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Material issues (ESG)	Qualitative targets	Key performance indicators (KPIs) (Unless otherwise specified, until 2030)	Current value* ¹ (Unless otherwise specified, as of the end of March 2021)			Major initiatives	Value provided to society	Corresponding SDGs	Reference pages
Mitigation and adaptation to climate change	<ul style="list-style-type: none">● Reduce GHG emissions● Maintain and expand CO₂ absorption and fixation through forest conservation● Increasing in the usage of renewable energy● Improving in energy efficiency	<ul style="list-style-type: none">● Reduce GHG emissions by 70% or more from FY2018● The amount of carbon stocks in living biomass*² expanded to at least 170,000kt-CO₂ (calculated value)● Renewable energy usage rate of at least 60% through reduction coal consumption● Energy consumption intensity at least 1% per year for the 5-year average	<ul style="list-style-type: none">● GHG emissions reduced by 4.8%● The amount of carbon stocks in living biomass : 129,000kt-CO₂● Renewable energy usage rate: 54%● A two-year (2019 and 2020) average for energy consumption intensity of +0.1%			<ul style="list-style-type: none">● Reduce GHG emissions through improving production efficiency, saving energy, and utilizing renewable fuel and waste fuel● Absorb and fix CO₂ through sustainable forest management● Expanded use of non-fossil fuels and biomass fuels as alternatives to coal● Develop biomass power generation business● Develop eco-friendly products	<ul style="list-style-type: none">● Mitigation of climate change● Increase in the usage of renewable energy● Improve in energy efficiency● Enhancement of eco-friendly technologies	<div><div> 7.2,7.3 7.a</div><div> 9.4,9.5</div><div> 12.2</div><div> 13.1,13.2 13.3</div></div>	P35~38 P83~86
Sustainable forest management (forest recycling)	<ul style="list-style-type: none">● Maintain and expand overseas forest plantation● Increase forest certification acquisition rate	<ul style="list-style-type: none">● 400,000 ha of overseas forest plantations● Increase the rate of overseas forest certification acquisition*³ (maintain the domestic rate at 100%)	<ul style="list-style-type: none">● 260,000 ha of overseas forest plantations (130,000 ha of conservation forests)● Forest certification acquisition rate of own production forests: [Japan] 100% [Overseas] 91%			<ul style="list-style-type: none">● Sustainable forest management such as promotion of forest plantation and conservation of company-owned forests● Maintain and expand the multi-functions of forests	<ul style="list-style-type: none">● Conservation of biodiversity and ecosystem● Job creation● Employment, education, and medical support	<div><div> 6.6</div><div> 8.7</div><div> 14.2</div><div> 15.1,15.2 15.3,15.4 15.5,15.c</div></div>	P39~40 P87~89
Responsible raw materials procurement	<ul style="list-style-type: none">● Promote CSR procurement, taking into consideration the environment and society following the Oji Group Partnership Procurement Policy and the Wood Raw Material Procurement Guidelines	—	—			<ul style="list-style-type: none">● Central management for appropriate procurement of major raw materials● Manage the supply chain thoroughly (appropriate procurement through supplier monitoring, risk assessment, securing various suppliers, etc.)	<ul style="list-style-type: none">● Responsible production and consumption forms● Protection of the rights of workers and reduction of environmental burdens throughout the entire supply chain	<div><div> 8.7</div><div> 12.1,12.4 12.6</div><div> 15.1,15.2</div></div>	P90~91
Reduction of environmental burden (air, water and waste)	<ul style="list-style-type: none">● Promote purification of wastewater and exhaust gases● Increase effective waste utilization ratios	<ul style="list-style-type: none">● Reduce emission intensity for substances of environmental concern in wastewater by 15% from FY2018● Reduce SOx emissions intensity in exhaust gases by 15% from FY2018● Improve the effective waste utilization ratio*⁴ at least 99% (Japan) and 95%(overseas)	<ul style="list-style-type: none">● Percent changes from the base year (FY2018) in emissions per net sales BOD: +9.9%, COD: +7.5%, SS: +0.8%● SOx emissions per net sales : -1.3% compared FY2018● Effective waste utilization ratios 98.8% (Japan), 89.4% (overseas)			<ul style="list-style-type: none">● Set voluntary management values that are stricter than the environmental regulatory standards● Purify wastewater and save emissions of chemical substances in exhaust● Reduce and effectively use waste● Develop eco-friendly products and biodegradable materials	<ul style="list-style-type: none">● Safety and health● Reduction of air and water pollution	<div><div> 3.9</div><div> 6.1,6.3,6.4</div><div> 11.6</div><div> 14.1,14.2 14.3</div><div> 17.7,17.8</div></div>	P92~93
Effective resource utilization (paper and water recycling)	<ul style="list-style-type: none">● Improve the recovered paper utilization ratio● Reduce water consumption intensity	<ul style="list-style-type: none">● Recovered paper utilization ratio*⁵: At least 70% (Japan)● Reduce water consumption intensity*⁶ at least 6% compared to FY2018	<ul style="list-style-type: none">● Recovered paperutilization ratio: 68.5%● Water consumption intensity: +22.8% compared to FY2018			<ul style="list-style-type: none">● Paper recycling (Improve the recovered paper usage ratio)● Reduce water intake and improve water recycling● Expand the water treatment bussiness overseas	<ul style="list-style-type: none">● Mitigation of climate change● Reduction of waste● Contribution to the solution of the water shortage issue● Safe water supply	<div><div> 6.4,6.5</div><div> 12.4,12.5 12.6</div><div> 14.1</div><div> 15.1,15.2 15.3,15.4 15.5,15.c</div></div>	P94~96
Stable supply of safe and secure products	<ul style="list-style-type: none">● Continue zero product liability accidents	<ul style="list-style-type: none">● Zero product liability accidents (each fiscal year)	<ul style="list-style-type: none">● Zero product liability accidents (continued from 1998)			<ul style="list-style-type: none">● Stably supply own products● Ensure safe quality design and management in compliance with relevant laws and regulations and stricter voluntary management values● Provide customers with information on safety of raw materials (chemicals, materials)● Supply of FSC™ certified products (FSC™ C014119, etc.)	<ul style="list-style-type: none">● Supply of safe and secure products● Reduction of environmental burdens● Dissemination of eco-friendly technologies to developing countries	<div><div> 9.4,9.b</div><div> 12.4,12.6</div><div> 17.7</div></div>	P97
Respect for human rights	<ul style="list-style-type: none">● Provide education and training in human rights	<ul style="list-style-type: none">● Percentage of target people who get education and training in human rights: 100%	<ul style="list-style-type: none">● Attendance for education and training in human rights as part of target training: 100% (8 times in total, 165 participants)			<ul style="list-style-type: none">● Formulate and implement the "Oji Group Corporate Code of Conduct," the "Oji Group Behavior Standard," and the "Oji Group Human Rights Policy"● Perform internal audits● Implement the whistleblowing system● Raise awareness of compliance and human rights through in-house training● Assess risks associated with suppliers' respect for human rights	<ul style="list-style-type: none">● Respect for human rights	<div><div> 5.1,5.4 5.5,5.c</div><div> 8.5,8.7 8.8</div><div> 10.2,10.3 10.4</div></div>	P101
Ensuring workplace safety and health	<ul style="list-style-type: none">● Achieve zero fatal and serious work-related accidents● Reduce Lost Time Injury Frequency Rate● Reinforce safety management systems, safety risk management systems, and safety education	<ul style="list-style-type: none">● Achieve zero fatal and serious work-related accidents*¹⁰ (each fiscal year)● Lost Time Injury Frequency Rate*¹¹ Reduce by 50% compared to FY2018 (0.89)	<ul style="list-style-type: none">● Number of fatal accidents: 1 (consolidated companies)● Lost Time Injury Frequency Rate: 0.80 (consolidated companies) (January 1 to December 31, 2020)			<ul style="list-style-type: none">● Establish safety and health management structures and promote activities aimed for safety and health● Thoroughly ensure safety in the handling of machines and equipment and in other operations● Promote safety education (Introduce VR risk experience education, etc.)● Promote physical and mental well-being of employees● Create comfortable work environments● Respond to infectious diseases including COVID-19	<ul style="list-style-type: none">● Safety and health	<div><div> 8.8</div></div>	P98~100
Inclusion & diversity	<ul style="list-style-type: none">● Raise the percentage of female managers● Raise the employment rate of people with disabilities	<ul style="list-style-type: none">● Percentage of female managers*⁷: 5.5% [Japan] (End of March 2025)● Percentage of the employment rate of people with disabilities*⁸: 2.3% [Japan] (June 2022)	<ul style="list-style-type: none">● Percentage of female managers: 3.6% [Japan] (16 Oji Group companies)● Percentage of the employment rate of people with disabilities: Applied to six Group companies*⁹: 2.3% [Japan] Across entire Group: 2.0% [Japan] (June 2021)			<ul style="list-style-type: none">● Implement human resource strategies and develop human resources● Promote working style reforms● Promote diversity	<ul style="list-style-type: none">● Active participation of diverse human resources● Realization of innovation● Improvement in productivity	<div><div> 5.1,5.4 5.5,5.c</div><div> 8.2,8.5 8.8</div><div> 10.2,10.3</div></div>	P102~105

*1 Unless otherwise specified, Japanese and overseas consolidated companies

*2 The amount of carbon stocks in living biomass(CO₂ tons)
(Production forest) =Actual merchantable volume at the end of FY2020 x Biomass expansion coefficient x (1+underground / above-ground ratio) x Wood density x Carbon ratio x CO₂ conversion coefficient.
(Conservation forest) =Remaining area at the end of FY2020 x above-ground biomass of natural forest x (1+underground / above-ground ratio) x carbon ratio x CO₂ conversion coefficient.

*3 [Japan and overseas] Forest certification acquisition rate = Certification acquisition area (ha) ÷ own production forest areas (ha)

*4 Effective waste utilization ratio = (Volume of waste generated - Volume of landfill waste) ÷ Volume of waste generated × 100

*5 Recovered paper utilization ratio = Volume of recovered paper consumed ÷ Total volume of fiber raw materials consumed (total consumption of recovered paper, wood pulp, and other fiber raw materials)

*6 Water consumption intensity = (Water intake –Wastewater) ÷ Net sales

*7 Percentage of female managers = Number of female managers ÷ Number of all managers

*8 Percentage of the employment rate of people with disabilities(employment rate) = Number of regular workers with physical or intellectual impairments or with mental illness ÷ Number of all regular workers (Workers with short working hours are counted as 0.5 workers and persons with severe disabilities are counted as two persons)

*9 Applies to six Group companies: Oji Holdings, Oji Nepia, Oji Imaging Media, Oji Paper, Oji Management Office, and Oji Clean Mate

*10 Serious accidents: The Oji Group considers accidents of Class 3 or higher of Appended Table of the Enforcement Regulation of the Workers' Accident Compensation Insurance Act to be serious accidents.

*11 Lost Time Injury Frequency Rate
(1) Covered period: January 1 to December 31.
(2) LTIFR = (the number of lost time injuries ÷ total working hours) × 1,000,000
Lost time injuries (LT) is defined as an occurrence that resulted in a fatality, permanent disability or time lost from work of one day/shift or more.
(3) Total working hours are calculated based on the number of group company employees (regular employees and temporary/non-regular employees) as of the end of September every year, assuming the annual working hours per person is 2,000 hours.