



Shaping the Future with Trees

NIPPON PAPER GROUP
Integrated Report 2020

For the Fiscal Year Ended March 31, 2020

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Editorial Policy

Since FY2020/3, the Nippon Paper Group has been issuing its integrated report, which systematically combines both financial and non-financial information into a single report. In *Integrated Report 2020*, we will clarify our business model as well as the strengths of the Company. Furthermore, by presenting the Company's efforts geared toward its growth strategy and strengthening its management base, we will promote greater understanding among shareholders, investors, and other stakeholders regarding how the Company will achieve sustainable growth in the future.

Disclaimer
Statements in this report concerning plans, forecasts, strategies, beliefs, and other forward-looking information related to Nippon Paper Industries Co., Ltd. and companies comprising its corporate group, other than those of historical fact, are forecasts of future business performance based on the judgments of management at Nippon Paper Industries Co., Ltd. and Nippon Paper Group companies in light of currently available information. Accordingly, please refrain from making investment decisions based solely on forecasts of business performance in this integrated report. Actual business performance may differ significantly from these forecasts due to changes in a variety of factors.

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Timeline of Events in FY2020/3

Timeline of Events (Products)		Timeline of Events (Operations)
	May	Reaching of decision to establish Yufutsu biomass mono-firing electric power generation business
Our first adoption of SILKFEEL TM paper straws in food and beverage industry 	June	Appointment of Toru Nozawa as president and representative director Introduction of stock compensation system for directors
Development of highly digestible cellulose cattle feed Acceptance of Best Sustainability Award at LIFE×DESIGN Awards for SPOPS [®]	September	Reaching of decision to conduct capital investment in Europe for expanding SHIELDPLUS [®] business
Adoption of CELLENPIA [®] cellulose nanofiber (CNF) on Sumitomo Rubber Industries, Ltd.'s high-performance tires  Development of Lamina [®] heat-sealable paper  Provision of CNF-reinforced resin to the Ministry of the Environment's NCV (Nano Cellulose Vehicle) Project	October	Completion of purchase of Orora Limited's Paperboard and Fiber Based Packaging Business in Australia and New Zealand 
Acceptance of Shogakukan DIME Trend Award in "daily commodities" category for SILKFEEL TM paper straws Supply of Sustainable Green Ecosystem Council (SGEC)-certified lumber from Company-owned forests for construction of the New National Stadium	November	
Adoption of SPOPS [®] replaceable containers by two companies, including Sanyo Bussan Co., Ltd.'s products for hotels	December	Reaching of decision to convert existing facility to biomass mono-firing system at Suzukawa Energy Center Ltd. Conclusion of capital and business alliance with Shikoku Kakoki Co., Ltd.
	February	Establishment of functional specialty material company at Yufutsu
Adoption of CELLENPIA [®] CNF on Toppan Printing Co., Ltd.'s paper barrier cups for beverages	March	Conclusion of agreement for newspaper and wastepaper recycling with The Yomiuri Shimbun Tokyo Headquarters

Group Mission

MISSION

The Nippon Paper Group aims to contribute to better living and cultural progress everywhere it does business.

VISION

- 1 Drive social sustainability through our business
- 2 Delight our customers
- 3 Instill pride in employees
- 4 Give back to society

VALUE

Challenge: Embrace new challenges

Fairness: Be fair

Teamwork: Champion teamwork

SLOGAN

Shaping the future with trees

Helping Realize a Low-Carbon Society through the Full Use of **Trees** as Fuel and Raw Materials

The Nippon Paper Group regards the achievement of its Group Mission as its response to the needs of society.

