








Stakeholder Engagement

Through dialogue and collaboration, the Oji Group works to build relationships of trust with all its stakeholders, including shareholders, investors, customers, suppliers, employees, mass media, local communities, industry associations and non-governmental organizations, to increase corporate value.

- Stakeholder engagement activities  Communication with shareholders and investors  Communication with customers 
- Communication with suppliers  Communication with employees  Engagement with the Keidanren Nature Conservation Council 
- Stakeholder Engagement Initiatives for Biodiversity Conservation 

Stakeholder engagement activities

* This table can be viewed by scrolling horizontally.

Stakeholders	Roles of the Oji Group	Main means and frequency of communication	Main organizations for dialogues
Shareholders and investors	<ul style="list-style-type: none"> Timely and appropriate information disclosure Maximization of corporate value 	<ul style="list-style-type: none"> General shareholders' meetings (annually) Financial results briefing sessions (twice a year) Financial results small meeting (twice a year) Medium-term Management Plan Briefing Session (once every three years) R&D update sessions for investors (annually) Closed sessions with analysts / investors (as appropriate) Individual investor briefings (once or twice a year) Overseas investors roadshow (twice a year) Domestic and overseas mill tours (once or twice a year) Corporate Governance Report (issued twice a year) Integrated Report (issued annually) Information disclosure on the IR information page on the corporate website (as appropriate) Response to inquiries from the corporate website (as appropriate) 	<ul style="list-style-type: none"> Oji Holdings General Affairs Dept. Oji Management Office Corporate Planning Dept. Oji Holdings Public Relations and Investor Relations Dept. For inquiries from Oji Holdings' corporate website, click here.

Stakeholders	Roles of the Oji Group	Main means and frequency of communication	Main organizations for dialogues
Customers	<ul style="list-style-type: none"> Offering of safe and reassuring products and services Building of long-term relationships of trust 	<ul style="list-style-type: none"> Response to inquiries from the corporate website (as appropriate) Response to inquiries to customer service offices of group companies (as appropriate) Response to inquiries on product safety (as appropriate through distribution channels) Response to inquiries on wood materials (as appropriate) Sales activities Individual companies' websites and social media Exhibitions and others 	<ul style="list-style-type: none"> Oji Holdings Public Relations and Investor Relations Dept. Oji Group companies For inquiries from Oji Holdings' corporate website, click here.
Suppliers	Implementation of CSR procurement with environmental and social considerations	<ul style="list-style-type: none"> Material procurement activities Supplier Sustainability Surveys Response to inquiries from the corporate website (as appropriate) 	<ul style="list-style-type: none"> Oji Group companies Oji Management Office Corporate Sustainability Dept.
Employees	<ul style="list-style-type: none"> Respect for human rights Promotion of diversity including work styles Development and deployment of personnel Health and safety activities Advancement of mutual understanding between labor and management 	<ul style="list-style-type: none"> Formulation of Oji Group Corporate Code of Conduct and Human Rights Policy Personnel evaluation system and interviews for career and development (regularly) Employee satisfaction surveys Various surveys for employees Various seminars for employees WEB Open Internal Newsletter (Updated Regularly) Distribution of information on the Intranet Awards program Labor-management consultations (regularly) Central Occupational Safety and Health Committee meetings 	<ul style="list-style-type: none"> Oji Management Office Human Resources Dept. Oji Holdings Public Relations and Investor Relations Dept. Oji Holdings Safety Administration Dept. Oji Holdings Corporate Compliance Dept. Oji Group companies
Local communities	<ul style="list-style-type: none"> Environmental activities Environmental education Cultural exchange Job creation Support for medical care and education 	<ul style="list-style-type: none"> Cleaning and beautification activities in the vicinity of the factory (irregular) Employment creation and social contribution activities in the field of regional healthcare by group companies (Details) Cultural and sports activities (Details) 	<ul style="list-style-type: none"> Group companies' offices and mills Oji Holdings Public Relations and Investor Relations Dept. Oji Management Office Corporate Sustainability Dept.

Communication with shareholders and investors

To Investors

We are facilitating communicating with investors and securities analysts in Japan and overseas by holding financial results briefing sessions and closed sessions with analysts and investors.

Our main IR activities in FY2024 are detailed below.

Activity	Timing	Number of participants
Financial results briefing sessions	May and November	170 participants in cumulative total
Financial results small meeting	August and February	124 participants in cumulative total
Closed sessions with analysts / investors	As appropriate throughout the year	137 meetings in cumulative total
Individual investor briefings	September and March	770 participants
IR Conference	February and March	10 participants
Factory tour in Japan	September	12 participants

Information is disclosed on the Oji Holdings corporate website in a timely and appropriate manner through the publication of corporate governance reports, integrated reports, summaries of consolidated financial and business results and other financial results materials and materials regarding financial results briefing sessions.

To Shareholders

In principle, we notify shareholders of an ordinary general meeting of shareholders three months prior to the scheduled date of the meeting to ensure that shareholders can fully study the matters to be resolved. Prior to our sending these notices, the Japanese and English versions are published on our website. Shareholders can electronically exercise their voting rights online. Institutional investors can also use the Electronic Voting Platform operated by ICJ, Inc. We use narration and visual aids using display monitors during business reports at general meetings of shareholders with the goal of providing plain explanations.

[FY2024 Status of Dialogue with Shareholders and Investors](#) 


Communication with customers

In addition to its everyday sales activities, the Oji Group communicates closely with customers by participating in exhibitions as an exhibitor and responding to inquiries from customers using the inquiry forms on our corporate website and our contact points at each of the group companies.

When responding to inquiries regarding product safety, we provide investigation reports, safety data sheets and other materials to provide appropriate information to our customers.

(Number of inquiries regarding product safety in FY2022: 18,805)

(Number of inquiries regarding wood materials in FY2022: 267)

[Stable Supply of Safe and Secure Products](#) 

Communication with suppliers

Establishment and Implementation of the Oji Group Sustainability Action Guidelines for Supply Chains

The Oji Group implements sustainable procurement that considers the environment and society with the help of its suppliers in accordance with the Oji Group Sustainability Action Guidelines for Supply Chains, which established the rules for our procurement of all of our raw materials.

Regarding wood raw materials, we formulated the Wood Raw Material Procurement Policy because there are more items that need to be checked for these items, such as illegal logging and biodiversity issues, than for other resources we procure.

[Supply Chain Management](#) 

Support for the White Logistics Movement

The Oji Group supports the White Logistics Movement. The Ministry of Land, Infrastructure, Transport and Tourism, the Ministry of Economy, Trade and Industry and the Ministry of Agriculture, Forestry and Fisheries call on businesses to participate in this movement. We submitted a declaration of our voluntary actions towards the realization of sustainable logistics.

We will take the 15 actions specified in the declaration of voluntary actions to improve logistics efficiency, stabilize logistics and reduce carbon dioxide emissions from truck transport.

We will consider the opinions of logistics operators, submit proposals and implement improvements to enhance the logistics environment.

Declaration of voluntary actions (excerpt)

1. Proposals regarding and cooperation in the improvement of truck transport
Examples: Increasing lead times, disclosing acceptance and delivery information in advance and improvements to shorten loading time
2. Documentation of transport contracts and statutory compliance
Example: Strict introduction of documented transport contracts and rectification of subcontract transactions
3. Ensuring safety in loading, transport and other operations

[White Logistics Movement: Declaration of Voluntary Actions towards Sustainable Logistics \(Only in Japanese\)](#) 

White Logistics Movement

In response to the truck driver shortage, which is an issue aggravating the situation, this movement addresses the enhancement of productivity and the efficiency of logistics in truck transportation and the achievement of a working environment that is friendly to women truck drivers and drivers in their 60s and older while stably maintaining the logistics operations that are necessary for people's lives and industrial activities, thereby contributing to economic growth.

[White Logistics Movement Portal \(Only in Japanese\)](#) 

Declaration of Partnership Building

The Oji Group endorses the aims of the Declaration of Partnership Building by the Cabinet Office, the Small and Medium Enterprise Agency, and others, and has published its own Declaration of Partnership Building.

The Oji Group has been working to promote fair and appropriate transactions, responsible procurement, and ESG initiatives through the Oji Group Charter of Corporate Behavior, the Oji Group Code of Conduct, and the Oji Group Supply Chain Sustainability Action Guidelines.

In the "Declaration of Partnership Building," we declare our commitment to coexistence and co-prosperity throughout the supply chain, new partnerships that transcend scale and affiliation, and compliance with the desirable business practices of principal businesses and subcontractors (the "Promotion Standards" based on the Act on the Promotion of Small and Medium-sized Subcontracting Enterprises).

We will continue to fulfill our responsibilities to all stakeholders by further strengthening our corporate governance.

For details, please see our declaration and the "Declaration of Partnership Building" portal site.

[Oji Holdings "Declaration of Partnership Building" \(Only in Japanese\)](#)  ["Declaration of Partnership Building" Portal Site \(Only in Japanese\)](#) 

Communication with employees

Open Internal Newsletter, Utilization of Intranet

The Oji Group regularly updates the web-based open internal newsletter "OJI TODAY" (available in Japanese and English), aiming to disseminate information not only to employees but also to their families and stakeholders. Through information sharing, we strive to promote mutual understanding among employees and enhance their motivation, while also providing a platform for stakeholders to feel closer to the Oji Group. Additionally, we actively utilize the internal intranet to facilitate information sharing.

Whistle-blowing System

The Oji Group operates the Business Ethics Helpline in accordance with its Group Whistleblowing Regulations. It enables all officers and employees of the Group, including part-time employees, to consult the whistleblowing desks and submit reports to them to prevent and quickly discover violations of laws or ordinances or other misconduct. Whistleblowing desks have been established both internally (within the Oji Holdings Corporate Compliance Department) and externally (at a law firm) to ensure that issues regarding non-compliance with laws and ordinances, abuses of human rights such as harassment or discrimination, corrupt practices including bribery and other misconduct are discovered at an early stage and corrected. We also work to solve employees everyday concerns regarding compliance.

[Compliance](#) 

Engagement with the Keidanren Nature Conservation Council

In 1992, the year of the Earth Summit (United Nations Conference on Environment and Development), the Keidanren established the Keidanren Nature Conservation Fund and the Keidanren Nature Conservation Council as organizations for implementing the ideas in the Keidanren Charter on the Global Environment (1991). Since then, they have been developing various biodiversity conservation activities.

The Oji Group endorses the Keidanren Declaration for Biodiversity and Guideline and participates as a standing committee member (vice-chairperson and committee member) of the main council of the Keidanren.


As part of this role, the Oji Group is committed to the conservation and restoration of natural capital, including the capital provided by biodiversity and ecosystems, not just within the group companies but also throughout the supply chain.

[Keidanren Declaration for Biodiversity and Guideline](#) 

Stakeholder Engagement Initiatives for Biodiversity Conservation

* This table can be viewed by scrolling horizontally.

Major Stakeholders	Interests and Expectations of Stakeholders	Initiatives, Outcomes, and Impacts	Region
Local NPOs Government	Protection of the endangered "Itou" species	<p>We designated a 2,600-hectare protected area in the river region of the Sarufutsu forest.</p> <p>We removed artificial structures to reduce factors that hinder the migration of the "Itou."</p> <p>We conducted surveys on spawning beds and the number of migrating individuals.</p> <p>By continuously carrying out these efforts, we are contributing to the protection of the "Itou" and the restoration of its habitat.</p> <p>Activities for Protecting the Sarufutsu Itou</p>	Company-owned forest in Sarufutsu, Hokkaido
Local community -Ecological Trust Association	Protection of the endangered "Pitta nympha"	<p>The "Pitta nympha" is a migratory bird about 20 cm in length and is designated as an endangered species IB.</p> <p>The 260 hectares of company-owned forest adjacent to the "Pitta nympha" sanctuary have been designated as a protected area, and in August 2016, a "Pitta nympha Protection Agreement" was signed with the Public Interest Incorporated Foundation Ecosystem Trust Association.</p> <p>In collaboration with partner organizations, we are promoting the protection activities of the "Fairy Pitta."</p> <p>By continuously carrying out these initiatives, we contribute to the protection of the "Pitta nympha" and the maintenance of its habitat.</p> <p>Activities for Protecting the Fairy Pitta</p>	Company-owned forest in Kochi Kiyagauchi, Hokkaido
Local community	Conservation of special natural monuments (alpine plants)	<p>The alpine plant communities of Mount Apoi are designated as a Special Natural Monument of Japan.</p> <p>Locally, efforts to prevent trampling, maintain hiking trails, patrol against theft, and conduct regeneration experiments are being continuously carried out through public-private partnerships.</p> <p>Support activities such as providing free areas for the regeneration of alpine plants are being implemented.</p> <p>By continuously carrying out these initiatives, we contribute to the protection and regeneration of the alpine plant communities of Mount Apoi.</p> <p>Conservation activities for endangered alpine plants</p>	Company-owned forest in Samani, Hokkaido
Local community -Ainu association of Hiratori -Municipal Government -Indigenous Peoples	Conservation of forests and preservation of Ainu culture	<p>In the company-owned forest in Biratori Town, Hokkaido, we have been engaging in dialogues with the Biratori Ainu Association and Biratori Town to leverage the value of the area. In 2017, we concluded a tripartite agreement and have been working on forest conservation and the preservation of Ainu culture.</p> <p>Respect for Human Rights</p>	Company-owned forest in Biratori, Hokkaido
Local community -Government Agencies, Municipal Government -Indigenous Peoples	Promotion of the Introduction and Effective Utilization of Renewable Energy in the Region	<p>We are planning a wind power generation project on our group-owned land, including Mount Tatsunarashi in Wakkanai City. This project aims to contribute to the prevention of global warming and the stable supply of energy through the generation of clean energy, while also contributing to the development and revitalization of the local economy through the business.</p> <p>In this initiative, we conducted the public announcement and inspection of the environmental assessment method statement from June 11, 2024, to July 10, 2024, based on the concept of FPIC (Free, Prior and Informed Consent) and the Environmental Impact Assessment Law. During this period, we provided information to local residents and solicited their opinions.</p> <p>Additionally, we held a residents' briefing session to explain the</p>	Mount Tatsunarashi, Wakkanai, Hokkaido

Major Stakeholders	Interests and Expectations of Stakeholders	Initiatives, Outcomes, and Impacts	Region
		<p>details of the project and its environmental impact.</p> <p>[Notice] Disclosure and Public Inspection of the Environmental Assessment Method Statement for the Wakkanai Tatsunarashi Mountain Wind Farm (Tentative Name)(Only in Japanese) </p>	
Local community	Enhance, restore and protect the environment and local culture	<p>In 2019, Pan Pac, a company of the Oji Group, established an environmental fund and contributes NZD 100,000 annually. We are continuing various projects, including the collection and management of seeds for the conservation of native plant species, the cultivation of seedlings, and the control of harmful animals and predators for the conservation of flora and fauna.</p> <p>By building partnerships between businesses and local communities, the environmental fund is positively impacting the community through the projects it supports.</p> <p>Environmental Conservation Activities through Pan Pac Environmental Trust</p>	New Zealand
Local community -New Zealand Ministry of the Environment -Kiwi Conservation Group	Conservation for the rare animal "kiwi"	<p>Pan Pac, a company of the Oji Group, is conducting conservation activities for the rare "Kiwi" in collaboration with the New Zealand Ministry for the Environment and citizen volunteers.</p> <p>A protected area of approximately 40 hectares has been established for the purpose of protecting "Kiwi chicks."</p> <p>Chicks and eggs are captured from the surrounding areas, raised in the sanctuary, and then released back into the wild.</p> <p>By continuing these initiatives, the protection, propagation, and return of the Kiwi to the wild are being promoted.</p> <p>Kiwi Conservation activities</p>	New Zealand
Local community -Government -Indigenous peoples	Protection and restoration of natural forests	<p>To the north of Pan Pac's Whirinaki mill, a company of the Oji Group, there is a natural forest covering approximately 23% (68 hectares) of the total 298 hectares. The company, in cooperation with government agencies, has designated this natural forest as a protected area.</p> <p>This protected area consists of tree species native to the Hawke's Bay region and is considered to have high ecological and cultural value.</p> <p>In collaboration with experts, rare seeds are collected to support natural forest regeneration programs in the region and throughout New Zealand.</p> <p>The company utilizes this reserve as a field study site for local residents, including indigenous people.</p> <p>In June 2021, the company received funding from the government's nature conservation fund to install fences in the protected area and promote forest regeneration by planting native plants on an additional 12 hectares of bare land.</p> <p>Preserving and Restoring Natural Forests</p>	New Zealand
Local community -Local NGOs -Universities	Protection of the endangered "mutung" species	<p>CENIBRA, a company of the Oji Group, owns and manages 250,000 hectares of company-owned forest, of which 100,000 hectares are maintained as protected forest areas, and 560 hectares of these are recognized by the government as Private Natural Heritage Reserves. Through regular monitoring surveys, 397 species of birds, including endangered species, and 68 species of medium and large mammals have been observed by 2020.</p> <p>In collaboration with local NGOs, activities are being carried out to breed and raise endangered birds such as the Mutun, and release them back into the wild. To date, a total of 480 birds of 7 species have been released, and more than 300 individuals have been born in the wild.</p> <p>Programs such as green corridors that connect wildlife habitats are also being implemented.</p> <p>In the future, with the cooperation of the state, there are plans to release birds into state parks adjacent to company-owned forests, aiming to increase the population and expand the habitat of endangered species.</p> <p>By continuously carrying out these initiatives, we contribute to the protection and expansion of habitats for endangered species, as well as the conservation and preservation of ecosystems.</p> <p>Activities to protect the mutun-do-sudeste</p>	Brazil