

ESG Data

Last Updated: August 27, 2026

Environment + Social + Governance +

- Boundary of data aggregation: Unless otherwise noted in the footnotes or tables, business sites of consolidated companies are included in the data, but non-production sites (primarily headquarters buildings, sales offices and other sites that perform managerial and administrative work and sites whose GHG emissions and impact on the environment impact are extremely low) are excluded.
- Aggregation period: Unless otherwise noted in the footnotes or tables, Japan: April 1-March 31 of each fiscal year, Overseas: January 1-December 31 of each fiscal year (April 1-March 31 for certain overseas sites)
- Independent assurance: KPMG AZSA Sustainability Co., Ltd. provides independent assurance for this reports. Indicators subject to assurance are marked with a star (★).

Environment

1. Environment conservation expenses

* This table can be viewed by scrolling horizontally.

(Unit: million yen)

Category			FY2025	
			Investments	Expenses
1. Environment conservation expenses for mitigating the Group's environment impact due to its production and service provision activities at business sites			6,109	19,879
Breakdown	i Environment conservation management expenses	Measures to prevent air pollution, water pollution, noise and vibration, etc.	1,270	12,180
	ii Global environment conservation expenses	Cultivating company-owned forests in Japan, forest plantation operations outside Japan, energy conservation investments	3,022	730
	iii Resource circulation expenses	Efficient utilization of resources, expenses for waste measures	1,817	6,969
2. Expenses for limiting the impact of upstream or downstream production and service activities on the environment			0	128
3. Environment conservation expenses related to administrative activities			0	782
4. Environment conservation expenses related to R&D activities			1,154	6,191
5. Environment conservation expenses related to corporate social responsibility activities			0	216
6. Expenses related to environmental damage			0	459
Total			7,263	27,656

- Data aggregation references documents related to environmental accounting such as the guidelines published by the Ministry of the Environment of Japan.
- Boundary of data aggregation: Companies in Japan of Oji Holdings, Oji Paper, Oji Materia, Oji F-Text, Oji Imaging Media, Oji Nepia, Oji Cornstarch, Oji Tac, Oji Container, Morishigyo, Oji Green Resources and Oji Forest & Products

Environmental conservation expenses are expected to be about the same amount each year.

1-1. Environmental liability ¹⁾

1) Amount (shadow cost) that we can reasonably project as of the end of FY2025

(Unit: million yen)

Category	Period	Expenses
PCB waste disposal expenses	End of FY2026	189

2. Economic benefits associated with environmental conservation activities

Effect	FY2021	FY2022	FY2023	FY2024	FY2025
Income from company-owned forests in Japan	432	428	563	274	612
Reduced expenses due to energy-saving activities	1,541	1,630	2,865	1,947	1,144
Income from recycling	3,552	3,612	3,575	3,610	3,700
Total	5,525	5,670	7,003	5,133	5,456

• Boundary of data aggregation: Companies in Japan of Oji Holdings, Oji Paper, Oji Materia, Oji F-Tex, Oji Imaging Media, Oji Nepia, Oji Cornstarch, Oji Tac, Oji Container, Morishigyo, Oji Green Resources and Oji Forest & Products

3. Greenhouse gas (GHG) emissions - Scope 1, 2

* This table can be viewed by scrolling horizontally.

		FY 2018	FY 2021	FY 2022 ²⁾	FY 2023	FY 2024	Target for 2024	FY 2025 ³⁾	Target for 2025 ⁴⁾	Target for 2026 ⁴⁾
Scope 1 (direct emissions)	Emission (kt-CO ₂ e)	6,394	6,398	6,399	5,890	5,791	5,719	5,794★	5,687	5,582
	Intensity (t-CO ₂ e/ million yen)	4.123	4.405	3.75	3.472	3.131	-	3.112	-	-
Scope 2 (indirect emissions)	Emission (kt-CO ₂ e)	1,442	1,208	1,071	959	1,117	1,290	1,087★	1,193	1,171
	Intensity (t-CO ₂ e/ million yen)	0.930	0.822	0.627	0.565	0.604	-	0.584	-	-
Scope 1+2	Emission (kt-CO ₂ e)	7,836	7,606	7,470	6,849	6,907	7,009	6,881★	6,880	6,753
	Intensity (t-CO ₂ e/ million yen)	5.052	5.173	4.377	4.037	3.735	-	3.696	-	-
Scope 1+2 breakdown by GHG type (kt-CO ₂ e)	CO ₂	6,832	6,536	6,394	6,509	6,563	-	6,512	-	-
	CH ₄	148	148	148	107	127	-	131	-	-
	N ₂ O	856	922	928	232	217	-	230	-	-
	HFC	N.A.	N.A.	N.A.	N.A.	N.A.	-	7	-	-
	PFC	N.A.	N.A.	N.A.	N.A.	N.A.	-	N.A.	-	-
	SF ₆	N.A.	N.A.	N.A.	N.A.	N.A.	-	<0.1	-	-
	NF ₃	N.A.	N.A.	N.A.	N.A.	N.A.	-	N.A.	-	-
Total		7,836	7,606	7,470	6,849	6,907	-	6,881	-	-

1) Greenhouse Gas (GHG) Emissions Scope 1 Calculation

FY2024 and earlier

Japan: Calculated based on the Act on Rationalizing Energy Use and Shifting to Non-fossil Energy (Energy Conservation Act) and the Act on Promotion of Global Warming Countermeasures (Global Warming Act)

- Emissions relating to the electric power business (supply of electricity to other companies) and transport by Group-owned vehicles are included.
- Emissions associated with the supply of electricity and steam within the Group are accounted for by the receiving entity under Scope 2.
- CO₂ emissions from the use of waste tires and waste plastics purchased as fuel have been accounted for since FY2023.

Overseas: Calculated based on the Greenhouse Gas Protocol Standard

- GHG emissions from waste incineration (without energy recovery) are excluded.
- Non-energy GHG emissions are included.
- Emissions associated with the supply of electricity and steam within the Group are accounted for by the supplying entity under Scope 1.

FY2025

Japan and Overseas: Calculated based on the Greenhouse Gas Protocol Standar

- Non-energy GHG emissions are included.
- Emissions associated with the supply of electricity and steam within the Group are accounted for by the supplying entity under Scope 1.
- All activities covered by the calculation through FY2024 are included.

Scope 2 Calculation

Japan: Basic emissions factors of individual electric power companies published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry

Overseas: IEA-published CO₂ emission factors by country in 2010.

- 2) Estimates for sites that experienced difficulties in the collection of data due to natural disasters were calculated using production volumes and data for FY2019-2021.
- 3) Due to changes in the calculation methodology in FY2025, Scope 1 emissions increased by 136 kt-CO₂e and Scope 2 emissions decreased by 92 kt-CO₂e compared with the previous methodology.
- 4) Targets for FY2025 and FY2026 have been recalculated to reflect the changes in the calculation methodology.
- GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials.

4. Greenhouse gas (GHG) emissions - Scope 3

* This table can be viewed by scrolling horizontally.

Unit: kt-CO₂e

Category	FY2021 ¹⁶⁾			FY2022			FY2023			FY2024			FY2025		
	Japan	Overseas	Total	Japan	Overseas	Total	Japan	Overseas	Total	Japan	Overseas	Total	Japan	Overseas	Total
1. Purchased goods and services ¹⁾	2,322	1,341	3,663	2,229	1,441	3,670	1,918	1,240	3,158	1,847	1,800	3,647	1,905	2,103	4,008★
2. Capital goods ²⁾	131	480	610	123	241	363	95	270	365	138	466	604	97	69	166
3. Fuel-and-energy-related activities (not included in Scope 1 or 2) ³⁾	354	350	704	357	366	723	346	335	681	341	370	711	457	166	622
4. Upstream transportation and distribution ⁴⁾	221	160	381	233	107	340	542	395	937	530	478	1008	480	443	923
5. Waste generated in operations ⁵⁾	23	47	69	17	21	39	23	52	75	23	66	89	23	33	56
6. Business travel ⁶⁾	2	3	5	2	3	5	2	3	5	2	3	5	2	3	5
7. Employee commuting ⁷⁾	7	12	19	7	12	19	7	15	23	7	16	23	8	17	24
8. Upstream leased assets ⁸⁾	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9. Downstream transportation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Category	FY2021 ¹⁶⁾			FY2022			FY2023			FY2024			FY2025		
	Japan	Overseas	Total	Japan	Overseas	Total	Japan	Overseas	Total	Japan	Overseas	Total	Japan	Overseas	Total
and distribution ⁹⁾															
10. Processing of sold products ¹⁰⁾	122	0	122	106	0	106	93	0	93	-	-	-	-	-	-
11. Use of sold products ¹¹⁾	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12. End of life treatment of sold products ¹²⁾	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13. Downstream leased assets ¹³⁾	< 0.1	0	< 0.1	< 0.1	0	< 0.1	< 0.1	0	< 0.1	<0.1	0	<0.1	< 0.1	0	< 0.1
14. Franchises ¹⁴⁾	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15. Investments ¹⁵⁾	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	3,181	2,392	5,573	3,074	2,191	5,264	3,027	2,310	5,336	2,888	3,201	6,089	2,971	2,834	5,804

- 1) Emissions associated with activities up to the production of purchased raw materials, components, goods, and sales-related materials are included. For FY2025, emission intensities are referenced from the "LCI database AIST-IDEA (Ver. 3.5 Standard Edition)" and the "Emission Intensity Database for Calculation of GHG Emissions by Organizations Throughout the Supply Chain (ver. 3.5)". For FY2024 and earlier, emission intensities are referenced from the "Emission Intensity Database for Calculation of GHG Emissions by Organizations Throughout the Supply Chain (ver. 3.5)" and the "CO₂ Equivalents Common Intensity Database (ver. 4.01)". For certain overseas subsidiaries, emission intensities obtained from suppliers, "Ecoinvent (ver. 3.11)," and the "Defra GHG Conversion Factors (2025)" are also referenced. Emissions related to vessel transportation from overseas to Japan were included until FY2022. To ensure the use of a uniform calculation method across the Group, these emissions have been excluded and accounted for as category 4: upstream transportation and distribution emissions since FY2023.
- 2) Emissions from building and producing capital goods of our companies
- 3) Emissions from processing and generating purchased fuel, electricity and heat.
- 4) Emissions from transportation and distribution of raw materials, parts, purchased goods and sales materials to our companies. Emissions related to vessel transportation from overseas to Japan were accounted for as category 1: purchased goods and services emissions until FY2022. To ensure the use of a uniform calculation method across the Group, these emissions have been included in this category since FY2023.
- 5) Emissions from transportation and disposal of waste generated in our companies
- 6) Emissions from business travel of employees
- 7) Emissions from employees commuting
- 8) Emissions from operation of leased assets leased from third parties by our companies. These are calculated in Scope 1 or 2.
- 9) Emissions from transportation, distribution, retail and storage of sold products. Emissions from the services purchased by the Group are included in category 4: upstream transportation and distribution.
- 10) Emissions from processing of intermediate products by other companies. Not calculated for FY2024 and FY2025 due to the necessity of major methodological changes following business expansion.
- 11) Emissions from use of products by users (consumers, business operators). Since the Group's main sales products, paper products, do not use energy during use, the Group considers that GHG emissions during product use are zero.
- 12) Emissions from transportation and disposal of products when disposing by users (consumers, business operators). The Group's main sales products are paper products, which emit CO₂ when discarded. However, the Group's raw materials absorb CO₂ when grown, so the Group's emissions are offset and considered to be zero.
- 13) Emissions from operation of leased assets owned by our companies and leased to third parties.
- 14) Emissions by franchises. Since the Group is not the president of a franchise, emissions in this category are considered to be zero.
- 15) Emissions related to investments management. Since the Group is not an investment or financial institution, emissions in this category are considered to be zero.
- 16) Estimates for sites that experienced difficulties in the collection of data due to natural disasters were calculated using production volumes and data for FY2019-2021.
- GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials.

5. Energy data

* This table can be viewed by scrolling horizontally.

Segment	Sub-segment	FY2018	FY2021	FY2022 ⁹⁾	FY2023	FY2024	FY2025
Energy input ¹⁾ (GWh)	Oil	3,888	3,439	4,315	4,007	3,607	3,105
	Coal	8,164	7,611	6,769	6,131	6,684	5,872
	Gas	4,096	4,467	5,156	4,790	4,801	4,484
	Purchased energy	4,160	3,472	2,907	2,449	2,822	2,716
	Waste	7,195	7,552	7,181	7,578	6,887	6,925
	Subtotal: Non-renewable energy	27,503	26,502	26,329	24,956	24,801	23,102
	Black liquor (pulping by-product)	24,827	22,680	22,486	22,427	22,200	20,667
	Other biomass	8,249	8,935	9,476	8,895	8,698	8,194
	Hydropower	397	366	367	368	356	351
	Solar power	5	5	5	8	13	22
	Purchased energy	0	0	502	577	788	770
	Subtotal: Renewable energy	33,479	31,987	32,837	32,275	32,055	30,003
	Total	60,982	58,488	59,166	57,231	56,856	53,105★
Energy consumption ²⁾ (crude oil equivalent)	Total energy consumption [million liters]	5,822	5,400	5,440	5,160	5,271	5,044
	Intensity [kilo-liter/t-production]	0.364	0.359	0.363	0.344	0.350	0.341
	Intensity [kilo-liter/million yen]	3.75	3.67	3.19	3.04	2.85	2.71
	Five-year average annual change rate	-2.7%	-1.8%	-3.8%	-5.0%	-7.1%	-7.1%
Power generation capacity by energy type (MW)	Thermal power ³⁾	1,622	1,697	1,846	2,671	2,688	2,688
	Hydropower	72	72	73	73	73	73
	Solar power	4	4	5	8	9	20
Power generation by energy type ⁴⁾ (GWh)	Thermal power	7,695	7,985	8,297	8,310	7,966	7,749
	Hydropower	397	366	367	368	356	351
	Solar power	5	5	5	8	13	22
Electricity generation and consumption (GWh) ⁵⁾	Total electricity consumption	11,100	11,006	11,202	10,884	10,958	10,625
	Renewable energy in total electricity consumption	4,451	4,535	4,775	4,854	4,748	4,755

Segment	Sub-segment	FY2018	FY2021	FY2022 ⁹⁾	FY2023	FY2024	FY2025
	Purchased renewable energy ⁶⁾	0	0	0	2	89	75
Biomass power generation companies							
Power generation capacity (MW)	Biomass power generation	51	126	126	126	201	201
Power generation by fuel (GWh)	Coal	1.0	32.2	37.1	0	0	0
	Oil	0.3	0.6	0.8	0	1.4	1.0
	Biomass ⁷⁾	414.3	668.1	968.9	986.1	1,140.1	1,503.4
Implied reduction of greenhouse gas emissions through FIT electric power sales ⁸⁾							
Implied reduction (kt-CO ₂ e)		-	-	480	714	636	673★

1) Energy input is calculated as follows.

Fuel input calories (TJ) are converted to GWh by dividing by 3.6 (TJ/GWh).

Energy input relating to the electric power business (supply of electricity to other parties) is included.

The sources of unit calorific values as follows.

Japan: Explanation of Standard Calorific Values and Carbon Emission Factors by Energy Source (Agency for Natural Resources and Energy, FY2023 revision)

Until FY2024, values were referenced from the Energy Conservation Act and the Global Warming Act. From FY2025, net calorific values have been adopted to align with the methodology used overseas.

Overseas: IPCC 2006 Guidelines for National Greenhouse Gas Inventories

2) Energy consumption is calculated on a crude oil equivalent basis by deducting electricity and steam sold from total energy input.

3) Thermal power generation includes power generation capacity of standby facilities. Thermal power generation refers to the sum of oil, coal, gas, waste and biomass burned alone and mixed burning.

4) The figure represents the total amount of electricity consumed in-house and sold.

5) The figure represents the total of electricity generated (including electricity sold) and electricity purchased.

6) The figure represents the amount of purchased electricity certified as renewable energy through Green Power Certificates and other similar instruments, as well as purchased electricity procured through renewable energy electricity plans offered by electricity providers.

7) A voluntary assessment of the life-cycle GHG emissions of biomass fuels confirmed that emissions are sufficiently lower than those from fossil fuel-based power generation.

Details are available on the Oji Green Resources website.

<https://www.oji-green-energy.com/lifecycle-ghg/>

8) The amount of reduction is estimated assuming that electric power sales under the Feed-in Tariff (FIT) scheme for renewable energy indirectly reduce CO₂ emissions associated with electricity users.

Implied reduction = amount of FIT electric power sales x national average emission factor

FIT electric power sales: The amount of electricity from biomass, hydroelectric, and solar power generation sold under the FIT scheme by Group companies in Japan

National average emission factor: An emission factor used in the calculation of the equivalent amount of CO₂ reduced by using non-fossil electric power under the greenhouse gas emissions calculation, reporting and disclosure system

9) FY2022 estimates for sites that experienced difficulties in the collection of data due to natural disasters were calculated using production volumes and data for FY2019-2021.

6. Environment management system (EMS) certification acquisition status

Segment		As of March 31, 2022	As of March 31, 2023	As of March 31, 2024	As of March 31, 2025	As of March 31, 2026
ISO14001certifications	Number of sites covered	148	149	157	179	179
	Percent of sites covered (%)	50	51	52	55	57
KES and Eco Action certifications	Number of sites covered	7	7	7	6	6
	Percent of sites covered (%)	2	2	2	2	2
O-EMS ¹⁾	Number of sites covered	43	48	49	51	49
	Percent of sites covered (%)	15	16	16	16	16
Total of Environmental management system(EMS) certifications	Number of sites covered	198	204	213	236	234
	Percent of sites covered (%)	67	70	71	73	74

1) O-EMS : Oji Group's unique Environmental management system (Internal certification system)

7. Compliance with environmental laws and regulations

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of environment-related violations ¹⁾	3	5	8	2	1
Number of water-related violations ²⁾	2	3	5	1	1
Administrative penalties, including environment-related fines and suspensions of operations	None	None	None	None	None
Administrative penalties, including water-related fines and suspensions of operations	None	None	None	None	None

1) Violation of environmental laws and regulations regarding water withdrawal, wastewater, air, waste, etc. The external impact of the violations is minor and has not caused any complaints from local residents.

2) Number of water-related violations within the total number of environment-related violations

8. Pollutant load amount and discharge volume of wastewater

* This table can be viewed by scrolling horizontally.

Category		FY2018 (base year)	FY2021	FY2022 ²⁾	FY2023	FY2024	FY2025	Target value for 2025	Target value for 2026	Target value for 2030	Target value for 2035	Target value for 2040
BOD load amount (t)		8,500	7,767	6,259	5,654	6,116	5,045	7,959	7,881	7,572	7,185	6,799
BOD intensity	(BOD kg/ t-production)	0.53	0.52	0.42	0.38	0.41	0.34	-	-	-	-	-
	(kg/ million yen)	5.48	5.28	3.67	3.33	3.31	2.71	-	-	-	-	-
BOD intensity (kg/ million yen) reduction rate ¹⁾		(base year)	-3.6%	-33.1%	-39.2%	-39.7%	-50.6%	-	-	-	-	-
Evaluation against annual target for BOD intensity (annual target value)		(base year)	Not achieved (5.26)	Achieved (5.19)	Achieved (5.12)	Achieved (5.05)	Achieved (4.98)	-	-	-	-	-
COD load amount (t)		38,562	39,072	37,390	35,477	35,200	32,772★	36,105	35,754	34,351	32,596	30,842
COD intensity	(COD kg/ t-production)	2.41	2.60	2.49	2.37	2.34	2.21	-	-	-	-	-
	(kg/ million yen)	24.86	26.58	21.91	20.91	19.03	17.60	-	-	-	-	-
COD intensity (kg/ million yen) reduction rate ¹⁾		(base year)	6.9%	-11.9%	-15.9%	-23.4%	-29.2%	-	-	-	-	-
Evaluation against annual target for COD intensity (annual target value)		(base year)	Not achieved (23.87)	Achieved (23.55)	Achieved (23.23)	Achieved (22.92)	Achieved (22.61)	-	-	-	-	-
SS Emissions (t)		16,477	15,161	13,932	12,771	13,205	12,152	15,428	15,278	14,678	13,928	13,179
SS intensity	(SS kg/ t-production)	1.03	1.01	0.93	0.85	0.88	0.82	-	-	-	-	-
	(kg/ million yen)	10.62	10.31	8.16	7.53	7.14	6.53	-	-	-	-	-
SS intensity (kg/ million yen) reduction rate ¹⁾		(base year)	-2.9%	-23.2%	-29.1%	-32.8%	-38.6%	-	-	-	-	-

Category		FY2018 (base year)	FY2021	FY2022 ²⁾	FY2023	FY2024	FY2025	Target value for 2025	Target value for 2026	Target value for 2030	Target value for 2035	Target value for 2040
Evaluation against annual target for SS intensity (annual target value)		(base year)	Not achieved (10.20)	Achieved (10.06)	Achieved (9.93)	Achieved (9.79)	Achieved (9.66)	-	-	-	-	-
Total Wastewater discharge(1,000 m³)		708,494	675,849	672,780	672,275	651,452	635,941	-	-	-	-	-
Wastewater Destination	Rivers and Lakes	280,749	269,416	255,872	244,025	298,746	292,823	-	-	-	-	-
	Sea	337,996	326,949	321,287	319,470	311,015	300,552	-	-	-	-	-
	Groundwater	5	12	22	21	23	38	-	-	-	-	-
	Sewer	89,743	79,471	95,599	108,759	41,668	42,528	-	-	-	-	-

- The boundary of data aggregation of BOD, COD and SS is business sites where emissions are regulated by laws, ordinances and local agreements. Due to the erroneous exclusion of certain data, the figures for FY2018 to FY2023 were revised in August 2025.
- 1) BOD, COD and SS intensity (kg/million yen) reduction rate targets: Reduce by 15% in FY 2030 compared with FY 2018
- 2) Estimates for sites that experienced difficulties in the collection of data due to natural disasters were calculated using production volumes and data for FY2019-2021.

8-1. AOX in wastewater (kg/t-pulp)

Measuring Site	Country	FY2021	FY2022	FY2023	FY2024	FY2025
Jiangsu Oji Paper	China	0.002	0.006	0.002	0.004	0.06
CENIBRA	Brazil	0.10	0.10	0.10	0.10	0.09
Oji FS (Kinleith)	New Zealand	0.14	0.15	0.15	0.13	0.16

- The amount of AOX in wastewater from overseas pulp mills averaged 0.001-0.16 (kg/t-pulp). It is well below the 0.2 (kg/t-pulp) AOX amount published in EU BAT (Best Available Technology) 2010. There is no regulation value for the amount of AOX in wastewater from pulp mills in Japan, and the results of a survey conducted in 2006 by the Japan Paper Association secretariat proved that AOX can be controlled through ECF conversion.

9. Pollutant load amount of exhaust gases

* This table can be viewed by scrolling horizontally.

Breakdown		FY2018 (base year)	FY2021	FY2022 ⁵⁾	FY2023	FY2024	FY2025	Target value for 2025	Target value for 2026	Target value for 2030	Target value for 2035	Target value for 2040
SOx emissions (t) ¹⁾		6,394	5,424	5,955	5,052	5,358	5,181	5,374	5,228	4,645	3,916	3,187
SOx intensity	(SOx kg/t-production)	0.4	0.36	0.4	0.34	0.36	0.35	-	-	-	-	-
	(kg/million yen)	4.12	3.69	3.49	2.98	2.90	2.78	-	-	-	-	-
SOx intensity (kg/million yen) reduction rate ²⁾		(base year)	-10.50 %	-15.40 %	-27.80 %	-29.7%	-32.4%	-	-	-	-	-
Evaluation against annual target for SOx intensity (annual target)		(base year)	Achieved (3.96)	Achieved (3.90)	Achieved (3.85)	Achieved (3.80)	Achieved (3.75)	-	-	-	-	-
NOx emissions (t) ¹⁾		11,744	12,385	11,595	12,291	12,220	11,419	11,370	11,317	11,103	10,836	10,568
NOx intensity	(NOx kg/t-production)	0.74	0.82	0.77	0.82	0.81	0.77	-	-	-	-	-
	(kg/million yen)	7.57	8.42	6.79	7.25	6.61	6.13	-	-	-	-	-
Dust emissions (t) ¹⁾		2,944	3,143	2,800	2,958	2,914	3,293	-	-	-	-	-
Dust intensity	(Dust kg/t-production)	0.18	0.21	0.19	0.2	0.19	0.22	-	-	-	-	-
	(kg/million yen)	1.9	2.14	1.64	1.74	1.58	1.77	-	-	-	-	-
VOC emissions (t) ³⁾		523	232	182	159	142	146★	-	-	-	-	-
VOC intensity ⁴⁾	(VOC kg/t-production)	0.03	0.02	0.01	0.01	0.01	0.01	-	-	-	-	-
	(kg/million yen)	0.34	0.16	0.11	0.09	0.08	0.08	-	-	-	-	-

1) Boundary of data aggregation for SOx, NOx and dust: All consolidated companies subject to exhaust gas regulations.

2) SOx intensity (kg/million yen) reduction rate target: Reduce by 15% in FY 2030 compared with FY 2018

3) Boundary and scope of VOC: Domestic Group companies subject to Japanese Pollutant Release and Transfer Register (PRTR) laws have been included. Of the substances subject to PRTR laws, those corresponding to the 100 types of VOC indicated by the Ministry of the Environment in line with the Air Pollution Control Act have been included.

4) Emissions intensity (kg/million yen) target: 0.305 (FY 2010 performance x 50%) or less

5) Estimates for sites that experienced difficulties in the collection of data due to natural disasters were calculated using production volumes and data for FY2019-2021.

10. Waste and PRTR chemical substances

* This table can be viewed by scrolling horizontally.

Breakdown		FY2018	FY2021	FY2022 ⁵⁾	FY2023	FY2024	FY2025
Industrial waste generation ¹⁾	Domestic (kt)	1,517	1,410	1,420	1,353	1,314	1,267
	Overseas (kt)	1,358	1,363	1,569	1,664	1,803	1,830
	Total (kt)	2,875	2,772	2,989	3,017	3,117	3,096★
Generation intensity	(kg/t-production)	180.0	184.3	199.3	198.7	206.8	209
	(kg/million yen)	1,854	1,886	1,752	1,757	1,686	1,663
Efficient use amount (kt)		2,708	2,611	2,720	2,739	2,932	2,923
Landfill amount (final disposal amount)	Domestic (kt)	25	13	9	14	7	7
	Overseas (kt)	141	149	260	227	177	166
	Total (kt)	166	161	269	241	185	173
Landfill intensity	(kg/t-production)	10.4	10.7	17.9	16.1	12.3	11.7
	(kg/million yen)	107	110	158	142	100	93
Effective waste utilization rate ²⁾	Domestic (%)	98.3	99.1	99.4	99.0	99.4	99.4
	Overseas (%)	89.6	89.1	83.4	86.0	90.2	90.9
Hazardous waste generation amount ³⁾ (kt)		59	58	87	77	65	70
Generation intensity ³⁾	(kg/t-production)	3.71	3.86	5.79	5.17	4.34	4.76
	(kg/million yen)	38.2	39.5	50.9	45.7	35.4	37.8
PRTR Chemical substance released amount and transferred amount ⁴⁾ (t)		787	482	420	685	568	466
Released and transferred intensity	(kg/t-production)	0.049	0.032	0.028	0.046	0.038	0.032
	(kg/million yen)	0.51	0.33	0.25	0.41	0.31	0.25

1) The volume of waste generated includes valuable materials (general waste is not included).

2) Effective waste utilization ratio = (amount of waste generated – amount of landfill waste) ÷ amount of waste generated × 100

Target: 99% or more in Japan, 95% or more overseas in FY 2030

Final disposal rate in Japan 1% or less

Final disposal rate overseas 5% or less

Final waste disposal ratio = amount of landfill waste ÷ amount of waste generated × 100

3) Due to the inclusion of hazardous waste that had not been aggregated in the previous years, the figures for FY2018 to FY2023 were revised in August 2025.

4) PRTR data cover all consolidated companies that submit the notifications of PRTR

5) Estimates for sites that experienced difficulties in the collection of data due to natural disasters were calculated using production volumes and data for FY2019-2021.

11. Amounts of substances subject to the PRTR Law released and transferred

* This table can be viewed by scrolling horizontally.

Chemical Substance (unit)	Handled amount including generated amount	Amount released	Amount transferred	Total amount
Water-soluble compounds of zinc (t)	7.9	1.4	1.0	2.5
Butyl acrylate (t)	4.8	0.3	0.6	0.8
2-Aminoethanol (t)	9.8	0.003	0.1	0.1
Asbestos (t)	2.9	-	2.9	2.9
Isoprene (t)	9.3	0.1	-	0.1
Ethylbenzene (t)	6.0	0.2	0.2	0.5
Ethylene oxide (t)	1.5	0.01	-	0.01
Xylene (t)	24.6	0.5	0.5	1.0
Chromium and trivalent chromium compounds (t)	22.3	0.002	0.01	0.02
Chloroform (t)	8.4	8.3	-	8.3
Vinyl acetate (t)	256.1	0.7	0.6	1.3
2,2-Dibromo-2-cyanoacetamide (t)	58.7	27.6	0.3	27.9
Styrene (t)	5.9	-	0.2	0.2
Dioxins (mg-TEQ)	354.6	86.9	267.7	354.6
Sodium dodecyl sulfate (t)	1.8	1.0	-	1.0
Toluene (t)	1802.4	129.7	123.6	253.4
Naphthalene (t)	733.0	-	-	-
Nickel (t)	10.7	0.005	0.002	0.01
Vanadium compounds (t)	9.3	-	-	-
Phenol (t)	3.0	0.01	0.1	0.1
Hydrogen fluoride and its water-soluble salts (t)	1.7	1.7	-	1.7
Hexane (t)	10.2	0.2	0.1	0.2
Benzene (t)	6.9	5.7	-	5.7
Boron compounds (t)	201.5	12.6	1.2	13.9
Poly (oxyethylene) alkyl ether (alkyl C=12-15) (t)	2.6	1.5	0.1	1.6
Sodium poly (oxyethylene) dodecyl ether sulfate (t)	2.3	1.4	-	1.4

Chemical Substance (unit)	Handled amount including generated amount	Amount released	Amount transferred	Total amount
Formaldehyde (t)	0.9	0.7	0.01	0.7
Manganese and its compounds (t)	6.6	6.6	-	6.6
Methylnaphthalene (t)	238.8	1.2	-	1.2
Methylenebis (4.1-phenylene) = diisocyanate (t)	1.4	-	0.1	0.1
2-Ethylhexyl acrylate (t)	15.5	-	0.6	0.6
Polycondensation products of adipic acid / (N-(2-aminoethyl)ethane-1,2-diamine or N,N'-bis(2-aminoethyl)ethane-1,2-diamine) / 2-(chloromethyl)oxirane (t)	97.2	7.4	0.8	8.1
Mixture of polyaddition products of oxirane to alkan-1-amine (limited to those the alkane is linear chain and C=8,10,12,14,16 or 18 and the mixture thereof), polyaddition products of oxirane to (Z)-octadec-9-en-1-amine and polyaddition products of oxirane to (9Z,12Z)-octadeca-9,12-dien-1-amine (t)	35.2	18.2	0.1	18.4
alpha-Alkyl-omega-hydroxypoly(oxyethane-1,2-diyl) (limited to those the alkyl group is C=16-18 and the mixture thereof, and the number average molecular weight is less than 1,000), alpha-alkenyl-omega-hydroxypoly(oxyethane-1,2-diyl) (limited to those the alkenyl group is C=16-18 and the mixture thereof, and the number average molecular weight is less than 1,000), and the mixture thereof (t)	4.3	0.02	0.01	0.03
alpha-Alkyl-omega-hydroxypoly(oxyethylene) (limited to those the alkyl group is C=9-11 and mixture thereof, and the number average molecular weight is less than 1,000) (t)	6.2	3.8	-	3.8
Salt of alkyl(benzyl)(dimethyl)ammonium (limited to those the alkyl group is C=12-16 and mixture thereof) (t)	5.2	3.8	0.02	3.8
Ethylenediaminetetraacetic acid and its potassium and sodium salts (t)	46.9	27.6	0.1	27.7

Chemical Substance (unit)	Handled amount including generated amount	Amount released	Amount transferred	Total amount
Chloric acid and its potassium and sodium salt (t)	14,531	13	-	13
Diethanolamine (t)	25.4	7.7	0.5	8.2
Trimethylbenzene (t)	25.5	0.1	0.04	0.1
Lead and its compounds (t)	1.5	-	1.5	1.5
Salt of bis(alkyl)(dimethyl)ammonium (limited to those the alkyl group is linear chain and C=12, 14, 16, 18 or 20 and the mixture thereof) (t)	1.9	0.01	-	0.01
(1-Hydroxyethane-1,1-diyl)diphosphonic acid and its potassium salt and sodium salt (t)	55.0	31.7	0.03	31.7
Hexanedihydrazide (t)	13.8	-	0.2	0.2
Heptane (t)	16.9	0.003	1.7	1.7
Methyl isobutyl ketone (t)	1.3	0.1	0.2	0.2
2-(2-Methoxyethoxy)ethanol (t)	31.5	13.3	1.0	14.4
Total	18,366	328	138	466

- Aggregation period : FY2025
- The Data covers all consolidated companies that submit PRTR notifications.
- Excluding dioxins, numbers prepared for substances of which one ton or more (0.5 tons or more Specified Class 1 Designated Chemical Substances) is handled (including amount produced).

12. Main raw materials used ¹⁾

Main raw materials	FY2021	FY2022 ²⁾	FY2023	FY2024	FY2025
Woodchips and lumber (kt)	12,421	12,748	14,315	15,184	15,019
Recovered paper (kt)	4,411	4,699	4,493	4,447	4,160
Pulp (kt)	308	313	382	300	181
Purchased containerboard and corrugated sheet (kt)	3,424	3,562	3,373	3,684	3,250
Total (kt)	20,564	21,321	22,563	23,615	22,610

1) Amount includes intra-group transactions

2) Estimates for sites that experienced difficulties in the collection of data due to natural disasters were calculated using production volumes and data for FY2019-2021.

13. Water withdrawal, water consumption

* This table can be viewed by scrolling horizontally.

Segment		FY2018 (base year)	FY2021	FY2022 ²⁾	FY2023	FY2024	FY2025	Target value for 2025	Target value for 2026	Target value for 2030	Target value for 2035	Target value for 2040
Water withdrawal (1,000 m ³)		740,398	714,281	709,966	694,820	686,547	663,220★	716,816	713,448	699,972	683,128	666,284
Water withdrawal intensity	(m ³ / t-production)	46.4	47.5	47.3	46.3	46.5	44.8	-	-	-	-	-
	(m ³ / million yen)	477.4	485.9	416	409.6	371.3	356.2	-	-	-	-	-
Water withdrawal intensity (m ³ /million yen) reduction rate ¹⁾		(base year)	1.80%	-12.90%	-14.20%	-22.2%	-25.4%	-	-	-	-	-
Evaluation against annual target for water withdrawal intensity (annual target)		(base year)	Not achieved (470.0)	Achieved (467.5)	Achieved (465.1)	Achieved (462.7)	Achieved (460.3)	-	-	-	-	-
Breakdown (1,000 m ³)	Surface water (river, lake)	487,936	465,801	453,127	442,971	436,389	423,056	-	-	-	-	-
	Surface water (sea)	9,944	9,307	9,386	9,370	9,105	9,213	-	-	-	-	-
	Groundwater (well water, subsoil water)	136,513	127,039	130,780	127,823	129,240	121,063	-	-	-	-	-
	Third party organization (water supply, city water)	106,006	112,134	116,673	114,657	111,813	109,888	-	-	-	-	-

Changes in water consumption

* This table can be viewed by scrolling horizontally.

Segment		FY2018	FY2021	FY2022 ²⁾	FY2023	FY2024	FY2025
Water withdrawal (1,000 m ³)		740,398	714,281	709,966	694,820	686,547	663,220 ★
Water discharge (1,000 m ³)		708,494	675,849	672,780	672,275	651,452	635,941 ★
Water consumption (1,000 m ³)		31,904	38,432	37,186	22,545	35,095	27,279
Water consumption intensity	(m ³ /t-production)	2.03	2.55	2.48	1.50	2.38	1.84
	(m ³ /million yen)	20.57	26.14	21.79	13.29	18.98	14.65

1) Water withdrawal intensity (m³/million yen) reduction rate target: Reduce by 6% in FY2030 compared with FY2018.

2) Estimates for sites that experienced difficulties in the collection of data due to natural disasters were calculated using production volumes and data for FY2019-2021.

Water withdrawal, discharge, and water consumption by area of water stress¹⁾

	FY2021			FY2022			FY2023			FY2024			FY2025		
	Water withdrawal (1,000m ³)	Water discharge (1,000m ³)	Water consumption (1,000m ³)	Water withdrawal (1,000m ³)	Water discharge (1,000m ³)	Water consumption (1,000m ³)	Water withdrawal (1,000m ³)	Water discharge (1,000m ³)	Water consumption (1,000m ³)	Water withdrawal (1,000m ³)	Water discharge (1,000m ³)	Water consumption (1,000m ³)	Water withdrawal (1,000m ³)	Water discharge (1,000m ³)	Water consumption (1,000m ³)
Low (<10%) or No data	281,765	263,786	17,979	277,907	263,760	14,147	342,312	334,404	7,908	336,849	317,706	19,143	323,356	310,936	12,420
Low to medium (10-20%)	309,945	295,862	14,083	306,501	291,350	15,151	215,140	210,611	4,529	213,060	207,546	5,514	208,291	203,441	4,851
Medium to high (20-40%)	121,160	114,893	6,267	123,865	116,237	7,628	135,898	126,144	9,754	134,934	124,894	10,040	129,851	120,188	9,663
High (40-80%)	1,246	1,223	22	1,520	1,342	177	1,254	988	266	1,436	1,149	287	1,475	1,201	274
Extremely high (>80%)	165	84	81	173	90	82	217	129	88	267	157	110	247	175	71
Total	714,281	675,849	38,432	709,966	672,780	37,186	694,820	672,275	22,545	686,547	651,452	35,095	663,220	635,941	27,279

1) For the 2021 and 2022 fiscal years, the WRI/Aqueduct (3.0) , and for 2023 and beyond, the WRI/Aqueduct (4.0) Water Risk Atlas Baseline Water Stress (5-point scale) : Indicates the degree of potential competition with other users of water, with higher values indicating more intense competition.

<https://www.wri.org/aqueduct> ➔

14. Water intensity in the electric power business

	FY2021	FY2022	FY2023	FY2024	FY2025
Gross power generation (MWh)	986,135	1,141,497	1,518,767	1,392,980	1,504,392
Water withdrawal (m ³)	2,684,595	3,095,703	4,131,986	3,869,294	4,283,308
Water withdrawal intensity (m ³ /MWh)	2.72	2.71	2.72	2.78	2.85

• Electric power companies (Oji Green Energy Nichinan Co. Ltd., Oji Green Energy Ebetsu Co. Ltd., Oji Green Energy Tokushima Co., Ltd. and MPM Oji Eco Energy Co., Ltd.)

15. Recovered paper utilization

* This table can be viewed by scrolling horizontally.

Segment		FY2021	FY2022	FY2023	FY2024	FY2025
Paper and Paperboard Production Volume ¹⁾	Paper (kt)	2,441	2,412	2,267	2,132	2,004
	Paperboard (kt)	3,189	3,316	3,032	3,049	2,979
	Total (kt)	5,630	5,728	5,299	5,181	4,983
Recovered Paper Usage Volume ²⁾	Paper (kt)	661	624	590	546	510
	Paperboard (kt)	3,174	3,182	2,983	2,952	2,882
	Total (kt)	3,834	3,806	3,577	3,498	3,392
Recovered Paper Usage Rate ²⁾	Paper (%)	27.6	27.5	28.4	26.6	28.1
	Paperboard (%)	95.4	94.8	94.7	94.1	93.6
	Total (%)	67.1	67.6	68.3	67.4	69.3
Target ²⁾	(%)	70.0	70.0	70.0	70.0	70.0
Target Achievement Rate	(%)	95.8	96.6	97.6	96.3	99.0

1) Volume in Japan

2) Reporting Period: April to March. Scope: Companies in Japan of Oji Paper, Oji Materia, Oji F-Tex and Oji Nepia

Recovered Paper Usage Rate = Recovered Paper Consumption ÷ Total Fiber Material Consumption (sum of recovered paper, wood pulp, and other fiber material consumption)

Recovered Paper Usage Rate Target: 65% from FY2016 to FY2020, 70% or above from FY2021 to FY2030

16. Data by segment

* This table can be viewed by scrolling horizontally.

Operating Sites	Production (1,000 t)	Greenhouse Gas		Water Resources		Industrial Waste		Domestic Chemical Substances		Environmental burden in wastewater			Environmental burden in emission gas		
		Emissions (CO ₂ e) (1,000 t)	Intensity (tCO ₂ e/ t-production)	Water Intake (1,000 m³)	Intensity (m³/ t-production)	Final Disposal (t)	Intensity (kg / t-production)	PRTR chemical substances (t-released and transferred)	Intensity (g/ t-production)	BOD (t)	COD (t)	SS (t)	SOx (t-SO ₂ conversion) (t)	NOx (t-NO ₂ conversion) (t)	Soot and Dust (t)
Industrial Materials Business															
194	6,846	2,713	0.396	174,156	25.4	51,238	7.5	117	17	1,653	4,757	1,727	1,922	2,471	124
Household and Consumer Product Business															
8	156	50	0.319	2,044	13.1	392	2.5	0.02	0.2	(*)	119	17	2	21	3
Functional Materials Business															
28	540	350	0.647	37,465	69.3	15,583	28.8	211	390	444	116	132	23	120	6
Forest Resources and Environment Marketing Business															
47	4,235	849	0.201	118,303	27.9	101,578	24.0	0.2	0.05	2,346	12,217	3,625	168	3,974	2,866
Printing and Communications Media Business															
7	2,999	2,895	0.965	330,761	110.3	4,411	1.5	138	46	599	15,562	6,650	3,066	4,830	294
Other business															
36	20	24	1.065	492	24.1	127	6.2	0.1	5	3	(*)	2	0	3	0.3
Total (consolidated companies)															
320	14,796	6,881	0.465	663,220	44.8	173,328	11.7	466	32	5,045	32,772	12,152	5,181	11,419	3,293

- Aggregation period : FY2025
- Production volume includes the volume connected to transactions within the group.
- See note under "3. Greenhouse Gas (GHG) emissions" regarding the GHG emissions calculation method.

- The environmental impact (BOD, COD, SS) of water emissions and the environmental impact (SOx, NOx, soot and dust) of air emissions are the amounts of emissions from business sites to which regulations apply.
- * Emissions not listed because there are no sites where regulations apply.

[Click here for the results for FY 2018-2024](#) 

17. Forest certification acquisition ratio

* This table can be viewed by scrolling horizontally.

		FY2021	FY2022	FY2023	FY2024	FY2025
Overseas forest plantations	Forest certification area (ha)	213,821	237,328	242,375	263,000	259,537
	Forest certification ratio	92%	94%	97%	96%	95%
Company-owned forests in Japan (excluding shared forests)	Forest certification area (ha)	172,410	172,410	173,129	173,128	173,544
	Forest certification ratio	100%	100%	100%	100%	100%
Overall forest certification ratio		96%	96%	98%	98%	97%

- Overseas: Percent of area of company-owned production forests, Japan: Percent of area of company-owned forests excluding shared forests
- The certification rate temporarily declined in FY2025 compared with the previous fiscal year, primarily due to an increase in newly acquired forest lands in Brazil. Forest certification for these newly acquired lands will be pursued going forward.

18. Oji Group forest

* This table can be viewed by scrolling horizontally.

Country (Area)	Operating Company	Year established	Production forests (ha)	Consevation forests (ha)	Total(ha)	Forest certification code
Australia (Western Australia)	Albany Plantation Forest Company of Australia Ltd. (APFL)	1993	3,174	1,278	4,452	SCS-CFM-006005
Australia (Victoria)	Green Triangle Plantation Forest Company of Australia Pty. Ltd. (GPFL)	1997	2,813	191	3,004	GMP-CW/FM-110653
Brazil (Minas Gerais)	Celulose Nipo-Brasileira S.A (CENIBRA)	1973	142,142	106,635	248,777	NEO-FM/COC-008495 NEO-PEFC-MF-000023
Brazil (Minas Gerais)	Mogno das Alterosas Investimentos Florestais S.A.(MDA) / Mamoneira Agropastoril S.A. (Mamoneira)	2018	5,556	0	5,556	
Indonesia (Kalimantan)	PT Korintiga Hutani (KTH)	1998	61,754	19,197	80,951	SGSCH-CFM-009866 AJA/IFCC-PEFC/FMC-HT/00038/II/2018
New Zealand (North island)	Oji Fibre Solutions (OjiFS)	2014	6,885	727	7,612	NC-FM/COC-000190
New Zealand (North island)	Pan Pac Forest Products Ltd. (PAN PAC)	1971	34,552	5,996	40,548	SCS-FM/COC-400085
New Zealand (South Island)	Southland Plantation Forest Company of New Zealand Ltd. (SPFL)	1992	10,292	3,067	13,359	GMP-FM/COC-107252
Uruguay (Tacuarembó and Rivera)	Oji Uruguay Forest Company S.A.S (OUFC)	2023	20,195	14,563	34,758	GFA-FM/COC-002845
Vietnam (Bin Dinh)	Quy Nhon Plantation Forest Company of Vietnam Ltd. (QPFL)	1995	8,725	1,000	9,725	SGSCH-FM/COC-002539
Overseas subtotal			296,089	152,655	448,744	
Japan			176,782	11,552	188,334	JAFTA-002, JAFTA-008, JAFTA-012
Total			472,871	164,206	637,078	

・ At the end of FY2025

* Production forest: Forests that are managed for the purpose of sustainable wood production. This includes both plantation forests and natural forests.

Conservation forest: Areas designated for the purpose of conserving and restoring natural ecosystems. These protected areas include plantations, natural forests and other natural ecosystems such as wetlands and grasslands.

The managed area is calculated in proportion to the ownership share.

19. Volume of wood chips and market pulp procured for the Oji Group

Wood chip

* This table can be viewed by scrolling horizontally.

Origin	FY2021		FY2022		FY2023		FY2024		FY2025		Raw material composition
	(kBDT)	(%)	(kBDT)	(%)	(kBDT)	(%)	(kBDT)	(%)	(kBDT)	(%)	
Japan	813	18%	774	17%	683.2	15%	632.3	15%	600.8	14%	Sawmill residue
Vietnam	1,018.40	23%	980.8	21%	1,022.50	23%	1,274.4	29%	1,399.1	33%	Planted trees
Thailand	750.4	17%	949.5	21%	925.8	21%	846.2	20%	910.0	22%	Planted trees
Indonesia	440.5	10%	425	9%	527.5	12%	452.1	10%	457.4	11%	Planted trees
Australia	562.8	13%	735.7	16%	656.9	15%	574.0	13%	424.9	10%	Planted trees
U.S.A.	284.2	6%	326.1	7%	291.6	7%	305.8	7%	316.5	7%	Sawmill residue
Chile	238.8	5%	175.3	4%	188.9	4%	79.1	2%	52.7	1%	Planted trees
New Zealand	162.6	4%	115.2	2%	58.4	1%	68.8	2%	6.8	0%	Planted trees
Malaysia	64.8	1%	54.8	1%	29	1%	-	0%	0.0	0%	Planted trees
Fiji	93.8	2%	85.8	2%	69.4	2%	104.5	2%	60.0	1%	Planted trees
South Africa	0	0%	0	0%	0	0%	-	0%	0.0	0%	Planted trees
Total	4,429.30	100%	4,622.20	100%	4,453.10	100%	4,337.2	100%	4,228.3	100%	

* We confirm that 100% of the wood chips procured are either FSC™-certified material or materials that meet FSC™ requirements.

Market pulp

* This table can be viewed by scrolling horizontally.

Origin	FY2021		FY2022		FY2023		FY2024		FY2025		Raw material composition
	(千ADT)	(%)	(k ADT)	(%)	(k ADT)	(%)	(k ADT)	(%)	(k ADT)	(%)	
Brazil	81.6	50%	109.3	60%	90.9	62%	78.7	49%	87.8	58%	Planted trees
New Zealand	35.2	22%	0.3	0%	0	0%	0	0%	0.1	0%	Planted trees, Sawmill residue
Canada	15.5	10%	18.2	10%	12.7	9%	14.7	9%	12.5	8%	Regrowth forest
Japan	17.4	11%	36.6	20%	29.1	20%	34.6	22%	27.5	18%	Sawmill residue
Sweden	5.4	3%	11	6%	8.5	6%	14.4	9%	16.8	11%	Planted trees
U.S.A	3.6	2%	3.6	2%	3.1	2%	12.7	8%	3.3	2%	Planted trees, Sawmill residue
Finland	1.8	1%	1.5	1%	0.3	0%	1.5	1%	1.4	1%	Planted trees
Chile	1.1	1%	2	1%	1.5	1%	2.9	2%	1.3	1%	Planted trees
Total	161.6	100%	182.5	100%	146.1	100%	159.7	100%	150.7	100%	

・ We confirm that 100% of the pulp procured is either FSC™-certified material or materials that meet FSC™ requirements.

20. Carbon stocks and net increment in carbon stocks by production and conservation forest

* This table can be viewed by scrolling horizontally.

	FY2018	FY2021	FY2022	FY2023	FY2024	FY2025
Carbon stocks ^{1) 5) 6)} (kt-CO ₂)	110,105	119,415	122,453	126,835	142,017	143,713
Net increment in carbon stocks ^{2) 5) 6)} (kt-CO ₂ /year)	686	2,265	583	4,230	931	536
Average net increment in carbon stocks ³⁾ (kt-CO ₂ /year)	686	1,003	919	1,628	1,752	1,709
Forest area subject to carbon stock calculations ^{4) 5) 6)} (1,000 ha)	545	549	549	546	584	588

1) Actual carbon stocks in living biomass

Production forest: Actual merchantable volume at the end of each fiscal year 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 each fiscal year x above-ground biomass of natural forest x (1+underground / above-ground ratio) x carbon ratio x CO₂ conversion coefficient.

2) Net increment in carbon stocks by forests

Production forest: CO₂ absorption by growth - CO₂ emission by felling

Conservation forest: Remaining area at the end of each fiscal year x annual growth rate of above-ground biomass x (1+underground / above-ground ratio) x carbon ratio x CO₂ conversion coefficient.

3) The value for 2018 is based on a single year; for 2021, a four-year average; and from 2022 onward, a five-year average is applied.

4) Forest area within the scope of the calculation of carbon stocks and net increment in carbon stocks includes consolidated companies in line with the calculation of GHG emissions. Forests linked to sold carbon credits are excluded from the calculation of net increment in carbon stocks.

5) From 2021, for CENIBRA, the value calculated by CENIBRA (with third-party assurance) has been included in the overall total. The figures for 2018-2020 have been revised in the same way.

6) KTH was consolidated in FY2022. The data for KTH has also been added to the FY 2018-2021 data.

21. Net GHG emissions

* This table can be viewed by scrolling horizontally.

	FY2018 (Base year)	FY2021	FY2022	FY2023	FY2024	FY2025
GHG emissions (Scope 1+2) (kt-CO ₂ e/yr)	7,836	7,606	7,470	6,849	6,907	6,881
Average net increment in carbon stocks ¹⁾ (kt-CO ₂ e/yr)	686	1,003	919	1,628	1,752	1,709
Net GHG emissions (kt-CO ₂ e/yr)	-	6,603	6,651	5,221	5,156	5,172
GHG change rate	-	-16%	-16%	-33%	-34%	-34%

1) Since net increment in carbon stocks fluctuate significantly from year to year, average values are used to ensure a more stable assessment. However, the value for 2018 is based on a single year; for 2021, a four-year average; and from 2022 onward, a five-year average is applied.

22. Nature-related metrics and targets ¹⁾

Comprehensive and quantifiable nature-related metrics and targets to eliminate and minimize key factors driving the loss of nature and to restore and regenerate ecosystems.

These nature-related targets are aligned with and support the Oji Group's climate change mitigation targets. Restoring natural forests and planting native tree species on land owned by the Oji Group will result in the reforestation of degraded land, increasing CO₂ absorption and storage. This aligns with the climate change mitigation target of increasing the net increment in carbon stocks in forests to 50% of the GHG emissions in FY2018 (see [Climate Change](#)). Additionally, establishing ecological corridors outside of its owned land will contribute to climate change mitigation by restoring vegetation and increasing CO₂ absorption and fixation.

*This table can be viewed by scrolling horizontally.

Metrics	Annual data					Medium-term targets (from FY2024 through FY2033)		Long-term targets (from FY2019 through FY2040)	
	2021	2022	2023	2024	2025	Target	Progress ⁶⁾	Target	Progress ⁶⁾
Area of restored natural forests ²⁾ (ha)	399	379	377	405	355	3,000	760	5,000	2,451
Of which, restored area through partnerships ³⁾ (ha)			17	145	91	-	240	-	253
Number of planted native tree species ⁴⁾ (seedlings)	76,433	61,599	53,454	146,966	88,486	500,000	235,452	900,000	522,389
Of which, planted number through partnerships ³⁾ (seedlings)			25,974	86,695	45,256	-	131,951	-	157,925
Area of ecological corridors formed outside own land ⁵⁾ (ha)	313	411	532	500	480	3,500	980	6,000	2,740
Area of natural forests connected by ecological corridors (ha)	2,239	1,268	2,587	9,629	3,140	-	12,769	-	22,356
Expenditures to achieve targets for natural forest restoration and planting of native tree species (thousand yen)	26,988	30,473	21,608	24,366	30,351	-	54,717	-	172,648
Expenditures to achieve targets for forming ecological corridors (thousand yen)	19,394	44,669	55,504	74,111	61,081	-	135,192	-	309,052

1) The Oji Groups targets were considered and set in accordance with the LEAP approach* implemented by Oji Holdings with the assistance of KPMG AZSA LLC. Programs are implemented by CENIBRA (Brazil). CENIBRA has been committed to ecosystem-friendly business practices and conservation activities for many years. As a result, regular monitoring of flora and fauna since 2002 has confirmed a gradual increase in biodiversity. Going forward, CENIBRA will continue "avoidance and reduction" of the loss of natural capital and biodiversity, and implement "restoration and recovery" under this target.

* An integrated approach developed by TNFD (Taskforce on Nature-related Financial Disclosures). It assesses and manages nature-related issues in four phases: locate, evaluate, assess and prepare (locate the interfaces with nature across geographic areas, sectors and value chains, evaluate dependencies and impacts on nature, assess nature-related risks and opportunities to the organization, and prepare to respond to nature-related risks and opportunities, including the setting of targets.)

2) Area where planting and other activities were carried out to restore natural forests lost due to windthrow, fire, etc.

3) Starting in FY2023, CENIBRA began forest restoration and the planting of native tree species on its own land through partnerships with local companies. Starting with the FY2026 disclosure, the reporting methodology was changed to include these partnership activities in the results.

4) The number of trees planted within the owned natural forests.

5) The area enclosed by fences in collaboration with landowners to facilitate the revegetation of degraded lands between fragmented natural forests and enable wildlife to move freely.

6) Progress status is as of the end of FY2025.

The validity of the metrics and targets was reviewed by a third party, Kokusai Kogyo Co., Ltd.

[The third-party review of medium-term targets](#) 

[Result of CENIBRA's flora and fauna monitoring](#) 

Social

1. Employees

* This table can be viewed by scrolling horizontally.

Segment	Scope of data aggregation	As of Mar 31, 2022	As of Mar 31, 2023	As of Mar 31, 2024	As of Mar 31, 2025	As of Mar 31, 2026
Number of permanent employees	Consolidated	35,608	37,845	38,322	39,136	38,757
Number of temporary employees	Consolidated	2,467	5,115	4,708	3,076	2,865
Percentage of overseas employees(%)	Consolidated	54.0	57.2	57.5	58.5	58.0
Percentage of men and women (%)	Consolidated (men)	81.34	83.12	81.38	79.96	79.89
	Consolidated (women)	18.66	16.88	18.62	20.04	20.11
Permanent employee voluntary turnover rates (%)	Oji HD ¹⁾	5.06	5.4	2.1	2.60	1.94
	Oji MO ²⁾	2.94	5.88	3.09	2.65	3.74

1) Oji HD; Oji Holdings Corporation (Non-consolidated)

2) Oji MO; Oji Management Office Inc.

2. Percentage of managers that are women

Segment	FY2021	FY2022	FY2023	FY2024	FY2025
Percentage of managers that are women (%)	3.7	3.6	3.9	4.9	5.7★

• Aggregation date: March 31 of each fiscal year

• Boundary of data aggregation: 14 Group companies in Japan (with 301 or more employees at the beginning of aggregation in April 2025) and 6 Group companies in Japan with fewer than 301 employees subject to centralized recruitment (career-track positions) by Oji Management Office Inc.
(Reporting scope revised from FY2025 due to the introduction of new targets)

Percentage of managers that are women = number of managers that are women ÷ total number of managers

3. Number of new hires for career-track positions

	Number of new hires for career-track positions that are women	Number of new hires for career-track positions that are men	Total	Percentage of new hires for career-track positions that are women (%)
FY2018	18	29	47	38.3
FY2019	18	35	53	34.0
FY2020	15	34	49	30.6
FY2021	15	35	50	30.0
FY2022	16	24	40	40.0
FY2023	20	33	53	37.7
FY2024	28	42	70	40.0
FY2025	28	40	68	41.2
FY2026	30	48	78	38.5

• Oji Management Office recruitment (excluding sports recruits)

4. Employment rate of people with disabilities

Segment	FY2021	FY2022	FY2023	FY2024	FY2025
Six applicable Group companies in Japan (%)	2.35	2.51	2.48	2.55	2.55★
Group companies in Japan (%)	2.10	2.20	2.19	2.36	2.45★

• Aggregation date: June 1 after each fiscal year

• Boundary of data aggregation

Six applicable Group companies in Japan: Oji Holdings, Oji Nepia, Oji Imaging Media, Oji Paper, Oji Management Office, and Oji Clean Mate

Group companies in Japan: Group companies in Japan that are required to hire at least one person with disabilities under the statutory employment rate for each fiscal year (from FY2024 onward, only consolidated companies are included, including the six applicable Group companies) ※In FY2025, 69 companies in Japan

• Employment rate of people with disabilities (actual 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 people with severe disabilities are counted as two people)

5. Annual total working hours

Segment	FY2021	FY2022	FY2023	FY2024	FY2025
Annual total working hours (hours/person-year)	1,843	1,830	1,835	1,850	1,841

• Boundary of data aggregation: Oji Group Tokyo Headquarters Area (26 companies)

6. Utilization ratio for childcare leave taken by men

Segment	FY2021	FY2022	FY2023	FY2024	FY2025
Utilization ratio for childcare leave taken by men ¹⁾ (%)	84.7	98.8	92.5	115.9	102.6

• Boundary of data aggregation: 14 Group companies in Japan (with 301 or more employees at the beginning of aggregation in April 2025) and 6 Group companies in Japan with fewer than 301 employees subject to centralized recruitment (career-track positions) by Oji Management Office Inc.

1) (Number of male employees who took childcare leave during the fiscal year) ÷ (Number of male employees who had children during the fiscal year)

FY2021: Rate of taking five or more consecutive business days of leave; FY2022 and later: Rate of male employees taking childcare leave, etc., based on the Act on Childcare Leave/Caregiver Leave

7. Average years of service

Segment	FY2021	FY2022	FY2023	FY2024	FY2025
Average years of service (Years)	19.7	19.3	22.9	22.2	21.9

• Boundary of data aggregation: FY2021-FY2022 | Oji Holdings, Oji Management Office, FY2023 and later | 5 companies in Japan¹⁾

1) 5 companies: Oji Holdings, Oji Management Office, Oji Imaging Media, Oji Green Resources, Oji Paper

8. Human rights violations

Segment	FY2021	FY2022	FY2023	FY2024	FY2025
Number of human rights violations (incidents)	2	4	6	5	6

• Boundary of data aggregation: Consolidated companies in Japan

• All of the human rights violations disclosed to the public were incidents of harassment (power or sexual) revealed through the internal reporting system. In each case, measures were taken to prevent recurrence after internal disciplinary actions were implemented.

9. Japan Center for Engagement and Remedy on Business and Human Rights (JaCER)* Number of reports and consultations received

	FY2021	FY2022	FY2023	FY2024	FY2025
Reports/Consultations received	—	—	—	0	7

* A non-judicial grievance mechanism platform operated by JaCER in accordance with the "UN Guiding Principles on Business and Human Rights." Oji Holdings joined the platform in February 2025.

• [Grievance List : FY2025](#) 

10. Human Rights Education

Segment	As of May 2022	As of May 2023	As of May 2024	As of May 2025
Course Participation Rate (%)	95.6	94.3	95.4	88.1

11. Number of ISO 45001 certified worksites

Segment	As of May 2022	As of May 2023	As of May 2024	As of May 2025	As of May 2026
Number of ISO 45001 certified worksites (total number of worksites)	10(314)	16(315)	23(344)	24(432)	32(449)

• Boundary of data aggregation: Consolidated companies

12. Lost time injury frequency rate and severity rate for safety

* This table can be viewed by scrolling horizontally.

Category			CY2021	CY2022	CY2023	CY2024	CY2025
LTIFR ¹⁾	Oji Group	Whole Group	0.97	1.12	1.20	0.79	0.77 ★
		Japan	0.84	0.88	0.80	0.79	0.46 ★
		Overseas	1.09	1.29	1.49	0.79	0.97 ★
	Manufacturing ³⁾		1.31	1.25	1.29	1.30	1.33
	Pulp, paper and paper product manufacturing ³⁾		1.85	1.59	1.38	2.07	1.40
Severity rate ²⁾	Oji Group	Whole Group	0.05	0.35	0.23	0.14	0.21
		Japan	0.05	0.49	0.04	0.07	0.25
		Overseas	0.05	0.25	0.36	0.19	0.18
	Manufacturing ³⁾		0.06	0.08	0.08	0.06	0.07
	Pulp, paper and paper product manufacturing ³⁾		0.06	0.19	0.05	0.08	0.10

• Aggregation period: From January 1 to December 31
Boundary of data aggregation: Oji Holdings Corporation and its consolidated subsidiaries

1) LTIFR

- LTIFR = (the number of lost time injuries ÷ total working hours) × 1,000,000
- Until 2021, total working hours were calculated using the number of Group company employees (regular employees and temporary/non-regular employees) as of the end of September, assuming the annual working hours per person is 2,000 hours. Beginning in 2022, actual total working hours until the end of December as reported by the companies has been used.

2) Severity rate

- Severity rate = (number of workdays lost ÷ total work hours) × 1,000
- Number of workdays lost: Fatalities and severe incidents = 7,500 days, temporary work lost = lost calendar days × 300/365

3) Manufacturing, Pulp, paper and paper product manufacturing

- The data is quoted from an occupational accident survey (investigator: Ministry of Health, Labor and Welfare, target worksites: 100 or more employees).

13. Lost time incidents and fatalities

* This table can be viewed by scrolling horizontally.

Segment			CY2021	CY2022	CY2023	CY2024	CY2025
Number of work-related lost time incidents ¹⁾	Oji Group	Whole Group	70	86	104	71	70
		Japan (Permanent employees)	21	18	25	20	16
		Japan (Non permanent employees)	7	9	4	9	1
		Overseas (Permanent employees)	41	59	73	41	50
		Overseas (Non permanent employees)	1	0	2	1	3
	Contractors ²⁾	Whole Group	8	6	5	7	4
		Japan	8	6	5	7	4
		Overseas	-	-	-	-	-
Number of work-related fatalities	Oji Group	Whole Group	0	3	2	1	2
		Japan (Permanent employees)	0	2	0	0	1
		Japan (Non permanent employees)	0	0	0	0	0
		Overseas (Permanent employees)	0	1	2	1	1
		Overseas (Non permanent employees)	0	0	0	0	0
	Contractors ²⁾	Whole Group	0	0	2	0	0
		Japan	0	0	1	0	0
		Overseas	0	0	1	0	0
	Occasionally entering contractors ³⁾	Whole Group	0	0	1	0	0
		Japan	0	0	0	0	0
		Overseas	0	0	1	0	0

- Aggregation period: January 1 to December 31
- Boundary of data aggregation: consolidated companies, contractors, occasionally entering contractors

1) Work related lost time incident :If 2 people are injured at one time, it counts as two incidents.

- 2) Contractors: affiliates resident on the Group's premises (non-consolidated companies within the Oji Group and non-Oji Group companies)
 3) Occasionally entering contractors: Business operators who enter the Group's premises on a temporary basis.

14. Oji Group health and safety education record (in Japan)

* This table can be viewed by scrolling horizontally.

Health and Safety Education Programs		CY2021	CY2022	CY2023	CY2024	CY2025
1. General safety and health manager seminar, comprehensive safety and health controller seminar, safety and health seminar for top management		25	6	11	14	16
2. Education at time of appointment of safety officer (including complementary education)		82	123	125	131	1,314
3. Health officer education (including complementary education)		12	16	18	22	25
4. Safety and health facilitator education (for worksites with fewer than 50 workers)		7	19	27	18	36
5. Foremen, etc. education / safety and health controller education (including capability development) / RST seminar (trainer education for foremen)		314	404	542	484	352
6. Education at the time of employment (for new employees)		828	934	1,220	1,496	1,436
7. Education for relocated and transferred employees		456	372	326	284	357
8. Skill training course (Operations Chief or training for restricted employment)		1,162	996	1,069	993	1,001
9. Special education (health and safety education for people engaged in dangerous or harmful work)		1,674	961	914	1,020	1,020
10. Risk assessment training		427	260	185	150	118
11. OSHMS (Occupational Safety and Health Management System) related education/training		45	37	37	40	51
12. Machinery safety education		1	23	26	57	33
13. Chemical Management education		117	141	360	420	236
14. Work-related						
	Health and safety education for workers in charge of dangerous or harmful work (excluding Special Education)	369	169	127	80	20
	Safety education on heavy machinery including forklifts	2,796	4,112	5,120	5,203	4,544
	Danger and safety sensory education (Including education using virtual reality devices)	12,776	10,637	9,848	9,738	11,680
	Health and safety education on dangerous chemicals/powder substances (powder dust)	666	208	331	650	423
	Safety education on electricity/education for workers responsible for power control	941	1,075	1,120	1,102	1,584
	Health and safety education on ionizing radiation	401	306	332	327	330
	Others	40	19	125	70	52

Health and Safety Education Programs		CY2021	CY2022	CY2023	CY2024	CY2025
15. For each rank						
	Health and safety education 1-5 years after joining the company	1,482	947	941	890	933
	Health and safety education for junior workers	203	84	152	43	50
	Health and safety education for middle/senior-level workers	1,497	1,409	1,596	1,404	1,743
	Health and safety education for general workers	1,114	839	1,137	3,297	3,351
	Health and safety education for managers and supervisors	1,086	994	1,534	1,143	1,087
	Education for employees in charge of safety education (including instructors)	183	232	172	683	101
	Others	906	193	843	1,687	1,706
16. Training and lectures						
	KYT training / KYT leader training	94	23	1,930	1,704	1,613
	First aid training (including AED)	223	325	1,137	1,324	926
	Heatstroke prevention	4,444	4,327	4,909	3,663	4,682
	Mental and physical health promotion	536	461	532	580	545
	Traffic safety	4,098	4,938	5,928	5,354	4,210
	Others	3,329	3,567	5,677	5,296	5,636
17. Other (Education on various qualifications and operations)		277	940	850	963	1,524
18. Other (Fire and earthquake evacuation drills)		10,887	12,389	12,179	14,046	12,395
Total		53,498	52,486	61,380	64,376	65,130

• Boundary of data aggregation: Consolidated companies in Japan

15. Social contributions

Category	FY2021	FY2022	FY2023	FY2024	FY2025
Total corporate donations (million yen)	279	415	184	416	184

• Boundary of data aggregation: Consolidated companies

Governance

For the latest information regarding corporate officers, click here. [▶](#)

1. Structure of the Board of Directors

Breakdown	June 2022	June 2023	June 2024	June 2025	June 2026
Number of Directors	12	12	12	9	10
Number of Outside Directors	4	4	4	4	5
Number of Independent Outside Directors	4	4	4	4	5
Number of Directors that are women	2	2	2	3	3

2. Status of attendance at Board of Directors meetings

Position	Name	Attendance at Board of Directors Meetings (FY2025)
Director, Chairman of the Board	Masatoshi Kaku	15 / 15 (100%)
Representative Director of the Board, President	Hiroyuki Isono	15 / 15 (100%)
Representative Director of the Board, Executive Vice President	Kazuhiko Kamada	15 / 15 (100%)
Director of the Board, Senior Executive Officer	Akio Hasebe	15 / 15 (100%)
Director of the Board, Executive Officer	Satoshi Takuma (Appointed June 2025)	10 / 10 (100%)
Independent Outside Director	Seiko Nagai	15 / 15 (100%)
Independent Outside Director	Hiromichi Ogawa	15 / 15 (100%)
Independent Outside Director	Sachiko Fukuda	14 / 15 (93.3%)
Independent Outside Director	Atsuko Muraki (Appointed June 2025)	10 / 10 (100%)

3. Structure of Nomination Committee and attendance

Position	Name	Attendance at Nomination Committee Meetings (FY2025)
Independent Outside Director	Seiko Nagai	8 / 8 (100%)
Independent Outside Director	Hiromichi Ogawa	8 / 8 (100%)
Independent Outside Director	Sachiko Fukuda	8 / 8 (100%)
Independent Outside Director	Atsuko Muraki (Appointed June 2025)	7 / 7 (100%)

4. Structure of Compensation Committee and attendance

Position	Name	Attendance at Compensation Committee Meetings (FY2025)
Independent Outside Director	Seiko Nagai	4 / 4 (100%)
Independent Outside Director	Hiromichi Ogawa	4 / 4 (100%)
Independent Outside Director	Sachiko Fukuda	4 / 4 (100%)
Independent Outside Director	Atsuko Muraki (Appointed June 2025)	3 / 3 (100%)

5. Structure of Audit & Supervisory Board

Breakdown	June 2022	June 2023	June 2024	June 2025	June 2026
Number of Audit & Supervisory Board members	5	5	5	5	5
Number of Outside Audit & Supervisory Board members	3	3	3	3	3
Number of Independent Outside Audit & Supervisory Board members	3	3	3	3	3

6. Status of attendance at Audit & Supervisory Board meetings

Positions	Name	Status of attendance at Audit & Supervisory Board meetings in FY 2025
Audit & Supervisory Board member	Teruo Yamazaki	14 / 14 (100%)
Audit & Supervisory Board member	Haruko Souma (Appointed June 2025)	10 / 10 (100%)
Independent Outside Audit & Supervisory Board member	Hiderou Chimori	14 / 14 (100%)
Independent Outside Audit & Supervisory Board member	Takashi Nonoue	14 / 14 (100%)
Independent Outside Audit & Supervisory Board member	Keiko Fukuchi (Appointed June 2025)	10 / 10 (100%)

7. Total amount of remuneration, etc. for Directors and Audit & Supervisory Board members

(Unit: million yen)

Position	No. of Personnel	Fixed remuneration	Performance-linked remuneration		Total remuneration
			Bonuses	Stock-based remuneration	
Director	14	322	133	155	611
(Independent Outside Director)	(5)	(68)	(0)	(0)	(68)
Audit & Supervisory Board member	7	96	0	0	96
(Independent Outside Audit & Supervisory Board member)	(4)	(42)	(0)	(0)	(42)
Total	21	419	133	155	708

- Aggregation period: FY2025
- Numbers less than one million yen are rounded down to the nearest million.

8. Remuneration of the Company's Accounting Auditors

(Unit: million yen)

Segment	FY2021	FY2022	FY2023	FY2024	FY2025
Remuneration of the Company's Accounting Auditors	120	164	210	154	176
The amount required to be paid to Accounting Auditors by the Company and its consolidated subsidiaries Total amount of other property benefits	301	343	447	391	427

9. Political contributions

Segment	FY2021	FY2022	FY2023	FY2024	FY2025
Political contributions (1,000 yen)	938	1,648	1,268	659	732

10. Shares of the Company

Please refer to the [Stock Status](#). [▶](#)

11. Major shareholders (top ten)

Please refer to the [Stock Status](#). [▶](#)

12. Provisions for lawsuits involving violations of laws and social and environmental (ESG) issues

	FY2025
Provisions for lawsuits involving violations of laws and social and environmental (ESG) issues (million yen)	0

13. Anti-corruption activities

	FY2025
Number of staff dismissed due to non-compliance with anti-corruption policies	0
Cost of fines, penalties or settlements in relation to corruption (yen)	0
Provisions for fines and settlements in relation to corruption (yen)	0

14. Number of whistleblowing reports received

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of whistleblowing reports	138	133	129	134	151