

# Sustainability of the Oji Group

Approach to Sustainability	4
List of Policies	5
Material Issues/KPIs	6
Sustainability Management Structure	13
Risk Assessment for Sustainability	15
Participation in initiatives and organizations	17
Circular Economy	22

# Approach to Sustainability

## Basic Policy on Sustainability Initiatives

For 150 years since its foundation in 1873, the Oji Group has continued to achieve growth by expanding its business fields. Our management philosophy is Creation of Innovative Value, Contribution to the Future and the World, and Harmony with Nature and Society. We will push forward with sustainable initiatives rooted in this philosophy aspiring to continue to grow as a corporate group while also creating sustainable value for the future by responding to change.

### We pledge to help build a sustainable society through business activities

The resource circulation throughout the value chain, which is a sustainable business model that is the foundation of the Oji Group, is supported by three forms of recycling: forest recycling, in which we practice sustainable forest management by growing, harvesting and planting trees, water recycling, in which we reduce water consumption by circulating and reusing water in manufacturing processes and purify wastewater, and paper recycling, in which we collect and recycle paper products. With a commitment to the establishment of a sustainable society, we will expand this sustainable business model globally.

### We are committed to solving environmental and social issues

The Oji Group is dedicated to helping solve environmental and social issues in Japan and abroad as a corporate group that operates globally. Above all, we believe that addressing climate change issues and our responsibility to respect human rights are important global standards of conduct. The Oji Group's policies are shared not only with employees but throughout the Group's supply chains to ensure that they are fully understood.

### We create new sustainable value


Sustainability initiatives also represent a growth opportunity for the Oji Group. In response to the growing awareness of environmental issues, we are dedicated to providing products with the sustainable value demanded by society. For this purpose, we will create new value and functions from wood resources by utilizing a range of core technologies which we have accumulated through paper manufacturing and forestation, which are the founding businesses of the Oji Group. The Oji Group will push forward with sustainability initiatives through its business activities and create social and economic value, thereby contributing to the establishment of a truly prosperous society.

#### Related Links

<a href="#">Management Philosophy and Management Strategies</a>	<a href="#">→</a>	<a href="#">Purpose</a>	<a href="#">→</a>
<a href="#">UN Global Compact Initiatives</a>	<a href="#">→</a>	<a href="#">Oji Group Corporate Code of Conduct and Oji Group Behavior Standard</a>	<a href="#">→</a>

# List of Policies

We have gathered together the Oji Group's policies, guidelines, and other guidance related to sustainability.

Policy		<a href="#">Management Philosophy/Purpose</a>
		<a href="#">The Oji Group Corporate Code of Conduct</a>
		<a href="#">The Oji Group Behavior Standard</a>
Sustainability	Environment	<a href="#">Basic Policy on Sustainability Initiatives</a>
		<a href="#">Oji Group Environmental Charter</a>
		<a href="#">Environmental Vision 2050</a>
		<a href="#">Environmental Action Program 2040</a>
		<a href="#">Environmental Action Program 2030</a>
		<a href="#">The Oji Group Biodiversity Commitment</a>
		<a href="#">No Deforestation and No Conversion Commitment</a>
		<a href="#">Oji Group Sustainable Forest Management Policy</a>
		<a href="#">Product Safety Charter</a>
	Socail	<a href="#">Oji Group Human Rights Policy</a>
		<a href="#">Oji Group Human Resource Philosophy</a>
		<a href="#">Oji Group Health Declaration</a>
		<a href="#">Oji Group's Safety and Health Promotion Plan</a>
	Supply Chain	<a href="#">Oji Group Sustainability Action Guidelines for Supply Chains</a>
		<a href="#">Wood Raw Material Procurement Guidelines</a>
		<a href="#">Declaration of Partnership Building (Japanese only)</a>
		<a href="#">White Logistics Movement: Declaration of Voluntary Actions towards Sustainable Logistics (Japanese only)</a>
	Governance	<a href="#">Fundamental Policies on Corporate Governance</a>
		<a href="#">Basic Policy for Building an Internal Control System</a> 
		<a href="#">Oji Group Tax Policy</a>

# Material Issues/KPIs

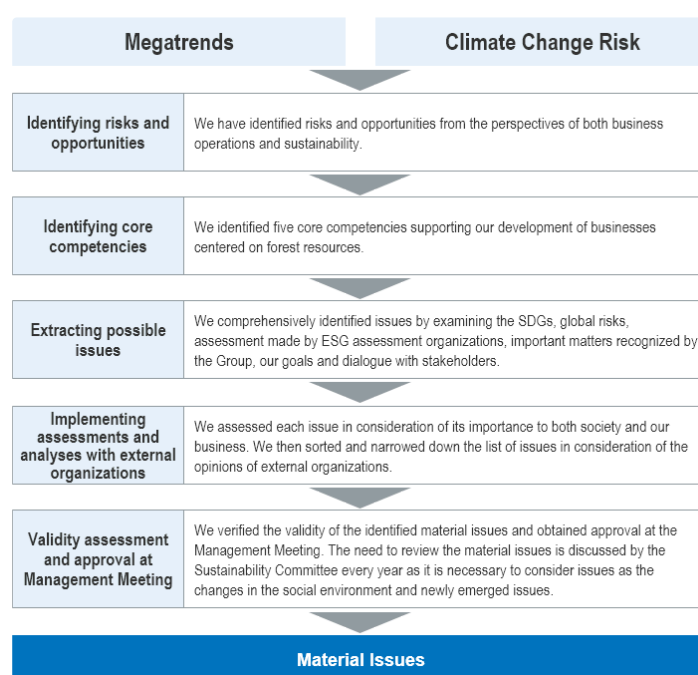
Process for Identifying Material Issues

Material Issues: Definitions and KPIs

## Process for Identifying Material Issues

Taking into consideration ever-changing social trends, the Oji Group identified opportunities and risks associated with its business as well as material issues utilizing the following process in 2019.

In 2023, we took steps to renew our definitions for and the components of material issues and revised the KPIs for enhancing human capital. More recently in 2024, we added KPIs regarding biodiversity conservation.



[Material issues — Risks, opportunities, and major initiatives \(Integrated Report 2025, page 52\)](#)





# Material Issues: Definitions and KPIs

- Mitigation and adaptation to climate change
- Sustainable forest management and biodiversity conservation
- Circular use of resources
- Responsible raw materials procurement
- Reduction of environmental burdens
- Respect for human rights
- Enhancing human resources
- Ensuring workplace safety and health
- Supply of safe and secure products



## Mitigation and adaptation to climate change





Contribute to the mitigation of climate change by reducing GHG emissions throughout the supply chain and facilitating forests' absorption and storage of CO<sub>2</sub>.

Components	KPIs (Key Performance Indicators) (FY2030 unless otherwise noted)	Current Values*1	Value Provided to Society	Corresponding SDGs
<ul style="list-style-type: none"> <li>Reduction of GHG emissions (Scope 1, Scope 2)</li> <li>CO<sub>2</sub> absorption and fixation by forests</li> <li>GHG emissions reduction in collaboration with suppliers (Scope 3, etc.)</li> <li>Expansion of renewable energy usage</li> <li>Efficient use of energy</li> </ul>	<ul style="list-style-type: none"> <li>GHG emissions (Scope 1 and 2) Reduce emissions by at least 70% by FY2030 compared with FY2018</li> <li>GHG emission*2 reduction: 20%   • Net increment in carbon stocks by forests*2: 50%</li> <li>Achieve net zero carbon emissions by FY2040</li> <li>GHG emission*2 reduction: 50%   • Net increment in carbon stocks by forests*2: 50%</li> </ul>	<ul style="list-style-type: none"> <li>34.2% reduction</li> <li>Reduction in emissions: 11.9%</li> <li>Net increment in carbon stocks: 22.4%</li> </ul>	<ul style="list-style-type: none"> <li>Mitigation of climate change</li> <li>Increased share of renewable energy</li> <li>Improved energy efficiency</li> <li>Advancement of eco-conscious technologies</li> </ul>	 7.2, 7.3, 7.a   9.4, 9.5   12.2   13.1, 13.2, 13.3
	<ul style="list-style-type: none"> <li>The actual carbon stocks in living biomass*2 expanded to at least 170,000 kt-CO<sub>2</sub> (calculated value)</li> </ul>	<ul style="list-style-type: none"> <li>142,020 kt-CO<sub>2</sub></li> </ul>		
	<ul style="list-style-type: none"> <li>Renewable energy usage rate of at least 60% through reduction of coal consumption</li> </ul>	<ul style="list-style-type: none"> <li>56.4%</li> </ul>		
	<ul style="list-style-type: none"> <li>Improve energy consumption intensity by at least 1% per year for the 5-year average</li> </ul>	<ul style="list-style-type: none"> <li>7.1% annual reduction (from FY2020 to FY2024)</li> </ul>		
	<ul style="list-style-type: none"> <li>GHG emissions (Scope 3) Reduce emissions from chip transport vessels by at least 40% by FY2040 compared with FY2018</li> </ul>	<ul style="list-style-type: none"> <li>33.6% reduction</li> </ul>		



## Sustainable forest management and biodiversity conservation

Practice sustainable forest management in harmony with the environment and local communities in the forests we own and manage, utilize forest resources and achieve multi- functional forests, which includes biodiversity conservation efforts.

Components	KPIs (Key Performance Indicators) (FY2030 unless otherwise noted)	Current Values*1	Value Provided to Society	Corresponding SDGs
<ul style="list-style-type: none"> <li>• Proper forest management and conservation</li> <li>• Utilization of forest resources</li> <li>• Conservation and promotion of biodiversity and ecosystems</li> <li>• Engagement with local communities</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the rate of overseas forest certification acquisition*2 (Maintain the domestic rate at 100%)</li> </ul>	<ul style="list-style-type: none"> <li>• Japan: 100% Overseas: 96%</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of forest multifunctionality and ecosystem services</li> <li>• Conservation of biodiversity and ecosystems</li> <li>• Job creation</li> <li>• Support for employment, education, and healthcare</li> </ul>	 6.6  8.7  14.2  15.1, 15.2, 15.3, 15.4, 15.5, 15.c
	<ul style="list-style-type: none"> <li>• Expand overseas forest plantations to 400,000 ha</li> </ul>	<ul style="list-style-type: none"> <li>• 295,000 ha</li> </ul>		
	<ul style="list-style-type: none"> <li>• Area of natural forest restored on owned land*2 At least 5,000 ha in FY2019–FY2040</li> </ul>	<ul style="list-style-type: none"> <li>• 1,933 ha</li> </ul>		
	<ul style="list-style-type: none"> <li>• Number of native tree species planted on owned land*2 At least 900,000 seedlings in FY2019–FY2040</li> </ul>	<ul style="list-style-type: none"> <li>• 320,000 seedlings</li> </ul>		
	<ul style="list-style-type: none"> <li>• Area of ecological corridors formed outside owned land*2 At least 6,000 ha in FY2019–FY2040</li> </ul>	<ul style="list-style-type: none"> <li>• 2,260 ha</li> </ul>		



## Circular use of resources

Prevent resource depletion and facilitate the effective use paper and water, which we view as valuable reusable resources.

Components	KPIs (Key Performance Indicators) (FY2030 unless otherwise noted)	Current Values* <sup>1</sup>	Value Provided to Society	Corresponding SDGs
<ul style="list-style-type: none"> <li>Promote utilization of recovered paper</li> <li>Reduce water risks</li> </ul>	<ul style="list-style-type: none"> <li>Recovered paper utilization ratio*<sup>2</sup> At least 70% in Japan by FY2030</li> <li>Recovered paper utilization ratio for containerboard At least 90% in Japan by FY2040</li> </ul>	<ul style="list-style-type: none"> <li>67.4%</li> <li>98.3%</li> </ul>	<ul style="list-style-type: none"> <li>Mitigation of climate change</li> <li>Prevention of resource depletion</li> <li>Reduction of waste</li> <li>Contribution to resolving water scarcity</li> <li>Provision of safe water</li> </ul>	 6.4, 6.5   12.4, 12.5, 12.6   14.1   15.1, 15.2, 15.3, 15.4, 15.5, 15.c
	<ul style="list-style-type: none"> <li>Reduce water intake intensity by at least 6% by FY2030 compared with FY2018</li> <li>Reduce total water withdrawal by at least 10% by FY2040 compared with FY2018</li> </ul>	<ul style="list-style-type: none"> <li>(Intensity) 22.0% reduction</li> <li>(Total) 7.3% reduction</li> </ul>		



## Responsible raw materials procurement






In the supply chain for procurement of all raw materials, we pay close attention to environmental and social issues, including human rights, and address them responsibly.

Components	KPIs (Key Performance Indicators) (FY2030 unless otherwise noted)	Current Values* <sup>1</sup>	Value Provided to Society	Corresponding SDGs
<ul style="list-style-type: none"> <li>Environmental consideration in the supply chain</li> <li>Human rights consideration in the supply chain</li> <li>Compliance with laws and social standards and fair trade</li> </ul>	<ul style="list-style-type: none"> <li>Conduct sustainability surveys on all main suppliers*<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>100% (FY2024, follow-up surveys)</li> </ul>	<ul style="list-style-type: none"> <li>Forms of responsible production and consumption</li> <li>Protection of the rights of workers throughout the supply chain and reduction of environmental burden</li> </ul>	 8.7   12.1, 12.4, 12.6   15.1, 15.2
	<ul style="list-style-type: none"> <li>Achieve full traceability based on the Wood Raw Material Procurement Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>100%</li> </ul>		



## Reduction of environmental burdens




Reduce waste and purify wastewater and exhaust gases generated in the manufacturing process to minimize environmental impact on surrounding areas.

Components	KPI (Key Performance Indicators) (FY2030 unless otherwise noted)	Current Values*1	Value Provided to Society	Corresponding SDGs
<ul style="list-style-type: none"> <li>Effective waste utilization</li> <li>Purify wastewater</li> <li>Purify exhaust gases</li> </ul>	<ul style="list-style-type: none"> <li>Enhance effective utilization rate of waste materials*2 Japan at least 99%, Overseas at least 95%</li> </ul>	<ul style="list-style-type: none"> <li>Japan: 99.4%, Overseas: 90.2%</li> </ul>	<ul style="list-style-type: none"> <li>Waste reduction</li> <li>Safety and health</li> <li>Reduction of air and water pollution</li> </ul>	 3.9
	<ul style="list-style-type: none"> <li>Pollution load Reduce BOD, COD, and SS intensity by 15% by FY2030 compared with FY2018 Reduce total BOD, COD, and SS by 20% by FY2040 compared with FY2018</li> </ul>	<ul style="list-style-type: none"> <li>BOD: (Intensity) 39.7% reduction (Total) 28.1% reduction</li> <li>COD: (Intensity) 23.4% reduction (Total) 8.7% reduction</li> <li>SS : (Intensity) 32.8% reduction (Total) 19.9% reduction</li> </ul>		 6.1, 6.3, 6.4   11.6
	<ul style="list-style-type: none"> <li>Air pollution impact Reduce SOX intensity by 15% by FY2030 compared with FY2018 Reduce total SOX by 50% and total NOx by 10%, while maintaining VOC intensity, by FY2040 compared with FY2018</li> </ul>	<ul style="list-style-type: none"> <li>SOx : (Intensity) 29.7% reduction (Total) 16.2% reduction</li> <li>NOx: (Total) 4.0% increase</li> <li>VOC: (Intensity) 76.5% reduction</li> </ul>		 14.1, 14.2, 14.3   17.7, 17.8



## Respect for human rights

Do not tolerate the violation of human rights in any of our business activities.




Components	KPI (Key Performance Indicators) (FY2030 unless otherwise noted)	Current Values*1	Value Provided to Society	Corresponding SDGs
<ul style="list-style-type: none"> <li>Consider human rights in all business activities</li> <li>Consider human rights in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of target people who get education and training in human rights: 100%</li> </ul>	<ul style="list-style-type: none"> <li>95.4% (2,647 participants from March to May 2025)</li> </ul>	<ul style="list-style-type: none"> <li>Respect for human rights</li> </ul>	 5.1, 5.4, 5.5, 5.c   8.5, 8.7, 8.8   10.2, 10.3, 10.4





## Enhancing human resources


Secure and develop diverse the human resources that are necessary for sustainable growth. Establish an environment in which every employee can work comfortably and fully demonstrate their potential.

Components	KPI (Key Performance Indicators) (FY2030 unless otherwise noted)	Current Values*1	Value Provided to Society	Corresponding SDGs
<ul style="list-style-type: none"> <li>Improve work-life management</li> <li>Enhance employees' skills</li> <li>Inclusion &amp; diversity</li> <li>Foster greater compliance awareness</li> </ul>	<ul style="list-style-type: none"> <li>Annual total working hours: within 1,850 hours (26 companies in the Main Office region in Japan)</li> </ul>	<ul style="list-style-type: none"> <li>1,850 hours</li> </ul>	<ul style="list-style-type: none"> <li>Active participation of diverse human resources</li> <li>Realization of innovation</li> <li>Improvement in productivity</li> </ul>	 <p>5.1, 5.4, 5.5, 5.c</p>  <p>8.2, 8.5, 8.8</p>  <p>10.2, 10.3</p>
	<ul style="list-style-type: none"> <li>Utilization ratio for childcare leave taken by men: 100% (16 companies in Japan*2)</li> </ul>	<ul style="list-style-type: none"> <li>115.9%</li> </ul>		
	<ul style="list-style-type: none"> <li>Percentage of managers that are women: at least 5.5% (16 companies in Japan*2, March 31, 2025)</li> </ul>	<ul style="list-style-type: none"> <li>4.9%</li> </ul>		
	<ul style="list-style-type: none"> <li>Percentage of new hires for generalist-track positions that are women*2: at least 30%</li> </ul>	<ul style="list-style-type: none"> <li>41.2% (Joined the Company in 2025)</li> </ul>		
	<ul style="list-style-type: none"> <li>Employment rate of people with disabilities: at least 2.5% (Group companies in Japan*2, June 2025)</li> </ul>	<ul style="list-style-type: none"> <li>Six applicable Group companies in Japan*2: 2.55%, 68 companies in Japan*2: 2.36% (June 2025)</li> </ul>		
	<ul style="list-style-type: none"> <li>Participation in compliance meetings: 100% (Oji Holdings and all subsidiaries in Japan)</li> </ul>	<ul style="list-style-type: none"> <li>98.8% (Second half of FY2024)</li> </ul>		



## Ensuring workplace safety and health




Ensure the safety and health of all employees and people connected to our business.

Components	KPI (Key Performance Indicators) (FY2030 unless otherwise noted)	Current Value*1	Value Provided to Society	Corresponding SDGs
<ul style="list-style-type: none"> <li>Promote wellbeing of employees</li> <li>Prevent occupational accidents</li> </ul>	<ul style="list-style-type: none"> <li>Achieve zero fatal and serious work-related accidents*4 (each fiscal year)</li> </ul>	<ul style="list-style-type: none"> <li>One accident (from January 1 to December 31, 2024)</li> </ul>	<ul style="list-style-type: none"> <li>Safety and health</li> </ul>	 <p>8.8</p>
	<ul style="list-style-type: none"> <li>Lost time injury frequency rate*2: 50% reduction compared with FY2018 (0.89)</li> </ul>	<ul style="list-style-type: none"> <li>0.81 (from January 1 to December 31, 2024)</li> </ul>		



## Supply of safe and secure products

Supply safe and secure products worldwide.

Components	KPI (Key Performance Indicators) (FY2030 unless otherwise noted)	Current Value* <sup>1</sup>	Value Provided to Society	Corresponding SDGs
<ul style="list-style-type: none"> <li>Stable supply of products</li> <li>Ensure product quality</li> </ul>	<ul style="list-style-type: none"> <li>Zero product liability accidents (each fiscal year)</li> </ul>	<ul style="list-style-type: none"> <li>Zero accidents</li> </ul>	<ul style="list-style-type: none"> <li>Provision of safe and secure products</li> <li>Reduction of environmental burden</li> <li>Dissemination of environmentally friendly technologies to developing countries</li> </ul>	 9.4, 9.b   12.4, 12.6   17.7

\*<sup>1</sup> Aggregation period: Unless otherwise specified, from April 2024 to March 2025 or as of March 31, 2025 (for overseas, with some exceptions, from January to December 2024 or as of December 31, 2024). Boundary of data aggregation: Unless otherwise specified, Japanese and overseas consolidated companies

\*<sup>2</sup> Refer to [ESG Data](#) for information on calculation methods

\*<sup>3</sup> Suppliers in top 75% of transaction amount

\*<sup>4</sup> Serious accidents: The Oji Group considers accidents of Class 3 or higher as per the Appended Table of the Enforcement Regulation of the Workers' Accident Compensation Insurance Act to be serious accidents.

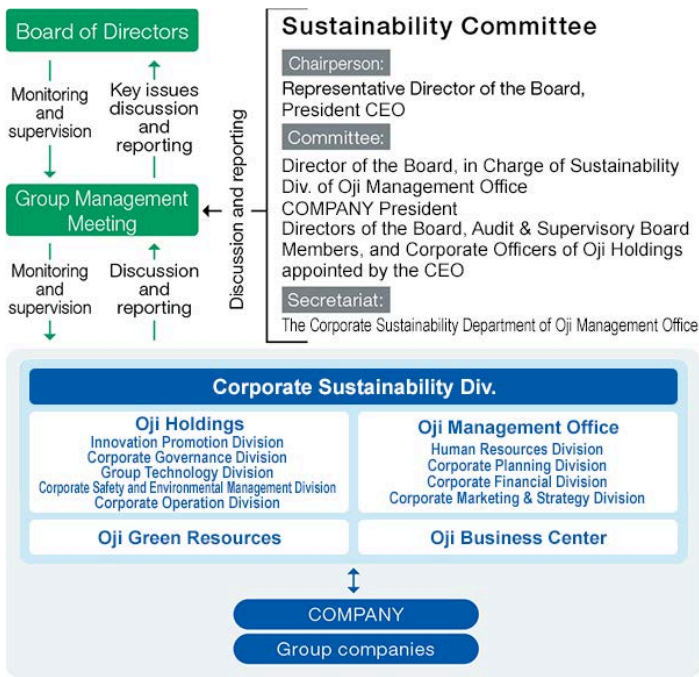
# Sustainability Management Structure

## Structure

Recognizing sustainability initiatives as one of the material management challenges, the Oji Group established the Sustainability Committee and the Corporate Sustainability Division in April 2022. To fulfill its role in developing risk management systems and supervising their operation in accordance with the Fundamental Policies on Corporate Governance, the Board of Directors of Oji Holdings monitors and supervises the Sustainability Committee through the Group Management Meeting.

The Sustainability Committee is chaired by the Representative Director of the Board, President and CEO of Oji Holdings, who is responsible for the overall sustainability of the Group, including climate change, natural capital, biodiversity and human rights. It comprises Directors, Audit & Supervisory Board Members and Corporate Officers of Oji Holdings (including the Presidents of all COMPANIES and female Outside Directors) and discusses risks and opportunities the Group faces that are associated with sustainability and measures to address them biannually. In accordance with the Sustainability Committee Regulations, matters discussed by the committee are reported and referred for discussion to the Group Management Meeting depending on their importance. Furthermore, in accordance with the Management Meeting Regulations, matters deemed necessary by the CEO (Chairperson of the Sustainability Committee) among those discussed or reported at the Meeting are submitted to the Board of Directors of Oji Holdings for decisions regarding the execution of matters. In FY2024, the Committee decided to establish nature-related metrics and targets, announce the No Deforestation and No Conversion Commitment, and introduce a grievance mechanism (a hotline for consultation and reporting on human rights issues).


The Corporate Sustainability Division, which integrates the Group's sustainability management activities, identifies sustainability-related risks and opportunities throughout the Group. To properly manage these risks and opportunities, the division disseminates information about them throughout the Group through risk-specific subcommittees consisting of people from the COMPANIES and subsidiaries, and it reports monthly to the responsible division director and twice a year to the Group Management Meeting. Leveraging the judgement of the division director, significant risks and opportunities are reported to the Board of Directors. In addition, as the secretariat of the Sustainability Committee, the Corporate Sustainability Division carries forward matters determined by the Committee.



## Matters to be discussed by the Committee

1. Climate-related risks and opportunities and responses to them
2. Nature-related dependencies, impacts, risks and opportunities in the Oji Group's operations, responses to them and the restoration and enhancement of natural capital
3. Nature-related dependencies, impacts, risks and opportunities in upstream and downstream value chains, responses to them and the restoration and enhancement of natural capital
4. Establishment of a circular economy
5. Sustainable forest management
6. Reduction of plastic use and pollution in the Oji Group's operations and supply chain
7. Water-related risks and opportunities and responses to them
8. Supply chain sustainability risks and responses to them
9. Environmental risks and responses to them
10. Human rights risks and responses to them
11. Anti-corruption measures
12. Inclusion and diversity
13. Other important matters related to sustainability and responses to them

# Risk Assessment for Sustainability

New Business Risk Assessments 

Existing Business Risk Assessments 

## New Business Risk Assessments

The Oji Group evaluates investments and loans, such as investments and loans for new businesses and projects, not only by examining their economic aspects but also from the perspectives of the environment, society and corporate governance (ESG) following the Oji Group Corporate Code of Conduct, the Oji Group Behavior Standard, the Oji Group Sustainability Action Guidelines for Supply Chains, the Oji Group Human Rights Policy and other criteria.


Occupational Safety and Health	We assess risk by confirming our safety and health policies, objectives and management structure, any occupational accidents that have resulted in an inability to work lasting at least one day, including accidents that resulted in death or serious injury, the countermeasures for preventing such injuries, daily safety and health activities such as safety patrols and safety training, the safety of machinery, equipment, chemicals, work environments, work methods, and other matters, and the status of our compliance with laws and regulations related to safety and health.
Water	To assess and identify water-related risk, we use WRI Aqueduct* and conduct due diligence regarding precipitation, drought, water disasters, water-related laws and regulations and other elements of the area where we plan to begin a new project or business.  *Global maps and information indicating the status of water risks in each region published by the World Resources Institute (WRI)
Biodiversity	In the planning phase of a new business, merger or acquisition, we meet with local governments and environmental NGOs in the areas we plan to operate to collect information and assess biodiversity risk.
Human Rights	We assess risk to see that basic human rights are considered and check for elements that may negatively impact human rights, with a special focus on child labor, labor management, the rights of indigenous people, labor-management relationships and other factors.
Anti-Corruption	We conduct risk assessments of our business partners and our agents to confirm that they do not engage in bribery, illegal transactions or misconduct.

For information on supply chain risk assessment, please click here.







[Supplier Sustainability Survey](#) 




## Existing Business Risk Assessments



Existing businesses and projects are regularly audited by the Internal Audit Department, Safety Administration Department, and Environmental Management Department. We check the status of basic working conditions, which may involve human rights risks, the workplace safety environment, and environmental risk management not only of domestic group companies but also overseas group companies. When risks are identified, guidance for improvement is provided and shared throughout the Group.

[Risk Management](#) 

# Participation in initiatives and organizations

Policy  United Nations Global Compact  TCFD  CDP  Japan Climate Initiative  GX League 

Japan Paper Association (JPA)  30by30 Alliance for Biodiversity  Clean Ocean Material Alliance (CLOMA) 

Collaboration with external organizations regarding water  Compliance with and support for laws, regulations, and policies 

## Policy

Oji Holdings supports the Paris Agreement under the United Nations Framework Convention on Climate Change, as well as the Kunming-Montreal Global Biodiversity Framework. Before participating in external organizations, we confirm that their activity policies are aligned with these international frameworks. We also confirm the consistency of individual activities conducted by organizations we are involved with. If any activity is found to be inconsistent with the frameworks, we will either submit our opinion requesting alignment from the standpoint of a member, or refrain from participating in such activities.

To ensure consistency between our sustainability strategy—including climate change—and the activities of external organizations, we actively participate in seminars hosted by government agencies such as the Ministry of Economy, Trade and Industry, the Ministry of the Environment, and the Ministry of Health, Labour and Welfare, as well as by industry associations. These seminars provide opportunities to stay informed about the latest policy developments and industry initiatives. In addition, we serve as committee members in external organizations and internally share insights obtained through their activities and sustainability-related dialogues. We also assess whether the collected and shared information aligns with the Oji Group's policies, and make internal adjustments as necessary through the Sustainability Committee, chaired by the President and CEO. This process enables us to maintain alignment between our sustainability strategy and external activities, while ensuring consistency with international frameworks.

## United Nations Global Compact

The Oji Group participates in the United Nations Global Compact and supports its Ten Principles regarding human rights, labor, the environment and anti-corruption matters. It is committed to putting them into practice in our daily operations.

[UN Global Compact](#) 

# TCFD

The Oji Group announced its support for the Task Force on Climate-related Financial Disclosures (TCFD\*1) in December 2020 and has since been working to disclose climate-related information in line with the TCFD recommendations.



\*1 The TCFD is a task force established by the Financial Stability Board (FSB) following a request made during a G20 Finance Ministers and Central Bank Governors Meeting. In June 2017, the TCFD released its recommendations that encourage companies to disclose the financial implications of climate-related risks and opportunities to help investors make appropriate investment decisions.

# CDP

In February 2025, Oji Holdings Corporation was recognized on the 'A list' for Forests by the global environmental non-profit CDP\*2 for the third consecutive year.

Furthermore, we were recognized on the 'A List' for Water Security by CDP for the first time.

CDP 



\*2 CDP is a global non-profit that runs the world's only independent environmental disclosure system for companies and municipalities. It promotes corporate transparency and evaluates initiatives related to climate change, water resources, and forests. Its insights empower investors, companies, municipalities, and governments to make Earth-positive decisions.

	Climate Change	Water Security	Forests
CDP 2024	B	A	A
CDP 2023	A-	A-	A
CDP 2022	A-	A-	A
CDP 2021	A-	A-	A-
CDP 2020	B	B	B
CDP 2019	B	B	B-



# Japan Climate Initiative

In December 2022, Oji Holdings joined the Japan Climate Initiative (JCI), which was established to strengthen the dissemination of information and exchange of opinions between companies, local governments, NGOs and others actively working to address climate change. In April 2023, we endorsed a message released through the JCI calling on the Japanese government to reduce its dependence on fossil fuels such as coal and overcome the two crises, the climate crisis and the energy crisis, by accelerating the deployment of renewable energy and introducing an effective carbon pricing system as quickly as possible<sup>\*3</sup>.

Towards the realization of a decarbonized society as called for by the Paris Agreement, we will continue our efforts as a non-state actor—such as a corporation, local government, or NGO—to achieve net-zero carbon emissions by fiscal year 2040<sup>\*4</sup>.

<sup>\*3</sup> [JCI's Message: Overcoming Two Crises with Renewable Energy and Carbon Pricing.](#) 

<sup>\*4</sup> [Environmental Action Program 2040](#)

[Japan Climate Initiative](#) 

## GX League

Oji Holdings joined the GX League which launched full-scale activities in May 2023. The League serves as a platform for companies endeavoring to achieve carbon neutrality, facilitating discussions and initiatives to transform the entire socioeconomic system (the green transformation) in collaboration with the Japanese Government, academia, and financial institutions.

[GX League](#) 



## Japan Paper Association (JPA)

The four companies of the Oji Group—Oji Holdings, Oji Materia, Oji F-Tex, and Oji Paper—are members of the Japan Paper Association (JPA). JPA participates in the "Carbon Neutrality Action Plan" (formerly the "Action Plan for a Low Carbon Society") promoted by the Japan Business Federation (Keidanren). In support of the objects of the Carbon Neutrality Action Plan, the Oji Group has joined JPA's initiative targeting the year 2030<sup>\*5</sup>, and serves as a member of the Energy and Technical Committee, which is responsible for formulating the plan and reporting on its progress. The Group also participates in JPA's Environmental Conservation Committee. Through these activities, the Oji Group indirectly lobbies government authorities by contributing its views to policy proposals on climate change issues, such as CO<sub>2</sub> emission reduction targets, as part of its involvement in JPA.

<sup>\*5</sup> JPA's Carbon Neutrality Action Plan set a target to reduce the energy-derived CO<sub>2</sub> emissions from domestic production facilities by 38% in FY2030 compared to FY2013.

## 30by30 Alliance for Biodiversity

Oji Holdings has joined the 30by30 Alliance for Biodiversity, an initiative led by Japan's Ministry of the Environment and formed voluntarily by companies, local governments and organizations. Established in response to the commitment made at the G7 Summit in June 2021 to conserve at least 30% of land and sea by 2030, the alliance supports its members in expanding protected areas including registering lands they own or manage in the international OECM<sup>\*6</sup> database.



<sup>\*6</sup> Other effective area-based conservation measures: Areas that contribute to biodiversity conservation outside of publicly designated protected zones such as national parks, including well-managed corporate forests and traditional rural landscapes such as "satoyama."

[30by30 \(the Ministry of the Environment\)](#)  [Biodiversity Conservation](#) 

## Clean Ocean Material Alliance (CLOMA)

Oji Holdings participates in the Clean Ocean Material Alliance (CLOMA) as a founding member, collaborating with other industries to reduce marine plastic waste.



[CLOMA](#) 

## Collaboration with external organizations regarding water

Since 2014, Oji Holdings has been continuously responding to the water security questionnaire, which evaluates water resource management, issued by CDP, a global non-profit organization that operates an environmental disclosure system.

Furthermore, the company has supported the mission of the Japan Water Forum (JWF), an NPO that collaborates with many domestic and international stakeholders in the water sector, including United Nations organizations, international organizations, development banks, national and municipal governments, private companies, researchers and NGOs, and has been participating as a member since its establishment in 2004.

[Japan Water Forum](#) 

# Compliance with and support for laws, regulations, and policies

The Oji Group complies with climate change and energy-related regulations—such as Japan's Act on Promotion of Global Warming Countermeasures and the Act on the Rational Use of Energy and Conversion to Non-Fossil Energy Sources—and actively responds to relevant policies.

Under the Act on the Rational Use of Energy and Conversion to Non-Fossil Energy Sources, companies above a certain scale are required to strive for an annual average improvement of at least 1% in energy consumption intensity. At applicable Oji Group sites, annual targets are set and continuous improvement efforts are undertaken.

# Circular Economy

Sustainable Forest Management

Circular Use of Renewable Resources

Creating Sustainable Value

## Sustainable Forest Management

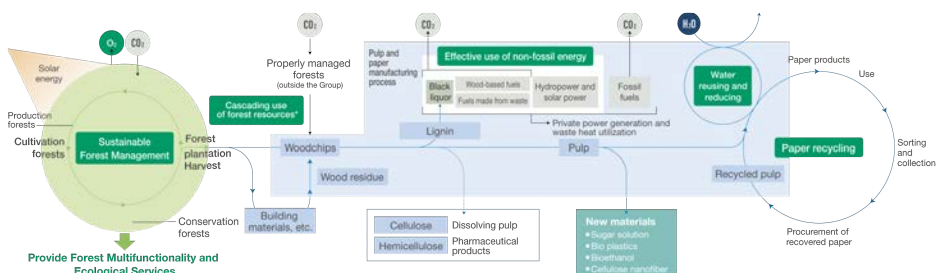
The Oji Group owns and manages extensive forests in Japan and overseas. In addition to cultivating renewable resources, we are working to take full advantage of the multifunctionality of forests while providing society with ecological services by practicing sustainable forest management that is conscious of environmental, social, and economic concerns.

## Circular Use of Renewable Resources

The Oji Group is actively engaged in the cultivation, procurement, and cascading use of renewable forest resources. We are also engaged in expanding the recycling of paper, which is used repeatedly as recovered paper, to effectively use the valuable resources generated within the market. At the same time, we are establishing a system for reducing the amount of water used by circulating and reusing water that is essential to paper manufacturing.

## Creating Sustainable Value

The Oji Group is working to resolve a variety of social issues through the creation of new value. To this end, not sticking solely to pulp, paper, and paperboard manufacturing, we are engaging in the research and development of cellulose nanofibers (CNF), an area where we are searching for new applications for products and encouraging the practical use of CNF products. We are also researching and developing wood-derived sugar solutions and ethanol, which are key substances in biomanufacturing, and pharmaceuticals using sulfated hemicellulose, a by-product of pulp manufacturing.



Circular use of renewable resources conceptual drawing