Social Issues, Megatrends and Global Goals

Climate change · Natural disasters

- Biodiversity
- · Resource depletion Environmental pollution (issues) such as marine plastic litter)
- Increased concern about human rights
- Increase in health-consciousness with greater longevity

SUSTAINABLE GOALS

ğ



Provide value to society

Mitigate climate change Solve social issues

FY2019-2021

Medium-term

Management Plan

Business Strategy

Materials Businesses

Functional Materials Business

Increase capital

Other businesses

→ P31

→ P47

Conserve biodiversity

Reduce environmental burden

Social Provide products vital to everyday life impact

Realize a society with healthy longevity

Respect for human rights

Contribute to a

sustainable society

Products

Enhance

FY2019-2021 Medium-term Management Plan **Performance Indicator Targets**

150 billion yen or more (maintain stable operating profit

(with a target of more than 50% in the short term)

corporate value

Consolidated operating profit

of more than 100 billion yen)

Overseas sales ratio

Management Philosophy Sustainable **Business Model** Resource circulation throughout the value chain

→ P25

Core Competencies

→ P27

Core Competencies Centered on Sustainable Forest Resources

- Global expansion of manufacturing that supports lives and industry
- Sustainable forest management Utilization of renewable
- Development of new materials derived from wood fiber
- Application of fundamental paper manufacturing technologies

Material Issues

→ P28

ESG Perspective

- Mitigation and adaptation to climate changeSustainable forest management
- Responsible raw materials
- procurementStable supply of safe and secure products

- Effective resource utilization (paper and water recycling)
 Respect for human rights
 Ensuring workplace safety and health

Business Perspective

Expansion of overseas

→ P29

Risks

and

Oppor-

tunities

- Profitability improvement of domestic business
- Promotion of innovation

Appropriate Utilization of Management Resources

Human capital Intellectual capital Natural capital Sustainable Human Resource Promotion of Measures Innovation **Forest Resources** (pp. 102-105) (pp. 41-46) (pp. 39-40) Financial capital Financial Data Responsible Raw List of Affiliated Highlights **Materials Procurement** Companies (pp. 109–110) (pp. 115–116) (pp. 90-91)

23 | Oji Group Integrated Report 2021

Impact on the

Oji Group