants on Human Rights or the Convention on the Rights of the Child.

Fair Recruitment Practices

As a part of our fair employment activities, Unitika has created an original Unitika Employment Interview Manual based on the gist of the Employment Selection Guidelines issued by The Ministry of Health, Labour, and Welfare.

Unitika Purchasing Policy

Unitika's purchasing departments will engage in transparent and fair procurement practices that meet personal and community standards. They will uphold our duty as a company

to engage in responsible procurement practices, placing emphasis on CSR activities.

Purchasing Policy

1. Legal Compliance

When executing purchasing activities, the Company will comply with laws and community standards, engaging in transparent, fair procurement practices and aiming to be a good corporate citizen.

2. Harmony With Environment

When procuring products or services, the Company will value environmental awareness and the preservation of safety, endeavoring to purchase products and raw materials of low environmental impact.

3. Respect for Human Rights; Improving Working Environments

When engaging in purchasing activities, the Company will respect human rights and ensure that all forms of prejudice are eliminated when work is executed. The Company will make efforts to ensure health and safety, and to improve work environments.

4. Partners (CSR Aspects)

The Company will aim to create better partnerships, and ask partners to:

- A. Comply with legal and community standards
- B. Work on activities to preserve the environment and to ensure safety
- C. Respect human rights; value efforts to improve working environments
- D. Endeavor to ensure appropriate quality/prices and reliably on-time delivery, and to maintain and improve products and services
- E. Abide by our chemicals management guidelines

Additionally, cooperate in surveys and reports related to them

S

Society

Contributing to the Community and the Environment

Community-focused Initiatives

ECO Kyoto

ECO Kyoto 21 is a system run by Kyoto prefecture to certify and register production sites that play a leading role in environmental preservation or local recycling efforts.

Unitika's Uji Plant is participating in ECO Kyoto 21; in 2004, it was certified and registered in the system's Ecostyle category for production sites and organizations engaging in highly original environmental awareness activities.



Participation in Local Beautification Activities

As part of their efforts to give back to the community, Unitika production sites actively take part in environmental beautification drives to clean up their surroundings.

At the Okazaki Plant, every second Thursday of the month around 70 employees take part each time in cleaning up the surrounding area.

At the Uji Plant, employees take part in cleaning up the surrounding area through Clean Uji Initiative. During FY 2020, this initiative was held twice in the year due to the

impact of COVID-19 infections; a total of 513 employees participated.

At Unitika Textiles Ltd., each year the company partners with the unions during the annual union events to carry out cleaning activities in the local area. However, this event was suspended in FY 2020 due to the impact of COVID-19 infections, and instead in April the employees cleaned up the ditches surrounding the plant and pruned the trees to prevent falling leaves.

On June 1, 2020, the Sakoshi Plant and Ako Unitech Service Co., Ltd. carried out combined cleaning of the embankment areas from the front gate of the production sites.



Cleaning activities in the areas around the Sakoshi Plant and Ako Unitech Service Co., Ltd.

Initiatives for Preserving the Environment and Biodiversity

Participation in Biodiversity Declaration

Unitika has endorsed the Declaration of Biodiversity released by KEIDANREN (Japan Business Federation) in 2009, and is partnering with it in promoting the declaration. The declaration contains seven principles covering areas such as harmonizing business activities with natural cycles, and promoting businesses oriented to these cycles. Unitika's business activities are designed with an awareness of biodiversity.

Unitika no Mori ('Unitika Wood') Project

Unitika's labor union, Unitika Union, established a volunteer fund in 1992 to develop a variety of domestic and international support activities. As a project that commemorates its 30th anniversary in 2003, Unitika Union started the Midori no Plan ('Green Plan') with the purpose of social contribution and environmental protection in Japan. For the Midori no Plan, we planted Japanese chestnut oaks, konara oaks and Japanese cypresses in a 2-hectare area (approximately 2.5 acres) of mountain forest that has been named Unitika no Mori, located in Hidakagawa Town, Wakayama Prefecture. Several times a year, Unitika employees visit the site to

maintain the forest by clearing underbrush and pruning branches. These activities have been officially recognized by Wakayama Prefecture as "an effort that contributes to CO2 absorption through forestation." It is expected to result in about 800 metric tons of carbon dioxide absorption over the next 100 years.

Unitika no Mori was the first "corporate forest" in Wakayama, which was a pioneer nationwide in the establishment of such corporate forests. Unitika no Mori has received high praise for not only its woodland preservation activities but also its contributions to revitalizing the local region by such activities as continuous interaction with the local people. In 2018 it was awarded the Wakayama Prefecture Greening Achievement Award. Regrettably, as a precaution to prevent the spread of COVID-19 infections, the Midori no Plan was not carried out in FY 2020. So far though, over 500 people have participated in this project, and we plan to continue it well into the future as a lasting activity.



Corporate Governance

Basic Policies

At Unitika, we carry out business activities as we strive to be a company that is continuously chosen by customers, under our philosophy of contributing to society by connecting people's lives and technology. We have worked to achieve stakeholder-focused management by pursuing stakeholder strategies that include the enhancement of legal compliance and risk management, the timely and appropriate disclosure of information, and the implementation of rapid decision making. We believe this will enable Unitika to maximize corporate value in an increasingly global environment, and continue to grow.

Structural Overview

Under the Companies Act, Unitika has adopted the system of a company with a Board of Auditors, and put in place auditors. We have also introduced a voluntary executive officer system. We divide the decision making and management supervisory (governance) functions of the Board of Directors and the business execution functions of the executive officers. In order to enhance the mobility and effectiveness of the management, we promote cooperation between the directors and the executive officers, while most of the directors also serve as the executive officers with some exceptions.

We believe that our governance system is functioning as expected by means of the establishment of a voluntary

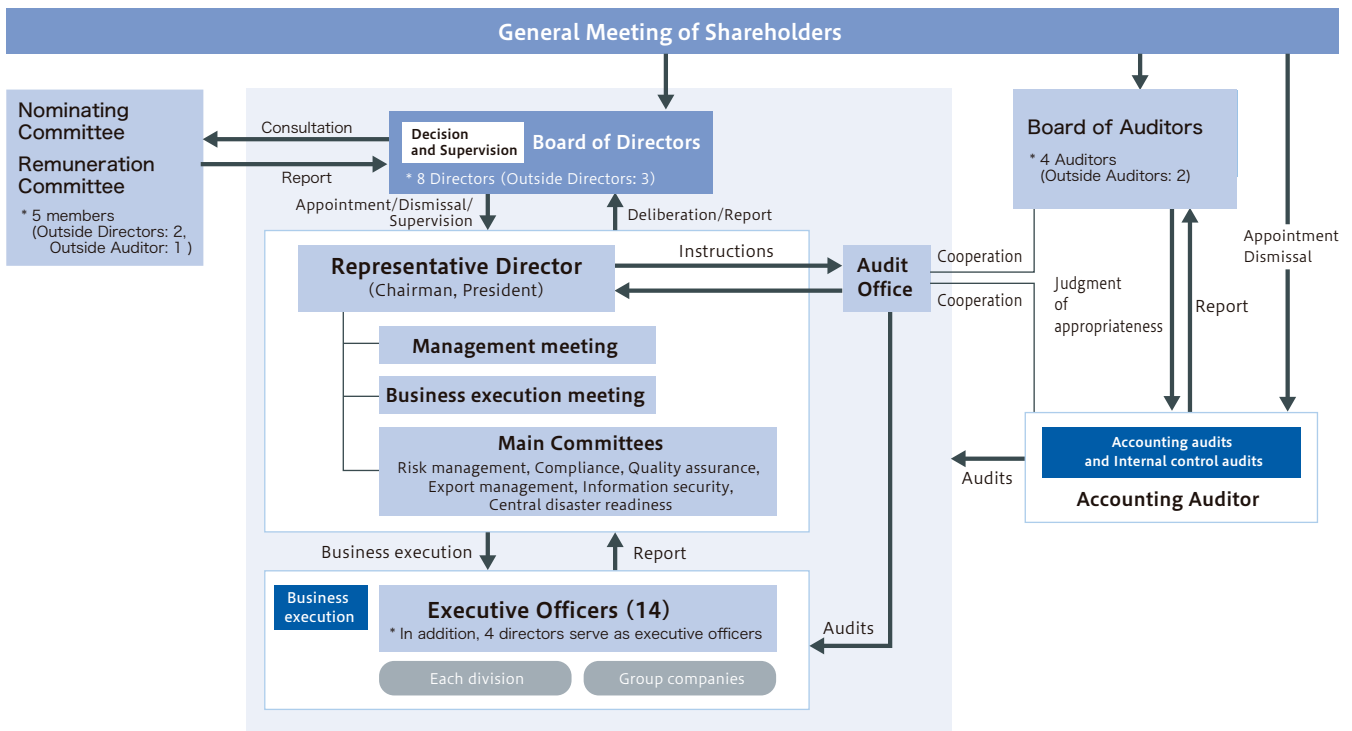
committee, an executive officer system, outside directors, and an auditor system.

Evaluating the Effectiveness of the Board of Directors

In March 2021, Unitika conducted a survey with the recommendations of external institutions on all directors and auditors comprising the Board of Directors. We then analyzed and evaluated the Board of Directors, taking into consideration the tallied results from the external institutions. The results were generally a positive evaluation of the composition, operation, management, supervision and other functions of the Board of Directors. Subsequently, we have evaluated the Board of Directors to be effective overall. There has also been a notable improvement in the items identified in the previous survey as having scope for further review and improvement, including having more diversity among the Board of Directors' members, enhancing the documents and materials for agenda items, and creating opportunities to further strengthen communication between members. This year's survey also indicated the need for discussion on topics such as further strengthening the functions of the Unitika Group's overall internal control systems, training successors, and management strategies based on ESG and SDGs, etc. We will review these views, and continue working on improving the effectiveness of the Board of Directors.

Remuneration of Executive Officers

All Unitika executive officers are remunerated in cash payments.



Excluding outside directors and auditors, these payments to executive officers are comprised of position-specific fixed remuneration and performance-linked remuneration as an incentive. Outside directors and auditors only receive fixed remuneration.

The remuneration of Unitika executive officers is determined via consultation with the voluntary Remuneration Committee, which has an independent outside director as the Committee Chairman and is set up as an advisory institution of the Board of Directors. The remuneration of directors is determined by the Board of Directors, and the remuneration of auditors is determined by the Board of Auditors. When determining the level of remuneration for executive officers, we also refer to surveys and other data from external third-party institutions, and take into consideration the views, etc. of outside officers in the Remuneration Committee. The remuneration is appropriately determined within the maximum limit of executive officer remuneration (within 40 million yen per month for directors and within 6 million yen per month for auditors), as stipulated at the Annual General Meeting of Shareholders (June 28, 1990).

Unitika's performance-linked remuneration system targets achieving the medium-term management plan as a strong motivator. It was introduced for executive officers excluding

outside directors and auditors, and calculates remuneration based on an evaluation of the achievement rate according to the current fiscal year's results for the medium-term management plan's revenue target values. The ratio of performance-linked remuneration has been roughly set at around 10% of the position-specific fixed remuneration as a standard level. The evaluation of the achievement rate related to the revenue that is the base for calculating the remuneration is set using a certain weight assigned to consolidated net sales, operating profit, and net profit. Also, the evaluation for calculating the performance-linked remuneration is determined via consultation with the Remuneration Committee.

Details of remuneration of executive officers

Category of executive officers	Total (million yen)	Class-specific total (million yen)	
		Fixed remuneration	Performance-linked remuneration
Directors: 5 (excluding outside directors)	138	128	9
Auditors: 2 (excluding outside auditors)	36	36	—
Outside officers: 4	30	30	—

Internal Control System

Basic Policies

Under the Companies Act, Ordinance for Enforcement of the Companies Act and Financial Instruments and Exchange Act, Unitika has created a system that ensures the adequate operation of our company and group, as well as the trustworthiness of our financial reports, as follows.

Structural Overview

The Internal Control System stipulates the Unitika's Basic Policy for Internal Control based on Companies Act and the Financial Instruments and Exchange Act. Internal controls for financial reporting are dealt with mainly at the Audit Office, while internal controls regarding offices are set up at our key business branches in order to establish the corporate framework for internal controls. Also, in addition to collecting information within the company and the Group, which is mainly done by the Risk Management Office, we also have systems in place to enable a timely response to matters, including setting up a Compliance Committee and whistleblower contact points within and outside the company.

Furthermore, we have stipulated the Unitika Group Charter of Corporate Behavior, and are distributing and establishing the Unitika Group Code of Conduct as specific action standards for all officers and employees of the Group. We are also promoting compliance such as by conducting timely

training with the Risk Management Office, and through electronic-based education (e-learning) using the internet.

Unitika's Basic Policy for Internal Control (Item Headings)

1. Organization to ensure that the execution of job duties by directors and employees complies with all applicable legislation and the Articles of Incorporation
2. Items pertaining to saving/managing information on directors' execution of job duties
3. Regulations on loss hazard management; other organizational elements
4. Organization to ensure that execution of directors' job duties is performed efficiently
5. Organization to ensure suitability of operations done by corporate groups
6. Items pertaining to ensuring the effectiveness of instructions to employees, and to their independence from directors, when auditors ask for the appointment of those employees to act as assistants
7. Organization for making a report to the auditors, and an organization that ensures the fair treatment of people who make a report to the auditors
8. Items regarding the procedures for the advanced payment or reimbursement of the expenses arising from the performance of duties of the auditors or the policies regarding the processing of other expenses or debts arising from the performance of duties of the auditors
9. Other organizational elements to ensure that auditing by auditors is performed effectively

CSR Promotion System

Unitika has established a management system comprising the business divisions and committees for compliance, risk management, and other areas. We are moving forward with our CSR activities, such as environmental awareness and safety measures, mainly through the activities of these

committees.

Priority initiatives include those aimed at ensuring (1) the promotion of compliance, (2) environment, health, and safety (EHS) management, (3) product safety, (4) export control, and (5) information security management.

Environment, Health, and Safety (EHS) Management

Unitika's Environment Committee and Central Safety and Sanitation Committee are organizations created to oversee environmental management, and health and safety management. The Environment Committee's main functions are examining basic plans on environmentally-aware businesses and verifying their progress, discussing reports of results of environmental audits of production sites and Group companies done by the committee secretary, and discussing other major items related to the environment. The Central

Safety and Sanitation Committee discusses measures to prevent work-related accidents and other accidents and disasters, and discusses other major items related to health and safety. These two committees are higher-level organizations that oversee the Environmental Safety Groups of individual Unitika production sites and Group companies. They play an important role in specifying and compiling Group policies, when lower-level organizations propose and implement measures reflecting their own unique circumstances.

Export Control

In the Unitika Group, export control managers appointed at our business sectors and group companies carry out the management of daily export operations under the Export Control Committee chaired by a director, based on the Export Control Regulations. The committee administration supervises the situation while sharing information among the managers regarding the management status within the

group, as well as trends for the revision of laws and regulations, through the manager conference held regularly. Also, so as to enable employees to acquire the correct knowledge, each year we hold education on export control for those employees promoted to the person in charge; 21 employees participated in FY 2020.

Information Security Management

Unitika has established a management and operation system centered around the Information Security Committee.

This was created in order to outline approaches to ensuring the protection and effective use of personal information received from users and of information obtained in the course of doing business.

Regarding the protection of personal information, Unitika handles this in accordance with the laws and regulations, such as inspecting the information held and how it is handled, maintaining and reviewing the organization and

management systems, and taking comprehensive measures for security management. Also, to respond to the risks and threats of cyber-attacks, which have been rising recently, we are using a vulnerabilities diagnostic service provided by a specialist institution, and implementing countermeasures including in the supply chain and at production sites in Japan and overseas.

Unitika also strives to prevent accidents in our daily business operations through the enhancement of security devices against threats and risks, including targeted attacks, by raising awareness through in-house education.



Unitika Group Charter of Corporate Behavior

In 1998, the Unitika Group created the Unitika Charter of Corporate Behavior, a document that sets forth the basic action policy needed to fulfill our mission in society, and in 2001 we issued the first edition of the Unitika Action Standards. On April 1, 2020, we revised each document as the Unitika Group Charter of Corporate Behavior and the Unitika Group Code of Conduct, and renewed the Code of Conduct booklet. We are distributing this booklet to all executive officers and employees in the Unitika Group, and promoting compliance with the Code of Conduct.

Each year we carry out compliance training during the training for new employees and all employees who have been promoted. We are also working to ensure that all employees are aware of compliance and that it is firmly

established, such as by creating opportunities for electronic learning using the internet (e-learning).



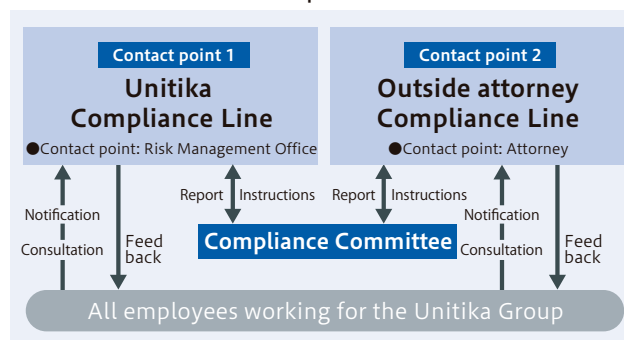
Front cover of the Unitika Group Code of Conduct

Whistleblower Contact Points

Unitika has enacted the Whistleblower Protection Regulations, which specify provisions to protect whistleblower privacy and prohibit prejudicial treatment of them for making a report. We have set up two reporting contact points (one inside and one outside the Company) to enable employees to immediately report any dishonest or illegal conduct they become aware of. We respond in a timely and appropriate manner to any consultations or notifications of such conduct.

We are exhaustively ensuring compliance throughout the Group, mainly through the Compliance Committee chaired by the Chief Compliance Officer.

Unitika's whistleblower contact points



Harassment Consultation Services

We have set up a help desk at each office and group company regarding harassment at work, such as sexual harassment, power harassment, harassment in relation to pregnancy, childbirth, parenting and nursing care including maternity harassment, in order to detect and resolve harassment at an early stage.

The Guidelines Regarding the Prevention of Human Rights Violation such as Harassment at Unitika Group was established in 2012, and was revised in December 2016. As we broadly strive toward the prevention of harassment and the establishment of a workplace where all our employees can work comfortably, we have added the statements that sexual harassment cannot be allowed regardless of the victim's sexual orientation and gender identity, and that it is

considered as sexual harassment if there is any nonconsensual sexual statements or action, even if it is between people of the same sex.



A harassment training session

Directors



Hiroyuki Shime

Representative Director Chairman

Apr. 1975 Joined the Company
 June 2008 Director, Senior Executive Officer
 July 2012 Director, Managing Executive Officer
 June 2014 Representative Director and President,
 Chief Executive Officer
 June 2019 Representative Director Chairman (present)



Shuji Ueno

Representative Director and President, Chief Executive Officer, Responsible for the Audit Office

Apr. 1983 Joined the Company
 June 2012 Director, Executive Officer
 July 2012 Director, Senior Executive Officer
 Apr. 2015 Director, Managing Executive Officer
 June 2015 Representative Director, Managing Executive Officer
 June 2019 Representative Director and President,
 Chief Executive Officer (present)



Tsunetoshi Matsuda

Director, Senior Executive Officer, General Manager of Polymers Sector Responsible for Global Business Promotion Division Stationed in Tokyo

Apr. 1986 Joined the Company
 Oct. 2005 Manager of Films Quality Assurance Department of
 Films Sector
 Jan. 2009 Manager of Films Production Department of Films Sector
 June 2014 Manager of Technology Development & Planning Office of
 Technology Development Division
 Apr. 2015 General Manager of Research & Development Center of
 Technology Development Division
 Apr. 2016 Executive Officer, General Manager of
 Research & Development Center of
 Technology Development Division
 Apr. 2017 Executive Officer, Manager of Films Division
 Apr. 2019 Executive Officer, Manager of Plastics Division
 Apr. 2020 Senior Executive Officer, Manager of Plastics Division
 Apr. 2021 Senior Executive Officer, General Manager of
 Polymers Sector, Responsible for Global Business
 Promotion Division, Stationed in Tokyo
 June 2021 Director, Senior Executive Officer,
 General Manager of Polymers Sector Responsible for
 Global Business Promotion Division,
 Stationed in Tokyo (present)



Minoru Furukawa

Director (part-time)

Apr. 1966 Joined Hitachi Zosen Corporation
 Apr. 2005 Representative Director,
 President of Hitachi Zosen Corporation
 June 2010 Representative Director, Chairman and President of
 Hitachi Zosen Corporation
 Apr. 2013 Representative Director, Chairman and
 Chief Executive Officer of Hitachi Zosen Corporation
 Apr. 2016 Representative Director,
 Chairman of Hitachi Zosen Corporation
 June 2016 Outside Director of the Senshu Ikeda Bank, Ltd.
 Apr. 2017 Director, Advisor of Hitachi Zosen Corporation
 June 2017 Outside Director of Senshu Ikeda Holdings, Inc. (present)
 June 2017 Non-Executive Director of the Senshu Ikeda Bank, Ltd.
 (present)
 June 2017 Director of the Company (present)
 June 2018 Outside Director of OKK Corporation (present)

Auditors



Mitsuhiro Morikawa

Auditor (full-time)

Apr. 1982 Joined the Company
 Jan. 2009 General Manager of Corporate Control Department,
 Corporate Planning Division
 June 2009 General Manager of Corporate Control Department,
 Corporate Planning Division, and General Manager
 of Polymerization Administrative Department
 July 2011 Deputy General Manager of Corporate Planning
 Division, and General Manager of
 Polymerization Administrative Department
 July 2012 Executive Officer, General Manager of Corporate
 Planning Division
 June 2014 Senior Executive Officer,
 General Manager of Corporate Planning Division,
 and Responsible for the Secretariat
 Apr. 2015 Senior Executive Officer, Deputy General Manager of
 Administration Division, and General Manager of
 Personnel & General Affairs Department
 June 2018 Auditor (present)



Kazuki Oka

Auditor (full-time)

Apr. 1983 Joined the Company
 Oct. 2002 General Manager of Administrative Department,
 Films Division
 July 2011 Deputy General Manager of Corporate Planning
 Division
 July 2012 Deputy General Manager of Corporate Planning Division,
 and General Manager of Global Strategy Promotion
 Department, and General Manager of
 Polymerization Administrative Department
 June 2014 Executive Officer, General Manager of
 Global Strategy Promotion Department,
 and General Manager of Polymerization Administrative
 Department
 Apr. 2018 Executive Officer,
 General Manager of Global Business Promotion Division
 Apr. 2019 Advisor
 June 2019 Auditor (present)



Eiji Sumi

Director, Managing Executive Officer,
General Manager of
Administration Division

Apr. 1984 Joined The Sanwa Bank, Limited (now MUFG Bank, Ltd.)
June 2013 Executive Officer, Managing Director Head of
Global Compliance Division of the Bank of
Tokyo-Mitsubishi UFJ, Ltd. (now MUFG Bank, Ltd.),
and Executive Officer,
Managing Director of Global Compliance Division of
Mitsubishi UFJ Financial Group
June 2015 Director and Senior Managing Executive Officer of
Mitsubishi UFJ Research and Consulting Co., Ltd.
Apr. 2020 Advisor to the Company (full-time)
June 2020 Director, Managing Executive Officer,
General Manager of Administration Division (present)



Michihiko Ota

Director (part-time)

Apr. 1975 Joined Marubeni Corporation
Apr. 2012 Senior Executive Vice President of Marubeni Corporation
Apr. 2013 Senior Executive Vice President, Regional COO for ASEAN,
Regional CEO for East Asia, Regional COO for Southwest
Asia of Marubeni Corporation, Managing Director,
Marubeni ASEAN Pte. Ltd.
June 2014 Senior Executive Vice President of Marubeni Corporation
Apr. 2015 Vice Chairman of Marubeni Corporation
June 2016 Outside Board Member of XEBIO Holdings Co., Ltd. (present)
June 2017 Outside Corporate Auditor of Saison Automobile &
Fire Insurance Co., Ltd. (present)
Mar. 2018 Outside Director of OYO Corporation (present)
June 2019 Director of the Company (present)



Masakazu Kitano

Director, Senior Executive Officer,
General Manager of
Technology Development Division,
and Manager of
Technology Development &
Planning Office Responsible for
Supervising Production

Apr. 1985 Joined the Company
Aug. 2007 Manager of Technology Department of
Okazaki Plant, Nippon Ester Co., Ltd.
July 2013 General Manager of Okazaki Plant of the Company,
and Representative Director and President of
Nippon Ester Co., Ltd.
Apr. 2015 Executive Officer, General Manager of
Technology Development Division, and Manager of
Technology Development & Planning Office
Apr. 2017 Executive Officer, General Manager
of Technology Development Division,
and Manager of Technology Development & Planning Office,
and General Manager of Research & Development Center
Apr. 2018 Senior Executive Officer, Deputy General Manager of
Technology Development Division, and General Manager of
Research & Development Center
Apr. 2019 Senior Executive Officer,
General Manager of Technology Development Division,
and General Manager of Research & Development Center
Apr. 2020 Managing Executive Officer, General Manager of
Technology Development Division, and Manager of
Technology Development & Planning Office
Apr. 2021 Managing Executive Officer, General Manager of
Technology Development Division, and Manager of
Technology Development & Planning Office,
Responsible for Supervising Production
June 2021 Director, Senior Executive Officer, General Manager of
Technology Development Division, and Manager of
Technology Development & Planning Office, Responsible
for Supervising Production (present)



Noriko Ishikawa

Director (part-time)

Apr. 2004 Lecturer at the Research Institute for Economics and
Business Administration, Kobe University
Apr. 2005 COE researcher at the Department of Natural Science of
Graduate School of Engineering, Kobe University
Apr. 2007 Specially-appointed lecturer at the Faculty of Economics,
Kinki University
Apr. 2009 Lecturer at the Faculty of Economics, Kinki University
Apr. 2010 Associate Professor at the Department of Economics,
Faculty of Economics, Konan University
Apr. 2016 Professor at the Department of Economics,
Faculty of Economics, Konan University (present)
June 2021 Director of the Company (present)



Tetsuaki Fukuhara

Auditor (part-time)

Apr. 1977 Registration as an Attorney (Osaka Bar Association)
Joined Kuboi & Partners Law Office
Apr. 1986 Opened Meiya Law Office
Apr. 2003 Opened Mizuki Law Office
Apr. 2013 Chairman of Osaka Bar Association
June 2017 Auditor of the Company (present)



Sumitaka Maruyama

Auditor (part-time)

July 2008 Head of Nishinari Tax Office
July 2009 Manager of Personnel Section 2,
General Affairs Department,
Osaka Regional Taxation Bureau
July 2014 Assistant Manager of Taxation Department 1,
Osaka Regional Taxation Bureau
July 2015 Manager of Taxation Department 1,
Osaka Regional Taxation Bureau
Aug. 2016 Registration as a Certified Tax Accountant
June 2019 Outside Auditor of Nippon Shinyaku Co., Ltd. (present)
June 2019 Auditor of the Company (present)

10-year Financial Summary

		FY 2011	FY 2012	FY 2013	FY 2014
Operating Results:					
Net sales	(100 million yen)	1,746.6	1,601.9	1,626.9	1,591.3
Operating profit	(100 million yen)	95.8	55.2	68.0	89.2
Operating profit margin	(%)	5.5	3.4	4.2	5.6
Ordinary profit	(100 million yen)	57.5	38.5	47.1	76.8
Profit attributable to owners of parent	(100 million yen)	13.0	△ 108.8	5.8	△ 270.3
EBITDA	(%)	153.1	110.0	117.4	136.3
Financial Condition:					
Total assets	(100 million yen)	2,684.9	2,550.5	2,541.8	2,358.8
Net assets	(100 million yen)	322.1	213.2	193.7	315.9
Shareholders' equity	(100 million yen)	285.1	178.1	155.4	283.5
Capital adequacy ratio	(%)	10.6	7.0	6.1	12.0
D/E ratio	(times)	6.1	9.4	10.6	4.7
Interest-bearing liabilities	(100 million yen)	1732.1	1,665.2	1,645.5	1,339.0
Cash Flow, Investing, Other:					
Cash flow from operating activities	(100 million yen)	108.0	160.4	68.4	60.8
Cash flow from investing activities	(100 million yen)	△ 74.5	△ 44.0	△ 41.0	△ 1.5
Free cash flow	(100 million yen)	33.5	116.4	27.4	59.4
Cash flow from financing activities	(100 million yen)	△ 43.9	△ 74.3	△ 30.5	58.7
Capital investment	(100 million yen)	81.1	61.0	50.0	48.1
Depreciation	(100 million yen)	57.3	54.8	49.4	47.2
R&D expenditures	(100 million yen)	40.1	43.5	38.8	39.4
Per Share Indices, Other Indices:					
Net income per share	(yen)	23.5	△ 188.7	10.1	△ 468.7
Net assets per share	(yen)	498.1	308.8	269.4	△ 170.1
Operating ROA	(%)	3.6	2.2	2.7	3.8
Number of employees	(People)	4,745	4,534	4,513	4,458

Notes

A reverse split (10:1) was implemented on October 1, 2017. "Net income per share" and "Net assets per share" are calculated based on the assumption of said reverse split at the start of the period for FY 2011.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
	1,464.7	1,262.2	1,283.9	1,291.0	1,195.4	1,103.8
	104.5	125.4	116.6	81.4	54.7	60.2
	7.1	9.9	9.1	6.3	4.6	5.5
	68.2	104.8	99.7	70.9	31.5	53.8
	69.3	73.9	80.8	52.3	△ 21.6	38.6
	150.1	168.3	161.1	126.3	102.3	105.4
	2,199.6	2,118.7	2,014.5	1,990.9	1,937.3	1,904.0
	379.4	452.6	407.3	413.5	389.3	411.9
	346.0	418.4	371.7	378.7	354.8	394.8
	15.7	19.7	18.4	19.0	18.3	20.7
	3.7	2.6	2.8	2.7	2.8	2.5
	1,263.3	1,093.3	1,052.5	1,026.0	996.0	968.0
	116.6	181.1	97.4	89.9	98.0	148.7
	41.2	△ 41.6	△ 32.3	△ 64.4	△ 101.9	△ 61.7
	157.9	139.5	65.1	25.4	△ 4.0	87.0
	△ 50.1	△ 190.9	△ 172.1	△ 65.2	△ 34.8	△ 41.4
	59.7	48.3	41.3	60.7	93.2	73.9
	45.6	42.9	44.5	44.8	47.7	45.2
	32.0	31.4	32.7	34.7	36.2	36.4
	102.9	110.8	133.3	85.2	△ 43.0	61.4
	△ 67.6	58.0	160.8	229.9	188.4	257.7
	4.8	5.9	5.8	4.1	2.8	3.2
	3,906	3,671	3,677	3,497	3,438	3,007

Company Overview

As of March 31, 2021

Unitika Ltd. <https://www.unitika.co.jp>

Founded June 19, 1889

Capital Stock 100,450,000 yen

Outline of Main Businesses

Polymers

Films (nylon, polyester),
Resins (nylon, polyester, polyarylate),
Biodegradable materials

Performance Materials

Nonwoven fabrics (polyester spunbond, cotton spunlace),
Activated carbon fibers, Glass fibers, Glass beads,
Industrial fibers

Fibers & Textiles

Fibers and textiles (polyester)

Other businesses

Plants, Technology exports

Head Office

Osaka Head Office

Osaka Center Bldg., 4-1-3 Kyutaro-machi, Chuo-ku,
Osaka 541-8566 Japan
Tel.: +81-6-6281-5695

Tokyo Head Office

Nihombashi-Nichigin Dori Bldg., 4-6-7 Nihonbashi-Hongoku-cho,
Chuo-ku, Tokyo 103-8321 Japan
Tel.: +81-3-3246-7540

Research Laboratory and Production Sites

Research & Development Center 23 Uji-Kozakura, Uji-shi, Kyoto 611-0021 Japan
Tel.: +81-774-25-2214

Uji Plant 5 Uji-Tonouchi, Uji-shi, Kyoto 611-8555 Japan
Tel.: +81-774-25-2029

Okazaki Plant 4-1 Hinakita-machi, Okazaki-shi, Aichi 444-8511 Japan
Tel.: +81-564-23-2311

Tarui Plant 2210 Tarui-cho, Fuwa-gun, Gifu 503-2121 Japan
Tel.: +81-584-22-1201

Sakoshi Plant 846 Kono, Aiko-shi, Hyogo 678-0171 Japan
Tel.: +81-791-48-8185

Overseas Offices and Satellite Offices

New York Office

445 Hamilton Avenue, Suite 403, White Plains,
NY 10601, USA



Unitika Europe GmbH
GERMANY



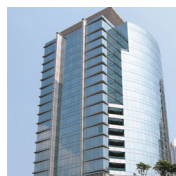
Thai Unitika Spunbond Co., Ltd.
(TUSCO)
THAILAND



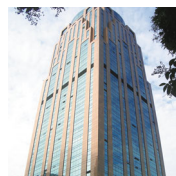
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INDONESIA



P.T. Unitex
INDONESIA



Unitika (Hong Kong) Ltd.
CHINA



Unitika (Shanghai) Ltd.
CHINA



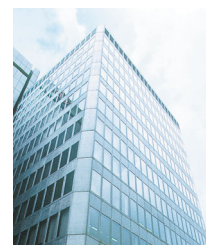
Unitika do Brasil Industria
Textil Ltda.
BRAZIL

GERMANY

JAPAN
CHINA
HONG KONG
THAILAND
VIETNAM
INDONESIA

U.S.A.

BRAZIL



Osaka Head Office



Tokyo Head Office



Uji Plant



Okazaki Plant

Overseas Affiliate Companies

Polymers

P.T. Emblem Asia

Business: Manufacture and sales of nylon films Location: Indonesia Establishment: 1995

Unitika (Hong Kong) Ltd.

Business: Import, export, domestic and overseas sales of mainly resin-related products
Location: Hong Kong Establishment: 1974

UNITIKA ADVANCE (THAILAND) CO., Ltd.

Business: Import, export, domestic and overseas sales of mainly resin-related products
Location: Thailand Establishment: 2017

Performance Materials

Thai Unitika Spunbond Co., Ltd.

Business: Manufacture and sales of polyester spunbond Location: Thailand
Establishment: 1997

Fibers & Textiles

Brazcot Ltda.

Business: Agriculture and forestry (natural rubber) Location: Brazil
Establishment: 1936

Unitika do Brasil Industria Textil Ltda.

Business: Cotton spinning Location: Brazil Establishment: 1958

P.T. Unitex

Business: Spinning Location: Indonesia Establishment: 1971

Unitika (Beijing) Trading Co., Ltd.

Business: Manufacturing-oriented trading company in China Location: China
Establishment: 2002

UNITIKA TRADING VIETNAM Co.,Ltd

Business: Import, export, domestic and overseas sales, consulting Location: Vietnam
Establishment: 2013

P.T. Unitika Trading Indonesia

Business: Import, export, domestic and overseas sales Location: Indonesia
Establishment: 2014

Trading Companies

Unitika America Corporation

Business: Import and export Location: America Establishment: 1973

Unitika (Shanghai) Ltd.

Business: Import and export Location: China Establishment: 2004

UNITIKA EUROPE GmbH

Business: Import and export Location: Germany
Establishment: 2020

Main Companies in the Unitika Group

Trading Companies (Manufacturer-type trading companies)

Unitika Trading Co., Ltd.

Metlife Hommachi Square, 2-5-7 Hommachi, Chuo-ku, Osaka 541-0053 Japan
Tel.: +81-6-4705-9011

Polymers

Nippon Ester Co., Ltd.

4-1-3 Kyutaro-machi, Chuo-ku, Osaka 541-0056 Japan Tel.: +81-6-6281-5520

Terabo Co., Ltd.

28-55 Tsuda Minami-cho, Kaizuka-shi, Osaka 597-8511 Japan Tel.: +81-72-431-2424

Unitika Technos Ltd

19 Uji-Yaochi, Uji-shi, Kyoto 611-0021 Japan Tel.: +81-774-23-8088

U.C.S Co., Ltd.

120-1 Mori Minamiouchi, Kumiyama-cho, Kuse-gun, Kyoto 613-0024 Japan
Tel.: +81-75-632-5020

Performance Materials

Unitika Glass Fiber Co., Ltd.

45-2 Uji-Kozakura, Uji-shi, Kyoto 611-0021 Japan Tel.: +81-774-25-2361

Union Co., Ltd.

10-1 Omine Minami-machi, Hirakata-shi, Osaka 573-0145 Japan Tel.: +81-72-858-1353

Unitika Sparklite., Ltd

13-8 Ikagahera, Goma, Hiyoshi-cho, Nantan-shi, Kyoto 629-0311 Japan
Tel.: +81-771-74-1075

Ad'all Co., Ltd.

5 Uji-Tonouchi, Uji-shi, Kyoto 611-0021 Japan Tel.: +81-774-25-2274

Fibers & Textiles

Osaka Dyeing Co., Ltd.

2-1-1 Yamazaki, Shimamoto-cho, Mishima-gun, Osaka 618-0001 Japan
Tel.: +81-75-961-1221

Unitika Spinning Co., Ltd.

1701 Ikenarimen, Shisa-cho, Matsuura-shi, Nagasaki 859-4518 Japan
Tel.: +81-956-72-2101

Unitika Mate Co., Ltd.

Metlife Hommachi Square, 2-5-7 Hommachi, Chuo-ku, Osaka 541-0053 Japan
Tel.: +81-6-4705-9141

Precision Kamijo Co., Ltd.

26 Ichibanwari, Gokasho, Uji-shi, Kyoto 611-0011 Japan Tel.: +81-774-32-8352

Unitika Garment Technology Co., Ltd.

28-55 Tsuda Minami-cho, Kaizuka-shi, Osaka 597-0014 Japan Tel.: +81-72-437-0055

Unitika Textiles Ltd.

88 Nakabara, Soja-shi, Okayama 719-1195 Japan Tel.: +81-866-93-1251

Other businesses

Unitika Plant Engineering Co., Ltd.

5 Uji-Tonouchi, Uji-shi, Kyoto 611-8555 Japan Tel.: +81-774-25-2074