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Respect for Human Rights

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The Oji Group respects human rights. To ensure that each and every employee has a correct understanding and awareness of human rights, we will enhance internal education by incorporating education on human rights into diversity training, position-based training at each company, and other training programs to increase all employees' awareness of human rights.

Policy

The Oji Group believes that the responsibility to respect human rights is an important element of the global code of conduct. We have established the Oji Group Human Rights Policy in line with the United Nations Guiding Principles on Business and Human Rights and other similar works to further strengthen and implement our initiatives regarding respecting human rights. In January 2025, we partially revised our policy in line with joining a non-judicial grievance mechanism platform in accordance with the United Nations Human Rights Council's "Guiding Principles on Business and Human Rights."

Guided by this policy, the Oji Group will continue its effort to uniformly introduce measures related to human rights and ensure that all domestic and overseas Group companies are thoroughly aware of the basic policies.

(Please see the translations of the Oji Group Human Rights Policy below.)

Oji Group Human Rights Policy

The Oji Group recognizes respect for human rights in its global code of conduct and we have established the Oji Group Human Rights Policy as our basic stance on human rights. We remain committed to respecting human rights and the diverse values of individuals, as well as to contributing to the realization of a society in which everyone can fully display their capabilities.

1. Basic Principles

We undertake initiatives to respect human rights in keeping with the Guiding Principles on Business and Human Rights endorsed by the UN Human Rights Council, the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct and the ILO Tripartite Declaration of Principles concerning Multinational Enterprises. We also adhere to and respect international norms such as the International Bill of Human Rights (the Universal Declaration of Human Rights and International Covenants on Human Rights), the ILO Declaration on Fundamental Principles and Rights at Work^{*1}, and the Declaration on the Rights of Indigenous Peoples, as well as international human rights, including indigenous peoples' right to "free, prior, and informed consent."

If the laws and regulations of a country differ from international human rights norms, we will adhere to the higher standard, and if they contradict each other, we will seek ways to respect internationally recognized human rights to the greatest extent possible.

Moreover, as a signatory to the United Nations Global Compact, we support its 10 principles, and have formulated this policy leveraging advice from experts both inside and outside our group.

^{*1} Including core labor standards, specifically the prohibition of child labor and forced labor, elimination of discrimination in employment and work, recognition of freedom of association and collective bargaining rights, and maintaining a safe and healthy workplace environment.

2. Scope of Application

This policy applies to the officers and employees of the Oji Group.

We also expect our business partners and other parties directly linked to our business operations, products and services to respect human rights in line with this policy, and will continuously leverage our influence over those business partners through the Oji Group Sustainability Action Guidelines for Supply Chains and other requirements.

3. Governance related to Human Rights

We deliberate matters that are material to fulfilling our commitment to respecting human rights through the Sustainability Committee (chairperson: CEO, members: all Company Presidents and others) which is monitored and supervised by our Board of Directors.

4. Human Rights Due Diligence

To fulfill our responsibility of respecting human rights in accordance with the procedures described in the United Nations Guiding Principles on Business and Human Rights endorsed by the UN Human Rights Council, we commit to conducting human rights due diligence by taking into account the perspectives of our stakeholders. Through such due diligence, we will identify, prevent, and mitigate adverse effects on human rights that may be caused or contributed to by our business activities or which may be directly related to our business operations, products, and services through business relationships, by conducting an ongoing dialogue with stakeholders. We also will continually verify the effects of these actions.

The Oji Group commits to providing suitable education to all executives and employees to promote the understanding and effective implementation of this policy.

5. Remediation and Remedies

If it becomes evident that we are causing or contributing to adverse effects on human rights, we will engage in dialogue with those concerned and commit to providing remedies through appropriate procedures. Additionally, in the event that our business operations, products, or services are directly related to adverse effects on human rights through our business partners or other related parties, we will consider encouraging these parties to provide remedies.

The Oji Group has joined a non-judicial grievance mechanism platform that complies with the United Nations Human Rights Council's "Guiding Principles on Business and Human Rights." This platform is available to all stakeholders, including employees, the supply chain, local residents, and indigenous people. It provides a remedy mechanism for addressing negative impacts on human rights and the environment throughout the entire value chain of the

Oji Group, both domestically and internationally, and ensures appropriate responses. When receiving reports through this platform, we guarantee the anonymity of the whistleblower and the confidentiality of the report's contents, and we promise to protect the whistleblower from any disadvantages arising from the report.

Additionally, we have established a consultation desk on our company website for consumers and external stakeholders. Furthermore, we operate a "Corporate Ethics Helpline*2" for all Oji Group employees, where they can consult and report issues, including legal violations and misconduct (including labor relations and harassment).

*2 When consulting with the external helpline, employees can choose to speak with either a male or female lawyer.

6. Dialogue and Information Disclosure

The Oji Group commits to engaging in dialogue and discussions with rights holders and other relevant stakeholders regarding our human rights initiatives based on this policy, while simultaneously receiving advice and assistance from outside experts on human rights.

We commit to making appropriate disclosures and reports on the progress of our initiatives regarding respect for human rights through our website, integrated report, securities reports, and other means.

This policy has been approved by our board of director and signed by the CEO.

Oji Holdings Corporation
Representative Director of the Board
President and CEO
Hiroyuki Isono

Established: August 4, 2020

Revised: February 26, 2024

Revised: January 28, 2025

Translation of Oji Group Human Rights Policy

[Japanese](#)  [English](#)  [Chinese](#)  [Korean](#)  [Thai](#)  [Indonesian](#)  [Malay](#)  [Vietnamese](#)  [Hindi](#) 
[Myanmar](#)  [Nepali](#)  [Portuguese](#)  [German](#) 

Structure

We deliberate matters that are material to fulfilling our commitment to respecting human rights through the Sustainability Committee (chairperson: CEO, members: all Company Presidents and others) which is monitored and supervised by our Board of Directors.

[Sustainability Management Structure](#) 

Human Rights Due Diligence

To fulfill our responsibility of respecting human rights in accordance with the procedures described in the United Nations Guiding Principles on Business and Human Rights endorsed by the UN Human Rights Council, we are conducting human rights due diligence by taking into account the perspectives of our stakeholders. Through such due diligence, we will identify, prevent, and mitigate adverse effects on human rights that may be caused or contributed to by our business activities or which may be directly related to our business operations, products, and services through business relationships, by conducting an ongoing dialogue with stakeholders. We also will continually verify the effects of these actions.

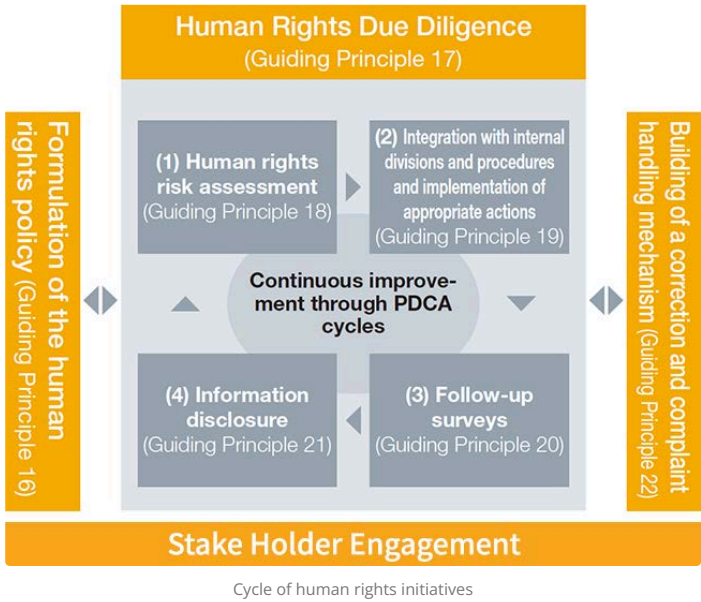
If it becomes evident that we are causing or contributing to adverse effects on human rights, we will engage in dialogue with those concerned and strive to provide remedies through appropriate procedures. Additionally, in the event that our business operations, products, or services are directly related to adverse effects on human rights through our business partners or other related parties, we will consider encouraging these parties to provide remedies.

Regarding the establishment of a grievance mechanism, we have joined a non-judicial grievance platform in accordance with the United Nations Human Rights Council's "Guiding Principles on Business and Human Rights," and have set up a grievance window accessible to all stakeholders, including employees, the supply chain, local communities, and Indigenous people. This ensures that we have a system in place to appropriately address negative impacts on human rights and the environment that may arise throughout the entire value chain of the Oji Group, both domestically and internationally. Furthermore, we have established a consultation window on our company website for consumers and external stakeholders.

Throughout these consultation and reporting processes, we ensure the anonymity of those seeking consultation or making reports, protect the confidentiality of the information shared, and we strictly prohibit any form of adverse treatment or retaliatory actions against the whistleblower in accordance with our non-retaliation policy.

In dialogue with stakeholders, in the FY2024, we conducted interviews through a third-party organization targeting migrant workers at business locations in Malaysia, where the proportion of migrant workers is high and the number of our group's production sites is significant. Based on the results of these interviews, which included identification of potential human rights risks and recommendations for migrant worker management, we launched specific improvement measures in FY2025 to mitigate human rights risks for migrant workers at our production sites in Malaysia. The initiative is planned over three years, with the first year focusing on implementing a work plan for ethical recruitment of migrant workers.

[ESG data on the number of human rights violations](#) ➔



Hotline for Consultation and Reporting about Human Rights Issues

At the Oji Group, we receive reports and requests for consultation via a non-judicial engagement and remedy platform conforming to the United Nations Guiding Principles on Business and Human Rights. This platform is provided by the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), an organization that supports and facilitates member companies' redress of grievances in a professional capacity.

This platform also receives requests for consultation regarding not only human rights issues but also responsible business conduct as a whole (including conduct and ethics related to the environment and nature). Therefore, we are able to receive anonymous reports from all of our stakeholders in Japan and other countries, including business partners, suppliers, people from local communities, Indigenous people and immigrant workers. Additionally, this platform is available in the following 33 languages.

【Available Languages】

Japanese, English, Chinese, Korean, Thai, Vietnamese, Portuguese, Spanish, French, German, Italian, Indonesian, Filipino, Malay, Hindi, Dutch, Burmese, Nepali, Polish, Bengali, Khmer, Czech, Arabic, Danish, Hungarian, Russian, Slovak, Turkish, Tamil, Swedish, Mongolian, Swahili, Sinhala

The form for submitting reports to JaCER is available here. 

Process of the grievance mechanism using JaCER

The Oji Group examines the content of the matters reported via JaCER. When it has been determined that consultation is necessary regarding a matter, JaCER exchanges information with the whistleblower and analyzes the matter. The Oji Group receives information about the matter, engages in a dialogue with the whistleblower and strives to resolve the matter.

2024 Human rights due diligence results

1. Implementation of human rights assessments

In FY2024, we conducted human rights assessments targeting suppliers in high-risk business areas, continuing from the previous fiscal year.

Target

- 58 suppliers (response rate 65.5%)
- Suppliers of wood chips, wood products, starch, PKS, hemp, chemicals, etc.

Human rights issues covered by this assessment

- Human rights management systems, including core labor standards (prohibition of child labor, prohibition of forced labor, elimination of discrimination in employment and occupation, freedom of association and recognition of the right to collective bargaining, and safe and healthy working environments)
- Existence and awareness of the company's Human Rights Policy and grievance mechanisms
- Awareness of the Oji Group Human Rights Policy and grievance mechanisms
- Engagement with Indigenous peoples and local communities

Assessment Results

- No confirmed cases of human rights risks
- One potential risk identified: Insufficient awareness of consultation channels

2. Monitoring (Investigation of Potential Human Rights Risks)

In line with the United Nations Guiding Principles on Business and Human Rights, we conducted an on-site investigation through a third-party organization into the recruitment, employment, working conditions, and living environments of migrant workers—considered marginalised stakeholders—at one of our group companies in Malaysia.

Survey Details

- Period: October 2024 to February 2025
- Method: Questionnaire and interviews (including two on-site visits)
- Target Group: Migrant workers from Bangladesh, Myanmar, and Nepal

3.Integration into own management (Efforts beyond FY 2025)

Based on the results of the survey, we received advice concerning potential human rights risks and recommendations for migrant worker management. Accordingly, as specific measures for improvement, we plan to spend several years implementing measures to mitigate human rights risks related to migrant workers at our manufacturing sites in Malaysia, starting in FY2025.

2023 Human rights due diligence results

1. Implementation of human rights assessments

The suppliers that would be assessed in the FY2023 were determined by defining the scope of high-risk operations and then evaluating the suppliers using scores calculated using METI data. The rationality and legitimacy of this selection method was confirmed by a third-party organization.

Target

- 62 suppliers (response rate 80.6%)
- After discussion, the target industries selected for this fiscal year were wood chips, wood fuel, starch/corn, wood products, PKS and hemp.
- The target companies were selected referencing their Human Rights Risk by Product and Human Rights Risk by Region scores in the Practical Reference Materials for Respecting Human Rights in Responsible Supply Chains, etc. published by Japan's Ministry of Economy, Trade and Industry.

Human rights issues covered by this assessment

- Prohibition of discrimination
- Respect for Indigenous peoples and customs
- Prohibition of forced labor
- Prohibition of child labor
- Fair application of working hours and leave
- Wages
- Freedom of association and the right to collective bargaining
- Employee health and safety

Assessment Results

- Human rights risk cases that have materialized: None
- Examples of potential human rights risks: Seven items
 - (1) Dissemination of human rights policy
 - (2) Clarification of human rights protection system
 - (3) Remedial measures
 - (4) Prohibition of child labor and forced labor
 - (5) Fair wages
 - (6) Freedom of association
 - (7) Workplace health and safety
- Corrective actions taken: Three suppliers that were found to be deficient in the above key human rights items were asked to make improvements, the implementation of the improvements was confirmed and letters of intent were submitted.
- Potential risk identification ratio: 6.0% (3/50 companies)
- Potential risk mitigation implementation ratio (implementation of improvement requests): 100% (3/3 companies)

2. Integration into own management

To understand the working environment of foreign workers in Japan, we checked the employment status of foreign employee workers (including technical interns and temporary employees) and compliance with related laws and regulations at the three*³ newly consolidated companies in Japan in FY2023. The results of this examination indicated no problems were found in terms of legal compliance or treatment.

*3 A survey of 92 domestic consolidated companies was conducted in FY2022.

3. Monitoring (implementation of human rights assessments in conflict-affected areas)

In the course of conducting human rights assessments, we exchanged opinions with local management companies regarding the implementation of human rights assessments of suppliers in conflict-affected areas in Southeast Asia. Referencing the opinions of a third-party organization, we conducted assessments through Group companies in the region in FY2023 (scope: three companies). We will continue to gather information and closely monitor developments in the region concerned.

4. Dialogue and consultation

The Oji Group participated in the Human Rights Due Diligence Subcommittee and the ESG Subcommittee of the Global Compact Network Japan (GCNJ) and exchanged information with experts from other companies and NPOs. In addition, one person in charge participated in and completed the first phase (October 2023-February 2024) of the Program for the Development of In-house Experts for Respect for International Human Rights and Labor Standards jointly sponsored by the ILO Office in Japan and the GCNJ.

2022 Human rights due diligence results

1. Implementation of human rights assessments

In FY2022, we conducted human rights assessments to check human rights and labor practices at consolidated companies and overseas suppliers of wood raw materials that were included within the scope of the Supplier Sustainability Survey. No serious human rights risks were identified, but we requested improvements at sites with organizational problems that could be potential human rights risks (e.g., it was unclear which departments or personnel were responsible for human rights-related issues).

Target

- Domestic and foreign consolidated companies (157 companies, *4 96.8% response rate)
- Overseas suppliers of wood raw materials (39 companies, response rate 100%)

*4 Excludes a small number of employees, common administrative departments, etc.

Human rights issues covered by this assessment

- Prohibition of discrimination
- Respect for Indigenous peoples and customs
- Prohibition of forced labor
- Prohibition of child labor
- Fair application of working time and leave
- Wages
- Freedom of association and the right to collective bargaining
- Employee health and safety

Assessment results

Consolidated companies

- Examples of identified human rights risks: none.
- Potential human rights risks: 5
 - The system for respecting human rights and the person responsible for human rights are unclear: 3 companies
 - The system for informing the public about consultation services and the person responsible for the system are unclear: 2 companies
- Improvement examples
 - Clarification of the system for respecting human rights and the person responsible for human rights: 3 companies
 - Clarification of the system for notifying people of consultation counters and the person responsible for the system: 2 companies

Suppliers

- Ratio of potential risks identified: 5.1% (2/39 companies)
- Potential risk mitigation implementation ratio (implementation of improvement requests): 100% (2/2 companies)

2. Integration into own management (Assessing the working environment of foreign national workers)

To ascertain the working environment of foreign workers in Japan, a survey was conducted on the employment situation of foreign employee workers (including technical interns and temporary workers) and compliance with relevant laws and regulations, targeting 92 domestic consolidated companies. No problems were found in terms of compliance with laws and regulations or treatment in 23 companies employing foreign national workers.

3. Monitoring (Investigation of potential human rights risks and sharing of case studies)

Although no serious risks were identified in the human rights assessment, as the Ministry of Economy, Trade and Industry's Guidelines for Respect for Human Rights state that foreigners, women and children, people with disabilities, indigenous people, etc. are often placed in vulnerable positions, this year's potential human rights risk survey targeted foreign nationals, including technical interns Workplace employing foreign nationals, including technical trainees, and an interview survey was conducted by external experts (Caux Round Table Japan (CRT Japan)) at Oji Packaging, a Group company.

Target

Foreign technical interns of Oji Packaging Co., Ltd.: 8

Results

The CRT reported that there were no major problems regarding working hours, wages, health and safety, communication, etc., and confirmed that they had established good trust-based relationships.



Case study sharing

On the advice of the CRT, the results of this interview were shared within the Group as best practice examples, and the status of labor practices, etc. was checked at the four companies that hire technical interns. The results were generally good, but it was found that there were some businesses where pay slips and signs to prevent accidents in the workplace were written only in Japanese, so points to be improved were shared and the intent to implement further improvements were confirmed.

[Report: Oji Holdings Corporation Results of Interviews with Foreign Workers — A part of the Human Rights Impact Assessment](#) 

4. Dialogue and consultation

We participated in the Human Rights Education Subcommittee and the Human Rights Due Diligence Subcommittee of the Global Compact Network Japan and exchanged information with experts from other companies and NPOs.

Identification of Key Issues and Initiatives on Human Rights

1. Identification of key issues on Human Rights

In line with the UN Guiding Principles and other relevant initiatives, the Oji Group has identified and determined key human rights issues that may arise in the course of its business activities using a risk-based approach focused on impact. The evaluation process was reviewed by the International Development Center of Japan, a third-party organization with specialized expertise.

The Oji Group supports and respects international norms such as the International Bill of Human Rights. It recognizes the following items as important human rights issues and is working on them.

2. Initiatives on Human Rights issues

Fair treatment

As detailed in its Oji Group Human Rights Policy, the Oji Group adheres to and respects core labor standards, including the elimination of discrimination in employment and work. In the Oji Group's Behavior Standard, the Oji Group stipulates that it will conduct its business activities while respecting the human rights of all stakeholders, including employees.

- Regarding employee wages, the company has established wages that exceed the minimum wage standards set in the individual countries in which it operates and it strives to maintain and improve the living standards of its employees.
- We comply with all applicable wage laws (e.g., equal pay for equal work) and pay employees fair and equitable compensation, which includes appropriate payment for overtime work.
- We regularly conduct internal audits to ensure that the employment regulations of our affiliates in Japan and overseas are in compliance with the law and that they are being followed.
- To ensure sustainable growth together with the local communities in which we operate, we actively recruit locally at each of our bases.

Safe and healthy work environment

In its Oji Group Human Rights Policy, the Oji Group adhere to and respect core labor standards, including maintaining a safe and healthy workplace environment. In the Oji Group Code of Conduct, the Oji Group states that it will ensure the health and safety of all parties involved in its business by ensuring health and safety in the workplace and practicing safe behaviors.

In October 2020, we established the Oji Group Health Declaration, and under the leadership of our Chief Health Officer (Group CEO), we have been working to ensure the health of our employees. Since FY2021, the company has been certified as a Corporation with Excellent Health Management (Large Corporation Category).

Examples for activities

For domestic employees, we conduct regular health check-ups and actively encourage secondary examinations and specific health check-ups to prevent, detect early, and treat lifestyle-related diseases and other illnesses. Additionally, we promote mental health measures, conduct stress checks, reduce total working hours, improve the utilization rate of annual leave, and prevent health issues caused by excessive workloads through workplace reforms and improvements.

For overseas expatriates, we conduct health check-ups, vaccinations, mental health assessments before assignment, and regular check-ups during their assignment, along with appropriate guidance.

In some countries, HIV/AIDS, tuberculosis, and malaria are significant issues. To actively contribute to solving these global health problems, our group implements various health and hygiene improvement programs for the community at our overseas business locations.

Additionally, our overseas afforestation companies provide medical support in regions with limited access to public services, including health check-ups, the establishment of clinics, and emergency transportation assistance for the local communities.

Occupational health and safety (harassment prevention)

The Oji Group's Behavior Standard stipulates that we will not engage in any acts of harassment, including power harassment and sexual harassment, or invasion of privacy, and that we will not allow others to do so. We have also established the Harassment Prevention Regulations as a part of our employment regulations, and we are working to prevent harassment, which is a familiar violation of human rights.

Freedom of association and collective bargaining

As stated in its Oji Group Human Rights Policy, the Oji Group adheres to and respects core labor standards, including the recognition of freedom of association and collective bargaining rights. There are labor unions organized by employees in the Group, mainly at major Group companies including Oji Materia, Oji Container, Morishigyo Group, Oji Nepia, Oji F-Text, Oji Imaging Media, Oji Green Resources, Oji Paper, Oji Management Office and Oji Logistics, and labor-management agreements are created and entered into through collective bargaining and consultations between labor and management.

The Oji Group's management and the Oji Paper New Labor Union, the labor union with the largest number of members (total membership of 2,321 as of June 1, 2025 with a union enrollment rate of 96.4%) have confirmed in the preamble to their labor-management agreement that they "recognize the social responsibilities and missions of the company and that the improvement of employees' labor conditions and the prosperity of the company are basically dependent on each other, and strive to cooperate to establish a stable labor relationship built on a foundation of mutual trust and understanding." Both of the parties negotiate labor conditions such as salaries, bonuses and benefit packages on an equal footing.

In addition, the company has established forums for sharing management information and discussing various management issues, such as the Labour-Management Committee, a forum for appropriate communication between labor and management, to establish sound labor-management relations.

Prohibition of child labor and forced labor

As stated in its Oji Group Human Rights Policy, the Oji Group adheres to and respects core labor standards, including the prohibition of child labor and forced labor. The Oji Group's Behavior Standard stipulates that child labor and forced labor are strictly prohibited.

We believe that children's rights are vulnerable to infringement and that special consideration should be given to their human rights.

The Oji Group endorses the United Nations and ILO conventions on children's rights and takes steps in each region to ensure that children's rights are respected.

Examples of our activities

Celulose Nipo-Brasileira S.A. in Brazil carries out awareness-raising activities and initiatives, including initiatives regarding health, for the students of local communities (mainly junior high school students).

- Adolescent pregnancy and prevention of sexually transmitted diseases such as AIDS, syphilis and gonorrhea
- Domestic violence
- Sexual harassment
- Bullying
- Prevention of dengue fever and yellow fever
- Drugs, etc.

Rights of Indigenous peoples (Respect for local culture)

In its Oji Group Human Rights Policy, the Oji Group clearly states its support for and respect of international human rights, including the United Nations Declaration on the Rights of Indigenous Peoples and free, prior, and informed consent. In the Oji Group's Behavior Standard, the Oji Group stipulates that, as a member of the international community, we shall respect the culture, customs, and values of each country and region, and shall work in good faith and in concert with the people of each country to develop our businesses.

In the pursuit of global activities, as part of respecting human rights, we will understand and consider the unique cultures and histories of Indigenous peoples in our business operations in areas where indigenous communities exist. This includes taking into account the local laws and internationally mandated rights of the respective regions.

Examples of our activities

1. The company-owned forest in Biratori-cho, Hokkaido has a holy rocky hill, which is a sacred place (chinomishiri) of the Ainu, and places for preserving the view of nature and traditional cultures of the local people. To maximize the value of this area, we engaged in dialogue with the Ainu association of Biratori and the Biratori-cho municipal government to concluded the three-party Agreement Aimed at Protecting the Forest, Preserving the Ainu Culture, Taking Advantage of the Culture for the Revitalization of the Area, and Thereby Ensuring Harmonious Co-Existence in the Company-Owned Forest with a Cultural Landscape in 2017.
2. We respect the cemeteries, traditional events and other cultural elements of the Aboriginal people in the forests of Albany Plantation Forest Company of Australia Pty Ltd. and also the forests that general timber is purchased from, by ensuring that people have access to these places. In addition, before we implement a plan to log trees in an area, we contact the relevant administrative body to confirm that the area is not registered as a reserve.

Engagement with the local community

CENIBRA provides support for agriculture, tree planting, beekeeping, and other activities to support the stable income of farmers in the vicinity of its afforestation areas. In addition, CENIBRA works with the city and local NPOs to support young entrepreneurs by providing free lectures and training, textbooks, meals, and transportation. Furthermore, CENIBRA is actively working towards local procurement of materials and goods to stimulate the local economy.

Harmonious coexistence with local communities



Education and Dissemination

The Oji Group respects human rights. To ensure that each and every employee has a correct understanding and awareness of human rights, we will enhance internal education by incorporating education on human rights into diversity training, position-based training at each company, and other training programs to raise the awareness of human rights among all employees.

Human rights education

The Oji Group continues to conduct human rights education to deepen understanding of the policy and enhance awareness of human rights.

In FY 2024, we conducted a video-based training on “Business and Human Rights” from a risk management perspective, attended by 2,647 managers of the Oji Group.

We also leverage these in human rights education across the Group—for example, by publishing the Oji Group Human Rights Policy Handbook and various materials on our internal portal site, and by making the policy available in 13 languages.

We will continue to make efforts to improve awareness of human rights, such as by continuing to provide training and education.

Compliance awareness surveys of all Oji Group officers and employees are conducted periodically in Japan to monitor the status of compliance awareness, including awareness related to harassment and other improper conduct, and compliance issues at each worksite. In addition, the Internal Audit Department regularly audits the status of compliance, including that of overseas Group companies. Moreover, we dispatch instructors and conduct compliance seminars, including on harassment and other improper conduct, at the domestic and overseas Group companies to ensure that an awareness of compliance is entrenched throughout the Group.

Data

ESG Data



Oji Group Basic Policy on Customer Harassment

1. Introduction

Oji Group, with the corporate slogan "Beyond the Boundaries," aims to "Grow and manage the sustainable forest, Develop and deliver the products from renewable forest And Oji will bring this world a brighter future filled with hope." We are committed to providing "useful and safe products and services" to our customers.

While we sincerely accept and respond to customer opinions and requests regarding the use of our group's products and services, if any actions from customers are identified as customer harassment, we will respond firmly in accordance with our Corporate Behavior Charter, which includes "compliance with laws and fair business activities," "creating a safe and healthy workplace environment," and "respect for human rights." We strive to ensure a healthy working environment and protect the human rights of each employee, aiming to continuously provide high-quality products and services and contribute to the realization of a truly prosperous society.

2. Definition of Customer Harassment

Customer harassment is defined as actions by customers* that exceed the socially acceptable range, considering the nature of the work and other circumstances, and harm the working environment of the employees involved.

* Customers include clients, business partners, facility users, and others related to the business activities of Oji Group.

Examples of Customer Harassment The following examples are illustrative and not exhaustive:

- When there are no defects or faults recognized in the provided products or services.
- When the demands are unrelated to the products or services provided by the company.
- Physical attacks (assault, injury).
- Mental attacks (threats, slander, defamation, insults, abusive language, nitpicking).

3. Stance on Responding to Customer Harassment

If customer harassment is confirmed, we may unfortunately refuse to conduct business or respond to the customer. In severe cases, we will collaborate with external experts such as police and lawyers to address the situation appropriately.

4. Initiatives within Oji Group





- Clarifying the corporate stance through this policy and raising awareness among employees working at Oji Group.
- Formulating methods and procedures for responding to customer harassment.
- Conducting education and training for employees.
- Establishing a consultation and reporting system for employees.

Oji Holdings Corporation
Representative Director of the Board
President and Group CEO
Hiroyuki Isono

Established: April 1, 2025

Human resources management

Message from the CEO  Human Resources Development Policy  Human Resources Education  Personnel System 

Initiatives to Improve Engagement  Diverse working styles  Welfare  Data 

Message from the CEO

Human resources with diverse values and flexible mindsets play key role in the implementation of actions aligned with our Management Philosophy, Purpose, Long-term Vision and Management Strategies and in our survival as an indispensable company needed by society.

The Oji Group is developing open, comfortable and rewarding workplaces by enhancing its systems and reforming its culture, so that every person working for the Group can work vibrantly regardless of gender, age, disabilities or other attribute.

We will respond to the rapid changes in our business environment by maintaining high ethical standards and a reform-oriented mindset and by continuing to focus on developing human resources with a willingness to take on challenges and invest in human capital. We will implement these initiatives to enhance employee engagement and our corporate value.

Hiroyuki Isono
Representative Director of the Board
President and CEO
Oji Holdings Corporation

Human Resources Development Policy

Human resources strategy (human resources development policy and internal environment improvement policy)

As a global organization, the Oji Group aims to go Beyond the Boundaries, while practicing its management philosophy, Purpose, and management strategies (including its long-term vision) through Growth to Evolution.

To put these policies into practice and continue to exist as a corporation that is sought after and indispensable to the world, we believe that the most important element is people. Understanding the fundamental principle that the source of a company's strength is its people (human resources), we are working to secure human resources and enable their development in accordance with the Oji Group Human Resource Philosophy.

The Oji Group Human Resource Philosophy requires, first, that each and every employee possess high ethical standards. Additionally, we expect that they understand and practice our management philosophy, Purpose, and management strategies, have an awareness of our transformation and work to achieve it, engage in self-directed training, contribute to the organization's growth and progress and act with a global awareness.

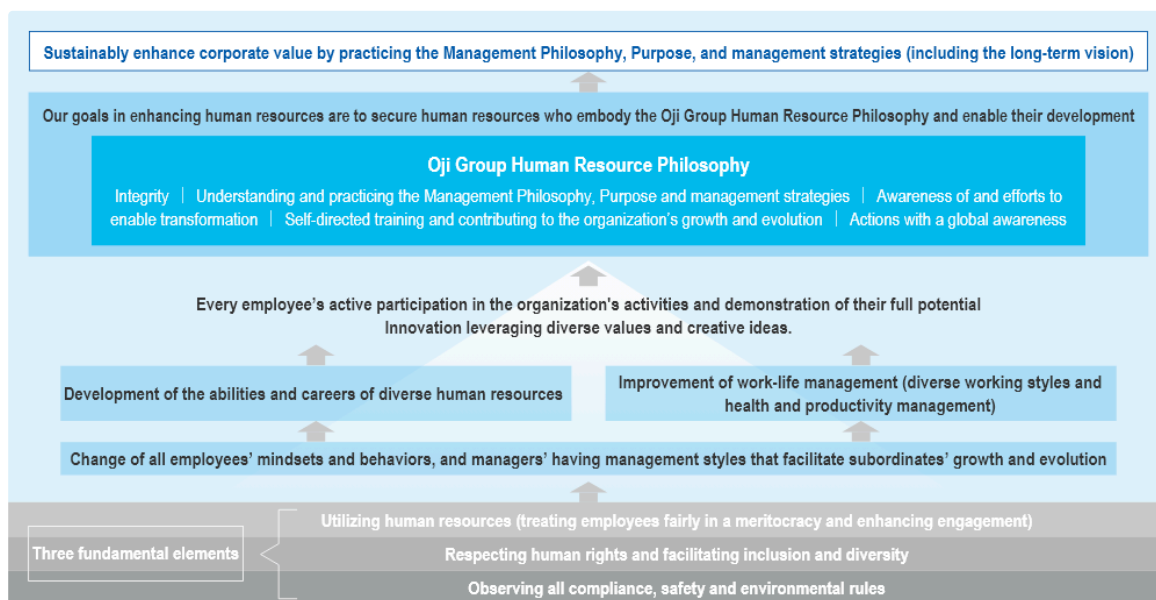
In enhancing our human resources, our goal is to secure and develop human resources who embody the Oji Group Human Resource Philosophy, whose basic tenets are:

1. Ensuring compliance and safety and protecting the environment
2. Respecting human rights and facilitating inclusion and diversity
3. Utilizing human resources (fair treatment within a meritocracy and improvement of engagement)

These three elements form the foundation of our human resources development and internal environment improvement policies.

With these three foundations firmly in place, we will work to enable our diverse human resources to develop their abilities and careers and to improve work-life management through a change in mindsets (behaviors) of all employees as well as management in which the management-level employees encourage the growth and evolution of their subordinates.

These efforts will enable the Oji Group to secure and develop human resources who embody the Oji Group Human Resource Philosophy by enabling every employee to actively participate in the Group's activities, demonstrate their full potential and innovate leveraging their diverse values and creative ideas. Employees are the source of value creation. Accordingly, all our human resources work to continuously enhance corporate value, practicing our management philosophy, Purpose, and management strategies (including our long-term vision).



Oji Group Human Resource Philosophy

Human Resources Education

Human Resources Education for Implementing Management Strategies

To develop human resources in line with the Oji Group Human Resource Philosophy, we are enriching in-house training in accordance with the career stages of employees. In particular, we are actively developing global human resources to fully carry out our management strategies. In FY2023, 22 employees participated in the Global Intensive Program which was conducted over a period of about six months with the aim of expanding the pool of candidates for expatriate positions, and five of them are already stationed overseas. In addition, steps were taken to conduct assessment training for 27 future executive candidates in the Southeast Asia area at the Oji Group Fuji Training Center, a base for enabling human resources to interact and develop that is designed to support the development of local human resources at overseas companies.

Digital literacy education: The Group conducted an e-learning program that approximately 7,000 employees of 40 domestic companies in indirect divisions and expatriates participated in. The goals of the program were to provide all employees with the digital literacy (basic knowledge, skills and mindset) necessary for effectively solving management issues, creating new value, and ensuring the company continues to exist, grow and evolve by integrating business activities (from strategy to operations), digital systems, information and data.



Exterior of the Oji Group Fuji Training Center (Fujinomiya City, Shizuoka Prefecture)

Skill Development and Training for Employees

We have established a support system for degree and certification acquisition for our regular employees to actively support and recognize their self-directed continuing education and career development.

* You can see this table by scrolling horizontally.

Employee Development and Training
Oji Management Office-sponsored Training Achievements

	Name of training program	Number of Participants			Total Training Hours	Training Costs (in units of thousand yen)
		Men	Women	Total		
By Organizational Level	Oji Management Office new employee training	22	16	38	4,275	2,702
	Follow-up training	20	16	36	405	390
	Career design training for young career-track employees	19	9	28	210	531
	Career advancement training for career-track employees	11	4	15	113	596
	Leadership training for newly promoted managers	12	6	18	68	70
	Training program for newly appointed department managers	9	1	10	75	770
Global	Global talent development intensive program	5	5	10	338	2,702
By Purpose	Seminar for people returning from childcare leave	0	6	6	5	8
	E-learning (Reskilling)	203	101	304	2,500	4,818
	Total :			465	7,987	12,586
	per FTE basis :				2.7	4.3

*1 Not implemented between FY2020-2022 in consideration of the need to implement measures to prevent COVID-19 infections.

Personnel System

To leverage the human resources who are the source of our value creation, we practice our Management Philosophy and Purpose and thoroughly pursue objectives in line with the management strategies (including the long-term vision). Furthermore, we aim to treat employees fairly inside a meritocracy.

1. Role-Based Personnel Evaluation System

The Oji Group implements a merit-based personnel system that considers the expectations for the employees' role and the results achieved, rather than substantially basing decisions on the number of years of service. We appropriately implement this role-based personnel evaluation system and our treatment of each employee is in line with the size of their role and the results they have demonstrated leveraging their abilities.

Evaluations considering the expectations for the employee's role and the results achieved are conducted twice a year and these evaluations are used to make decisions regarding the handling of transfers, assignments, promotions, demotions, salary increases and decreases and semiannual bonuses.

Compliance and observance of the Code of Conduct are also incorporated into the evaluation of the expectations for the employee's role.

2. Discretionary labor system for researchers

The Group offers an environment in which researchers with particularly high levels of expertise can concentrate on their research by giving them the discretion in their work style through the certified researcher system and the creative human resource development system. These systems facilitate innovation by encouraging creative results leveraging diverse values and ideas. Beginning in FY2022, roughly twice the number of employees are eligible for the creative human resource development system than in previous years.

3. Extended retirement age

Aiming to encourage older employees to play active roles in the company, we raised the retirement age to 65 at major domestic group companies in 2017 so that they can make the most of the knowledge, skills and techniques they have cultivated during their careers and work with enthusiasm. In addition, we introduced a reemployment system for employees who meet certain conditions up to the age of 67 in FY2023.

Initiatives to Improve Engagement

The Oji Group provides its employees with the opportunity to periodically assess their satisfaction with the company by including survey items on topics such as job satisfaction, willingness to continue working, vitality, and pride in multiple surveys of employees.^(*1, 2, 3) Survey results are provided as feedback to each workplace and used to improve the working environment. In the FY2024 engagement survey, 65.8% of employees responded positively to the question 'I would like to continue working at my current company for a long time,' with 17.1% giving the most positive response.

In fiscal 2023, we introduced a teleworking system in consideration of the results of employee awareness surveys and questionnaires. We also began holding CEO and Oji Holdings executive officer town hall meetings.

*1 Self-assessment and evaluation

*2 Compliance awareness survey

*3 Stress checks

Town hall meetings

We hold town hall meetings (a direct dialogue between management and employees). The goal of this initiative is to enable our management policies, including the Management Philosophy, and our business strategies to become entrenched, while listening to (absorb) the opinions of people working in our workplaces, enabling us to deepen the communication between management and employees, building a consensus on business operations, developing a sense of organizational unity and open workplaces and improving employee engagement.

Open recruitment system within the Group

To facilitate autonomous career development in light of employees' goals, and to strengthen business, revitalize the organization and improve employee engagement by appropriately assigning and effectively utilizing highly motivated human resources, we have continued to implement an open recruitment system within the Group since FY2022 for regular employees and overseas expatriates of Group companies in Japan.

In FY2024, an open recruitment system was implemented in six departments across two group companies directly linked to the realization of the long-term vision, resulting in the transfer of 10 employees. Since FY2022, the cumulative total has reached 46 employees.

Self-assessment and evaluation

This is a system in which employees share their past work experience, thoughts on their current work, goals and challenges, and future life plans with their supervisors and the company through an annual interview.

It aims to facilitate the future recognition, skill development and aptitude-linked placement of each employee.

Compliance awareness survey

The Oji Group conducts a compliance awareness survey of all Oji Group officers and employees in Japan (including part-time, short-term and temporary employees) once every two years.

The purpose of the survey is to monitor the compliance situation and the working environment at each workplace.

The survey results are reported to the Group Management Meeting and fed back to leaders who promote compliance at each Group company.

[Compliance](#) 

Stress checks

The Oji Group jointly conducts stress check tests once a year. In fiscal 2022, 106 companies participated in this program. The results are analyzed and then provided as feedback to each workplace through the individual companies, the person in charge of each department and the person in charge of the stress checks, leading to the improvement of the workplace environment.

[Inclusion and Diversity](#) 

Diverse working styles

We believe fundamentally that a company's strength originates from its human resources. To enable each employee to maximize their abilities, the Oji Group stipulates in its Corporate Code of Conduct that we will enhance the skills of all employees and create comfortable work environments while taking into consideration diversity, work styles that respects people's individuality and health and safety.

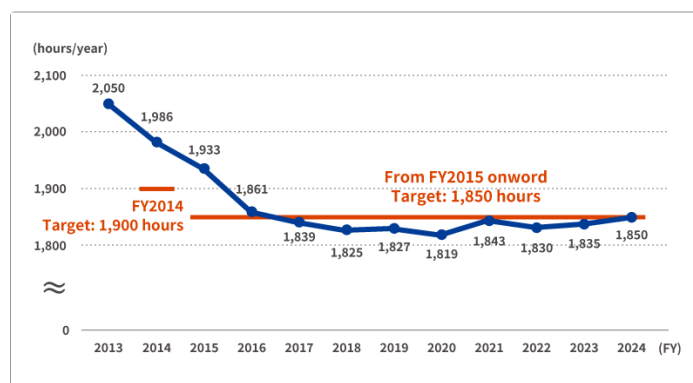
Basic Policy

- The maximum prescribed overtime work per month shall be 60 hours.
- Employees shall leave the office by 19:00 on at least 80% of their workdays each year.
- Goal of employees using at least 80% of the annual paid leave they are entitled to.

Goals and Achievements

In the area of facilitating diverse working styles, we are working to reduce overtime and improve long working hours, with the goal of employees working an average of 1850 total hours of work per year (for 26 companies in the Oji Group Head Office area).

The results for FY2024 were 1,850 hours.



Reduction of total working hours (26 companies in the Oji Group headquarters area)

Initiatives

To reliably carry out tasks in line with management strategies, we are working to reduce total working hours and improve operational efficiency by moving forward with the role-based personnel evaluation system and improving productivity, as well as facilitating the use of the flexible working hour systems and encouraging the use of annual leave.

- Flexible working hours for employees with families
- Flextime system (applicable employees can choose their own start and end times with no core hours)
- Work-from-home arrangements
- Full compensatory leave for working on holidays
- Encouragement of the use of annual paid leave, etc.

Welfare

The Oji Group supports the lives of its employees and their families through its diverse benefit package systems.

Company housing and bachelors' dormitories

We provide bachelors' dormitories and company housing to people who have difficulty commuting from their own homes and people who are transferred and need to move, so that they are able to take their new posts with peace of mind. Moreover, the company housing in the Tokyo metropolitan area has corporate-sponsored day-care facilities attached to it to help employees balance their careers and childcare.

Asset accumulation

Under our asset accumulation system (general, pension and housing), an amount chosen by the employee is taken from their monthly salaries and bonuses and saved by depositing it with a financial institution that the company has contracted. The housing asset accumulation system provides financial incentives equivalent to 10% of the accumulated savings to employees up to a certain age to encourage them to buy housing.

Employee shareholding association

This is a stable, reliable benefit package system in which the company provides financial incentives to employees according to their monthly contributions while enabling the employees to hold shares of the company's stock through their monthly contributions. It increases the unity within the company and increases employees' feeling of participating in the management of the company.

As of September 2024, the Oji Group Employee Stock Holding Association has 5,114 members from 81 domestic Oji Group companies, a participation rate of 26.0%, and 2.075% of the issued shares are held through the program. Non-regular employees also participate in the program.

Defined contribution pension

The major group companies of the Oji Group offer defined contribution pensions that the employees can pay into until they are 65 years old, the new retirement age. This system helps employees accumulate assets to support comfortable living after retirement in line with their individual life plans, as they are able to increase the amount they contribute as they wish.

Refreshment leave

Employees are allowed to take refreshment leave in their 10th, 25th and 30th years of employment to refresh themselves in body and mind and reestablish their mindsets to work harder.

Daycare subsidies

We subsidize part of the cost of daycare when women employees return to work after giving birth to a child to support the continuous progress of their careers.

Leave for employees that relocate due to their spouse's employment

We have a system that allows employees to take a leave of absence for a certain period of time if an employee's spouse must move overseas for their employment and the employee wishes to accompany their spouse.

Company cafeteria

The headquarters and many other offices have company cafeterias offering well-balanced meals.

Collective insurance

We offer many different insurance programs with discounted premiums through collective insurance contracts.

Financing system

We have a housing loan system that encourages employees to own their housing and a general loan system that offers financial support for children's schooling or support for employees handling a disaster or illness.

Data

Inclusion and Diversity

Diversity policies ▾

Structure ▾

Facilitation of women's active engagement (women in management positions and women new graduates hired for generalist-track positions) ▾

Recruitment of people with disabilities ▾

Mid-career recruitment ▾

Employees of nationalities other than Japanese ▾

Foreign technical interns ▾

LGBTQ ▾

Improvement of work-life management (support for people balancing work and childcare) ▾

Improvement of work-life management (support for balancing work and nursing care) ▾

Health and productivity management ▾

Data ▾

Diversity policies

The Oji Group asks all employees to uphold core common values, including the Management Philosophy, Purpose and Human Resource Philosophy.

The Oji Group is also facilitating inclusion and diversity with a view toward energizing individuals and the organization. We aim to fully leverage each employee's diverse values, ideas and abilities and enable them to facilitate each other's growth, regardless of attributes such as race, nationality, ethnicity, place of origin, thoughts and beliefs, values, religion, age, gender, sexual orientation, sexual identity, ability, social status or social position. This ultimately strengthens the Group's competitiveness.

Specific policies include the development of the abilities and careers of diverse human resources, the improvement of work-life management (diverse working styles and health and productivity management), and changing the mindsets and behaviors of each employee and changing manager's management methods to encourage the growth and evolution of subordinates. We also conduct awareness surveys to collect data used as indicators in the evaluation of our activities.

Structure

Group-wide policies and targets for facilitating diversity are shared at Sustainability Committee meetings every six months. We have also appointed the Group CEO to be the Chief Health Officer to work on health and productivity management.

[Sustainability Management Structure](#) ➤

Facilitation of women's active engagement (women in management positions and women new graduates hired for generalist-track positions)

We have been working toward a target of 5.5% female managerial representation (as of the end of March 2025) across 16 domestic consolidated subsidiaries. However, the actual result reached only 4.9%. To further promote women's participation and advancement, we have expanded the scope to 20 companies and set a new target of 8.5% by the end of March 2031. In addition, for the recruitment of new graduate career-track employees at major Oji Group companies, we have centralized the hiring process at Oji Management Office Co., Ltd. to ensure the acquisition of top talent and improve operational efficiency. For research and administrative positions, we have set a target of 50% female representation. Furthermore, we are actively promoting the recruitment of women for plant engineering positions, which are essential for transforming our business portfolio, in order to secure future candidates for female managerial roles. Aiming to eliminate the gender gap in employee development, we provide training such as career building training for generalist-track employees to develop the men and women that are employees with management potential. In addition, the measures we have taken to help employees balance work and childcare include the opening of the Nepia Sodaterace daycare in Edogawa-ku, Tokyo, and the offering of daycare subsidies for employees who are returning to work after childcare leave. In addition to helping employees balance work and childcare as explained above, the goal of the Nepia Sodaterace daycare facility is to address the issue of children on daycare waiting lists, which is a part of the Group's fulfillment of its responsibilities to society as a corporation. Not only our Group employees but also local residents can use the daycare facility (As of the end of March 2025, six children of employees and fifteen children of local residents are using the nursery) .

Oji Group's target (as of the end of March 2031

for 20 Oji Group companies)

8.5%

Actual result as of the end of March 2025: 5.4%

Recruitment of people with disabilities

We proactively recruit people with disabilities. This includes the July 2007 establishment of Oji Clean Mate, a special-purpose subsidiary staffed primarily by people with mental disabilities. The people with disabilities employment rate is 2.55% as of June 1, 2025, for the six major companies in the Group (including Oji Holdings) subject to special treatment for related companies, achieving the statutory employment rate (2.5%). We will continue to further expand our employment of people with disabilities.

People with disabilities employment rate

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Six applicable Group companies in Japan (%)	2.03	2.17	2.27	2.31	2.35	2.51	2.48	2.55
Group companies in Japan (%)	1.83	1.91	2.01	2.04	2.10	2.20	2.19	2.36

Mid-career recruitment

To secure human resources who can promptly realize the Group's management strategies, we have been recruiting employees mid-career. In FY2024, the Group hired 62 employees mid-career through Oji Management Office Inc., and 26 of them are playing active roles as managers. We will continue to hire a certain number of employees mid-career and place them in managerial positions. In addition, we will leverage alumni human resources (employees who rejoin the Group after leaving for reasons other than mandatory retirement) by professionally advancing those who gained effective outside experience.

Employees of nationalities other than Japanese

To achieve diversity, we position the development of global human resources as an important theme. To secure talented human resources, all new graduates hired for generalist-track positions in major Oji Group companies in Japan are recruited by Oji Management Office Inc. In April 2025, two generalist-track employees whose nationalities were other than Japanese were hired as future candidates for management positions in Group companies in Japan. We will continue to hire a certain number of non-Japanese employees, and we will place them in managerial positions. As of March 2025, there are 26 generalist-track employees of nationalities other than Japanese. Fourteen of them are managers whose jobs include the operation and management of the local businesses of overseas Group companies. In addition, we strive to create an environment that encourages each employee to demonstrate their abilities, such as an environment that enables non-Japanese employees to communicate with each other and easily consult with HR representatives.

Of the approx. 38,000 Oji Group employees, 58.5% (as of the end of March 2025) are employees of overseas Group companies. The corporate managers and employees in managerial positions of those companies are mainly locally hired personnel. In 2019, we appointed a non-Japanese employee as a Corporate Officer.

Foreign technical interns

The Group recruits a large number of foreign technical interns (including employees hired by local companies outside Japan) from countries such as Vietnam and Thailand in its corrugated container and folding carton processing businesses. The internships are run appropriately.

LGBTQ

Building upon the Oji Group Charter of Corporate Behavior and the Oji Group Code of Conduct, we created the Oji Group LGBTQ Handbook (only available in Japanese) with the goal of developing a workplace environment in which diverse human resources, including people who identify as a member of a sex or gender minority, can play active roles within the Oji Group. In addition, an internal consultation service for members of sex or gender minority groups (for all Oji Group employees) was established on April 1, 2024.



The Oji Group LGBTQ Handbook

Improvement of work-life management (support for people balancing work and childcare)

We are introducing various systems that enable employees with childcare responsibilities to continue to actively participate in their work.

Main initiatives to support people balancing careers and childcare that go beyond requirements ^{*1}

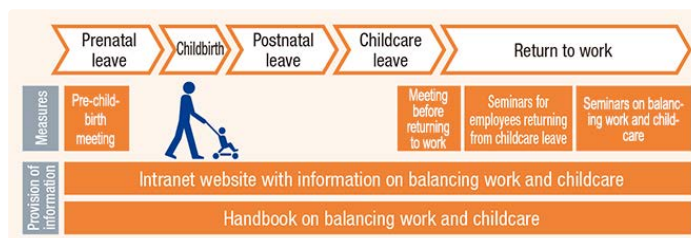
- Maternity leave^{*2}: 6 weeks before childbirth (14 weeks for multiple pregnancies) and 8 weeks after childbirth
- Day-care center subsidies for employees who return to work after taking childcare leave
- Shortened work hours for childcare (shortening work hours to a minimum of six work hours per day until the end of the first year of elementary school)
- Paternity leave system for male employees (five consecutive days of fully paid leave, target: 100%)
- Hourly use of accumulated annual leave (for childcare/nursing care)
- Leave system for employees that must leave work to accompany their spouses who are transferred overseas
- Return-to-work program for employees resigning due to childbirth, childcare, nursing care, etc.
- Childbirth leave for spouses (a maximum of three days)

^{*1} Oji Holdings, Oji Imaging Media, Oji Green Resources, Oji Paper, Oji Management Office

^{*2} regular employees: 80% of wages paid by the company during the leave period
contract employees and Others: unpaid during the leave period

Support before and after childcare leave

To help our employees of any gender before and after childcare leave improve their work-life management, we meet with employees and hold seminars to create opportunities to communicate. The seminars on balancing work and childcare are open to both men and women, and they are good opportunities to get a better sense of how to balance childcare and your career.



Support for balancing work and childcare

Information Service

We provide a variety of information on work-life management, including information about the company's system, in the handbook on balancing work and childcare and on the portal site.

Percentage of Male Employees Taking Childcare Leave

The Oji Group's target for the percentage of male employees taking childcare leave is 100% for the 16 consolidated companies in Japan with 301 or more employees. Accordingly, we actively encourage men to engage in housework and childcare. In FY2023, the percentage was 115.9%, including manufacturing sites where employees work in three shifts.

Men's active participation in childcare is expected to not only strengthen their relationships with their families, but also to provide new perspectives on their work and improve their productivity by enabling them to work more efficiently.

We are particularly focused on encouraging people to use our unique childcare-related leave system for men (providing five or more consecutive days of leave), with the goal of achieving a 100% take-up rate. As a result of continuous efforts such as informing workplaces of the birth of a new child, posting posters throughout the company, and introducing stories on the portal site, not only has the percent of leave taken increased, but also people's awareness that it is normal for men to take paternity leave has been increased in each workplace, which is a significant change.

To create a comfortable work environment for everyone, it is also important for supervisors and colleagues in the workplace to reinforce people's ability to have diverse values and lifestyles. Through this initiative, we aim to develop better work styles and a better workplace culture.

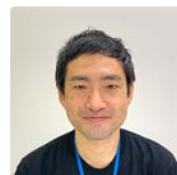
Meeting with a male employee who took childcare leave and his supervisor (1)

The person taking childcare leave

Industrial Materials Company

1. How did you feel about taking childcare leave?

It was the year I spent the most time with my family. It was a precious opportunity to see my child grow every day, and I'm really glad I could take it. I've managed to get through the hecticness of everyday life by improving my domestic skills and creating a system for while on childcare leave.



2. What is important in your everyday domestic and childcare duties?

We adjust the division of household chores every 3 to 6 months depending on our busy periods at work and the growth of our child. We also try to reduce the amount of housework by actively acquiring convenient appliances and to reduce the amount of parenting work by increasing the number of things that children can do.

3. What work arrangements have you made to help you balance work and family life?

I regularly inform my boss about my family situation and how much I can do regarding business trips and overtime.

I plan my schedule assuming that I cannot work overtime.

To prepare for times when it's not possible for me or my spouse to take time off, we have registered with a family support service and a childcare service for sick children.

Supervisor

Industrial Materials Company



1. Were there any preparations or innovations at work leading up to your subordinate taking leave?

As he was planning to take a long period of leave, I prepared to ensure that work would not be disrupted by doing things such as passing responsibilities

to the head office of the client he was in charge of, notifying the sales staff of each group company of the change in personnel and saying goodbye to the client.

In the months leading up to his taking leave, I adjusted their workload by having him take charge of short-term themes that could be completed by the time he took leave.

2. Did the way you and your colleagues work change after his child was born?

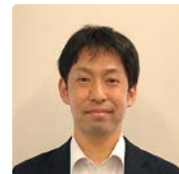
After he took paternity leave, he mainly came home on time to share the housework and parenting duties with his wife, but I think he was able to return to work smoothly thanks to my efforts to improve the accuracy of the work schedule to increase productivity during working hours, as well as the consideration I showed to those around me and the consideration I received from those around me.

In addition, my attitude had a positive impact on the workplace.

Interview with a male employee and his boss who took childcare leave (2)

The person taking childcare leave

Corporate Management Group



1. How did you feel about taking childcare leave?

I felt very happy to be able to care for my child with my wife and experience the joy of having a new member of the family.

However, I also felt that it was tough for my wife to have to look after the child on her own while I was at work.

2. What is important in your everyday domestic and childcare duties?

I try to do more and more of the housework and childcare that I can do.

When I'm at home, I try to play with my children a lot so that my wife can rest.

I always try to tell my wife how grateful I am.

3. What work arrangements have you made to help you balance work and family life?

My lifestyle has changed to "wake up early in the morning and go to bed early at night" to match my children's daily rhythm, so I try to get to work early and leave work as early as possible.

Corporate Management Group



1. Were there any preparations or innovations at work leading up to your subordinate taking leave?

The employee consulted with the office about the leave period etc. in advance, so we were able to consider a system for following up on work in advance, and we were able to handle the work without any problems even during the leave period.

I think one of the reasons we were able to handle it well was that many people in the office were raising children, and there was already an understanding of supporting the balancing of work and childcare, including among those who were not raising children.

2. Did the way you and your colleagues work change after his child was born?

The birth of his child has made him even more enthusiastic about his work. I think he is successfully balancing work and childcare by making good use of things like flexible working hours, for example, to accompany his child to regular check-ups.

We have reviewed the work that was previously only handled by him so that it can be handled as a team by the members of the workplace.

I think we have also established a system that allows the whole workplace to balance work and childcare.



Handbook for Balancing Work and Childcare

Company-Managed Childcare Facility

The Group operates Nepia SODATERASU, a daycare located adjacent to a Group housing facility in Edogawa-ku, Tokyo, with the goals of helping employees maintain a healthy balance between childcare and work, encourage women's active participation in work, and contributing to the elimination of latchkey children as a part of our fulfilling our responsibilities to society as a corporation.

The name SODATERASU encompasses three ideas, sodate (to raise children (carefully and soundly)), terasu (illuminate (the future brightly)), and terrace (safe play on the daycare playground), to symbolize a daycare where children are raised with cheerfulness and peace of mind. In addition to employees, local residents can use the daycare, using the child care support systems implemented by the Cabinet Office.



Entrance



Inside the daycare

Overview Of SODATERASU

Date opened	April 2, 2018
Days open	Weekdays excluding Saturdays, Sundays and public holidays
Location	5-13-51 Minamishinozaki-cho, Edogawaku, Tokyo (area adjacent to a Group condominium and a Group company location)
Hours	7:00 - 20:00
Capacity	30 children
Children's ages	From 57 days to two years old (as of April 1)
Customers	Local parents who need regular childcare services Oji Group employees

Improvement of work-life management (support for balancing work and nursing care)

The Oji Group has introduced various systems that enable employees with nursing care responsibilities to continue to actively participate in their work.

Main Initiatives*

- Nursing care leave (one-year leave, divisible into up to 12 parts)
- Shortened work hours for nursing care (people working at least six hours per day may work shorter hours as necessary for two or more periods of time over three years)
- Hourly use of accumulated annual leave (childcare, nursing care)
- Return-to-work program for employees resigning due to childbirth, childcare, nursing care, etc.
- Priority guidance regarding monitoring services for the elderly

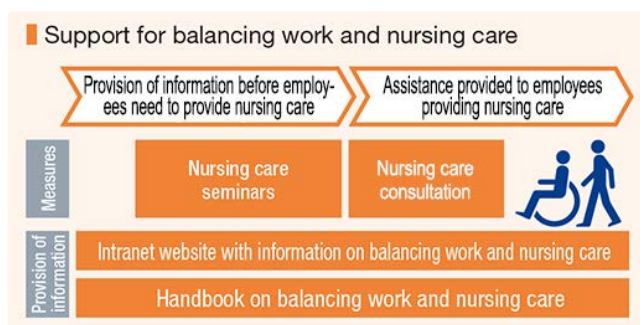
* Oji Holdings, Oji Imaging Media, Oji Green Resources, Oji Paper, Oji Management Office

Provision of information

Oji Group provides information to eliminate employees' doubts and apprehension concerning family nursing care, with the goal of enabling them to provide nursing care and work at the same time.

Main Initiatives

- Web handbook on balancing work and nursing care
- Seminars on balancing work and nursing care



Support for balancing work and nursing care



Nursing care seminar for employees

Health and productivity management

Policy

The Oji Group is working on health management as one of its initiatives for safety, the environment and compliance, which are the top priorities of management and the most important issues they must address.

Oji Group Health Declaration

In accordance with our fundamental principle, "A company's strength originates from human resources," the Oji Group believes that the Group's growth is enabled by the good physical and mental health of every single employee and a working environment that encourages employees to actively display their potential.

We will continue our efforts to ensure the good health of all employees of the Group and create a safe, comfortable working environment, aiming to be a corporate group that achieves sustainable growth and contributes to society.

October 2020

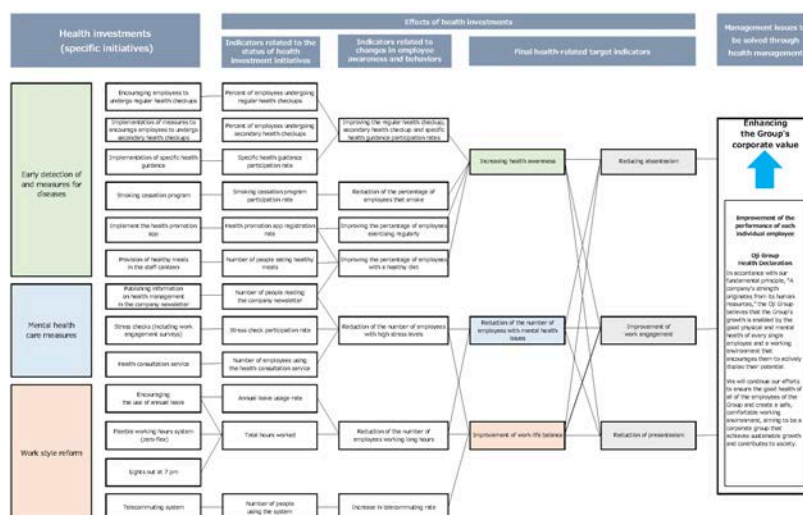
Hiroyuki Isono

Representative Director of the Board

President and CEO

Oji Holdings Corporation

Health Management Strategy Map



Aims to achieve and Problems concerning the Oji Group's health and productivity management

- Risk of employees contracting lifestyle-related diseases
- Risk of employees contracting diseases caused by overwork
- Leaves of absence due to mental health problems

Structure

In October 2020, the Oji Group established the Oji Group Health Declaration and it is managing health under the supervision of its Chief Health Officer (CEO). The company, the Oji Group's health insurance association, labor unions and industrial physicians at each business site are working together to facilitate employee health improvement activities.

Numerical Targets and Results

Percentage of employees who undergo health examinations: 100% (target)

FY2022	FY2023	FY2024
100.0%	98.9%	100.0%

* Results in each fiscal year (Oji HD, Oji MO)

Percentage of employees who undergo stress checks: 100% (target)

FY2022	FY2023	FY2024
96.0%	94.7%	98.5%

* Result in each fiscal year (Oji HD, Oji MO)

Work engagement*

FY2022	FY2023	FY2024
2.6	2.6	2.7

* Measured using responses to two items related to work engagement in the new Brief Survey on Occupational Stress (80-item shortened version): "I feel full of vitality when I'm working" and "I feel proud of my work."
Average score for all employees for these two items (4 = agree, 3 = somewhat agree, 2 = somewhat disagree, 1 = disagree).

Initiatives

Regular Health Examinations

The Group provides regular health examinations (with statutory examination items) at least once each year. In addition, major Group companies collaborate with the health insurance union to provide employees aged 35 and older with screenings for lifestyle-related diseases and various cancer tests (tumor markers, abdominal ultrasound, mammography), as well as VDT syndrome examinations. The results of these examinations are used in detailed follow-ups conducted to detect and treat health problems at an early stage in collaboration with industrial physicians.

Health Consultation Office

The Group established the Oji Group Health Consultation Office, where employees and their family members have access to doctors and counselors who provide advice either by telephone or online, on the various health problems that employees and their family members may encounter, including mental health problems due to interpersonal work relationships, etc.

The Group also established a nationwide system that enables employees to use by-appointment face-to-face counselling services provided by specialized counselors. The Group provides employees who have used this service with a wide variety of support programs in consideration of the specific details of their issues.

Stress Checks

In accordance with the law, The Oji Group ensures that employee stress check tests are conducted once annually. It is recommended that employees with high stress levels receive face-to-face guidance from doctors individually via an external service provider to which we outsource the administrative tasks for the implementation of the stress checks.

Regarding the results of stress checks, the Group holds meetings, including reporting seminars, that include responsible personnel from Group companies and divisions as well as people responsible for the administrative tasks for the implementation of the stress checks. At these meetings, feedback regarding organizational analyses and the encouragement of improvements to work environments is provided.

Vaccination of Expatriate Employees before Dispatch

The Group recommends that employees who are to be dispatched to countries with a high risk of infectious diseases and their accompanying family members receive the vaccinations recommended by the Ministry of Health, Labor and Welfare (hepatitis A and B, tetanus, rabies, Japanese encephalitis, polio, yellow fever, measles/rubella and typhoid) depending on their destination, thereby preventing infection during their work abroad.

Providing Information to Employees

We actively provide information to create an environment in which employees can work with peace of mind by distributing the Handbook for Balancing Work and Medical Treatment and holding seminars to improve knowledge of mental health issues.

Utilization of a Health Promotion App

We have introduced a health promotion app to enable each employee to proactively engage in health improvement activities. We encourage behavioral changes among employees through daily tracking of steps, diet, weight, sleep duration, and other metrics. We are implementing initiatives such as hosting walking events that utilize the app to encourage its use.

External evaluation

MSCI Japan Empowering Women (WIN) Index

In June 2024, Oji was selected to be a constituent of the MSCI Japan Empowering Women (WIN) Index, an ESG index established by MSCI Inc. that has been used by the Government Pension Investment Fund (GPIF) for seven consecutive years.

2024 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

[TERMS AND CONDITIONS](#) 

Eruboshi certification received in line with the Act on Promotion of Women's Participation and Advancement in the Worksite

Since December 2017, Oji Holdings has been granted Eruboshi (grade 3, the top grade) certification by the Minister of Health, Labor and Welfare in recognition of its efforts to facilitate women's participation in the workforce and the advancement of their careers.



Health and Productivity Management Organization Recognition Program

On March 2025 Oji was recognized under the 2025 Certified Health and Productivity Management Organization Recognition Program (Large Enterprise Category) administered jointly by the Ministry of Economy, Trade, and Industry (METI) and the Nippon Kenko Kaigi. (Scope: Oji Holdings and Oji Management Office)



Data

ESG Data



Employee data

*All figures are for fiscal 2024.

*Oji HD: Oji Holdings (non-consolidated)

*5 companies: Oji Holdings, Oji Management Office, Oji Imaging Media, Oji Green Resource, Oji Paper

- All figures are for fiscal 2024.
- Oji HD: Oji Holdings (non-consolidated)
- 5 companies: Oji Holdings, Oji Management Office, Oji Imaging Media, Oji Green Resource, Oji Paper

Number of full-time employees

		Total (Male and Female)		female	
		Oji HD	Total for 5 companies	Oji HD	Total for 5 companies
Number of Full-time employees		423	2,912	108	313
Percentage who are women		25.5%	10.7%		
Number of employees by age group	Under 30	72	374	37	81
	30s	71	529	29	59
	40s	93	681	18	60
	50s	129	1,157	21	100
	Over 60	58	171	3	13

Average number of years employed for full-time employees

	Oji HD	Average of 5 companies
Men	19	23
Women	11	15
Percentage difference in average number of years employed between female and male	-42.1%	-34.8%

(Average number of years employed for female employees — Average number of years employed for male employees)÷Average number of years employed for male employees

Number of new employee hires

	Oji HD	Total for 5 companies
Number of new graduate recruitment	20	71
Women	10	20
Number of mid-career recruitment	37	123
Women	11	24
Total number of people recruited	57	194
Women	21	44
Percentage who are women	36.8%	22.7%

Number of Corporate Officers (in top management positions)

	Oji HD
Number of Corporate Officers	29
Women	5
Percentage who are women	17.2%

Number of management positions and new appointments

	Oji HD	Total for 5 companies
Number of management positions	246	720
Women	32	59
Percentage who are women	13.0%	8.2%
Number of new appointments	11	31
Women	2	4

Number of Management Positions by Role

	Oji HD	Total for 5 companies
Equivalent to General Manager or above	48	134
Women	2	5
Percentage who are women	4.2%	3.7%
Equivalent to Manager or above	172	479
Women	29	52
Percentage who are women	16.9%	10.9%
in revenue-generating functions		90
Women		10
Percentage who are women		11.1%

Number of assistant managers

	Oji HD	Total for 5 companies
Number of assistant managers*	61	788
Women	23	38

*G, S, R1, E-1

■ Employees in STEM-related positions

	Oji HD	Total for 5 companies
Men	309	2,252
Women	81	153
Percentage who are women	26.2%	6.8%





■ Employee ratio by nationality





	Total for 5 companies	management positions
Japan	99.69%	99.31%
China	0.10%	0.14%
Taiwan	0.07%	0.28%
Vietnam	0.03%	0.14%
Canada	0.03%	0.14%
Korea	0.03%	0.00%
Nepal	0.03%	0.00%



■ Number of full-time employees who left the company

		Oji HD	Total for 5 companies
Number of employees who left the company	Men	13	106
	Women	4	11
	Total employee turnover rate	4.0%	4.0%
Number of voluntary resignations	Men	7	73
	Women	4	9
	Voluntary employee turnover rate	2.6%	2.8%

Occupational Safety and Health

Policy  Targets and Promotion Plan  Structure  Distribution of Safety and Health Information and Occupational Accident Reports 

Employee Participation  Risk Management  Occupational Safety and Health Management Systems  Training Programs 

Safety Award  Data 

Policy

Under the policies stating that thorough compliance, safety, and the environment are the foundation of our corporate activities and our basic principle is that safety is the absolute top priority, the Oji Group stipulates occupational safety and health in the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard.

We protect the safety and health of workers in workplaces by ensuring that every single employee understands these rules and standards regarding occupational safety and health, practices them and complies with them. At the same time, we work to create a comfortable workplace environment and establish a better workplace safety climate so that all of the workers within the Oji Group can work safely and with a feeling of security.

Relevant section of the Oji Group Corporate Code of Conduct

2. Developing a Rewarding Work Environment with Consideration for Safety and Health

We will develop a comfortable work environment which enhances the abilities of all employees and gives consideration to workstyles that respect diversity and individuality, and to safety and health.

Relevant sections of the Oji Group Behavior Standard

17. Ensuring Safety and Health in the Workplace

With "safety as the top priority," we will ensure safety and health in the workplace, engage in safe behavior, and ensure the safety and health of all parties involved in our business. We will develop the work environment by paying sufficient attention to mental and physical health management.

22. Compliance with Company Rules

In the execution of duties, we will comply with relevant laws and regulations, the Articles of Incorporation, and other company rules which include various our regulations, employment regulations and other regulations related to human resources, operating procedures, and working manuals.

29. Open Working Environment

We will respect each person's individuality and diversity regarding assignment and workplace issues, and always do our best to achieve and maintain a working environment that makes it possible to openly discuss the issues. All management and employees are encouraged not to withhold issues that cannot be resolved in the workplace, and to consult with supervisors and relevant departments in order to strive toward a resolution.

Oji Group Safety and Health Management Rules

The goals of the Oji Group Safety and Health Management Structures are to prevent occupational accidents and enable Group employees, affiliates and business operators entering the Group's premises temporarily to maintain their good health, clarify responsibilities related to safety and health in within the Oji Group and stipulate fundamental matters in the Group Safety and Health Management Rules.

Basic Matters

- The Group's occupational safety and health promotion plan
- Provision of information and guidance regarding safety and health operations to Group companies, management of operations, and reporting of occupational injuries that have occurred
- The Safety and health management operations of worksites in Japan and overseas

Targets and Promotion Plan

Oji Group's Occupational Safety and Health Promotion Plan

Every year, the Oji Group formulates its occupational safety and health promotion plan using insights gained from reflecting on the safety record in the previous year and distributes it to the Group companies.

Using this plan as a starting point, each Group company formulates its own occupational safety and health promotion plan and specific action plans for each company and business site and promotes activities with the goal of eliminating occupational accidents in cooperation with not only Group employees but also contractors and others that enter facilities temporarily.

Basic policies

The Oji Group will promote activities to achieve its target of zero work-related accidents throughout the Group with safety as its absolute top priority.

Slogan

Always follow the main principles for safety and the safety rules and ensure that others follow them to prevent fatal and serious accidents

Key Targets

Zero fatal or serious work-related accidents

Key Measures

As of the end of October 2023, there have been three occupational fatalities (one accident related to forklifts and heavy machinery in Japan, and overseas, one related to a collapse and one to a fire) within the Oji Group, one fatal traffic accident involving a commuting Oji Group employee and two occupational fatalities that are not included in this total (one pinch point accident and one fall accident overseas). Additionally, including the fatalities, there have been 61 accidents accompanied by lost worktime (58 at the same time in the previous year, 69 total that year) and 27 violations of the main principles for safety and workplace safety rules (the same as in the previous year). In the light of these circumstances, we have again posted the slogan, "Always follow the main principles for safety and the safety rules and ensure that others follow them to prevent fatal and serious accidents." At the same time, we will increase the safety of machinery and equipment with a special focus on measures to prevent collisions with forklifts and heavy machinery, and we will develop initiatives to achieve the goal of zero fatal or serious accidents and reduce the number of accidents accompanied by lost worktime.

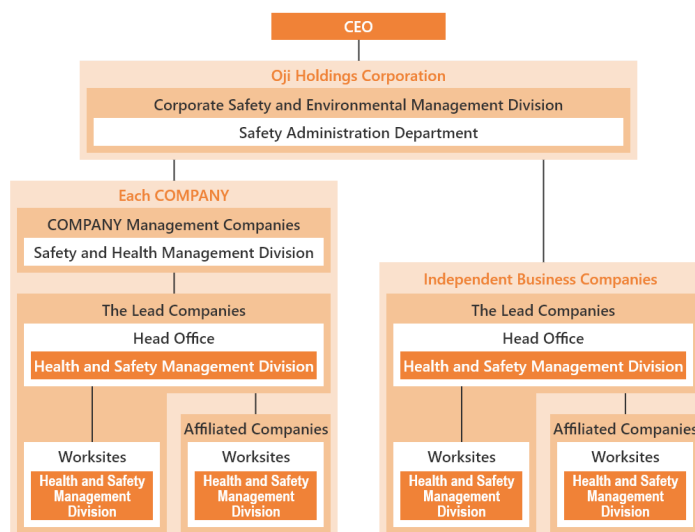
1. Full compliance with the main principles for safety and related rules

Prepare safety operating procedures containing the rules, prohibited matters and non-stationary operations to regularly provide training to employees with while checking their degree of understanding and learning. Use content related to forklift operations (original content made by Oji, etc.) in virtual reality (VR) hazard experience training.

2. Improvement of the safety of machinery and equipment (with a special focus on measures to prevent collisions with forklifts and heavy machinery)
Proactively assess risk in a way that enables all employees to participate. Under the direction of the senior management of all of the companies and business sites, managing supervisors shall swiftly and responsibly formulate specific safety measures, and the safety and technical departments shall work together to control progress and improve safety.
3. Promotion of measures to prevent lower back pain
Do warm-up exercises or stretch before operations.
4. Management of physical and mental health, and improvement and maintenance of the workplace environment
Maintain and improve health, prevent diseases and detect and treat disease at an early stage by proactively recommending requiring that all employees undergo medical checkups and examinations regularly and that employees with problems undergo follow-up examinations and special health checkups. Additionally, have all employees respond to a job stress questionnaire. Prevent health disorders due to overwork and continue to improve working environments.

Structure

At worksites in Japan and other countries, the head of each worksite who is responsible for the worksite and who has authority over it is its safety and health manager, who is in charge of the overall management of safety and health operations and establishing the safety and health management structure. In Japan, the heads of mills and other worksites who are responsible for the overall management of the worksites have been appointed the general safety and health manager regardless of the scale of the business or industry as prescribed in the Industrial Safety and Health Act.



Distribution of Safety and Health Information and Occupational Accident Reports

The Oji Holdings Safety Management Department provides the Group companies with safety and health information, including the Group's occupational safety and health promotion plan, notices and guidelines.

We have built a structure that ensures that a serious injury or fatal accident to management immediately after it occurs and handled appropriately in accordance with the Group Emergency Response Regulations.

In the event of an occupational injury (resulting in one or more lost work days), a Report On Occurrence of Accident Accompanied by Lost Worktime (Form 1: Preliminary Report) is submitted to the Safety Management Department within three days of the accident. The department confirms basic information about how and why the accident occurred and how to prevent it, and then shares the information with domestic and overseas Group companies and issue instructions to prevent similar accidents throughout the Group.

Further, how and why the accident occurred is studied and analyzed, measures for preventing its recurrence are discussed and implemented at that company and horizontally across the Group, and a Report on Occurrence of Occupational Injury with Temporary Incapacity for Work (Form 2: Detailed Report) is submitted to the Safety Management Department within a month of the accident. The Safety Management Department confirms that effective measures are being implemented to prevent a recurrence of the accident, and then provides information about the measures to Group companies in Japan and other countries, instructing them to reference the information to prevent similar accidents within the Group companies and worksites.

Employee Participation

Occupational safety and health committees, worksite safety and health meetings and worksite discussions

At each domestic worksite, occupational safety and health committees are established in accordance with laws. Guided by these committees, safety and health activities are carried out through cooperation between labor and management. Plans are formulated to prevent occupational accidents and the impairment of health, create comfortable working environments, formulating a plan for maintaining and promoting good health. Issues are also discussed to confirm and improve the initiatives implemented for the plans, and other relevant issues are also covered. We also create opportunities at each worksite to listen to the opinions of many employees, including safety and health meetings and gatherings.

At worksites where the establishment of a safety and health committee is not required by law, we also hold safety and health meetings, gatherings, or similar events on a monthly basis to listen to employees' opinions regarding safety and health. In addition, because it is essential that all employees work together with cooperative associations (onsite contractors) in their safety and health activities to create an open workplace environment, Oji Group companies and workplaces in Japan attend and jointly hold safety and health meetings with the cooperative associations and hold safety and health meetings that include non-regular employees and temporary employees. Additionally, to limit the spread of COVID-19, meetings are also being held online.

At overseas companies and workplaces, we are working to establish safety and health committees and safety and health management at each workplace in accordance with the laws and regulations of each country and region. In addition, we have begun holding introduced a safety and health meetings to talk about safety and health, similar events at each worksite to listen to employees' opinions about safety and health.



Worksite Safety and Health Meetings

Central labor-management committee

The central labor-management committee meets twice a year. The committee includes members of management including the Group CEO and people from Group companies' labor unions. Information concerning safety is shared at these meetings, including the safety and health activities implemented in line with the Group's occupational safety and health promotion plan, information about how occupational injuries occurred, initiatives for preventing the occurrence or recurrence of accidents and other information. Oji Group employees discuss the establishment of worksites where they can work safely and with a feeling of security and where their families can feel secure under the basic philosophy, "Safety is our absolute top priority."

Risk Management

Risk Assessment

We have set "promotion of equipment safety" as a priority measure in the Group's occupational safety and health promotion plan, and have decided to actively conduct risk assessments with the participation of all employees and prevent accidents by implementing specific safety measures that the top management and supervisors of the business units and workplaces are responsible for.

We have focused our risk assessment efforts on the following:

1. Safety measures for work near rotating objects
2. Measures to prevent crashes and falls when working at a height or on a roof
3. Measures to prevent contact with transport vehicles, heavy cargo handling equipment and heavy lifting equipment

In addition, we have taken specific effective measures, such as intrinsic safety and engineering measures, to prevent the recurrence of accidents or similar accidents.

Risk assessment CY2024

You can see this table by scrolling horizontally.

COMPANY segment	Industrial Materials COMPANY	Household and Consumer Products COMPANY	Functional Materials COMPANY	Forest Resources and Environment Marketing Business COMPANY	Printing and Communications Media COMPANY	Corporate Management Group	Shared Service Companies	Oji Holdings	Total
Identified methods									
Based on work procedure manual	1,845	736	2,311	180	2,889	83	768	1,048	9,860
Horizontal deployment of accident cases	4,161	355	331	391	317	312	597	191	6,655
Safety patrol rules and audit guidance items	5,714	138	654	214	176	146	1,828	157	9,027
Near miss, incident, etc.	25,400	582	526	434	3,073	351	4,659	227	35,252
Total	37,120	1,811	3,822	1,219	6,455	892	7,852	1,623	60,794

In 2024, we have set "promotion of machinery and equipment safety" as a priority measure in the Group's occupational safety and health promotion plan.

We have decided to use information about the factors in accidents that have occurred to identify risks, to ensure that top management and supervisors at each company and workplace take responsibility for the planning and management of the progress of specific and prompt safety measures, and to ensure the safety and engineering departments work together to prevent occupational accidents before they occur and prevent their recurrence.

Furthermore, we will use information from accidents, near-misses, safety patrols and the results of audits to proactively conduct risk assessments to prevent the recurrence of accidents or similar accidents.

Safety audits and safety patrols

The Oji Holdings Safety Management Department and the safety departments of each COMPANY and lead company conduct safety audits and safety patrols of the companies and worksites they oversee, including overseas companies and worksites, to improve safety and health management. As a new initiative, we started fixed-point observation in enhanced safety patrols. In addition, we are actively improving the safety of machines and equipment.

Designated System for Special Guidance on Enterprise Safety Management

The Oji Holdings Safety Management Department and the safety departments of each COMPANY and lead company established the Designated System for Special Guidance on Enterprise Safety Management. Under this system, companies and worksites where it has been determined that safety management must be improved, such as those where occupational accidents resulting in a serious injury, fatality or lost worktime have occurred repeatedly within a short period of time are designated worksites needing special guidance on enterprise safety management. Inspections are conducted and guidance is provided, not only regarding measures for preventing the recurrence of accidents but also safety management systems, improvement plans, the status of activities and other matters, to improve the safety management at each designated worksite.

The Oji Holdings Safety Management Department and the safety departments of each internal division/lead company share information and work together to prevent accidents.

On-site accident investigation

The Oji Holdings Safety Management Department and the safety departments of each COMPANY and lead company immediately visit worksites where an accident has occurred to confirm how and why the accident occurred, identify countermeasures thoroughly confirm and discuss measures for preventing the recurrence of accidents and daily safety management activities with worksite executives and worksite managers, thereby providing guidance aimed at improving the safety management activities of the worksite as a whole and creating a better work safety climate.

Safety patrols by management

Following frequent occupational accidents in cargo handling operations, we have been continuously holding safety patrols, with the Group Technology Division and Safety Management Department of Oji Holdings accompanying Chairman Kaku on patrols. In addition to corrugated container plants, paper mills, and other mills in Japan, we are also continuing patrols of mills overseas, such as Malaysia and Vietnam, that focus on the “implementation status of measures to prevent contact between heavy machinery and people,” “ensuring visibility in facility corridors, and around intersections in particular (eliminating blind spots caused by products and materials),” and other factors.



Safety patrol by Chairman Kaku

Occupational Safety and Health Management Systems

In Japan, large Group companies including Oji Paper, Oji Materia, Oji F-Tex, and Oji Nepia and small and medium-sized Group companies have established and operate labor safety and health management systems in accordance with the Ministry of Health, Labour and Welfare's Guidelines on Occupational Safety and Health Management Systems (the OSHMS Guidelines).

Other domestic Group companies also carry out safety and health activities leveraging their the occupational safety and health management systems, including announcing their the safety and health policies, ensuring activities reflect the opinions of workers, establishing and implementing the safety and health policies, safety and health targets, and safety and health plan, and daily inspections and improvements.

Overseas Group companies have also established and operate occupational safety and health management systems that are recommended by the organizations overseeing occupational safety and health in each country or region or engage in similar safety and health activities.

Moving forward, we will discuss activities in compliance with the ISO 45001 standard (on occupational health and safety management systems) and the efforts to obtain certification.

Training Programs

The Safety Management Department details job-class-specific and job-specific safety and health training programs that are implemented by the Group companies which use these programs to establish job-class-specific safety and health training programs that are appropriate for the conditions of the individual company. Through these programs, Group companies provide safety and health training (including training provided by external organizations) that is appropriate for each job class and job, in addition to the training prescribed in Industrial Safety and Health Act.

Job-class-specific training	Heads of business establishments (heads and deputy heads), managers (managers of departments, offices, and sections, as well as newly-appointed managers), supervisors (leaders of specific operations and works, leaders of small groups and teams, and similar leaders, as well as newly appointed ones), general employees (senior employees, mid-career employees, young employees, fresh graduates, other new employees, and dispatched employees)
Job-specific training	Managers and supervisors, persons who handle hazardous materials, safety and health staff, and personnel assigned to different jobs, personnel whose work contents have been changed, affiliate companies, and business operators who enter the Group's premises on a temporary basis

Safety and health education and training

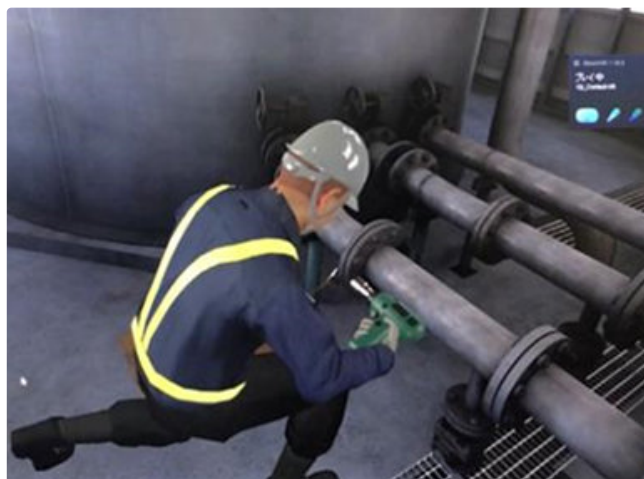
Oji Group companies not only conduct education and training for Group employees in line with the employee's rank and responsibilities and the Group Safety and Health Education and Training System (draft), but also provide various types of education and guidance to the employees of partner companies stationed on the their premises and construction workers temporarily on their premises.

In addition to these education and training programs, each company and workplace of the Oji Group reads daily safety work procedure manuals, safety rules and detailed regulations, and compliance and prohibition rules, and conducts on-the-job training to ensure that all employees are familiar with safety rules. Recently, we have installed hazard simulation equipment and have had employees participate in courses provided by external institutions. In addition, we have developed Group-wide hazard simulation training using VR technology, which enables employees to safely and effectively experience simulated collisions, crashes, falls, electric shocks, contact with harmful objects, flying and falling objects and collapses which are difficult to simulate. This is designed to improve employees' sensitivity to danger and safety awareness through firsthand experience with hazards.

[Please click here for more information about the Oji Group safety and health education record \(in Japan\).](#) ➡

Hands-on risk training using hazard simulation VR devices

Since 2020, we have gradually begun conducting hands-on risk training sessions using VR at workplaces in Japan and overseas. Many participants have talked about the highly immersive VR videos. One said, "In the disaster experience video, I reflexively flinched and tried to run. The video enabled me to experience accidents in a way that is not otherwise possible. I realized how scary accidents are and my understanding of the importance of following rules has been renewed." Having produced original, experience-based content, including content reflecting case studies of accidents that have occurred within the Oji Group, we exercised ingenuity using the 15 VR scenarios so that participants can learn not only in environments that are close to their day-to-day operations but also from fresh perspectives.



Original content ("Contact with hazardous", "Falling from stepladders")



Hands-on risk training using VR

Safety Activities at Oji Group Companies

Forklift competition

Oji Group companies in China have been holding Forklift Safety Workshops and Skills Competitions since 2014. The events provide knowledge regarding forklifts and improve operating skills with the goal of achieving zero forklift accidents. During the forklift safety workshops, participants analyze the causes of forklift accidents, watch safety videos and actively participate in question-and-answer sessions, enhancing their awareness of safety.



Forklift Safety Workshop



Forklift Skills Competition



Participants aim to eliminate forklift accidents

Hazard prediction training (KYT)

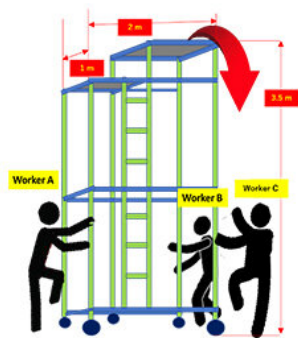
We are engaged in hazard prediction training (KYT) using KY sheets and case studies of accidents that have occurred within the Oji Group to increase every employee's sensitivity to danger, detect hidden risk factors in various conditions and situations and study various measures for improving people's sensitivity to danger and preventing accidents.

(Group companies in Southeast Asia under the control of Oji Asia Packaging of the Industrial Materials COMPANY: since 2020.

Group companies in China under the joint control of the individual COMPANIES and Oji Paper Management (Shanghai) Co.: since 2021.)

Participants commented on the training, saying, "There are seeds of danger lurking in things that we normally do without thinking," "There are seeds of danger that I am not aware of," and "I want to make use of this information in my work in the future."

Situation: To clean the upper part of the platform, three workers are laying the platform on its side. The platform weighs more than 200 kg and is stained with oil.



What hazards exist, where are the hazards and whose actions are hazardous?

KY sheets (English)

(Situation) 为了将废纸推进接近装满的废纸回收车，操作员A在压板移动的状态下用左脚将其推入。紧急停止开关设置在红色图示的三处地方。



什么人因为在做什么事，会存在着什么样的危险？

KY sheets (Chinese)

Hazard prediction training (KYT)



Safety Award

The Group CEO Safety Award is granted to all of the Oji Group domestic and overseas worksites that meet certain criteria determined according to the scale of the business (number of employees), including total work time without an occupational accident resulting in temporary incapacity for work and the number of consecutive years with no occupational accidents. The award is granted to worksites with an outstanding record of no accidents while working together with the employees of those worksites and the affiliates of Group companies with the goal of improving the safety and health of the Oji Group and eliminating occupational accidents.

The 2024 award ceremony marked the 12th time the awards ceremony was held, and the Safety Excellence Award was presented to one business site that met the criteria for the Group CEO Safety Award and was recommended by the COMPANY or lead company.

We have also introduced the COMPANY President Safety Award and the President Safety Award withing each Group company, and the Worksite Head Award as safety award programs commending companies, worksites and divisions within each COMPANY and Group company with excellent safety.



Awarding a certificate of commendation from President Isono

Data

The Oji Group aims to eliminate occupational injuries by implementing initiatives to achieve zero fatal and serious work-related accidents guided by the basic philosophy, "Safety is our absolute top priority."

Number of accidents accompanied by lost worktime

The numbers of occupational accidents* that occurred throughout the entire Group (including accidents at non-consolidated affiliates) are as follows:

CY2024

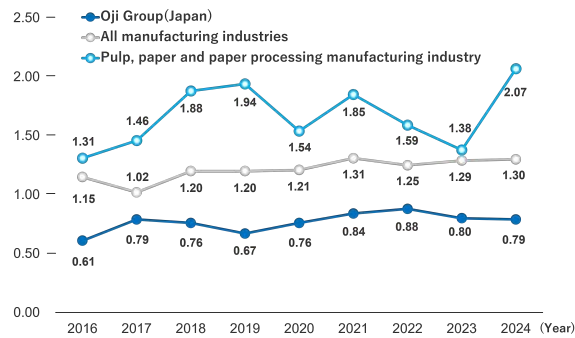
In 2024, there was one fatal accident in overseas. There were 60 lost time accidents (42 in Japan and 18 overseas).

- * Occupational accidents:
- For employees and cooperative companies: Fatal accidents and accidents resulting in at least one day of lost worktime
 - For contractors entering facilities temporarily: Fatal accidents

The number of accidents accompanied by lost worktime above excludes accidents at overseas Group companies that are determined to be at the level of accidents accompanied by injuries without lost worktime in Japan (2024: 30 accidents) to facilitate comparisons between safety in Japan and overseas.

Lost time injury frequency rate

The lost time injury frequency rate for Oji Group domestic workplaces has been trending upward since 2019, but it began to decrease in 2023, reaching 0.79 in 2024. This is low compared to the figures for Japan's manufacturing industry as a whole and for the pulp, paper and processed paper manufacturing industry (according to data from the Ministry of Health, Labour, and Welfare's Survey of Occupational Accident Trends).



Lost time injury frequency rate (Safety performance)

ESG Data:11.Lost time injury frequency rate and severity rate for safety →

ESG Data:12. Lost time incidents and fatalities →

CSR Activities

Policy

At the Oji Group, we have made "Harmony with Nature and Society" a constituent of our Management Philosophy. This is clearly stated in "4. Addressing Environmental Issues" and "7. Communication with Society and Participation in Social Contribution Activities" of the Oji Group Corporate Code of Conduct. We have identified material issues based on our evaluation in terms of level of materiality for society and that for business.

We are dedicated to social contribution activities by positioning as priority fields harmony with nature and harmonious coexistence with local communities, which are related to business survival and business strategies.

Priority fields

	Relationship with business strategy	Key relevant material issues
Harmony with nature	At the Oji Group, we own and manage vast Oji Forests in Japan and other countries, having a mutually dependent relationship with the natural environment. In addition, at our pulp and paper mills and other production sites, we are dependent on the natural environment, including water resources. We are therefore active in promoting environmental activities in areas around our business locations in Japan and abroad. Further, society's understanding and cooperation are essential for circular use of forest resources and sustainable business activities. We therefore contribute to the environmental education of the next generation. At the same time, we are promoting understanding and improving the visibility of the features and unique characteristics of our businesses, including the natural capital and recycling system that we possess.	Sustainable forest management and biodiversity conservation Circular use of resources
Harmonious coexistence with local communities	For the Oji Group, relationship with local communities forms the foundation of our business survival and development. We therefore contribute to local communities in Japan and other countries in a way that is appropriate for the condition of each. Above all, in our overseas business activities through Oji Forests, we contribute to improving the living standard of local people at the same time as supporting social infrastructure.	Sustainable forest management and biodiversity conservation Respect for Human Rights Reduction of Environmental Burden

Initiatives

We carry out social contribution activities in three fields including the above two priority fields.

Details of the initiatives are available on the following webpages.

Harmony with nature



Harmonious coexistence with local communities



Supporting the Arts, Culture and Sports



Data

In FY2024, we contributed 416 million yen to 1,166 programs both in Japan and overseas.


Social contribution activities in FY2024

	Number of programs	Donations (million yen)	Activity overview
Japan	662	88	Disaster relief, support for civic orchestra, regional revitalization, etc.
Overseas	504	328	Support for environmental conservation and endangered species protection activities, regional revitalization initiatives (including healthcare and cultural promotion), etc.
Total	1166	416	





Harmony with nature

At the Oji Group, we implement a variety of biodiversity conservation programs.

For more information about these programs, please see the following webpage.

[Biodiversity Conservation](#) 

Harmonious coexistence with local communities

Community contribution  Education  Healthcare  Recycling of disposable chopsticks 

Community contribution

Initiatives in Japan

At each mill of the Oji Group in Japan, we engage in various activities to harmoniously coexist with the local communities.

Oji Paper Tomakomai Mill

Tree-planting ceremony

Oji Paper Tomakomai Mill holds tree-planting ceremonies at a company-owned forest in Tomakomai. We started holding this ceremony more than 70 years ago. In FY2024, we held the 73rd tree-planting ceremony on May 22. Healthy forests contribute to marine ecosystems by supplying nitrogen, phosphorus and other nutrient salts to the ocean via rivers, and these marine ecosystems support fishery resources. Rooted in this idea that forests are responsible for the growth of fish, the Tomakomai Federation of Fisheries Cooperative Associations began to participate in the ceremony in 1995 as part of its Osakana Fuyasu Shokuju Undo (tree-planting activities for increasing fish). Thus, this tree-planting ceremony contributes to ensuring rich fisheries resources in the Tomakomai City area, which are represented by the surf clam, while at the same time helping increase wood resources.



Tree-planting ceremony

■ Oji Matsuri

In 2023, we began holding the Oji Matsuri festival in the open area in front of the mill. It is held in August. This festival attracts a large number of people including employees working at the mill, their families, people from Group companies and local residents.



Oji Matsuri

■ Lighting display event

At the same time as the 2024, 2025 Chitose-Lake Shikotsu Ice Festival, we opened the Chitose No. 1 Hydroelectric Power Plant to the public for a special night event called the Environmentally Friendly Light Display at the Chitose No. 1 Hydroelectric Power Plant. The hydraulic power plant supplied electricity to illuminate not only the plant itself but the entire Ice Festival.



The illuminated water conduits and plant

Oji Paper Kasugai Mill

■ River-cleanup activities in spring and autumn

At the Oji Paper Kasugai Mill, we clean up rivers near the mill in the spring and autumn in cooperation with local neighborhood associations, citizen's groups and the government. We are committed to making it a partnership activity involving local resident, the government and the company.



Cleaning activity

Oji Paper Yonago Mill

Beach cleanup

At the Oji Paper Yonago Mill, we clean up a beach near the mill two times a year and collect and segregate debris that washes up on the beach.

Participation in the Yonago Gaina Mando Parade

Established in 1986, Yonago Gaina Mando was modeled after the Akita Kanto lantern parade, as part of initiatives to establish new local performing arts for the Yonago Gaina Festival, which is hosted by the Yonago city government. Since then, the parade has been an established feature of summer. People from approx. 40 groups including local enterprises and children's associations carry mando, adding color to the summer sky.

Mando are assembled from bamboo poles carrying 46 lanterns, which are lit up with candles. They are eight meters long and weigh approx. 40 kilograms. Up to five bamboo poles called tsugitake are attached to the mando, making them 13 meters high. Performers carry the mando on their palms, chins, foreheads, shoulders and lower back, competing in terms of pole stability. Further, skilled performers descend to their knees or open fans or umbrellas while carrying the mando. The mando held up high to the sky and the lithe and powerful tricks of the dancers brightly illuminate the night sky, exciting the crowd, who are exploded with excitement.

Oji Paper's mando team began to participate in the festival in 1986, the year the Yonago Gaina Mando was established. Employees that are members of the team increase their unity by participating in local activities through their mando activities. They make concerted efforts to perform well in front of audiences.



Gaina Mando Parade



Oji Paper Nichinan Mill

■ Holding the Oji Matsuri and Participating in the Obi Castle Town Festival

At Oji Paper's Nichinan Mill, we hold the Oji Matsuri festival on the millgrounds for employees, including those from group companies, and their families. In addition, we participate in the local traditional event, the "Obi Castle Town Festival," to deepen interaction with community members and contribute to the preservation of tradition.



Oji Matsuri



Obi Castle Town Festival

■ Participation in the mass cleanup of Aburatsu Port

Every year, we participate in the mass cleanup of Aburatsu Port, which is hosted by the Nichinan city government, as part of our groundwork activities.



Group photo of cleanup activity participants

Oji Materia Kure Mill

■ Marine Day cleanup activity with the fisheries cooperative

Located on the coast of the Seto Inland Sea, Oji Materia's Kure Mill operates every day benefitting from the sea in many ways, including in its raw materials reception and product shipment. To express our gratitude for the sea, we participate in an activity to clean up the sea jointly with the local fisheries cooperative, which organizes the event on Marine Day every July. We collect, segregate, and cut driftwood and garbage to clean up the port.



Cleaning activity

Initiatives at Overseas Group Companies


A mutual understanding between the forest plantation business and the local community and the sharing of environmental, social and economic benefits are indispensable in our sustainable forest management. The following are examples of our initiatives for these purposes.

Initiatives at CENIBRA in Brazil

Working closely with local governments, CENIBRA supports and implements projects to create sustainable jobs and improve people's income in its operational areas.

These projects enhance the ability of local communities to adapt and function sustainably in response to unpredictable changes in the natural environment, social changes and behavioral shifts toward greater emphasis on nature conservation, and policy changes.

[Work & Revenue Archives - CENIBRA](#) 

[For the FY2024 performance results, click here.](#) 

Beekeeping Partnerships

In collaboration with beekeeping associations, CENIBRA promotes the establishment of beehouses in permanent preservation areas and near plantation sites. This initiative balances environmental conservation with job creation, providing beekeepers and their families with sustainable income.



A local resident operating a beehouse

Agricultural Partnerships

CENIBRA partners with municipalities and agricultural unions to support small-scale farmers by providing technical guidance and free access to arable land. Currently, around 390 families in six municipalities cultivate vegetables and corn on approximately 290 hectares of land. Part of the harvest is donated to welfare organizations, while the initiative also fosters rural employment and stabilizes local populations.



Farmers harvesting corn with CENIBRA employees.

Preserving Traditional Craftsmanship

CENIBRA supports artisans who use Indaiá palm leaves, a plant native to eucalyptus plantations, to create traditional crafts. Partnering with cultural associations and universities, the company assists in sustainable resource management and product diversification. These crafts can now be purchased globally online, helping artisans increase their income while preserving and elevating their cultural heritage.



Traditional artisans from the Indaiá Cultural Association

Education

Initiatives in Japan

Oji Forest Nature School

The Oji Group manages 635,000 hectares of forests, consisting of 188,000 hectares in Japan and 447,000 hectares across overseas countries.

Since 2004, the Group has been holding the Oji Forest Nature School, a nature experience environmental education program for school children in the fourth, fifth and sixth grades, as one of its initiatives leveraging the Oji Forests.

In 2024, the event was held for the 19th time online from Monday, August 5 to Wednesday, August 7, to enable children from a wider area to participate. We prepared two programs related to forest and paper, and 214 children from across Japan participated in these programs over the three days.

In the first program, Forest Recycling, the children learned about the forest cycle created by forest plantation and multiple functions of forests while reliving their memories of forests and experiencing their connection to trees during a workshop. This was the first part of the program. In the second part, they made key chains using lumber from forest thinning. In the first part of the second program, Paper Recycling, the children learned about the process of recycling recovered paper and the importance of waste segregation using quizzes. In the second part, they made postcards using special papermaking kits.

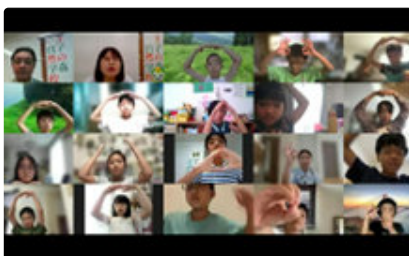
This year, we valued enabling children to understand the scale of Oji Forests and our papermaking activities. We did this by using true-to-life photographs of our paper mills and company-owned forests. We also emphasized communicating with the children. After the programs, we conducted a questionnaire survey of their guardians. The comments of the guardians included the following:

It encouraged their interest in forests, paper and nature and think about how they are connected to their own lives.

They enjoyed participating in the event through the experience of stating their opinions in front of others and making something with their own hands.

I learned about the educational and environmental initiatives of Oji Holdings, which changed my impression of the company.

The Oji Forest Nature School is an important opportunity to share our position and thinking on environmental preservation with children, who will be major players in the future.



Lecturers (employees of Oji Holdings) and children who participated in the event



A key ring made using lumber from forest thinning



Papermaking kit

For more information, please see the following website.

[Japan Environmental Education Forum website\(only in Japanese\)](#). 

Class on paper recycling taught at a school

At the Oji Group, we use recovered paper for many paper products, with the utilization ratio of 68.3%.

Foreign matter that is not paper and paper that has been converted in a way that is not appropriate for recycling are specified prohibited materials because they cause quality problems when recycling recovered paper. It is therefore important to prevent these materials from being mixed into the recovered paper to improve its quality. The Oji Group collaborates with wastepaper wholesalers and the Paper Recycling Promotion Center to increase schools, local governments and companies' awareness of the importance of preventing the mixing of prohibited materials and recovered paper.

The Paper Recycling Promotion Center visits schools to teach classes. We lectured during one of the classes on November 20, 2024. In the class, 93 fourth-grade children learned about paper recycling by experiencing papermaking.



Class on paper recycling at a school

Poo Class

Oji Nepia collaborates with Japan Toilet Labo in the teaching of the Poo Class at elementary schools to enable children to have fun learning about defecation. It was launched with Japan Toilet Labo in 2007 as a unique Oji Nepia initiative. As a company providing toilet rolls, Oji Nepia wanted to enable children to learn about defecation, an important action that is essential for life. In this class, the Poo Prince visits elementary schools and tells the children about the importance of toilets using an original textbook. The class is themed on poop and health, toilet hygiene and etiquette, and how toilet rolls are made.



Poo Class

[Poo Class](#) | [Sustainability](#) | [Forest nepia Oji Nepia\(only in Japanese\)](#) 

Participation in environmental fairs

Oji Materia's Edogawa Mill co-sponsors and exhibits at the Edogawa-ku Kankyo Fair, an environmental fair held in Edogawa Ward, Tokyo, to provide today's children with opportunities to think about the environment. In 2024, this event was held on June 15, and the Oji Materia booth attracted about 280 visitors. Additionally, Oji Saito Paper Recycle Co., Ltd. exhibited at the Eco Life Fair in Nanma, which was held in Kanuma City, Tochigi on November 2, 2024. The purpose of this event was to raise awareness of environmental problems and the mottai nai concept to preserve the safe environment which provides abundant gifts and value people and things. Another goal of the event was to encourage participants to engage in practical activities. We provided visitors with various information about paper-related topics, including environmental conservation through recycling.



Edogawa-ku Kankyo Fair

[Eco Life Fair | Official Kanuma City website\(only in Japanese\)](#) 

Initiatives at Overseas Group Companies

Initiatives at KTH in Indonesia

Since 2008, KTH has been operating an elementary school and kindergarten in its forest business areas. To support students commuting to these schools from other villages and attending middle and high schools in neighboring towns, we also provide a school bus service.

In 2023, we renovated and expanded the aging elementary school building. To celebrate its completion, we held an unveiling ceremony inviting the local village chief, parents, and representatives from the board of education.

Additionally, from 2023 to 2024, we upgraded the school buses, ensuring a more comfortable and reliable commute for the children.



Renovated elementary school building



School bus and elementary school students

Initiatives at CENIBRA in Brazil

■ Youth Development

CENIBRA actively supports educational programs for children and young people in its forest project regions. One notable initiative teaches participants how to craft and play musical instruments. The instruments are made using eucalyptus wood donated by CENIBRA. This is an example of using renewable forest resources to benefit society.

[Luthier Project - CEN](#) 



Children playing instruments they crafted themselves

UNIECO: an integrated corporate and community support unit

CENIBRA operates UNIECO, an integrated corporate and community support unit addressing cultural and social challenges in the region. UNIECO provides free programs to promote civic awareness, environmental education, reading and learning opportunities using digital technologies. These initiatives enhance community development and strengthen bonds within the region.

[Unieco - CENIBRA](#) 



Youth studying at a UNIECO facility.

Vocational Training for Residents

CENIBRA supports residents' skill development and vocational training complemented by donations of essential equipment for these activities.



Residents receiving training in a sewing workshop

Healthcare

Initiatives in Japan


Oji General Hospital (Tomakomai City, Hokkaido)

With 440 beds (including eight ICU beds) and 28 departments, Oji General Hospital provides highly functional, high-quality medical services as the base hospital in the East Iburi-Hidaka medical district. It is a designated disaster key hospital, regional cancer treatment hospital, and regional perinatal medical center. It also teaches and develops trainee doctors as a hospital designated for clinical training.

Oji General Hospital also has Care Life Oji, which is a health care facility for the elderly requiring long-term care, as well as Oji In-Home Long-Term Care Support Center and a community general support center that it operates on commission from the city government of Tomakomai. It is thus dedicated to providing safe, reliable medical services.



Oji General Hospital

[Oji General Hospital\(only in Japanese\)](#) 

Initiatives at Overseas Group Companies

Initiatives at CENIBRA in Brazil

Promoting Health Education

Since 2001, CENIBRA has been conducting health promotion activities, including lectures on wellness, social care and preventive healthcare. These efforts aim to increase residents' health awareness.

[Action and Citizenship - CENIBRA](#) 



Blood pressure checks for community members.

Initiatives at Pan Pac in New Zealand

Partnering with the Rescue Helicopter Trust

The Hawke’s Bay Rescue Helicopter Trust is a registered charity that provides essential rescue helicopter services in the Hawke’s Bay region. Their services include on-site emergency medical support at accident scenes and the inter-hospital transfer of critically ill or injured patients.

The Trust played a vital role in life-saving efforts during the devastating Cyclone Gabrielle in 2023, which caused significant damage in the region.

Operating 24/7, the rescue helicopter service is available free of charge to everyone in the local community. Funding for the Trust comes from local corporate sponsors, donations, and government subsidies. Pan Pac has proudly supported the Trust’s mission as a sponsor since 2001, helping to ensure this critical service continues to be provided.



Rescue helicopter service

[Hawke’s Bay Rescue Helicopter Trust](#)

Initiatives at QPFL in Vietnam

Medical Support for Remote Villages

Since 2012, QPFL in Vietnam has dispatched medical teams to remote villages without access to healthcare, providing medical consultations and distributing necessary medications. (Due to the spread of COVID-19, dispatches were suspended from 2020 to 2024, and resumed in 2025.) Through this initiative, approximately 7,300 residents have received medical care between the start of the program and 2025. Services included general check-ups, blood pressure monitoring, dental check-ups, ultrasounds, and prenatal care, primarily benefiting children, pregnant women, and the elderly. Donated clothing was also distributed during the visits, which was warmly welcomed by the villagers.

In response to requests from the villages, QPFL donated a total of 61 medical devices—including blood pressure monitors and thermometers—to the village health center in 2020. Further support was provided in 2024 through the construction of a storage facility for medical equipment and pharmaceuticals at the health center.



Dental exam by the medical team



The storage facility built with QPFL’s support

Recycling of disposable chopsticks

Basic approach

The Oji Group collects and recycles used disposable chopsticks with the spirit of valuing environmental protection and resources—that is, improving the environment of daily life through cooperation between residents, businesses, governments and schools.

Note: We resumed the collection of used disposable chopsticks in July 2024.

Why recycling disposable chopsticks is meaningful

Used disposable chopsticks are recycled into a raw material used for paper.

Products that are not for recycling

Make sure that the following are not mixed in with the disposable chopsticks that you collect.

- 1.Bamboo chopsticks
- 2.Lacquered chopsticks
- 3.Spoon
- 4.Fork
- 5.Food debris
- 6.Paper and film
- 7.Strings
- 8.Wooden plates for kamaboko boiled fish paste
- 9.Charred chopsticks
- 10.Other waste

Request when sending us disposable chopsticks

- Bamboo chopsticks, which are supplied mainly by convenience stores, are frequently included in the used disposable chopsticks we receive. **We do not recycle bamboo chopsticks.** Please be careful not to include bamboo chopsticks in the used disposable chopsticks that you send us.
- Put the chopsticks side by side directly into corrugated containers (without putting them into plastic bags), minimizing the space between the chopsticks.
- You do not need to wash them unless they are very dirty, but please dry them as much as possible to minimize mold growth.
- It is requested that the people aligned with this initiative bear the cost of shipping
- Before sending, please be sure to contact the address below.

Where to send chopsticks

Oji Paper Co., Ltd. Oji Paper	Tomakomai Mill	2-1-1 Oji-cho, Tomakomai-shi, Hokkaido, 053-8711 Tel: 0144-32-0111
	Kasugai Mill	1, Oji-cho, Kasugai-shi, Aichi, 486-0834 Tel: 0568-81-1111
	Nichinan Mill	1850 Oaza Todaka, Nichinan-shi, Miyazaki, 887-0031 Tel: 0987-23-2181

How we handle used disposable chopsticks

- At each one of our mills, where we produce various paper products, we use used disposable chopsticks to make products that are familiar to you, including copying paper, woodfree paper, printing paper, posters, and tissue paper.
- Used disposable chopsticks are used as a material for making paper at the mill you send them to. They are not the only material used to make paper, but if used disposable chopsticks were the only material used, it would be possible to manufacture the following quantities of paper products.

10 kg (approx. 2,500 pairs of chopsticks) --> 15 boxes of tissue paper

3 pairs of chopsticks (6 chopsticks) --> One postcard or one sheet of A4-sized copy paper

* Please note that we do not offer our products in exchange for the used disposable chopsticks you send us.

We donate 1,000 yen per ton of used disposable chopsticks to the Japan Council on the UN Decade of Education for Sustainable Development (ESD-J).

Contact for inquiries

Corporate Sustainability Department, Oji Management Office Inc

4-7-5, Ginza, Chuo-ku, Tokyo, 104-0061 Japan

Tel: +81-3-3563-7020

Fax: +81-3-3563-1139

Supporting the Arts, Culture and Sports

Fujihara Foundation of Science


The Fujihara Foundation of Science was founded in 1959 by Ginjiro Fujihara.

After retiring as president of Oji Paper in 1938, Ginjiro Fujihara, who was the father of the restoration of the company, dedicated himself to education projects, establishing the Fujihara Institute of Technology (now known as Keio University's Faculty of Science and Technology) and donating to Kyoritsu Women's University. He also founded the Fujihara Foundation of Science when he was 90 years old.

The Fujihara Foundation of Science's Fujihara Award honors scientists who have made outstanding contributions to the development of science and technology in Japan.

The 66th Fujihara Award presentation ceremony was held in 2025. This ceremony is held annually in June, the month of Ginjiro's birth.

We have been supporting the Fujihara Foundation of Science financially, and we hope this Foundation can continue to contribute to the development of science and technology in Japan.

[Official Fujihara Foundation of Science website](#) 



Ginjiro Fujihara



The 66th Fujihara Award presentation ceremony (FY2025)

Oji Hall

A space for creative activities, where we pass music culture and talent down to the next generation together with the audience

The 315-seat music hall is widely acclaimed domestically and internationally for the wide range of concerts it hosts, as well as its rental hall business. Through collaborations with first-class artists from abroad, including the joint MARO world project by violinist Fuminori “Maro” Shinozaki and Oji Hall, we have been cultivating a new generation of musicians. A series of projects featuring these musicians have been developed, preserving the culture and talent for future generations.




MARO World Vol. 50 by Mr. Shinozaki (Maro)

Oji Hall

4-7-5, Ginza, Chuo-ku, Tokyo, 104-0061 Japan

Tel: +81-3-3564-0200 / Fax: +81-3-3563-6474

[Official Oji Hall website](#) 

Oji Hall Ticket Center

Tel: +81-3-3567-9990

Business hours: Monday to Friday: 10:00 a.m. to 6:00 p.m.

Holidays: Saturdays, Sundays and public holidays

Sports

The Oji Baseball Team (Kasugai City, Aichi) was established in 1957 at the Oji Paper Kasugai Mill. The team intends to win the Intercity Baseball Tournament and the Japanese National Championships while also being committed to contributing to the local community.

In addition, Oji Holdings sponsors the Red Eagles Hokkaido ice hockey club team (Tomakomai City, Hokkaido). Through the Red Eagles Hokkaido, we are working to foster the ice hockey culture and contribute to the local community.



The Oji Baseball Team

[Oji Baseball Team website \(Only in Japanese\)](#) 



Red Eagles Hokkaido

[Red Eagles Hokkaido website \(Only in Japanese\)](#) 