



OJI GROUP

SUSTAINABILITY REPORT 2025



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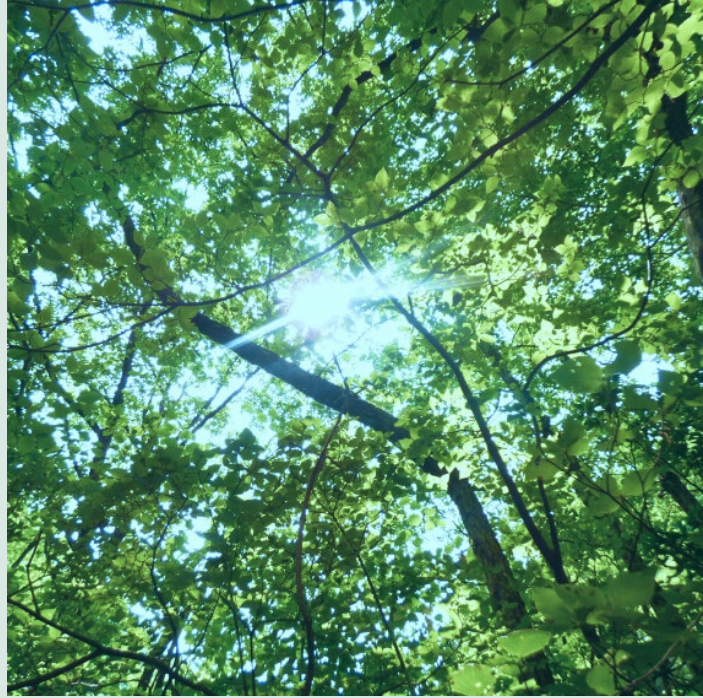
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Approach to Sustainability

Basic Policy on Sustainability Initiatives

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

We pledge to help build a sustainable society through business activities

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

We are committed to solving environmental and social issues

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

We create new sustainable value


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

Related Links

Management Philosophy and Management Strategies	→	Purpose	→
UN Global Compact Initiatives	→	Oji Group Corporate Code of Conduct and Oji Group Behavior Standard	→

List of Policies

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

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

Material Issues/KPIs

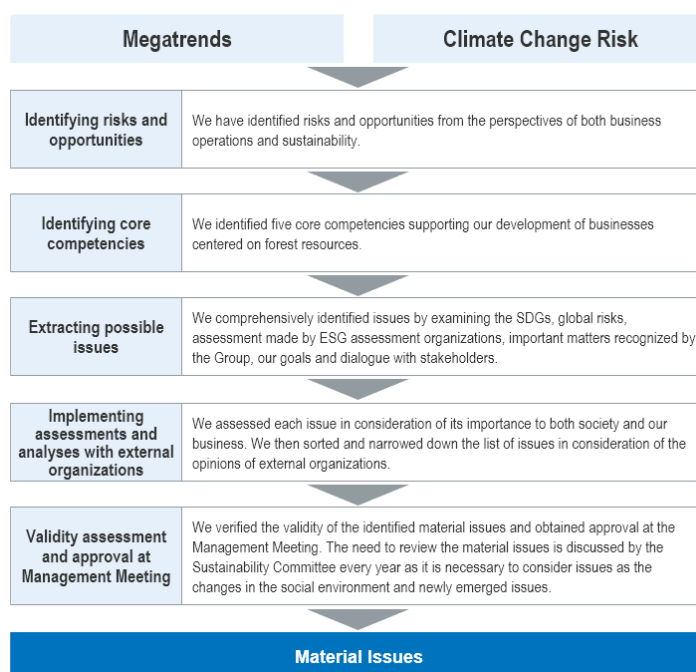
Process for Identifying Material Issues

Material Issues: Definitions and KPIs

Process for Identifying Material Issues

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

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



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





Material Issues: Definitions and KPIs

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



Mitigation and adaptation to climate change





Contribute to the mitigation of climate change by reducing GHG emissions throughout the supply chain and facilitating forests' absorption and storage of CO₂.

Components	KPIs (Key Performance Indicators) (FY2030 unless otherwise noted)	Current Values*1	Value Provided to Society	Corresponding SDGs
<ul style="list-style-type: none"> Reduction of GHG emissions (Scope 1, Scope 2) CO₂ absorption and fixation by forests GHG emissions reduction in collaboration with suppliers (Scope 3, etc.) Expansion of renewable energy usage Efficient use of energy 	<ul style="list-style-type: none"> GHG emissions (Scope 1 and 2) Reduce emissions by at least 70% by FY2030 compared with FY2018 GHG emission*2 reduction: 20% • Net increment in carbon stocks by forests*2: 50% Achieve net zero carbon emissions by FY2040 GHG emission*2 reduction: 50% • Net increment in carbon stocks by forests*2: 50% 	<ul style="list-style-type: none"> 34.2% reduction Reduction in emissions: 11.9% Net increment in carbon stocks: 22.4% 		 7.2, 7.3, 7.a
	<ul style="list-style-type: none"> The actual carbon stocks in living biomass*2 expanded to at least 170,000 kt-CO₂ (calculated value) 	<ul style="list-style-type: none"> 142,020 kt-CO₂ 	<ul style="list-style-type: none"> Mitigation of climate change Increased share of renewable energy Improved energy efficiency Advancement of eco-conscious technologies 	 9.4, 9.5
	<ul style="list-style-type: none"> Renewable energy usage rate of at least 60% through reduction of coal consumption 	<ul style="list-style-type: none"> 56.4% 		 12.2
	<ul style="list-style-type: none"> Improve energy consumption intensity by at least 1% per year for the 5-year average 	<ul style="list-style-type: none"> 7.1% annual reduction (from FY2020 to FY2024) 		 13.1, 13.2, 13.3
	<ul style="list-style-type: none"> GHG emissions (Scope 3) Reduce emissions from chip transport vessels by at least 40% by FY2040 compared with FY2018 	<ul style="list-style-type: none"> 33.6% reduction 		



Sustainable forest management and biodiversity conservation





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

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



Circular use of resources




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

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



Responsible raw materials procurement



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

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



Reduction of environmental burdens




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

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



Respect for human rights




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

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



Enhancing human resources


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

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



Ensuring workplace safety and health




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

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



Supply of safe and secure products

Supply safe and secure products worldwide.

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

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

*2 Refer to [ESG Data](#) for information on calculation methods

*3 Suppliers in top 75% of transaction amount

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

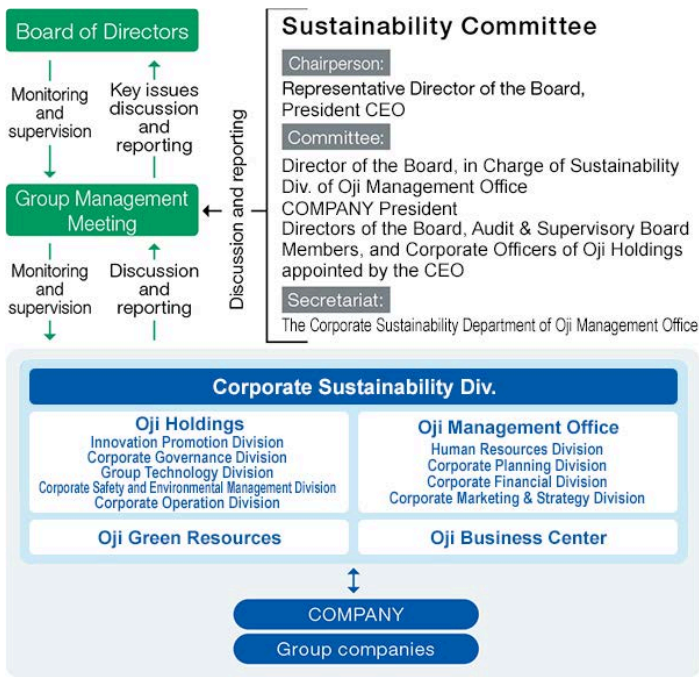
Sustainability Management Structure

Structure

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

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

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




Matters to be discussed by the Committee

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

Risk Assessment for Sustainability

New Business Risk Assessments 

Existing Business Risk Assessments 

New Business Risk Assessments

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


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

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







[Supplier Sustainability Survey](#) 




Existing Business Risk Assessments



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

[Risk Management](#) 

Participation in initiatives and organizations

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

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

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

Policy

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

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

United Nations Global Compact

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

[UN Global Compact](#) 

TCFD

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



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

CDP

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

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

[CDP](#) 



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

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

Japan Climate Initiative

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

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

^{*3} [JCI's Message: Overcoming Two Crises with Renewable Energy and Carbon Pricing.](#) 

^{*4} [Environmental Action Program 2040](#)

[Japan Climate Initiative](#) 

GX League

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

[GX League](#) 



Japan Paper Association (JPA)

The four companies of the Oji Group—Oji Holdings, Oji Materia, Oji F-Tex, and Oji Paper—are members of the Japan Paper Association (JPA). JPA participates in the "Carbon Neutrality Action Plan" (formerly the "Action Plan for a Low Carbon Society") promoted by the Japan Business Federation (Keidanren). In support of the objects of the Carbon Neutrality Action Plan, the Oji Group has joined JPA's initiative targeting the year 2030^{*5}, and serves as a member of the Energy and Technical Committee, which is responsible for formulating the plan and reporting on its progress. The Group also participates in JPA's Environmental Conservation Committee. Through these activities, the Oji Group indirectly lobbies government authorities by contributing its views to policy proposals on climate change issues, such as CO₂ emission reduction targets, as part of its involvement in JPA.

^{*5} JPA's Carbon Neutrality Action Plan set a target to reduce the energy-derived CO₂ emissions from domestic production facilities by 38% in FY2030 compared to FY2013.

30by30 Alliance for Biodiversity

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



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

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

Clean Ocean Material Alliance (CLOMA)

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



[CLOMA](#) 

Collaboration with external organizations regarding water

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

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

[Japan Water Forum](#) 

Compliance with and support for laws, regulations, and policies

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

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

Circular Economy

Sustainable Forest Management

Circular Use of Renewable Resources

Creating Sustainable Value

Sustainable Forest Management

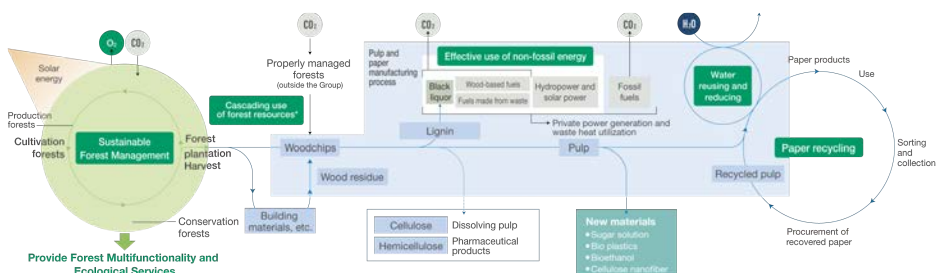
The Oji Group owns and manages extensive forests in Japan and overseas. In addition to cultivating renewable resources, we are working to take full advantage of the multifunctionality of forests while providing society with ecological services by practicing sustainable forest management that is conscious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

Circular Use of Renewable Resources

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

Creating Sustainable Value

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






Circular use of renewable resources conceptual drawing



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Environmental Management

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Policy

Oji Group Environmental Charter

Basic Policy

The Oji Group Environmental Charter requires the Oji Group to help create a truly enriched and sustainable society by developing business activities that harmonize with the environment from a global perspective. The Charter calls for the Oji Group to make autonomous efforts to achieve further environmental improvement, and aggressively drive its forest recycling, paper recycling, and global warming countermeasures forward.

Action Guidelines

- Promotion of Forest Recycling
- Promotion of Paper Recycling
- Promotion of Global Warming Countermeasures
- Reinforcement of Environmental Improvement Measures and Environmental Management Systems
- Development of Production Technologies and Products that Minimize Environmental Impact
- Reduction and Effective Utilization of Waste
- Transfer of Environmental Protection Technology to Other Countries
- Building Relationships of Trust with Stakeholders

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

Environmental Vision 2050

In September 2020, we established our long-term vision, “Environmental Vision 2050,” with a view toward the next 30 years. To achieve the goals outlined in Environmental Vision 2050, we are implementing a range of environmental initiatives.

Net-zero carbon

| Reduce greenhouse gas (GHG) emissions to virtually zero

- Implement "Sustainable Forest Management" through the promotion of forest plantation overseas and forest conservation and achieve CO₂ absorption and fixation that outweighs GHG emissions from our production activities
- Reduce GHG emissions from our production activities by improving the efficiency of energy consumption and increasing the use of renewable energy
- Reduce GHG emissions from the value chain by collaborating with our stakeholders

| Aim for a recycling-oriented society

- Promote "Paper Recycling" through increasing recovered paper usage
- Promote "Water Recycling" in manufacturing processes

Harmony with nature and society

| Aim for a society in harmony with nature by seeking to conserve biodiversity and reduce our impact on the environment

- Guarantee ecosystem functioning for the future by creating abundant forests and ensuring that rare plants and animals are protected and nurtured
- Promote the development and production of biodegradable and biomass materials to help maintain ecosystems
- Promote the purification of wastewater and exhaust gas and the effective use of waste

Targets and Achievements

As milestones toward achieving our long-term environmental vision, "Environmental Vision 2050," we have established the "Environmental Action Targets 2030" and "Environmental Action Targets 2040."

We have set specific targets for our initiatives toward carbon neutrality, nature positivity, and a circular economy, as well as for stakeholder engagement, which forms the foundation of these initiatives. We are actively working to achieve these targets.

Environmental Action Program 2040

As a new milestone of the "Environmental Vision 2050" established in 2020, we established the "Environmental Action Program 2040" in May 2025, setting FY2040 as the target year for achieving our goals.

Through the Environmental Action Program 2040, we will further advance our initiatives toward carbon neutrality, nature positivity, and a circular economy, which have been implemented under the Environmental Action Program 2030. We will also enhance our contribution to the international community while promoting stakeholder engagement as the foundation of these initiatives.

1. Action on climate change

We are committed to reducing greenhouse gas emissions by expanding the use of non-fossil energy sources. In combination with the carbon absorption effect of our company-owned forests through conservation and afforestation, we aim to achieve net-zero carbon emissions for Scope 1 and 2 by 2040*.

*We will not set an upper limit on the amount of emissions offset by forest absorption.

Targets

1) Scope 1 and 2 Greenhouse Gas (GHG) Emissions Reduction

Reducing Scope 1 and 2 GHG emissions by 50% by FY2040 compared to FY2018 levels.

Absorbing and sequestering the equivalent of 50% of FY2018 GHG emissions through our forests annually by FY2040.

1. Reduction in Energy Consumption

- Reducing energy consumption intensity by at least 1% annually

2. 100% Non-Fossil Electricity Procurement

- Achieving a 100% non-fossil electricity procurement ratio by FY2040*

* Including the use of certificates

3. Elimination of Coal Usage

- Eliminating coal usage by FY2040

4. Introduction of Low-Carbon Hydrogen and Other Alternatives

- Introducing hydrogen, ammonia, e-methane, and other alternatives

2) Scope 3 GHG emissions reduction

- Reducing Category 4 emissions from chip transport vessels by 40% compared to FY2018

See performance results

[Scope 1 and 2 GHG emissions](#) ➤

[Scope 3 GHG emissions](#) ➤

[Energy Consumption](#) ➤

[Carbon absorption of our company-owned forests](#) ➤

[Net GHG emissions](#) ➤

2. Contribution to a Nature-Positive World

We will contribute to a nature-positive world by promoting sustainable forest management to enhance the multi-faceted functions of forests, and by continuing and expanding efforts to conserve and restore ecosystems.

Targets

1) Abundant Forests Creation

1. Sustainable Forest Management

- Maintaining no deforestation
- Conducting supplier due diligence at least once per year
- 100% forest certification acquisition rate and expansion of certified products

2) Biodiversity Conservation

- Identifying material dependencies and impacts on nature in our operations and value chain, and avoiding biodiversity loss through our business activities with consideration for ecosystems
 - Restoring at least 5,000 ha of natural forests between FY2018 and FY2040
 - Planting at least 900,000 seedlings of native tree species between FY2018 and FY2040
 - Formulating at least 6,000 ha of ecological corridors outside own land between FY2018 and FY2040
- Collaborating with local communities, including Indigenous Peoples, and environmental NGOs to protect and nurture rare plants and animals, and to conserve and restore ecosystems
- Advancing research and development of renewable eco-friendly paper packaging and biodegradable or biomass-based materials to prevent plastic pollution

See performance results

[Forest certification acquisition rate](#) ➤

[Nature-related metrics and targets](#) ➤

3. Promotion of Circular Economy and Reducing Pollutants

We are committed to promoting the circular use of resources to contribute to the transition toward a circular economy and to continuously reducing environmental impact.

Targets

1) Promoting a Circular Economy

1. Maintaining and improving an effective waste utilization rate
 - Maintaining and improving an effective waste utilization rate 99% or higher in Japan and 95% or higher overseas
2. Promoting the use of recovered paper
 - Achieving a recovered paper usage rate of 90% or higher for containerboard in Japan
3. Reducing total water withdrawal
 - Reducing total water withdrawal by more than 10% compared to FY2018
4. Engaging with stakeholders in high water-risk areas
 - Conducting stakeholder engagement at least once per year in high water-risk areas
5. Establishing and commercializing technologies for producing fossil resource alternatives such as wood-derived sugar solution from renewable forest resources

2) Reducing Pollutants

1. Reducing water pollutant impact (per company subject to measurement)
 - Reducing BOD, COD, and SS emissions by 20% compared to FY2018 levels
2. Reducing air pollutant impact (per company subject to measurement)
 - Reducing SOx emissions by 50% compared to FY2018 levels
 - Reducing NOx emissions by 10% compared to FY2018 levels
 - Maintaining VOC emissions intensity at FY2018 levels

See performance results

[Effective waste utilization rate](#) > [Recovered paper usage rate for containerboard](#) > [Total water withdrawal](#) > [BOD, COD, SS emissions](#) > [SOx, NOx emissions and VOC emissions intensity](#) >

4. Stakeholder Engagement

We will expand procurement that considers the environment and society, manufacture products that contribute to a decarbonized society, and conduct business activities in compliance with environmental laws and regulations.

Targets

1) Promoting Supplier Management

- Strengthening supplier management systems, including third-party audits, to ensure procurement practices that respect human rights and the environment
 - Conducting supplier human rights and environmental due diligence at least once per year

2) Zero environment accidents and zero product liability accidents

- Achieving zero violations of environmental laws and regulations
- Achieving zero product liability accidents

Environmental Action Program 2030

In September 2020, we established a long-term vision called "Environmental Vision 2050" with the goal of achieving "net-zero carbon" and "harmony with nature and society", and a medium-term target for FY2030 called "Environmental Action Program 2030" as a milestone.

In February 2024, with the approval of the Board of Directors, we revised the "Environmental Action Program 2030" to clearly define our contribution to a nature-positive world through continued and expanded efforts to avoid biodiversity loss and to conserve and restore ecosystems.

1. Action on climate change

We aim for net-zero carbon emissions by FY2050, approaching the CO₂ absorption and fixation by forests through forest conservation and plantation, a business transformation, thoroughgoing energy savings on manufacturing and transportation operations, and increasing usage of renewable energy.

Targets

1) Greenhouse gas (GHG) emissions

At least 70% reduction by FY2030 compared to FY2018* (At least 75% reduction by FY2030 compared to FY1990*)

*Including CO₂ absorption and fixation by forests

-Result for FY2024 34.2%

1. Increasing the CO₂ absorption and fixation by forests through investment in forest conservation and plantation

- Expansion overseas forest plantation area of 400,000 ha (Achieved 250,000 ha in FY2019).
-Result as of the end of FY2024 295,000 ha
- CO₂ absorption and fixation of at least 170 million tons (Achieved 121 million tons in FY2019).
-Result as of the end of FY2024 142.02 million tons

2. Improving in energy efficiency

- Energy consumption intensity at least 1% per year for the 5-year average.
-Result for FY2020-FY2024 Improved 7.1% per year on average

3. Increasing in the usage of renewable energy

- Renewable energy usage rate of at least 60% through reduction of coal consumption.
-Result for FY2024 56.4%

2) Reduction of GHG emissions by collaboration with suppliers and other business partners

- Promotion of reduction of GHG emissions through introducing vessel transportation with energy-saving function

2. Abundant forests creation and biodiversity conservation

We will contribute to a nature-positive world by promoting sustainable forest management to enhance the multi-faceted functions of forests, and by continuing and expanding efforts to conserve and restore ecosystems.

Targets

1) Abundant forests creation

1. Sustainable Forest Management

- 100% forest certification acquisition rate and expansion of certified products
-Result for FY2024 Japan: 100%, Overseas: 96%

2) Biodiversity conservation

- Identification of material dependencies and impacts on nature in our operations and value chain, and avoidance of biodiversity loss through our business activities with consideration for ecosystems.
- Protection and nurture of rare plants and animals, and conservation and restoration of ecosystems, in cooperation with local communities, including indigenous peoples, and environmental NPOs.
- Promotion of the research and development of environmentally friendly paper packaging products and biodegradable/biomass materials to prevent plastic pollution.

3. Resource recycling and reduction of environmental impact

We will reduce our use of resources by promoting conservation and recycling, and endlessly challenge ourselves to achieve zero environmental impact.

Targets

1) Resource recycling

1. Improving an effective waste utilization rate

Japan: At least 99%, Overseas: At least 95%

-Result for FY2024 Japan: 99.4%, Overseas: 90.2%

2. Increasing a recovered paper utilization ratio

Japan: At least 70%

-Result for FY2024 67.4%

3. Reduction of water intake intensity

Reduction of at least 6% compared to FY2018

-Result for FY2024 Reduced 22.2%

4. Expansion of water treatment infrastructure and technology services

2) Challenge for zero environmental impact

1. Purification of wastewater and exhaust gas

• Wastewater: BOD, COD, SS intensities

15% reduction compared to FY2018

-Result for FY2024 BOD: Reduced 39.7%, COD: Reduced 23.4%, SS: Reduced 32.8%

• Exhaust gas: SO_x emission intensity

15% reduction compared to FY2018

-Result for FY2024 Reduced 29.7%

• Reduction of volatile organic compounds (VOCs)

Maintenance of VOC emission intensity at half FY2010 level or lower

*FY2010 result 0.61kg/million yen

-Result for FY2024 0.08 kg/million yen

4. Development of trusting relationships with our stakeholders

We will expand procurement that considers the environment and society, manufacture products that contribute to decarbonized society, and conduct business activities in compliance with environmental laws and regulations.

Targets

1) Responsible raw material procurement and manufacturing

- Procurement and manufacturing that consider an environment and society under compliance with laws and regulations through independent audits and supplier risk assessments.

2) Expansion of products that contribute to a decarbonized society

- Development and expansion of lightweight packaging materials and plastic alternatives

3) Zero environment accidents and zero product liability accidents

Initiative

The Environmental Management Department is part of the Corporate Safety and Environmental Management Division of Oji Holdings (OHD Environmental Management Department) oversees the environmental audits specified in the Group Environmental Management Regulations. We identify and reduce environmental group-wide risks to prevent environmental accidents from occurring and recurring by environmental audits.

Each site, under the leadership of an Environmental Management Officer, implements a continuous PDCA (Plan-Do-Check-Act) cycle to manage environmental initiatives. These include establishing environmental policies and objectives, implementing activities, educating employees, verifying regulatory compliance, managing chemical substances and waste appropriately, providing training on waste segregation and management systems, and monitoring water conservation efforts. Through the PDCA cycle, each site continuously identifies and mitigates environmental risks.

Environmental Management System (EMS)

In a drive to encourage each worksite and company to reduce environmental risks on their own, we introduced the Environmental Management System. And we utilized a unique EMS "O-EMS" as same as third-party certifications such as ISO14001, KES and Eco Action.

Reduction of Environmental Risk

Each worksite prepares an environmental hazard map to identify potential environmental risks. By rolling out outlines, causes, and measures of environmental accidents and other incidents that occurred within one worksite to other worksites, similar environmental risks are sure to be extracted and reduced.

Environmental Audits

We conduct annual environmental audits of all production sites in Japan and overseas to evaluate environmental risks from various perspectives and to confirm compliance with environmental laws and regulations and efforts to reduce environmental risks.

Environmental audit consists of the following:

1. Primary audit in which each worksite investigates and corrects problems in environmental management on its own using a check sheet.
2. Secondary audit in which a company that supervises worksites (or a third-party*1) verifies the result of the primary audit. There are two types of audits: on-site audit which the auditor visits the worksite and mainly checks the site, and document audit which the auditor checks only documents. The audit type for each worksite depends on the environmental risk level and management status.
3. Tertiary audit in which each group company verifies the result of the primary and secondary audits. The OHD Environmental Management Department validates the results of the tertiary audit.

*1 We must understand and comply with different laws and regulations in each country or region. Therefore, we utilize a local staff of global third-party organizations which become well-informed on various laws and regulations.

The worksites promptly take corrective actions for any problems identified by the environmental audits, and the supervisory companies, companies and the OHD Environmental Management Department confirm the details of the corrective actions.

Number of worksites audited		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Primary audits (internal audits of worksites)	Japan	214	213	210	215	217	218	215
	Overseas	58	58	60	61	65	65	75
Secondary (on-site) audits*2	Japan	132	146	78	151	129	136	134
	Overseas	47	47	5	26	46	41	59
Environmental accidents*3	Japan	3	2	0	2	2	5	0
	Overseas	1	0	0	1	3	3	2

*2 Worksites not subject to on-site audits are subject to document audits.

*3 Exceedance of regulated limits

On-site verification during environmental audits



Oji Materia Co., Ltd. Gifu Mill



Ojitex (Vietnam) Co.,Ltd.

Education and Enlightenment

Internal Environmental Newsletter

To provide environmental education and awareness to our employees, we publish a monthly environmental newsletter for all employees. We strive to raise employee awareness through such activities as our efforts to achieve zero environmental accidents and explanations of the Oji Group's environmental policy. Examples of initiatives include: explanations of environmental management systems such as ISO 14001; efforts to reduce greenhouse gas emissions; initiatives to reduce air and water pollutants; water conservation measures; proper management and effective utilization of waste including segregation; and actions to prevent environmental incidents.

Data

ESG Data



Climate Change

Policy ▼ TCFD ▼ Governance ▼ Strategy ▼ Risk Management ▼ Metrics and Targets ▼ Risks and Opportunities ▼

Initiatives ▼ Data ▼

Policy

In 2020, the Oji Group formulated its Environmental Vision 2050 centered around the goal of net-zero carbon emissions, while also positioning the Environmental Action Program 2030 as a milestone toward achieving its medium-term targets. In 2025, we established the "Environmental Action Program 2040" as new targets to further advance our initiatives. To achieve the target of reducing net greenhouse gas (GHG) emissions by 70% compared with FY2018 levels by FY2030, and reaching net zero by FY2040, we are working to reduce actual emissions by reducing coal consumption and other emission sources and increasing the net increment in carbon stocks in forests we own and manage.

[Environmental Vision 2050](#) ➤

[Environmental Action Program 2040](#) ➤

[Environmental Action Program 2030](#) ➤

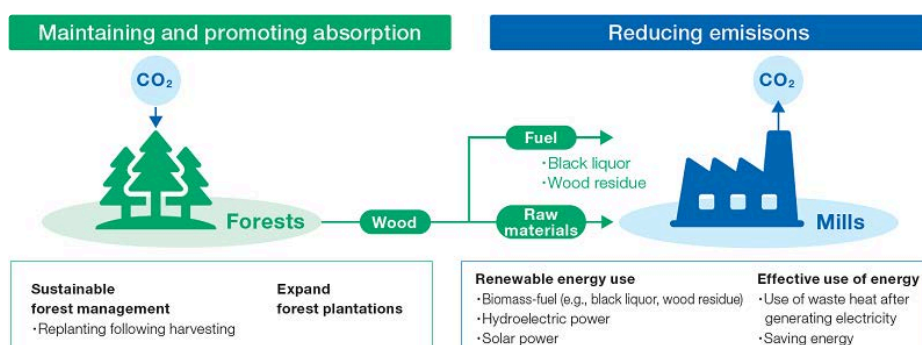
Business Model Targeting Decarbonization

The Oji Group engages in a wide array of business activities, including the manufacture of pulp and paper. In light of the substantial amounts of heat (steam) and electricity consumed, these activities accordingly lead to the emission of GHGs commensurate with this energy use. By working to reduce GHG emissions from energy use and facilitating the absorption of CO₂ by forests that we own and manage, we are contributing to climate change mitigation.

Pulp and paper mills generate steam and electricity from black liquor produced in the wood pulp manufacturing process and waste wood unsuitable for use in pulp raw materials. The CO₂ emitted during combustion is offset by the CO₂ absorbed by trees during growth. In addition, the waste heat (steam) after generating electricity is reused in the manufacturing process to more effectively use energy. Moreover, steps are taken to utilize the electricity generated by Chitose No. 1 Hydroelectric Power Plant in Hokkaido, a facility that began operating in 1910, as well as the solar power systems on factory roofs.

In addition to practicing sustainable forest management through replanting following harvesting, as well as the planting of elite trees with high growth rates, every effort is made to maintain and facilitate forests' ability to absorb CO₂.

In addition to on-site consumption at our mills and factories, renewable energy derived from biomass, hydropower, and solar power is also supplied externally through our energy business. We also plan a wind power generation project on company-owned land. Through these renewable energy initiatives, we contribute to climate change mitigation by helping reduce the indirect GHG emissions of electricity consumers.



TCFD

The Oji Group announced its support for the Task Force on Climate-related Financial Disclosures (TCFD^{*1}) in December 2020 and has since been working to disclose climate-related information as recommended by the TCFD.



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

Governance

Climate-related risks, opportunities, and responses of the Oji Group are discussed by the Sustainability Committee under the supervision of the Board of Directors of Oji Holdings. For further details, please refer to the Sustainability Management Structure page.

[Sustainability Management Structure](#) 

Strategy

The climate-related risks and opportunities that the Oji Group faces have been analyzed. We recognize the importance of transition risks due to policies and regulations such as carbon taxes in the medium term as we move toward 2030, physical risks such as changes in precipitation and weather patterns in the long term as we move toward 2050, and the opportunities regarding the increased demand for low-carbon products in the medium to long term. Regarding the cost increase attributable to carbon pricing mechanisms such as carbon taxes, we estimate the impact to be approximately 68 billion yen for FY2030. This calculation is based on the projected CO₂ emissions from fossil fuels in that year, multiplied by the carbon price of 140 USD/t-CO₂, as set out in the Net Zero Emissions (NZE) scenario for 2030 in advanced economies by the International Energy Agency (IEA). For details on risks and opportunities, please refer to the table presented later on this page. To address these risks and opportunities, the Oji Group is working to transition its business structure, improve energy efficiency in manufacturing and transportation, expand the use of non-fossil energy sources, and enhance CO₂ absorption and sequestration through forest conservation and afforestation. These efforts support the transition to a decarbonized society, with the aim of reducing net GHG emissions by 70% by FY2030 and achieving net zero carbon emissions by FY2040. In preparation for potential deterioration in tree growth due to changes in precipitation and weather patterns, we are strengthening stable procurement through diversified sourcing and engaging in the development and selection of tree species suited to specific climates and regions. Furthermore, we are advancing the development of new wood-based materials that contribute to decarbonization. We plan to invest 100 billion yen in reducing coal consumption and another 100 billion yen in acquiring overseas forest plantations by FY2030. While continuing our present efforts to limit the negative impact of the transition to a decarbonized society on our business, we will continue to analyze risks and strengthen our climate resilience.^{*2}

^{*2} The climate resilience concept involves organizations developing their ability to adapt to climate change to better manage the associated risks and seize opportunities, including the ability to respond to transition risks and physical risks. (Source: TCFD recommendations)

Table of risks and opportunities 

GHG Emissions Reduction Roadmap

To achieve our FY2030 and FY2040 targets, we are focused on reducing actual emissions and increasing the net increment in carbon stocks in forests.

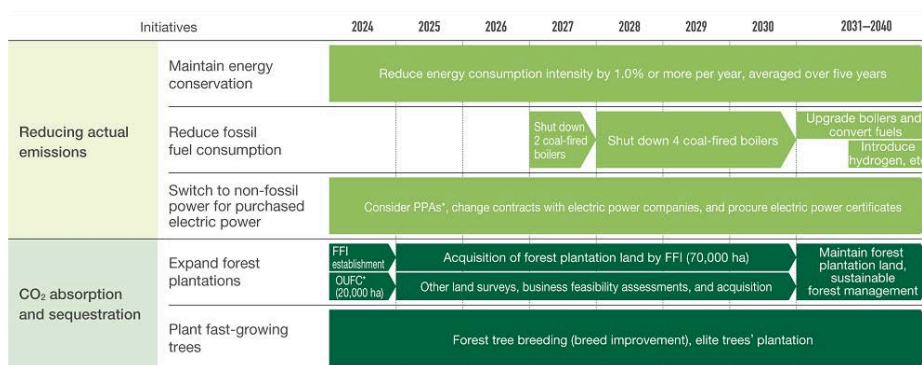
Of the 16 boilers in Japan that were burning coal as of FY2018, we will terminate the operation of all eight boilers that are fired only by coal by FY2030, excluding backup boilers, and we will switch to gas fuels during the transition phase as we move toward decarbonization. The operation of two boilers was discontinued by FY2024. Plans are in place to discontinue the use of two Oji Materia Co., Ltd. boilers by FY2027, one at its Sobue Mill and one at its Saga Mill. We are also considering reducing coal consumption by changing the composition of the fuels used in coal co-fired boilers.

The plan at the Sobue and Saga Mills is to replace the boilers that only burn coal by installing gas cogeneration systems whose GHG emissions per unit of output energy will be lower than the technical screening criterion of 270 g-CO₂/kWh set by the EU Taxonomy.*³

*³ The EU Taxonomy is a classification system established by the European Union to identify environmentally sustainable economic activities. Gas cogeneration systems that meet the criteria are defined as a transitional activity moving towards a climate-neutral economy that contributes to the mitigation of climate change.

Further reducing the use of fossil fuels, including gas, is essential for achieving net-zero carbon emissions in FY2040. To this end, we are considering the use of alternative fuels, including hydrogen, ammonia and e-methane (synthetic methane). We are also decarbonizing purchased electricity by changing contract terms and utilizing non-fossil certificates, with the goal of achieving a 100% non-fossil electricity ratio.

Moreover, to increase the net increment in carbon stocks, we are advancing efforts to acquire overseas forest plantations. Making the most of the tree breeding and forest plantation technologies nurtured over the many years that we have been operating, we are engaging in the cultivation of elite fast-growing trees best suited to each region. Moving forward, we are facilitating the absorption of CO₂ while expanding forests with a high net increment in carbon stocks.



Risk Management

The Corporate Sustainability Division examines risks on a Group-wide basis with assistance from external experts, and the Sustainability Committee analyzes them while discussing their importance and prioritizing them. The impact of these risks on our businesses, strategies and finances are assessed quantitatively and qualitatively, using 1.5 °C (2 °C) and 4 °C scenarios for the medium term (2030) and the long term (2050). *⁴ The Corporate Sustainability Division is in charge of the overall management of the responses to climate-related risks built upon the Group-wide strategy, and the Sustainability Committee manages the progress of these initiatives. Specifically, to reduce GHG emissions, we have organized a project team and are working to reduce coal consumption and expand the net increment in carbon stocks in forests. Furthermore, climate-related risks are reported to the Group Management Meeting and referred to the meeting for discussion depending on their importance, and they are integrated into company-wide risk management activities.

*⁴ Transition risks were analyzed using two scenarios: The IEA's 2 °C Scenario (IEA 2DS) that shows a pathway to possibly limiting global warming to 2 °C, and the Net Zero Emissions by 2050 Scenario (NZE 2050) that looks at the achievement of net zero CO₂ emissions by 2050. Physical risks were analyzed using the RCP 1.9, RCP 2.6, and RCP 8.5 scenarios. In RCP 8.5, the average global temperature is projected to rise by more than 4 °C and natural disasters are expected to become more frequent.

Metrics and Targets

We have set the following targets in accordance with the 1.5 °C target of the Paris Agreement. The carbon price of 140 USD/t-CO₂ (2030 level in developed countries) in the International Energy Agency (IEA)'s Net Zero Emissions (NZE) scenario is used as the internal carbon price (ICP) for risk analyses and the evaluation of investment decisions.

*The base year for reduction targets and results is FY2018.

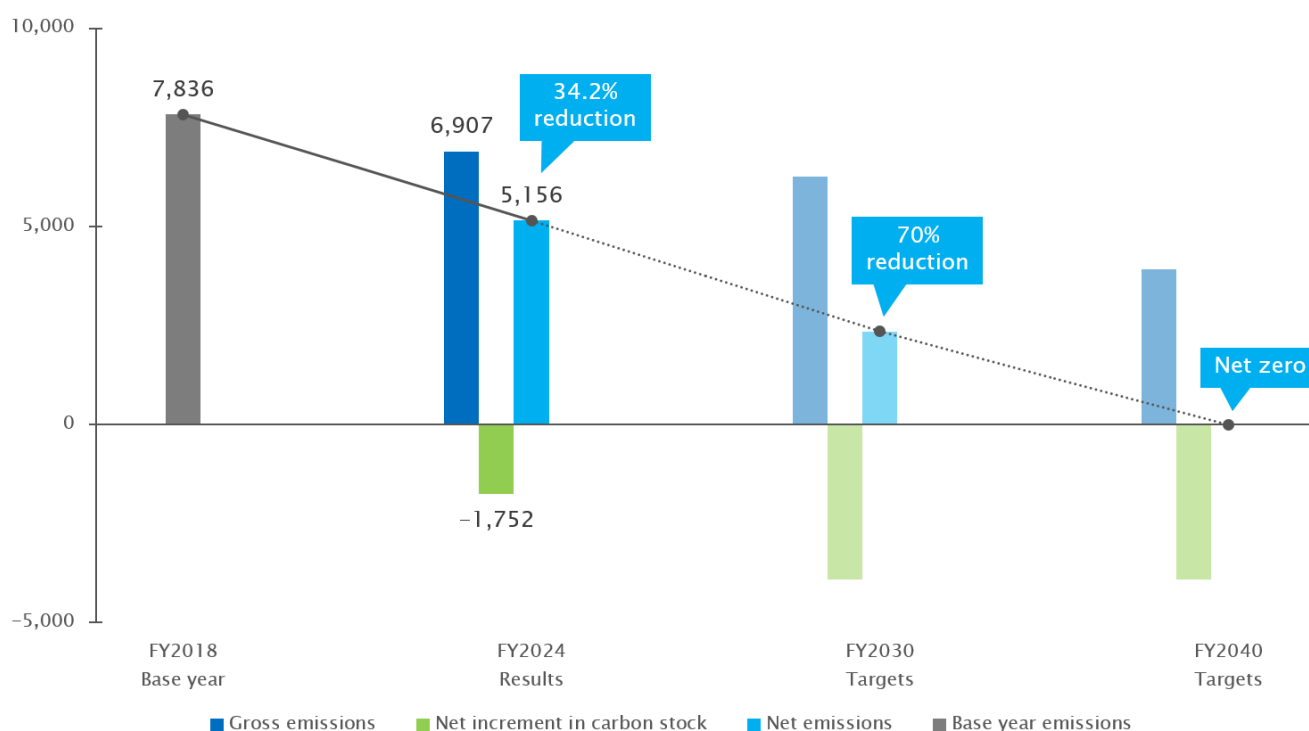
Metrics	Targets	FY2024 Results
Scope 1 + 2 Emissions	<ul style="list-style-type: none"> Reduce net emissions by 70% by FY2030 Achieve net-zero emissions by FY2040 (including net increment in carbon stock through forests) 	<ul style="list-style-type: none"> Net emissions: 34.2% reduction Gross emissions: 11.9% reduction Net increment in carbon stock: Equivalent to 22.4% reduction
Scope 3 Emissions	<ul style="list-style-type: none"> Reduce emissions from chip transport vessels by 40% by FY2040 (part of Category 4) 	<ul style="list-style-type: none"> Emissions from chip transport vessels: 33.6% reduction
Coal Consumption	<ul style="list-style-type: none"> Eliminate coal consumption by FY2040 	<ul style="list-style-type: none"> Coal consumption: 18.9% reduction

Our target is to reduce net emissions (actual emissions minus the net increment of carbon stocks) by at least 70% compared to the FY2018 level by FY2030. We will achieve 20% of this by reducing actual emissions (total Scope 1 and 2 emissions), and the remaining 50% by increasing the net increment in carbon stocks of forests. Regarding the target of achieving net zero emissions by FY2040, we will reduce actual emissions by 50% and sustain the net increment in carbon stocks at a level equivalent to 50% of FY2018 emissions.

In FY2024, we reduced net GHG emissions to 5,156 kt-CO₂, a 34.2% reduction compared to FY2018.

We have set a target to reduce emissions from wood chip carriers, which fall under Category 4 (Upstream Transportation) of Scope 3, by 40% compared with the FY2018 level by FY2040. In FY2024, emissions were reduced by 33.6%.

(Unit: kt-CO₂e)



Risks and Opportunities

* This table can be viewed by scrolling horizontally.

Type		Driver (Factor causing an impact on our business)	Awareness of business environment	Impact on our business				Strategies and countermeasures
				1.5°C (2°C) scenario		4°C scenario		
				2030	2050	2030	2050	
Transition risks	Policies, laws and regulations	Fluctuation of fossil fuel-derived energy prices	Increase in costs related to procurement using fossil fuel-derived energy and electricity due to changing energy mix	Small	Small	Small	Small	<ul style="list-style-type: none">Promote thoroughgoing energy conservation and efficient operation of in-house power generation facilities to reduce fossil fuel consumption and electricity purchases to optimize overall energy costs
		Tightened CO ₂ emissions regulations	Increase in energy consumption and credit operating costs due to the Enhance the operation of renewable energy sources such as hydro and biomass energy toward net zero carbon emissions in FY2050 introduction of carbon tax and tightening of regulations on emissions trading	Large*	Small*	Medium*	Small*	<ul style="list-style-type: none">Enhance the operation of renewable energy sources such as hydro and biomass energy toward net-zero carbon emissions in FY2040
	Markets	Increasing stakeholders' interest in low-carbon products and services	Increase in boycott activities toward products and services created using energy derived from fossil fuels due to increased awareness of decarbonization among consumers	Small	Small	Small	Small	<ul style="list-style-type: none">Convert to renewable energy and other fuels that emit less CO₂, and enhance energy conservation measuresFurther promote resource-circulation, environmentally friendly business initiatives such as sustainable forest management and paper recycling
	Reputation	Negative feedback from stakeholders	<ul style="list-style-type: none">Decline in demand for paper products because of the impression that unnecessary tree felling facilitates global warmingLower evaluation and difficulty in obtaining financing due to a failure to respond to investors' request	Medium	Medium	Small	Small	<ul style="list-style-type: none">Continuously disseminate information on the status of sustainable forest management initiatives to stakeholdersPromote the acquisition of forest certification, announcement of procurement policies, such as no illegal logging, and ensuring traceability of suppliersImplement environmental education to communicate environmentally-friendly business activities in collaboration with environmental NGOs, etc.Be registered as Type I or Type II Registered Wood-related Business Entity as defined in the Clean Wood Act

Type		Driver (Factor causing an impact on our business)	Awareness of business environment	Impact on our business				Strategies and countermeasures
				1.5°C (2°C) scenario		4°C scenario		
				2030	2050	2030	2050	
								<ul style="list-style-type: none">Conduct due diligence to prove the legality and verify the legality in connection with the procurement of wood raw materials and biomass fuels
Physical risks	Acute	Increasing severity of extreme weather events	Business stagnation such as facilities affected by and supply chain disruptions caused by a large scale natural disaster	Small	Small	Small	Small	<ul style="list-style-type: none">Formulate and regularly review a BCP, and enhance BCMKeep abreast of and monitor the status of key raw materialsEnhance our relationship with suppliers, and stabilize procurement by diversifying suppliers
	Chronic	Changes in precipitation and weather patterns, and rising average temperatures	Increase in procurement costs primarily as a result of deterioration of growth conditions for trees, key raw materials for our products	Small	Small	Large	Large	<ul style="list-style-type: none">Enhance stable procurement through procurement from multiple sources in North America, South America, Oceania, etc.Expand and promote effective utilization of company-owned forestsConduct surveys and research on the impacts of temperature and precipitation on the growth of trees, and select tree species suitable to specific areas
Opportunities	Resource efficiency	Effective resource utilization Reduction in water use and consumption	Increase in demand for advanced water treatment technology and water management due to flooding, drought, precipitation fluctuations, and higher demand for clean water in water stress areas	Small	Small	Medium	Medium	<ul style="list-style-type: none">Further expand the water treatment business primarily by promoting the expanded service for the production of water for daily usePropose innovative technology leading to the effective utilization of water resources
	Energy sources	Use of low emission sources of energy	Increase in demand for renewable energy toward realization of a decarbonized society	Small	Medium	Small	Small	<ul style="list-style-type: none">Promote the power generation business such as wind power generation and micro hydroelectric power generation
	Products and services	<ul style="list-style-type: none">Changes in consumer preferencesDevelopment of new products and services through R&D and innovation	Increase in demand for low-carbon and environmentally-friendly products due to increased awareness of decarbonization and environment	Large*	Large*	Large*	Large*	<ul style="list-style-type: none">Enhance the alternate use of biomass plastics and the development of paper materials as an alternative to plastic packaging, and expand sales opportunities
	Markets	Use of incentives	<ul style="list-style-type: none">Expansion of support for forest preservation activities under the forest usage and	Small	Medium	Small	Small	<ul style="list-style-type: none">Plan and implement the management of company-owned forests in line with national and local governments policies

Type		Driver (Factor causing an impact on our business)	Awareness of business environment	Impact on our business				Strategies and countermeasures
				1.5°C (2°C) scenario		4°C scenario		
				2030	2050	2030	2050	
			forestry promotion policy <ul style="list-style-type: none">• Possibility that carbon credit trading associated with forest absorption will increase the value of company-owned forests, and that requests for forest management/ assistance in management (providing know how) may increase					<ul style="list-style-type: none">• Maintain and improve productivity of planted trees by conducting research and technology development tailored to the relevant areas

* Note: Impact amount Small: less than 10 billion yen; Medium: not less than 10 billion yen but less than 50 billion yen; Large: not less than 50 billion yen
Impact levels without an asterisk (*) represent qualitative assessment.

Initiatives

Reducing Actual Emissions

We are working to improve energy efficiency and increase the percentage of renewable energy used to reduce the GHG emissions of our business activities. In FY2024, we reduced actual GHG emissions (Scope 1+2) to 6,907 kt-CO₂e, which is a 11.9% reduction compared to FY2018.

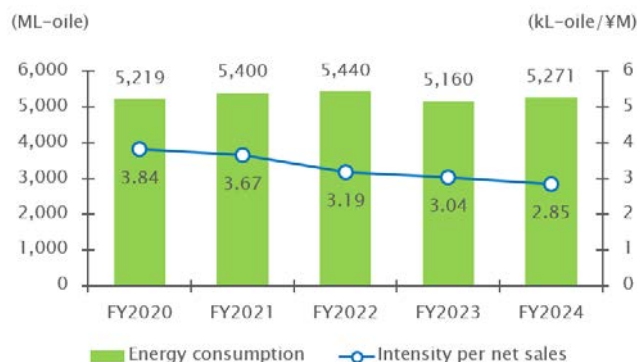
Energy Management System

At our mills and plants, the energy management and production departments hold regular energy conservation meetings. At the energy conservation meetings, energy-saving targets are set and plans are made to update equipment and improve operations (Plan). These plans are then implemented to achieve the targets (Do). Furthermore, progress and effectiveness are reviewed (Check), and measures are revised as necessary (Act), thereby promoting continuous reduction in energy consumption.

KANZAN's Neumühl plant and Walki's Valkeakoski, Pietarsaari and Steinfurt plants have obtained third-party certification of their ISO 50001 energy management systems.

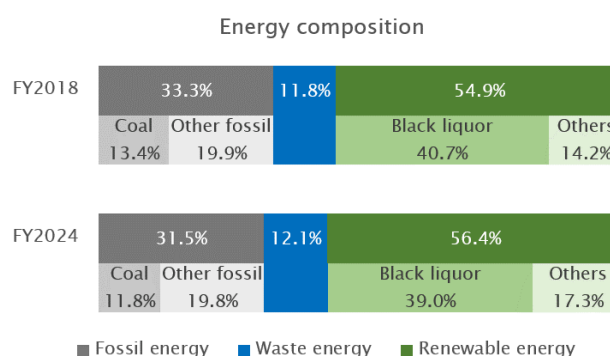
Improving Energy Efficiency

In FY2024, our major domestic companies invested ¥1.36 billion yen in energy conservation, thereby reducing energy consumption by 39.6 thousand kL (in crude oil equivalent). Across the entire group, energy consumption intensity was reduced by 7.1% per year on average between FY2020 and FY2024.



Increasing the Percentage of Renewable Energy Used

Utilizing black liquor, which is a byproduct of the pulp production process, and other biomass fuels, the Oji Group has increased the percentage of its energy consumption that comes from renewable sources. To further expand the use of renewable energy, we are using private hydroelectric power plants and moving forward with the installation of solar power generation systems. In FY2024, 56.4% of the energy used was renewable energy.



Reducing Coal Consumption

We shut down a coal boiler at Oji Materia Nayoro Mill in FY2021 and another one at Oji F-Tex Ebetsu Mill in FY2023. This decreased coal consumption by 18.9% in FY2024 compared to FY2018. Looking ahead, we will continue to reduce coal consumption, and we project that capital investments of approximately ¥100 billion will reduce GHG emissions by roughly 1,000 kt-CO₂e.

Topic: Indirect reduction of GHG emissions in the Renewable Energy Power Generation Business

In FY2024, we sold 1,504 GWh of electricity generated by biomass, hydropower and solar power through the feed-in tariff (FIT) system for renewable energy. Through this system, electric utilities purchase electricity generated from renewable energy sources at a fixed price. This is equivalent to a 636 kt-CO₂e reduction in electricity consumers' emissions.

Note: The reduction is estimated assuming that the electricity sold via the FIT system indirectly reduces the CO₂ emissions of the users of that electricity. Implied reduction = FIT electricity sales × national average emission factor
 FIT electricity sales: The amount of biomass, hydroelectric, and solar electricity generated sold via the FIT system by the Group companies in Japan.
 National average emission factor: An emission factor used in the calculation of the equivalent amount of CO₂ emissions reduced by using non-fossil electricity under the Greenhouse Gas Emissions Calculation, Reporting and Disclosure System.

Reducing Emissions from Wood Chip Carriers

Most of the wood chips used as raw materials for paper are transported by ship from overseas plantations. With international efforts underway to reduce GHG emissions from ships, the Oji Group's chip carriers now navigate at lower speeds to increase fuel efficiency and reduce GHG emissions. In addition, the GHG emissions from vessels built in recent years are lower than conventional vessels, contributing to the reduction of GHG emissions.



Woodchip carrier GT SELENE (built in 2022)

Installing Solar Power Systems

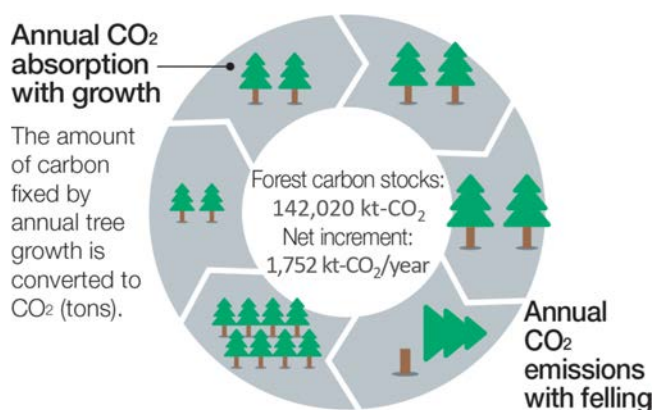
We have been installing solar power systems on factory roofs and idle land. A warehouse built in August 2022 at Oji Nepia Edogawa Factory uses electricity generated from solar power. In October 2023, the solar power generation system at Oji Container Tochigi Plant began operation, supplying all the electricity used at the plant during the daytime.



Solar power generation system at Tochigi Plant, Oji Container

Expansion of Net Increment in Carbon Stocks of Forests

We are expanding the net increment in carbon stocks of forests by expanding plantations and planting fast-growing trees. In the 636,000 ha of forests owned and managed by the Oji Group in Japan and overseas, actual carbon stocks reached 142,020 kt-CO₂ at the end of FY2024, and the annual average net increment in carbon stocks of forests between FY2020 and FY2024 was 1,752 kt-CO₂.^{*6} The amount of O₂ released during the same period averaged 1,274 kt per year.^{*7}



^{*6} The figures for carbon stocks and net increment in carbon stocks exclude those of CENIBRA's forests planted by third parties and forests where it has been less than two years since they were planted.

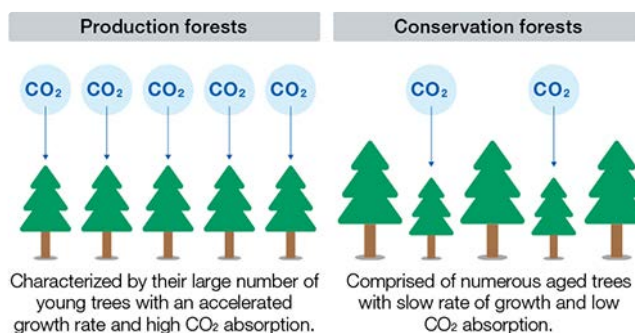
^{*7} Calculated assuming that the amount of O₂ released is the same as the CO₂ absorbed (in moles)

Forest carbon stocks: The CO₂ stocks of Oji Forests

Net increment in carbon stocks of forests: The amount of CO₂ absorbed by the trees in Oji Forests minus the amount of CO₂ stored in the trees felled, which is considered as emissions.

Expand Forest Plantations

Recognizing that the amount of CO₂ absorbed by trees is proportional to their growth, production forests with abundant trees in a growth phase absorb more CO₂ compared to conservation forests where trees have matured. The Oji Group is expanding its overseas production forests and increasing the number of trees in a growth phase in a bid to increase the net increment in carbon stocks. In July 2024, we acquired 20,000 ha of production forest in Uruguay, expanding the area of overseas production forests from 237,000 ha as of the end of FY2018 to 295,000 ha as of the end of FY2024. Moving forward, through initiatives such as Future Forest Innovations (FFI), a forest investment fund established in March 2025, we are considering acquiring more sites for forest plantations primarily in South America, Oceania, and Southeast Asia, where we have been operating our forest plantation business. Our target is to expand the area of our overseas production forests to 400,000 ha by FY2030, at an estimated acquisition cost of about ¥100 billion.



Plant fast-growing trees







Asia Agriculture and Forestry Technology Center and CENIBRA (Brazil) have long been breeding forest trees. In selecting and planting high-quality varieties, distinguished by their high growth rate and pulp productivity obtained through artificial pollination, efforts are being made to increase the amount of forest growth while facilitating carbon absorption and storage.

Data

ESG Data



Sustainable Forest Management

Policy  Targets and Achievements  Overview of the Oji Group's Forests (Oji Forests)  Sustainable Forest Management Initiatives 
Utilization of Forest Certification Systems  Related pages 

Policy

The appropriate cultivation and management of forests not only generate renewable forest resources but also enhance the multiple functions of forests, including CO₂ absorption and sequestration, biodiversity conservation, watershed protection and soil conservation.

While the world is rapidly moving toward the realization of a carbon neutral society by 2050, our roles and responsibilities are broader than this. By sustainably managing forests directly connected to our business, we will continue to take steps toward realizing a decarbonized society, enhancing the value of forest resources, and expanding Oji forests further.

Oji Group Sustainable Forest Management Policy

Established: April 1, 2022

The Oji Group owns and manages vast forests and practices sustainable forest management in harmony with the environment and local communities based on our management philosophy, Harmony with Nature and Society.

Our business activities and local communities rely on ecosystem services such as water, climate control and forest products, while our forestry activities impact ecosystems, natural landscapes, and biodiversity. Therefore, we understand our responsibility of managing the forests we own and manage in an environmentally, socially, and economically sustainable way.

Complying with the relevant local, national and regional laws and all relevant international conventions and agreements regarding forest management and based on the applicable internationally recognized principles, we will:

1. ensure no deforestation and no illegal logging.
2. safeguard ecological health and functionality and promote sustainable forest and land management practices that aid the conservation of biodiversity, soil, and water resources.
3. respect the human rights of all people, not discriminate or act with prejudice, and never engage in the utilization of child labor or forced labor.
4. respect the unique economic and cultural rights and the legitimate rights of indigenous peoples, including traditional lands and land use.
5. contribute to maintaining or enhancing local communities' social and economic well-being.
6. monitor the condition of forests and the results of management activities, and verify sustainable forest management using tools such as forest certifications.

* We procure raw materials following the Oji Group Sustainability Action Guidelines for Supply Chains and the Wood Raw Materials Procurement Guidelines as established separately.

[Oji Group Sustainability Action Guidelines for Supply Chains](#) 

[Wood Raw Material Procurement Guidelines](#) 

[No Deforestation and No Conversion Commitment](#)

Targets and Achievements

Increasing greenhouse gas absorption by investing in forestry preservation and forest plantations


In Environmental Action Program 2040, we set a target of offsetting 50% of Scope 1 and 2 GHG emissions in fiscal 2018 through forest absorption and sequestration by fiscal 2040. As an initiative to achieve this goal, we are expanding our plantations in Japan and overseas. By sustainably managing the acquired forest plantations, we will accelerate the growth of forests and increase net CO₂ absorption, thus contributing to decarbonization.


Improving the forest certification acquisition rate

Across 635,000 hectares of Oji Forests, we actively utilize [forest certification systems](#) to ensure appropriate forest management, including conservation forests, while considering the environment, society and the economy. The Oji Group aims to achieve a 100% forest certification acquisition rate by 2030.

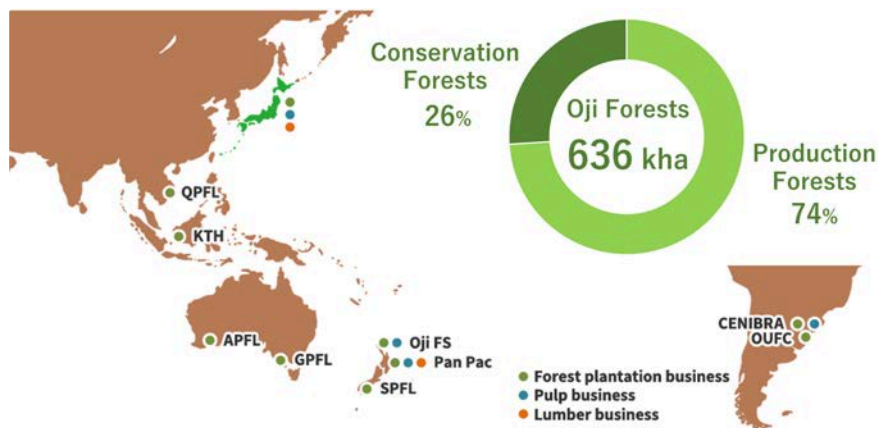
[Environmental Action Program 2040](#) 

Data

ESG Data No.17 Forest certification acquisition rate 

ESG Data No.18 Oji Group forest area 

Overview of the Oji Group's Forests (Oji Forests)



The Oji Group owns and manages extensive forests in Japan and overseas that cover a total of 635,000 ha. Oji's forest portfolio includes 472,000 ha of production forests, primarily for producing forest products that consider the environment, and about 163,000 ha of conservation forests, which principally function as public utilities, including their value in the conservation of biodiversity and the protection of watersheds. Wood from production forests is used as raw material for paper manufacturing, lumber and plywood, and biomass power generation fuel. In addition, there are growing expectations for its use in the development of new materials derived from wood components. To ensure a stable supply of wood resources while preserving the public functions of forests, the Oji Group invests approximately ¥18.4 billion annually in sustainable forest management.



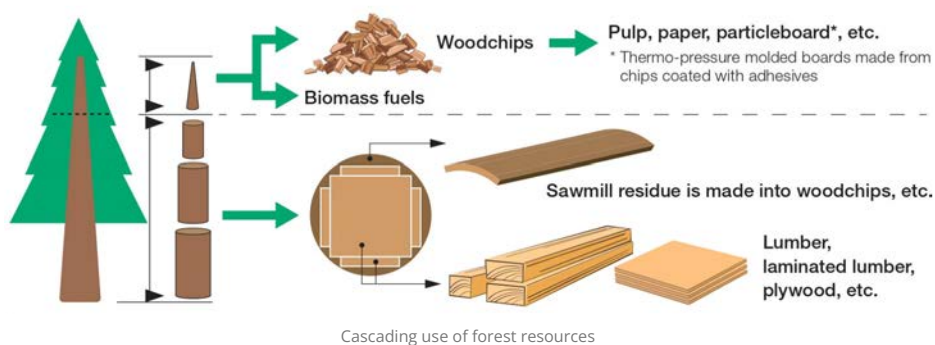
CENIBRA in Brazil: Production forest (left) and conservation forest (right)

Production Forests

The Oji Group is engaged in the forest plantation business around the world. We develop and select tree species that are suitable for the local climate and land conditions and improve cultivation methods by formulating optimal plans for each region. Through these measures, we enhance forest productivity, produce high-quality timber and improve profitability through the stable supply of forest products.

Through a cycle of planting, cultivating, harvesting and replanting, forests are constantly growing and can be used to create a variety of products, including lumber, on a continuous basis. Moreover, we maintain economic efficiency while facilitating the thorough and cascading use of harvested wood for a variety of applications, including lumber, plywood, woodchips for manufacturing paper and wood biomass fuel.

Maintaining forests as production forests serves multiple purposes beyond just timber use. It offers various ecosystem benefits (ecosystem services), such as providing opportunities for residents to harvest and use forest products, and serving as migration routes for wildlife. Through these efforts, the Oji Group, as a comprehensive forestry business group, promotes the sustainable use of lumber.



Conservation Forests

The Oji Group emphasizes the environmental value of forests and is actively engaged in the development and management of environmental conservation forests. These forests play a vital role in protecting local ecosystems by contributing to biodiversity conservation, watershed protection, soil conservation, and carbon sequestration.

Under our long-term vision for 2050, Environmental Vision 2050, we aim to achieve both net-zero carbon and harmonious coexistence with nature. Environmental conservation forests are a key initiative toward realizing these goals.

Through appropriate management in collaboration with local communities, we enhance the value of these forests as natural capital, thereby contributing to the sustainable growth of our business.

List of forest plantation companies

[Southland Plantation Forest Company of New Zealand Limited \(SPFL\)](#) ➤

[Albany Plantation Forest Company of Australia Pty., Ltd. \(APFL\)](#) ➤

[Quy Nhon Plantation Forest Company of Vietnam Limited \(QPFL\)](#) ➤

[Green Triangle Plantation Forest Company of Australia Pty. Ltd. \(GPFL\)](#) ➤

[P.T. Korintiga Hutani \(KTH\)](#) ➤

[Oji Uruguay Forest Company S.A.S\(OUFC\)](#) ➤

[Celulose Nipo-Brasileira S.A\(CENIBRA\)](#) ➤

[Pan Pac Forest Products Ltd.\(Pan Pac\)](#) ➤

[Oji Fibre Solutions Group\(Oji FS\)](#) ➤

[Oji Forest & Products Co.,Ltd](#) ➤

Sustainable Forest Management Initiatives

Oji Forests in Japan

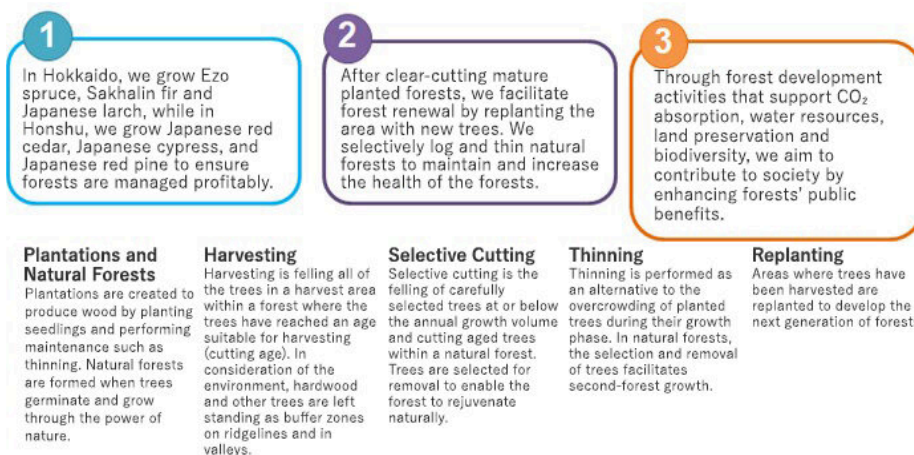
In Japan, the Oji Group owns and manages approximately 650 company-owned and shared forests across the country, from Hokkaido to Kyushu, covering a total area of around 188,000 hectares. Of this, about 40% (76,000 hectares) consists of planted forests, including species such as Sakhalin fir and Japanese larch in Hokkaido, and Japanese cedar and cypress in regions across Japan south of Hokkaido.

With an average tree age of approximately 60 years, many of these forests are entering the harvesting phase. We are working to rejuvenate the forests through clear-cutting and replanting, while continuing thinning and other silvicultural practices to promote sustainable forest management. In addition, around 11,000 hectares have been designated as environmental conservation forests, which contribute to society by preserving the multifaceted value of forests.

In recent years, these forests have also been positioned as key fields where the Oji Group conserves natural capital and quantify its value. They are actively used as demonstration sites for visualizing the value of forests.

[OJI FOREST](#) ➤

Basic Policies for Company-Owned Forest



In our company-owned forests in Japan, it takes around 60 years for trees to grow from seedlings to the point of final harvesting. During this time, we carry out various forest management tasks, such as planting seedlings, clearing undergrowth, thinning, and vine cutting.

Each year, we harvest and replant about 500 hectares, with most of the work done manually. Just the planting and undergrowth clearing alone requires a total of around 13,000 workers annually. To reduce the strain on our workforce, we're introducing drones to transport seedlings and testing new methods, like transitioning from bare-root to container-grown seedlings, and planting elite varieties of trees. These trees grow faster and are expected to reduce the frequency of undergrowth clearing that is needed.



A drone carrying seedlings

Planting Elite Trees

Elite trees are a special category of superior trees, bred by cross-pollinating the very best specimens from Japan's forests. These second-generation (or later) elite trees are carefully selected from saplings descended from first-generation superior trees. Elite trees have several remarkable characteristics:

1. Rapid early growth
2. Pollen production reduced to less than half of conventional levels
3. Straight, uniform trunks

Thanks to their fast growth, these trees offer significant advantages, such as lowering maintenance costs by reducing the need for undergrowth clearing and minimizing the risk of deer damage.



Elite cedar tree seedlings

Oji Forests outside Japan

In the overseas forest plantation business, the Oji Group plants fast-growing trees including eucalyptus and acacia, which are hardwood trees, and radiata pine, which is a softwood tree. Plantation trees which have become harvestable are converted into raw materials for paper (woodchip), sawtimber, or pulp on site and then sold externally or used as raw materials for paper from the Oji Group.

Our overseas forest plantation business not only secures wood raw materials but also absorbs and stores CO₂ and creates employment and industries, thus contributing to building truly prosperous and sustainable local communities.

CENIBRA's initiative for forest fires

Massive forest fires have become common occurrences in many parts of the world, a critical global issue that needs urgent global solutions. CENIBRA, which has forest plantations and a pulp mill in Brazil, has introduced an innovative forest fire prevention and fighting system using artificial intelligence (AI) for their 250,000 ha forests. The company has 39 watchtowers equipped with 360 degrees rotating cameras. When the AI detects smoke and fires, the monitoring room notifies fire crews nearest to the site of the incidents. They start firefighting immediately. The AI-equipped cameras are more efficient than human eyes and can locate the accurate fire site within 1-2 minutes. CENIBRA has reduced forest fire risks significantly.



Fire monitoring in the monitoring room



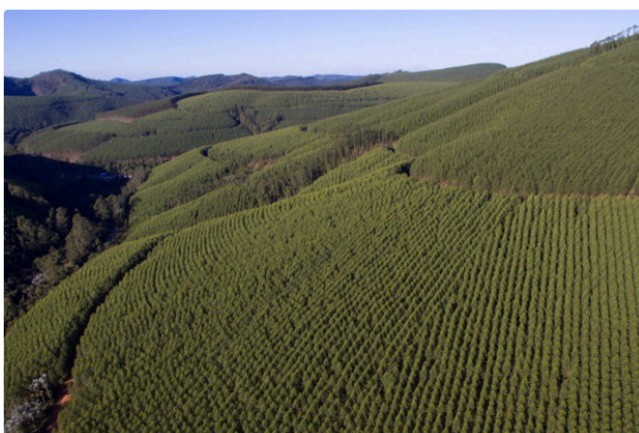
Firefighting training by firefighters



Fire watchtower

Accelerating CO₂ Absorption through Fast-Growing Tree Plantations

A feature of fast-growing trees such as eucalyptus and acacia, which are hardwood trees, or radiata pine, which is a softwood tree, is their fast initial growth. It is generally believed that plantations in their initial growth phase have a higher CO₂ absorption capacity than mature natural forests. In addition, the felling of trees at an optimal timing for the tree species or for the purpose of use enables efficient timber production and maintains plantations in a state where they have a high CO₂ absorption capacity. Further, by planting superior varieties of trees that have been developed in each business, the Oji Group aims to increase the forest growth rate and facilitate CO₂ absorption.



Plantation at CENIBRA



Nursery at CENIBRA

Enhancing the quality of trees and forest management for greater forest productivity

The Asia Agriculture and Forestry Technology Center (AFTEC) conducts research and technology development optimized for each area based on forest plantation projects in Southeast Asia to maintain and improve the productivity of plantation trees. The planting of fast-growing, high-quality tree varieties and the improvement of the quality of plantation trees and yields leads to not only the improvement of the profitability of the forest plantation business but also the protection of natural forests through a reduction of illegal logging in these forests. AFTEC focuses on improving its fast-growing tree varieties, including eucalyptus and acacia tree species, using breeding techniques developed in various countries. Fast-growing trees absorb significant nutrients. CENIBRA in Brazil has also dedicated many years to improving tree varieties through breeding. The CENIBRA team patiently cross-pollinated trees and selected about 15 superior varieties from over 20,000 candidates. These varieties were chosen for their exceptional growth rates and high pulp productivity.

In addition, there are concerns that using heavy machinery when harvesting can compact the soil, potentially affecting future growth. To ensure the sustainable operation of the forest plantation business, it is essential to maintain healthy soil conditions by replenishing the nutrients lost due to harvesting and improving the physical properties of the soil through tilling and other measures. For this purpose, the AFTEC conducts soil and tree nutrition analyses and tests fertilization and tilling methods, in its efforts to safeguard the soil environment.



Eucalyptus Artificial Pollination (Indonesia)




Survey in Acacia Plantation (Vietnam)

Satellite Data Analysis of CENIBRA's Forests

In recent years, datasets that show results of analysis of global forest changes using satellite data and platforms that display maps of these results have been developed. This has made it easy for anyone to conduct extensive and long-term forest monitoring. However, these data have the issue of misinterpreting logging operations in sustainable forestry management as deforestation. Therefore, these data should be used with caution.

Oji Holdings commissioned a third party proficient in satellite analysis to analyze forest changes by combining satellite data, local natural vegetation information, and operational history for CENIBRA's company-owned forests, the largest in the Oji Group. The results show that it is highly likely that 99.9% of the CENIBRA-owned forests labeled as 'Forest Cover Loss' in open dataset do not correspond to deforestation.

The Oji Group will continue to promote sustainable forest management and utilize various analytical technologies to engage in natural monitoring and information disclosure.

[Report on Satellite Data Analysis of CENIBRA's Forests in Brazil](#) 

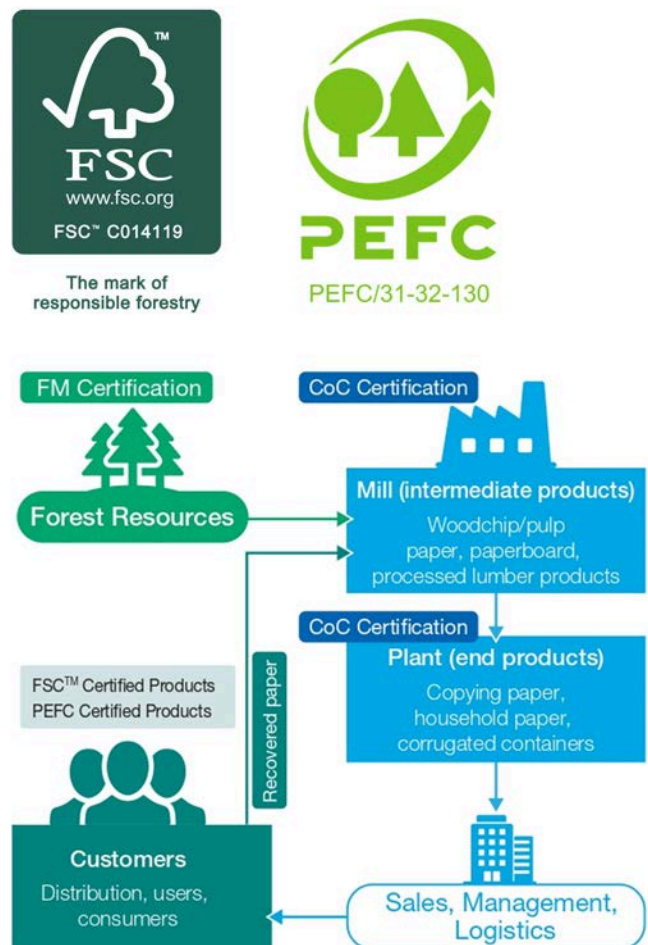
Utilization of Forest Certification Systems

Forest certification is a system in which an independent third-party organization audits and certifies that forests are appropriately managed in accordance with established standards, based on environmental, social, and economic perspectives. It is an important mechanism for balancing sustainable resource use with environmental conservation.

The Oji Group utilizes forest certification systems that support sustainable forest management and manufactures products certified by FSC (FSC™*1C014119, etc.) and PEFC*2 (JIA-PEFC-COC-0808, etc.).

These products use wood raw materials that comply with the requirements of each certification system. We have obtained FM certification*3 for our own forests and CoC certification*4 for our production, processing, and distribution operations within the Group. By acquiring certification throughout the entire supply chain—from forests to processing mills and distribution—we supply a wide range of forest-certified products, from intermediate to finished products such as copy paper and household paper.

In addition, the Oji Group has established the Forest Certification System Implementation Committee to ensure the proper operation and effective use of forest certification systems.



*1 FSC : Forest Stewardship Council™

*2 PEFC : Programme for the Endorsement of Forest Certification

*3 FM certification : Confirmation of forest management

*4 CoC (Chain of Custody) certification : Confirmation of management on processing and distribution of produced wood

Acquisition of Forest Management Certification

To enhance the credibility of sustainable forest management, the Oji Group actively pursues Forest Management (FM) certification both in Japan and overseas as a key mechanism for ensuring the legality and sustainability of its plantation operations.

In Japan, we have acquired SGEC forest certification, a Japan-specific forest certification program operated by the Sustainable Green Ecosystem Council. Certification began in 2003 with the Kami-Inako mountain forests in Shizuoka Prefecture. As of today, 100% of our company-owned forests in Japan are certified, representing the largest certified forest area held by a private company in the country. In FY2016, SGEC entered into a mutual recognition agreement with PEFC, an international forest certification system, making SGEC certification internationally recognized.

We are also progressing with certification acquisition overseas, achieving a certification rate of 96% as of the end of FY2024. Through these initiatives, the Oji Group continues to practice responsible forest management.




SGEC Certification Inspection of Mimasaka Mountain Forest (Okayama, Japan)



Kami-Inako mountain forest (Shizuoka, Japan)

Utilization of Certification in Wood Raw Material Procurement


In accordance with its [Wood Raw Material Procurement Guidelines](#) , the Oji Group requires all suppliers to produce sustainable wood raw materials and verifies their compliance.

To conduct this verification, we utilize the FSC forest certification system. All procured wood raw materials comply with FSC requirements, including FSC-certified wood and FSC-controlled wood*⁵.

Suppliers holding FSC-CoC certification undergo third-party audits, and by leveraging such certification systems, we ensure traceability and appropriate management of wood raw materials throughout all stages of the supply chain.

*⁵ FSC controlled wood mitigates the risk of forest products originating from unacceptable sources:

1. Illegally harvested wood
2. Wood harvested in violation of traditional and human rights
3. Wood from forests in which high conservation values are threatened by management activities
4. Wood from forests converted to plantations or non-forest use
5. Wood from forests in which genetically modified trees are planted

For more information about FSC controlled wood see the [FSC website](#) .

Related pages

TNFD Report



Biodiversity Conservation










Harmonious coexistence with local communities



Responsible Procurement based on Wood Raw Material Procurement Guidelines



Biodiversity Conservation

Policy  Structure  Action Plan  Risk Assessment  Initiatives  Participation in the 30 by 30 Alliance for Biodiversity 
Data 

Policy

The Oji Group implements biodiversity conservation initiatives under the Oji Group Biodiversity Commitment and No Deforestation and No Conversion Commitment.

The Oji Group Biodiversity Commitment

With a strong commitment to continuing nature-positive management and achieving the targets of the Kunming-Montreal Global Biodiversity Framework (GBF), the Oji Group pledges to avoid and reduce contributions to drivers of nature loss, reduce threats to biodiversity, and restore and regenerate ecosystems.

Commitment


While maintaining our sustainable forest management and wood material procurement practices, we commit to avoiding and reducing drivers of nature loss in our operations and value chain, and to restoring and regenerating ecosystems by 2030.

Actions we take to avoid and reduce contributions to drivers of nature loss:

- We are committed to [“No Deforestation and No Conversion.”](#) (GBF Target 1)
- We maintain the water resource conservation function of forests and contribute to the creation of freshwater resources. (GBF Target 11)
- We prevent nature loss by reducing or eliminating air, water and waste pollution. (GBF Target 7)
- We mitigate pollution risks and the impact of pollution from plastics throughout our value chain by expanding sales of renewable eco-friendly paper products. (GBF Target 7)
- We mitigate climate change, which is closely related to biodiversity, by maintaining and promoting the absorption and sequestration of atmospheric carbon dioxide through our self-managed plantations and natural forests. (GBF Target 8)


Targets for reducing or eliminating air, water and waste pollution

[Air](#)  [Water](#)  [Waste](#) 

[Expansion of sales of renewable eco-friendly paper products](#) 

Actions we take to restore and regenerate ecosystems:

- We restore and regenerate the ecosystems of our company-owned forests through the regeneration of natural forests. (GBF Target 2)
- We restore and regenerate the ecosystems outside our company-owned land through the establishment of ecological corridors. (GBF Target 2)

[Targets for restoring and regenerating ecosystems](#) 

Actions we take to engage stakeholders:

- We conduct our business activities while respecting the human rights of stakeholders, including indigenous peoples and local communities. (GBF Target 1, 22)
- We provide access to remedy for stakeholders in accordance with the Guiding Principles on Business and Human Rights endorsed by the UN Human Rights Council. (GBF Target 9)

[Oji Group Human Rights Policy](#)  [Remedy platform](#) 

March 28, 2025

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

No Deforestation and No Conversion Commitment

December 26, 2024

Forests possess a variety of public benefits in addition to their function of producing wood resources. These benefits include the absorption and sequestration of carbon dioxide, biodiversity conservation, soil conservation, watershed protection, and providing a place for nurturing culture and tradition. The Oji Group, through its history of over 150 years and its operations rooted in forests, understands these rich functions and values of forests and has grown and managed forests working together with local communities.

Large-scale deforestation is ongoing in many parts of the world, and the world's forest area is estimated to have decreased by 178 million hectares over the 30-year period from 1990 to 2020*¹. We recognize that it is our important responsibility, as a company rooted in forest-based operations, to confront this significant threat to natural ecosystems anew and contribute to the realization of a sustainable society.

Commitment

[The Oji Group Commits to No Deforestation and No Conversion*²](#)

Scope and Targets

The Oji Group has been practicing sustainable forest management and wood material procurement without deforestation and conversion through various initiatives. We will continue these efforts, further improve them, and consistently achieve no deforestation and no conversion.

The scope of our commitment includes our own forest management as well as the supply chain for the wood raw materials we procure*³. By 2025, we will further improve and implement our wood raw material procurement guidelines and establish a grievance mechanism in accordance with the United Nations Human Rights Council's "Guiding Principles on Business and Human Rights".


Respect for Human Rights

Respect for human rights is a core element of a responsible supply chain. The Oji Group respects the human rights defined by international norms such as the "International Bill of Human Rights" and the "ILO Declaration on Fundamental Principles and Rights at Work". Additionally, we advance activities in accordance with principles such as the UN "Guiding Principles on Business and Human Rights" and "Free, Prior and Informed Consent (FPIC)". These principles are outlined in the [Oji Group Human Rights Policy](#), and we conduct forest management and supply chain management with consideration for international human rights, including those of Indigenous Peoples, local communities, and workers.

Initiatives

1) Company-wide Structure

We have established the Sustainability Committee, chaired by the CEO and composed of directors, to deliberate on matters related to supply chain risks and their countermeasures, with oversight and supervision by the Board of Directors. Additionally, we have set up the Corporate Sustainability Division as a cross-functional management division to drive sustainability related initiatives group wide.

[Sustainability Management Structure](#) 

2) Own Forest Management

The Oji Group owns and manages an extensive 635,000 hectares of forests worldwide. Under the [Oji Group Sustainable Forest Management Policy](#), we practice sustainable forest management that considers the environment and local communities. We have set the target to achieve a 100% forest certification rate for our own forests by 2030 in the [Environmental Action Program \(2030\)](#).

3) New Business Planning

When planning new businesses, we conduct risk assessments not only from an economic perspective but also considering ESG factors. When acquiring new land for forest management, we respect human rights and FPIC, verify there are no environmental or social risks, or take necessary measures to avoid or mitigate such risks, and make it a prerequisite to obtain forest certification.

4) Supply Chain Management

The Oji Group has established the [Oji Group Sustainability Action Guidelines for Supply Chains](#) for the procurement of raw materials. These guidelines are in accordance with internationally important principles such as human rights, labor, environment, and anti-corruption as defined by the United Nations Global Compact. Since the fiscal year 2020, we have been conducting [Supplier Sustainability Surveys](#) for main suppliers, and we use the results for assessing the actual situation and risk management. Moreover, in accordance with the [Wood Raw Material Procurement Guidelines](#) established under the above Action Guidelines, we require all suppliers of wood chips and pulp to produce sustainable wood materials. We have established a due diligence system for ongoing monitoring. We verify specified items such as the origin of raw materials and the status of forest certification through various

methods, including traceability reports from suppliers, and conduct risk assessments. If a high risk is identified, we request additional documentation or conduct on site audits to monitor the situation. Additionally, we utilize forest certification systems*⁴ such as FSC™ and PEFC as tools to verify that there is no deforestation, land conversion, or human rights violations. If it is found that standards are not being met, we will engage in continuous dialogue and request improvements from the suppliers, and if improvements are not made, we will cease transactions with those suppliers.

5) Collaboration for Sustainability

We collaborate with stakeholders, including Indigenous Peoples, NGOs and suppliers such as smallholders, to support the implementation of sustainable forest management, protect and nurture rare flora and fauna, and conserve and restore ecosystems.

[Targets for Natural Forest Restoration and Recovery](#) ➤

[Other Environmental Conservation Initiatives](#) ➤

Information Disclosure and Policy Review

These initiatives and results are reported annually in the integrated report and on our website.


The content of this commitment and related policies will be reviewed as necessary.


Philosophy on Forest Resources

Forest resources are an excellent resource that can be regenerated through sustainable forest management. Additionally, their appropriate management and utilization can maintain and restore the diverse public benefits of forests. Not only in plantation forests but also in natural forests (secondary forests), appropriate protection and utilization can promote harmony with nature and preserve the functions of forests.

The Oji Group has developed a business model that nurtures and cyclically utilizes renewable forest resources. The appropriate use of forest resources in the processes of forest management, harvesting, and planting (including natural regeneration) does not lead to deforestation*⁵.


The Oji Group, which owns and manages 635,000 hectares of forests worldwide, will continue to develop this business model, maintain the public benefits of forests, and expand efforts to conserve and restore natural ecosystems, thereby contributing to the achievement of a nature-positive world.

*1 Refer to [Global Forest Resources Assessment 2020 Main report \(FAO\)](#) .

*2 Deforestation or Conversion: Conversion is the permanent loss of surrounding ecosystem services due to the conversion of natural forests or HCV areas to other land uses. Minimal conversion for the sake of social and environmental benefits is generally excluded. Deforestation is one form of conversion and indicates the conversion of natural forests. The natural forests include primary forests, regenerated (second growth) forests, managed natural forests and forests that have been partially degraded (Refer to [Accountability Framework initiative](#) ). HCV, High Conservation Value, indicates areas that are valuable and have high conservation importance from the perspectives of biodiversity, water resource conservation, culture, and landscape.

*3 The Oji Group will source wood raw materials that do not originate from deforestation or conversion at least since the end of 2020. This cutoff date aligns with the global commitment outlined in SDGs' Target 15.2: "By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests, and substantially increase afforestation and reforestation globally".

*4 When utilizing certification systems, we verify whether the standards required by each certification system are appropriate in light of the policies and guidelines set forth by the Oji Group, and we also confirm their reliability. FSC™ License code: FSC™ C014119 etc.

*5 Referring to [Global Forest Resources Assessment - FRA 2025 - Terms and Definitions \(FAO\)](#) , the term deforestation "specifically excludes areas where the trees have been removed as a result of harvesting or logging, and where the forest is expected to regenerate naturally or with the aid of silvicultural measures".

The Oji Group owns and manages vast forests and practices sustainable forest management in consideration of the environment and local communities under our management philosophy, Harmony with Nature and Society. While our business activities and local communities depend on ecosystem services such as water, climate control and forest products, our forestry activities also impact ecosystems, natural landscapes and biodiversity.

We recognize our responsibility to manage our forests in an environmentally, socially and economically sustainable manner.

Guided by its Sustainable Forest Management Policy, the Oji Group collaborates with governments, environmental NPOs, scientific researchers, local residents, and other parties to protect and nurture endangered species, maintain and restore ecosystems and implement other initiatives in Japan and overseas.

[Sustainable Forest Management](#) ➤

Structure

Important matters related to biodiversity conservation are deliberated by the Sustainability Committee (Chair: CEO; Members: all COMPANY Presidents and others, held twice a year), which is monitored and supervised by our Board of Directors.

[Sustainability Management Structure](#)



Action Plan

In its Environmental Vision 2050, the Oji Group states that it aims for a society in harmony with nature by seeking to conserve biodiversity and reduce its impact on the environment. Further, the Group has established Environmental Action Program 2030 and Environmental Action Program 2040 as milestones toward achieving this vision, and it is implementing sustainability forest management, ecosystem conservation and restoration, and collaboration with local communities and others to protect and nurture endangered species.

[Environmental Vision 2050](#)



[Environmental Action Program 2040](#)



[Environmental Action Program 2030](#)



The Oji Group is implementing nature restoration projects to achieve the following biodiversity conservation targets, which it set in light of risk assessments.

Metrics	Annual data						Medium-term targets (From FY2024 through FY2033)		Long-term targets (From FY2019 through FY2040)	
	2019	2020	2021	2022	2023	2024	Targets	Progress*4	Targets	Progress*4
Area of restored natural forests*1(ha)	170	366	399	379	359	260	3,000	260	5,000	1,933
Number of planted native tree species*2(seedings)	34,827	60,624	76,433	61,599	27,480	60,271	500,000	60,271	900,000	321,234
Area of ecological corridors formed outside own land*3(ha)	186	318	313	411	532	500	3,500	500	6,000	2,260
Area of natural forests connected by ecological corridors(ha)	1,281	2,212	2,239	1,268	2,587	9,629	-	9,629	-	19,216

*1 The area where planting and other activities were carried out to restore natural forests lost due to windthrow, fire, etc.

*2 The number of trees planted within the natural forests owned.

*3 The area enclosed by fences to promote the revegetation of degraded lands between fragmented natural forests and to allow wildlife to move freely, in collaboration with landowners.

*4 Progress status is as of the end of FY2024.

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

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

[ESG Data: Environment 22. Nature-related metrics and targets](#)



Alignment with Climate Change Mitigation Activities

The Oji Group's nature-related initiatives, such as restoring natural forests and planting native tree species on its land, have reforested degraded land and increased the amount of CO₂ absorbed and fixed by the land. These initiatives align with and support the Oji Group's efforts to mitigate climate change by enhancing CO₂ absorption and fixation through its investments in forest conservation and afforestation. Additionally, the Oji Group's initiatives to establish ecological corridors have restored vegetation and increased CO₂ absorption and fixation in areas outside its land, contributing to the mitigation of climate change.


Forest Certification

The Oji Group is working to acquire FSC™ and PEFC forest certification to ensure sustainable forest management. For example, Principle 6 of the FSC™ forest management stipulates "Environmental Values and Impacts", which requires the assessment and monitoring of the impact of activities inside and outside the forest management area, the avoidance and reduction of any anticipated adverse impact and the restoration of adversely impacted areas, as well as the maintenance, conservation and restoration of biodiversity.

To date, we have acquired FSC™ certification in Brazil*4 and other countries overseas and SGECC certification in Japan. As of the end of FY2024, 96% of our overseas plantations and 100% of our company-owned forests in Japan have received forest certifications.

The items included in forest certification audits include items related to biodiversity. For all of the Oji Group's forest certified sites, we have formulated Biodiversity Action Plans (BAPs) for reforestation, the protection and nurturing of endangered species, and ecosystem surveys (water quality surveys, soil surveys, etc.) and manage the progress of these initiatives. We regularly submit our results to third-party forest certification organizations for auditing.


*4 FSC™ certification license code for CENIBRA in Brazil: FSC™-C008495


[For the nature transition plan, click here](#) 

Risk Assessment




Identification and Assessment of Nature-related Issues

Oji Holdings identifies and assesses the Oji Group's nature-related issues by reference to the LEAP approach developed by the Taskforce on Nature-related Financial Disclosures (TNFD). Using ENCORE and other tools, we assess our activities' dependencies and impact on nature throughout our value chain. We also identify priority locations by considering the regional characteristics of each site. In priority locations, we identify and assess short-, medium- and long-term risks and opportunities through scenario analyses.

[See the TNFD Report for more information](#) 

[For the integrated results of nature-related dependencies and impacts, click here](#) 

Proximity of Operating Locations to Areas Important for Biodiversity*5

Direct Operations	Map of Oji Group's operating locations and areas important for biodiversity. 
Suppliers	Map of overseas wood chip suppliers and areas important for biodiversity. 
Priority Locations*6 (CENIBRA)	Map of CENIBRA'S operating locations and areas important for biodiversity. 

*5 Areas important for biodiversity referenced from UNEP-WCMC (2023) Global Critical Habitat Screening Layer (Version 2.0)

6 Priority locations were considered and identified in accordance with the LEAP approach

* An intergrated approach developed by TNFD (Taskforce on Nature-related Financial Disclosures). It assesses and manages nature-related issues in fore phases: Locate, Evaluate, Assess, and Prepare.
Locate the interfaces with nature across geographies, sectors and value chains.
Evaluate dependencies and impacts on nature.
Assess nature-related risks and opportunities to the organization.
Prepare to respond to nature-related risks and opportunities, including target setting.

When we construct our mills through large-scale land development or acquire new land through mergers and acquisitions, we assess the environmental impact on the atmosphere, water areas, soil, among others, that may be caused by the operations. As part of this environmental assessment, we also evaluate the impact on biodiversity.

Initiatives

New Zealand

Preserving and Restoring Natural Forests (Pan Pac/New Zealand)


In 2019, Pan Pac purchased forest land (total area 298 ha) just north of our Whirinaki mill. This forest land includes approx. 68 ha of well-established indigenous (native) forest. We partnered with government organizations to place the reserve into a secure Queen Elizabeth II National Trust (QEII)*⁷ covenant, under the name Pakuratahi Bush.

While Pan Pac will maintain ownership of the land, the QEII covenant ensures that Pakuratahi Bush will be preserved for future generations. This forest is home to native tree species such as kahikatea, matai, titoki, karaka*⁸, and kanuka. Unlike many other areas, it has remained largely undisturbed by livestock and pests, allowing these trees to thrive and reach their full lifespan. As a result, Pakuratahi Bush holds significant ecological and cultural value.

Since its designation as a reserve, Pan Pac has worked with experts to support the restoration of this precious natural forest. Efforts include installing fences to prevent deer damage and planting tens of thousands of native plants as part of a reforestation program.

Although Pakuratahi Bush is not generally open to the public, Pan Pac hosts events like native tree-planting activities and guided tours. These initiatives provide environmental education opportunities for the local community, including schools and indigenous groups with ties to the land.



*⁷ Queen Elizabeth II National Trust (QEII): <https://qeii-nationaltrust.org.nz/> 



A view of the reserve



*8 Karaka tree (Corynocarpus laevigatus)

Kiwi Conservation activities (Pan Pac/New Zealand)

Pan Pac Forest Products, an Oji Group company, is engaged in activities to protect the kiwi, a rare bird species, in collaboration with New Zealand's Ministry for the Environment, citizen volunteers and other parties. As a part of these activities, the company has designated approximately 40 hectares of land as a kiwi sanctuary to protect kiwi chicks. Chicks and eggs in the surrounding area are captured and collected, and chicks that are captured or hatched from the collected eggs are nurtured in the sanctuary before being returned to the wild.

In June 2019, Pan Pac was named Community Corporate Sponsor of the Year at a national kiwi conference held by Kiwis for Kiwi, a kiwi protection organization.

[The kiwi crèche at Opouahi - SOKK Website](#) 



Environmental Conservation Activities through Pan Pac Environmental Trust (Pan Pac/New Zealand)

The Pan Pac Environmental Trust was established in 2019 by Pan Pac Forest Products Limited

(Pan Pac), a sustainable integrated forest products company in Hawke's Bay. The trust adds to Pan Pac's existing community support and sponsorship initiatives in the region. Via the Trust, Pan Pac contributes to projects that benefit the environment and culture of Hawke's Bay.

A wide range of projects have been selected, from projects protecting endangered indigenous species and eliminating invasive predators to cultural and educational projects, including projects focused on Maori culture and traditions and projects providing scientific educational kits. Local communities and the Trust cooperate to achieve the targets of projects, with the former providing innovative ideas for environmental conservation or restoration and the latter providing the funding necessary to implement the ideas. Through these initiatives, Pan Pac has established strong partnerships with local communities.

Supported projects in 2024

[Kākābeak/Ngutukākā Propagation \(The Kākābeak is a native plant species that is threatened with extinction in the wild.\)](#) 

[Hawke's Bay Wilding Pine Control Trust](#) 

[Mohi Bush Rodent Control](#) 

[Predator Free Poporangi](#) 

[Protecting the Hawke's Bay Skink](#) 

[Te Wai Mauri Nursery](#) 



Pictured: Reece O'Leary from the Pan Pac Environmental Trust with James Powrie and Marie Taylor from the Kākābeak/Ngūtukākā programme.




Mohi Bush Rodent Control



Protecting the Hawke's Bay Skink

Support activities in past years

[Forest Lifeforce Restoration Trust](#) 

[Te Huka Waiohinga \(Esk\) River Care Group](#) 



Protection of Endangered Species of High Conservation Value (SPFL/New Zealand)

The Company has identified areas of high conservation value in collaboration with local ecologists and others. These areas include the habitats of rare/threatened and endangered (RTE) species or areas where there is the potential they may exist.

The habitats of RTE species are clearly delineated and protected through harvest planning, GIS and on-site measures. Monitoring and reassessment are also conducted every five years to ensure there has been no degradation caused by pests or diseases. Furthermore, when planning and implementing operational activities, all staff and contractors are given a brochure highlighting several RTE species that may be found in the area. This brochure is also posted on the SPFL's corporate website to increase the awareness of the people entering the forested areas.

Among the RTE species in SPFL's forests, the New Zealand falcon is observed most frequently. An example of this is that when a NZ falcon is attempting to nest in a designated operating area, the activities are postponed as necessary to protect the species.



NZ Falcon observed in SPFL's Plantation area

Brazil

Initiatives of CENIBRA, Brazil

CENIBRA is nurturing a broad spectrum of life by protecting the valuable ecosystem of the Atlantic Forest which is known as reservoir of biodiversity. In collaboration with external research institutions, universities, NGOs and other organizations, CENIBRA also monitors plants, animals and water resources, and is engaged in various activities to protect and conserve ecosystems, thereby enhancing the multi-functionality of forests.

Monitoring results up until 2023 confirm that 27 endangered species of bird and 20 mammal species inhabit CENIBRA's company-owned forests.

In addition, CENIBRA is engaged in breeding activities for the mutum-do-sudeste (*Crax blumenbachii*), an endangered bird species, and several other species, and is returning them to nature. It is also implementing a Ecological Corridor Project to link separated habitat areas.


For more information, see [Red List, CENIBRA, Brazil](#). 

Activities to protect the mutum-do-sudeste (the red-billed curassow, in the Crasidae family), an endangered species (CENIBRA/Brazil)

The largest of the Oji Group's overseas plantations is owned by CENIBRA, a eucalyptus plantation and pulp business in Minas Gerais, Brazil. This company owns and manages 250,000 hectares of forests and maintains 100,000 hectares of them as a forest reserve area. Forest reserve areas are protected under Brazil's forest law for biodiversity conservation. CENIBRA also protects native vegetation around rivers and lakes, including its water sources, in addition to natural forests. CENIBRA's Macedonia Farm is a symbol of its biodiversity initiatives. 560 hectares of the farm have been recognized by the government as a private natural heritage reserve (RPPN).^{*9} The valuable ecosystem of this Atlantic Forest (Mata Atlantica) area has been preserved, and the farm was identified and has been managed as an area of high conservation value in the forest certification process. As of 2020, regular monitoring surveys of its biota have identified 397 species of wild birds and 68 species of medium- and large-sized mammals, including endangered species. Since 1990, the company has been engaged in breeding, rearing, and returning the endangered mutum-do-sudeste (red-billed curassow) and other wild birds that are included in the above to the wild in collaboration with a local NGO. A total of 480 birds of seven species have been released, and more than 300 birds have been born in the wild from the released individuals. CENIBRA has formed a partnership with the state forest bureau, and through this partnership, it has expanded the area where it releases birds. Birds are released not only in CENIBRA's forest but also in a state park adjacent to it. In 2023, an additional ten pairs of mutum-do-sudeste were released in an area close to the Rio Doce State Park, and this species of birds, which had been regionally extinct for more than 50 years, was again added to the list of species in the park.



A mutum-do-sudeste (red-billed curassow) whose habitat is the Macedonia Farm

[Mutum project - CENIBRA](#) 

^{*9} RPPN: Reserva Particular do Patrimônio Natural

Japan

Activities for Protecting the Sarufutsu Itou (Oji Forest & Products/Company-owned Forest in Sarufutsu, Hokkaido)

The itou (scientific name: Parahucho perryi) is one of the largest fresh water fish in Japan. It is designated as an endangered species by the International Union for Conservation of Nature (IUCN) and the Ministry of the Environment of Japan. Although they previously also lived in northern Honshu (the main island of Japan), now, their habitat is limited to Hokkaido.

In 2009, the Oji Group established the Sarufutsu Itou Conservation Council with a local NPO, local governments, researchers, and others to protect the itou whose habitat is the river zone of the Sarufutsu mountain forest in Sarufutsu-mura, Hokkaido, and it designated a conservation forest to protect the itou within the company-owned forest in Sarufutsu (approx. 17,290 hectares). We are engaged in protection activities, including the removal of artificial objects which hamper the upstream migration of the fish, and research regarding their spawning beds and the number of individuals which migrate upstream.



Photo provided by Yo Chirai



Itou being released after an ecosystem survey



Field research being conducted with participating university students

Activities for Protecting the Fairy Pitta (Oji Forest & Products / Company-owned Forest in Koyagauchi, Kochi)

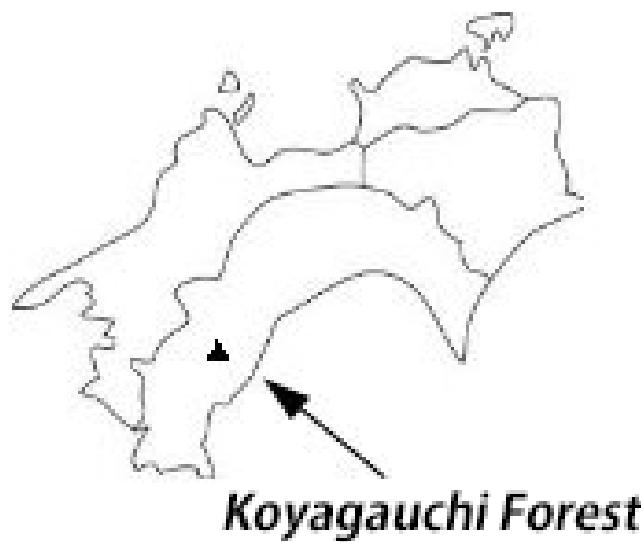
The fairy pitta is a colorful endangered species of migratory bird whose body is approximately 20 cm long.

Since August 2016, the Oji Group has been dedicated to protecting the growing environment of this species of bird in collaboration with the Ecosystem Trust Society within a company-owned forest in Koyagauchi, Kochi. Our activities in the company-owned forest include aiding the construction of walkways used mainly for research, exchanging opinions with the local government and other stakeholders, and creating opportunities to share information.

This company-owned forest was examined by the Ministry of the Environment for certification as a Nationally Certified Sustainably Managed Natural Site. In October 2023, it was officially certified as a Sustainably Managed Natural Site, and in August 2024, it was registered as an Other Effective Area-Based Conservation Measure (OECM) in the World Database.



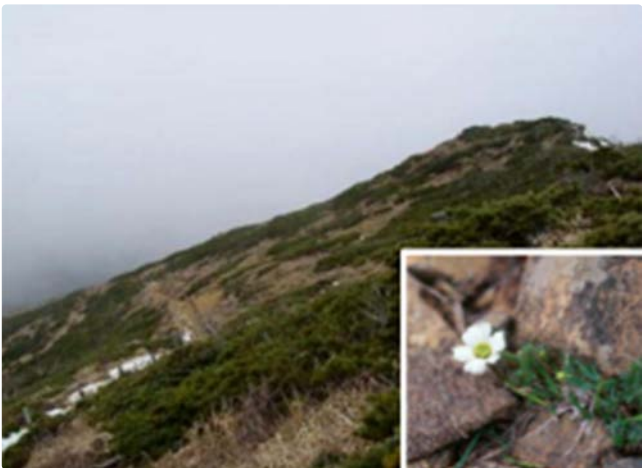
Provided by the Ecosystem Trust Society



Conservation activities for endangered alpine plants(Oji Forest & Products/ Company-owned Forest in Samani, Hokkaido)

The alpine plant community on Mt. Apoi (located at the southern edge of the Hidaka Mountains, on the west coast near the Cape Erimo, Hokkaido) is home to many endemic plants with place names such as "Apoi," "Samani," and "Hidaka," and was designated a national special natural monument in 1952.

While the local government and people continue to work together to maintain trails to prevent trampling, patrol the area to prevent illegal digging, and conduct restoration experiments, the Oji Group provides support such as providing a site for regenerating alpine plants.



Hidakasou (Callianthemum miyabeianum)



Regenerating activity

Lily-of-the-Valley Habitat Conservation (Oji Forest & Products/ Company-owned Forest in Kami-Ashigawa,Yamanashi)

The Kami-Ashigawa company owned forest in Fuefuki City, Yamanashi Prefecture is a habitat for lily of the valley, which is a woodland flowering plant that has been designated as a natural monument by the prefecture. This is the largest such habitat outside of Hokkaido Prefecture and over the years it has been protected by local conservationists over the years. In order to maintain this conservation, the Oji Group has leased land to Fuefuki City for free of charge. Since 2012, we have also contracted local people to patrol the habitat as part of the conservation efforts. The Lily of the Valley Festival, which Fuefuki City organizes every year in late May has helped the city to attract tourists who come to see the many flowers that bloom during this time.



Forest floor



Lily of the Valley

Participation in the 30 by 30 Alliance for Biodiversity

Oji Holdings participates the 30by30 Alliance for Biodiversity, a voluntary initiative led by Japan’s Ministry of the Environment and formed by companies, municipalities, and other organizations. The alliance aims to conserve at least 30% of land and sea areas by 2030, as pledged at the G7 Summit in June 2021. Activities include registering members’ owned or managed lands in the global OECM^{*10} database and expanding and supporting protected areas. The Oji Group’s Koyagauchi Forest was registered as an OECM in August 2024.

^{*10} OECM: Other Effective area-based Conservation Measures: areas other than national parks that contribute to biodiversity conservation, such as company forests and satoyama landscapes.

[The 30 by 30 Alliance for Diversity \(The Ministry of the Environment\)](#).






[Ecosystem Trust Society: About the Fairy Pitta \(Only in Japanese\)](#).



Data

ESG Data



Resource Circulation -Waste-

Policy  Structure  Targets and Achievements  Initiatives  Status of Reduction and Effective Use of Waste 

Actions for a Plastic-free Society  Data 

Policy

The Oji Group is implementing initiatives to reduce waste and ensure proper management, and contribute to the transition to a circular economy. The Oji Group sets targets to reduce waste generation and the amount of waste disposed of by landfill, and is taking actions to achieve the target.

Structure

Sustainability Management Structure



Environmental Management



Targets and Achievements

In the Environmental Action Program 2030, the Oji Group set a target to achieve an effective waste utilization rate*1 of at least 99% in Japan and 95% overseas by FY2030.

In the Environmental Action Program 2040, formulated in May 2025, the Oji Group set a target to maintain and improve an effective waste utilization rate of 99% or higher in Japan and 95% or higher overseas by FY2040.

*1 Effective waste utilization rate = (volume of waste generated – volume of landfill waste) ÷ volume of waste generated x 100

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2030 (Target)
Japan	98.3%	98.4%	98.8%	99.1%	99.4%	99.0%	99.4%	99.0% or more
Overseas	89.6%	88.5%	89.4%	89.1%	83.4%	86.4%	90.2%	95.0% or more

For details, please refer to ESG Data 10. Waste and PRTR Chemical Substances 

Initiatives

The Oji Group is working to reduce waste generation and final disposal (landfill) volumes by setting targets for an effective waste utilization rate of 99% in Japan and 95% or higher overseas (final disposal rates of 1% in Japan and less than 5% overseas).

We are contributing to the transition to a circular economy and reducing our impact on the environment by minimizing the waste generated in our manufacturing processes, and by properly treating, recycling and effectively utilizing waste.

To achieve the targets, each business site ensures proper waste management and provides education to employees on waste segregation.

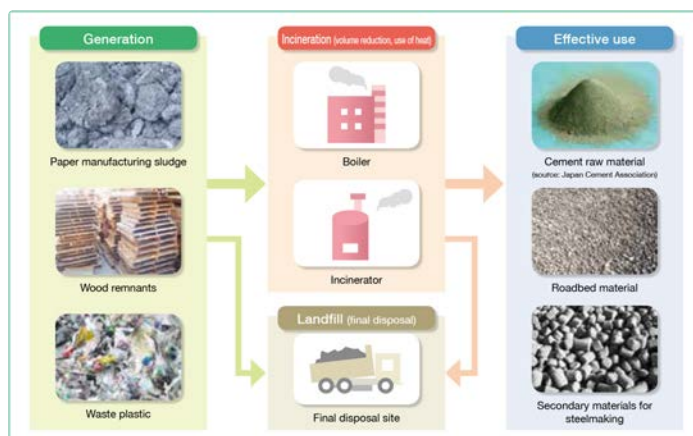
[Environmental Management](#) >

Status of Reduction and Effective Use of Waste

Waste includes paper manufacturing sludge generated in the manufacturing process, wood waste during processing and ash during fuel combustion. Any wastes are treated to make them harmless and they are used effectively.

In Japan, ash is used primarily as a raw material in cement and roadbed materials. Overseas, paper manufacturing sludge is used as fertilizer and for other applications.

We continuously work to reduce the amount of waste generated and to expand our effective utilization of it.



The effective waste utilization rate^{*2} in FY2024 was 99.4% in Japan and 90.2% overseas.

We will continue to work to enable the recovery and reuse of raw materials from the water used in the manufacturing process and the effective use of the ash generated in the combustion of fuels to obtain electricity and heat used in the production process for roadbed materials, etc., to reduce our environmental impact.

^{*2} Effective waste utilization rate = (amount of waste generated – amount of landfill waste) ÷ amount of waste generated × 100

Collaboration with Industry Associations and Other Companies

The Oji Group participates in the Environmental Action Plan (Waste Management) of the Japan Paper Association, of which it is a member. To achieve the industry association target for reducing landfill disposal volumes, the Oji Group is advancing its own initiatives.

[For details, please refer to ESG Data 10. Waste and PRTR Chemical Substances](#) >

Actions for a Plastic-free Society

In the field of packaging materials, one of the Group's core businesses, we have contributed to the reduction of plastics in society as a whole by reducing plastic usage by approximately 3,000 tons in FY2023 through the replacement of plastic products with sustainable packaging.

We will expanded sales of sustainable packaging by approximately 5,000 tons by FY2030 and contribute to the transition to a plastic-free society and a circular economy.

Within the Oji Group, Oji Nepia is transitioning to plastic-free packaging materials.

More than 90% of the waste plastic discharged from the Oji Group is derived from plastic mixed with recovered paper, the raw material for paper and paperboard.

Each of our manufacturing sites actively ensures effective utilization of waste plastics. In particular, sites classified as large plastic waste generators*3 have accelerated their efforts and in FY 2024, approximately 98% of this waste was recycled (including thermal recycling). The Oji Group sets the target for large waste generators to achieve a 100% recycling rate by FY2030.

※3 Total for 9 Oji Group companies in Japan subject to the Act on Promotion of Resource Circulation for Plastics (Oji Paper Co., Ltd., Oji Materia Co., Ltd., Oji F-Tex Co., Ltd., Oji Nepia Co., Ltd., Oji Imaging Media Co., Ltd., Oji Container Co., Ltd., Morishigyo Co., Ltd., Oji Tac Co., Ltd., and New Tac Kasei Co., Ltd.)

1. Expansion of sales of sustainable packaging

To recycle for the future, we reduce the amount of plastic used by society as a whole by facilitating the expansion of sales of renewable eco-friendly products, such as the transition from plastic packaging to paper.

[Click here for case studies](#) 

[Reference: Reduction of CO₂ emissions by introducing paper packages \(Only in Japanese\)](#) 

2. Results for FY2024

In FY2024, 65,572 tons of waste plastic were generated from manufacturing sites of Oji Group's nine large plastic waste generators. Approximately 98%, or 64,561 tons, was recycled (including thermal recycling) and 1,009 tons of waste plastic remained unrecycled.

Table:FY2024 Targets, Waste Plastic Generation, Recycled amounts of Nine Large Plastic waste Generators, and Sustainable Package⁴ Sales Performance

Unit: tonnage in presence, □: total emission ratio

	FY2021	FY2022	FY2023	FY2024	FY2030 (Target)
Total amount of waste plastic generated	74,426	75,684	73,642	65,572	
(Amount of recycled paper mixed in as raw material)	(67,696)	(68,984)	(67,449)	(60,978)	
Recycled amount (including thermal recycling)	69,678 [94%]	73,798 [98%]	72,419 [98%]	64,561 [98%]	[100%]
(of which material and chemical recycling)	(804)	(763)	(282)	(338)	
Unrecycled amount	4,749 [6%]	1,886 [2%]	1,215 [2%]	1,009 [2%]	[0%]
Sales of sustainable packaging	1,904	3,312	3,297	3,141	5,000 or more

*4 Includes some non-packaging plastic alternative paper products

3. Details of efforts as a specified plastic product provider

Grand Hotel New Oji, a provider of specified plastic-using products, has set rationalization targets for 12 specified items and is implementing reduction activities, with the aim of contributing to the preservation and sound development of the living environment.

Data

ESG data 10. Waste and PRTR chemical substances



Resource Circulation -Recovered Paper-

Policy  Structure  Targets and Achievements  Initiatives  Data 

Policy

The Oji Group produces newsprint, printing paper, paperboard and other products at mills across Japan, and more than 60% of the raw materials we use are recovered paper. We work to increase the circular use of resources and contribute to maintaining a healthy paper recycling system by actively utilizing various types of recovered paper.



Structure

Environmental Management



Targets and Achievements

Increasing the Recovered Paper Utilization Ratio¹ in Japan

The Oji Group consumes 3.5 million tons of recovered paper, annually the largest in Japan. This is 24% of the total 14.6 million tons of recovered paper consumed in Japan. The Oji group uses various types of recovered paper in a wide range of products. The recovered paper utilization ratio^{*1} has continued to increase every year, reaching a record high of 67.4% in FY2024. The ratio for containerboard in particular is a much higher 98.3%.

^{*1} Recovered paper utilization ratio = Volume of recovered paper consumed ÷ Total volume of fiber raw materials consumed (total consumption of recovered paper, wood pulp, and others)

Changes in the Amount of Recovered Paper Use
and Recovered Paper Utilization Ratio

^{*} This table can be viewed by scrolling horizontally.

		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Amount of recovered paper use (kt)	Old newspapers	1,035	1,040	956	902	793	676	636	624	590	543
	Old magazines	667	649	710	765	815	795	773	677	628	579
	Old corrugated containers	1,979	2,025	2,077	2,051	1,996	1,976	2,056	2,171	2,018	2,048
	Others	349	352	351	362	406	378	369	333	340	328
	Total	4,029	4,066	4,093	4,081	4,010	3,826	3,834	3,806	3,577	3,498
Recovered paper utilization ratio (%)	Oji Group companies in Japan	64.3	63.5	64	64	65.6	68.5	67.1	67.6	68.3	67.4
	All Japan ^{*2}	64.3	64.4	64.2	64.3	64.6	67.5	65.9	66.3	67.1	66.5

^{*2} All Japan: Paper Recycling Promotion Center

Initiatives

Initiatives in Japan

Expanded Use of Recovered Paper

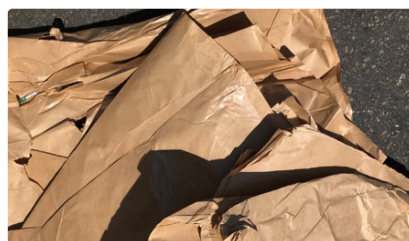
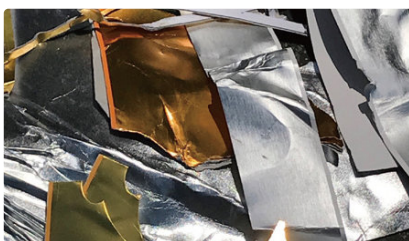
To date, the Oji Group has actively worked to expand the use of recovered paper through the efforts including increasing recycling for confidential documents. We have also newly established a system to recycling used paper cups and liquid containers such as milk cartons that have conventionally been difficult to process, and are promoting their reuse at our mills.

With the decline of sales of newspapers, magazines and other forms of paper media, the amount of paper that can be recovered that is generated has declined each year, even as overseas demand for recovered paper remains strong. Therefore, we see it as our mission to improve paper utilization technology in a way that enables the stable consumption of paper that previously could not be recovered, and that maintains the domestic circulation of paper recovered in Japan being recycled in Japan. To fulfill this mission, we will work with recovered paper wholesalers and other recycling companies to increase the use of recovered paper as a domestic resource.

Types of Recovered Paper and Examples of Major Paper Products



Recovered Paper Used at Kneading Pulper



Improvement in Quality of Recovered Paper

Foreign materials other than paper that are mixed in with recovered paper or inks from specially printed or processed papers can cause quality problems when used to manufacture new paper products, such as color spots or surface swelling. These contaminants are collectively referred to as prohibited materials. The Oji Group cooperates with recovered paper recyclers and the Paper Recycling Promotion Center to engage in awareness campaigns targeting local authorities, schools and businesses to prevent prohibited materials from commingling with recovered paper.

Prohibited materials

Paper products that cannot be used as raw materials in paper manufacturing	
Aromatic paper, perfumed paper	Wrapping paper and corrugated containers for detergents, soap and incense sticks, etc.
Sublimation transfer printing paper, thermal expansion paper	Thermal paper, iron-on transfer printing paper, 3D copy paper (such as the paper used for printing braille)
Waxed corrugated containers	Corrugated containers that contained imported fruits and vegetables or processed marine products
Stained paper	Paper stained with food or oil
Materials other than paper	
Stone, glass, metal, earth and sand, woodchips, fabric, plastics, etc.	

* Chart created using information from the Paper Recycling Promotion Center website



Lesson of paper recycling in collaboration with the Paper Recycling Promotion Center



Prohibited materials sample book

Initiatives of Overseas Group Companies

Oji's containerboard mills in Malaysia also recycle recovered paper to contribute to a recycling society. In Malaysia, GSPP manufactures containerboard made almost entirely from recovered paper. In 2023, it used 695,000 tons of recovered paper, of which it procured 46% locally in Malaysia and imported 54% from overseas.

Activities to Increase Recovered Paper Recycling in Malaysia

GSPP is working to improve the quality of recovered paper in Malaysia, mainly with affiliated collection and sorting facilities. Moreover, GSPP is conducting a campaign to increase the general public's awareness of recovered paper recycling. Below, the photograph on the right shows sorting bins that GSPP donated to welfare facilities in conjunction with the Embassy of Japan in Malaysia. The bins are designed to increase awareness of recycling by enabling the segregated disposal of paper plastics and cloth.



Quality confirmation by GSPP when receiving recovered paper





Donated sorting bins

Data

ESG Data [→](#)

Resource Circulation -Water-

Policy  Structure  Water Risk Assessment  Targets and Achievements  Initiatives 

Water Reduction and Effective Water Use Initiatives  Initiatives in High Water-Risk Areas 

Reducing Regional Impact through Wastewater Treatment  Engaging with Water-Related Stakeholders  Data 

Policy

Water is a finite resource, and the surrounding water environment varies depending on regional conditions. Therefore, it is essential to utilize water resources appropriately under proper management tailored to local circumstances, in collaboration with stakeholders.

The Oji Group uses external tools to assess water-related risks such as water scarcity at each business site and utilizes water resources in accordance with regional conditions. Through stakeholder engagement, the Group undertakes operational improvements to reduce water withdrawal and water usage, and actively pursues the circular use of water. We also communicate to our suppliers our ideas on water resource management as outlined in the Oji Group Sustainability Action Guidelines for Supply Chains, and work to reduce water consumption throughout the entire supply chain.

[Oji Group Sustainability Action Guidelines for Supply Chains](#) 

Structure

The Representative Director of the Board, President and CEO of Oji Holdings Corporation, who is responsible for the Group's water management strategy and performance, chairs the Sustainability Committee. The committee comprises Directors, Audit & Supervisory Board Members and Corporate Officers of Oji Holdings (including the Presidents of all COMPANIES and female Outside Directors). It is tasked with formulating countermeasure policies and action plans, monitoring progress, and evaluating the achievement of these measures.

Water withdrawal volumes and intensity are incorporated into the annual plans and are regularly managed throughout the year.

The Corporate Sustainability Department of Oji Management Office, which serves as the secretariat of the Sustainability Committee, collects performance data on water withdrawal reduction targets from each company on a quarterly basis, monitors water usage, and evaluates progress toward the targets. Once a year, it reports to the directors at the Sustainability Committee and implements continuous improvements.

[Sustainability Committee](#) 

Water Risk Assessment

The depletion of water resources caused by climate change in recent years pose significant risks not only to the continuity of businesses but also to industries and people's health in the communities where businesses operate. To better understand the water risks involved in its business operations, the Oji Group references assessments conducted by the World Resources Institute (WRI), a global environmental research organization.

The water risks at all 325 business sites were analyzed using the WRI's AQUEDUCT water risk assessment tool. The results indicated that 24 sites were located in areas with high water risk (baseline water stress: high or extremely high) (High water-risk areas).

[Learn more about Aqueduct](#) 

The business sites located in high water-risk areas account for less than 1% of the Group's total water withdrawal, less than 2% of total water consumption, and less than 3% of total production volume. In addition, both the sales revenue and assets of these sites represent approximately 5% of the Group's total, and the financial impact is considered to be low.

On the other hand, the Oji Group recognizes the potential impact of water use on local communities in high water-risk areas. Through stakeholder engagement, the Group implements initiatives at these sites to reduce water withdrawal and improve the effective use of water resources, thereby helping to mitigate and prevent regional impact.

Water Risk Assessment (FY2024) *1

* This table can be viewed by scrolling horizontally.

	Number of business sites ^{※2}	Water withdrawal (Thousands of m ³)		Wastewater (Thousands of m ³)		Water consumption ^{※3} (Thousands of m ³)		Production volume (Thousands of tons)		Sales Revenue (JPY 100 million)		Assets (JPY 100 million)	
Low (<10%) or No data	76	336,849	49.06 %	317,706	48.77 %	19,143	54.55 %	6,527	43.3 %				
Low to medium (10-20%)	126	213,060	31.03 %	207,546	31.86 %	5,514	15.71 %	4,556	30.2 %				
Medium to high (20-40%)	99	134,934	19.65 %	124,984	19.17 %	10,040	28.61 %	3,598	23.9 %				
High (40-80%)	5	1,436	0.21%	1,149	0.18%	287	0.82%	119	0.8%	1,057 ^{※4}	5.7%	1,135 ^{※4}	4.3%
Extremely high (>80%)	19	267	0.04%	157	0.02%	110	0.31%	276	1.8%				
Total	325	686,547	100%	651,452	100%	35,095	100%	15,075	100%	18,493 ^{※5}	100%	26,350 ^{※5}	100%

*1 WRI's AQUEDUCT (4.0) Water Risk Atlas - Baseline Water Stress (5-level evaluation): Indicates the degree of potential competition with other users of water, with higher values indicating more intense competition and higher risk.

[Learn more about Aqueduct](#) 

*2 Excludes main offices, sales offices, and other business sites not involved in product manufacturing.

*3 Water consumption is the amount of water intake minus the amount of water discharged.

*4 Subtotals of sales and assets of companies that have business sites located in areas with high water risk (High and Extremely High), and the ratio of each against the total sales and assets of the entire Group.

*5 Total sales and total assets are for the entire Group.

Additionally, to mitigate water-related risk, we are currently investing approximately 30 million yen per year in the development of water treatment technology, which is a research theme. In the future, this may result in the mitigation of water risks and the development of new water-related businesses, contributing to the stability and growth of the Group as a whole.

Targets and Achievements

Target - Reduce water withdrawal and consumption -

In the Environmental Action Program 2030, the Oji Group set a target to reduce water withdrawal intensity by 6% or more by FY2030, using FY2018 as the baseline year.

In the Environmental Action Program 2040, formulated in May 2025, the Group set a target to reduce total water withdrawal by 10% or more by FY2040, also using FY2018 as the baseline year.

Water use in high water-risk areas

In the Environmental Action Program 2040, formulated in May 2025, the Group also set a target of "Conducting stakeholder engagement at least once per year in high water-risk areas." Under this target, the Group will engage with stakeholders at least annually at business sites located in high water-risk areas, while implementing initiatives to reduce water withdrawal and improve water efficiency.

* This table can be viewed by scrolling horizontally.

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Compared to FY2018
Water withdrawal (million m ³)	740	737	706	714	710	695	687	-
Water withdrawal intensity (1,000 m ³ /million yen)	0.48	0.49	0.52	0.49	0.42	0.41	0.37	-22.2%
Waste water (million m ³)	708	701	672	676	673	672	651	-
Water consumption (million m ³)	32	36	34	38	37	23	35	-

ESG Data :13. Water Resources

To mitigate risks associated with water withdrawal, the water used at plants is not just surface water from rivers and other sources, but also groundwater and water from third-party water sources (industrial water, etc.).

* This table can be viewed by scrolling horizontally.

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Surface water (river, lake, etc.) (million m ³)	488	483	463	466	453	443	436
Surface water (sea) (million m ³)	10	10	9	9	9	9	9
Groundwater (million m ³)	137	133	128	127	131	128	129
Third party organization (million m ³)	106	111	106	112	117	115	112

Initiatives

Water Reduction and Effective Water Use Initiatives

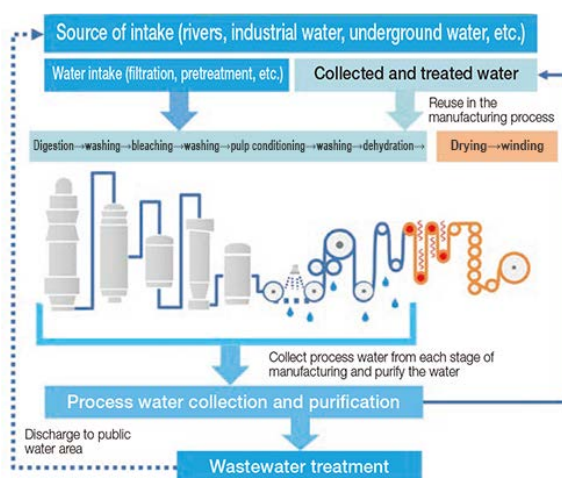
The Oji Group is committed to the effective use of water resources across the entire Group. As part of this commitment, the Group has set the following targets:

In the Environmental Action Program 2030, a reduction of 6% or more in water withdrawal intensity by FY2030, using FY2018 as the baseline year.

In the Environmental Action Program 2040, formulated in May 2025, a reduction of 10% or more in total water withdrawal by FY2040, also using FY2018 as the baseline year.

All of the Group's business sites have formulated water management plans to control water withdrawal, wastewater discharge. In addition, the Group is taking steps, including efforts to reduce the water it uses, to effectively use water resources.

Paper and paperboard mills use a large amount of water throughout all of their production processes, including pulp evaporation, washing, bleaching, conditioning and papermaking. The water used in each process is collected, treated, purified and reused (recycled) thereby contributing to water reduction and the effective use of water resources. In addition, water used in the final stage of the papermaking process, drying (steam drying), is also recovered and reused.



Continuous improvement towards the FY2030 targets

In FY2024, the Oji Group's total water withdrawal was 687 million m³, its total wastewater discharge was 651 million m³, and its water consumption was 35 million m³. The Oji Paper Group is working to effectively utilize water resources with the goal of reducing the water withdrawal intensity. Oji Paper, Oji Materia, Oji F-tex and Oji Nepia, whose water intake is approximately 80% of the Group's total water intake, have formulated specific reduction plans for 2030 and are working on them.

Examples of Water Reduction Initiatives

Each company within the Oji Group refers to the Aqueduct Water Risk Atlas evaluation and implements initiatives to reduce water usage and mitigate water-related risks.

This section introduces examples of such initiatives along with the Aqueduct evaluation results for each site.

IPI (Italy): Extremely High

IPI joined the group in FY2023. Immediately after joining the group, IPI upgraded its boiler cooling tower and installed RO membrane treatment equipment. This enabled IPI to reduce the amount of chloride ions in the wastewater generated during the process of softening the hard water used in production, and at the same time reduce its water consumption.

Jiangsu Oji Paper (China): Medium to High

Jiangsu Oji Paper has significantly reduced water consumption by implementing the best available technology recommended by the European Commission for environmental protection purposes in its paper and pulp production activities.

Oji Materia Osaka Mill (Japan): Low to Medium

Oji Materia Osaka Mill has adopted and implemented the following techniques, which are among the best available techniques recommended by the European Commission. This has resulted in significant water reduction effects, making it possible to reduce water intensity (m³/ton), which represents the amount of water used (m³) relative to the amount of paperboard produced (in tons), to single digits. We are proud to be industry leaders in terms of water usage efficiency.

- 6.3.2 Separation of sealing and cooling water from contaminated process water and water reuse
- 6.3.3 Optimal water management, water loop separation and arrangement, counter-current flows and internal water clarification
- 6.3.5 Removal of calcium from process waters
- 6.3.6 Installation of an equalization basin and primary treatment of waste water
- 6.3.11 Clarification of white water (water containing fine fibers)
- 6.3.12 Prevention and elimination of biofilms by using methods that minimize emissions of biocides
- 6.3.13 Effective reject and sludge handling and processing (dewatering) on site

For more technical information, see the [Best Available Techniques \(BAT\) Reference Document for the Production of Pulp, Paper and Board \(europa.eu\)](#) 

CENIBRA (Brazil): Low

CENIBRA is recovering cooling water to more effectively use it. Additionally, CENIBRA will invest in equipment to increase heat recovery efficiency in the future as part of the plant modernization project. By optimizing the use of steam, it is expected that water consumption will be further reduced.

Oji Fibre Solutions (New Zealand): Low

The installation of new water treatment facilities that enable previously unused wastewater generated during various manufacturing processes to be recycled and other measures.

Examples of Effective Water Use Initiatives

Jiangsu Oji Paper (China)

Wastewater generated by Jiangsu Oji Paper in its manufacturing processes is treated and purified until it meets the regulatory standards for wastewater, and then it is transferred to Nantong Nengda Water Co., Ltd. in the Nantong Economic and Technological Development Area. After undergoing various treatment processes, this water is all used as recycled water within the Economic and Technological Development Area.

Recycled water is water of a quality between tap water and sewage that is used for industrial purposes.



Initiatives in High Water-Risk Areas

Using the Aqueduct Water Risk Atlas developed by the World Resources Institute (WRI), the Group annually identifies business sites located in high water-risk areas (defined as regions with “Extremely High” or “High” Baseline Water Stress) and conducts interviews to assess their efforts in reducing water withdrawal and improving water efficiency.

In FY2023, the Group conducted a detailed survey of 21 business sites identified at the time as being located in high water-risk areas.

In FY2024, the Group confirmed the initiatives of IPI, a group company located in a high water-risk area, regarding water withdrawal reduction and water reuse and recycling.

To further advance water-related initiatives in high water-risk areas, the Oji Group established a new target in its Environmental Action Program 2040, formulated in May 2025:

“Conducting stakeholder engagement at least once per year in high water-risk areas.”

Under this target, the Group will continue to engage with stakeholders at least annually at business sites located in high water-risk areas, while implementing initiatives to reduce water withdrawal and improve water efficiency.

Initiatives in High Water-Risk Areas (FY2023)

Water Risk Fact-finding Survey

For those business sites that have been evaluated as high risk, we conduct annual interviews to ascertain the impact of water shortages and flooding on operations and the frequency of their occurrence, and to learn about examples of the countermeasures being implemented.

The results of the interviews conducted in fiscal 2023 indicated that there were no issues with production or operations identified at any business site, and no potential water risks were observed.

However, business sites reported proactive environmental protection actions, such as the implementation of voluntary initiatives to reduce water usage, engagement with stakeholders to reduce water consumption, and participating in water resource conservation activities led by public institutions.

Water risk assessment	country	Number of Business Sites	Impact on Operations Due to Water Shortage	Impact on Operations Due to Flooding	Measures to Reduce Water Risk	Activities in Collaboration with Local Governments, Related Organizations, and Supply Chain
Extremely High	China	6	None	None	<ul style="list-style-type: none"> Purify and recycle all wastewater Regular leak inspections of water pipes Monthly monitoring of water usage 	-
	India	5	None	None	<ul style="list-style-type: none"> Set target values for reducing water usage Use of rainwater Monitoring and reducing water consumption, and promoting activities to reduce water pollution 	<ul style="list-style-type: none"> Share information with the government water resources committee on water conservation and management
	Thailand	4	None	None	<ul style="list-style-type: none"> Implement water-saving campaigns Regular leak inspections of water pipes Monthly monitoring of water usage Renovation of rainwater drainage ditches and expansion of locations for installing drainage weirs 	<ul style="list-style-type: none"> Collaborate with local governments and industrial park offices to report and engage in water-saving and drainage reduction campaigns Conduct surveys with suppliers to promote environmental load reduction and water use
	Italy	2	None in the past 10 years	None in the past 10 years	<ul style="list-style-type: none"> Reduce water usage by updating boiler cooling tower equipment and introducing RO membrane treatment equipment Introduce water recirculation systems 	-
High	Indonesia	2	None in the past 10 years	None in the past 10 years	-	<ul style="list-style-type: none"> Formulate a water usage reduction plan in collaboration with industrial water providers
	Germany	1	None	None	<ul style="list-style-type: none"> Reduce water usage by replacing the filling material of sand filtration equipment 	<ul style="list-style-type: none"> Participate in water resource conservation activities as a member of the regional public water association
	Australia	1	None	None	<ul style="list-style-type: none"> Set target values for water-saving reduction 	-

Reducing Regional Impact through Wastewater Treatment

Water used in business operations must be treated before being returned to the local environment. The Oji Group treats wastewater at its wastewater treatment plants and discharges it into surface water bodies such as rivers and lakes, or to third parties at levels below its own voluntary standard values, which are stricter than legal regulatory limits. For specific initiatives, please refer to the following link:

[Environmental Impact Reduction](#) >

Engaging with Water-Related Stakeholders

Water resources, along with forests and biodiversity, are resources shared by the community, and the sustainable use of resources is ideal. In particular, production sites actively engage in dialogue with local stakeholders regarding water use, water conservation and water resource conservation concerning water resources which are essential for production.

CENIBRA (Brazil)

CENIBRA, Brazil: As a representative of the private sector, CENIBRA participates in local river basin committees and forest dialogue councils, contributing to the development of the forest sector and strategies for the conservation of water resources, natural resources and biodiversity.

CENIBRA's eucalyptus plantations and pulp production use water from the region's Doce River Basin. In recent years, there has been less rainfall than usual, and the risk of a water shortage has been a concern for the entire region. To address this issue, CENIBRA has regularly monitored water at each water point to identify the sub-basins of greatest influence. In collaboration with government authorities and local residents, CENIBRA is focusing on water conservation activities for these sub-basins to improve their practices regarding access to water and sanitation. Specifically, CENIBRA is working on the following initiatives:

Building water reservoirs in the forest

Since 2018, CENIBRA has built 100 reservoirs in its forests, storing a total of more than 1 million m³ of water, allowing excess water during the rainy season to slowly percolate into the soil, later into the river, maintaining the level of the water table in the basins. When determining the locations of these reservoirs, the residential-use water supply was considered, increasing harmony with the local community regarding the use of water resources.



Subsoiling

In recent years CENIBRA has developed subsoiling activities prior to planting seedlings to improve the regular infiltration of rainwater into the soil which is compacted by the activity of heavy machinery in its forests. Now CENIBRA is sharing this technique and its expertise with its neighbors, including log suppliers and farmers, who are contributing to the recovery of underground water retention in compacted pasture lands, as well as the prevention of erosion resulting in better water quality in the basin.

[Click here for the video.](#) 



Water Source Protection Project

Within the scope of the Spring Protection Project, CENIBRA has played a crucial role in the preservation of springs located on third-party lands, especially those used for livestock and related activities. These areas, recognized as Permanent Preservation Areas under the Brazilian Forest Code, require landowners to ensure the preservation of native vegetation within them. However, many rural producers in the region were unaware of proper protection methods or faced economic constraints, resulting in inadequate conservation practices.

In this context, CENIBRA took the initiative to identify the basin of a Rio Doce tributary as a priority area for water source protection, facilitating actions that encourage producers to protect springs. This included providing materials, using technologies and installing protective fences. The delineation of these areas prevents livestock which previously had free access from entering them, preventing water source contamination and enabling the natural regeneration of vegetation.

Between 2017 and 2023, over 1,300 hectares of Permanent Preservation Areas, including all of the springs supplying the municipality of Peçanha, were effectively protected. In addition to the positive environmental impact, this project also significantly contributed to increasing landowners' awareness of the importance of water resources and biodiversity conservation. This partnership between CENIBRA, the municipality of Peçanha and the local community strengthens relationships and facilitates cooperative engagement for sustainability and collective well-being.

[For more information about CENIBRA's initiatives in the past, click here.](#) 



KANZAN (Germany)

KANZAN (One of the initiatives at the water risk site), Germany: WVER is in charge of water resources management and wastewater treatment in Düren, Germany, where KANZAN is located. The association is a public organization that is managed by the residents and companies in the area that participate in the association. In addition to providing a stable water supply and wastewater treatment in the area, the association's role is to conserve water resources, and KANZAN attends meetings and participates in its activities as a member.

Oji Paper (Japan)

The Oji Paper Tomioka Mill and Yonago Mill participate in the Naka River South Bank Land Improvement District Water Use Association, etc. and the Hino River Basin Water Use Council, respectively. They are working to reduce water intake in accordance with dam storage rates to prioritize the local agricultural use of water during summer water shortages.

Oji F-Tex (Japan)

The Oji F-Tex Shibakawa Mill has signed a memorandum of understanding regarding water use with the local fisheries cooperative and cooperates in the protection of the local environment and aquatic life.

Data

ESG Data 13. Water resources



Environmental Impact Reduction -Reduction of Pollutants-

- Policy ▾
- Structure ▾
- Targets and Achievements ▾
- Purification of wastewater ▾
- Purification of exhaust gases ▾
- Initiatives ▾
- Wastewater Treatment Initiatives ▾
- Exhaust Gases Purification Initiatives ▾
- Data ▾

Policy

The Oji Group recognizes that reducing environmental impact caused by pollutants is a material issue that must be addressed as we moves toward the realization of a sustainable society.

To reduce environmental impact caused by pollutants in wastewater and exhaust gases, the Oji Group has set reduction targets for BOD, COD, SS, SOx and NOx under the Environmental Action Program 2030 and/or 2040, and is actively working toward achieving them. We establish voluntary standard values that are stricter than those required by relevant laws and regulations, and ensure legal compliance while preventing pollution. Additionally, we work to prevent pollution through thorough legal compliance measures.

Structure

Environmental Management

→

Targets and Achievements

Purification of wastewater

In the Environmental Action Program 2030, the Oji Group has set a target to reduce the emission intensity of BOD, COD, and SS by 15% or more by FY2030, using FY2018 as the baseline year.

In the Environmental Action Program 2040, formulated in May 2025, the Oji Group has set a target to reduce the total emissions of BOD, COD, and SS by 20% by FY2040, using FY2018 as the baseline year.

*1 BOD: Biochemical oxygen demand
*2 COD: Chemical oxygen demand
*3 SS: Suspended solids

* This table can be viewed by scrolling horizontally.

		FY2018 (Base Year)	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2030 (Target)
BOD	Intensity (kg/ million yen)	5.48	5.48	5.93	5.28	3.67	3.33	3.31	4.66 or less
	Reduction rate	-	0.1%	8.3%	-3.6%	-33.1%	-39.2%	-39.7%	-15.0%
COD	Intensity (kg/ million yen)	24.86	25.52	26.77	26.58	21.91	20.91	19.03	21.12 or less
	Reduction rate	-	2.7%	7.7%	6.9%	-11.9%	-15.9%	-23.4%	-15.0%
SS	Intensity (kg/ million yen)	10.62	11.08	11.11	10.31	8.16	7.53	7.14	9.02 or less
	Reduction rate	-	4.3%	4.6%	-2.9%	-23.2%	-29.1%	-32.8%	-15.0%

ESG Data; 8. Pollutant load amount and discharge volume of wastewater [▶](#)

Purification of exhaust gases

In the Environmental Action Program 2030, the Oji Group has set a target to reduce the emission intensity of SOx*⁴ by 15% by FY2030, using FY2018 as the baseline year. In addition, the emission intensity of VOC*⁵ is targeted to be reduced by 50% or more by FY2030, using FY2010 as the baseline year.

In the Environmental Action Program 2040, formulated in May 2025, the Oji Group has set a target to reduce the total emissions of SOx by 50% and NOx*⁶ by 10% by FY2040, using FY2018 as the baseline year. Furthermore, the emission intensity of VOC is to be maintained at the FY2018 level.

*4 SOx: Sulfur oxides

*5 VOC: Volatile organic compound

*6 NOx: Nitrogen oxides

* This table can be viewed by scrolling horizontally.

		FY2018 (Base Year)	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2030 (Target)
SOx	Intensity (kg/ million yen)	4.12	3.78	4.07	3.69	3.49	2.98	2.90	3.50 or less
	Reduction rate	-	-8.2%	-1.3%	-10.5%	-15.4%	-27.8%	-29.7%	-15.0%
VOC	Intensity (kg/ million yen)	0.61	0.32	0.17	0.16	0.11	0.09	0.08	0.30 or less
	Reduction rate	-	-47.5%	-72.1%	-73.8%	-82.0%	-85.2%	-86.9%	-50.0%

ESG Data; 9. Pollutant load amount of exhaust gases [▶](#)

Initiatives

Wastewater Treatment Initiatives

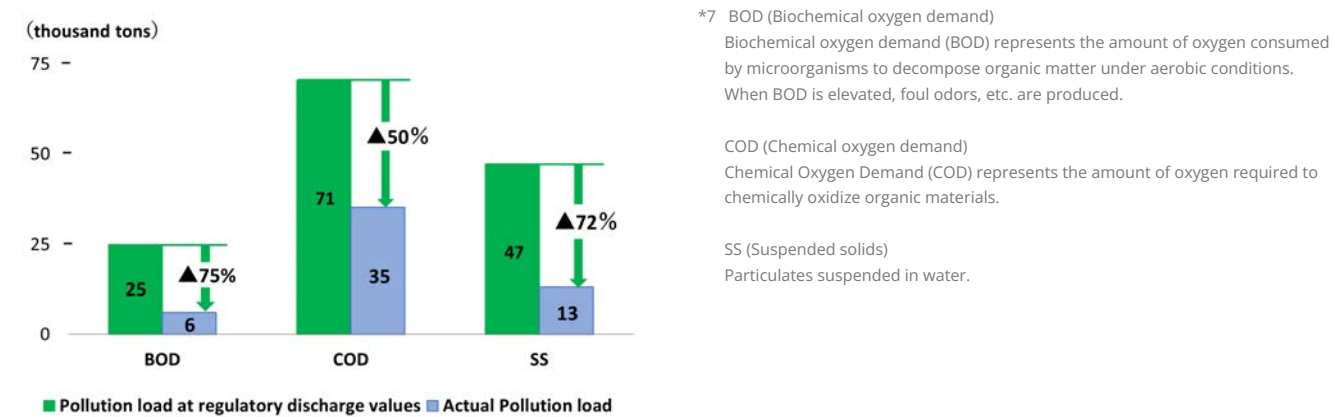
Management of Compliance with Regulatory Values

The Oji Group drains the wastewater generated by its business activities into various waterways after reducing the environmentally hazardous substances in it to below regulatory values through physical, chemical and biological treatment processes.

As part of the wastewater monitoring process, we monitor and manage discharge water quality. We measure the quantity of pollutants in line with laws and control them by continuously measuring the wastewater. If the quantity of a pollutant exceeds our voluntary standard value, we take measures to prevent pollution by suspending operations.

Each Group mill manages wastewater quality using voluntary management values that are stricter than the regulatory values stipulated by laws and ordinances, ensuring compliance with these regulatory values. We are committed to purifying wastewater. For example, in FY2024, we reduced COD (chemical oxygen demand) in wastewater by 50% compared to the emissions that would have been allowed under the regulations.

Pollution load in wastewater(BOD, COD and SS)*7 (FY2024)



ESG Data: 8. Pollutant load amount and discharge volume of wastewater. >

Reduction of Pollutants in Wastewater

To ensure that wastewater discharges remain below voluntary standard values that are stricter than regulatory Values, the Oji Group installs and operates dedicated wastewater treatment plants. Specific initiatives are outlined below.

Oji Paper and Oji Materia (Japan)

At each mill of Oji Paper and Oji Materia, wastewater purification is carried out through tertiary treatment as recommended in the Best Available Techniques (BAT) for the pulp and paper industry (BAT 7.3.12). In addition to this advanced treatment, voluntary standard values that are even stricter than regulatory values are set to further enhance purification efforts.

For technical details, please refer to the [Best Available Techniques \(BAT\) Reference Document for the Production of Pulp, Paper and Board\(europa.eu\)](#). PDF .

In 2023, IPI replaced ion exchange resins with RO membrane treatment equipment for the softening of hard water used in production processes. This change has contributed to the purification of wastewater by reducing the generation of chloride ions.

Furthermore, to improve and stabilize the quality of treated water and optimize operational costs and management, the Group has begun developing advanced wastewater treatment technologies utilizing remote monitoring and AI.

In FY2024, total expenses and investments related to wastewater treatment and other water-related activities amounted to 7,796 million yen and 1,076 million yen, respectively.

Exhaust Gases Purification Initiatives

Reduction of Chemical Substances Emissions in Exhaust

Management and Monitoring Processes for Compliance with Regulatory Values

The Oji Group owns several boilers and turbines. The electricity and thermal energy obtained through the direct combustion of fossil fuels, waste fuels and renewable fuels are used internally and provided to local communities.

The Group has set voluntary standard values that are stricter than the regulatory values regarding the atmospheric release of the pollutants produced through direct combustion. When measured values exceed these voluntary standard values, we suspend operations and take other measures to prevent pollution.

As part of our monitoring efforts, the Oji Group has adopted a Continuous Emissions Monitoring System (CEMS) for SOx, NOx, and dust to ensure compliance with laws and regulations. In addition, major mills continuously transmit measurement data to regulatory authorities via online systems. Alongside continuous monitoring, third-party certified measurement providers regularly conduct independent analyses to verify emission levels.

Status of Reduction of Chemical Substances in Exhaust

To ensure that emissions of air pollutants remain below voluntary standard values that are stricter than regulatory values, the Oji Group installs and operates air pollution control equipment such as desulfurization equipment, denitrification equipment, cyclones, scrubbers, and bag filters.

Under the guidance of the Japan Paper Association, the Oji Group has set VOC reduction targets in the Environmental Action Programs 2030 and 2040, and is actively working to achieve them.

[ESG Data: 9. Pollutant load amount of exhaust gases](#) ➡

Data

ESG Data ➡

Stable Supply of Safe and Secure Products

Policy  Initiatives 

Policy

Product Safety Charter

The Oji Group delivers safe products, fully recognizing that its corporate social responsibility entails providing quality and services that enable customers to use its products with peace of mind. Going forward, we will continue to fulfill the trust of our customers by ensuring that all of our employees reliably implement the following commitments.

1. Complying with all safety-related laws and regulations, we will also implement appropriate management to follow voluntary standards.
2. We will continually improve our Group-wide quality control system, striving to ensure safety.
3. We will provide timely and appropriate information on product safety and proper usage.
4. We will proactively gather information on products involved in incidents and make reports to relevant authorities in compliance with the law. We will also faithfully take necessary action to find the root causes of incidents and strive to prevent their recurrence.
5. We will continuously review our management system through regular internal audits, always striving for improvement.

Established: January 1, 1995

Initiatives

Confirmation of Raw Material (Chemical) Safety and Provision of Information to Customers

The Group confirms the safety of chemicals (including materials) during the selection phase of procurement to improve product safety. The Group also provides information to customers.

Confirmation of the Safety of Chemicals Used

The safety of chemicals used is ensured using the Group's Pre-use Evaluation System and Information Update System.

Pre-use Evaluation System

When considering the use of a new chemical, the Oji Group conducts a pre-use assessment by checking laws and regulations, hazard information and green procurement guidelines from major industry associations, etc. using proprietary pre-use evaluation sheets. The group then determines whether the chemical can be used.

Chemical substance management systems are being strengthened in Japan and overseas, and accordingly, the Group regularly updates its evaluation sheets and information by regularly evaluating the chemicals it uses and confirms their safety.

Response to the Revision of Laws and New Hazard Information

In the event that information regarding the revision of laws and regulations concerning chemical substances or new hazard information is reported relevant to the raw materials currently used in our products, we will consider alternatives for the materials that we have determined we should not continue to use from the standpoint of safety and reduce the number of raw materials containing hazardous substances.

For example, for D4 and D6, which are designated monitoring chemical substances under the Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture, etc. (Chemical Substances Control Law; CSCL), and listed as SVHCs under REACH, we are working on reducing their use by making them subject to alternative management.

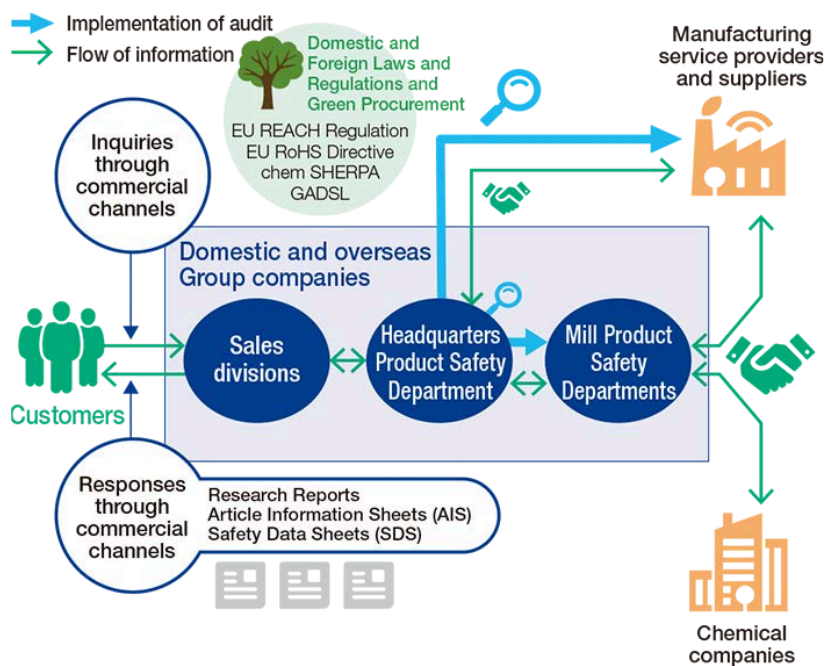
(Of the 25 raw materials subject to alternative management for D4 and D6 that we are looking to replace, 19 have been replaced or are no longer in use as of the end of 2024.)

In recent years, the movement calling for the regulation of PFAS has been growing, mainly in Europe and the U.S. Of the PFAS, the POPs Convention added PFOAs to its Annex A (chemicals to be eliminated) and they were designated Class I Specified Chemical Substances under the Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture, etc. (Chemical Substances Control Law; CSCL). They are an impurity contained in some raw materials, but we completed the process of replacing these raw materials before the law came into effect.

Provision of information to customers

The Group responds to customer inquiries using the safety information about various chemicals that it has verified using the Pre-use Evaluation System and the Information Update System. The Group uses Research Reports*¹, Article Information Sheets (AIS)*², Safety Data Sheets (SDS)*³ and other information to respond to customer inquiries.

*1 Research Reports	Reports that respond to detailed individual inquiries by tracing back to the chemicals used
*2 Article Information Sheets (AIS)	A document that summarizes laws and regulations relating to products and key handling points
*3 Safety Data Sheets (SDS)	A document provided pursuant to laws and regulations concerning special products that contain substances designated in laws and regulations in amounts exceeding certain thresholds










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Respect for Human Rights

Policy  Structure  Human Rights Due Diligence  Hotline for Consultation and Reporting about Human Rights Issues 

2024 Human rights due diligence results  2023 Human rights due diligence results  2022 Human rights due diligence results 

Identification of Key Issues and Initiatives on Human Rights  Education and Dissemination  Data 

Oji Group Basic Policy on Customer Harassment 

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.

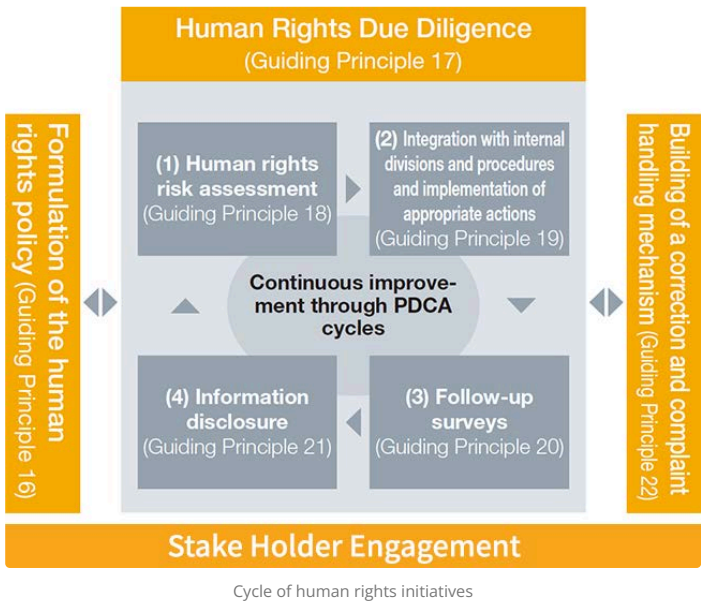
If it becomes evident that we are causing or contributing to adverse effects on human rights, we will engage in dialogue with those concerned and strive to provide remedies through appropriate procedures. Additionally, in the event that our business operations, products, or services are directly related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

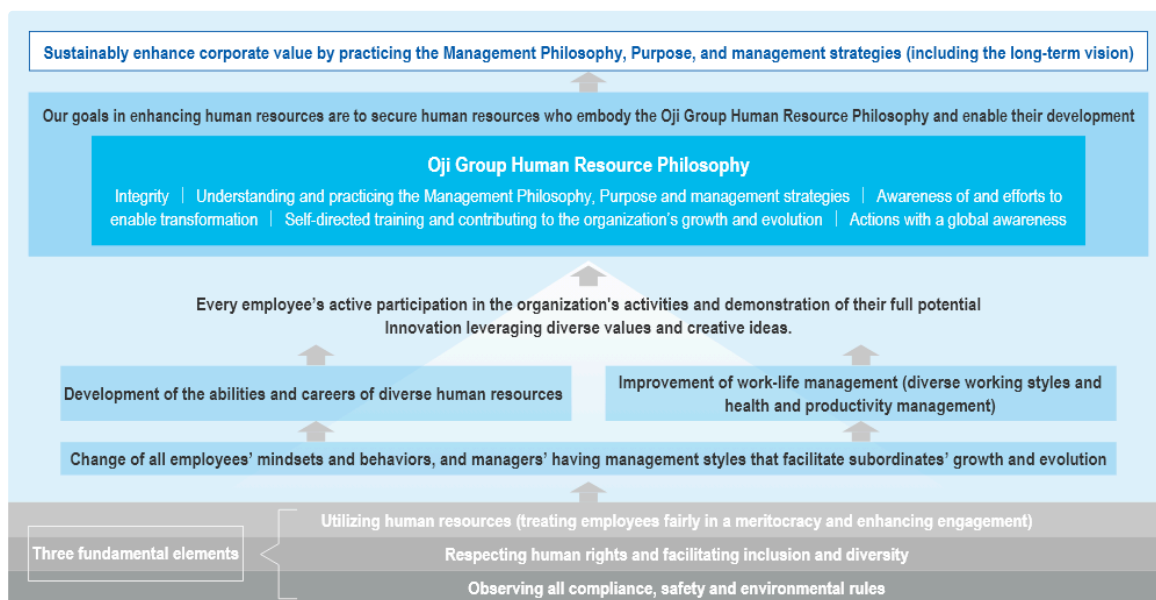
In enhancing our human resources, our goal is to secure and develop human resources who embody the Oji Group Human Resource Philosophy, whose basic tenets are:

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.

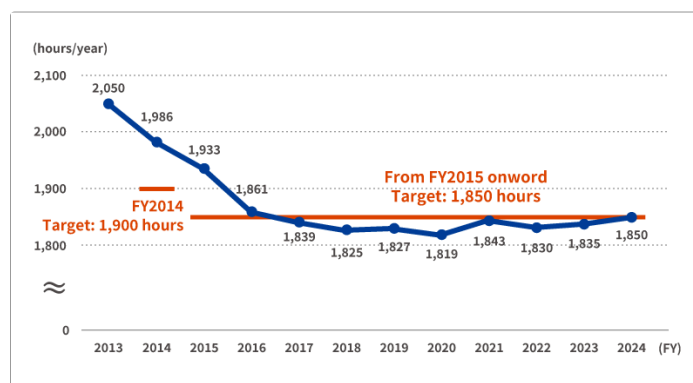
Basic Policy

- 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}

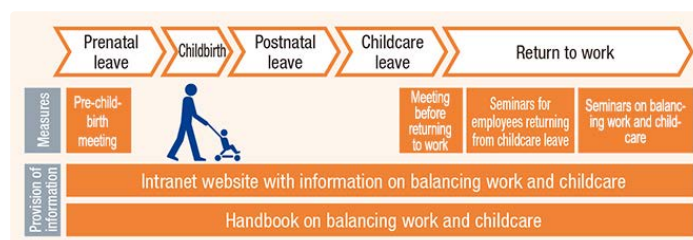
- Maternity leave^{*2}: 6 weeks before childbirth (14 weeks for multiple pregnancies) and 8 weeks after childbirth
- Day-care center subsidies for employees who return to work after taking childcare leave
- Shortened work hours for childcare (shortening work hours to a minimum of six work hours per day 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.

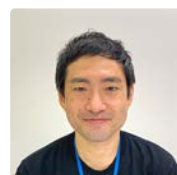
Meeting with a male employee who took childcare leave and his supervisor (1)

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?

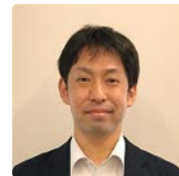
After he took paternity leave, he mainly came home on time to share the housework and parenting duties with his wife, but I think he was able to return to work smoothly thanks to my efforts to improve the accuracy of the work schedule to increase productivity during working hours, as well as the consideration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

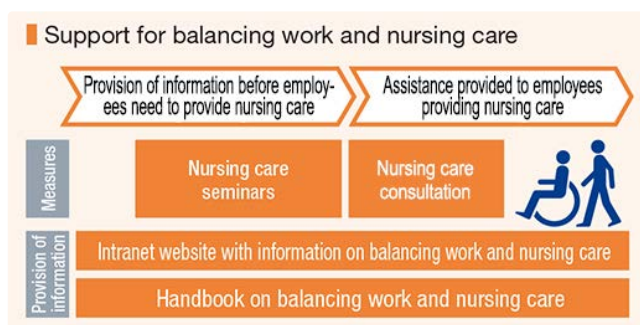
* Oji Holdings, Oji Imaging Media, Oji Green Resources, Oji Paper, Oji Management Office

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

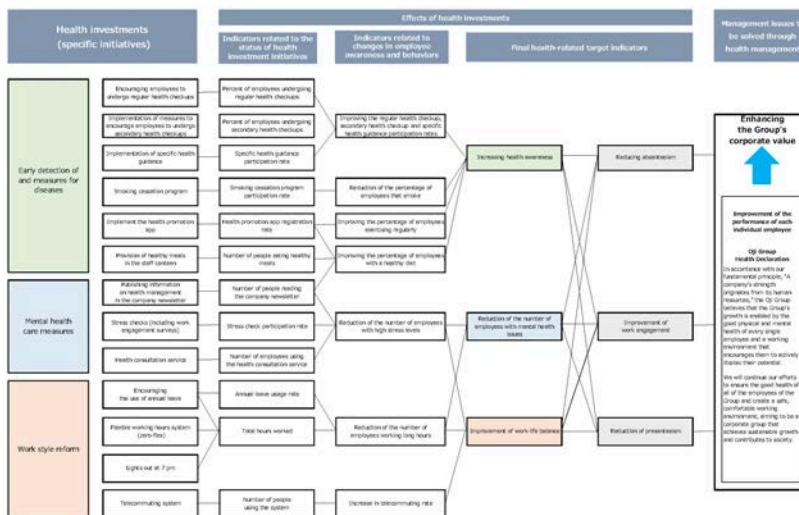
Hiroyuki Isono

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

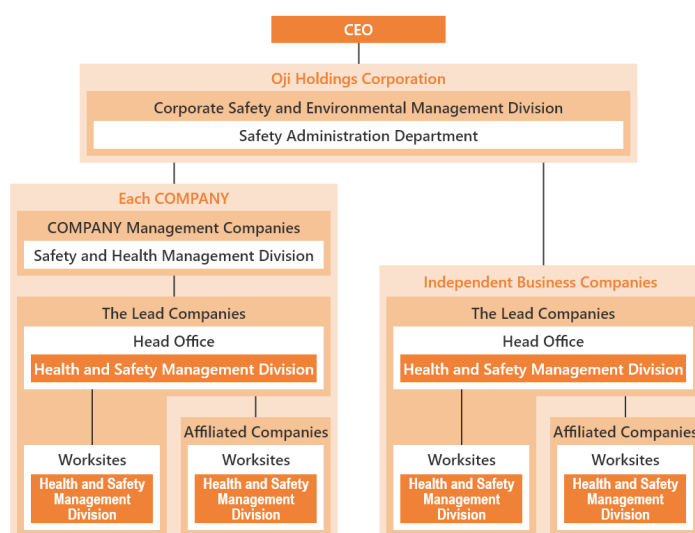
Prepare safety operating procedures containing the rules, prohibited matters and non-stationary operations to regularly provide training to employees with while checking their degree of understanding and learning. Use content related to forklift operations (original content made by Oji, etc.) in virtual 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 Environme nt Marketing Business COMPANY	Printing and Communica tions Media COMPANY	Corporate Manageme nt 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 deploymen t 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

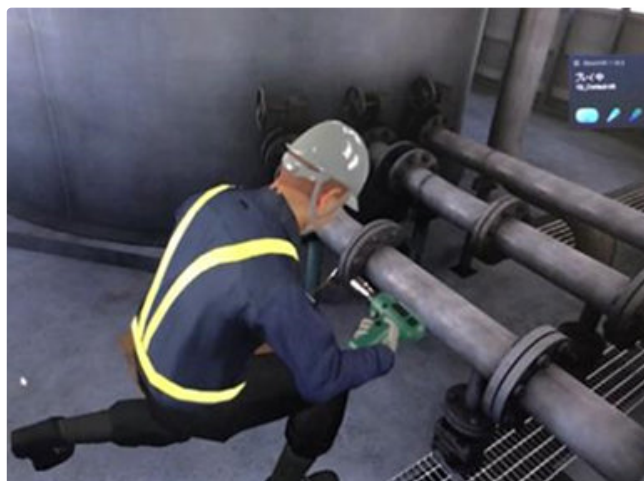
Oji Group companies not only conduct education and training for Group employees in line with the employee's rank and responsibilities and the Group Safety and Health Education and Training System (draft), but also provide various types of education and guidance to the employees of partner companies stationed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

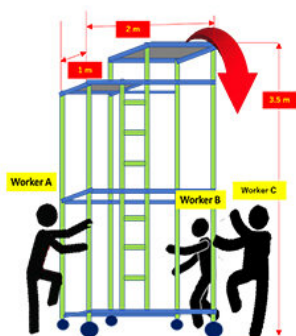
We are engaged in hazard prediction training (KYT) using KY sheets and case studies of accidents that have occurred within the Oji Group to increase every employee's sensitivity to danger, detect hidden risk factors in various conditions and situations and study various measures for improving people's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

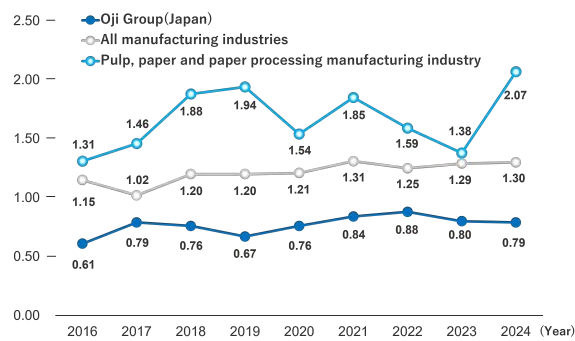
In 2024, there was one fatal accident in overseas. There were 60 lost time accidents (42 in Japan and 18 overseas).

- * 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.

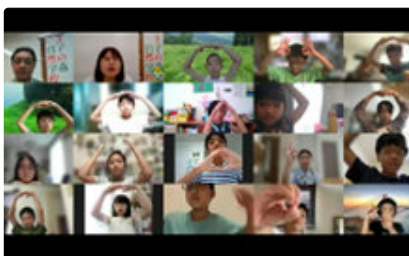
This year, we valued enabling children to understand the scale of Oji Forests and our papermaking activities. We did this by using true-to-life photographs of our paper mills and company-owned forests. We also emphasized communicating with the children. After the programs, we conducted a questionnaire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

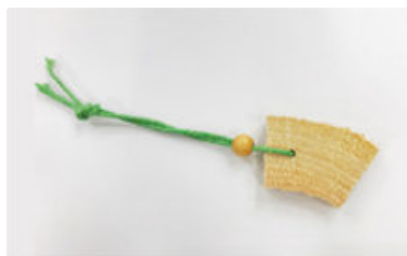
They enjoyed participating in the event through the experience of stating their opinions in front of others and making something with their own hands.

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.



Ginjiro Fujihara

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](#) 



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 \(Only in Japanese\)](#) 





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Corporate Governance

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- Independent Outside Directors and Independent Outside Audit & Supervisory Board Members  Nomination Committee and Compensation Committee 
- Policy on Determination of Director Compensation and Total Compensation 
- Policy and Process for the Nomination of Directors and Audit & Supervisory Board Members  Effectiveness Evaluation of the Board of Directors 
- Policy for Strategic Shareholding  Policy and Reasons for Selecting an Audit Firm 

Policy

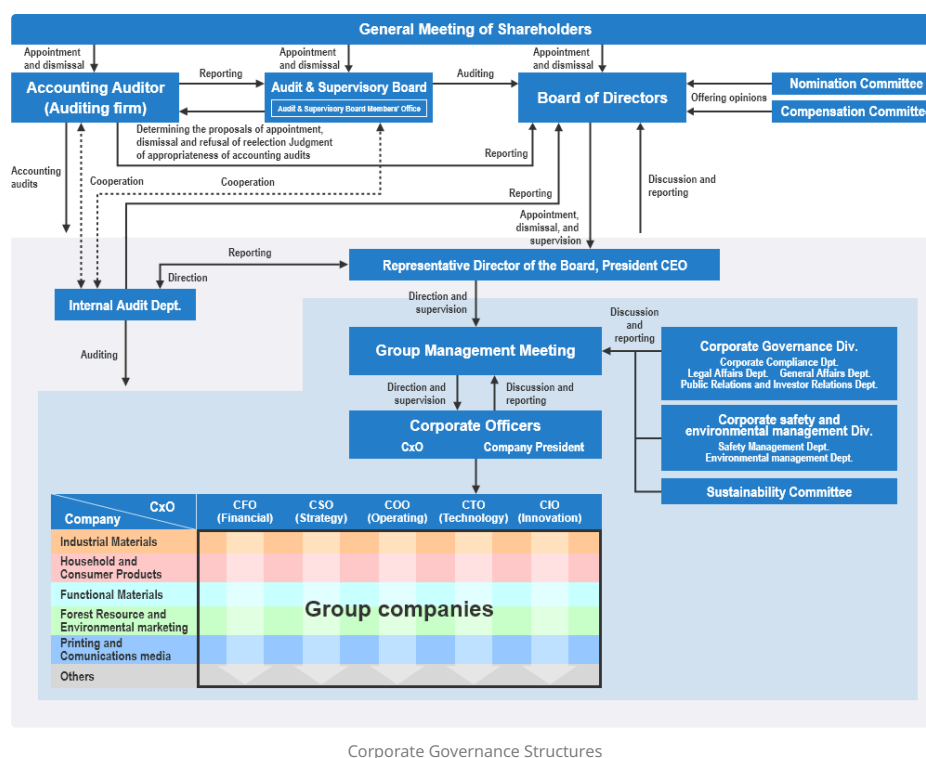
- [Fundamental Policies on Corporate Governance](#) 
- [Basic Policy for Building an Internal Control System](#) 

Corporate Governance Structure

The Group has adopted a COMPANY system under which Oji Holdings formulates Group management strategies and supervises Group governance, while each COMPANY comprised of closely associated businesses forms the center of the Group's business operations. This structure accelerates the decision making of each business unit and clarifies management responsibilities. Additionally, from April 1, 2025, CxO system is introduced to strengthen governance across functions beyond business units and regions, forming a matrix organization combined with the Company system.

As a company with an audit and supervisory board, the Company strives to strengthen the governance of the entire Group by implementing audits of the Directors' execution of their duties conducted by the Audit & Supervisory Board and its members. The Board of Directors consists of 9 Directors (including four Independent Outside Directors) and the Audit & Supervisory Board consists of five Audit & Supervisory Board Members (including three Independent Outside Audit & Supervisory Board Members). The Representative Director and Chairman of the Board chairs the Board of Directors.

- [Sustainability Management Structure](#) 



Corporate Governance Structures

Board of Directors and Audit & Supervisory Board

Purpose of the Board of Directors

The Board of Directors, in view of its fiduciary responsibility and accountability toward shareholders, fulfills the following roles to enable the Company to achieve sustainable growth and enhance its corporate value over the medium to long term as well as to improve its profitability, capital efficiency, etc.

- Make important decisions concerning business execution within the scope specified in the Board of Directors Rules, such as determining the corporate principles and strategies that set out the overall direction for the Group and making investments based on these principles and strategies.
- With regard to matters that do not require a Board of Directors' resolution, assist with rapid decision-making by determining in Group rules matters requiring deliberation by the Management Meeting and the authority of Executive Directors to execute business.
- Conduct highly effective supervision of Corporate Officers and Executive Directors from an independent and objective standpoint.
- Supervise the construction of internal control systems, the establishment of risk management systems, and the operation of these systems.

Composition of the Board of Directors

The maximum number of Directors is 15 in principle, and at least 2 of them are Independent Outside Directors. In addition, 19 Corporate Officers, 4 of whom serve concurrently as Directors, are selected (as of late June, 2025) to speed up decision-making, strengthen the business execution system, and clarify executive responsibilities.

[Corporate Officers](#)

The Board of Directors, in order to fulfill a role necessary for achieving sustainable growth of and improvement of corporate value of the Group over the medium to long term, has been organized while giving due consideration to the balance of diverse knowledge and expertise concerning the business of the Group.

There are currently 9 Directors, 4 of whom are Independent Outside Directors (including 3 female Directors).

The Nomination Committee, which is an advisory body to the Board of Directors, deliberates upon the selection of candidates for Directors and the appointment of Group Corporate Officers before submitting a report to the Board of Directors. Regarding candidates for Audit & Supervisory Board Members, a report is submitted to the Board of Directors after consulting the Nomination Committee and obtaining the consent of the Audit & Supervisory Board.

The Nomination Committee consists of all outside directors, and the Board of Directors receives the report from the Nomination Committee deliberates and makes decisions.

Purpose of the Audit & Supervisory Board

The Audit & Supervisory Board and its Members conduct operational audits and accounting audits from an independent and objective standpoint, fulfilling their fiduciary duty to shareholders.

The Audit & Supervisory Board and its Members strive to actively exercise their authority by actively combining the advanced information gathering capabilities of the Standing Audit & Supervisory Board Members and the strong independence of the Independent Outside Audit & Supervisory Board Members while maintaining the cooperation with the Independent Outside Audit & Supervisory Members.

Audit & Supervisory Board Members regularly meet with the Accounting Auditor to receive explanations regarding audit plans and the status of the implementation of audits, as well as financial statement audit results, and to exchange opinions.

The Audit & Supervisory Board Members and the Company's Internal Audit Department meet once every month to exchange information regarding audit plans and results and ensure cooperation between them.

Composition of the Audit & Supervisory Board

The Audit & Supervisory Board is composed of five Audit & Supervisory Board Members (including three Independent Outside Audit & Supervisory Board Members).

The Audit & Supervisory Board Members ensure transparency and monitor and verify management. Audit & Supervisory Board Members attend meetings of the Board of Directors and other important meetings in line with the audit plan established by the Audit & Supervisory Board for auditing the Directors' execution of their duties.

Teruo Yamazaki, an Audit & Supervisory Board Member, has experience in the finance and accounting division of the Company and its Group companies. His knowledge in the area of finance and accounting is considerable.

In addition, Keiko Fukuchi, an Outside Audit & Supervisory Board Member, as a certified tax accountant, has a wealth of experience, a high degree of expertise, and a wide range of insights in taxation and corporate accounting. She possesses considerable knowledge of finance and accounting.

Independent Outside Directors and Independent Outside Audit & Supervisory Board Members

Status Of Independent Outside Officers' Activities and Reasons For Their Appointment

Oji Holdings has appointed four Outside Directors and three Outside Audit & Supervisory Board Members, each of whom is designated as an Independent Officer.

The Independent Officers attend the meetings of the Board of Directors and briefings (held basically twice a month) conducted by the officer responsible for the Corporate Governance Division regarding matters submitted to the Management Meeting and matters planned to be submitted to the Board of Directors. The Nomination Committee and the Compensation Committee comprise Independent Outside Directors.

People with highly specialized and wide-ranging knowledge who are able to express opinions that are independent from management and from the perspectives of various stakeholders are selected to be Independent Outside Director candidates, and people with excellent character and insight, a high degree of specialization, and extensive experience are selected to be Independent Outside Audit & Supervisory Board Member candidates.

In FY2024, the attendance of the seven Independent Outside Directors and Independent Outside Audit & Supervisory Board Members at meetings of the Board of Directors (15 meetings held) averaged 99.0%, and the attendance of Independent Outside Audit & Supervisory Board Members at the Audit & Supervisory Board meetings (13 meetings held) was 100%.

Main Activities Of Independent Outside Officers In FY2024

Category	Name	Attendance at Board of Directors meetings	Summary of statements made and duties performed with respect to expected role
Independent Outside Director	Michihiro Nara	Attended 15 of 15 meetings (93.3%)	Fulfilled the role expected of him by making comments concerning the Company's management from an independent standpoint, from a legal perspective as an attorney-at-law, and based on his extensive experience, high level of expertise, and wide-ranging insight
Independent Outside Director	Seiko Nagai	Attended 15 of 15 meetings (100%)	Fulfilled the role expected of her by making comments concerning the Company's management from an independent standpoint, from a multifaceted perspective, including professional viewpoints developed through customer service and university teaching, and based on her extensive experience, high level of expertise, and wide range of insight
Independent Outside Director	Hiromichi Ogawa	Attended 15 of 15 meetings (100%)	Fulfilled the role expected of her by making comments concerning the Company's management from an independent standpoint, from a multifaceted perspective, including professional viewpoints developed through management of retail business and food manufacturing companies, and based on his extensive experience, high level of expertise, and wide range of insight
Independent Outside Director	Sachiko Fukuda	Attended 11 of 11 meetings (100%)	Fulfilled the role expected of her by making comments concerning the Company's management from an independent standpoint, from a multifaceted perspective including a legal perspective as an attorney-at-law, and financial accounting perspective as an Certified Public Accountant and sustainability perspective, and based on her extensive experience, high level of expertise, and wide range of insight

* The attendance record of Sachiko Fukuda pertains only to the board meetings held after her appointment on June 27, 2024.

Main Activities of Independent Outside Audit & Supervisory Board Members in FY2024

Category	Name	Attendance at Board of Directors meetings	Attendance at Board of Audit & Supervisory Board meetings	Statement at Meetings
Independent Outside Audit & Supervisory Board Member	Hidero Chimori	Attended 15 of 15 meetings (100%)	Attended 13 of 13 meetings (100%)	Provided expert opinions based on his extensive experience, high- level expertise and wide-ranging knowledge, in particular, in the corporate legal affairs and corporate governance field, as an attorney-at-law
Independent Outside Audit & Supervisory Board Member	Noriko Sekiguchi	Attended 15 of 15 meetings (100%)	Attended 13 of 13 meetings (100%)	Provided expert opinions based on her abundant practical experience at companies in addition to her extensive experience, high- level expertise and wide-ranging knowledge on financial accounting as a certified public accountant
Independent Outside Audit & Supervisory Board Member	Takashi Nonoue	Attended 15 of 15 meetings (100%)	Attended 13 of 13 meetings (100%)	Provided expert opinions based on his extensive experience, high- level expertise and wide-ranging knowledge as a public prosecutor and attorney at law.

Nomination Committee and Compensation Committee

Purpose of The Nomination Committee

The Nomination Committee Deliberates on the following issues and matters and submits reports to the board of directors to strengthen the independence, objectivity and accountability of the directors in implementing their functions regarding the nomination of officers and corporate officers by appropriately involving independent outside directors in the process and obtaining advice from them.

- Policies for The Nomination of Candidate Directors and Audit & Supervisory Board Members
- Policies for The Appointment of Corporate Officers
- Nomination of Directors and Audit & Supervisory Board Members, Appointment of Corporate Officers
- Dismissal of Directors, Audit & Supervisory Board Members or Corporate Officers in cases where they do not fulfill the criteria in nomination and appointment policies
- Succession Planning for The Board of Directors and The President
- Appointment and Dismissal of Advisors

Purpose of Compensation Committee

The Compensation Committee Deliberates on The Following Issues and Matters and Submits Reports to The Board of Directors to Strengthen The Independence, Objectivity and Accountability of The Directors in Implementing Their Functions Regarding The Compensation of Directors and Corporate Officers by Appropriately Involving Independent Outside Directors in The Process and Obtaining Advice from them.

- Structure and Level of Compensation for Directors and Corporate Officers
- Performance-linked compensation for Directors and Executive Officers, and performance evaluation of Executive Officers
- Analysis and Evaluation of The Effectiveness of The Board of Directors
- Structure and Level of Compensation for Advisors

Structures of the Nomination Committee and the Compensation Committee and their meetings held in FY2024

Position	Name	Nomination Committee	Attendance	Compensation Committee	Attendance
Director, Chairman of the Board	Masatoshi Kaku		2/2		4/4
Director of the Board, President	Hiroyuki Isono	Committee Chair	2/2	Committee Chair	4/4
Independent Outside Director	Michihiro Nara		2/2		4/4
Independent Outside Director	Seiko Nagai		2/2		4/4
Independent Outside Director	Hiromichi Ogawa		2/2		4/4
Independent Outside Director	Sachiko Fukuda		2/2		4/4

Policy on Determination of Director Compensation and Total Compensation

Policy on Determination of Director Compensation

Oji Holdings has designed its compensation programs to emphasize the roles of the director compensation program in encouraging the Board of Directors to work to achieve the sustainable growth of the company, increase its corporate value over the medium- to long-term, and enhance its profitability and capital efficiency. The compensation program and the policies for determining compensation are laid out in the Fundamental Policies on Corporate Governance. Director compensation comprises base compensation, which is fixed compensation, bonuses that reflect short-term performance, and stock-based compensation that reflects the medium- to long-term increase of corporate value. The Board of Directors uses the recommendations submitted by the Compensation Committee when determining compensation. Evaluations for determining bonuses include the consideration of the overall status of the achievement of evaluation items related to ESG issues.

Please refer to the Annual Securities Report for more information about performance-linked compensation, which includes bonuses and stock-based compensation.

[Securities Reports \(in Japanese\)](#) 

Performance-Linked and Non-Performance-Linked Compensation Ratios (From 27th June 2025)*

Position	Fixed compensation	Performance-linked compensation			Total
		Bonuses	Stock-based compensation	Total	
Representative Director, Chairman of the Board	45%	27.5%	27.5%	55%	100%
Representative Director of the Board, President	45%	27.5%	27.5%	55%	100%
Representative Director of the Board, Executive Vice President	45%	27.5%	27.5%	55%	100%
Director of the Board, Senior Executive Officer	45%	27.5%	27.5%	55%	100%
Director of the Board, Executive Officer	45%	27.5%	27.5%	55%	100%
Independent Outside Director	100%	-	-	-	100%

* The payment ratios will fluctuate due to changes in performance-linked compensation such as bonuses and stock-based compensation.

Total Amount of Compensation for Each Officer Category, Total Amount of Compensation, etc., by Type and Number of Eligible Officers (FY2024)

Officer category	Total amount of compensation (million yen)	Total amount of compensation, etc. by type (million yen)			Number of eligible officers (persons)
		Fixed compensation	Performance-linked compensation		
			Bonuses	Stock-based compensation	
Directors (excluding Independent Outside Directors)	428	215	98	115	8
Audit & Supervisory Board Members (excluding Independent Outside Audit & Supervisory Board Members)	56	56	-	-	2
Independent Outside Directors and Independent Outside Audit & Supervisory Board Members	99	99	-	-	8

Policy and Process for the Nomination of Directors and Audit & Supervisory Board Members

Policy

The Oji Holdings Fundamental Policies on Corporate Governance stipulate in the director nomination policy that the Board of Directors shall comprise directors with extensive and balanced knowledge and expertise concerning the businesses operated by the group. The Fundamental Policies also stipulate that the candidates nominated to be directors possess excellent character and insight and be people capable of contributing to the sustainable growth of the group and the increase of its medium- to long-term corporate value, and that Audit & Supervisory Board member candidates be people of excellent character and insight with a high degree of specialization and extensive experience that are capable of fulfilling the duties of the Audit & Supervisory Board members.

Process

When nominating director candidates, the Nomination Committee, an advisory body to the Board of Directors, deliberates issues and submits recommendations to the Board of Directors. Regarding the nomination of candidate Audit & Supervisory Board members, the Nomination Committee deliberates on the issues and then submits its recommendations to the Board of Directors after approval by the Audit & Supervisory Board. The Board of Directors receives reports from the committee, deliberates the issues, and makes decisions regarding these matters.

Director Skill Map

In order to realize Oji Group's management strategies, it is composed of the skills that are particularly necessary for the Board of Directors to make appropriate management decisions and demonstrate high effectiveness in the supervision.

The definition of each skill are as follows:

Skill	Definition
Corporate management	Basic management skills required to realize corporate sustainability and management strategy
Finance & accounting and capital strategy	Skills to grasp business conditions financially and raise questions, and to realize capital efficiency improvement
Innovation and manufacturing	Skills to create innovative ideas and technologies for non-continuous growth and give a concrete shape to them
Marketing, branding and market structure	Skills to anticipate needs and differentiate products and services and to build new business models
Business portfolio conversion and production system building	Skills to establish and restructure business and to bring about stable and efficient production under an optimum system
Global	Skills to raise questions and make decisions from a global perspective
Human capital and DX	Skills to reform business processes through development and utilization of diverse human resources and promotion of digitization
Sustainability and ESG	Skills related to environment, society, and governance; they are foundations of corporate management and also indispensable for sustainability
Legal affairs, compliance and risk management	Skills to supervise corporate activities, predict risks, and make proposals against risks from the perspective of legal affairs

Name	Positions in the Company	Nomination and Compensation Committee	Highly Expected Roles								
			Corporate management	Finance & accounting and capital strategy	Innovation and manufacturing	Marketing, branding and market structure	Business portfolio conversion and production system building	Global	Human capital and DX	Sustainability and ESG	Legal affairs, compliance and risk management
Masatoshi Kaku	Representative Director and Chairman of the Board		●		●	●	●		●		
Hiroyuki Isono	Representative Director of the Board, President		●	●	●		●	●		●	●
Kazuhiro Kamada	Representative Director of the Board, Executive Vice President		●	●		●	●		●	●	●
Akio Hasebe	Director of the Board, Senior Executive Officer		●			●	●	●			
Satoshi Takuma	Director of the Board, Executive Officer				●		●	●	●		
Seiko Nagai	Outside Director (Independent Director)	○				●			●	●	
Hiromichi Ogawa	Outside Director (Independent Director)	○	●	●		●					
Sachiko Fukuda	Outside Director (Independent Director)	○		●						●	●
Atsuko Muraki	Outside Director (Independent Director)	○							●	●	●

* People marked with a ○ are members of the Nomination and Compensation Committee.

* ● marks indicate the roles expected of each Director and does not represent all of the abilities possessed by each director.

Effectiveness Evaluation of the Board of Directors

The Company stipulates in its “Fundamental Policies on Corporate Governance” that the Board of Directors conducts analysis and evaluation of its effectiveness every year and takes required measures to ensure the effectiveness as a whole as well as discloses an overview of the findings.

In order to evaluate the effectiveness of the Board of Directors in FY2024, we conducted a survey on the roles, organization and management of the Board of Directors for all of the Directors and Audit & Supervisory Board Members from April to May 2025. The evaluation results were analyzed by the Compensation Committee in which Independent Outside Directors participated, and deliberated by the Board of Directors based on the analysis results.

As a result, we confirmed that the Company's Board of Directors, including its accompanying meeting bodies, has been effective. In response to the question regarding the role of the board of directors, whether it was able to formulate group management strategies and provide direction, many respondents answered that the Board of Directors actively engaged in the formulation of Long-term Vision and Medium-term Management Plan, as well as the deliberation and discussion of individual matters, thereby ensuring that the Board of Directors operated with a focus on effective supervision of management, and was able to clearly demonstrate its direction. To the question of whether the company has established an internal control and risk management system and supervised its operation, some respondents said that although internal control and risk management system are appropriately established, the violation of rules and the occurrence of labor accidents have not been eradicated, and therefore the company needs to continue strengthening its system. To the question of whether the company has promoted constructive dialogue with stakeholders, some said that although investor relations activities were highly regarded for promoting constructive dialogue, these activities need to be further enhanced.

On April 1, 2025, we revised our corporate officer system to clarify Directors' supervisory functions and roles as corporate officers and, as a result, changed the title of Group Corporate Officer to Corporate Officer.

We also adopted the CxO system in order to achieve further maximization and total optimization of Group synergy.


Under the above framework, we judge that the effectiveness of management oversight has been strengthened. We will continue to consider and implement necessary measures to enhance the functionality of the Board of Directors.

Policy for Strategic Shareholding

The Group strategically holds shares that are expected to contribute to the sustainable growth of the Group and the improvement of corporate value over the medium- to long-term as part of its management strategy for the purpose of business alliances and strengthening and maintenance of long-term and stable relationships with business partners. The Group is reducing its strategic shareholdings by reviewing the rationale for holding each individual share at the annual Board of Directors meeting, and steadily reducing them through stricter management. In addition, the Group is engaging in careful dialogue with the issuers of the shares to be reduced, to ensure they understand our policy.

In FY2024, we reduced the number of strategic shareholdings by 29 billion yen. Additionally, in the Medium-Term Management Plan 2027 announced on May 30, 2025, we plan to reduce strategic shareholdings by 45 billion yen and the amount of retirement benefits trust contribution shares exceeding the accumulated retirement benefit trust of our group companies by 21 billion yen over the three-year period from FY2025 to FY2027.

Please refer to the Company's Securities Reports for details on individual strategic shareholdings.

[Securities Reports \(Only in Japanese\)](#) 

Policy and Reasons for Selecting an Audit Firm

We select our accounting auditor, taking into consideration the following factors: that the accounting auditor has established a system for maintaining and improving the quality of audits, that it is independent and possesses the necessary expertise, that it is of a reasonable scale and that it has an overseas network that enables it to provide efficient audit services that respond to the nature of the Company's business.

The Audit & Supervisory Board decides the content of proposals regarding the dismissal or non-reappointment of the accounting auditor to be submitted to the General Meeting of Shareholders in the event that it is deemed difficult for the accounting auditor to perform its duties properly.

The Audit & Supervisory Board shall dismiss the accounting auditor with the unanimous consent of the Corporate Auditors if any of the items of Article 340, Paragraph 1 of the Companies Act are deemed to be applicable regarding the accounting auditor.

The Audit & Supervisory Board has agreed to reappoint Deloitte Touche Tohmatsu LLC as the accounting auditor for fiscal year 2024. It is believed that Deloitte Touche Tohmatsu LLC has the necessary framework for ensuring that adequate accounting audits are conducted, taking into consideration the following factors regarding the evaluation of audit performance:

1. Quality control of the audit firm
2. Audit team
3. Audit fees, etc.
4. Communication with the Audit & Supervisory Board
5. Relationship with management
6. Group audits
7. fraud risks

Engagement partners are rotated in accordance with the Certified Public Accountants Act and other applicable regulations as follows: The engagement partner cannot be involved in the Company's auditing services for more than seven consecutive accounting periods. The lead engagement partner cannot be involved in the Company's auditing services for more than five consecutive accounting periods.

Risk management

Risk Management Framework and System

Information Security Measures

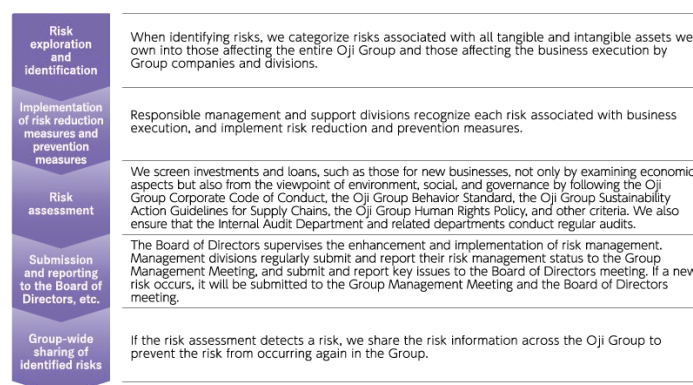
BCP

Risk Management Framework and System

The Oji Group undertakes its business activities with the high ethical standard laid out in the Oji Group Corporate Code of Conduct, and implements appropriate risk management practices. In response to the rapid expansion of the areas in which we operate businesses, we will reinforce our risk management structure globally to ensure business continuity and the steady development of our businesses.

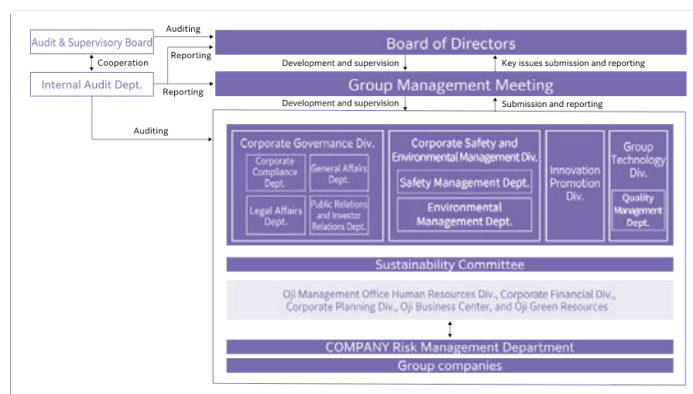
Developed by the Oji Group under the supervision of the Board of Directors, the Oji Group has established Group Risk Management Regulations and it works to manage risks in the flow described below.

The Directors and Corporate officers of Oji Holdings are responsible for reporting risks in the businesses and divisions under their control to the Group Management Meeting, and important risks are also reported to the Board of Directors. The Oji Holdings Board of Directors reviews the effectiveness of its risk management process annually.



The Oji Group's risk management system is structured as shown in the diagram below and operates separately from the Audit & Supervisory Board and the Internal Audit Department.

The Audit & Supervisory Board and the Internal Audit Department also audit the status of risk management.



Risk Management Structure

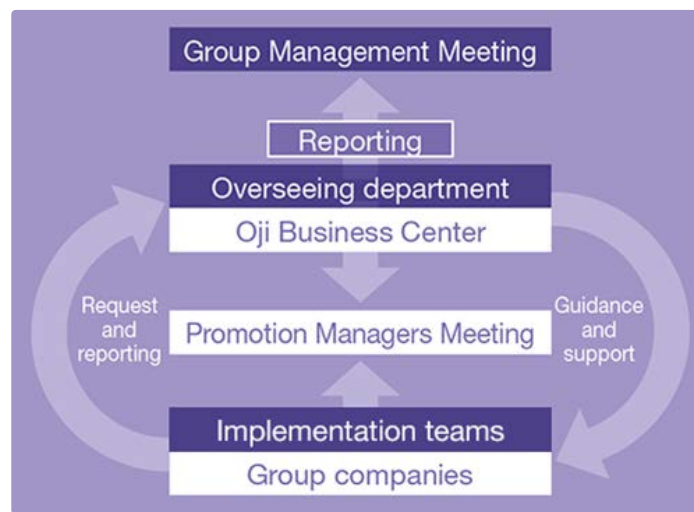
The Oji Group identifies major risks that may have a material effect on its financial position, etc., and categorizes them into three groups: risks regarding long-term issues, risks associated with its management strategies, and risks arising from the execution of business.

	Type of risk
Risks regarding long-term issues	Climate change
	Pandemic
Risks associated with our management strategies	Structural changes in demand arising from innovation
	Fluctuations in demand
	Fluctuation of global market conditions
	Domestic business
	Overseas business
Risks arising from the execution of business	Occurrence of disasters, etc.
	Laws, regulations and other rules
	Litigations and other actions
	Product liability
	Exchange rate fluctuations
	Interest rate fluctuations
	Information leakage

Please refer to “Section 2: Business Overview – 3. Business Risks” in [the Securities Report](#)  (in Japanese Only) for details on major risks and Main countermeasures against risks.

Information Security Measures

The Oji Group positions information obtained through its business activities as important assets. We have enacted Information Systems Usage and Risk Management Regulations to respond promptly to changes in the IT environment which is always becoming more complex, and we have established a groupwide system to prepare for cyber threats such as unauthorized access to systems and disasters. The Oji Business Center, as a department that oversees our information system risk management, inspects the information system risks throughout the Group and maintains, manages and improves IT security. In addition, it regularly provides educational activities and information on the latest risk trends that it had acquired to employees using company newsletters and conducts targeted email training so that employees can handle phishing e-mails which are becoming more sophisticated every day. In FY2021, we revised regulations to respond to the changes in work styles, such as the increased use of cloud computing and teleworking during the COVID-19 pandemic. We will work to make sure that these measures take hold and further strengthen our efforts to improve IT security from a global perspective.



Information Security Structural Diagram

BCP

At the Oji Group, we have formulated a BCP*¹ for each COMPANY to respond to an emergency when a risk associated with the execution of business materializes. Reviewing the BCPs as necessary, we also engage in BCM.*² In the event of a serious incident that must be addressed by the Group as a whole, we establish a Group Emergency Headquarters to confirm the safety of employees, investigate the damage incurred, and take prompt measures to continue supplying products to our customers.

*1 A business continuity plan (BCP) is a plan for continuing business in an emergency such as a disaster or pandemic.

*2 Business Continuity Management (BCM) is comprehensive and integrated management for ensuring business continuity, including the formulation and continual improvement of BCPs including, for example, the introduction, implementation and review of BCPs.

Building a Group Disaster Control System

We have established the Group Disaster Control Office as a permanent organization to prepare for disasters such as fires, earthquakes, storms and floods. We have formulated rules on the reporting of disaster and accident information, establishing a system that enables us to promptly obtain the most up-to-date information. We also promptly share information on disasters that have occurred within the Group for the implementation of recurrence prevention measures. By holding regular Disaster Prevention Committee meetings and conducting a large-scale safety confirmation drills using the safety confirmation system and disaster prevention drills at each workplace, we work to increase employees' awareness of disaster preparedness and strengthen disaster preparedness measures.

Locating production bases to diversify risks and flexibly procure raw materials

Oji Group companies have production bases nationwide, from Hokkaido to Kyushu. While proceeding with the consolidation of production bases to enhance competitiveness, we consider risk diversification in the continuation of our business. In addition, to ensure we are able to continue production, we, in principle, procure raw materials from several companies and ensure we are able to flexibly procure materials from diversified sources.

Exploration of infrastructure risks and implementation of measures

The production bases of the Oji Group in Japan explore risks related to earthquakes, heavy rains, typhoons and other natural disasters, and implement measures against them using local hazard maps to simulate the occurrence of disasters such as floods or landslides. For example, we have strengthened waterproofing measures for electrical rooms to prevent the long-term stoppage of operations at plants or mills. We also actively roll out useful measures to other companies in the Group.

Local preparedness for natural disasters and support

In recent years, we have strengthened not only the measures within the Group but also our collaboration with local residents to prepare for the increasingly frequent natural disasters. To date, we have concluded a total of 170 disaster prevention agreements with local governments across Japan. When a disaster occurs, we provide corrugated cardboard beds and various other types of corrugated cardboard products, and also jointly conduct drills for setting up evacuation centers. We provide support in a wide variety of ways, including infection prevention measures.

The Oji Group carries out its production activities to maintain people's everyday lives around the world by supplying the corrugated containers and folding carton products that support logistics services, hygiene materials such as tissue paper, toilet roll and face masks, as well as printing and communication paper that conveys information.



Corrugated bed



Drills for setting up evacuation centers with local governments

Compliance

System ▾ Whistle-blowing system in compliance with the Whistleblower Protection Act ▾ Monitoring of the Status of Compliance ▾

Response to Compliance Violations ▾ Dissemination of the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard ▾

Activities to Foster an Awareness of Business Ethics and Compliance ▾ Data ▾

System

The Oji Group's Corporate Compliance Department (in the Corporate Governance Division of Oji Holdings Co., Ltd.) formulates policies and measures to uphold a high standard of ethics in its businesses and ensure compliance. The Oji Group Corporate Code of Conduct, Behavior Standard and Regulations for Prevention of Corruption are formulated by the Corporate Compliance Department and the Legal Affairs Department (also within the Corporate Governance Division), and they are reviewed and revised as necessary following the regular examination of their necessity and effectiveness.

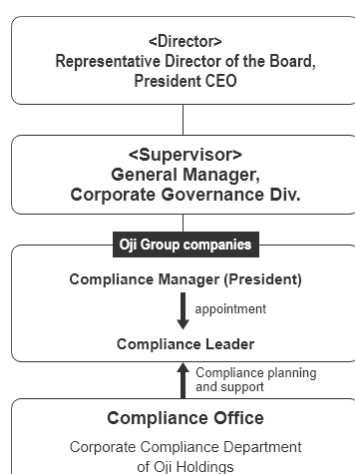
We have established a compliance network by positioning compliance managers and compliance promotion leaders at Group companies all over the world. These team members work together with the Corporate Compliance Department and act as facilitators who help share measures appropriately with employees of each company. They also strive to increase employees' compliance awareness by playing a leading role in the compliance activities of each company.

The person responsible for business ethics and compliance is the President and Representative Director of the Board of Oji Holdings.

The General Manager of the Corporate Governance Division (Executive Officer) is responsible for overseeing the implementation of the Group's compliance activities. The General Manager of the Corporate Governance Division (Executive Officer) reports to the President and Representative Director regarding the Group's compliance activities, receives instructions from the President and Representative Director and their activities are supervised by the President and Representative Director on a daily basis.

When important matters are raised, the General Manager of the Corporate Governance Division submits proposals and reports to the Group Management Meeting, the Board of Directors, and the Audit & Supervisory Board in line with instructions from the President and Representative Director.

Oji Group Compliance Promotion Structure



Role

- General Manager, Corporate Governance Div.
Supervision of compliance activities throughout the Oji Group
- Compliance Manager
Supervision of the compliance activities of each Oji Group company
- Compliance Promotion Leader
 1. Contact Desk for various compliance-related issues (Business Ethics Helpline reports, etc.) at each Oji Group company
 2. Implementation of compliance training by each Oji Group company
 3. Identifying compliance-related risks that each Oji Group company faces

Whistle-blowing system in compliance with the Whistleblower Protection Act

The Business Ethics Helpline is available to all executives, employees (including part-time and temporary employees) and as well as retired employees. The purpose of the compliance hotline[※] is to prevent the violation of laws and misconduct (including labor-related issues, sexual harassment and power harassment), detect them at early stages and correct them.

In addition, we have set up reporting offices internally (within the Corporate Compliance Department of Oji Holdings) and externally (at a lawyer's office). We also receive reports from and consult with the executives and employees of our business partners, job applicants, interns, other trainees and former trainees. We will quickly identify and correct any improper conduct.

Whistleblowers are legally protected as detailed in the Group Internal Whistleblowing Regulations, which stipulate measures for protecting whistleblowers as stipulated by the Whistleblower Protection Act. The information provided by whistleblowers is kept strictly confidential, any retaliation against or any other prejudicial treatment of whistleblowers is prohibited and whistleblowers may remain anonymous.

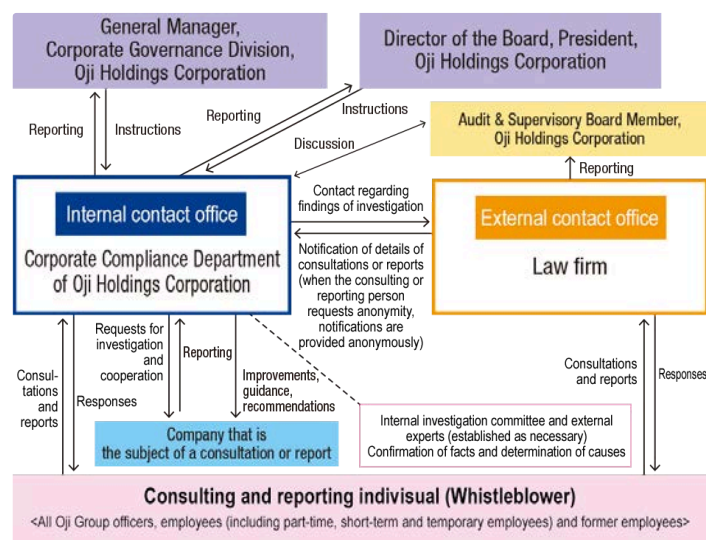
This system is described in the Oji Group Corporate of Conduct and the Oji Group Behavior Standard and information about this system is distributed to all officers and employees. Additionally, we disclose information about this system on the intranet so that any conduct that violates these rules or any risks of such behavior occurring will be promptly reported. The Company also makes this information known every month through its Compliance News newsletter.

We have established the Group's whistleblowing regulations which are in line with the Whistleblower Protection Act to ensure that all Group companies are thoroughly familiar with these regulations. The Group Internal Whistleblowing Regulations prohibit the prejudicial treatment toward whistleblowers and stipulate the structure of the whistleblowing system, the information management procedures for maintaining confidentiality during investigations and the penalties for violating these regulations.

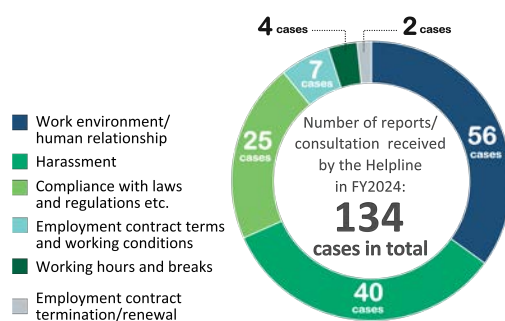
In addition, we accept reports from sources outside our companies through the Contact Us (Category: Compliance) form on our website when officers or employees may be involved in compliance violations. People submitting reports may remain anonymous and the information we receive is treated with the strictest of confidentiality, as with employees.

The people receiving the information submitted via the Contact Us (Category: Compliance) form are members of the Corporate Compliance Department who are committed to acquiring necessary knowledge and skills by attending external training sessions, participating in workshops, and holding regular workshops with other consultants.

※ It was called the Corporate Ethics Helpline until September



In FY2024, there were a total of 134 reports and requests for consultation submitted to the Oji Group Business Ethics Helpline. Over 70% of these reports or requests for consultation were regarding harassment or the work environment/human relationships, including consultations regarding miscommunication with a supervisor or coworker in the workplace in everyday work. Depending on the nature of the subject matter of the report or request for consultation, in principle, the Corporate Compliance Department staff or the compliance leader of the company investigates the matter carefully from a fair perspective and acts to solve the problem and resolve concerns, including the referral of matters to a lawyer or other third party.



Monitoring of the Status of Compliance

The Internal Audit Department conducts regular audits, and if problems are identified, implements countermeasures to individually address issues and implements other detailed responses to ensure that compliance is firmly established. In addition, a compliance awareness survey of all Oji Group officers and employees is conducted every other year in Japan to monitor the status of compliance at each work site.

Response to Compliance Violations

In the Oji Group, compliance violations are not only violations of laws and regulations, but also infringements of the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard, and violations of the Group's ethical standards.

When a compliance violation occurs within the Group, the department where it occurred reports immediately to the General Affairs Department, the Corporate Compliance Department, the Executive Officer and the General Manager of the Corporate Governance Division before then reporting to the Group CEO in line with the Group Risk Management Regulations.

The Corporate Compliance Department takes the lead in investigating the facts and the causes of incidents and leads the implementation of measures to prevent recurrence in cooperation with the compliance officers of the operating companies and the companies where the incidents occurred.

When matters are reported to the Business Ethics Helpline, investigations are carried out in compliance with the Whistleblower Protection Act, carefully ensuring that whistleblowers are protected.

In accordance with internal policies and procedures, the Oji Group considers disciplinary action for officers and employees involved in compliance violations based on employment regulations, and imposes disciplinary measures when necessary.

The Executive Officer and General Manager of the Corporate Governance Division will meet with the Group Management Meeting, the Board of Directors, and the Audit & Supervisory Board to report on the status and results of the handling of incidents, including reports related to whistleblowing reports in line with the Group Whistleblowing Regulations.

In addition, follow-up training and monitoring measures, such as awareness surveys, are conducted at the relevant workplaces.

Dissemination of the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard

The Corporate Compliance Department provides a booklet containing the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard (revised on October 1st, 2020) to all Group officers and employees (including part-time and temporary employees).

The Corporate Compliance Department has prepared explanatory and educational materials on the basic concept, explanations of the articles and text of the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard, and points to check regarding them. These materials have been used in the provision of education at compliance meetings at all of the workplaces of the domestic offices of the Oji Group.

The Corporate Compliance Department initially translated the Oji Group Corporate Code of Conduct, the Oji Group Behavior Standard and educational materials into 12 languages for overseas employees. It continues to translate them into more languages as necessary. The translations of the education materials are distributed as part of the Compliance News newsletter regularly published by the Corporate Compliance Department for Japan and overseas workplaces and they are used at workplace compliance meetings at Group companies in order to disseminate the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard and encourage employees to practice the standard.

Activities to Foster an Awareness of Business Ethics and Compliance

The Corporate Compliance Department of Oji Holdings ensures compliance by providing compliance training and publishing newsletters. The compliance leaders of the Group companies lead regular business ethics and compliance meetings and training sessions on harassment and other issues for all officers and employees (including part-time and temporary employees) in each workplace. The Oji Group strives to elevate the ethical standards upheld in its businesses and increase compliance awareness through the combination of these activities.

Training

We conduct corporate ethics and compliance training by educating new managers, new employees and other employees at different levels, as well as regular in-house training sessions on harassment, the Act against Delay in Payment of Subcontract Proceeds, the Anti-Monopoly Act and anti-bribery measures.

Information Dissemination

We publish the monthly Compliance News newsletter to alert employees to case studies, explain the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard, and inform them of the whistle-blowing system. We also proactively provide information about the revision of various compliance-related laws.

Through regular compliance meetings, we increase people's understanding of the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard, identify compliance issues in the workplace, and encourage employees to think about and discuss measures for handling these issues on their own, thereby increasing their awareness of corporate ethics and compliance.

Additionally, the contents of compliance meetings are reported to the Corporate Compliance Department and practical initiatives are shared throughout the Group.

The executive and employee compliance meeting participation rate at domestic group companies was 98.8% in the second half of 2024.

In addition, based on the Basic Policy on the Corporate Governance Code, Oji Group companies provide training for newly appointed directors (including executive officers). In April 2025, Oji Group companies conducted training for senior management. At that time, the content of this training program was also made available to previously appointed officers for a certain period of time via a video on a portal site so that they could confirm their knowledge.



Senior management training

Data

In FY2024, there were a total of 134 reports and requests for consultation submitted to the Oji Group Business Ethics Helpline. There have been no significant compliance violations that damaged the Oji Group's corporate value or adversely affected its management.

ESG Data



Anti-corruption

- Policy
- Structure
- Whistle-blowing system
- Risk assessment
- Dissemination among employees
- Data

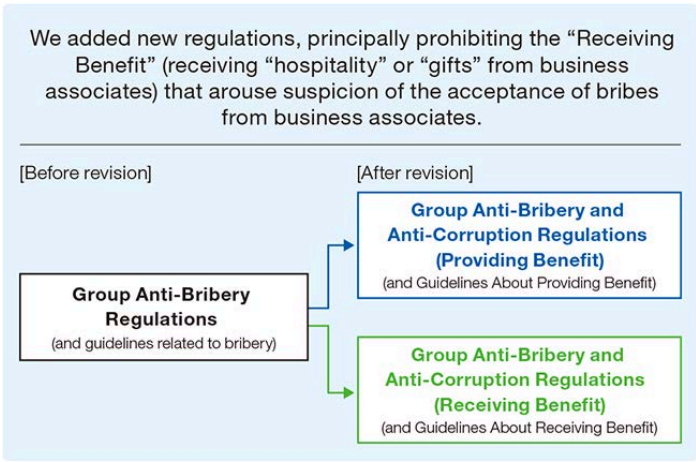
Policy

In accordance with Principle 10 of the UN Global Compact (anti-corruption initiatives), we clearly state that the prevention of all forms of corruption, appropriate relationships with politicians and governments and the maintenance of honest, appropriate relationships with business partners are important to us in the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard which were established by the Board of Directors.

In addition, we have revised our Group Anti-Bribery and Anti-Corruption Regulations and related guidelines to ensure the transparency of political contributions, prohibit illegal grants and donations and prohibit bribery and other forms of corruption.

Since April 2020, in addition to the detailed rules regarding the provision of benefits that were established to prevent bribery, we added new regulations, principally prohibiting officers and employees of the Group from receiving benefits (hospitality or gifts from business associates) that may arouse suspicion of bribery from business associates in order to build good healthy relationships with business associates, making the measures taken within the Group clearer and more specific.

* The Group Bribery Prevention Regulations and Guidelines about Bribery were revised in FY2020.



[Group Anti Bribery and Anti Corruption Regulations \(Providing Benefit\)](#) PDF

[Group Anti Bribery and Anti Corruption Regulations \(Receiving Benefit\)](#) PDF

Structure

Concerning anti-corruption, we recognized as a group risk in the "Group Risk Management Regulations," which stipulate the prevention of all forms of corrupt activities as types of fraudulent transactions. It is one of the risks for which the Board of Directors supervises the establishment and implementation of countermeasures.

Whistle-blowing system

We also accept whistleblowing about misconduct, including bribery and other acts of corruption, at the Business Ethics Helpline, our whistleblowing system that is compliant with the Whistleblower Protection Act.

[Compliance](#) 

Risk assessment

For example, we conduct risk assessments to prevent involvement in corruption through our evaluation of the bribery risks specific to each country and region in which we operate, the evaluation of the agents we hire, application and review procedures related to the granting of benefits and application procedures related to political contributions and donations. We establish and operate a system that makes transactions impossible when risks are identified.

Furthermore, through internal audits, we regularly examine each Group company from the viewpoint of preventing corruption, and consider disciplinary actions in line with the employment rules when any officer or employee has been involved in corruption in their business transactions, such as bribery. We will punish officers and employees severely when such actions are discovered.

Dissemination among employees

To ensure that officers and employees are thoroughly informed of our anti-corruption initiatives, the Corporate Compliance Department of Oji Holdings plays a leading role in sessions held to explain the regulations. In particular, we provide training in regions where there is the possibility that bribery may occur. In addition, each Group company holds read-throughs the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard during regular compliance meetings in their efforts to keep the importance of sound trading in mind.

The Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard have been distributed to all officers and employees in the form of a booklet and they have also been published on the official website of Oji Holdings Corporation. In addition, the Group Anti-Bribery and Anti-Corruption Regulations (Providing Benefits), the Group Anti-Bribery and Anti-Corruption Regulations (Receiving Benefits) and the related guidelines are on the intranet and can be viewed by officers and employees.

Data

In FY2024, there were no employee terminations resulting from violations of the anti-corruption policy and no penalties, surcharges, or settlements paid related to corruption.

See the ESG Data for the amounts of political contributions and donations.

ESG Data



Tax Transparency

Oji Group Tax Policy

Drawing on the fundamental values and the behavior principles that the Oji Group (the "Group") has carried down as a company since its founding, the Group has formulated the Oji Group Corporate Code of Conduct by which the Group as a whole engages in corporate activities with an awareness of its responsibility as a corporate citizen and a strong sense of ethics. In taxation, we understand that by ensuring proper tax payment in compliance with the tax laws and regulations of each country where we operate, we can enhance corporate value and become a socially trusted company.

We hereby establish the "Oji Group Tax Policy" and clarify the basic principles as follows.

Tax Governance

The finance officer is responsible for the Group tax governance. If any significant tax risks are identified, we establish response policies in accordance with this Group Tax Policy and they are decided upon by the Board of Directors.

The establishment and amendment of the Group Tax Policy require a decision by the Board of Directors.

Tax Compliance

The Group complies with the spirit as well as the letter of the tax laws, regulations, and rules of each country where it operates and ensures proper tax filings and payments.

Tax Risk Management

The Group utilizes advice from external tax specialists and an advance ruling system with tax authorities to mitigate tax risks in areas of high tax uncertainties where differences in interpretation of laws, regulations, etc., may arise with tax authorities.

Transfer Pricing

The Group complies with the OECD Transfer Pricing Guidelines and therefore determines the transaction prices between the group companies in accordance with the arm's length principle based on the functions and risks of each group company. We do not set prices intended to transfer created value to low-tax jurisdictions without business substance.

Tax Planning

The Group does not engage in tax planning without business substance or arbitrary tax avoidance utilizing tax havens.

Relationship with Tax Authority

The Group strives to build a mutually beneficial and healthy relationship with tax authorities in each country.










Supply Chain

Supply Chain Management

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Supply Chain Management

Policy  Structure  Surveys for suppliers  Responsible Procurement based on Wood Raw Material Procurement Guidelines 

Traceability Verification and Procurement Status  Supplier Monitoring  Compliance with the Clean Wood Act 

We Are Committed to Fostering Sustainable Supply Chains Through Active Participation in Key Initiatives.  Data 

Policy

Corporations' responsibilities to society in the global supply chain have become increasingly important as the globalization of the economy progresses and demand for the resources in developing countries increases.

In its procurement of raw materials, the Oji Group is expanding its sustainable procurement practices that consider the environment and society. The Oji Group Supply Chain Sustainability Action Guidelines and Wood Raw Materials Procurement Guidelines are shared with each procurement department. In addition, we ask new suppliers to understand this policy before doing business with us, and when the guidelines are revised, we ensure that all suppliers are thoroughly informed of the revisions, and we work to ensure our procurement activities are responsible and sustainable in line with these guidelines. These guidelines are structured in accordance with the three internationally important principles below.

1. Comply with laws and social norms, engage in fair trade and prevent corruption
2. Consider the environment (address climate change, reduce environmental impact, preserve biodiversity, etc.)
3. Care for society (respect human rights, ensuring appropriate working environments, etc.)

Furthermore, if significant violations of the Oji Group Sustainability Action Guidelines for Supply Chains are identified through surveys or other assessments conducted with suppliers, we will engage in dialogue with the suppliers and request improvements. We will not procure from suppliers who do not make the necessary improvements.

Revised: February 26, 2024

Oji Group Sustainability Action Guidelines for Supply Chains

Oji Holdings Corporation

Basic Approach

The Oji Group has established Sustainability Action Guidelines for its supply chains. It communicates these guidelines to its suppliers and expects them to understand and comply with the guidelines.

Requests to Suppliers

The Oji Group requests its suppliers to fulfill each of the requests below. The Group will collaborate with them to fulfill the requests. The Group expects suppliers to collaborate with their own suppliers to fulfill the requests.

■ (1) Compliance with laws, regulations, and social norms, fair trade, and anti-corruption measures

1. Comply with relevant laws and regulations and international treaties.
2. Thoroughly ensure fair trade practices and institute anti-corruption measures.
3. Ensure that all products and services meet the required standards of quality.

■ (2) Consideration for the environment

Consider the impact of business activities on communities, biodiversity, pollution, and other environmental issues. Strive to reduce the usage of energy, water, and other resources, as well as greenhouse gas emissions and waste production. Promote sustainable CO2 fixation by conserving forests and implementing other means.

1. Enhance the environmental management system.
2. Reduce the amount of waste and use resources effectively.
3. Address climate change.
(Reduce greenhouse gas emissions mainly through energy conservation and promote the absorption of CO2 and sustainable CO2 fixation chiefly by conserving forests)
4. Preserve biodiversity.
5. Reduce environmental impact.
6. Manage chemical substances.
7. Manage water resources.


■ (3) Care about society

1. Respect human rights. Prohibit discrimination, harassment in any form, and inhumane treatment, including corporal punishment and abuse.
2. Prevent employees from being involved in forced labor or child labor. Prohibit the employment of children under the minimum employment age.
3. Prohibit discrimination in employment based on gender, race, religion, or any other social attributes.
4. Ensure that wages are above the legal minimum wage.
5. Respect employees' right to organize and bargain collectively.
6. Make sure to follow the legal regulations on the maximum number of work hours and avoid excessive work hours.
7. Make sure to provide a safe, hygienic, and healthy working environment for employees.
8. Uphold and advance safety and health in the entire supply chain.
9. Contribute to local communities and society

■ (4) Communication with society














1. Communicate with stakeholders to build trust.
2. Respect overseas culture and customs.
3. Protect and disclose information appropriately.

* The Oji Group Partnership Procurement Policy has been renamed the Oji Group Sustainability Action Guidelines for Supply Chains.

* These action guidelines apply to all raw materials that the Oji Group procures. The Group has established [Wood Raw Materials Procurement Guidelines](#)  separately.

* The Group effectively promotes sustainability procurement by monitoring its impact on the environment and society.

Translation of Oji Group Sustainability Action Guidelines for Supply Chains

[Japanese \(1.7MB\)](#)  [English \(140KB\)](#)  [Chinese \(94KB\)](#)  [Korean \(219KB\)](#)  [Thai \(68KB\)](#)  [Indonesian \(226KB\)](#) 
[Malay \(253KB\)](#)  [Vietnamese \(285KB\)](#)  [Hindi \(204KB\)](#)  [Myanmar \(137KB\)](#)  [Nepali \(192KB\)](#)  [Portuguese \(240KB\)](#) 
[German \(276KB\)](#) 

Wood Raw Material Procurement Guidelines

The wood used for making paper is an excellent resource that can be renewably produced through sustainable forest management. When managed and used appropriately, forest resources can contribute to the prevention of global warming (through the absorption and storage of carbon dioxide), the conservation of water resources and the preservation of biodiversity.

We ensure that there is no deforestation or illegal logging in our management and use of forests. We maintain and enhance our forest-related environmental values, and at the same time we are aware that we must also fulfill our other responsibilities to society, such as our responsibility to respect human rights and protect labor and traditional rights in our forest operations. Understanding this, the Oji Group established its Wood Raw Material Procurement Guidelines, a part of the Oji Group Sustainability Action Guidelines for Supply Chains, to facilitate the responsible sourcing of wood raw materials from all wood chips and pulp suppliers who share our commitment to these guidelines.

Furthermore, amidst society's growing concerns regarding human rights issues and deforestation, the Oji Group revised its Wood Raw Material Procurement Guidelines in March 2023 to respond to these social issues and it continues to review them as necessary.


We also communicate the content of revised guidelines to suppliers around the world by creating both Japanese and English language versions of the guidelines and disclosing them on our website.


Wood Raw Material Procurement Guidelines (Revised in 2024)

The Oji Group requires and verifies that all suppliers produce sustainable wood raw materials. We will responsibly procure materials by examining wood raw materials from all suppliers to ensure their traceability and purchasing materials only from properly managed forests. If the source or forest management status of the purchased wood is unknown or the wood does not conform to our requirements regarding the following, we will engage in a dialogue with the supplier and request improvements. We will not source from suppliers who do not make improvements.

- a. Raw materials production area (logging area, forest ownership form, differentiation between plantation wood and natural forests)
- b. Forest management method (applicable forestry laws, forest management regulations)
- c. Acquisition status for forest certification
- d. Avoidance of illegal logging (verification of forest certification, harvest permits, records of round logs received.)
- e. Avoidance of wood from natural forests being converted to wood from plantations or non-forest land use
- f. Avoidance of genetically modified (GMO) wood
- g. Avoidance of logging in High Conservation Value (HCV) Forests
- h. Avoidance of raw materials associated with major social conflicts
- i. Ensuring the protection of human rights and labor rights

We will also utilize the FSC™ or PEFC forest certification systems to verify the sustainability of procured raw materials. We will survey imported wood chips on a per-ship basis. Domestic woodchips and pulp, which have smaller purchase volumes, will be surveyed once a year.

[Wood Raw Material Procurement Guidelines](#) 

[Making use of forest certification systems](#) 

Structure

Sustainability Management (Governance) Structure

Matters related to supply chain risks (environmental risks, human rights risks, etc.) and their countermeasures are deliberated by the Sustainability Committee and monitored and supervised by the Board of Directors. An executive in charge of Oji Green Resources, which oversees the procurement of key raw materials, participates in the Sustainability Committee. Matters to be discussed by the Committee includes '8. Supply chain sustainability risks and responses to them'.

[Sustainability Management Structure](#) >

Targets	Conduct sustainability surveys for main suppliers
Results	Conducted sustainability surveys of recovered paper, pulp, base paper, woodchips, chemicals, fuels (PKS, RPF, fossil fuels, etc.) and subsidiary materials (film substrates, inks, etc.)

Surveys for suppliers

Under the Oji Group Sustainability Action Guidelines for Supply Chains, the Oji Group conducts the following surveys with its suppliers.

Supplier Sustainability Surveys

As the globalization of the Oji Group's business and supply chain progresses, it is becoming increasingly important to place greater emphasis on sustainability elements such as environmental consideration, labor conditions, and human rights. It is essential to understand actual conditions on the ground, manage risks, respond to requests for improvement, and conduct procurement activities accordingly.

In light of the current social context, the Environmental Action Program 2030 incorporates the following statement:

"Procurement and manufacturing that consider the environment and society under compliance with laws and regulations through supplier risk assessments."

This reflects our approach to maintaining and strengthening corporate sustainability and the trust of stakeholders.

As part of this initiative, we have conducted supplier sustainability surveys of major suppliers since FY2020. In FY2024, we conducted a questionnaire-based sustainability survey using the assessment platform provided by the third-party organization [Asuene Inc.](#) The survey was designed with reference to internationally recognized documents, including the Guiding Principles on Business and Human Rights endorsed by the UN Human Rights Council.

If any compliance violations are identified through these surveys, we will engage in dialogue with the suppliers and request improvements. If no modifications are made, we will stop procuring from that supplier.

Major suppliers : Suppliers accounting for the top 75% of the Oji Group's transaction value (approximately 1,000 companies)

Summary of Survey Results (FY2020-FY2024)

In FY2024, the Oji Group conducted a sustainability survey targeting 230 companies, receiving responses from 157 of them. Looking at the five-year total from FY2020 to 2024, the survey covered 1,185 companies in total, with 859 suppliers responding—an overall response rate of approximately 73%.

The survey evaluated companies across eight ESG-related categories, with a maximum possible score of 800 points. The average total score was translating to a score rate of about 60%. In the FY2024 survey, 14 companies were rated D and 0 were rated E.



Score rating	Criteria	Number of suppliers
S	750 or more	46
A	650 or more but less than 750	77
B	500 or more but less than 650	338
C	250 or more but less than 500	278
D	100 or more but less than 250	71
E	Less than 100	49
Total score	Perfect score: 800	859

Rating based on the total score of eight items

Eight items from an ESG perspective

1. Corporate governance
2. Human rights
3. Labor
4. Environment
5. Quality and safety
6. Basic attitude toward the supply chain
7. Harmonious coexistence with local communities
8. Information security/protection and fair corporate activities

Follow-up and Future Initiatives

Using the results of the Supplier Sustainability Survey, the Oji Group provides guidance to suppliers (follows up with them) to encourage compliance and the implementation of measures regarding the items listed in the Oji Group Sustainability Action Guidelines for Supply Chains, and it strives for continuous improvement. Additionally, starting in FY2024, we have held briefing sessions for major suppliers who participated in the survey, as part of training aimed at enhancing supplier capabilities, to enhance understanding of the survey results.

Going forward, we will continue conducting surveys of major suppliers and work to improve the response rate.

Sustainability survey on wood pulp contained in purchased base paper (procured from base paper manufacturers) (FY2022-2024)

In FY2022, a survey of the wood pulp contained in purchased base paper (base paper manufacturers), which had not previously been included in surveys, was conducted to examine the legality of the paper (including wood-based paper) procured by the Japan Forestry Agency (JFW). Of the 531 brands (excluding customer-designated base paper), five brands contained wood where the origins of the materials were unknown.

As the origins of the materials were unknown, we began switching brands in FY2023, and by May 2024, all of the purchased base paper is base paper where 100% of the wood used has been verified as legal.

Survey Target		Number of brands	Ratio	Notes
Base paper purchased		531	100%	Excluding customer-specified base paper
Breakdown	Base paper for which the legality of the wood used has been verified	531	100%	Forest certification, etc. acquired
	Base paper for which the origin of the wood used has not been identified	0	-	Switching completed
Others		39	-	Customer specified base paper

Human rights due diligence for suppliers (FY2022-2024)

The Oji Group requires its suppliers to respect human rights in their responsible supply chain activities, etc.

A risk assessment was conducted in accordance with the Practical Reference Materials On Human Rights Risks.

The evaluation was conducted from four perspectives.

- Sector and business area risks
- Risks associated with products and services
- Regional risks
- Company-specific risks

This assessment identified 159 suppliers identified as high risk in three years, and we prioritized these companies in our human rights due diligence.

For more information about the Group's implementation of its human rights due diligence activities, please visit the following public Oji Holdings website.

[2024 Human rights due diligence results](#) ➤ [2023 Human rights due diligence results](#) ➤ [2022 Human rights due diligence results](#) ➤

Human rights and environmental due diligence

The Oji Group conducts human rights and environmental due diligence for priority suppliers --those with high risks in human rights and environmental areas -- among its business partners, in accordance with the procedures described in the United Nations Guiding Principles on Business and Human Rights. Through this process, we mitigate and remedy actual or potential negative impacts that have become apparent or may arise in the supply chain.

In the Environmental Action Program 2040, formulated in May 2025, we have set a target to conduct human rights and environmental due diligence for suppliers at least once a year, and we are committed to promoting supply chain management.

Oji Group Supplier Risk Assessment Process

The Oji Group identifies and assesses actual or potential negative impacts across its business activities and the entire value chain, and determines material topics. In particular, for business transactions, we quantify the severity of negative impacts on human rights and the environment as risks, following the “Supplier Risk Assessment Process” described below, and rank suppliers with high risks in human rights and environmental areas. Through this process, we determine priority suppliers subject to human rights and environmental due diligence. The supplier risk assessment process is reviewed by the “International Development Center of Japan”, a third party with specialized expertise.

Assessment Framework

The supplier risk assessment process is developed with reference to GRI 1: Foundation 2021, GRI 3: Material Topics 2021, and relevant topic standards. Supplier assessments under this process are conducted annually.

Supplier Risk Assessment Method

Supplier risk assessment is conducted by quantifying the “risk (R)” as the significance of negative impacts, defined by the following formula. This assessment method is reviewed periodically.

$$R = \text{Severity} \times \text{Likelihood}$$

Severity is defined and quantified on a scale of 1 to 5, based on the scale, scope, and irremediable character of the significance of negative impacts on human rights and the environment, with reference to GRI 3, and using transaction value and the results of the aforementioned supplier sustainability surveys.

Likelihood is defined and quantified on a scale of 1 to 5, based on “country risk” for the country of origin of raw materials supplied by the supplier, with reference to internationally recognized documents, and considering risks such as child labor, forced labor, and corruption.

Extraction of Priority Suppliers

Based on the above assessment results, suppliers whose quantified risk exceeds a set threshold are extracted as priority suppliers. In addition, suppliers for whom actual negative impacts on human rights or the environment have been identified due to the nature of the goods or services supplied are also extracted as priority suppliers, regardless of the risk assessment.

Initiatives in FY2024

In FY2024, we developed the above supplier risk assessment process in preparation for the implementation of human rights and environmental due diligence. Going forward, we will determine priority suppliers in accordance with the supplier risk assessment process and implement human rights and environmental due diligence.

Responsible Procurement based on Wood Raw Material Procurement Guidelines


Traceability Verification and Procurement Status

In accordance with its Wood Raw Material Procurement Guidelines, the Oji Group procures wood raw materials exclusively from responsibly managed forests. We collect traceability reports that include verification items such as the origin of the wood, forest management practices, the absence of illegally harvested wood or wood from high conservation value forests, and respect of human rights. The origin of wood raw materials is traceable throughout the entire supply chain—from forests to chip, pulp, and paper mills. We obtain traceability reports from all wood raw material suppliers, covering specified verification items. These reports are audited and validated by third-party organizations, and the results are disclosed in the “Wood Raw Material Procurement Guidelines: Implementation Status Report” below.

In FY2024, the Oji Group procured 4,337 thousand BDT (bone dry tons) of chips and 160 thousand ADT (air dry tons) of purchased pulp from domestic and international sources. We obtained traceability reports from all suppliers (295 chip suppliers and 28 pulp suppliers), achieving a 100% collection rate. These reports were audited by third-party organizations to verify compliance with the Wood Raw Material Procurement Guidelines and proper procurement procedures.

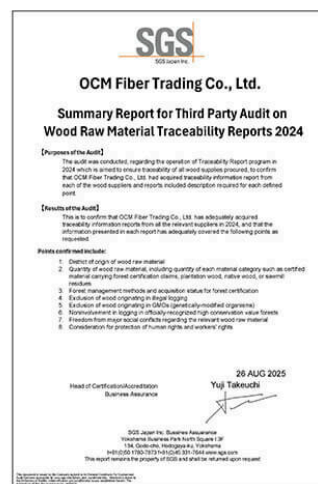
In major overseas chip-supplying countries, the Oji Group assigns resident employees who oversee shipments, provide quality guidance, and conduct business meetings with suppliers. During shipments, the origin of raw materials and forest management practices are verified, and traceability reports are obtained from suppliers. In particular, legality is confirmed by checking the status of documentation such as forest certifications, logging permits, and records of log deliveries. Domestically, personnel are stationed at key locations to conduct business meetings with chip suppliers and regularly verify the origin of raw materials and forest management practices, while obtaining traceability reports.

If any cases are identified where forest certification or procurement standards are not met, the Oji Group requests improvements through dialogue with the supplier. If no improvement is observed, procurement from the supplier is suspended. Furthermore, we continuously provide corrective support, including the provision of relevant information and best practice examples, to ensure suppliers understand and comply with certification standards, relevant laws and regulations, and the requirements outlined in the procurement guidelines.

[Oji Group Wood Raw Material Procurement Guidelines: FY2024 Procurement Implementation Status Report](#) 



Third-party audit (QPFL in Vietnam)



Traceability Report

Supplier Monitoring

The Oji Group conducts annual visits to the mills and forest sites of wood raw material suppliers to verify the storage and record-keeping of logging permits and related documents that form the basis of traceability reports. In addition, we monitor compliance with our wood raw material procurement guidelines—covering human rights (including labor rights), health and safety, and environmental considerations—through on-site inspections and interviews.

In FY2024, we visited all 36 overseas woodchip suppliers with a record of procurement transactions. When any violations or risks are identified through monitoring, we request corrective actions from the suppliers and collaborate with them to drive improvements.



Meeting with a local supplier (Vietnam)



Inspection of a forest with a local supplier (Vietnam)

CENIBRA's Forestation Incentive Program in Brazil

Since 1985, CENIBRA has supported small-scale local farmers through its Forestry Development Program. This initiative helps farmers practice sustainable forest management by providing seedlings, fertilizers and technical training. The program also guarantees the purchase of timber when it reaches maturity.

As of 2024, CENIBRA has ongoing contracts with 558 local farmers who have a total of 18,023 hectares of plantation forests. Approximately 14% of the wood materials delivered to CENIBRA's mill that year came from these program participants. These long-term partnerships have created jobs, raised incomes, improved living standards and contributed to environmental conservation in the region.

CENIBRA has also implemented a satellite-based monitoring system to track the growth and management of contracted forests. This system ensures compliance with forest certification standards, including the prevention of illegal logging and the conversion of natural ecosystems. Alerts from the monitoring system enable CENIBRA staff to conduct timely field visits and engage with suppliers, fostering effective communication and sustainable practices.



CENIBRA Staff checking the monitoring system




Group photo from a regular technical meeting

Compliance with the Clean Wood Act

In March 2018, the Oji Group completed registration as Class-1 and Class-2 Registered Wood-Related Business Operator under the Act on Promotion of Distribution and Use of Legally Harvested Wood Clean Wood ^{*1}(commonly known as the Clean Wood Act).

When procuring wood raw materials and biomass fuels, we verify the legality of our procurement activities by conducting Legality Certification Due Diligence in collaboration with the Japan Paper Association.

^{*1} Enacted in May 2017, Japan's Clean Wood Act aims to prevent the distribution and use of illegally harvested wood and promote the use of legally harvested wood and wood products. The Act defines the scope of applicable wood and wood-related business operators, establishes a registration system, and outlines the responsibilities of both businesses and the national government.

[Registered Wood-Related Business Operators of the Oji Group and their registration numbers \(available only in Japanese\)](#) 

We Are Committed to Fostering Sustainable Supply Chains Through Active Participation in Key Initiatives.

The Oji Group aims to achieve a sustainable supply chain through the disclosure of information. To this end, we are participating in the CDP, a platform that increases companies' awareness of sustainability, aiming to improve their activities, and CENIBRA in Brazil and KANZAN in Germany are also participating in Ecovadis, an organization that assesses the sustainability of supply chains.

Data






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



Proximity of Operating Locations to Areas Important for Biodiversity





GRI Content Index

General Disclosures  Material Topics  Economic  Environmental  Social 

Statement of use	Oji Group has reported the information cited in this GRI content index for the period from April 1, 2024 to March 31, 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

General Disclosures

GRI STANDARD	NO.	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1	Organizational details	→Corporate Information>Basic Information>Corporate Profile
			→Corporate Information>Basic Information>Group Companies
	2-2	Entities included in the organization's sustainability reporting	→Sustainability>Reports and Related Information>ESG Data
	2-3	Reporting period, frequency and contact point	→Investor Relations>Investor Relations>IR Library>Integrated Report>Editorial Policies (p.1) 
			→Investor Relations>Investor Relations>IR Library>Integrated Report (HP)
			→Home>Contact
	2-4	Restatements of information	→Sustainability>Reports and Related information>ESG Data
	2-5	External assurance	→Sustainability>Reports and Related information>ESG Data
			→Sustainability>Reports and Related Information>ESG Data>Independent Practitioner's Limited Assurance Report 
	2-6	Activities, value chain and other business relationships	→Corporate Information>Basic Information>Corporate Profile
			→Sustainability>Sustainability Initiatives>Supply Chain>Supply Chain Management
	2-7	Employees	→Sustainability>Reports and Related Information>ESG Data>Social>1. Employees

GRI STANDARD	NO.	DISCLOSURE	LOCATION
			→Sustainability>Sustainability Initiatives>Social>Inclusion and Diversity
	2-8	Workers who are not employees	—
	2-9	Governance structure and composition	→Sustainability>Sustainability Initiatives>Governance>Corporate Governance
	2-10	Nomination and selection of the highest governance body	→Sustainability>Sustainability Initiatives>Governance>Corporate Governance
	2-11	Chair of the highest governance body	→Sustainability>Sustainability Initiatives>Governance>Corporate Governance
	2-12	Role of the highest governance body in overseeing the management of impacts	→Sustainability>Sustainability of the Oji Group>Sustainability Management Structure
	2-13	Delegation of responsibility for managing impacts	→Sustainability>Sustainability of the Oji Group>Sustainability Management Structure
	2-14	Role of the highest governance body in sustainability reporting	→Sustainability>Sustainability of the Oji Group>Sustainability Management Structure
	2-15	Conflicts of interest	→Sustainability>Sustainability Initiatives>Governance>Corporate Governance>Fundamental Policies on Corporate Governance (Dealings among Related Parties)
	2-16	Communication of critical concerns	→Investor Relations>Investor Relations>IR Library>Corporate Governance Report
	2-17	Collective knowledge of the highest governance body	→Investor Relations>Investor Relations>IR Library>Corporate Governance Report
	2-18	Evaluation of the performance of the highest governance body	→Sustainability>Sustainability Initiatives>Governance>Corporate Governance
	2-19	Remuneration policies	→Sustainability>Sustainability Initiatives>Governance>Corporate Governance
	2-20	Process to determine remuneration	→Investor Relations>Investor Relations>IR Library>Corporate Governance Report
	2-21	Annual total compensation ratio	→Sustainability>Reports and Related Information>ESG Data>Governance>7. Total amount of remuneration, etc. for Directors and Audit & Supervisory Board members, 8. Remuneration of the Company's Accounting Auditors
	2-22	Statement on sustainable development strategy	→Sustainability>Message from the CEO
	2-23	Policy commitments	→Corporate Information>Management Philosophy and Management Strategies
			→Sustainability>Sustainability Initiatives>Social>Respect for Human Rights
			→Sustainability>Sustainability Initiatives>Governance>Corporate Governance
			→Sustainability>Sustainability Initiatives>Supply Chain>Supply Chain Management

GRI STANDARD	NO.	DISCLOSURE	LOCATION
	2-24	Embedding policy commitments	→Corporate Information>Management Philosophy and Management Strategies
	2-25	Processes to remediate negative impacts	→Sustainability>Sustainability Initiatives>Governance>Compliance
			→Sustainability>Sustainability Initiatives>Social>Respect for Human Rights>Hotline for Consultation and Reporting about Human Rights Issues
	2-26	Mechanisms for seeking advice and raising concerns	→Sustainability>Sustainability Initiatives>Governance>Compliance>Whistle-blowing system in compliance with the Whistleblower Protection Act
	2-27	Compliance with laws and regulations	→Sustainability>Reports and Related Information>ESG Data>Governance >12. Provisions for lawsuits involving violations of laws and social or environmental (ESG) issues, 14. Number of whistleblowing reports received
	2-28	Membership associations	→Sustainability>Sustainability of the Oji Group>Participation in initiatives and organizations
	2-29	Approach to stakeholder engagement	→Sustainability>Investors and Experts>Stakeholder Engagement
	2-30	Collective bargaining agreements	→Sustainability>Sustainability Initiatives>Social>Respect for Human Rights>Key Issues and Initiatives on Human Rights

Material Topics

GRI STANDARD	NO.	DISCLOSURE	LOCATION
GRI 3: Material Topics 2021	3-1	Process to determine material topics	→Sustainability>Sustainability of the Oji Group>Material Issues/KPIs
	3-2	List of material topics	→Sustainability>Sustainability of the Oji Group>Material Issues/KPIs
	3-3	Management of material topics	→Sustainability>Sustainability of the Oji Group>Material Issues/KPIs

Economic

GRI STANDARD	NO.	DISCLOSURE	LOCATION
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	→Investor Relations>Investor Relations>IR Library>Financial Results and Presentation →Investor Relations>Investor Relations>Financial>Segment Information
	201-2	Financial implications and other risks and opportunities due to climate change	→Sustainability>Sustainability Initiatives>Environmental>Climate Change>TCFD>Improving Energy Efficiency
	201-3	Defined benefit plan obligations and other retirement plans	→Sustainability>Sustainability Initiatives>Social>Human resources management>Welfare
	201-4	Financial assistance received from government	→Investor Relations>Investor Relations>Green Finance>Oji Holdings Corporation Green Financing Framework (January 2023) PDF
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	→Corporate Information>Policy>UN Global Compact Initiatives
	202-2	Proportion of senior management hired from the local community	—
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	→Sustainability>Reports and Related Information>ESG Data>Social>14. Social contributions →Sustainability>Sustainability Initiatives>Governance>Risk management>BCP
			→Sustainability>Sustainability Initiatives>Environmental>Sustainable Forest Management
	203-2	Significant indirect economic impacts	→Sustainability>Sustainability Initiatives>Environmental>Sustainable Forest Management
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	—
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	→Sustainability>Sustainability Initiatives>Governance>Anti-corruption>Risk assessment
	205-2	Communication and training about anti-corruption policies and procedures	→Sustainability>Sustainability Initiatives>Governance>Anti-corruption>Dissemination among employees
	205-3	Confirmed incidents of corruption and actions taken	→Sustainability>Sustainability Initiatives>Governance>Anti-corruption>Data
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	→Corporate Information>Policy>Oji Group Corporate Code of Conduct and Oji Group Behavior Standard
GRI 207: Tax 2019	207-1	Approach to tax	→Sustainability>Sustainability Initiatives>Governance>Tax Transparency>Oji Group Tax Policy

GRI STANDARD	NO.	DISCLOSURE	LOCATION
	207-2	Tax governance, control, and risk management	→Sustainability>Sustainability Initiatives>Governance>Tax Transparency>Oji Group Tax Policy
	207-3	Stakeholder engagement and management of concerns related to tax	→Sustainability>Sustainability Initiatives>Governance>Tax Transparency>Oji Group Tax Policy
	207-4	Country-by-country reporting	→Investor Relations>Investor Relations>IR Library>Financial Results & Presentation

Environmental

GRI STANDARD	NO.	DISCLOSURE	LOCATION
GRI 101: Biodiversity 2024	101-1	Policies to halt and reverse biodiversity loss	→Sustainability>Sustainability Initiatives>TNFD Report>Oji Group TNFD Report 2025>Fundamental Approach and Commitment to Natural Capital (p.4)
			→Sustainability>Sustainability Initiatives>TNFD Report>Oji Group TNFD Report 2025>Transition Plan (1) Approach (p.27)
			→Sustainability>Sustainability Initiatives>TNFD Report>Oji Group TNFD Report 2025>Transition Plan (2) Action Targets (p.28)
			→Sustainability>Sustainability Initiatives>TNFD Report>Oji Group TNFD Report 2025>Metrics and Targets (p.34)
	101-2	Management of biodiversity impacts	→Sustainability>Sustainability Initiatives>TNFD Report>Oji Group TNFD Report 2025>Governance (p.6)
			→Sustainability>Sustainability Initiatives>TNFD Report>Oji Group TNFD Report 2025>(1) Forests of CENIBRA (Brazil) (p.12)
			→Sustainability>Sustainability Initiatives>TNFD Report>Oji Group TNFD Report 2025>Risk and Impact Management (p.31)
			→Sustainability>Sustainability Initiatives>TNFD Report>Oji Group TNFD Report 2025>Participation in External Initiatives (p.37)
	101-3	Access and benefit-sharing	—
	101-4	Identification of biodiversity impacts	→Sustainability>Sustainability Initiatives>TNFD Report>Oji Group TNFD Report 2025>Identification of Interfaces with Nature (p.10)
			→Sustainability>Sustainability Initiatives>TNFD Report>Oji Group TNFD Report 2025>(3) Suppliers (p.24)

GRI STANDARD	NO.	DISCLOSURE	LOCATION
	101-5	Locations with biodiversity impacts	→Sustainability>Sustainability Initiatives>TNFD Report>Oji Group TNFD Report 2025> Identification of Interfaces with Nature (p.10)
			→Sustainability>Sustainability Initiatives>TNFD Report>Oji Group TNFD Report 2025>(1) Forests of CENIBRA (Brazil) (p.12)
			→Sustainability>Sustainability Initiatives>TNFD Report>Oji Group TNFD Report 2025>(3) Suppliers (p.24)
	101-6	Direct drivers of biodiversity loss	→Sustainability>Sustainability Initiatives>TNFD Report>Oji Group TNFD Report 2025>(1) Forests of CENIBRA (Brazil) (p.12)
			→Sustainability>Sustainability Initiatives>TNFD Report>Oji Group TNFD Report 2025>Dependencies and Impacts of the Oji Group (p.36)
	101-7	Changes to the state of biodiversity	→Sustainability>Sustainability Initiatives>TNFD Report>Oji Group TNFD Report 2025>(1) Forests of CENIBRA (Brazil) (p.12)
	101-8	Ecosystem services	→Sustainability>Sustainability Initiatives>TNFD Report>Oji Group TNFD Report 2025>(1) Forests of CENIBRA (Brazil) (p.12)
GRI 301: Materials 2016	301-1	Materials used by weight or volume	→Sustainability>Reports and Related Information>ESG Data>Environment>12. Main raw materials used
	301-2	Recycled input materials used	→Sustainability>Reports and Related Information>ESG Data>Environment>12. Main raw materials used
	301-3	Reclaimed products and their packaging materials	→Sustainability>Sustainability Initiatives>Environmental> Resource Circulation - Recovered Paper-
GRI 302: Energy 2016	302-1	Energy consumption within the organization	→Sustainability>Reports and Related Information>ESG Data>Environment>5. Energy consumption
	302-2	Energy consumption outside of the organization	—
	302-3	Energy intensity	→Sustainability>Sustainability Initiatives>Environmental>Climate Change>TCFD>Improving Energy Efficiency
	302-4	Reduction of energy consumption	→Sustainability>Sustainability Initiatives>Environmental>Climate Change>TCFD>Improving Energy Efficiency
	302-5	Reductions in energy requirements of products and services	—
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	→Sustainability>Sustainability Initiatives>Environmental>Resource Circulation - Water-
	303-2	Management of water discharge-related impacts	→Sustainability>Sustainability Initiatives>Environmental>Resource Circulation - Water-

GRI STANDARD	NO.	DISCLOSURE	LOCATION
	303-3	Water withdrawal	→Sustainability>Reports and Related Information>ESG Data>Environment>13. Water withdrawal, water consumption
	303-4	Water discharge	→Sustainability>Reports and Related Information>ESG Data>Environment>13. Water withdrawal, water consumption
			→Sustainability>Reports and Related Information>ESG Data>Environment>8. Pollutant load amount and discharge volume of wastewater
	303-5	Water consumption	→Sustainability>Reports and Related Information>ESG Data>Environment>13. Water withdrawal, water consumption
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	→Sustainability>Reports and Related Information>ESG Data>Environment>3. Greenhouse gas (GHG) emissions - Scope 1, 2
	305-2	Energy indirect (Scope 2) GHG emissions	→Sustainability>Reports and Related Information>ESG Data>Environment>3. Greenhouse gas (GHG) emissions - Scope 1, 2
	305-3	Other indirect (Scope 3) GHG emissions	→Sustainability>Reports and Related Information>ESG Data>Environment>4. Greenhouse gas (GHG) emissions - Scope 3
	305-4	GHG emissions intensity	→Sustainability>Reports and Related Information>ESG Data>Environment>3. Greenhouse gas (GHG) emissions - Scope 1, 2
	305-5	Reduction of GHG emissions	→Sustainability>Sustainability Initiatives>Environmental>Climate Change>Metrics and Targets
	305-6	Emissions of ozone-depleting substances (ODS)	→Sustainability>Reports and Related Information>ESG Data>Environment>11. Amounts of substances subject to the PRTR Law released and transferred
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	→Sustainability>Reports and Related Information>ESG Data>Environment>9. Pollutant load amount of exhaust gases
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	→Sustainability>Sustainability Initiatives>Environmental>Resource Circulation - Waste -
	306-2	Management of significant waste-related impacts	→Sustainability>Sustainability Initiatives>Environmental>Environmental Management>Environmental Management System (EMS)
			→Sustainability>Sustainability Initiatives>Environment>Resource Circulation - Waste-
	306-3	Waste generated	→Sustainability>Reports and Related Information>ESG Data>Environment>10. Waste and PRTR chemical substances
	306-4	Waste diverted from disposal	→Sustainability>Reports and Related Information>ESG Data>Environment>10. Waste and PRTR chemical substances

GRI STANDARD	NO.	DISCLOSURE	LOCATION
	306-5	Waste directed to disposal	→Sustainability>Reports and Related Information>ESG Data>Environment>10. Waste and PRTR chemical substances
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	→Sustainability>Sustainability Initiatives>Supply Chain>Supply Chain Management
	308-2	Negative environmental impacts in the supply chain and actions taken	→Sustainability>Sustainability Initiatives>Supply Chain>Supply Chain Management

Social








GRI STANDARD	NO.	DISCLOSURE	LOCATION
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	→Sustainability>Reports and Related Information>ESG Data>Social>3. Number of new hires for generalist-track positions
			→Sustainability>Reports and Related Information>ESG Data>Social>1. Employees
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	→Sustainability>Sustainability Initiatives>Social>Inclusion and Diversity>Improvement of work-life management (support for balancing work and nursing care)
			→Sustainability>Sustainability Initiatives>Social>Human resources management>Welfare
	401-3	Parental leave	→Sustainability>Sustainability Initiatives>Social>Inclusion and Diversity>Improvement of work-life management (support for balancing work and nursing care)
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	→Sustainability>Sustainability Initiatives>Social>Respect for Human Rights
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	→Sustainability>Sustainability Initiatives>Social>Occupational Safety and Health>Occupational Safety and Health Management Systems
	403-2	Hazard identification, risk assessment, and incident investigation	→Sustainability>Sustainability Initiatives>Social>Occupational Safety and Health>Risk Management
	403-3	Occupational health services	→Sustainability>Sustainability Initiatives>Social>Occupational Safety and Health>Occupational Safety and Health Management Systems
	403-4	Worker participation, consultation, and communication on occupational health and safety	→Sustainability>Sustainability Initiatives>Social>Occupational Safety and Health>Employee Participation>Occupational safety and health committees, worksite safety and health meetings and worksite discussions

GRI STANDARD	NO.	DISCLOSURE	LOCATION
			→Sustainability>Sustainability Initiatives>Social > Occupational Safety and Health>Employee Participation>Central labor-management committee
	403-5	Worker training on occupational health and safety	→Sustainability>Sustainability Initiatives>Social>Occupational Safety and Health>Training Programs
	403-6	Promotion of worker health	→Sustainability>Sustainability Initiatives>Social>Occupational Safety and Health>Employee Participation>Occupational safety and health committees, worksite safety and health meetings and worksite discussions
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	→Sustainability>Sustainability Initiatives>Social>Occupational Safety and Health>Employee Participation>Occupational safety and health committees, worksite safety and health meetings and worksite discussions
	403-8	Workers covered by an occupational health and safety management system	→Sustainability>Sustainability Initiatives>Social>Occupational Safety and Health>Policy
	403-9	Work-related injuries	→Sustainability>Reports and Related Information>ESG Data>Social>11. Lost time injury frequency rate and severity rate for safety, 12. Lost time incidents and fatalities
	403-10	Work-related ill health	→Sustainability>Reports and Related Information>ESG Data>Social>11. Lost time injury frequency rate and severity rate for safety, 12. Lost time incidents and fatalities
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	→Sustainability>Sustainability Initiatives>Social>Human resources management>Skill Development and Training for Employees
	404-2	Programs for upgrading employee skills and transition assistance programs	→Sustainability>Sustainability Initiatives>Social>Human resources management>Human Resources Education
	404-3	Percentage of employees receiving regular performance and career development reviews	→Sustainability>Sustainability Initiatives>Social>Human resources management>Skill Development and Training for Employees
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	→Sustainability>Reports and Related Information>ESG Data>1. Employees
	405-2	Ratio of basic salary and remuneration of women to men	—
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	→Sustainability>Reports and Related Information>ESG Data>Social>8. Human rights violations
			→Sustainability>Sustainability Initiatives>Social>Respect for Human Rights>Fair treatment
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	→Sustainability>Sustainability Initiatives>Social>Respect for Human Rights>Freedom of association and collective bargaining

GRI STANDARD	NO.	DISCLOSURE	LOCATION
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	→Sustainability>Sustainability Initiatives>Social>Respect for Human Rights>Prohibition of child labor and forced labor
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	→Sustainability>Sustainability Initiatives>Social>Respect for Human Rights>Prohibition of child labor and forced labor
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	—
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	→Sustainability>Sustainability Initiatives>Social>Respect for Human Rights>Identification of Key Issues and Initiatives on Human Rights>Rights of Indigenous peoples (Respect for local culture)
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	→Sustainability>Investors and Experts>Stakeholder Engagement →Sustainability>Sustainability of the Oji Group>Risk Assessment for Sustainability →Sustainability>Sustainability Initiatives>Social>CSR Activities>Harmonious coexistence with local communities
	413-2	Operations with significant actual and potential negative impacts on local communities	—
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	→Sustainability>Sustainability Initiatives>Supply Chain>Supply Chain Management
	414-2	Negative social impacts in the supply chain and actions taken	→Sustainability>Sustainability Initiatives>Supply Chain>Supply Chain Management>Supplier Sustainability Surveys
GRI 415: Public Policy 2016	415-1	Political contributions	→Sustainability>Reports and Related Information>ESG Data>Governance>9. Political contributions
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	→Sustainability>Sustainability Initiatives>Environmental>Stable Supply of Safe and Secure Products
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	—
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	→Sustainability>Sustainability Initiatives>Environmental>Stable Supply of Safe and Secure Products
	417-2	Incidents of non-compliance concerning product and service information and labeling	—
	417-3	Incidents of non-compliance concerning marketing communications	—
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	→Home>Privacy Policy

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

Evaluation by Outside Parties

FTSE Blossom Japan Index

In July 2024, Oji was selected to be a constituent of the FTSE Blossom Japan Index for the sixth consecutive year. This is one of the ESG indexes used by Government Pension Investment Fund (GPIF).



**FTSE Blossom
Japan**

FTSE Blossom Japan Sector Relative Index

In July 2024, Oji was selected to be a constituent of the FTSE Blossom Japan Sector Relative Index for the third consecutive year. This is one of the ESG indexes used by the Government Pension Investment Fund (GPIF).



**FTSE Blossom
Japan Sector
Relative Index**

FTSE4Good Index Series

In July 2024, Oji was selected to be a constituent of the FTSE4Good Index Series ESG index established by FTSE Russell for the sixth consecutive year.



SOMPO Sustainability Index

In June 2025, Oji was selected to be a constituent of the SOMPO Sustainability Index for the seventh consecutive year, which is used for the SOMPO Sustainable Investment product of Sompo Asset Management Co., Ltd.



S&P/JPX Carbon Efficient Index

In June 2024, Oji was selected to be a constituent of the S&P/JPX Carbon Efficient Index for the seventh consecutive year. This is one of the ESG indexes used by Government Pension Investment Fund (GPIF). Constituents of the index are selected with a focus on companies' disclosure of environmental information and carbon emissions per sales.



MSCI Japan Empowering Women (WIN) Index

In June 2024, Oji was selected to be a constituent of the MSCI Japan Empowering Women (WIN) Index for the seventh consecutive year. This ESG index established by MSCI Inc is one of the ESG indexes used by the Government Pension Investment Fund (GPIF).

2024 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

[TERMS AND CONDITIONS](#)  

MSCI Nihonkabu ESG Select Leaders Index

In June 2024, Oji was selected to be a constituent of the MSCI Nihonkabu ESG Select Leaders Index, an ESG index established by MSCI Inc. and used by the Government Pension Investment Fund (GPIF).

2024 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

Morningstar Japan ex-REIT Gender Diversity Tilt Index

In December 2024, Oji was selected to be a constituent of the Morningstar Japan ex-REIT Gender Diversity Tilt Index for the second consecutive year. This ESG index established by Morningstar, Inc. is one of the ESG indexes used by the Government Pension Investment Fund (GPIF).

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

In December 2024, Oji Holdings was awarded Eruboshi company certification (grade 3, the top grade) by the Minister of Health for the eighth consecutive years, Labor and Welfare in recognition of its efforts to facilitate women's participation in the workforce and the advancement of their careers.



JPX Nikkei Index 400

In August 2025, Oji was selected to be a constituent of the JPX Nikkei Index 400 for the twelfth consecutive year. This stock price index includes stocks that fulfill global investment standards and are attractive to investors.



Dow Jones Sustainability Asia Pacific Index

In December 2024, Oji was selected to be a constituent of the Dow Jones Best-in-Class Asia Pacific Index for the fifth consecutive year. This is a leading global ESG investment index that is one of the Dow Jones Sustainability Indices ("DJSI").

Health and Productivity Management Organization Recognition Program

In 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)



CDP

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

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

[Click here for details](#)



Editorial Policy

1. Editorial Policy

The Oji Holdings sustainability website communicates the Group's initiatives toward realizing a sustainable society, focusing on E (Environment), S (Social), and G (Governance), to a wide range of stakeholders. The website is regularly updated with the latest information, and as of December 2025, we have archived the PDF version of the website as the Oji Group Sustainability Report.

In addition, ESG data is compiled in a separate archive, and some of the published data have been assured by KPMG AZSA Sustainability Co., Ltd.

Note: Please also refer to the "Integrated Report", which combines financial and non-financial information and summarizes our efforts to enhance corporate value over the medium to long term.

Related Information : [ESG Data](#) [Integrated Report](#)

2. Boundary of Data Aggregation

Oji Holdings and consolidated subsidiaries

Note: If the scope differs, this is indicated in footnotes or within tables.

3. Aggregation Period

Japan: April 1, 2024 – March 31, 2025

Overseas: January 1, 2024 – December 31, 2024 (some sites: April 1, 2024 – March 31, 2025)

Note: If the scope differs, this is indicated in footnotes or within tables.

Activities other than numerical data include initiatives after April 2025.

4. Reference Guidelines

GRI Standards (Global Reporting Initiative Standards)

Task Force on Climate-related Financial Disclosures (TCFD)