

Mitsui Kinzoku Group Sustainability Initiatives

We have compiled the progress of initiatives based on materiality. We have changed the format of the list used until last year, and reviewed the plans of some items.

[Assessment standards]

- △: Not achieved as planned
- : Achieved as planned
- ◎: Achieved more than planned

[CSV standards \(opportunities\):](#)
[Environmental and social standards of products](#)

The environmental contribution products system

Commitment (FY2024)

Ensure voluntary entries for the system from business units each fiscal year

Targets (KPIs)

Make the system work in full-scale

Related SDGs G9, G11, G12, G13

Plans for FY2021

- LCA trial
- Set up an internal LCA certification organization
- Start to accept applications
- Incorporate into the 22 Mid-Term Management Plan

Performance in FY2021

- Conducted as planned
- Postponed to FY2022 or later due to reorganization
- Same as above
- Conducted as planned for Engineered Materials Sector

Self assessment ○

Plans for FY2022

- Operate LCA at Engineered Materials Sector
- Start introducing LCA to Business Creation Sector
- Set up an internal LCA certification organization
- Start to accept applications

[ESG risk management frameworks](#)

The environmental and safety management systems

Commitment (FY2024)

Continuously improve the management systems in accordance with ISO standards

Targets (KPIs)

- Continuously operate and update the ISO management system at major manufacturing sites
- Operate and improve the internal management system in accordance with ISO at small and non-manufacturing sites

Related SDGs G8, G9

Plans for FY2021

- Monitor and improve the management system at major manufacturing sites based on our related policies
- Disseminate important points of the management system to small and non-manufacturing sites

Performance in FY2021

- Conducted as planned
- Conducted as planned. Set the target and confirmed compliance. Shared topics such as other sites' accidents, legal information and chemical substance management information

Self assessment 1. ○ 2. ○

Plans for FY2022

- Continue monitoring and improving operation management systems at major manufacturing sites
- Identify important issues on environmental protection and occupational health and safety at small and non-manufacturing sites and discuss measures

Human rights due diligence

Commitment (FY2024)

Conduct human rights DD based on the human rights policy, identify risks, and implement effective measures

Targets (KPIs)

- Complete human rights DD for 85% of 56 manufacturing & development sites and affiliated companies which are closely related to those sites
- Review survey results and improve the survey items

Related SDGs

G1, G4, G5, G8, G10, G11, G16

Plans for FY2021

- Conduct human rights DD at 6 affiliates (3 in Japan and 3 overseas)
- Improve the questionnaire based on the results of human rights DD and updates of the RBA Code of Conduct

Performance in FY2021

- Conducting DD at 3 affiliates in Japan. To conduct DD at 3 overseas affiliates in FY22
- Conducted as planned. Completed improving SAQ

Self assessment 1. △ 2. ○

Plans for FY2022

- Conduct DD at 12 affiliates (7 in Japan and 5 overseas, including 3 originally planned for FY21)

Supply chain management

Commitment (FY2024)

Effectively implement supplier DD to reduce critical risks in the supply chain

Targets (KPIs)

- Achieve the 100% annual SAQ implementation rate for the target suppliers
- Achieve the 100% engagement rate for corrective actions with C-ranked suppliers

Related SDGs G8, G12

Plans for FY2021

- (1) Temporary staff agencies, (2) Top 80% suppliers of amount procured in contractors and outsourced services, and (3) Top 80% suppliers of duplicated suppliers based on total amount procured across all sectors of the Group
- Take corrective actions for the C-ranked of FY19-20

Performance in FY2021

- Conducted for 86% of the target suppliers
- Conducted as planned for 4 suppliers

Self assessment 1. △ 2. ○

Plans for FY2022

- (1) Critical suppliers of strategic parts that cannot be substituted
- (2) Top 80% of suppliers by procurement who were not critical suppliers in the first cycle
- Corrective actions for C-ranked suppliers
- Discuss initiatives for supply chain management based on the Purpose

Mining business management

Commitment (FY2024)

Reduce ESG risks specific to the mining business through appropriately managing materiality items

Targets (KPIs)

- Implement the Sustainability Action Plan for Mining Business at mining sites (including closed mines)
- Survey the operating mines with a capital ratio of >50% about human rights and environmental risk of mining business

Related SDGs

G3, G4, G6, G7, G8, G9, G12, G13, G15, G16

Plans for FY2021

- Check the progress of FY21 initiatives and follow up on them. Verify the plan for the next fiscal year
- Review FY20 survey results and consider corrective actions

Performance in FY2021

- Conducted as planned (Akeshi). Identified waste category and quantity as planned. Postponed other to FY22 (Santa Luisa).
- Conducted as planned. Continued to inform local communities of blasting.

Self assessment 1. △ 2. ○

Plans for FY2022

- Start the plan carried over from FY21 early by using a consultant (Santa Luisa)
- Review FY21 results and consider corrective actions (Akeshi, Santa Luisa)

[Materiality: ESG risk \(Environment\)](#)

04 GHG emissions

Commitment (FY2024)

Remain on track to achieve a 38% reduction in GHG emissions by FY30

Targets (KPIs)

- Scope1,2 Follow reduction targets
- Scope3 Reduce emissions in the priority categories
- Initiate forest offsetting activities

Related SDGs G13

Plans for FY2021

- (1) Set up Climate Action Team
- (2) Internally deploy TCFD scenario analysis
- (3) Disclose TCFD-related information
- (4) Incorporate GHG reduction targets into the 22 Mid-Term Management Plan of each business unit
- Narrow down scope for GHG emissions calculation and build a management mechanism
- Explain about forest offsetting to internal stakeholders and find out about collaborating organization

Performance in FY2021

- Conducted as planned
- (2) Created educational materials for analysis. Completed analysis at Catalysis Div. and Copper Foil Div.
- (3) Disclosed analysis results of Metals Sector in the Integrated Report
- Conducted as planned. Trial calculation of GHG emissions at a model site (Copper Foil Div. Ageo Plant). Manual creation underway
- Conducted as planned. Visited a candidate place

Self assessment 1. ○ 2. ○ 3. ○

Plans for FY2022

- (1) Continue TCFD scenario analysis internally
- (2) Continue disclosing TCFD-related information externally

- (3) Manage progress for GHG reduction targets of each sector (under progress management of the Mid-Term Management Plan incorporating the targets)
- Develop and internally operate a mechanism for GHG emissions calculation
- Select a place and launch a pilot project

05 Energy management

Commitment (FY2024)

- Investigate the potential for utilizing renewable energy and promote its introduction
- Further deepen energy conservation by utilizing unused energy

Targets (KPIs)

- 100% survey of new utilization of renewable energy
- 100% survey on the potential of unused energy at sites in Japan

Related SDGs G7, G9

Plans for FY2021

- (1) Survey available land (e.g. vacant land, roofs, water surface)
- (2) Disseminate our initiatives and the significance of renewable energy among employees and sites
- (3) Investigate the possibility of using renewable energy and cross using among sites
- Consider energy use reduction target

Performance in FY2021

- (1) Conducted as planned. Estimated potential of solar power generation
- (2) Supported initiatives at sites as needed
- (3) Postponed study due to untimeliness
- To consider after Energy Saving Act is revised (in June 2022)

Self assessment 1. ○ 2. △

Plans for FY2022

- (1) Provide technical assistance when starting up and follow up
- (2) Follow up on switch to renewable energy at sites
- Create and operate facility guidelines, and enhance measures to reduce energy use

06 Water management

Commitment (FY2024)

- Assess water stress at each site, optimize water withdrawn, and minimize consumption
- Ensure safe treatment of wastewater

Targets (KPIs)

- Reduce water consumption according to the result of the water stress assessment

- Zero discharge of untreated wastewater into public waters (excluding clean spring water, unpolluted storm water, and discharge to sewerage system)

Related SDGs G6

Plans for FY2021

- Identify major sites to be prioritized through the water stress assessment and start planning 3R
- Monitor the latest laws and regulations and technological trends related to water quality control of discharged water, and initiate to improve operations and facilities

Performance in FY2021

- Conducted as planned. Considered, planned, and conducted 3R activities at overseas sites in regions with high water stress (e.g. China, India)
- Conducted as planned. Eliminated environmental impact of discharged water.

Self assessment 1. ○ 2. ○

Plans for FY2022

- Implement water 3R plan at priority sites in a phased manner, and identify reduction effects using the environmental survey sheet for quantitative evaluation
- Thoroughly manage operations and facilities related to quality control of discharged water to prevent incidents

07 Waste and hazardous materials

Commitment (FY2024)

- Strive to reduce using hazardous chemical substances and treat them appropriately, and minimize their release into the environment
- Play a role in a resource-cycling society by using recycled materials and reducing waste at each business unit

Targets (KPIs)

- Hazardous chemical substances Identify the amount of emissions and transfers at each major site and set reduction targets
- Promote recycling and waste reduction (1) Identify the final disposal volume of waste (not utilized in 3R and thermal recycle) at major sites, and set reduction targets (2) Identify the ratio of recycled materials and set targets, or optimize the ratio at each site (3) Select good waste disposal companies, and confirm they treat properly

Related SDGs G12

Plans for FY2021

1. Identify the amount of hazardous chemical substances emitted and transferred at target sites, and decide substances to manage with priority and possible reduction measures (substitution, process improvement)
2. (1) Share Group's good practices of the effective use of waste (3R and thermal recycle) and expand the effective use
(2) Continuously aggregate the ratio of recycled materials

Performance in FY2021

1. Conducted as planned. Identified the amount transferred using the environmental survey sheet and considered future measures
2. Conducted as planned
(1) Implemented measures as a model case for resource recycling through cooperation among 4 sites in Ageo. Information to be shared within the Group
(2) Continued to aggregate/disclose the ratio of recycled materials using the environmental survey sheet

Self assessment 1. ○ 2. ○

Plans for FY2022

1. Set reduction targets for substances to manage with priority and manage progress for specific reduction measures at target sites
2. (1) Share Group's good practices of the effective use of waste (3R and thermal recycle) and expand effective use
(2) Continue to aggregate/disclose the ratio of recycled materials using the environmental survey sheet

08 Impacts on biodiversity

Commitment (FY2024)

1. Identify impacts of our business activities on biodiversity and prevent environmental damage
2. Effort to restore the ecosystem where we have directly developed

Targets (KPIs)

1. Evaluate the impacts on ecosystems at sites and implement countermeasures
2. Restoration by planting trees on the land we have directly developed

Related SDGs G14, G15

Plans for FY2021

1. Conduct assessment about impacts on ecosystems by referring to information provided by public institutions and citizen groups in each region
2. Plan and manage the progress of planting or other restoration on the land we have directly developed

Performance in FY2021

1. Conducted as planned
2. Conducted as planned

Self assessment 1. ○ 2. ○

Plans for FY2022

1. Decide measures suitable for operations at sites based on the assessed impacts on ecosystems
2. Continue to plan and manage the progress of planting or other restoration on developed land

Materiality: ESG risks (Social)

09 Health and safety

Commitment (FY2024)

1. Maintain a safe, hygienic, and healthy work environment where all employees can work worry free
2. Eliminate serious accidents

Targets (KPIs)

1. Safe, hygienic, and healthy workplace
(1) Reduce the number of accidents resulting in no lost time or more <30
(2) Reduce the number of occupational accidents/diseases <10, especially for new employees (<1 years of employment), senior employees (>60 years old) and employees from foreign countries
2. Eliminate serious accidents
(1) Reduce to zero: the number of serious accidents (fatal accidents)
(2) Reduce to zero: the number of accidents that cause irreversible physical sequelae
(3) Hazard simulation training

Related SDGs G8

Plans for FY2021

1. (1) Test the monitoring of physical condition using biometric sensors
(2) Prioritize unskilled workers to participate in hazard awareness training
(3) Workplace surveys
(4) Create training materials and work manuals in multiple languages
2. (1) Expand the sources of hazards covered by the lockout system (residual energy, liquid chemical)
(2) Identify hazardous sources of facilities and operations to be removed, substituted, and isolated
(3) Select and install VR equipment

Performance in FY2021

1. Conducted as planned
(1) Conducted at a model site
(2) Provided follow-up education for unskilled workers. Reduced the ratio of new employees' work-related accidents
(3) Introduced assistance equipment and toe spring safety shoes. Provided safety education for senior employees. Reduced the ratio of affected senior employees
(4) Created English, simplified Chinese, and Portuguese versions

2. Conducted as planned

- (1) Checked the level of establishment of the lockout system at sites (Japan, overseas) with safety audits. Almost established for electricity systems. Continuing the activity to establish operation for residual energy and liquid chemical and check through audit
(2) Enforced the Mitsui Kinzoku Standards for high-risk facilities. Reviewed the standard for designating sites for special safety reinforcement/guidance. Each site discussed cases of accidents at other companies
(3) Surveyed and selected VR equipment for hazard awareness. Postponed the introduction to FY22 due to COVID-19

Self assessment 1. ○ 2. ○

Plans for FY2022

1. (1) Determine whether to adopt physical condition monitoring using biometric sensors at a model workplace
(2) Prioritize focus workers to participate in hazard awareness training. Regularly conduct interviews by forepersons. Continue dialogue with the head of the sector
(3) Make improvements from the perspective of senior employees based on the results of a workplace survey at a model workplace
(4) Install graphic warning signs. Create training materials and work manuals in the languages used at sites
2. (1) Expand the sources of hazards covered by the lockout system (residual energy, liquid chemical). Conduct lockout training. Check operation status with ISO45001 internal audits and safety audits
(2) Create improvement plan for identified hazardous facilities and operations
(3) Trial use of VR equipment at sites. Create a loan program for hazard awareness VR equipment and launch it

10 Human rights

Commitment (FY2024)

- Implement the Group's mitigation measures for human rights risks identified in human rights DD

Targets (KPIs)

1. Based on the results of human rights DD, identify priority theme and formulate policies /procedures
2. Design a human rights training program that includes the policies/procedures, and deploy it within the Group

Related SDGs G1, G4, G5, G8, G10, G11, G16

Plans for FY2021

1. Review the results of human rights DD, identify new issues and develop individual policies/procedures

Performance in FY2021

1. Conducted as planned. Developed detailed rules for child labor and consideration for religious beliefs

Self assessment 1. ○

Plans for FY2022

1. (1) Identify issues by country/region regarding detailed rules for child labor and consideration for religious beliefs
(2) Establish the two rules above (translate them into other languages)
(3) Consider developing detailed rules for other risks

11 Fair business practices

Commitment (FY2024)

- Establish a global anti-bribery system and a PDCA cycle for fair business practices

Targets (KPIs)

- All Group employees are aware of the prohibition of bribery and fair business practices

Related SDGs G16

Plans for FY2021

1. Anti-bribery agreement with suppliers (Initiate in Indonesia and Malaysia)
2. Training on fair business practices (Antimonopoly Act and Subcontract Act), include CSR provisions to contract forms
3. Legal audits and follow-up

Performance in FY2021

1. Conducted in Vietnam and Indonesia. Completed in Vietnam and ongoing in Indonesia.
2. Provided training on Antimonopoly Act, Subcontract Act, and anti-bribery in China. Completed a form including CSR provisions (Indonesia, India)
3. Postponed to FY22 or later due to COVID-19

Self assessment △

Plans for FY2022

1. Deploy anti-bribery agreement/contracts including CSR provisions (Indonesia, Malaysia)
2. Continue training on fair business practices (Antimonopoly Act and Subcontract Act)

Materiality: ESG risks (Governance)

12 Governance

(including Compliance and ICT Governance)

Commitment (FY2024)

1. Enhance corporate governance
(1) Establish a system that the Board of Directors effectively supervises the initiatives for medium- and long-term issues by the execution
(2) Regular risk assessment to enhance the risk management function
2. Compliance system
(1) Establish a compliance system at all sites
(2) Operate the whistle-blowing system for internal and external stakeholders
3. ICT Governance
Establish an information management system in all sectors

4. Information disclosure and transparency

- Establish a management system for information disclosure

Targets (KPIs)

1. (1) Share information on the status of initiatives for the medium- and long-term issues with Directors, and ensure timely and appropriate discussions of issues at the Board of Directors
(2) Establish a risk management system to identify risks, formulate countermeasures and evaluate them on an annual basis
2. Ensure that all Group employees are aware of compliance
3. Minimize the risk of information leaks due to management weakness
4. Establish disclosure standards and a prompt and fair information disclosure system

Related SDGs G16

Plans for FY2021

1. (1) Appoint Chairman of the Board of Directors and CEO separately, appoint a female director
(2) Respond to the revised CG Code
(3) Evaluate the effectiveness of the Board of Directors
(4) Risk assessment at all sites
(5) Create a risk map based on identified risks
(6) Develop and implement risk reduction activity plans
2. (1) Promote compliance in Indonesia
(2) Compliance awareness survey for employees
(3) Compliance training
3. (1) Build information management system in business units/affiliates
(2) Establish SOC (overseas)
(3) Risk assessment at each site
4. Check the current disclosure process and identify issues

Performance in FY2021

1. Conducted as planned
(2) Disclosed Governance Report responding to the revised CG Code. Organized issues
(5) Analyzed the risk map and compiled FY21 Risk Management Report
(6) Sent, collected, and analyzed survey forms for risk minimization
2. Conducted as planned
(1) Creating Compliance Guidebook for sites in Indonesia
(2) Received about 7,000 responses
(3) Participants totaled more than 600 in Japan and more than 70 in China
- As multiple lines were established for the whistle-blowing system in FY20, the number of reported cases increased by 44% year on year
3. Conducted as planned
(1) Completed Phase 1 of building information management system. Revised the information management trade secret guidelines. Appointed persons in charge of information management at each site
(2) Conducted at half of the target sites
(3) Prepared for risk assessment of individual companies' systems
4. Conducted as planned

Self assessment 1. ○ 2. ○ 3. ○ 4. ○

Plans for FY2022

1. (1) Strengthen responses to individual items of the revised CG Code
(2) Implement operation improvement measures based on the evaluation of the effectiveness of the Board of Directors
(3) Roll out the risk map
(4) Conduct risk reduction activity and check the effects
2. Complete Phase 1 of compliance promotion in Asia. Consider and implement compliance promotion measures in Europe and the Americas (including Peru)
3. (1) Enhance information management system linked with production technology enhancement
(2) Complete SOC establishment (overseas)
(3) Risk assessment of individual companies' system
(4) Build a system-based control mechanism regarding detailed rules for ICT use
4. Identify if there are any new issues and consider measures

Initiatives supporting the progress of the materiality (Capital for value creation)
Human capital

Diversity

Commitment (FY2024)

- Realize a corporate Group in which diverse human resources demonstrate their abilities

Targets (KPIs)

1. Change the human resources system so that diverse human resources demonstrate their abilities, regardless of age, gender, or other personal attributes
2. Create a workplace in which diverse human resources can continue to work
(1) By FY24, increase the percentage of newly hired female employees in Japan to 20% or more, and increase the percentage of female managers to 5% or more
(2) Establish systems to support work-life balance, and disseminate them to employees
(3) Increase the percentage of taking maternity leave for their spouses to 50% or more
3. Establish an internal dissemination system, and share information on a regular basis, and introduce the systematic diversity training plan

Related SDGs G4, G5, G8

Plans for FY2021

1. Design the human resources system and provide briefing sessions
2. (1) Continue recruitment seminars for women and international students
(2) Interviews and issue analysis for increasing female managers
(3) Examine systems for work-life balance and make them known to employees
3. Training for realizing a diverse and inclusive workplace (1) diversity (2) Training on promotion of women's participation and advancement

Performance in FY2021

1. Conducted as planned
2. Conducted as planned
- (3) Reviewed the transfer-related system
3. Conducted as planned
- (1)361 employees participated (2) 14 employees participated

Self assessment 1. 2. 3.

Plans for FY2022

1. Introduce and establish a new human resources system
2. (1) Continue recruitment seminars for women and international students
- (2) Examine and improve systems
- (3) Assess usage of existing systems in the previous year and improve measures
- (4) Set up Diversity, Equity and Inclusion Committee
- (5) Set indexes for transforming job satisfaction and start measurement
3. Start new training for active involvement of female employees as well as unconscious bias training and training for female managers and female manager candidates

Health management

Commitment (FY2024)

Support realizing a workplace and physical and mental health for all employees to work at the forefront as they age

Targets (KPIs)

1. Preventive measures for mental and physical health risks
- (1) Maintain and raise health literacy
- (2) Reduce the ratio of high-stress employees to the average ratio reported by the research company by the end of FY24
- (3) Raise and maintain the Group's specific health guidance implementation rate to 35% or more by the end of FY24
2. Measures for high-risk/high-stress employees
- Introduce a system to support the balancing of treatment and work

Related SDGs G3, G8

Plans for FY2021

1. (1) Disseminate the health management commitment both internally and externally
- (2) Establish an operational system for the health management
- (3) Provide feedback on stress check results to each workplace, select priority workplaces, conduct hearings, and support improving
- (4) Check the training and events conducted at each site, and consider expanding them to the entire company
- (5) Mental health training at all sites
- (6) Review the target for the specific health guidance implementation rate
2. Examine systems to support the balancing of treatment and work

Performance in FY2021

1. Conducted as planned
- (1) Posted on the intranet and the corporate website
- (2) Established the system to be certified as a Health and Productivity Enterprise in FY22
- (5) Conducted at each site. Created contents for group-wide e-learning
- (6) Achieved an implementation rate of 23.2% (target: 20%), and reviewed the target
2. Conducted as planned

Self assessment 1. 2.

Plans for FY2022

1. (1) Disseminate the health management commitment both internally and externally
- (2) Analyze company-wide health checkup data, identify health issues, set health management targets, and make improvement efforts
- (3) Provide feedback on stress check results to each workplace, continue hearing, check of the status of workplace improvement, and support for improving at priority workplaces
- (4) Check the implementation status of training and events conducted at each site. Consider expanding them to the entire company
- (5) Continue mental health training, e.g., self-care and line care, at all sites
- (6) Achieve 35% or higher specific health guidance implementation rate at the Group during the period of the 22 Mid-Term Management Plan
2. Introduce and operate systems to support the balancing of treatment and work

Human resources development

Commitment (FY2024)

Develop employees who have their own will for value creation

1. Support self-motivated career development and capacity development and implement development measures for value creation
2. Provide employees with global and equal learning opportunities

Targets (KPIs)

1. Training measures for value creation
- (1) Build systems for employees' self-motivated career development
- (2) Improve convenience of training to allow equivalent of learning whether in or outside Japan
- (3) Provide learning formats and contents that support self-motivated career development
- (4) Provide contents that incorporate sustainability
- (5) Implement Group-wide ICT training for ICT literacy
2. Continue to open each training program to group-wide employees of affiliates and national staff and enhance the contents

Related SDGs G4, G8

Plans for FY2021

1. (1) Review and introduce a human resource development system for the new human resources system
- (2) Conduct career training, open career web site
- (3) Discuss the system for self-motivated career development
- (4) Continue to develop career consultants
- (5) Conduct the SDGs workshop and provide education on integrated thinking-based Management
- (6) Plan Group-wide ICT education
2. (1) Improve the training plan for national staff
- (2) Support local training in China

Performance in FY2021

1. Conducted as planned
- (3) Introduced LMS
- (4) Appointed two additional career consultants
2. (1) Postponed due to COVID-19
- (2) Conducted as planned. Implemented the Mitsui Kinzoku Next Leader Development Project in China

Self assessment 1. 2.

Plans for FY2022

1. (1) Start operating a human resource development system for the new human resources system
- (2) Provide career training, and maintain and manage the career support website
- (3) Operate LMS
- (4) Continue to develop career consultants and conduct career consulting
- (5) Provide education on integrated thinking-based management, and continue SDGs training
- (6) Establish an ICT training system
2. Support training at overseas sites

Intellectual capital

Intellectual property

Commitment (FY2024)

1. Build a system for IP activities and IP governance for long-term value creation
2. Acquire IP and protect technologies to support business and new initiatives related to the environment and energy
3. Develop human resources through IP education that matches the type of job and rank

Targets (KPIs)

1. (1) Reorganize and build systems for governance (respond to the revised CG Code)
- (2) Maintain the number of IP specialists assigned to each sector
- (3) Share internal IP information
- (4) Regularly disclose information externally (once a year) through the Integrated Report and the corporate website

2. (1) Practice IPL to support creation of new business opportunities (value) related to material cycle and CASE
- (2) The number of patent applications from each sector should be equal to or greater than that of the previous year. Increase the number of departments that use time stamps
3. Continue group-wide IP education and enhance initiatives to employ and develop IP specialists

Related SDGs G4, G9

Plans for FY2021

1. (1) Consider specific changes in the organization/system for improving the comprehensive strength of the IP management structure
- (2) Develop initiatives to take under the 22 Mid-Term Management Plan
2. (1) Continue and improve support for existing and new business research
- (2) Pre-survey on the 22 Mid-Term Management Plan themes related to carbon neutral, energy creation
- (3) Promote applications related to the material cycling and CASE
- (4) Study and promote introducing DX for IP management and research
3. Continuously implement and improve IP education (Web)

Performance in FY2021

1. Conducted as planned
- (1) Adopted a structure under which all IP specialists belong to IP Dept.
2. (1) Conducted as planned
- (2) Pre-survey on patents related to carbon neutrality
- (3) Changed to an initiative to take under the 22 Mid-Term Management Plan due to reorganization
- (4) Conducted as planned. Started trial of an AI tool
3. Conducted as planned. Shifted to the hybrid system combining on-demand and online group training

Self assessment 1. 2. 3.

Plans for FY2022

1. (1) Organizational change to build an IP governance system
- (2) Consider a mechanism for internal information dissemination
- (3) Examine and announce contents to disclose through the corporate website and the Integrated Report
2. (1) Survey and start analysis on IP-related technical issues (e.g. CN, material cycle, CASE-related) group-wide
- (2) Enhance IPL tools. Consider a system specialized in survey and planning
- (3) Set up a DX promotion project
3. (1) Continue hybrid training
- (2) Consider an education system for IP specialists

Quality assurance

Commitment (FY2024)

- Contribute to society and customers by optimizing the quality of products and services
1. Maintain a compliance system in line with the QAGL
 2. Provide customers and society with information on product functions, costs, health and safety, and sustainability (e.g. environmental and social impacts)
 3. Start design and development considering function, cost, health and safety, and sustainability
 4. Disclose the status of initiatives annually

Targets (KPIs)

1. Establish and operate a system for evaluation using the QAGL check sheet at target sites in Japan and overseas: 100%
2. All business units conduct evaluations using the "Information Provision Check Sheet" and implement guidelines: 100%
3. Evaluate all products and services using the Product and Service Design and Development Check Sheet: 100%
4. Disclose the initiatives through the Integrated Report and the corporate website (once a year)

Related SDGs G3, G6, G8, G9, G12

Plans for FY2021

1. (1) Establish a system and confirm through audits (Japan)
- (2) Disseminate QAGL (overseas)
2. (1) Research relevant laws and regulations in each country
- (2) Develop information provision guidelines and check sheets
3. Support establishing the environmental contribution product system and participate in its operation
4. Disclose initiatives 1-3 on the Integrated Report and the corporate website

Performance in FY2021

1. Conducted as planned
- (1) Promoted self inspection and check and improvement of identified issues. Conducted audits (14 sites in Japan)
- (2) QAGL briefing sessions (19 overseas sites)
2. (1) Conducted as planned (2) Postponed to FY22
3. Checked the progress of building the environmental contribution product system at each sector, and exchanged information with Sustainability Promotion Dept.
4. Conducted as planned (the Integrated Report and the corporate website)

Self assessment 1. 2. 3. 4.

Plans for FY2022

1. Establish a system and confirm through audits (Japan, overseas)
2. (1) Complete research on relevant laws and regulations in each country
- (2) Develop and make known information provision guidelines and check sheets
3. Participate in examining the environmental contribution product system
4. Continue to disclose the status of the initiatives and consider disclosure by other means

Social and relationship capital

Community engagement

Commitment (FY2024)

1. Continue current social activities and brush them up through engagement
2. Promote volunteer activities by employees
3. Contribute to sustainable consumption

Targets (KPIs)

1. Initiate engagement
2. Provide a platform for volunteer activities
3. (1) Use locally produced foods at cafeterias and in-house stores at the sites
- (2) Implement measures to reduce food loss in the cafeterias and the in-house stores
- (3) Switch office supplies to green procurement

Related SDGs G12, G13, G17

Plans for FY2021

1. Survey the actual status of engagement using internal questionnaire
2. Research on possible volunteer activities
3. (1) Survey the actual status of sustainable consumption at each site
- (2) Conduct a briefing session on sustainable consumption at each site

Performance in FY2021

1. Conducted as planned
2. Postponed due to COVID-19
3. Conducted as planned
- (1) Surveyed the actual status of corporate forest activity, local production for local consumption, food loss, and green ethical procurement
- (2) Exchanged opinions on future activities with administration depts. at 12 major sites. Sent request for green ethical procurement to sites in Japan. Installed a tea server at the Osaki Office to reduce plastic bottle waste

Self assessment 1. 2. 3.

Plans for FY2022

1. Survey the actual status of engagement using internal questionnaire (second)
2. (1) Check routes for purchasing food to be used at company cafeterias and dormitories
- (2) Start management of green ethical procurement status