The forest grown and managed sustainably not only absorbs and fixes carbon dioxide, but also mitigates floods, cultivates water sources such as water purification and prevents natural disaster in addition to its contribution to biodiversity, healing and health enhancement of people.

The products derived from wood utilizing forest resources are made of renewable materials and able to substitute for plastic, films and fuel derived from fossil resources.

Oji Group will confront global warming and environmental issues, and bring this world a brighter future filled with hope by growing and managing the sustainable forest and by developing and delivering the products utilizing renewable forest resources.

Management Philosophy

Creation of Innovative Value
Innovation is essential for the Oji Group to make a big leap forward. Changes must take place in the research and technological development leading up to revolutionary new products. At the same time, our organizational systems and the behaviors of each and every employee need to be transformed. We will promote “challenging manufacturing” based on novel ideas and fulfill society’s latent needs.

Contribution to the Future and the World
The Oji Group comprises a diverse range of businesses. We have grown into a global corporate group, with an overseas sales ratio of over 30%. The Group will continue to provide innovative value to all countries, regions, and societies and create a new future through proactive global expansion in Asian and other countries.

Harmony with Nature and Society
Sustainable resource circulation based on forest resources is the foundation of the Oji Group. We will advance our initiatives such that the business activities themselves contribute to a sustainable society. The initiatives include using vast areas of company-owned forest in and outside Japan for multiple purposes and seeking measures to reduce the environmental burden at manufacturing sites.

Corporate Slogan
“Beyond the Boundaries”
This slogan expresses the Oji Group’s commitment to actively go beyond the “boundaries” of business domains, countries, and the respective capabilities of individual employees to contribute to the future, society, and the world, as well as the determination of all Group members to maximize corporate value as a truly global company.

Purpose
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

The forest grown and managed sustainably not only absorbs and fixes carbon dioxide, but also mitigates floods, cultivates water sources such as water purification and prevents natural disaster in addition to its contribution to biodiversity, healing and health enhancement of people.

The products derived from wood utilizing forest resources are made of renewable materials and able to substitute for plastic, films and fuel derived from fossil resources.

Oji Group will confront global warming and environmental issues, and bring this world a brighter future filled with hope by growing and managing the sustainable forest and by developing and delivering the products utilizing renewable forest resources.
We started publishing the Oji Group Integrated Report in 2019 to present financial and non-financial information concerning the Group in an easy-to-understand manner to all of our stakeholders. In this fiscal year’s report, we would like to convey a narrative of new value creation encompassing our business development with a focus on the FY2022–2024 Medium-term Management Plan and the creation of new value through green innovation, based on our Purpose, which we announced in May, and our Long-term Vision & Medium-term Management Plan for 2030. Through this Integrated Report, we will further deepen communication with our stakeholders and, amid an ever-changing society, strive toward what we aim for.

Cover Art: Mori to Nakamatachi [Forest with Friends]  
Hiroo Isono (1945-2013)

Mr. Hiroo Isono, a master painter, primarily created works with forest motifs. From FY1999 to FY2001, the Oji Group commissioned Mr. Isono to create paintings on the themes of our Oji Forests in Japan and overseas. It published them in calendar form as the Oji no Mori no Nakamatachi Calendar [Calendar of Friends in Oji Forests] series.

This report’s cover art, titled Mori to Nakamatachi [Forest with Friends], depicts lush Oji Forests in Japan and the many animals flourishing there.
History of the Oji Group's Value Creation

Since its founding in 1873, the Oji Group has been growing through the expansion of business fields. While keeping abreast of the trends of the times, we have tackled changing social needs and evolved our business structure. Further, we have supported Japan's diversifying lifestyles through paper. In the early 1900s, we achieved the domestic production of printing and communications media such as newsprint and printing paper. During the country's rapid economic growth, we began producing corrugated containers, household paper, and other household and industrial materials. In the 1990s, we promoted the recycling of recovered paper as a solution to the issue of municipal refuse.

In the 1990s, we promoted the recycling of recovered paper as a solution to the issue of municipal refuse. In recent years, aiming for contribution to a sustainable society, we have been actively rolling out the technologies cultivated in our domestic business to the global market. We were quick to expand overseas business and transformed our business structure to focusing on household and industrial materials. As a result of these efforts, our output ratio of paperboard to paper reversed for the first time in 2020. In FY2021, we achieved record-high profits, and we will continue to take steps toward further growth.

Establishment of the Modern Paper Manufacturing Industry

1873
The origin of the Oji Group dates back to 1873, when Eiji Shibusawa, the founder of the modern Japanese economy, established Shoshi Kaisha. Shibusawa advocated that “paper and printing businesses are the source of civilization.” He held on to his great ambition to supply domestic paper.

1910
We established the Tomakomai Mill in a fishing village in Hokkaido, which had abundant resources such as forests and water as well as vast and flat land, which are required for paper manufacturing, and started producing newsprint.

Efforts toward New Technologies

1950s
We worked on unimaginably difficult construction such as building a large hydroelectric power plant at Watashiri Nasao on the undevoloped shore of Lake Shikotsu.

1970s
Tomakoma Mill for newsprint and Kasugai Mill for woodfree paper contributed to our growth. Kasugai Mill even became a pioneer of urban factories.

Paper materials such as boxboard, thermal paper, and household paper have come to play an active role in various situations that support daily life.

1990s
American and domestic forest-based resource-saving energy and urbanization directly relates to people's lives, much paper, and people started to have high expectations for the material, which found its way into products other than newsprint and printing paper.
The sustainable business model (resource circulation throughout the value chain) forms the foundation of the Oji Group. The Group will identify material issues through the core competencies that underpin the foundation, create social and economic value through business activities based on the risks and opportunities recognized in these issues, and contribute to a sustainable society.

**Social Issues, Megatrends and Global Goals**
- Climate change
- Natural disasters
- Biodiversity
- Resource depletion
- Environmental pollution (issues such as marine plastic litter)
- Increased concern about human rights
- Increase in health-consciousness with greater longevity

**Long-term Vision**

1. **Initiatives for Environmental Issues — Sustainability —**
2. **Initiatives for Profitability Improvement — Profitability —**
3. **Initiatives for Product Development — Green Innovation —**

**Sustainable Business Model**
- Resource circulation throughout the value chain

**Core Competencies**
- Centered on Sustainable Forest Resources
  - Global expansion of manufacturing that supports lives and industry
  - Sustainable forest management
  - Utilization of renewable resources
  - Development of new materials derived from wood fiber
  - Application of fundamental paper manufacturing technologies

**Material Issues**
- Mitigation and adaptation to climate change
- Sustainable forest management
- Function innovation
- Responsible raw materials procurement
- Stable supply of safe and secure products
- Reduction of environmental burdens
- Effective resource utilization (paper and water recycling)
- Respect for human rights
- Ensuring workplace safety and health
- Inclusion & diversity

**Appropriate Utilization of Management Resources**

<table>
<thead>
<tr>
<th>Human capital</th>
<th>Intellectual capital</th>
<th>Natural capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Employees: 35,608 (Japan: 16,368 Overseas: 19,240)</td>
<td>New Value Creation through Green Innovation (pp. 36-40)</td>
<td>Abundant Forests Creation and Resource Recycling (pp. 30-34)</td>
</tr>
<tr>
<td>Manufactured capital 196 Affiliated Companies (pp. 109-110)</td>
<td>Financial Data Highlights (pp. 102-103)</td>
<td>Responsible Raw Materials Procurement (pp. 37-38)</td>
</tr>
</tbody>
</table>

**Environmental Vision 2050**
- Net-zero carbon
- Harmony with nature and society

**FY2022–2024 Medium-term Management Plan**

- Numerical Management Targets
  - Consolidated operating profit of 150.0 billion yen or more
  - Overseas sales ratio of 40% (With a target of 50% in the future)

**Environmental Action Program 2030**
- Action on climate change
- Abundant forests creation and resource recycling
- Consideration for ecosystem
- Development of trusting relationships with our stakeholders

**Business Strategy**
- Household and Industrial Materials Businesses
- Functional Materials Business
- Forest Resources and Environment Marketing Business
- Printing and Communications Media Business
- Other businesses

**Value Creation Process**

- What the Oji Group Aims For
- To Achieve
- Net sales of 2.5 trillion yen or more (FY2030 target)
“Toward Further Growth and Evolution” – Striving Toward the Further Development of the Oji Group

In FY2022, Oji Holdings and the Oji Group transitioned to a new management structure. The Oji Group was founded in 1873 through the efforts of Eiichi Shibusawa, described as the father of capitalism in Japan. Over the course of 150 years, the Oji Group, centering on its paper business, has continued to expand the value it provides and contribute extensively to society. When we were founded, we established a domestic modern paper supply system, contributing to the development of Japan’s society and economy through the dissemination of newspapers and books. Thereafter, we began producing other products that met the needs of the times, such as corrugated containers in the 1950s, and household paper, bookboard, and thermal paper in the 1970s. Further, we didn’t just expand our product range; we also focused on global development and expansion, particularly from the 2010s onward. With the support of our many stakeholders, today we have become a company with over 35,000 employees across the entire Group, net sales of over 1.5 trillion yen, and operating profit of over 100.0 billion yen. To take over management from those who have come before me and lead the Oji Group toward further growth and evolution is a great responsibility. However, together with our management team and all of our employees, I intend to be unsparing in my efforts.

Review of the Past 10 Years

Before discussing our future operations and business development, I would like to take a look back on the changes the Oji Group has undergone over the past 10 years. In October 2012, Oji Paper Co., Ltd. transitioned to a pure holding company and renamed itself Oji Holdings Corporation. At that time, paper industry in Japan was in a critical situation because of the progress in the digital shift, the decline in the status of paper media, and the increase in imported paper. In order to surmount this difficult situation, the Oji Group took a policy of business structural transformation, strengthening and accelerating initiatives based on the following six measures:

- Strengthen international competitiveness through cost reduction
- Establish an integrated business model from base paper to paper processing
- Achieve growth through the promotion of R&D-based business
- Push ahead with the Forest Resources and Environment Marketing business
- Expand overseas business
- Strengthen trading functions

As a result, at the end of the FY2013-2015 Medium-term Management Plan, our first since transitioning to a holding company structure, operating profit was 72.0 billion yen. This is in contrast to our consolidated operating results for FY2012, per which operating profit was 43.5 billion yen. At the end of the following FY2016-2018 Medium-term Management Plan, operating profit was 110.2 billion yen, and at the end of the most recent FY2019–2021 Medium-term Management Plan, we had secured no less than 120.0 billion yen in operating profit. I see this as us having steadily transformed our business structure over the past 10 years and having achieved growth as a group.

The question now is what we will do in the coming 10 years. How will the Oji Group achieve further growth and evolution, and enhance its corporate value? I view our future direction toward this end, mapping out a new policy, and achieving results to be of the utmost importance.

“Growth” and “Evolution” Are Key

In considering our “growth” and “evolution,” “growth” means the expansion of business scale, like a child growing and gaining the same capabilities as its parents. “Evolution” refers to a change in the capabilities themselves, such as advancing into new fields, like one species evolving into a new one through gradual change over generations. Let’s look at how these concepts will apply to the Oji Group and its future. First, looking at “growth,” we will achieve the expansion of business scale in situations where demand for a given business is growing, or in situations where demand is sluggish but we have an advantage over our competition that enables us to expand our share. Such situations apply to many of our businesses, including our domestic and overseas corrugated container, household paper, imaging media, and pulp businesses. We will be taking consistent steps to grow these businesses. It is impossible to avoid the fact, however, that some of our businesses face continuing decline in demand, or have difficulty implementing a differentiation strategy due to increasing commoditization in the field. This particularly applies to our printing and communication paper business and newsprint business. Even if a certain level of growth can be achieved amid a sure decline in demand for some products by compensating through the expansion of more promising products, there is a strong possibility of this growth primarily coming from fighting for a greater share of the existing market, and it is likely such growth will eventually come to a standstill. Accordingly, it is extremely important that we “evolve” into new fields.

Through the Utilization of Sustainable Forest Resources, Oji Will Bring this World a Brighter Future Filled with Hope

In the decade since its transition to a holding company structure, the Oji Group has responded to drastic changes in the market environment by transforming its business structure and has achieved steady growth. In the next decade, under the theme of “Toward Further Growth and Evolution,” we will aim to make even greater leaps forward and pursue increased value in our businesses. In order to remain as an enterprise that is needed by the world, we will continue to take on new challenges and further growth and evolution is a great responsibility. I see this as us having steadily transformed our business structure over the past 10 years and having achieved growth as a group.

The question now is what we will do in the coming 10 years. How will the Oji Group achieve further growth and evolution, and enhance its corporate value? I view our future direction toward this end, mapping out a new policy, and achieving results to be of the utmost importance.

“Growth” and “Evolution” Are Key

In considering our “growth” and “evolution,” “growth” means the expansion of business scale, like a child growing and gaining the same capabilities as its parents. “Evolution” refers to a change in the capabilities themselves, such as advancing into new fields, like one species evolving into a new one through gradual change over generations. Let’s look at how these concepts will apply to the Oji Group and its future. First, looking at “growth,” we will achieve the expansion of business scale in situations where demand for a given business is growing, or in situations where demand is sluggish but we have an advantage over our competition that enables us to expand our share. Such situations apply to many of our businesses, including our domestic and overseas corrugated container, household paper, imaging media, and pulp businesses. We will be taking consistent steps to grow these businesses. It is impossible to avoid the fact, however, that some of our businesses face continuing decline in demand, or have difficulty implementing a differentiation strategy due to increasing commoditization in the field. This particularly applies to our printing and communication paper business and newsprint business. Even if a certain level of growth can be achieved amid a sure decline in demand for some products by compensating through the expansion of more promising products, there is a strong possibility of this growth primarily coming from fighting for a greater share of the existing market, and it is likely such growth will eventually come to a standstill. Accordingly, it is extremely important that we “evolve” into new fields.

Through the Utilization of Sustainable Forest Resources, Oji Will Bring this World a Brighter Future Filled with Hope

In the decade since its transition to a holding company structure, the Oji Group has responded to drastic changes in the market environment by transforming its business structure and has achieved steady growth. In the next decade, under the theme of “Toward Further Growth and Evolution,” we will aim to make even greater leaps forward and pursue increased value in our businesses. In order to remain as an enterprise that is needed by the world, we will continue to take on the challenge of realizing a brighter future for the world filled with hope.

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

Hiroyuki Isono
What the Oji Group Aims For

Message from the President

To be more specific, our “evolution” is predicated on developing new materials and products in order to advance into new fields—in other words, innovation which creates something from nothing or which produces value that has not yet been seen. True, in contrast to the “growth,” something which is continuous and connected, discontinuous “evolution” might be difficult to be accomplished. However, we do have the potential. The new materials and products we are developing are not limited to those tied to paper stemming from our conventional businesses. They span a diverse array of forms and uses, including cellulose nanofibers and wood-derived pharmaceutical products. At first glance, these may appear to be disconnected, but they share the following two traits:

(1) They apply the forestation and paper manufacturing technologies we have cultivated
(2) Like paper, they are derived from wood, a renewable material

Throughout our long history, we have never balked at change and transformation when the time came. Leveraging to the utmost the technologies and know-how gained by earnestly investing ourselves in forestation, paper manufacturing, and wooden resources, we will produce further innovation. With sights fixed on the future of the Oji Group, we are pushing forward with initiatives aimed at the “growth” and “evolution” which will be indispensable.

Formulating our “Purpose”

In discussing the steps we are taking toward a new phase, I feel it is necessary to take a moment to review how the Oji Group is involved with and how it can contribute to society. Our Management Philosophy of “Creation of Innovative Value,” “Contribution to the Future and the World,” and “Harmony with Nature and Society” exemplifies the direction of our aspirations for manufacturing which meets the needs of the times and supports a sustainable future. We are a manufacturer involved in the equipment industry. This business model involves the planning of strategic investments and the restructuring of production systems which, if implemented, take two to three years from the planning of the relevant construction work to actual production going into operation. In this sense, as well, we determined that planning for the future was of the utmost importance, and this led to the formulation of our Long-term Vision.

More specifically, in FY2030, we are aiming to achieve our Environmental Action Program 2030 and consolidated net sales of at least 2.5 trillion yen by promoting the three basic policies of “Initiatives for Profitability Improvement,” “Initiatives for Environmental Issues,” and “Initiatives for Product Development” under a focus on “Toward Further Growth and Evolution.” In order to explain how the Oji Group will achieve “growth” and “evolution,” I will discuss these three basic policies using four keywords: “Enhance,” “Expand,” “Execute,” and “Encourage.”

Purpose:

“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.”

The appropriate cultivation and management of forests not only produces renewable forest resources; it also helps to enhance the many functions of forests which are of public benefit, including absorbing and fixing CO2, conserving biodiversity, cultivating water resources, and preserving soil. In addition, our principal business is offering a lineup of products utilizing forest resources with the aim of supporting and enriching the lives of people throughout the world. This same lineup can be used to replace fossil resource-derived materials and products. In response to such environmental challenges as dealing with global warming and conserving biodiversity, I believe our purpose is to fully leverage these exceedingly unique characteristics and strengths in our business activities.

To create forests and create from forests.” For many of our officers and employees, it may seem only natural that we would deeply involve ourselves with these two ideas. Going forward, however, I believe that continuing to do what we are only natural will produce exceedingly important value, both for the environment and for society. I hope that explicitly stating our purpose here will inspire all of our officers and employees, encourage them to look toward the same goal, and turn words into action. With this wish in mind, we formulated our “Purpose.”

Toward Realizing Our Long-term Goals for the Next 10 Years

How will we achieve our Management Philosophy and Purpose as well as the “growth” and “evolution” I just discussed? We formulated our Long-term Vision for 2030 and our FY2022–2024 Medium-term Management Plan to serve as our overarching policies for this.

Our Long-term Vision establishes our long-term goals for the Oji Group and the path to them, bearing in mind the management challenges we have encountered to date as well as the challenges society will face in the medium to long term. The Oji Group as it exists today is a product of a history of repeatedly looking forward and overcoming upheavals. Similarly, it is necessary to establish clear long-term goals and engage in conscious effort toward them in order to accomplish something in the future. We are a manufacturer involved in the equipment industry. This business model involves the planning of strategic investments and the restructuring of production systems which, if implemented, take two to three years from the planning of the relevant construction work to actual production going into operation. In this sense, as well, we determined that planning for the future was of the utmost importance, and this led to the formulation of our Long-term Vision.

More specifically, in FY2030, we are aiming to achieve our Environmental Action Program 2030 and consolidated net sales of at least 2.5 trillion yen by promoting the three basic policies of “Initiatives for Profitability Improvement,” “Initiatives for Environmental Issues,” and “Initiatives for Product Development” under a focus on “Toward Further Growth and Evolution.” In order to explain how the Oji Group will achieve “growth” and “evolution,” I will discuss these three basic policies using four keywords: “Enhance,” “Expand,” “Execute,” and “Encourage.”

Our Long-term Vision establishes our long-term goals for the Oji Group and the path to them, bearing in mind the management challenges we have encountered to date as well as the challenges society will face in the medium to long term. The Oji Group as it exists today is a product of a history of repeatedly looking forward and overcoming upheavals. Similarly, it is necessary to establish clear long-term goals and engage in conscious effort toward them in order to accomplish something in the future. We are a manufacturer involved in the equipment industry. This business model involves the planning of strategic investments and the restructuring of production systems which, if implemented, take two to three years from the planning of the relevant construction work to actual production going into operation. In this sense, as well, we determined that planning for the future was of the utmost importance, and this led to the formulation of our Long-term Vision.

More specifically, in FY2030, we are aiming to achieve our Environmental Action Program 2030 and consolidated net sales of at least 2.5 trillion yen by promoting the three basic policies of “Initiatives for Profitability Improvement,” “Initiatives for Environmental Issues,” and “Initiatives for Product Development” under a focus on “Toward Further Growth and Evolution.” In order to explain how the Oji Group will achieve “growth” and “evolution,” I will discuss these three basic policies using four keywords: “Enhance,” “Expand,” “Execute,” and “Encourage.”

Our Long-term Vision establishes our long-term goals for the Oji Group and the path to them, bearing in mind the management challenges we have encountered to date as well as the challenges society will face in the medium to long term. The Oji Group as it exists today is a product of a history of repeatedly looking forward and overcoming upheavals. Similarly, it is necessary to establish clear long-term goals and engage in conscious effort toward them in order to accomplish something in the future. We are a manufacturer involved in the equipment industry. This business model involves the planning of strategic investments and the restructuring of production systems which, if implemented, take two to three years from the planning of the relevant construction work to actual production going into operation. In this sense, as well, we determined that planning for the future was of the utmost importance, and this led to the formulation of our Long-term Vision.

More specifically, in FY2030, we are aiming to achieve our Environmental Action Program 2030 and consolidated net sales of at least 2.5 trillion yen by promoting the three basic policies of “Initiatives for Profitability Improvement,” “Initiatives for Environmental Issues,” and “Initiatives for Product Development” under a focus on “Toward Further Growth and Evolution.” In order to explain how the Oji Group will achieve “growth” and “evolution,” I will discuss these three basic policies using four keywords: “Enhance,” “Expand,” “Execute,” and “Encourage.”

Formulating our “Purpose”

In discussing the steps we are taking toward a new phase, I feel it is necessary to take a moment to review how the Oji Group is involved with and how it can contribute to society. Our Management Philosophy of “Creation of Innovative Value,” “Contribution to the Future and the World,” and “Harmony with Nature and Society” exemplifies the direction of our aspirations for manufacturing which meets the needs of the times and supports a sustainable future. We are a manufacturer involved in the equipment industry. This business model involves the planning of strategic investments and the restructuring of production systems which, if implemented, take two to three years from the planning of the relevant construction work to actual production going into operation. In this sense, as well, we determined that planning for the future was of the utmost importance, and this led to the formulation of our Long-term Vision.

More specifically, in FY2030, we are aiming to achieve our Environmental Action Program 2030 and consolidated net sales of at least 2.5 trillion yen by promoting the three basic policies of “Initiatives for Profitability Improvement,” “Initiatives for Environmental Issues,” and “Initiatives for Product Development” under a focus on “Toward Further Growth and Evolution.” In order to explain how the Oji Group will achieve “growth” and “evolution,” I will discuss these three basic policies using four keywords: “Enhance,” “Expand,” “Execute,” and “Encourage.”

Vision for 2020

Net Sales of 2.5 Trillion Yen or More

Vision for 2030

To Achieve Environmental Action Program 2030

Financial and Material Data

Governance Strategy

Sustainability Strategy

Non-financial Data

Environmental Initiatives

Vision for 2020

Profitability Improvement (2) Expand businesses into existing and new markets and further enhance the value

Environmental Initiatives “Enhance” and their value

Cope with Mid- to Long-Term Social Issues

Profitability Improvement (“Enhance,” “Expand”) Environmental Initiatives (“Execute”) Product Development (“Encourage”)

Vision for 2030

Net Sales of 2.5 Trillion Yen or More

Vision for 2030

To Achieve Environmental Action Program 2030

Financial and Material Data

Governance Strategy

Sustainability Strategy

Non-financial Data

Environmental Initiatives

Vision for 2020

Profitability Improvement (2) Expand businesses into existing and new markets and further enhance the value

Environmental Initiatives “Enhance” and their value

Cope with Mid- to Long-Term Social Issues

Profitability Improvement (“Enhance,” “Expand”) Environmental Initiatives (“Execute”) Product Development (“Encourage”)

Vision for 2030

Net Sales of 2.5 Trillion Yen or More

Vision for 2030

To Achieve Environmental Action Program 2030

Financial and Material Data

Governance Strategy

Sustainability Strategy

Non-financial Data

Environmental Initiatives

Vision for 2020

Profitability Improvement (2) Expand businesses into existing and new markets and further enhance the value

Environmental Initiatives “Enhance” and their value

Cope with Mid- to Long-Term Social Issues

Profitability Improvement (“Enhance,” “Expand”) Environmental Initiatives (“Execute”) Product Development (“Encourage”)

Vision for 2030

Net Sales of 2.5 Trillion Yen or More

Vision for 2030

To Achieve Environmental Action Program 2030

Financial and Material Data

Governance Strategy

Sustainability Strategy

Non-financial Data

Environmental Initiatives

Vision for 2020

Profitability Improvement (2) Expand businesses into existing and new markets and further enhance the value

Environmental Initiatives “Enhance” and their value

Cope with Mid- to Long-Term Social Issues

Profitability Improvement (“Enhance,” “Expand”) Environmental Initiatives (“Execute”) Product Development (“Encourage”)
Three Basic Policies for Long-term Vision

Enhance Businesses and Increase Business Value

The first keyword, “enhance,” applies to existing businesses—that is, to work to create an optimum production system, reduce costs, and increase productivity. Through this and measures such as stabilizing operation, investing to improve profits, and promoting DX, the aim is to further increase business value.

In the current business environment, we are seeing historic price increases resulting from the inflation caused by the partial recovery in demand amid the continuing effects of the COVID-19 pandemic, as well as from the inflation caused by a supply-side crunch and soaring raw material costs spurred by Russia’s invasion of Ukraine. There is a growing risk of stagflation, in which general price levels continue to rise in spite of a stagnant economy. Looking at data for June 2022, in the United States, the corporate goods price index increased 11.3% year on year, and the consumer price index also rose 9.1%. Meanwhile, in Japan, while the corporate goods price index increased 9.2%, the consumer price index increased by a mere 2.4%. In addition, in response to rising prices, the United States raised interest rates. This produced an interest rate difference, causing rapid depreciation in the yen and further increasing the costs of imported materials. Failure to rapidly pass these increased costs on to product prices will weigh on corporate profits. The outlook moving forward is extremely uncertain and, further, numerous risks are materializing. It is necessary to reflect the increased costs in product prices to a certain extent.

Expand Businesses and Increase Business Value

Our second keyword, “expand,” means expanding businesses in markets and also expanding their business value.

In order for the Oji Group to increase its current net sales from 1.5 trillion yen to 2 or 3 trillion yen, and increase operating profit from 120.0 billion yen to 200.0 or 300.0 billion yen, moving forward, we will require initiatives not only to “enhance” our businesses but also to “expand” them.

As a specific initiative in existing markets with a limited pie, we will leverage the existing superiority of our products and services to further increase the ratio of our products and services which our customers use. At the same time, it will be important to expand our share by encouraging customers to replace the products and services of other companies with new ones of our own. Conversely, in expanding into new markets, including those overseas, we will leverage our existing superiority to develop new customers. Further, reforming and improving our products and services to increase customer satisfaction will help our businesses to “expand” and in turn expand business value. For example, there is a market need for eco-friendly products, and moving forward, I believe this field will allow us to expand our sales significantly.

In these ways, combining new products and services with our conventional superiority in existing and new markets will enable us to grow our businesses.

In order to succeed in a competitive environment, we must precisely analyze the market and expand sales through active and intentional initiatives. Along with our existing products and services, we will develop new ones, promoting improvement and expanding sales. We will also make capital investments to augment our capabilities and expand our scale and domains through M&As, thereby expanding business value.

Execute Measures to Address Environmental Issues

The second basic policy, as expressed by the third keyword of “execute,” involves executing measures to address environmental issues such as carbon neutrality and green innovation, contributing to sustainability in and turn increasing the business value of the Oji Group.

In September 2020, the Oji Group set out a goal of net-zero carbon. In order to achieve this in the year 2050, we formulated our Environmental Vision 2050, as well as our Environmental Action Program 2030, which functions as a milestone on the way to achieving this vision. We then put these plans into action in FY2021.

Our Environmental Action Program 2030 establishes a target of reducing our greenhouse gas emissions by at least 70% in FY2030 compared to FY2018 levels. To achieve this goal, we will strive to achieve a 20% reduction in emissions from coal boilers and other sources of emissions, and the remaining 50% reduction will be achieved by enlarging forest plantations and otherwise increasing the net increment in carbon stocks by forests.

In order to reduce our emissions, we plan to take measures including works to convert fuel from coal to gas and the discontinuation of coal-fired boilers by revising our energy mix. To this end, we will be investing around 100.0 billion yen by 2030.

We are also planning to enlarge overseas forest plantations from 260,000 ha to 400,000 ha. This figure excludes forest reserves and equivalents. The Oji Group has long been engaged in the business of using renewable forest resources as raw materials. We have been running forestation business since the 1950s in Japan and since the 1970s overseas. We can say that we have inherited forestation as part of our DNA for business promotion. We expect to spend 100.0 billion yen by 2030 on the enlargement of overseas forest plantations.

In addition, we own approximately 190,000 ha of company-owned forest in Japan, making us one of the largest corporate owners of forest in the Japanese private sector. In demonstrating our corporate stance toward environmental issues, we intend to make effective use of this lush and abundant company-owned forest.

Our measures to address environmental issues through our business activities are not just limited to our carbon neutrality initiative. Our paper business is a pillar of the Oji Group and, as a corporation in harmony with nature, we recycle three resources of forest, paper, and water, embodying circular economic activities. In addition, we are leveraging our forest resources to the fullest by focusing on the proactive use of unused trees such as forest residues, nationwide development of biomass power generation projects, and the green innovations for the future such as the development of biomass plastics and cellulose nanofibers.

Business activities which are inexorably tied to measures addressing environmental issues are what will help us realize a sustainable society.
A Foundation for Supporting Our Long-term Vision

In order to implement our Long-term Vision, and in order to survive as an enterprise that is needed by and essential to the world, there are several necessary elements. The key, I ultimately believe, is “people.” Focusing on cultivating the human resources that are the wellspring for value creation, leveraging the diversity and uniqueness of each individual employee while at the same time maintaining a work environment which enables them to enhance their capabilities and play an active role will lead to our growth as a corporation. An additional condition for our survival which we must preserve as the core of our corporate activities is the rigid pursuit of Compliance, Safety, and Environment. Compliance is a prerequisite for corporate social responsibility, and without it, it is impossible to build relationships of trust with our stakeholders. Through good communication in the workplace, a good work environment, and improved work motivation, we will nurture all of our officers and employees to have “sound common sense,” “sensitivity to immorality” and “courage to take action.” Further, we will adhere to laws and regulations as well as social norms, and strive to conduct our work each day with a sincere attitude.

Safety is a fundamental principle in the Oji Group’s business activities, and something which must always and absolutely be a top priority. We aim for thorough and consistent adherence to designated safety rules, and for zero accidents and zero disasters.

As I have repeatedly conveyed, Environment is an inextricable theme in our value creation, rooted as it is in forest and wooden resources. It is no exaggeration to say that the future of the Oji Group rests on the degree to which we are able to achieve harmony with the environment and realize sustainable business activities. We will not stop at only preventing environmental incidents and product liability incidents; moving forward, we will continue to engage in sustainability initiatives.

A Growth Strategy Based on Our New Medium-term Management Plan

We established our newest FY2022–2024 Medium-Term Management Plan in order to serve as a milestone on the way to achieving our Long-term Vision for 2030 described above. The purpose of our three basic policies is to materialize the four keywords. In order to discuss the degree to which we envision we will make progress toward their realization over the coming three years, let’s look at specific numerical management targets.

Our numerical management targets consist of consolidated operating profit of 150.0 billion yen or more, profit attributable to owners of parent of 100.0 billion yen or more, an overseas sales ratio of 40%, and a net D/E ratio maintained at 0.7 times. Some targets which were not achieved in the preceding FY2019–2021 Medium-Term Management Plan, such as our target for consolidated operating profit, were carried over unchanged in our current plan. However, the above targets are the focus we wish to achieve.

As a means of addressing environmental issues, we will build a carbon neutral business management system and “execute” initiatives to preserve a healthy global environment. At the same time, we will “enhance” and “expand” our businesses and “encourage” the creation of new value. Reflecting on these four keywords from another angle, they are none other than a continuation of our Management Philosophy of “Creation of Innovative Value,” “Contribution to the Future and the World,” and “Harmony with Nature and Society,” and are our Purpose—to contribute to society through management rooted in forest resources—to be put into action. Will the Oji Group be able to further grow and evolve over the next 10 years? It will truly be a period which will test, as well as a time for us to demonstrate, our true value.

As a corporation which develops and shares its products and materials with the world, the Oji Group must continue to boldly take on new challenges and make even greater leaps forward. We hope that all of our stakeholders will pay attention to our future business development based on our new management strategy, and we look forward to your further support and patronage.
To Achieve Environmental Action Program 2030 Consolidated Net Sales of 2.5 Trillion Yen or More implementing its FY2022–2024 Medium-term Management Plan as well as its Long-term Vision for FY2030 that promote the Group reaching its long-term goals based on its Management Philosophy and Purpose.

Long-term Vision

The course we should take to realize our long-term goals

1. Initiatives for Environmental Issues –Sustainability–
2. Initiatives for Profitability Improvement –Profitability–
3. Initiatives for Product Development –Green Innovation–

To achieve Environmental Action Program 2030

Consolidated net sales of 2.5 trillion yen or more

FY2030 Targets

Environmental Action Program 2030

- Action on Climate Change
  - Reduce greenhouse gas (GHG) emissions by at least 70% compared to FY2018

- Consideration for Ecosystem
  - Challenge for zero environmental impact
  - Biodiversity conservation

- Abundant Forests Creation
  - Forest management (forest recycling)
  - Forests for healthy water sources

- Development of Trusting Relationships with Our Communities
  - Responsible new materials procurement and manufacturing
  - Product expansion

- Zero environmental incidents and zero product liability incidents

Consolidated Net Sales of 2.5 Trillion Yen or More

Based on our FY2021 results, we have increased our consolidated net sales target for FY2030 by over 1 trillion yen to 2.5 trillion yen or more.

Amid an anticipated contraction in demand for a portion of our products, we will improve our profit ratio through means such as cost reductions and improving operations. However, our goals go beyond that. In order to achieve further growth and evolution as the Group, we will expand promising businesses through strategic investment and M&As, including our corrugated container, household paper, disposable diaper, imaging media, and pulp businesses. By FY2030, we plan to invest 100.0 billion yen into each of these areas for a total investment of 200.0 billion yen.

In addition to our initiative to realize carbon neutrality, we will also be fully engaging in a wide range of initiatives indivisible from our business activities as outlined in our Environmental Action Program 2030.

Changes in Consolidated Net Sales

V1.5 Y1 ¥1,750.0 billion
V1.7 Y1 ¥1,850.0 billion
V2.5 Y1 ¥2,500.0 billion
Increase from FY2021

Development of new & eco-friendly products + ¥300 billion
M&As + ¥300 billion
Strategic investments + ¥400 billion

Functional Materials Business

- Long-term Goals:
  - Actively develop high-function and eco-friendly products
  - Expand global sales of imaging media business and enhance competitiveness including printing and converting

- We will aim to expand profitability by expanding sales of thin capacitor films for next-generation vehicles and other high-function and eco-friendly products; and by expanding our imaging media business, which is experiencing strong demand, through means such as construction to expand production.

Forest Resources

- Long-term Goals:
  - Expand lumber processing business
  - Expand renewable energy and other energy businesses

- In addition to expanding and strengthening our global pulp business, we will focus our efforts on expanding other businesses which leverage forest resources such as our lumber processing and biomass power generation businesses.

Printing and Communications

- Long-term Goals:
  - Restructure production system and enhance competitiveness through collaboration with other group segments by maximizing the use of assets owned

- We will strive for the optimal production system restructuring for the Group as a whole by assessing demand trends and continuing to implement thorough cost-cutting measures and, at the same time, by effectively utilizing in-sourced assets such as pulp manufacturing facilities.
**Medium-term Management Plan**

Based on the initiatives that it has implemented to date, the Oji Group formulated its FY2022–2024 Medium-term Management Plan to serve as a milestone for its Long-term Vision for FY2030.

### Review of Medium-term Management Plans and Their Policies

#### FY2013–2015

- **Basic Policies**
  - Deepening of the core businesses
  - Development of new businesses and products
  - Further expansion of overseas businesses

- **Review**
  - FY2015 operating profit increased significantly from FY2012 by 25.3 billion yen; however, in part due to increased raw material prices and impairment losses recorded in some overseas businesses, we did not achieve our targets for operating profit or ROE.
  - After transitioning to a holding company structure in October 2012, we promoted business structure transformation. We particularly proactively developed overseas businesses, and our overseas sales ratio increased by 11.1 percentage points, from 27.8% in FY2012 to 38.9% in FY2015.
  - In Japan, we focused on increasing profitability through cost reductions and production system restructuring, and on developing new added-value materials and new businesses, such as dissolved pulp (DP) and our energy business.

#### FY2016–2018

- **Basic Policies**
  - Expansion of overseas businesses
  - Concentration/advancement of domestic businesses
  - Enhancement of financial foundation

- **Review**
  - We reached our target of 100.0 billion yen for operating profit in FY2018. We also achieved our target of reducing interest-bearing debts to 700.0 billion yen.
  - We aimed to optimize and enhance production capacity and to expand overseas manufacturing sites with a focus on our packaging business, increasing our overseas sales ratio by 4.2 percentage points, from 27.8% in FY2015 to 32.0% in FY2018.
  - In Japan, we continued to focus on increasing profitability through cost reductions and production system restructuring, and on developing new added-value materials and new businesses, such as cellulose nanofibers (CNF) and our water treatment business.

#### FY2019–2021

- **Basic Policies**
  - Profitability improvement of domestic business
  - Expansion of overseas business
  - Promotion of innovation
  - Contribution to a sustainable society

- **Review**
  - Due to the effects of the COVID-19 pandemic (delay of capital investments and subsequent effects), etc., as well as soaring raw material prices, we failed to reach our target for operating profit in FY2021, yet achieved record-high profits.
  - We strengthened and expanded our growth businesses in Japan (corrugated container, household paper, and renewable energy businesses) and overseas businesses.
  - We formulated our Environmental Vision 2050 and Environmental Action Programs 2030.

#### FY2022–2024

- **Basic Policies**
  - Initiatives for environmental issues –Sustainability–
  - Initiatives for profitability improvement –Profitability–
  - Initiatives for product development –Green Innovation–

- **Key Initiatives**
  - In response to the increasing importance of addressing environmental issues, implement Environmental Vision 2030 and Environmental Action Programs 2020 action plans.
  - Make effective use of own facilities, promote further production system restructuring.
  - Implement strategic investments and M&As, etc. in order to further expand promising businesses in Japan and overseas businesses.
  - In addition to developing new materials and products, accelerate rapid commercialization initiatives with regard to our green innovation themes: “Development of new materials derived from wood fibers,” “challenge to the medical and healthcare field,” and “development of eco-friendly paper materials.”
Message from the Director in Charge of Finance
FY2022–2024 Medium-term Management Plan from a Financial Perspective

We will aim to achieve the new Medium-term Management Plan by optimizing the Group’s business portfolio through its financial strategy.

Director of the Board, Executive Officer, Oji Holdings Corporation
Akio Hasebe

A Review of the Previous Three-year Medium-term Management Plan

During the previous Medium-term Management Plan spanning from FY2019 to FY2021, the Oji Group positioned “profitability improvement of domestic business,” “expansion of overseas business,” and “promotion of innovation” as the basic policies of its management strategy and, through the policy of “contribution to a sustainable society,” the Group aimed to become a global corporate group that maintains stable consolidated operating profit of 100.0 billion yen or more. Under these basic policies, the Group has operated business with the performance targets for FY2020 stipulating “consolidated operating profit of 150.0 billion yen or more,” “overseas sales ratio of 40%,” “ROE of 10.0%,” and “net D/E ratio of 0.7 times.”

Per our results for FY2021, our consolidated operating profit was 121.1 billion yen, our overseas sales ratio was 33.5%, our ROE was 10.9%, and our net D/E ratio was 0.7 times. In spite of stagnant economic activity and delayed recovery resulting from the spread of COVID-19, we achieved our ROE target. As a result, we achieved our ROE target.

In Order to achieve our greenhouse gas reduction target (a reduction of at least 70% in FY2030 compared to FY2018 levels) in our Environmental Action Program 2030, we have announced that by FY2030, we will invest 100.0 billion yen each, for a total of 200.0 billion yen, in expanding our forest plantations, and in reducing emissions by converting coal-fired boilers to gas-fired ones and by installing private solar power systems. We plan on investing one fourth of this in the three-year period up until FY2024.

We will allocate the remaining 350.0 billion yen in promoting businesses such as our domestic and overseas corrugated container, high performance film, biomass power generation, and pulp businesses—to expand and strengthen them through M&As as well as construction of new facilities and plants. We will also allocate part of this amount to create new core businesses through the development of new materials and products.

The projects we have announced so far are only a part of the list, and we have also secured investment funds for other projects currently being considered or will be investigated moving forward.

Our Numerical Management Targets for FY2024 are already achievable solely through the measures in progress, and the measures to be implemented by the investment

Under current Medium-term Management Plan are expected to be effective from the next Medium-term Management Plan onward. In order to achieve our long-term goals, what we do now is extremely important, and we will be implementing various measures based on our basic policies without delay.

For business investments, we confirm the profitability of an investment in consideration of our cost of capital and other factors, and will proceed with appropriate risk-taking. We will also focus on innovations that will open up the future of the Group, based on the future potential, although the effects of such investments cannot be expected to be realized overnight.

Noted that the Group’s capital condition is being centrally managed by Oji Holdings. In accordance with the acceleration in our global expansion, the amount of funds generated from our overseas businesses and companies is increasing year by year. At the same time, the number of overseas business opportunities to invest in has also increased. We will be engaging in efficient, global fund management, allocating surplus funds from our overseas businesses and companies to investment in opportunities in those regions.

Corporate Communication as Financial Strategy

The Oji Group proactively shares and discloses information to investors, analysts, and its shareholders, including financial results and other financial information, and non-financial information such as ESG data through means which include its IR page, Integrated Reports, and Sustainability Reports (online). The Group also strives to build relationships of trust and achieves mutual understanding through engagement with institutional investors as well as analysts and investors. Through these activities, the Oji Group promotes its activities.

With regard to returns to the shareholders who support the Oji Group, it is our fundamental policy to maintain stable dividends while at the same time giving consideration to internal reserves in order to prepare for future management measures. Based on this policy, we are committed to pay an ordinary dividend of 16 yen per share for FY2022, an increase of 2 yen over the previous fiscal year. We will also continue the shareholder benefits program we introduced in the previous fiscal year.
Environmental Action Program 2020
April 2016 to March 2021 (Action period)
1. Ceaseless effort to achieve a zero environmental impact
2. Responsible raw materials procurement
3. Sustainable forest management

FY2020 Major Results
- Promoting effective use of waste (domestic)
  FY2013 96.6%  →  FY2020 98.5%
- Recovered paper utilization ratio
  FY2013 62.7%  →  FY2020 68.5%

Environmental Action Program 2030
Established in September 2020
1. Action on climate change (see pages 25 to 30)
   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, a thoroughgoing reduction of energy consumption in manufacturing and transportation operations, and increasing usage of renewable energy.
2. Abundant forests creation and resource recycling
   (see pages 21 to 22)
   We will promote sustainable forest management and resource recycling and seek to maintain and conserve the multi-functionality of forests and sustainably use resources.
3. Consideration for ecosystem
   (see pages 33 to 34)
   We will endlessly challenge ourselves to achieve zero environmental impact and will seek to conserve and protect biodiversity.
4. Development of trusting relationships with our stakeholders
   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.

Environmental Action Program 2030
https://ojiholdings.disclosure.site/en/themes/150/

The Oji Group established Environmental Charter in 1997 with the philosophy of maintaining and developing our corporate activities in harmony with the environment from a wide global perspective and contributing to the realization of a truly affluent society. Toward realizing this philosophy, we formulated Environmental Action Program for the period of five years being the target achievement period. We have worked to ensure compliance with environmental regulations, address climate change issues, implement sustainable forest management, effectively utilize resources (improved recovered paper utilization ratio), reduce substances of environmental concern and wastes, and build trusting relationships with stakeholders. In 2019, we formulated and implemented the Medium-term Management Plan for FY2020 being the target achievement year by expressly positioning “contribution to a sustainable society” as the foundation supporting business continuity and growth.

Furthermore, in September 2020, to further strengthen our initiatives for “harmony with the environment,” and “contribution to a sustainable society,” we formulated our Environmental Vision 2050, which centers around our goals of “net-zero carbon” and “harmony with nature and society,” and also Environmental Action Program 2030, which functions as a milestone on the way to the Vision. As for climate change issues, we continue to work to reduce GHG emissions through coal consumption reduction, preserve forests including conservation of biodiversity, and increase the net increment in carbon stocks by forests based on the roadmap to 2030.

Environmental Vision 2050
Net-zero carbon
- Reduce greenhouse gas (GHG) emissions to virtually zero
- Aim for a recycling-oriented society

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

Environmental Vision 2050

The Oji Group Integrated Report 2022
The Oji Group Integrated Report 2022

Initiatives for Profitability — Profitability —

Initiatives for Product Development — Green Innovation — Sustainability Strategy

Financial and Non-financial Data

— Profitability —

— Green Innovation —

— Sustainability —

Value Creation

Environmental Issues

History of the Oji Group’s

Roadmap toward Achieving Reduction Targets for FY2030

Category Sub-category GHG reduction

<table>
<thead>
<tr>
<th>Sub-category</th>
<th>GHG reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve energy efficiency</td>
<td>Maintain energy conservation</td>
</tr>
<tr>
<td>Increase the percentage of renewable energy use</td>
<td>Reduce coal consumption</td>
</tr>
<tr>
<td></td>
<td>Install private solar power systems, etc.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>

Subtotal

<table>
<thead>
<tr>
<th>Sub-category</th>
<th>GHG reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand forest plantations</td>
<td>3,918 50.0%</td>
</tr>
<tr>
<td>Plant fast-growing trees</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>5,485 70.0%</td>
</tr>
</tbody>
</table>

Aims For

Environmental Issues

3. Consideration for ecosystem

Roadmap toward Achieving Reduction Targets for FY2030

Category Sub-category GHG reduction

<table>
<thead>
<tr>
<th>Sub-category</th>
<th>GHG reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve energy efficiency</td>
<td>Maintain energy conservation</td>
</tr>
<tr>
<td>Increase the percentage of renewable energy use</td>
<td>Reduce coal consumption</td>
</tr>
<tr>
<td></td>
<td>Install private solar power systems, etc.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>

Subtotal

<table>
<thead>
<tr>
<th>Sub-category</th>
<th>GHG reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand forest plantations</td>
<td>3,918 50.0%</td>
</tr>
<tr>
<td>Plant fast-growing trees</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>5,485 70.0%</td>
</tr>
</tbody>
</table>

Aims For

Environmental Issues

3. Consideration for ecosystem

Roadmap toward Achieving Reduction Targets for FY2030

Category Sub-category GHG reduction

<table>
<thead>
<tr>
<th>Sub-category</th>
<th>GHG reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve energy efficiency</td>
<td>Maintain energy conservation</td>
</tr>
<tr>
<td>Increase the percentage of renewable energy use</td>
<td>Reduce coal consumption</td>
</tr>
<tr>
<td></td>
<td>Install private solar power systems, etc.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>

Subtotal

<table>
<thead>
<tr>
<th>Sub-category</th>
<th>GHG reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand forest plantations</td>
<td>3,918 50.0%</td>
</tr>
<tr>
<td>Plant fast-growing trees</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>5,485 70.0%</td>
</tr>
</tbody>
</table>

Aims For

Environmental Issues

3. Consideration for ecosystem

Roadmap toward Achieving Reduction Targets for FY2030

Category Sub-category GHG reduction

<table>
<thead>
<tr>
<th>Sub-category</th>
<th>GHG reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve energy efficiency</td>
<td>Maintain energy conservation</td>
</tr>
<tr>
<td>Increase the percentage of renewable energy use</td>
<td>Reduce coal consumption</td>
</tr>
<tr>
<td></td>
<td>Install private solar power systems, etc.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>

Subtotal

<table>
<thead>
<tr>
<th>Sub-category</th>
<th>GHG reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand forest plantations</td>
<td>3,918 50.0%</td>
</tr>
<tr>
<td>Plant fast-growing trees</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>5,485 70.0%</td>
</tr>
</tbody>
</table>

Aims For

Environmental Issues

3. Consideration for ecosystem

Roadmap toward Achieving Reduction Targets for FY2030

Category Sub-category GHG reduction

<table>
<thead>
<tr>
<th>Sub-category</th>
<th>GHG reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve energy efficiency</td>
<td>Maintain energy conservation</td>
</tr>
<tr>
<td>Increase the percentage of renewable energy use</td>
<td>Reduce coal consumption</td>
</tr>
<tr>
<td></td>
<td>Install private solar power systems, etc.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>

Subtotal

<table>
<thead>
<tr>
<th>Sub-category</th>
<th>GHG reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand forest plantations</td>
<td>3,918 50.0%</td>
</tr>
<tr>
<td>Plant fast-growing trees</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>5,485 70.0%</td>
</tr>
</tbody>
</table>
**Initiatives toward Achieving Targets for FY2030**

**GHG Emissions Reduction**

In Environmental Action Program 2030, we have set a target of reducing GHG emissions by 20% (1,567 kt-CO2e) compared to the base-year (FY2018). In order to achieve the target, we take continuous measures to improve energy efficiency (reducing energy consumption intensity by thorough energy conservation) and increase the renewable energy usage rate (such as reducing coal fuel consumption and installing private solar power systems).

**Improve Energy Efficiency**

*Results*

We set a target of reducing energy consumption intensity by 1% per year for the 5-year average, and the average energy consumption intensity for FY2017 to FY2021 reduced by 1.8%. In FY2021, domestic business companies whose energy consumption accounts for approximately 50% of the total energy consumption across the Oji Group made energy conservation investments of 1.3 billion yen, thereby reducing energy consumption corresponding to approximately 1% of the total energy consumption across the Group (crude oil conversion 47 thousand kL).

**Future initiatives**

The Oji Group has positioned energy conservation as a crucial topic and takes continuous measures to address it. For example, our mills/plants regularly hold energy conservation meetings, attended by personnel from energy management and manufacturing divisions. Various ideas including equipment update and change in equipment operation method are discussed. Although a lower production volume leads to the decrease of energy consumption intensity, we will continue to address energy conservation by suspending surplus equipment and ensuring consistent power and steam saving.

**Increase the Percentage of Renewable Energy Use**

*Results*

The Oji Group has been promoting to reduce fossil fuel ratio by using renewable fuels such as black liquor (biomass) and biofuels. Renewable fuels accounted for 54.7% in FY2021.

**Future initiatives**

We own 15 coal-fired boilers in Japan (actual number at the end of FY2021). We will move forward to further acquire forest plantations in South America, Oceania, Southeast Asia, etc. where we already operate, and facilitate CO2 absorption by developing better fast-growing trees while planting and cultivating fast-growing trees suitable for the regions where we operate the forest plantation business.

**Expansion of Net Increment in Carbon Stocks by Forests**

In Environmental Action Program 2030, we have set a target of absorbing and fixing the equivalent of 50% (3,918 kt-CO2e) of GHG emissions in the base year (FY2018). Accordingly, we are aiming to expand our overseas forest plantations to 400,000 ha by FY2030.

**Initiatives for Environmental Issues**

**Initiatives toward Achieving Targets for FY2030**

**GHG Emissions Reduction**

In Environmental Action Program 2030, we have set a target of reducing GHG emissions by 20% (1,567 kt-CO2e) compared to the base-year (FY2018). In order to achieve the target, we take continuous measures to improve energy efficiency (reducing energy consumption intensity by thorough energy conservation) and increase the renewable energy usage rate (such as reducing coal fuel consumption and installing private solar power systems).

**Improve Energy Efficiency**

*Results*

We set a target of reducing energy consumption intensity by 1% per year for the 5-year average, and the average energy consumption intensity for FY2017 to FY2021 reduced by 1.8%. In FY2021, domestic business companies whose energy consumption accounts for approximately 50% of the total energy consumption across the Oji Group made energy conservation investments of 1.3 billion yen, thereby reducing energy consumption corresponding to approximately 1% of the total energy consumption across the Group (crude oil conversion 47 thousand kL).

**Future initiatives**

The Oji Group has positioned energy conservation as a crucial topic and takes continuous measures to address it. For example, our mills/plants regularly hold energy conservation meetings, attended by personnel from energy management and manufacturing divisions. Various ideas including equipment update and change in equipment operation method are discussed. Although a lower production volume leads to the decrease of energy consumption intensity, we will continue to address energy conservation by suspending surplus equipment and ensuring consistent power and steam saving.

**Increase the Percentage of Renewable Energy Use**

*Results*

The Oji Group has been promoting to reduce fossil fuel ratio by using renewable fuels such as black liquor (biomass) and biofuels. Renewable fuels accounted for 54.7% in FY2021.

**Future initiatives**

We own 15 coal-fired boilers in Japan (actual number at the end of FY2021). We will move forward to further acquire forest plantations in South America, Oceania, Southeast Asia, etc. where we already operate, and facilitate CO2 absorption by developing better fast-growing trees while planting and cultivating fast-growing trees suitable for the regions where we operate the forest plantation business.

**Expansion of Net Increment in Carbon Stocks by Forests**

In Environmental Action Program 2030, we have set a target of absorbing and fixing the equivalent of 50% (3,918 kt-CO2e) of GHG emissions in the base year (FY2018). Accordingly, we are aiming to expand our overseas forest plantations to 400,000 ha by FY2030.

**Initiatives for Environmental Issues**

**Initiatives toward Achieving Targets for FY2030**

**GHG Emissions Reduction**

In Environmental Action Program 2030, we have set a target of reducing GHG emissions by 20% (1,567 kt-CO2e) compared to the base-year (FY2018). In order to achieve the target, we take continuous measures to improve energy efficiency (reducing energy consumption intensity by thorough energy conservation) and increase the renewable energy usage rate (such as reducing coal fuel consumption and installing private solar power systems).

**Improve Energy Efficiency**

*Results*

We set a target of reducing energy consumption intensity by 1% per year for the 5-year average, and the average energy consumption intensity for FY2017 to FY2021 reduced by 1.8%. In FY2021, domestic business companies whose energy consumption accounts for approximately 50% of the total energy consumption across the Oji Group made energy conservation investments of 1.3 billion yen, thereby reducing energy consumption corresponding to approximately 1% of the total energy consumption across the Group (crude oil conversion 47 thousand kL).

**Future initiatives**

The Oji Group has positioned energy conservation as a crucial topic and takes continuous measures to address it. For example, our mills/plants regularly hold energy conservation meetings, attended by personnel from energy management and manufacturing divisions. Various ideas including equipment update and change in equipment operation method are discussed. Although a lower production volume leads to the decrease of energy consumption intensity, we will continue to address energy conservation by suspending surplus equipment and ensuring consistent power and steam saving.

**Increase the Percentage of Renewable Energy Use**

*Results*

The Oji Group has been promoting to reduce fossil fuel ratio by using renewable fuels such as black liquor (biomass) and biofuels. Renewable fuels accounted for 54.7% in FY2021.

**Future initiatives**

We own 15 coal-fired boilers in Japan (actual number at the end of FY2021). We will move forward to further acquire forest plantations in South America, Oceania, Southeast Asia, etc. where we already operate, and facilitate CO2 absorption by developing better fast-growing trees while planting and cultivating fast-growing trees suitable for the regions where we operate the forest plantation business.

**Expansion of Net Increment in Carbon Stocks by Forests**

In Environmental Action Program 2030, we have set a target of absorbing and fixing the equivalent of 50% (3,918 kt-CO2e) of GHG emissions in the base year (FY2018). Accordingly, we are aiming to expand our overseas forest plantations to 400,000 ha by FY2030.
The Oji Group announced its support for the Task Force on Climate-related Financial Disclosures (TCFD) in December 2020, and is working on climate-related information disclosure recommended by the TCFD.

**Goverance**

The Oji Group recognizes initiatives for sustainability including climate change issues as one of the important management challenges. In FY2020, the following were deliberated on and approved by the Board of Directors:

- Established the “Sustainability Committee,” which is chaired by the Representative Director of the Board, President and CEO and consists of Directors of Oji Holdings Corporation and Presidents of all Companies, and the “Corporate Sustainability Division,” which implements decisions made by the Committee in order to enhance initiatives for sustainability in general including climate change.

- Strengthened initiatives for environment and society including climate change issues and make necessary investments to ensure sustainable growth and enhance corporate resilience.

**Strategy**

With assistance from external experts, the Secretariat of the Sustainability Committee examines what impacts of climate-related risks and opportunities have on our business on a group wide basis in the medium term (2030) and in the long term (2050), and the Sustainability Committee deliberates on the priority and importance of targets.

**Impacts of climate-related issues on our business, strategy and financials and our business and financials are quantitatively assessed and evaluated.**

**TCFD-related Risks, Opportunities, Strategies and Responses**

<table>
<thead>
<tr>
<th>Type</th>
<th>Driver (Factor causing an impact on our business)</th>
<th>Awareness of business environment</th>
<th>Impact on our business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policies, laws and regulations</td>
<td>Fluctuation of fossil fossil-fuel-based energy prices</td>
<td>Increase in costs related to procurement using fossil-fuel derived energy and energy prices change</td>
<td>Small Small Small</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Inventory costs and production cost due to the fluctuations in fossil fuel prices and tightening of regulations on emissions trading</td>
<td>Small Small Small</td>
</tr>
<tr>
<td>Markets</td>
<td>Increased stakeholders interest in low-carbon products and services</td>
<td>Increased in biodegradable products and services that use fossil fuels due to increased awareness of decarbonization among consumers</td>
<td>Small Small Small</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Small Small Small</td>
</tr>
<tr>
<td>Regulation</td>
<td>Negative feedback from stakeholders</td>
<td>Reduce in demand for products because of the impression that an unnecessary tax but facilites critical situations</td>
<td>Medium Medium Small</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lowerer evaluation and difficulty in obtaining financing due to a failure to respond to stakeholders’ request</td>
<td>Small Small Small</td>
</tr>
<tr>
<td>Acute</td>
<td>Increased severity of extreme weather events</td>
<td>Business stagnation such as facilities affected by and supply chain disruptions caused by a large-scale flood disaster</td>
<td>Medium Medium Small</td>
</tr>
<tr>
<td>Chronic</td>
<td>Changes in precipitation and maximum temperature</td>
<td>Increase in procurement costs primarily as a result of deterioration of growth conditions for forests, key raw materials for paper production</td>
<td>Small Large Large</td>
</tr>
<tr>
<td>Resources</td>
<td>Energy sources</td>
<td>Reduction in water use and consumption</td>
<td>Small Medium Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Small Medium Medium</td>
</tr>
<tr>
<td></td>
<td>Products and services</td>
<td>Increase in demand for low-carbon and environmentally friendly products due to increased alternative use of energy and increase in renewable energy sources</td>
<td>Small Medium Medium</td>
</tr>
<tr>
<td></td>
<td>Markets</td>
<td>Increase in demand for low-carbon and environmentally friendly products due to increased awareness and consumption</td>
<td>Small Medium Medium</td>
</tr>
</tbody>
</table>

* Impact amount: Small: less than 10.0 billion yen Medium: not less than 10.0 billion yen but less than 50.0 billion yen: Large: not less than 50.0 billion yen Impact levels without asterisk mark (*) represent qualitative assessment.

**Examples of opportunities**

- GREEN INNOVATION
  - Environmental friendly business initiatives such as forest recycling and recovered paper recycling
  - Green and renewable energy sources such as hydro and biomass energy toward net zero carbon emissions in FY2050
  - Further promote resource-circulation, environmentally friendly business initiatives such as forest recycling and recovered paper recycling

**Examples of risks**

- Physical risks
  - Increase in procurement costs primarily as a result of deterioration of growth conditions for forests, key raw materials for paper production
  - Flood, drought, precipitation fluctuations and higher temperatures

- Chronic events
  - Increase in demand for low-carbon and environmentally friendly products due to increased awareness and consumption

**Examples of strategies and countermeasures**

- Strategies and countermeasures
  - Optimize fossil fuel consumption and purchased electricity by reducing overall energy costs by working on energy conservation and operational efficiency of in-house power generation facilities
  - Set up targets on the reduction of physical greenhouse gas emissions and water consumption by using alternate fuels and develop wood-based liquid fuels as alternative to fossil fuels

- Investment in connection with acquisition of forest plantations

**Investment toward Decarbonization**

- Approx. 100 billion yen

**Investment in connection with acquisition of forest plantations**

- Approx. 100 billion yen

**Influence of Climate-related Risks and Opportunities (2030)**

- Environmental Vision 2050 and Environmental Action Program 2030, which function as a milestone to reduce GHG emissions by 70% in FY2030 compared to FY2018. Toward achieving the goal, we are working to reduce coal consumption by using alternate fuels and develop wood-derived products as a plastic alternative.

- From the results of risk analysis in FY2021, we recognize that the impact of risks associated with the shift toward a decarbonized society on our business will be limited if we continue to implement thorough energy conservation, promote the introduction of non-fossil fuels, and expand CO2 absorption and fixation by forests owned by the Group. We will continue to conduct risk analysis, and work to expand our forest area and strengthen resilience.

**Scenario analysis**

- **SCOPE 1 + 2**
  - A 70% reduction by FY2030 and 100% by FY2050
  - GHG emissions reduction 11.3% compared to FY2018
  - GHG emissions reduction 3.0% compared to FY2018

- **SCOPE 3**
  - Reduction of GHG emissions through collaboration with suppliers
  - We conducted a fact-finding survey of GHG emissions in a supplier sustainability survey

**Financial impact of climate-related risks and Opportunities (2030)**

- **300 billion yen**
Forests produce wood, store abundant water, prevent landslide and other natural disasters, and nurture wild animals. They also absorb carbon dioxide and their various functions to prevent global warming are being reevaluated.

While the world is rapidly moving toward the realization of a carbon neutral society by 2050, we have more roles and responsibilities to fulfill. Practicing sustainable forest management with a direct connection to our business, we will continue to take steps toward realizing a decarbonized society, increasing the value of forest resources, and aiming to expand Oji Forests further.

Sustainable Forest Management Policy (established on April 1, 2022; full text)
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. be complicit in neither deforestation nor 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.

Overview of the Oji Group’s Forests (Oji Forests)
The Oji Group owns and manages extensive forests in Japan and overseas, amounting to 573,000 ha. The portfolio comprises 432,000 ha of production forests primarily for producing forest products in consideration of environmental and about 141,000 ha of conservation forests principally for preserving biodiversity and basins.

Wood from production forests is expected to be used as raw materials for paper manufacturing and fuels for biomass power generation, and new forests derived from wood products under development. In order to maintain stable supply of these materials, the Oji Group spends approximately 11.2 billion yen annually for ongoing sustainable forest management. In addition, our Environmental Action Program 2030 states a goal of "expanding overseas production forest area from 250,000 ha to 400,000 ha."

<table>
<thead>
<tr>
<th>Country</th>
<th>Company</th>
<th>Established Year</th>
<th>Production Forest (ha)</th>
<th>Conservation Forest (ha)</th>
<th>Total (1,000 ha)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brazil</td>
<td>CENIBRA</td>
<td>1975</td>
<td>104</td>
<td>128</td>
<td>232</td>
</tr>
<tr>
<td>New Zealand</td>
<td>Pan Pac</td>
<td>1973</td>
<td>35</td>
<td>5</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>Oji FS</td>
<td>1993</td>
<td>32</td>
<td>6</td>
<td>38</td>
</tr>
<tr>
<td>Indonesia</td>
<td>Oji PT</td>
<td>1994</td>
<td>30</td>
<td>8</td>
<td>38</td>
</tr>
<tr>
<td>Vietnam</td>
<td>OPH</td>
<td>1996</td>
<td>10</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>OPH</td>
<td>1996</td>
<td>10</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Pan Pac</td>
<td>1997</td>
<td>22</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>Company-owned forests in Japan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pan Pac</td>
<td>1997</td>
<td>12</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Oji PT</td>
<td>1998</td>
<td>13</td>
<td>2</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Oji PT</td>
<td>1998</td>
<td>12</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>OPH</td>
<td>1998</td>
<td>12</td>
<td>3</td>
<td>15</td>
</tr>
</tbody>
</table>

Production forests: forests primarily for producing forest products in consideration of environmental conservation. Conservation forests: forests primarily for environmental conservation, including protecting biodiversity and basins.

Renewable Forest Resources
Forests are a renewable resource that can be planted, grown, harvested, and re-planted. To make thorough use of the trees, the Oji Group utilizes the harvested wood for lumber, plywood, woodchips for paper manufacture, wood biomass fuel, etc.

The Oji Group promotes the effective utilization of wood as a comprehensive forestry business group.

Active Utilization of Forest Certification Programs
In Oji Forests of 573,000 ha, we actively utilize forest certification programs to implement appropriate forest management that consider the environment, society, and the economy, including conservation forests. The forest certification acquisition rates in FY2021 were 92% for overseas forest plantations and 100% for company-owned forests in Japan. The Oji Group aims to achieve 100% forest certification acquisition rate by 2030.

* In pursuit of sustainable forest management, a third-party organization certifies forests after examining whether they are managed in good condition according to the standard. The certification covers all types of forest, including production forests and conservation forests, e.g., FSC®, PEFC, etc.

Sustainable Contributions that are Environmentally and Economically Friendly to Local Communities
Sustainable forest management requires a mutual understanding between forest plantation companies and the local communities. Also indispensable is their sharing of environmental, social, and economic benefits. To give an example of economic benefits, our overseas forest plantation companies have created approximately 15,000 jobs locally. Another such example is our technical training primarily on planting and forest management provided to owners of small-scale forests. Further, we cooperate with local governments, NGOs, and civic groups in each region to create and share environmental and social benefits. Their activities include biodiversity conservation programs in environmentally protected forests, vocational and educational support in local communities, and assistance in areas that have poor access to medical services.

Active Utilization of Forest Certification Programs
In Oji Forests of 573,000 ha, we actively utilize forest certification programs to implement appropriate forest management that consider the environment, society, and the economy, including conservation forests. The forest certification acquisition rates in FY2021 were 92% for overseas forest plantations and 100% for company-owned forests in Japan. The Oji Group aims to achieve 100% forest certification acquisition rate by 2030.

* In pursuit of sustainable forest management, a third-party organization certifies forests after examining whether they are managed in good condition according to the standard. The certification covers all types of forest, including production forests and conservation forests, e.g., FSC®, PEFC, etc.
Foster nurtures Water, and Water nurtures Forests. Forests and Water nurture our Lives. The Oji Group protects and nurtures Forests and Water to pass them on to the Next Generation.

The capital (stock) formed by nature such as forests, soil, water, and biological resources is called natural capital. Furthermore, the flows generated by the natural capital can be considered as ecological services (benefits). Take forests as an example. Forests are natural capital, and our society benefits in many ways including wood they produce, carbon dioxide absorption and fixation and landslides, disaster prevention.

Forests’ Multi-functionality and Ecological Services

While leveraging forests’ various functions, the Oji Group has been conducting various activities to protect and nurture forests and water in the 571,000 ha Oji Forests we own and manage in Japan and overseas.

Forests, which have a significant number of multifaceted functions such as biodiversity conservation, landslide disaster prevention, water source cultivation and provision of leisure and recreation places, are deeply related to our life.

- Biodiversity conservation
- Landslide disaster prevention function / soil conservation function
- Cultural function (aesthetic scenario)
- Global environment conservation function (carbon dioxide absorption and fossil fuel alternative energy)
- Water source cultivation function
- Material production function (such as wood and mushrooms)
- Leisure and recreation function

List of Conservation Forests in Japan by Function

When acquiring forest certification (SGEC) in 2008, we selected 44 forests to address biodiversity. Later we identified 44 forests of 51,551 ha as conservation forests by adding forests for land and water maintenance purposes, academically valuable forests and other aesthetic forests. We believe it is our corporate social responsibility to maintain conservation forests, and will ensure appropriate forest management.

Conservation Biodiversity Program—Joining the 30by30 Alliance for Biodiversity

We have joined the 30by30 Alliance for Biodiversity, which was voluntarily launched by companies, local governments and organizations under the initiative of the Ministry of the Environment in Japan. This Alliance aims to “protect at least 30% of land and sea by 2030,” which was launched at the G7 Summit in June 2021. The Alliance members certify their owned or controlled lands as international OEMC*, and expand and support protected areas.

* OEMC: Other Effective area-based Conservation Measures

We will work on biodiversity preservation activities, under the collaboration with the Ecosystem Trust Society since 2016, aiming to acquire OEMC certification for the Koyagauchi company-owned forest (in Kochi Prefecture) where measures to protect fairy pitta’s growing environment are being taken.

Example of Efforts of Water Resource and Basin Management by CENIBRA, Brazil

CENIBRA (founded in 1973) is located in Minas Gerais in southeast Brazil, and implements integrated production from planting, felling, chipping of raw material eucalyptus to pulp manufacturing. CENIBRA’s owned and managed 250,000 ha forests (144,000 ha production forests and 106,000 ha conservation forests) and pulp mill (1,200 kD) year use water resources in the Doce River Basin.

In recent years, the areas around the Doce River have been experiencing lower rainfall, causing a region-wide concern about drought. CENIBRA conducted periodic surveys on water quantity and water quality at each water intake point, and identified the most seriously affected tributary area. In cooperation with public authorities, CENIBRA is conducting various conservation activities to cultivate water sources in the Doce Basin (see page 89 for “River Basin Management by CENIBRA, Brazil”).

In addition, to ensure the effective use of water taken from the Doce River, CENIBRA collects and recycles water and heat energy in production processes, thereby manufacturing pulp with minimum water consumption. All used water (excluding evaporated portion) is sent to a water treatment facility, processed to meet water quality standards required by applicable laws and regulations while its quality being monitored in an appropriate manner, and returned to the Doce River.

CENIBRA’s Monitoring of Biodiversity Indicators

CENIBRA fosters a variety of lives by protecting the valuable ecosystem of the Atlantic Forest known as reservoir of biodiversity. In collaboration with external research institutions, universities, NGOs and other organizations, CENIBRA also monitors plants and animals and water resources, and conducts various ecosystem protection and conservation activities, thereby enhancing multi-functionality of forests.

Monitoring results up until 2021 confirm that endangered 31 species of birds and 17 species of mammals are inhabited in CENIBRA’s conservation forest.

In addition, CENIBRA is engaged in activities for breeding Munich (crax ilium/biembaichii), an endangered bird species, and several other species, and returning them to nature, and is implementing a Green Corridor Program to link separated habitat areas.

Sustainability Report (online) • https://holdings.disclosure.site/en/

* IUCN Red List Categories: Least Concern (LC), Vulnerable (VU), Critically Endangered (CR)
New Value Creation through Green Innovation

Our Role Is to Effectively Utilize Forest Resources to Solve Social Challenges

General Manager, Innovation Promotion Division, Corporate Officer, Oji Holdings Corporation
Muraji Nishi

Under the Group basic policy of “Initiatives for Product Development –Green Innovation–”, the role of our Innovation Promotion Division is to solve social challenges through “the creation of new value through the effective use of forest resources.” On a foundation of diverse core technologies cultivated through paper manufacturing and forestation spanning the 150 years since our founding, we will be promoting innovation with a focus on the following three themes.

The first theme is “development of new materials derived from wood fiber.” We are developing a variety of new materials to realize a recycling-oriented society by effectively utilizing the abundant forest resources we own in Japan and overseas. Specifically, wood-derived biomass plastics utilizing enzyme reaction and fermentation technologies, and biomass plastic films utilizing film forming technology. We are promoting development utilizing core Group technologies, such as cellulose nanofibers using nano-fibrillation technology, cellulose mats applying non-woven fabric manufacturing technology, and cellulose composites leveraging mixing technology.

The second theme is “challenge to the medical and healthcare field.” Specifically, we are working on developing pharmaceutical products using hemi-cellulose, a main component of wood, as a raw material; and large-scale cultivation of medicinal plants utilizing our forest-tree breeding technology. In addition, utilizing proprietary technology, we are promoting the development of cell culture substrates for controlled cell orientation, which are expected to contribute to regenerative medicine.

The third theme is “development of eco-friendly paper products.” Utilizing various paper products to achieve things such as CO₂ emissions reductions and reduce plastic usage is something that can only be accomplished by a company as knowledgeable about paper as we are. In order to meet a broad array of needs for environmental friendliness, we are promoting a variety of innovations. Examples include the development of plastic-free solutions utilizing paper products, and lami-nated paper which can be recycled leveraging our paper production technology.

People around the world are holding great expectations for sustainable forest resources. We believe there are innovations which can only be achieved by a company like us which has long and dedicated experience in dealing with forest resources. By going back to the basics once again and reexamining the “Purpose” of the Oji Group, we will promote value creation to achieve our future goals.

Green Innovation which Effectively Leverages Forest Resources toward Solving Social Challenges

Development of New Materials Derived from Wood Fiber

- Biomass plastics
- Biomass plastic films
- CNF (Cellulose nanofiber)
- Cellulose composites
- Cellulose mats
- Bioethanol
- Lamination technology
- Paper manufacturing technology
- Paper
- Coating technology
- Lamination technology
- Non-woven fabric manufacturing technology
- Adhesive processing
- Recycling-friendly paper products
- Plastic-free solutions
- Corrugated container manufacturing technology
- Recycled paper
- Plastic-free solutions
- Recycling-friendly paper products
- Paper
- Coating technology
- Lamination technology
- Paper manufacturing technology
- Paper
- Coating technology
- Lamination technology
- Paper manufacturing technology
- Corrugated container manufacturing technology
- Raw wood
- Refining technologies
- Forest tree breeding technology
Wood-derived Cellulose Nanofiber to Reduce Material Weight and Environmental Burdens

**CNF (Cellulose nanofiber)**

Cellulose nanofiber (CNF) is produced by nanofibrillation of pulp to a nanometer order \((1\, \text{nm} = 0.000001\, \text{mm})\), and is expected to contribute to the reduction of environmental burdens by replacing conventional functional materials derived from petroleum and mineral. We aim to apply CNF in a wide variety of fields, leveraging its functions and characteristics such as transparency, lightweight, durability, high resistance to deformation, and high viscosity.

There are increasing applications of our CNF in sports products, cosmetics, and on construction sites. In order to accommodate a wider variety of needs, we will work on the development aiming to promote further practical applications.

**Development of cellulose nanofiber and natural rubber composites**

Natural rubber is a bio material derived from extract of trees such as *hevea brasiliensis*. Due to recent efforts to realize a decarbonized society, it is expected to replace petroleum-based synthetic rubbers. Normally, natural rubber is reinforced by adding fillers such as carbon black. Although these existing fillers can increase strength of rubber materials, there are some issues such as loss of ductility and resilience (ability to return to their original shape after being deformed for a long time). Using our CNF as a new reinforcing filler for natural rubber, we found it has the potential to solve these issues.

Going forward, we will explore the possibility of deploying this new composite to the market, and establishing the mass production technology.

**Light and Strong Less-Plastic Materials Using Cellulose as Reinforcing Fiber**

**Wood-derived cellulose mats**

Mats using wood-derived cellulose fiber (pulp) as reinforcing fiber (cellulose mats) help reduce the consumption of petroleum-derived plastic by up to 70%. We have found that a molded product using cellulose mats shows much higher rigidity (flexural modulus) and impact strength than conventional plastics. We have now started providing cellulose mat samples.

We will continue the product development toward practical automotive applications.

**Biodegradable Plastic-Cellulose Composites to Reduce Environmental Burdens**

**Cellulose composites, Resoil-Green**

We are developing resin materials that are composites of biodegradable plastics and wood-derived cellulose (pulp). Since the product uses pulp, it can achieve high degree of biomass as well as high biodegradation rate. In addition, the product improves various properties of resin such as strength and stiffness. Since all raw materials of the products are biodegradable in soil, the products can contribute to reducing environmental burdens. Even if unwise discharges to the environment occur, those will be decomposed in the natural environment.

Currently, the product is well accepted by many customers, and we are working so that it will be adopted for a wide variety of applications.
Challenge to the Medical and Healthcare Field

As the super-aging society progresses and interest in extending healthy life expectancy grows, there is a need for new and different forms of medicine and healthcare. The Oji Group is challenging a new field beyond our traditional businesses through our efforts to utilize forest resources for medical and healthcare field.

Drug Discovery from Forest Resources

Wood-derived pharmaceutical products

The Oji Group aims to contribute to human and animal health through the development of “sulfated hemicellulose.” Sulfated hemicellulose is a compound obtained by chemically modifying “hemicellulose,” one of the major components of wood. Our joint research with companies and universities in and outside Japan confirms that it has anti-inflammatory and anti-coagulant effects. In addition, this compound is similar, in terms of chemical structure and pharmaceutical effect, to heparin, an animal-derived pharmaceutical product used all over the world. By replacing this animal-derived pharmaceutical product with wood-derived one, it is expected to accommodate a wide range of needs.

While we are currently filing a prior application for arthritis drug for animal use, we will develop into a drug for human use and work on the development of the pharmaceutical business, leveraging the property of being derived from wood.

Nanostructure Technology for Regenerative Medicine and Drug Discovery

Cell culture substrates for controlled cell orientation

The Oji Group is developing cell culture substrates with a fine structure, by applying one of the semiconductor manufacturing process. While research on regenerative medicine and drug discovery using “IPS cells,” which can develop into any cell, is actively carried out, there is an issue that immature IPS cells must be matured in order to be used for regenerative medical purposes. Focusing on the fact that human cardiomyocytes are “oriented” in vivo, we have developed culture substrates that induce cell orientation. This product is a cell culture substrate fabricated by our original technology, that has nanorod regions with a pitch of several hundred nm and planar regions interlaced in parallel stripes. It is confirmed that IPS cardiomyocytes cultured on this substrate enable reproduction of cell orientation similar to that in vivo, activating genes work like mature cells. We are currently conducting joint research with Juntendo University, etc.

We will continue to promote use of this product toward regenerative medicine and drug discovery applications.

Stable Supply of High Quality, Domestically Grown Raw Materials for Chinese Herbal Medicines

Licorice, which is used in many Chinese herbal medicines, is imported from abroad (China), and domestic production is required due to fears of resource depletion in exporting countries and export restrictions. The Oji Group is applying its forest tree breeding technology to develop cultivation techniques within Japan, and has succeeded in conducting a demonstration test at our farm. In order to expand our business scale, we are now exploring the possibility of mechanized large-scale cultivation.

Development of Eco-Friendly Paper Products

Using a Variety of Paper Products to Solve Various Environmental Issues

Toward solving environmental issues, such as reduction of CO2 emissions and plastic consumption, the Oji Group establishes new business models using various eco-friendly paper products to provide solutions to accommodate a wide variety of needs.

Recycling-friendly Paper Products

Laminated paper using plant-derived polyactic acid

When disposing of ordinary laminated paper as combustible waste, combustion of petroleum-derived plastic layers results in CO2 emissions from fossil fuels. Since plastic layers of the laminated paper we developed use plant-derived polyactic acid, combustion of the paper does not increase CO2 in the atmosphere. In addition, this laminated paper is biodegradable under compost conditions.

Aqueous coated paper cup base

Traditional paper cups, made of plastic laminated paper, are not suitable for recycling and are generally treated as combustible waste. We have leveraged the technology cultivated in our paper manufacturing and successfully developed paper cup base which has water and oil resistance and heat sealability required for paper cups and is recyclable under the existing paper recycling system, by applying special aqueous resin to the cup base in a thin and even manner.

Sustainable Solutions (Paper Products which Accommodate a Wide Variety of Eco-friendly Needs)

Food trays that lead to both plastic reduction and food loss reduction

Cardboard that enables prolonged shelf life and attractive presentation of fresh foods

Sustainable, heat-sealable package

Example of experiment using “cell culture substrates for controlled cell orientation”

Example of experiment using “cell culture substrates for controlled cell orientation”

Hemicellulose

Sulfated hemicellulose

25%

50%

Cell culture substrates for controlled cell orientation

(Culture of human IPS cell-derived cardiomyocytes)

(Culture of human cardiomoyocyte tissue interlaced by green fluorescent cell culture substrate in vivo)

Example of experiment using “cell culture substrates for controlled cell orientation”

Sulfated hemicellulose

- Anti-inflammatory effect
- Anti-coagulant effect

Under development for use in pharmaceutical products
- Arthritis drug for animal use
- Anti-coagulant drugs

Plastic packaging

Paper packaging

60% reduction

- Tapered paper tray with MAP capabilities

This is a paper-based tray with a resin film that covers the surface. MAP can extend shelf life.

- FlatSkin®

This is a package that is separable into cardboard and film. The vacuum packaging of meat can suppress drip, and printing on the cardboard offers attractive presentation of foods.

- All paper-made blister pack

This is composed of three pieces; paper-board made top, tray and divider. Without the use of plastic films, it will secure and protect products inside. Printing on and window holes of this product offer attractive presentation of daily goods inside.
Business Overview

Oji Holdings Corporation

Net Sales ¥1,470.2 billion
Operating Profit ¥120.1 billion

Changes in Net Sales and Operating Profit

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Sales (¥ billion)</th>
<th>Operating Profit (¥ billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>1,510.0</td>
<td>110.2</td>
</tr>
<tr>
<td>2019</td>
<td>1,507.6</td>
<td>106.1</td>
</tr>
<tr>
<td>2020</td>
<td>1,359.0</td>
<td>84.8</td>
</tr>
<tr>
<td>2021</td>
<td>1,472.2</td>
<td>120.1</td>
</tr>
<tr>
<td>2022 (q1)</td>
<td>1,700.0</td>
<td>105.0</td>
</tr>
<tr>
<td>2022 (q2)</td>
<td>1,800.0</td>
<td>150.0</td>
</tr>
</tbody>
</table>

Industrial Materials COMPANY

Main businesses: Container/board/corrugated containers, Boxboard/folding cartons, Packaging materials/paper bags
Affiliated companies

- Domestic: 43 companies
- Overseas: 44 companies

Household and Consumer Products COMPANY

Main businesses: Household papers, Disposable diapers
Affiliated companies

- Domestic: 1 company
- Overseas: 6 companies

Earnings structure

- Net Sales Composition Ratio: 40.3%
- Operating Profit: ¥700.7 billion
- Net Sales Composition Ratio: 10.6%

Functional Materials COMPANY

Main businesses: Specialty paper, Thermal paper, Adhesive products, Film
Affiliated companies

- Domestic: 9 companies
- Overseas: 12 companies

Earnings structure

- Net Sales Composition Ratio: 18.1%
- Operating Profit: ¥184.7 billion
- Net Sales Composition Ratio: 14.0%

Forest Resources and Environment Marketing COMPANY

Main businesses: Pulp, Energy, Plantation services, Lumber processing
Affiliated companies

- Domestic: 15 companies
- Overseas: 15 companies

Earnings structure

- Net Sales Composition Ratio: 17.0%
- Operating Profit: ¥314.5 billion
- Net Sales Composition Ratio: 17.0%

Printing and Communications Media COMPANY

Main businesses: Newsprint, Printing and Publication paper, Communications paper
Affiliated companies

- Domestic: 7 companies
- Overseas: 1 company

Earnings structure

- Net Sales Composition Ratio: 14.0%
- Operating Profit: ¥244.5 billion
- Net Sales Composition Ratio: 7.0%

Corporate Management Group and Shared Service Companies

Main businesses: Real estate, Engineering, Trading business, Logistics, etc.
Affiliated companies

- Domestic: 17 companies
- Overseas: 16 companies

Earnings structure

- Net Sales Composition Ratio: 17.0%
- Operating Profit: ¥296.5 billion
- Net Sales Composition Ratio: 17.0%

* Net sales and operating profit of Oji Holdings Corporation include adjustments (primarily those for internal transactions).

Non-consolidated net sales, net sales composition ratio and operating profit do not include adjustments (primarily those for internal transactions).
We aim to be a “lifestyle and social support enterprise” that contributes to the prosperity of society by providing materials and technologies that are closely tied to people’s day-to-day lives.

Takayuki Moridaira
President, Household and Consumer Products COMPANY
Executive Officer
Oji Holdings Corporation

## Household and Industrial Materials Businesses

### Business Overview

The Household and Industrial Materials Business has production and sales structures that integrate material and converting from base paper manufacturing to product processing and packaging design for the packaging materials that are essential to industry such as corrugated containers, folding cartons, and paper bags and respond in a timely manner to customer needs.

- **Corrugated container business**
  As well as corrugated containers used in foodstuffs, daily products, electronics, and other areas, we also offer heavy-duty packaging materials used for transporting mainly industrial parts. We also provide automatic packaging systems adjusting the packaging dimension in order to fit each product size inside.

- **Folding carton business**
  For folding cartons used in a range of fields including confectionaries, cosmetics, and pharmaceuticals, we are combining aesthetically pleasing base paper with structural design tailored to the application and appealing graphics, thereby further enhancing the value of our customers’ products.

- **Paper bag business**
  We handle a wide range of customer needs—from heavy-duty sacks for packaging used for safe and secure transport of various products, through to paper bags that are used for packaging of retail products and also play a role in sales promotions, and bags for home delivery, which are seeing increased demand given the growth in online shopping.

### Expansion & Enhancement of Corrugated Container Business in Greater Tokyo Area, Japan

To further strengthen our business base in the Kanto region where the demand for corrugated containers is expected to markedly increase, we are constructing an integrated plant for manufacturing the base paper and processing it for making corrugated containers in Utsunomiya City, Tochigi Prefecture (scheduled to complete construction in January 2023). We intend to enhance our competitive strength by having an integrated plant.

At the same time, as part of its initiatives to restructure the manufacturing system for base paper, we completed the modifications of the Oji Paper Tomakomai Mill newsprint production facilities for the production of containerboard and kraft paper (started operation in October, 2021), followed by the relocation of a special liner and special paperboard machine from Nayoro Mill of Oji Material to the same mill (started operation in April 2022).

To further reinforce earnings bases through the integration of material and converting, a range of investments are planned.

"OJI FLEX PACK’AGE," automated packaging system

We sell “OJI FLEX PACK’AGE,” automatic packaging system, which helps packaging adjust flexibly to the product size, and fanfold corrugated sheets “Rakudan,” its packaging material. The introduction of these products helps save packaging labor, reduce packaging materials, and reduce CO2 due to reduction of delivery burden. This initiative received recognition for its eco-friendliness and improvement and rationalization of packaging, winning four awards including the Logistics Grand Prize, “SDGs Social Contribution Award.”

Going forward, accelerating market deployment of the automated packaging system and ensuring a stable supply system by increasing our supply bases for “Rakudan,” we will continue new development including collaboration with partner companies so that the system can be a solution that our customers use with more confidence.

## Changes in Net Sales Composition Ratio, Net Sales and Operating Profit

<table>
<thead>
<tr>
<th>Segment Overview</th>
<th>FY2021 Logistics Grand Contribution Award”</th>
<th>FY2020 Logistics Grand Contribution Award”</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2021 Sales</td>
<td>¥880.0 billion</td>
<td>¥700.7 billion</td>
</tr>
<tr>
<td>FY2021 Operating Profit</td>
<td>¥18.0 billion</td>
<td>¥26.1 billion</td>
</tr>
</tbody>
</table>

### Integrated plant for corrugated containers in Tochigi Prefecture (under construction)

"OJI FLEX PACK’AGE," automated packaging system
Liquid Packaging Carton Business
In September 2020, we established a joint company with ISHIZUKA GLASS Co., Ltd. and entered the liquid packaging carton business. To move away from our former dependence on overseas sources of base paper, Oji Material started production of milk carton base paper for the first time in Japan in August 2021. This enables an integrated production in Japan from raw material pulp manufacturing to printing and converting, as well as a stable supply of safe and secure Japan-made milk cartons. Going forward, we will aim to expand this business outside in Japan where demand is expected.

Further Expansion & Enhancement of Packaging Business in Southeast Asia, India and Oceania
To meet the increasing demand for packaging in various regions, we own a total of 47 manufacturing bases in 9 countries throughout Southeast Asia, India, and Oceania, and we are developing our business in the countries.

In Southeast Asia and India, we further enhanced and expanded our business base for containerboard and corrugated containers in an integrated manner by starting operation of a new containerboard machine in Malaysia, starting operation of new corrugated container plants—two in Malaysia and one in Vietnam, and acquiring a corrugated containers company in India, all of which were conducted from 2021 to 2022. In addition, we are constructing a new corrugated container plant in Vietnam to start operation in 2023. In Oceania, in addition to a new plant in Christchurch which was relocated and started operation in 2022, we will explore the possibility of further expanding the corrugated container business. We will also work on the development of plastic alternative products to respond to the expected growing demand.

Main Overseas Sites

- **Thailand**
  - Corrugated containers: 1 / Corrugated containers & Filing cartons: 2

- **India**
  - Corrugated containers: 4

- **Cambodia**
  - Corrugated containers: 3

- **Myanmar**
  - Corrugated containers: 1 / Flexible packaging: 1

- **Vietnam**
  - Corrugated containers: 7 / Folding cartons: 1 / Paper bags: 2

- **Malaysia**
  - Containerboard: 2 / Corrugated containers: 10 / Flexible bags: 1

- **New Zealand**
  - Containerboard: 1 / Folding cartons: 1 / Paper bags: 1

- **Indonesia**
  - Corrugated containers: 1

- **Australia**
  - Corrugated containers: 4

- **New Zealand**
  - New corrugated container plant in the north (2022-)
  - New corrugated container plant in the south (2022-)

- **Vietnam**
  - New corrugated container plant in Johor (2022-)
  - New corrugated container plant in Selandor (2023-)

- **New Zealand**
  - New construction & relocation of Christchurch corrugated container plants (2022-)

Filter Business
Due to the spread of COVID-19, the demand for ventilators and air purifiers is increasing. In our filter business, we manufacture and sell “Energy recovery ventilators element” which is the core parts of a ventilators and “Coated deodorizing filter” for air purifiers, and continue to steadily expand the business with the start of operation of the second filter factory in China in November 2020.

“Deodorizing filter by application” we newly developed in 2021 was adopted for air purifier 2022 model manufactured by Daikin Industries. Deodorizing filter by application has unique “multi-layer” structure where a thin filter is layered while changing directions, which helps dramatically increase the efficiency of contact with air, bringing an advantage that the strong deodorizing continues for a long period of time. The filter works well at places or situations with smells, such as entrance, nursing care facilities, life with pets and bathrooms.

We will continue to work on the expansion of the filter business and the development of various filter products which meet customers’ needs.

Sustainable growth through business expansion
S.Pow & Print Public Co., Ltd. has many years of business experience in the south of Thailand, with strong reputation in the market. Our market share in the area ranks first for the folding carton business, and second for the corrugated container business.

To respond to customers’ growing needs particularly for rubber gloves and maintain our status in the market, we undertook investment in key equipment in 2022 to introduce new two offset printing machines.

We strongly believe that this investment will contribute to the double digit growth of sales in our folding carton business, in line with which, it will also contribute to the corrugated container business.

While steadily capturing business opportunities and overcoming challenges and issues, we will fully devote ourselves to playing a part in the Oji Group’s growth strategy in Southeast Asia.

A new plant in Utsunomiya City, Tochigi Prefecture, which is an integrated plant for manufacturing the base paper and processing it for making corrugated containers and will install solar power equipment (scheduled to be completed in March 2023), can reduce GHG emissions associated with delivery of base paper. Therefore, the plant is positioned as a model plant toward the realization of our initiatives for GHG emissions reduction.

We are also working to install solar power equipment in existing plants if their weight does not exceed the allowable roof load or when the roof is repaired, and examining the possibility of fuel conversion for coal-fired boilers.

We will work on initiatives for environmental issues along with business expansion.

**Voice**

Wuthichart Anarsuthivara
S.Pow & Print Public Company Limited
Chief Executive Officer

**Topics – Sustainability –**

A new plant in Utsunomiya City, Tochigi Prefecture, which is an integrated plant for manufacturing the base paper and processing it for making corrugated containers and will install solar power equipment (scheduled to be completed in March 2023), can reduce GHG emissions associated with delivery of base paper. Therefore, the plant is positioned as a model plant toward the realization of our initiatives for GHG emissions reduction.

We are also working to install solar power equipment in existing plants if their weight does not exceed the allowable roof load or when the roof is repaired, and examining the possibility of fuel conversion for coal-fired boilers.

We will work on initiatives for environmental issues along with business expansion.
Enhancement of Branding and Expansion of Sales of Household Paper Products in Japan

In our household paper business, we obtained the first FSC™ certificate in the industry, and aim to develop items such as eco-friendly products that use biomass ink and paper instead of plastic film, and high-quality products exemplified by “Hana Celeb,” resulting in further improvements in value for the “nepia” brand. We are responding to market trends such as by producing extra-long toilet rolls at the Edogawa Mill, which started commercial production in the fall of 2020 and built a new warehouse within the mill in August 2022. By integrating the household paper processing and distribution bases, we intend to enhance our competitive strength in the household paper and disposable diapers market in the Kanto region.

For the disposable baby diaper business, we are developing products both in Japan and overseas under the unified brand name “Genki,” which was renewed in April 2021. By that, we strive to enhance the value of the “nepia” brand and expand sales. In Malaysia, we have increased production capacity by restructuring the production system, including the introduction of a new disposable diaper processing machine. In Indonesia, we are working to secure cost competitiveness and strengthen our business base by manufacturing and selling disposable diapers at a local disposable diaper factory of a joint venture company, thereby further expanding our business, including in neighboring countries. In China, we are also incorporating local consumer needs and expanding sales of thin products. We have also been expanding the exports from Japan, mainly by strengthening Vietnamese sales with the scaling up of local retail business.

In the field of disposable diapers for adults, we installed a new processing machine in Fukushima Mill aiming to start commercial production in the fall of 2022 in response to the expected growth in the population requiring nursing care and support. We will continue to develop products that address the issues faced by Japan's aging population in the field of nursing care.

Based on the development of products that emphasize environmental friendliness and quality, we aim to further enhance recognition of “nepia,” develop new products and create value, while adapting to customer needs and changing times.

Disposable diapers for adults

We are offering “nepia Tender” series for medical and welfare facilities. To realize “co-creating nursing care,” more comfortable nursing care for both the providers and the receivers, we are providing new solutions, products and services through working together with them. In August 2021, we launched “nepia Tender, tape-type, smaller L size,” which delicately responds to changing body forms of users to fit them better. In March 2022, we also launched “Wet towel,” “Buttons wipe,” “Buttons cleaning liquid,” “Tsurunotan-sa,” and “Nursing care towel, oshibori-no-moto,” now offering a lineup of products designed to reduce the burden of nursing care.
Functional Materials Business

We aim to expand the business by enhancing the added value of existing products and strengthening sales activities for new products.

Shigeki Aoki
President, Functional Materials COMPANY
Executive Officer
Oji Holdings Corporation

Specialty Papers Business
The Specialty Papers Business has a lineup of products with advanced special functions such as electrical material paper including insulation materials, dry pulp non-woven fabric excellent in bulkiness and liquid retention, and glass paper excellent in size stability and heat resistance.

Imaging Media Business
The Imaging Media Business at the Oji Group develops thermal recording media that meet customer needs for household, industrial, logistic, medical and other various uses, leveraging diverse coating technologies such as thermal and inkjet technologies, boasting a top class global market share.

Adhesive Products Business
Using proprietary adhesive force control technology, the Adhesive Products Business handles from familiar products like food/beverage labels, courier labels, adhesive tape for packaging, and wound dressings to less familiar, special applications like aluminum tape for construction material and forgery prevention tape.

Film Business
The Film Business handles films for capacitors, essential materials in the power supply units of eco-friendly vehicles, developed based on its thin film technology that produces the world's thinnest films, and optical double-sided adhesive films and hard-coated films that are adopted for smartphones and other precision devices.

Activeely Develop High-function and Eco-friendly Products
In Japan, we are strengthening the foundation of our existing business by continuously reviewing our production system in response to changes in the demand structure of the functional materials market, thereby enhancing competitiveness and profitability. We have continued to work on the rapid development of high-performance, high-value-added products, and developed an automotive window film that combines high heat shielding properties and light transmittance, both of which had been difficult to achieve in the past. “MEGURISH (cotton),” a recyclable resource mixed papermaking that combines conventionally discarded fibers, scraps, and recovered clothing as paper raw materials, and “kinarito,” a biodegradable nonwoven fabric material made mainly from plant-derived cellulose and polyolactic acid.

In addition, in response to the global shift to a decarbonized society and the rapid spread of electric vehicles, we have decided to add two production facilities in the Shiga Mill for polypropylene film used in capacitors for motor drive controllers of electric vehicles (scheduled to start operation in 2023 and 2024, respectively). As a result, the production capacity is expected to double from the February 2022 level.

SILBIO series
In the midst of the growing needs for paper products as replacement for plastic packaging, “SILBIO series” has a lineup well-suited for light packaging applications in various fields, including a product that not only provides barrier property to paper packing materials but also has barrier and light-shielding properties as high as aluminum deposited film, a product that has transparency and barrier properties, a product that requires no sealant such as PE, which has oxygen barrier property as high as EVOH, and moisture barrier property as high as LDPE, preventing contents from diffusing moisture or scent.

“SILBIO BARRIER” which has oxygen barrier property as high as EVOH, and moisture barrier property as high as LDPE, prevents contents from diffusing moisture or scent.

“SILBIO ALBA,” aluminum deposited paper material which has oxygen barrier, moisture barrier, light-shielding and heat sealing properties, and is most suitable for applications requiring high barrier and conceality.

“SILBIO CLEAR” which has a transparent feature in addition to barrier and heat sealing properties, and is most suitable for packaging for items whose contents you want to show such as food and daily products.

“SILBIO EZ SEAL,” which has no barrier property, but is specialized in its easy heat sealing feature without using sealant, and is most suitable for secondary and delivery packaging for food, and industrial material packaging. SILBIO series products can bear a paper identification mark.

Currently, the SILBIO series, whose features are well accepted, is adopted as packaging materials for food and soap.


**“MEGURISH (cotton)”**

In the growing momentum to reduce waste from an environmentally friendly perspective, the clothing industry had an issue with disposing of fibers not used in end products and collected products. Oji F-Text developed “MEGURISH (cotton),” a recyclable resource mixed papermaking that combines conventionally discarded fibers, scraps, and collected clothing as paper raw materials.

In collaboration with KUSUBASHI MONORI Co., Ltd., an established towel manufacturer in Imabari City, Ehime Prefecture, which is famous for its textile industry, we worked on processing residual towel yarn and scraps generated in its manufacturing process into raw materials for paper, and succeeded in the development of this product by leveraging the Oji Group’s paper and pulp manufacturing technology. The product is adopted for gift boxes and packaging paper for its high-end towel brand.

**Expanding Global Sales of Imaging Media Business and Enhancing Competitiveness Including Printing and Converting**

Overseas, we have completed to enhance and expand facilities to practically double production capacity and started full operation in Brazil in order to meet strong demand for thermal paper in South America. In Europe, we have decided to expand thermal paper facilities (scheduled to start operation in January 2024). In addition, in September 2022, Adampak Group, a high performance label printing and converting company with its business bases in Southeast Asia and China, became a member of the Oji Group. This addition of the high performance label business for electric products and healthcare products to the thermal paper and adhesive paper business already operating in Thailand and the high performance label printing/converting and cutting/converting business in Malaysia has enabled the integrated production from base paper manufacturing to converting. We are continuing to respond to the demand expected to grow in the Asian area.

We are working to expand our business in line with the economic development in the emerging markets such as Southeast Asia, South America, the Middle East and Africa, and aiming to strengthen competitiveness at existing locations. Based on the Group’s core technologies which are strengths we have cultivated to date in “papermaking,” “converting (functional and adhesive coatings),” and “film forming,” we are advancing our development of eco-friendly materials and products in anticipation of market needs and proactively working to expand into new business areas so as to promptly provide products and services that exceed expectations.

“MEGURISH (cotton)” serves as an effort to create new value through reusing/upcycling fibers for raw materials for paper instead of disposing of them. In addition, since different fibers are blended for each production, the color and texture vary a little, depending on production lots. We are proposing this randomness as new value.

**Main Overseas Sites**

**Asia**

- **China**
  - Sunshine Oji (Shouguang) Specialty Paper
    - Production/sales of decorative base paper
    - Oji Kinosaki (Shanghai)
      - Converting/sales of dry pulp non-woven fabric
      - Converting/sales of thermal paper, etc.
- **Thailand**
  - Oji Paper (Thailand) [OPT]
    - Production/sales of thermal paper and carbonless paper
  - Oji Label (Thailand) [OLT]
    - Production/sales of adhesive paper/film and release paper
- **Malaysia**
  - Tele-Paper Malaysia [TP]
    - Printing/converting of thermal paper, etc.
  - Hyper-Region Labels [HRL]
    - Printing/converting of label, etc.

**Europe**

- **Germany**
  - Kanzan Spezialpapiere [KANZAN]
    - Production/sales of thermal paper, etc.

**North America**

- **United States**
  - Kanzaki Specialty Papers [KSP]
    - Production/sales of thermal paper, etc.

**South America**

- **Brazil**
  - Oji Papiers Especiais [OPE]
    - Production/sales of thermal paper, carbonless paper

**Voice**

**Huang Chun Wei (James)**

Oji Paper (Thailand) Ltd.
Deputy Managing Director, Mill Manager

Bright future of thermal paper business

I have been working for paper converting companies for more than 20 years. In early 2018, I started working for Tele-Paper in Malaysia, and then in 2020, I was appointed as Mill Manager of Oji Paper (Thailand).

Seeing a gradual growth in consumption of label-grade thermal paper used for logistics carton, in addition to POS receipt in the thermal paper market in Southeast Asia, we strongly believe the thermal paper business has a bright future.

Thermal paper enables printing of variable information, and the preserving quality of the printed information is being advanced. Thermal paper is now indispensable to our life, i.e., as Mill Manager, am committed to ensure stable supply of high quality products to our customers.

We will continue to show our presence as a leading company in the thermal paper and non-carbon paper business.
We are comprehensively leveraging assets owned by the Group, including pulp, renewable energy, afforestation, and lumber processing to promote enhancement of the business.

Yuji Onuki
President, Forest Resources and Environment Marketing COMPANY
Oji Holdings Corporation

Pulp Business
We produce a diverse lineup of pulp grades including hardwood kraft pulp, softwood kraft pulp, and dissolving pulp. With 2.5 million tons per year market pulp supply capacity, we are boosting sales globally including in Asia, Europe and North America.

Energy Business
We are promoting the electric power generation business by establishing and expanding electricity generation facilities using renewable energy, including wood biomass, hydroelectric power, and solar power. Leveraging our sites in Japan and overseas, we are also working to strengthen purchase and market supply of biomass fuels in line with the energy business expansion.

Lumber Processing Business
We are expanding production capacity, and are purchasing and selling lumber and processed lumber products, primarily in Asia and Oceania. In Japan, we are also seeking to strengthen profitability through sales expansion in the building materials field and other measures. We’re expanding sales at offices we established in China and Southeast Asia.

Forest Plantation Business
We grow and manage company-owned forests in Japan and overseas. Harvested wood are supplied for pulp raw materials, as well as for a range of applications such as lumber, plywood materials, and biomass fuels. With the goal of 400,000 ha of overseas forest plantations, we are also acquiring lands and expanding forest plantations.

Fuels/Chemicals and Other Material Procurement Business
Our centralized purchasing team buys a variety of chemicals and raw materials that are competitive and sustainable. We are committed to environmentally sustainable and socially responsible procurement in complying with Oji Group Partnership Procurement Policy.

Expanding Renewable Energy and Other Energy Businesses

In the energy business, we are expanding the business with the aim of expanding the use of renewable energy. A biomass power generation facility in Tokushima Prefecture being built as part of a joint venture with ITOCHU ENEX CO., LTD. is preparing for operations to begin in 2022. Additionally, we are reinforcing the biomass fuel business in conjunction with expansion of the energy business. In Japan, we are increasing production of fuel woodchips by making use of unused wood resources. Overseas, efforts to increase procurement of palm kernel shells for use as fuel continue in Indonesia and Malaysia, while ensuring lawfulness and maintaining sustainability.

Oji Group’s Power Generation Sites

<table>
<thead>
<tr>
<th>Oji Green Energy Tokushima</th>
<th>Operation to commence in 2022 (within the Oji Paper Tomicks Mill)</th>
<th>Generating capacity: 74,960 kW</th>
<th>Joint venture with ITOCHU ENEX</th>
</tr>
</thead>
<tbody>
<tr>
<td>Others</td>
<td>Initiatives that seek to contribute to the development of a low-carbon society including the fuel procurement business for biomass power generation, hydroelectric power business, and other businesses</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Changes in Electricity Sales

![Changes in Electricity Sales](image)

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022 Planned</th>
<th>2022 Planned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales (GWh)</td>
<td>1,860</td>
<td>1,860</td>
<td>1,860</td>
<td>1,860</td>
<td>2,200</td>
<td>2,200</td>
<td>2,200</td>
</tr>
</tbody>
</table>

Changes in Net Sales Composition Ratio, Net Sales and Operating Profit

![Changes in Net Sales Composition Ratio, Net Sales and Operating Profit](image)

<table>
<thead>
<tr>
<th>Segment</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022 Planned</th>
<th>2022 Planned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales Composition Ratio (%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Sales</td>
<td>328.5</td>
<td>285.6</td>
<td></td>
<td>314.5</td>
<td>420.0</td>
</tr>
<tr>
<td>Operating Profit (¥bn)</td>
<td>26.8</td>
<td>21.7</td>
<td></td>
<td>24.3</td>
<td>37.5</td>
</tr>
</tbody>
</table>

Afforestation and lumber processing initiatives for profitability improvement

With the goal of 400,000 ha of overseas forest plantations, we are also acquiring lands and expanding forest plantations.

Joint venture with ITOCHU ENEX

Operation to commence in 2022 (within the Oji Paper Tomicks Mill) Generating capacity: 74,960 kW Joint venture with ITOCHU ENEX CO., LTD. is preparing for operations to begin in 2022. Additionally, we are reinforcing the biomass fuel business in conjunction with expansion of the energy business.
Enhancement and Expansion of Pulp Business

In the pulp business, we continue to implement strategic profit measures at key business sites to reinforce business foundations that are resilient to fluctuations in pulp markets.

**CENIBRA (Brazil)**
- Enhance cost competitiveness and sales capabilities, and consider production increase, upon holding all voting rights of the company in May 2021
- Install most advanced & work saving manufacturing facilities

**Pan Pac (New Zealand)**
- Consider production increase to meet growing demand for folding cartons
- Made the company a wholly-owned subsidiary in March 2022
- Implement measures to stabilize operations, improve yields, and conserve energy by introducing Oji Group’s know-how and operational management methods

**Oji Fibre Solutions (New Zealand)**
- Consider production increase to meet growing demand for folding cartons
- Install most advanced & work saving manufacturing facilities

**Main Overseas Sites (Pulp Production Sites)**

- **Jiangsu Oji Paper**: 340,000 tons/year (China)
- **Japan (Mills in Japan)**: 160,000 tons
- **CENIBRA (Brazil)**: 1,200,000 tons
- **CENIBRA (Minas Gerais, Brazil)**: 600,000 tons
- **Pan Pac (New Zealand)**: 200,000 tons

Types of pulp:
- **Hardwood kraft pulp**
- **Softwood kraft pulp**
- **Dissolving pulp**
- **Pulp for cement**
- **BC-TMP**

Dissolving pulp
- Consider production and sales increase of dissolving pulp with growth potential in light of increasing demand for apparel

Expanding Lumber Processing Business

**Utilization and expansion of company-owned forests in Japan**

- The Oji Group owns and manages 188,000 ha of forests in Japan. This is the largest of all forests owned by private corporate entities in Japan. The Group initially owned forests for producing raw materials for paper. However, later, we have been enhancing the multiple values of forests, including growing raw wood for lumber production and environmental contribution through forest management.
- Promote effective utilization of existing company-owned forests through forest road development and promote acquisition of new forests.
- Promote value added utilization of raw wood in our company-owned forests through integration with the lumber production business, including strengthening synergies with Oji Yoshimoto Ringyo and Oji Yoshimoto Seizai acquired in August 2021.
- Collect and utilize unused trees (branches, leaves, tree-tops and other tree parts generated during the felling) for biomass fuels
- Promote efficiency of planting work by using drones to transport seedlings

**Forest Resources and Environment Marketing Business**

- **Oji Group-owned forest (Engaru, Hokkaido)**: The forest plantation business (KTH) in Central Kalimantan, Indonesia, creates approximately 5,000 jobs for its planting, harvesting, converting and shipment services, thereby contributing to the local economy.
- **Social Contribution Activities**
  - In August 2021, the south of Central Kalimantan was hit by torrential rain, resulting in above floor flooding in 12 villages in South Arut and North Arut which are located near KTH’s place of business.
  - KTH provided relief goods (such as approximately 3 tons of rice, 7 thousand packages of rehydratable noodles and 200 boxes of water) to these villages through the Regent of Kobar.

Social Contribution Activities

- We will continue to assist local residents in cooperation with local governments.

Forestry Activities that Contribute to Achieving the Sustainable Development Goals (SDGs)

- The UN Strategic Plan for Forests 2017-2030 indicates that forestry activities contribute to achieving SDGs goals, and establishes six goals for international society to achieve by the year 2030. This section introduces the Oji Group’s initiatives towards the second Global Forest Goal, as an example.
- **Promote the Employment of Local Residents**
- The forest plantation business (KTH) in Central Kalimantan, Indonesia, creates approximately 5,000 jobs for its planting, harvesting, converting and shipment services, thereby contributing to the local economy.

- **Social Contribution Activities**
  - In August 2021, the south of Central Kalimantan was hit by torrential rain, resulting in above floor flooding in 12 villages in South Arut and North Arut which are located near KTH’s place of business.
  - KTH provided relief goods (such as approximately 3 tons of rice, 7 thousand packages of rehydratable noodles and 200 boxes of water) to these villages through the Regent of Kobar.
  - In response to this, Regent Nurhidayah stated, “I do appreciate KTH’s sincerity and involvement in the local community, and would like to expect similar assistance from other companies.”
  - We will continue to assist local residents in cooperation with local governments.

Working in the way of Team Spirit to achieve 1 million tons of pulp sales in 2022

- As the trading arm of Oji Group, Oji Paper International Trading (Shanghai) Co Ltd (OPIT) is dedicated to marketing pulp and forest-related products to customers in Asia. We have tried to increase pulp sales as much as possible since OPIT’s establishment in 2010. We finally have the chance to reach a milestone-1 million tons of pulp sales in 2022.
  - One million tons is not an easy target to fulfill. We are facing a bunch of challenges and uncertainties: the cooling down of the Chinese economy, global logistic constraints, cost inflation and margin deterioration pressures for suppliers and customers, and unpredictable financial markets.
  - We, however, have a strong sales team, experienced, energetic but more importantly have a strong team spirit. Also, the market diversification we have been exploring in recent years enables us to minimize the ups and downs risk and to materialize stable sales in today’s turbulent market environment.

Voice

James Li
General Manager, Business Unit, Oji Paper International Trading (Shanghai)
Printin g and Communications Media Business

We are increasing profitability and competitiveness by implementing the production system restructuring, etc. in light of demand structure trends through cooperation across group segments.

Collaboration with Other Group Segments by Maximizing the Use of Assets Owned

We are working to improve profitability and competitiveness, including building optimized production systems for the entire group through collaboration with other group segments by determining future demand trends, and maximizing effective use of pulp manufacturing facilities, biomass boilers, and other assets. In October 2021, we converted a new paper machine at Jiangsu Oji Paper (China) (started operating kraft pulp manufacturing facilities at Yonago Mill. In October 2021, we converted a new paper machine at Jiangsu Oji Paper (China) (started operating kraft pulp manufacturing facilities at Yonago Mill. In October 2021, we converted a new paper machine at Jiangsu Oji Paper (China) (started operating kraft pulp manufacturing facilities at Yonago Mill.

Fumio Shindo
President, Printing and Communications Media COMPANY
Senior Executive Officer
Oji Holdings Corporation

Printing and Publication Paper Business
We have various types of printing paper used for different applications including books, magazines, and catalogs, etc.

Communications Paper Business
We provide various output media for information processing systems, including copying paper and forms.

Enhancement of Competitiveness through Product Development

In these days, in connection with GX (green transformation) strategy on which importance is placed in business activities, products and services which contribute to the reduction of environmental burden are required to realize a decarbonized and sustainable society. Oji Paper meets our customers’ green procurement policy requirements, including by developing light weight printing paper which helps reduce greenhouse gases from production and transport of publications and expanding a lineup of FSC certified PPC paper products based on the principle of sustainable forest management. Working together with a publisher, we have also developed common-use pocketbook paper by integrating the qualities of paper products, each of which was used exclusively for each of the publisher’s labels. This contributes to the GX strategy in terms of increased logistics efficiency.

In the meanwhile, we are working on the review of our range of products and consolidation of paper products for offset printing in order to enhance efficiency and energy conservation in the manufacturing process. We also renewed paper products compatible with high-speed ink jet printers for business forms, with respect to which multi-product, small-lot printing will expectedly produce the effect of shorter delivery periods and stock reduction, and these renewed products are well received. As explained above, we capture market needs accurately and work on the product development which contributes to the reduction of environmental burden.

To reduce greenhouse gas (GHG) emissions to address climate change issues, we are proactively working to achieve Environmental Action Program 2030 including by improving production efficiency, continuing to reduce energy consumption, and utilizing renewable fuels and waste fuels. A key area for the reduction is the expanded use of non-fossil fuels and biomass fuels as alternatives to coal. We will make specific considerations on the conversion of these fuels, through “Tomakomai Mill #6 Boiler Fuel Conversion Experiment Project,” which was adopted by the Ministry of Economy, Trade and Industry for its “Subsidy for Design and Experiment Project toward Facilitation of Investment in Low-carbonization in Base Material Industry.” In addition, in connection with the effective use of resources (paper/water recycling), we are working to protect resources and reduce waste by promoting the use of recovered paper, and promoting the effective use of waste and water resources in our manufacturing processes. Furthermore, we are offering a wide range of environmentally friendly products such as FSC-certified paper, eco mark certified products, products compliant with the Green Purchase Act, thereby addressing environmental issues and contributing to the realization of a sustainable society.

“Oji Common Use Pocketbook Paper” we developed

Changes in Net Sales Composition Ratio, Net Sales and Operating Profit

Segment Overview

In FY2021, we had net sales of 244.5 billion yen (up 0.5 billion yen from FY2020) and operating profit of 17.8 billion yen (up 6.6 billion yen from FY2020). While demand for communications paper declined due to the growth of teleworking and the trend of digitization of office documents in addition to continued decline in demand for newspaper and printing paper for publication use, sales volume of printing paper for commercial printing use recovered in part to the rebound from the stagnation of economic activity. In addition, since the effect of higher raw materials and fuel prices was offset in part by thorough cost savings at each production process, sales and profits increased.

In FY2022, net sales of 257.0 billion yen (up 12.5 billion yen from FY2021) and operating loss of 2.0 billion yen (down 19.8 billion yen from FY2021) are planned.

Operating Profit

Sales forecast for FY2030: ¥150.0 billion

Sales forecast for FY2030: ¥150.0 billion

— Profitability —

— Green Innovation —

— Sustainability —

Non-financial Data

To achieve the Environmental Action Program 2030, we are planning to establish a target of ¥100 billion in capital spending for FY2021 and ¥160 billion in capital spending for FY2022, and with these additional investments, we aim to further accelerate our energy-saving efforts.

In terms of environmental burden, as of the financial year ended March 2021, the Group’s CO2 emissions were approximately 50% lower than in FY2010, the base year for the Environmental Action Program 2030. This improvement, together with the efforts to reduce water and energy consumption, is expected to further reduce the Group’s environmental impact.

In May 2021, the Oji Group released its ESG strategy, “GX,” which stands for Green, eXcellence, and has the objective of realizing a sustainable society. In line with this strategy, the Group has set out various initiatives and programs aimed at reducing its environmental footprint and promoting sustainability across its operations.

Enhancement of Competitiveness through Product Development

In these days, in connection with GX (green transformation) strategy on which importance is placed in business activities, products and services which contribute to the reduction of environmental burden are required to realize a decarbonized and sustainable society. Oji Paper meets our customers’ green procurement policy requirements, including by developing light weight printing paper which helps reduce greenhouse gases from production and transport of publications and expanding a lineup of FSC certified PPC paper products based on the principle of sustainable forest management. Working together with a publisher, we have also developed common-use pocketbook paper by integrating the qualities of paper products, each of which was used exclusively for each of the publisher’s labels. This contributes to the GX strategy in terms of increased logistics efficiency.

In the meanwhile, we are working on the review of our range of products and consolidation of paper products for offset printing in order to enhance efficiency and energy conservation in the manufacturing process. We also renewed paper products compatible with high-speed ink jet printers for business forms, with respect to which multi-product, small-lot printing will expectedly produce the effect of shorter delivery periods and stock reduction, and these renewed products are well received. As explained above, we capture market needs accurately and work on the product development which contributes to the reduction of environmental burden.

To reduce greenhouse gas (GHG) emissions to address climate change issues, we are proactively working to achieve Environmental Action Program 2030 including by improving production efficiency, continuing to reduce energy consumption, and utilizing renewable fuels and waste fuels. A key area for the reduction is the expanded use of non-fossil fuels and biomass fuels as alternatives to coal. We will make specific considerations on the conversion of these fuels, through “Tomakomai Mill #6 Boiler Fuel Conversion Experiment Project,” which was adopted by the Ministry of Economy, Trade and Industry for its “Subsidy for Design and Experiment Project toward Facilitation of Investment in Low-carbonization in Base Material Industry.” In addition, in connection with the effective use of resources (paper/water recycling), we are working to protect resources and reduce waste by promoting the use of recovered paper, and promoting the effective use of waste and water resources in our manufacturing processes. Furthermore, we are offering a wide range of environmentally friendly products such as FSC-certified paper, eco mark certified products, products compliant with the Green Purchase Act, thereby addressing environmental issues and contributing to the realization of a sustainable society.
Corporate Management Group and Shared Service Companies

Kyokuyo

Kyokuyo Co., Ltd. is a trading company that proposes and develops solutions to customers’ problems from users’ perspective. It purchases and sells various products of the Oji Group and other companies mainly in paper and packaging fields. These products include synthetic resin materials and products, packaging materials, chemicals, and machinery, from upstream (raw and other materials) to downstream (finished products). Leveraging its proposing ability, development ability and comprehensive ability to accommodate diversifying needs in the changing social environment, it is working to evolve paper and packaging, pursuing to create a more enriched society.

Ginpo Pack

Ginpo Pack Co., Ltd. is a manufacturer which conducts integrated planning, production, and sales of plastic containers for food packing. It offers high-quality packages with unique packaging materials, using its many patents and state-of-art technologies. The new material “Pulfine” in which a high foaming ratio is realized with a single material, is more resistant to heat and more durable than ever and can reproduce steaming hot home cooking when using a microwave oven. Ginpo is also committed to the development of environmentally-friendly containers using plant-derived biomass plastic.

Oji Engineering

Oji Engineering Co., Ltd. leverages its technologies accumulated through paper manufacturing to offer one-stop engineering services ranging from facility design to operations. It actively pursues new services, including those relating to waste water treatment in the water environment business, and fuel handling facilities in the biomass power generation business. In addition, it is also promoting technical support for digital transformation (DX), such as enhanced safety education utilizing VR-simulated disaster experience, remote maintenance using drones equipped with thermographic cameras, as well as realization of working style reforms through improved operational efficiency using IoT technology.

Oji Logistics

As a shared service company, Oji Logistics Co., Ltd. operates mainly domestic and international logistics services for Oji Group products. In addition to the existing operations, this year it made full-scale entry to 3PL (third party logistics) services, using Utaya Branch as its base. It is now changed into a warehouse, operating 24 hours a day and 365 days a year as a hub for consumer goods and e-commerce whose demand is growing mainly in the Greater Tokyo area. It is also accommodating a change in the operating environment surrounding the logistics industry such as “Logistics 2024 Issue,” to earn trust from customers of the Oji Group and other companies.

Oji Real Estate

Oji Real Estate Co., Ltd. is a general developer active nationwide in the management and effective utilization of the Oji Group’s owned land and the development and sales of quality-oriented condominiums, single-family homes and developed residential land, as well as lease and management of office buildings, condominiums, and commercial facilities, and the renovation business. It also has a construction and design division (first-class registered architect office) with good reputation for its technical capability, and conducts design, supervision, and consultation in a wide range of areas including factories and plants as well as public and private facilities.

Oji General Hospital

Oji General Hospital has 440 beds (of which 8 are in the ICU) and 24 departments, providing advanced and quality medical care as a key hospital in the Higashi-Iburi and Hidaka medical area. It is designated as disaster base hospital, regional cancer treatment collaboration hospital, and regional perinatal maternal and child medical center, and also provides guidance and training for residents as a designated clinical training hospital. In addition, it has the nursing care facility for the elderly, “Care Life Oji,” in-house nursing care supporting office Oji, and the central regional comprehensive support center entrusted by Tomakomai City, working to provide secure and safe medical service.

Ishizuka-Oji Paper Packaging

Ishizuka-Oji Paper Packaging Co., Ltd. operates the paper beverage container business by combining the Oji Group’s expertise in manufacturing and processing paper with SHIZUKA GLASS Co., Ltd.’s expertise in processing and filling paper containers for a diverse range of contents. By having in place a domestic integrated production system covering papermaking of base papers through to laminate processing and beverage packaging, and selling superior filling equipment from both Japan and overseas, as well as providing service and maintenance, it is working to ensure the stable supply of high-quality, safe, and dependable products to dairy and beverage manufacturers throughout Japan.
Governance Strategy

Message from the Chairman

Managing the Board of Directors to Achieve Sustainability

Representative Director and Chairman of the Board, Oji Holdings Corporation

Masatoshi Kaku

My Mission as Chairman of the Board

- The best Board of Directors configuration and governance for the Oji Group in an extremely uncertain business environment
- Stepping away from the standpoint of a Corporate Officer and determining from what perspective to observe management and operations

In April 2022, I stepped down as CEO of the Oji Group and assumed my new position as Representative Director and Chairman of the Board. As Chairman of the Board, I will endeavor to ensure the Board of Directors fulfills its functions, and support new Group CEO Hironori Isomura and all of the officers in charge of Group management.

Today, the world is becoming an increasingly uncertain environment. In the current world, we are experiencing intense demand from international society to tackle global environmental problems such as climate change and imbalanced social and economic development. In addition, our lives and economic activity have been heavily affected by the COVID-19 pandemic, and it seems as if the demand structure and people's lifestyles, which have changed since the pandemic, will not return to what they were before COVID-19 even after the pandemic is over. Further, uncertainty in such international situations as the invasion of Ukraine pose major operational risks to the Oji Group, in addition to other risks, including the supply chain problems caused by the pandemic and the natural disasters expanding and conserving forests. In addition, as a corporate group which makes use of forest resources, the conservation of biodiversity is also a priority issue to us.

Sustainability Strategy Implementation and Risk Reduction Monitoring

- Complying with the TCFD recommendations and monitoring initiatives based on our Environmental Vision 2050
- Monitoring the environment, human rights, and occupational safety based on the Oji Group Partnership Procurement Policy and Oji Group Human Rights Policy
- Inclusion & diversity, and measures related to human resources

The origins of the Oji Group lie in the paper industry. Paper production starts with trees, and we have inherited a belief that “those who use trees are responsible for planting them.” Since long before the current focus on environmental issues, we have created to ensure a resource recycling-oriented business through forest recycling, water recycling, and paper recycling. In this day and age, a company which sacrifices the environment and society cannot survive. The Oji Group will continue to promote sustainable management in harmony with the environment and society.

The Oji Group positions its decarbonization initiative, a countermeasure against climate change, as one of its top priorities. In 2020, we formulated our Environmental Vision 2050 with the aim of achieving net-zero carbon by 2050, as well as our Environmental Action Program 2030 to serve as a milestone in realizing that vision. In the same year, we also endorsed the TCFD recommendations. As we also explained our decarbonization initiatives in detail elsewhere in this Integrated Report, we will steadily achieve decarbonization by taking a two-pronged approach, implementing measures to reduce GHG emissions at our manufacturing sites, and increasing absorption of CO2 by expanding and conserving forests. In addition, as a corporate group which makes use of forest resources, the conservation of biodiversity is also a priority issue to us.

The Commitments I Want to Convey to Our Stakeholders

- Starting our new Medium-term Management Plan, check points and key items for management observation going forward
- Board of Directors management which meets shareholders' expectations

The Oji Group started a new Medium-term Management Plan in this fiscal year. We will be promoting initiatives aimed at environmental issues and sustainability challenges as top priority items necessary for business survival. Our paper business is itself sustainable, and we will be transforming our business structure by focusing on growth financed by the sales of forest assets. Further, we will be promoting the development of wood-derived, next-generation materials and cultivating them as replacements for petrochemical products to create businesses which will serve as a future pillar of the Oji Group. Through these initiatives, our aim is to evolve Oji into a globally active corporate group with strength in green innovation. The Board of Directors will support Oji’s executive team through monitoring focusing on the following questions: Is Oji steadily resolving sustainability-related challenges? Is Oji engaging in appropriate risk assessments in difficult business environments? And is Oji making realistic decisions with regard to its investments in order not to just maintain the status quo but achieve long-term growth?

Lastly, next year, in 2023, the Oji Group will be celebrating its 150th anniversary. Since Shoshi Kaisha (Paper Manufacturing Company) was founded on the proposal of Eichi Shibusawa in 1873, we have continued to foster a spirit of “unity of economy and morality,” and continued to reform our business and management structures in order to meet changing expectations of society. We will continue to co-exist with the world and society, and aim to be a corporate group which continues to grow. I would like to ask all of our stakeholders to continue to grant us their exceptional understanding and support.

The Oji Group Integrated Report 2022

Strengthening Governance and Transforming the Board of Directors in Accordance with the Move to the Prime Market

- Meeting the level of governance required by the Prime Market and working on our internal structure
- What kind of initiatives will be required of the Board of Directors

In April of this year, the Tokyo Stock Exchange restructuring and created three new markets. Subsequently, we were listed on the Prime Market. While the Corporate Governance Code, revised in June of last year, made clear the level of governance required of a company listed on the Prime Market, we have long been working on our internal structure, including but not limited to the composition of the Board of Directors. Moving forward, we will not only be satisfied with formal structural development, but also will continue to make improvements while listening to the opinions of Independent Outside Directors and Audit & Supervisory Board Members so that we may demonstrate governance capabilities on a level that is high in terms of observance management and operations

As I touched on a moment ago, in an uncertain business environment, it is no easy task to show leadership and engage in appropriate management, and providing supervision and support from diverse perspectives is a key duty of the Board of Directors. At the present time, we have four Independent Outside Directors. All of them possess views and extensive expertise in industries differing from those of the Oji Group. They are always unperturbed in providing comments, concerns, and cautions during meetings of the Board of Directors, the Nomination Committee, and the Compensation Committee, and all briefings for Outside Officers. In engaging in appropriate management decisions which meet the expectations of the world, receiving a diverse array of opinions from a variety of perspectives is of extreme value. I am looking forward to continuing to receive their unreserved opinions.

The Oji Group Integrated Report 2022
Corporate Governance Structures

The Oji Group has adopted a COMPANY system under which Oji Holdings oversees the formulation of Group management strategies and Group governance and each COMPANY, made up of closely-related businesses, plays a central role in business operations. This structure accelerates decision making by each business unit and clarifies management responsibilities.

In addition to the company with Audit & Supervisory Board, Oji Holdings reinforces Group-wide governance through audits of the execution of duties by Directors carried out by the Audit & Supervisory Board Members and the Audit & Supervisory Board. The Board of Directors consists of twelve Directors (including four Independent Outside Directors) and the Audit & Supervisory Board Members (including three Independent Outside Audit & Supervisory Board Members), and Representative Director and Chairman of the Board chairs the Board of Directors. In FY2021, attendance of Independent Outside Directors and Independent Outside Audit & Supervisory Board Members at the Board of Directors meetings (14 meetings held) was 97.7% and attendance of Independent Outside Audit & Supervisory Board Members at the Audit & Supervisory Board meetings (13 meetings held) was 100%.

Corporate Governance Structural Diagram

Nomination Committee and Compensation Committee

The Nomination Committee and Compensation Committee were established as advisory bodies to the Board of Directors in 2015. These two committees enhance objectivity and transparency in their decision making, and the Compensation Committee analyzes the effectiveness of and deliberates the evaluations of the Board of Directors. Each of the Committees consists of two internal Directors and four Independent Outside Directors, with the Independent Outside Directors representing more than half of the Committee members.

Roles of Nomination Committee

Deliberate on compensation structures, compensation levels, and evaluation of Directors, Corporate Officers, and Corporate Advisors as well as analysis and evaluation of the effectiveness of the Board of Directors, and submit recommendations to the Board of Directors.

Policy on Determination of Director Compensation and Total Compensation Amount

Policy on Determination of Director Compensation

Oji Holdings has designed its compensation programs with an emphasis on the roles performed by the Director compensation program such that the Board of Directors promotes sustainable growth and increases medium- to long-term improvement in corporate value of the company and pursues enhanced profitability and capital efficiency. The specifics of the Director compensation program and determination policies are set forth in the Fundamental Policies on Corporate Governance. Director compensation comprises basic compensation that is fixed compensation, bonuses that reflect short-term performance, and stock-based compensation that reflects medium- to long-term improvement in corporate value. Determinations are made by the Board of Directors based on recommendations submitted by the Compensation Committee.

Other Business Companies

Please refer to the Annual Securities Report for details concerning performance-linked compensation including bonuses and stock-based compensation.

Securities Reports (in Japanese)  
https://investor.ojiholdings.co.jp/ja/ir/library/securities.html

Ratios of performance-linked compensation and non-performance-linked compensation

<table>
<thead>
<tr>
<th>Position</th>
<th>Fixed compensation</th>
<th>Performance-linked compensation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of the Board, President</td>
<td>50%</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>Director of the Board, Senior Executive Officer</td>
<td>50%</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>Director of the Board, Executive Officer</td>
<td>50%</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>Independent Outside Director</td>
<td>100%</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>

* 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 (FY2021)

<table>
<thead>
<tr>
<th>Officer category</th>
<th>Total amount of compensation (calendar year)</th>
<th>Total amount of compensation, etc. by type (million yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directors</td>
<td>512</td>
<td>213</td>
</tr>
<tr>
<td>Independent Outside Directors (excluding Independent Outside Audit &amp; Supervisory Board Members)</td>
<td>51</td>
<td>51</td>
</tr>
<tr>
<td>Independent Outside Directors and Independent Outside Audit &amp; Supervisory Board Members</td>
<td>92</td>
<td>92</td>
</tr>
</tbody>
</table>
Policy and Process for Nomination of Directors and Audit & Supervisory Board Members

Policy
At Oji Holdings, the Fundamental Policies on Corporate Governance stipulate as a Director nomination policy that the Board of Directors shall comprise Directors who take notices on a balance between diverse knowledge and expertise concerning the business operated by the Group, and that candidates be appointed for Directors who possess excellent character and insight and who may contribute to the sustainable growth as well as the increase of medium- to long-term corporate value of the Group. The Fundamental Policies also stipulate that candidates be appointed for Audit & Supervisory Board Members who are capable of executing the duties of Audit & Supervisory Board Members, and who possess excellent character and insight as well as high level of specialization and extensive experience.

Process
When nominating candidates for Directors, the Nomination Committee, an advisory body to the Board of Directors, deliberates and recommends to the Board of Directors. As for nomination of candidates for Audit & Supervisory Board Members, the Nomination Committee recommends to the Board of Directors with the consent of the Audit & Supervisory Board, following consultation with the Nomination Committee. The Board of Directors receives reporting from the Committee, deliberates and makes decisions.

Directors’ Skill Map
Oji Holdings has identified the skills that members of the Board of Directors should possess to realize the Group’s management strategies, as described below. We place value on capabilities in the fields of “manufacturing and technologies,” “research and development,” “purchase and procurement,” and “ESG,” etc. which help promote sustainability and innovation, in addition to general management skills. The capabilities of each Director are as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Manufacturing and Technologies</th>
<th>Research and Development</th>
<th>Sales and Marketing</th>
<th>Personnel and Business Management</th>
<th>Purchase and Procurement</th>
<th>Internationally</th>
<th>ESG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masatoshi Kaku</td>
<td>Representative Director and Chairman of the Board</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Hiroyuki Iino</td>
<td>Representative Director of the Board</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Fumio Shindo</td>
<td>Director of the Board</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Kazuhiko Kamada</td>
<td>Director of the Board</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Shigeki Aoki</td>
<td>Director of the Board</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Akihiko Hasebe</td>
<td>Director of the Board</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Takao Horiyama</td>
<td>Director of the Board</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Michihito Narita</td>
<td>Director of the Board</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Sachiko Ai</td>
<td>Director of the Board</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Seiko Naga</td>
<td>Director of the Board</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Hisatoshi Ogawa</td>
<td>Independent Director</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
<td>☑️</td>
</tr>
</tbody>
</table>

* marks indicate the abilities that each Director possesses, but the abilities in which each Director can demonstrate greater strength and expertise are listed below according to his or her position in the Company. The following list is based on their positions, and does not represent all of the abilities possessed by each Director.

Independent Outside Officers

Status of Activities by and Reason for Appointment of Independent Outside Officers
We have appointed four Outside Directors and three Outside Audit & Supervisory Board Members, each of whom is designated as an Independent Officer. All of them attend Board of Directors meetings, and the briefings that are held twice each month in principle and are 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. In addition, the four Independent Outside Directors make up the Nomination Committee and the Compensation Committee. Persons with highly specialized and wide-ranging knowledge who are able to express opinions that are dependent from management and from the perspectives of various stakeholders are selected as Independent Outside Director candidates, and persons with excellent character and insight, a high level of specialization, and extensive experience are selected as Independent Outside Audit & Supervisory Board Member candidates.

Main Activities of Independent Outside Directors in FY2021

<table>
<thead>
<tr>
<th>Name</th>
<th>Attendance at Board of Directors meetings</th>
<th>Statements at meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michihito Narita</td>
<td>Attended 14 of 14 meetings (100%)</td>
<td>Made statements based on his extensive experience, high-level expertise and wide-ranging knowledge as a public prosecutor and attorney-at-law</td>
</tr>
<tr>
<td>Toshiohisa Takata</td>
<td>Attended 14 of 14 meetings (100%)</td>
<td>Made statements based on his extensive experience, high-level expertise and wide-ranging knowledge as a former management director of an international bank</td>
</tr>
<tr>
<td>Sachiko Ai</td>
<td>Attended 14 of 14 meetings (100%)</td>
<td>Made statements based on her extensive experience, high-level expertise and wide-ranging knowledge as a public prosecutor</td>
</tr>
<tr>
<td>Seiko Naga</td>
<td>Attended 10 of 10 meetings (100%)</td>
<td>Made statements based on her extensive experience, high-level expertise and wide-ranging knowledge as a former management director of an international bank</td>
</tr>
</tbody>
</table>

* Concerning Mr. Hidero Chimori and Ms. Noriko Sekiguchi’s attendance at meetings of the Board of Directors and the Audit & Supervisory Board, the scope of the total number of meetings includes only those meetings of the Board of Directors and the Audit & Supervisory Board held after their appointments on June 29, 2021.

Effectiveness Evaluation of the Board of Directors

The Fundamental Policies on Corporate Governance stipulates that the Board of Directors shall conduct analysis and evaluation of the effectiveness of the Board of Directors every year, and to take measures to ensure the effectiveness of the Board of Directors as a whole as well as disclose an overview of the findings. In order to evaluate the effectiveness of the Board of Directors, we conduct a survey on the role, structure, and operation of the Board of Directors from April to May every year for all Directors and Audit & Supervisory Board Members. The evaluation findings will be analyzed by the Compensation Committee, in which Independent Outside Directors participate, and then deliberated by the Board of Directors based on the analysis results.

As a result of the analysis and evaluation of the Board of Directors of FY2021 conducted in and after April 2022, it was confirmed our Board of Directors and its subordinate meetings have continued to function well. In particular, the view was shared that the provision of management information and explanations regarding agendas to Independent Outside Officers have been improved, and that the suggestions and proposals made by Independent Outside Officers have been appropriately reflected in deliberations and resolutions. On the other hand, we identified issues that still need to be addressed, such as the formulation of long-term strategies, providing directions, etc., and decided to continue implementing the improvement measures. We will consider and take required measures to continually work on functional improvements of the Board of Directors.

Policy for Strategic Shareholding

The Oji Group strategically holds shares that are expected to be the stable growth of the Group and the improvement of corporate value over the medium to long term as part of its management strategies for the purpose of business development alliances and strengthening the maintenance of long-term and stable relationships with business partners. The Board of Directors specifically examines each individual stock every year whether the purpose of strategic shareholding is appropriate and whether the benefits and risks associated with strategic shareholding are commensurate with the cost of capital to verify the appropriateness of the holding. We sell shares properly and appropriately if the rationality for holding them has diminished to reduce strategic shareholding.

The Oji Group holds a shares that are expected to be the stable growth of the Group and the improvement of corporate value over the medium to long term as part of its management strategies for the purpose of business development alliances and strengthening the maintenance of long-term and stable relationships with business partners. The Board of Directors specifically examines each individual stock every year whether the purpose of strategic shareholding is appropriate and whether the benefits and risks associated with strategic shareholding are commensurate with the cost of capital to verify the appropriateness of the holding. We sell shares properly and appropriately if the rationality for holding them has diminished to reduce strategic shareholding.
Corporate Code of Conduct and Behavior Standard

The Oji Group incorporated the principles on human rights, labor, the environment, and anticorruption of the United Nations Global Compact and established the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard, action guidelines for the Code, in 2004. They were revised in FY2020 to reflect the social environment including the SDGs and the Management Philosophy, to make them more in line with the demands of the times.

The alteration or abolition of the Corporate Code of Conduct and the Behavior Standard requires a resolution by the Board of Directors. With the involvement of the Board, this Code of Conduct and the Behavior Standard have been established as the standard of activities performed by all officers and employees of the Oji Group. The Code of Conduct and the Behavior Standard have been translated into the respective languages of each country in which the Group has its business sites and are made known to all officers and employees that belong to the Group. All officers and employees of the Oji Group strive to understand the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard correctly and practice them. If an action against them is conducted or if a violation is suspected, it must be reported or consulted with a supervisor or the compliance office of the company or worksite, or the Corporate Ethics Helpline (Group internal whistleblowing desks).

The Oji Group Corporate Code of Conduct

I. We, the management and employees of the Oji Group, hereby adopt the Oji Group Corporate Code of Conduct, as detailed below, as guiding principles for corporate activities based on awareness of our responsibilities as a corporate citizen in international society, and on high ethical principles appropriate for an organization that enjoys the trust of society.

The Oji Group Behavior Standard

The Oji Group Behavior Standard

Toward the materialization of the spirit of the Oji Group Corporate Code of Conduct, the Oji Group Behavior Standard consisting of 29 items is adopted as a standard to be followed in the daily activities of all management and employees as a member of international society.

- Compliance with Laws and Regulations and Fair Business Activities
- Developing a Rewarding Work Environment with Consideration for Safety and Health
- Supply of Safe, Useful Products and Services
- Addressing Environmental Issues
- Contribution to the Realization of a Sustainable Society
- Respect for Human Rights
- Communication with Society and Participation in Social Contribution Activities
- Coexistence with International Society
- Promotion of Crisis Management
- Contribution to the Future and the World
- Harmony with Nature and Society
- Promotion of Corporate activities based on high ethical principles appropriate for an organization that enjoys the trust of society
- Contribution to the genuine enriched society
- Promotion of Corporate activities based on high ethical principles appropriate for an organization that enjoys the trust of society
- Contribution to the genuine enriched society

Whistleblowing System

The Oji Group operates the Business Ethics Helpline (illustrated in the diagram on the right) in the Group Whistleblowing Regulations to provide all officers and employees (including part-time and short-term employees) the opportunity to consult and make reports with the aim of prevention or remediation, with early discovery of violations of laws and regulations and misconduct. Whistleblowing desks are established both internally (in the Oji Holdings Corporate Compliance Department) and externally (a law firm) to discover early and correct violations of laws and regulations, human rights abuses such as harassment and discrimination, corrupt practices including bribery, and other misconduct. We also work to solve employees’ daily concerns related to compliance.

Sharing the Code of Conduct and Behavior Standard and Providing Follow-up Sessions

The Corporate Compliance Department of Oji Holdings draws up policies and measures for promoting business ethics and compliance in the entire group. It also formulates and reviews the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard and establishes internal whistleblowing systems and rules on anti-corruption, in addition, to domestic and overseas Group companies, compliance managers and compliance promotion leaders play a central role in promotion activities and work to instill business ethics and compliance awareness throughout the Group.

Measures for Promoting Compliance

Activities for Raising Compliance Awareness

Numerous opportunities are created for employees to acquire necessary knowledge including compliance training as part of rank-based training for newly-appointed managers and new employees as well as periodic internal training on themes that are common to all Group companies such as the Subcontract Act, the Antimonopoly Act, and the prevention of bribery. Also, the Compliance News is issued every month to introduce current internal and external compliance topics, provide teaching materials in quiz format, explain the Oji Group Corporate Code of Conduct and Oji Group Behavior Standard, and inform employees of the whistleblowing system.

In addition, while we have conventionally provided training to newly appointed officers of the Oji Holdings to acquire compliance knowledge, etc. required to fulfill their respective roles and responsibilities pursuant to the Fundamental Policies on Corporate Governance, we decided to provide the same training to officers of each Group company starting from FY2021.

In order to establish good, wholesome relationships with business partners, in April 2020, we established new rules and guidelines in addition to "provision of benefits," prohibiting in principle "receipt of benefits" (receipt of "entertainment," "gift," etc. from a business partner) which may raise suspicion of bribery from the other party, thereby more clearly and specifically stipulating the requirements for anti-bribery each Group company adheres to.
Flow of Risk Management
Under the risk management structure developed and supervised by the Board of Directors, the Oji Group has established Group Risk Management Regulations. It works to manage risks in the flow described below.

When identifying risks, we categorize risks associated with all tangible and intangible assets we own into those affecting the entire Oji Group and those affecting the business execution by Group companies and divisions.

Responsible management and support divisions recognize each risk associated with business execution, and implement risk reduction and prevention measures.

We screen investments and loans, such as those for new businesses, not only by examining economic aspects but also from the viewpoint of environment, social, and governance by following the Oji Group Corporate Code of Conduct, the Oji Group Behavior Standard, the Oji Group Partnership Procurement Policy, the Oji Group Human Rights Policy, and other criteria. We also ensure that the Internal Audit Department and related departments conduct regular audits.

The Board of Directors supervises the enhancement and implementation of risk management. Management divisions regularly report their risk management status to the Group Management Meeting, and discuss and report key issues to the Board of Directors. If a new risk occurs, it will be discussed and reported to the Group Management Meeting and the Board of Directors.

If the risk assessment detects risks, we share the risks across the Oji Group to prevent them from occurring.

Risk Management Structure

New Establishment of Sustainability Committee
On April 1, 2022, we established the “Sustainability Committee,” which is chaired by the Representative Director of the Board, President and consists of Directors of Oji Holdings Corporation and Presidents of all COMPANIES, to strengthen our efforts to fulfill its roles and responsibilities toward the realization of a sustainable society and to discuss the Group’s risks associated with sustainability and measures against those risks.

We also established the Corporate Sustainability Division at Oji Holdings as a division which oversees and manages Group companies’ efforts for sustainability.

Purpose of Sustainability Committee
The purpose of the Sustainability Committee is to discuss the Oji Group’s risks associated with sustainability such as climate change risks, supply chain risks, and human rights risks, and countermeasures, and to promote the group-wide efforts for sustainability. The Committee holds its meetings twice a year, and develops a policy to work against each risk and an implementation plan, monitor the progress status, and assess the achievement status. Details deliberated at the Committee are discussed and reported to the Group Management Meeting and the Board of Directors, depending on the importance.

Consultation Matters
- Matters related to climate change risks and countermeasures
- Matters related to sustainable forest management
- Matters related to supply chain risks and countermeasures
- Matters related to environmental risks and countermeasures
- Matters related to human rights risks and countermeasures
- Matters related to inclusion and diversity promotion
- Other important matters and measures related to sustainability

Sustainability Committee Structure

Sustainability Committee

Chairman: Representative Director of the Board, President (Group CEO)
Committee Members (Directors):
General Manager, Corporate Sustainability Division
General Manager, Corporate Governance Division
President of each COMPANY
Director of the Board, Oji Holdings Corporation appointed by Group CEO

Secretariat: Corporate Sustainability Department

Measures for Information Security
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 ever-so-sophisticating IT environment, and have established all group system to prepare for cyber threats such as unauthorized access prevention and disasters. The Oji Business Center, as a department that oversees our information system risk management, inspects the information system risks across the Group, and maintains, manages and improves IT security. In addition, it regularly provides educational activities and information on the latest risk trends it has captured to employees using company newsletters, and conducts targeted email training for employees to deal with phishing e-mails that are becoming more sophisticated every day. In FY2021, we revised regulations to respond to changes in work styles, such as the spread of cloud computing and teleworking in times of COVID-19. We will work to make sure that these measures will take hold and further strengthen our efforts to improve IT security from a global perspective.

Information Security Structural Diagram

Group Management Meeting

Overseeing department
Oji Business Center

Group companies

Promotion teams

Guidance and support

Promotion Managers Meeting
The Oji Group Integrated Report 2022

Governance Strategy

Risk Management

We categorize major risks that may have a material effect on our financial position, etc. into three groups: risks of long-term issues, risks associated with our management strategies, and risks arising from execution of business, and take the following measures against them.

<table>
<thead>
<tr>
<th>Type of Risk</th>
<th>Content of Risk</th>
<th>Main Countermeasures against Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate change</td>
<td>Risk of health damage to employees or temporary suspension of operations being caused by the global spread of COVID-19</td>
<td>We have the Group Risk Management Regulations in place, and in the event of a serious incident to be addressed by the overall Group, we establish the Group emergency headquarters to confirm the safety of employees and check the damage suffered. We work to minimize the effect on our business activities by continuously reviewing a business continuity plan (BCP), and promoting digital transformation (DX) in manufacturing, marketing, administrative processing, and other activities. While COVID-19 is still prevalent, we continue production with great caution to prevent the infection of COVID-19 in order to maintain the supply of products essential to people’s lives.</td>
</tr>
<tr>
<td>Pandemic</td>
<td>Risk of health damage to employees or temporary suspension of operations being caused by the global spread of COVID-19</td>
<td>We have the Group Risk Management Regulations in place, and in the event of a serious incident to be addressed by the overall Group, we establish the Group emergency headquarters to confirm the safety of employees and check the damage suffered. We work to minimize the effect on our business activities by continuously reviewing a business continuity plan (BCP), and promoting digital transformation (DX) in manufacturing, marketing, administrative processing, and other activities. While COVID-19 is still prevalent, we continue production with great caution to prevent the infection of COVID-19 in order to maintain the supply of products essential to people’s lives.</td>
</tr>
<tr>
<td>Structural changes in demand arising from development of innovation</td>
<td>Risk of structural changes in demand arising primarily from changes in people’s lifestyles and companies’ efforts for digital transformation</td>
<td>Facing a shrinking market, we restructure domestic business production systems and pursue rationalization such as through business collaboration with other companies in our industry. We also strive to secure cash flow through thorough cost reduction and efficient capital investment. We expand portfolio by investing the cash thus obtained in domestic businesses with growth in demand is expected, and overseas markets where economic development is expected, and appropriating it for the development of new material products, etc. In order to enhance our medium- and long-term corporate value and achieve a sustainable development, we work to promote working style reforms and diversity to ensure active participation of various human resources.</td>
</tr>
<tr>
<td>Fluctuations in demand</td>
<td>Risk of decline in demand for products arising from domestic business fluctuations and a continuing decline in population</td>
<td>We work to strengthen our business foundation that can tolerate market fluctuations through thorough cost reduction, etc. In the field of industrial materials, we work to differentiate ourselves from other companies by promoting total packaging and strengthening production development capabilities with the integrated material and processing management, thereby curtailing the effects on sales and securing cost competitiveness in case of any demand fluctuation. In other business fields, as well, we work on the development of new products such as paper products that support the shift to non-plastic materials and functional paper with new properties in order to improve profitability.</td>
</tr>
<tr>
<td>Fluctuations in global conditions</td>
<td>Risk associated with procurement prices of raw materials and fuels which are influenced mainly by fluctuations in demand, countries’ changes to their trade policies, and wars</td>
<td>We monitor markets in relation to the procurement of raw materials and fuels and to maintain a variety of suppliers, and have established a department in charge of the Group-wide procurement strategy to promote advantageous procurement. We have the Oji Group Partnership Procurement Policy in place and confirm with all of our suppliers on safety and legality of raw materials. We work to ensure stable procurement through more environmentally- and socially-friendly procurement practices and enhanced relationship with suppliers. In terms of procurement of recovered paper, we strive to maintain recovered paper supply systems. We also strengthen coordination with relevant companies with the aim of ensuring stable recovered paper procurement.</td>
</tr>
<tr>
<td>Overseas business</td>
<td>Risk of war, political or social instability, decelerating economic growth, revisions to laws, regulations, and tax systems, destabilizing financial conditions, human rights issues, etc. occurring in overseas markets where the Group operates</td>
<td>We have established regional headquarters to gather information on the political, economic, and social conditions of neighboring countries to prepare for and respond to all relevant risks before they emerge. We also diversify risks by having operations in a wide range of countries. To reduce risks, we enhance our ability to collect information and reduce the amount of investment through joint ventures operated with local leading companies. With regard to human rights issues, we ensure that personnel are familiarized with the Oji Group Human Rights Policy we established, and implement initiatives aimed at ensuring respect for human rights.</td>
</tr>
<tr>
<td>Risks arising from execution of business</td>
<td>Risk of production baselines and supply chain in and outside Japan being affected by natural disaster</td>
<td>We have formulated a business continuity plan (BCP) for a business interruption risk due to disasters, etc. and provide emergency education and conduct disaster drills on a regular basis. In addition, we have established the Group Disaster Control Office as a permanent organization, thereby establishing a system for obtaining the latest information promptly. We also share information about the causes of and measures against disasters across the Group, and work to minimize damage. In connection with environmental incidents, we have set voluntary management values that are stricter than the environmental regulatory standards to prevent them. With regard to safety, we have developed safety measures and safety operation manuals for production facilities and ensure that personnel are familiarized with them. We have also built safety and health management structures and work to prevent occupational accidents.</td>
</tr>
<tr>
<td>Laws, regulations and other rules</td>
<td>Risk of not being able to comply with laws and regulations of various countries, and their revisions and amendments</td>
<td>We place adherence to compliance at the top of material management challenges in our business activities. We translated the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard into the respective languages of overseas where we operate to ensure that personnel not only in but also outside Japan are familiarized with and follow them. We also ensure that responsible divisions take initiative in providing training on relevant laws, regulations, and other rules to prevent violation of them.</td>
</tr>
<tr>
<td>Litigations and other actions</td>
<td>Risk of being a party to litigations, disputes or other legal proceedings in the course of business</td>
<td>With respect to litigations and other actions filed against us, we prevent a dispute from occurring by discussing with business partners and clarifying terms of contract. We also strive to build a system to deal with any litigation and other actions filed against us in collaboration with a law firm. If an event which may have a negative impact on reputation arises as a result of litigation and other actions, we promptly respond to the event, and publish appropriate information as necessary to maintain our reputation.</td>
</tr>
<tr>
<td>Product liability</td>
<td>Risk of damages based on product liability being claimed</td>
<td>We provide safe and secure products by establishing the Group Quality Control Regulations, building a quality control system, and implementing quality design and manufacturing with compliance with relevant laws and regulations and in accordance with voluntary management values. We work to prevent risks associated with product liability from occurring by establishing the Group Product Safety Management Regulations, and ensuring the department in charge of overseeing quality management across the Group provide assistance in and conduct audit on the safety product management implemented by quality management divisions of Group companies.</td>
</tr>
<tr>
<td>Exchange rate fluctuations</td>
<td>Risk of fluctuations in exchange rates in product sales, raw material purchases and other transactions using various currencies</td>
<td>We monitor currency movements and impact of them on our results from time to time, and hedge risks using derivatives such as exchange forward contracts, currency option trading and currency swaps transactions, as necessary. In Japan, we hedge a certain portion of exchange rate fluctuation risks by borrowing and lending operating receivables denominated in foreign currency and operating payables denominated in foreign currency within Group companies.</td>
</tr>
<tr>
<td>Information leakage</td>
<td>Risk of confidential information being leaked due to willful conduct including external cyber attacks or negligence</td>
<td>In the Group Information System Usage and Risk Management Regulations, we clarify the risk management operation system and organization and their risks and comprehensively set matters to be complied with by information system users, thereby managing risks across the Group. With stricter rules on the system usage applying to highly confidential information, we take measures to prevent unauthorized access, data theft, spoofing email and the like.</td>
</tr>
</tbody>
</table>

Icons to the right represent materiality (for details, see P84).

Building a Group Disaster Control System
We have established the Group Disaster Control Office as a permanent organization to prepare for disasters such as fire, earthquake, storm, and flood. We have formulated rules on the reporting of disaster and accident information, establishing a system enabling us to obtain the latest information promptly. We also share information on disasters that occur within the Group promptly to work on recurrence prevention measures. By holding a regular Disaster Prevention Committee, and conducting a large-scale safety confirmation drill using a safety confirmation system and disaster prevention drill at each workplace, we work to raise employees’ awareness of disaster prevention and strengthen disaster prevention measures.

BCP Initiatives — an Essential Products Supplier that Supports Daily Life
Locating production bases to diversify risks and flexible raw material procurement
Oji Group companies have production bases nationwide ranging from Hokkaido to Kyushu. While proceeding with consolidating production bases to enhance competitiveness, we consider risk diversification to continue business. In addition, to continue production, we procure raw materials from several companies in principle and ensure flexible procurements such as diversified sources.

Exploration of infrastructure risks and implementation of measures
Production bases of the Oji Group in Japan explore risks of earthquakes, heavy rain, typhoon and other natural disasters, and implement measures against them, using local hazard maps to simulate the occurrence of disasters such as floods and landslides. For example, we have strengthened waterproofing measures for electric rooms to avoid stoppage of plant/mill operation over a long period of time. We also actively roll out useful measures to other companies in the Group.

Local preparedness for natural disasters and support
In recent years, we strengthen not only measures within the Group but also collaboration with locals to prepare for increasing natural disasters. Currently we have concluded a total of 152 disaster prevention agreements with local governments across Japan. In the occurrence of a disaster, we provide corrugated beds and other various types of corrugated products, and also jointly conduct a drill of setting up an evacuation center. We provide a wide variety of support including infection prevention measures.

The Oji Group carries on production activities to maintain social life worldwide by supplying corrugated containers and folding carton products that support logistics services, hygiene materials such as tissue paper, toilet rolls and face masks as well as printing and communication paper that conveys information.
operations, which I believe has led to more active discussions.

Hearing directly from COMPANY Presidents and leaders about their businesses and participating in meetings with outside auditors is also beneficial to Board of Directors discussions. In addition, although we will discuss this in a moment, in the formulation of the new Medium-term Management Plan, a separate, special session outside of the normal briefings for Outside Officers was established, which was extremely valuable and enabled us to discuss from a medium- to long-term perspective.

**Nara** We have continued to face restrictions over the past two years due to the COVID-19 pandemic, but Oji has resumed visits to manufacturing sites in Japan such as the Tomakomai Mill and Kasugai Mill. As an Independent Outside Director, I’m looking forward to visits to overseas sites resuming in the future. Seeing a location with your own eyes really is a prerequisite to managing.

The Nomination Functions the Oji Group Needs

**Nara** Oji has established a Nomination Committee and a Compensation Committee to serve as advisory bodies to the Board of Directors. For both committees, the Chairman, President, and Independent Outside Directors are all members, with the President serving as Committee Chair. To ensure transparency in appointment processes, discussions regarding appointment are conducted by the Nomination Committee, with a majority of its members being Independent Outside Directors.

**Ai** In the most recent appointment process, our participation involved providing opinions from an outside perspective on proposals from the executive side, and summarizing the findings as the final recommendations by the Nomination Committee. We appreciated the recommendation of human resources, including new President Isono without discussion, thus playing our part in Oji’s appointments.

**Nara** I believe it is actually very difficult to take the lead in selecting corporate managers from an outside perspective, as we Independent Outside Directors normally have less contact with candidates during our regular affairs. At that point forward, when a new Director is nominated, they are naturally presented to us as a potential future candidate for President. From that point forward, we monitor this candidate from the perspective of whether they have the qualities and character required of a corporate manager and use this as a basis for our decision at the time of appointment, while keeping a close eye on the candidate’s comments and actions.

To improve this process further, we have sought more opportunities for Independent Outside Directors to contact the Corporate Officers who are future Director candidates, as well as the management members who are candidates for becoming Corporate Officers. Regarding this point, in recent years, Oji has created opportunities for communication in a variety of forms. For example, we have engaged in discussions directly with Corporate Officers and management members at briefings for Outside Officers. It has also become possible for us to attend meetings of the Audit & Supervisory Board, and to connect with Group companies’ the management and executive teams. It is impossible to select personnel without knowing and understanding their capabilities and character, which is why I think this kind of internal communication is also an important role of Nomination Committee members.

**Ogawa** Even in the best of circumstances, the amount of information available to an Independent Outside Director is limited. Against this backdrop, taking responsibility and making a fair decision is extremely difficult. I served as committee chair in my previous position on a nomination advisory committee. The majority of the committee was comprised of outside directors, and I went to great pains to share as much relevant information as possible with the members who were outside directors. In the Oji Group, I am now in the opposite position, so I would like to see a variety of measures taken to make it possible for us to obtain appropriate materials for decision-making in terms of quality and quantity.

**Nagai** In the company that I was involved in, director candidates were interviewed by outside directors and asked about management issues and how they would solve them. In this way, outside directors could understand each candidate’s views and opinions as well as their perspectives. The feedback was provided to top management and served as a part of the materials used to make appointment decisions. In Oji’s case, the Group’s scale is large and it also possesses a vast amount of human resources, making the same kind of thing difficult. However, I think we should proactively engage in dialogue with the next generation of the executive team going forward.

**Ai** As an Independent Outside Director, I believe that one can effectively contribute to appointment selections even in large-scale companies if the axes of evaluation have been made clear and if one is aware of the accomplishments of the human resources who will rise to the executive level as well as the process through which they were culled.

Leveraging human capital is extremely important to increase corporate value and grow sustainably. Based on this, in addition to the nomination of the executive ranks, I also think it is necessary to engage in wide-ranging discussion regarding the composition of the entire company’s human resources portfolio in the medium- to long-term; the cultivation of human resources, including the transmission of skills; and the consequent human resources system, compensation structure, evaluation system, and hiring system.

The New Medium-term Management Plan from an Outside Perspective

**Nara** As Ms. Ai mentioned a moment ago, a special session outside the normal briefings for Outside Officers was held in the formulation of the new Medium-term Management Plan. At the session, Independent Outside Directors also spoke extensively of our opinions from our own individual perspectives.

**Ai** Unlike in the previous New Medium-term Management Plan, in place of compiling a list of numerical targets provided by each COMPANY and department, Oji set long-term goals for 2030 in the form of its Long-term Vision. As Ms. Ai mentioned a moment ago, a special session was held in the formulation of the new Medium-term Management Plan.

**Nagai** Discussion of the new Medium-term Management Plan had to be predicated on evaluating of the previous three-year Medium-term Management Plan. I was only involved as an Independent Outside Director for the final fiscal year of the previous plan’s three years. However, I believe that the Oji Group’s achievement of record-high profits was due to such unprecedented external changes as the COVID-19 pandemic, Russia’s invasion of Ukraine, and soaring raw materials prices was nothing less than a result of the efforts of all of the Group’s employees combining their strength to work toward the same goals.

**Ai** Although a portion of the numerical management targets for the previous Medium-term Management Plan were not achieved, the Oji Group recorded satisfactory results, with consolidated operating profit being a record-high 120.0 billion yen. Progress was seen in each of the “profitability improvement of domestic business,” “expansion of overseas business,” and “promotion of innovation” based on our Basic Policies. There remain one or two challenges, however, and making these policies will be “evolved” in the new Medium-term Management Plan.

**Nara** In part due to the effects of the COVID-19 pandemic, it is difficult to say that sufficient progress was made with regard to the “expansion of overseas business” and “promotion of innovation.” We, Independent Outside Directors, recommended that we look back on the past three years of activities about each theme and reflect the insights thus gleaned in the next plan’s new policies.

Accordingly, “green innovation” was clearly added to the new Medium-term Management Plan, and I feel an enthusiasm for a new Oji Group in this action.

**Ai** Definitely, the Group’s Basic Policy in the new Medium-term Management Plan is “Growth and Evolution,” and under this, “Initiatives for Environmental Issues” is a new and explicit addition. During discussions when formulating the plan, we indicated that while continuing to expand initiatives to contribute to the environment, proactively sharing this information with stakeholders could potentially deepen their understanding of Oji.

Alongside the announcement of Oji’s Long-term Vision and the new Medium-term Management Plan, “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” was explicitly stated as Oji’s Purpose. I perceived this as a reflection of the opinions of us Independent Outside Directors.

**Nagai** At the company I worked at previously, I experienced rebuilding after a business failure. Through this process, I came to recognize the importance of changing employee awareness, and learned hands-on that making sure everyone has the same goal leads to business growth. What I would like to see with Oji’s new purpose is that it be made even easier to understand so that it reaches every employee and becomes something which unites the hearts of all of Oji’s members.

The path forward will not be smooth in a business environment in which the future continues to be opaque. Against this backdrop, as a first step to achieving the
aggressive goal of consolidated net sales of 2.5 trillion yen or more by 2030 over the next three years, I intend to continue to seek to secure the safety that is a condition of stable business operation. At the same time, I will focus on the permeation of Oji’s Purpose in real workplaces and be monitoring Oji’s administration. At 2030, Oji has also set various goals and targets as part of its Environmental Action Program 2030. The next three years will be an important period in establishing a foundation for their achievement. As an Independent Outside Director, I intend to keep a firm awareness of their progress and, about recognized challenges, monitor for issues that are difficult to detect from within the company as well as for both excess and insufficient analysis of their execution, and provide effective recommendations.

A Company Advancing Together with Its Stakeholders

Ogawa  The concept of stakeholder capitalism I mentioned at the beginning is starting to permeate the general consciousness, but I believe the Oji Group could be said to be part of the vanguard of this trend. Oji’s Founding Spirit of “unity of economy and morality” is a sublime precept that aligns with the modern-day SDGs, and Oji has inherited a company attitude of aiming for harmony and mutual prosperity with all of its stakeholders. I perceive the new Medium-term Management Plan, as well, to be a strategy of firmly focusing on the long-term goals of Oji’s Long-term Vision while at the same time carefully balancing economic, environmental, and societal value under the Group’s Basic Policy of “Growth and Evolution.” I hope that all of Oji’s stakeholders will appreciate the value of this Group’s Basic Policy.

More Diverse Board of Directors Members and More Vigorous Discussion

I was appointed as an Independent Outside Audit & Supervisory Board Member at the General Meeting of Shareholders in June last year. At the same time, one woman each was appointed as an Independent Outside Audit & Supervisory Board Member and as an Independent Outside Director. The result was that there were now 12 Directors who made up the membership of Oji Holdings Corporation’s Board of Directors, four of whom are Independent Outside Directors. We now have four female officers including Audit & Supervisory Board Members, thus making the membership of the Board of Directors even more diverse.

The increase in the number of Outside Officers and female members was not simply a matter of filling out the numbers following the revision to the Corporate Governance Code. Rather, each member vigorously expresses his or her opinion, backed by their own individual career histories, specialties, and values, among other attributes. Without a doubt, discussions at meetings of the Board of Directors have become spaces for diverse opinions, meeting the expectations set forth in the Corporate Governance Code. These discussions can also be seen to have been outfitted with a structure which contributes to increased corporate value and the effectiveness of management supervision. To give an example, in the previous fiscal year, the Medium-term Management Plan starting in the current fiscal year was discussed as one of the most important themes at meetings of the Board of Directors, and the fact that opinions of Outside Officers were also reflected in the plan is praiseworthy.

The Oji Group’s Audit Structure and Audits by Audit & Supervisory Board Members

Amid these changes to the management environment, as concerns Audit & Supervisory Board Members fulfilling their duties, it came into question whether the three-pronged auditing system of audits by accounting auditors, audits by internal audit divisions, and audits by Audit & Supervisory Board Members was functioning properly. There is a particular issue with the difference in the thoroughness of audits by the internal auditing divisions depending on the company, and its intra-group coordination is of utmost concern. The Oji Group, however, has been proactively working to fortify this area. Confirmation is being conducted with internal auditing divisions primarily through periodic exchanges of opinions regarding developing an internal control system for accounting, audits of operations, audits businesses of extensive Group companies, and compliance. Concerning audits by Audit & Supervisory Board Members, the system will now focus more on the important business and governance audits of Group companies, and emphasis will be placed on the supervision of the management of Oji Holdings Corporation, most important of all.

Challenges to Further Improving Corporate Value and the Initiatives as Independent Outside Audit & Supervisory Board Members

As stated in the beginning, the Board of Directors of Oji Holdings Corporation has become much more diverse. It will still be some time before that diversity of opinion is reflected in Oji Holding’s management and leads to improved corporate value. In that sense, this can be seen as there being even greater room for the Oji Group’s corporate governance to evolve and for its corporate value to improve in the medium- to long term.

As an Independent Outside Audit & Supervisory Board Member, I will leverage my expertise as an attorney-at-law from an outside perspective, strive to monitor in particular governance functions and actively state my opinion at Board of Directors and other meetings whenever I have insights from viewpoints such as risk management and compliance. Speaking of governance, as I discussed above, the Medium-term Management Plan starting in this fiscal year was an important discussion point for meetings of the Board of Directors in the previous fiscal year. Moving forward, I intend to continue to focus on whether meetings of the Board of Directors are spaces for the appropriate discussion, from a medium- to long-term perspective, of such matters as structural reform, capital investment planning, and R&D; and whether these discussions are leading to appropriate action.
Paper manufacturing, which is the foundation of the Oji Group, is supported by three types of recycling: “forest recycling” to practice sustainable forest management, “water recycling” to tackle the reduction of water intake and purification of wastewater and “paper recycling” to recycle recovered paper. We are working to deploy this sustainable business model globally and enable our businesses to contribute to building a sustainable society.

Under the concept of “those who use trees have the responsibility to plant trees,” we are working on sustainable forest management by planting, cultivating and utilizing trees and planting them again while giving due consideration to the local ecosystem in Japan and overseas to create abundant forests.

Paper and pulp manufacturing requires a large amount of water. We reduce water intake by treating used water and reusing it in the manufacturing process. We also work on purification of wastewater and reduction of environment impact.

About 60% of the raw material of the paper is recovered paper and about 40% is wood. We are working on the promotion of use of recovered paper by collecting and utilizing various types of recovered paper while maintaining its recycling system.

Aiming for Further Development of the Sustainable Business Model

Toward the realization of a decarbonized society, renewable forest resources have gathered significant attention. Alongside the conventional use of wood resources as raw materials for paper manufacturing, the Oji Group is accelerating their use in fields outside of papemaking. Specifically, we are expanding our biomass power generation business, which utilizes wood chips as a primary fuel, across Japan. We are proactively making use of unused trees such as forest residues, for which few applications had previously been developed. In addition, we are accelerating green innovations for the future, including developing wood-derived biomass plastics, promising replacements for petroleum-derived plastics, cellulose nanofiber (CNF), and wood-derived pharmaceutical products.
Sustainability Strategy

Core Competencies and Material Issues

Core Competencies

The Oji Group possesses Oji Forests spanning 573,000 ha domestically and overseas. As the Group engages in a cycle of cultivating forest resources, utilizing them, and cultivating them again, we are developing a wide range of businesses without regard for business domain. Rooted in our core competencies centered on forest resources, we aim to develop business and contribute to realizing a sustainable society.

1 Global Expansion of Manufacturing that Supports Lives and Industry

We are proactively developing our businesses on a global level, including our packaging business, which engages in the integrated manufacturing of folding cartons and corrugated containers from base paper, as well as our household paper, thermal paper, pulp, and other businesses. We are expanding our businesses in response to continuously growing overseas market needs.

2 Sustainable Forest Management

Given due consideration to environmental conservation, the Group possesses production forests primarily for producing wood spanning a total of 432,000 ha, with 176,000 ha domestically and 256,000 ha overseas, as well as conservation forests spanning 141,000 ha, with 12,000 ha domestically and 129,000 ha overseas. Implementing sustainable forest management, which is environmentally, socially and economically conscious, forms the basis of our businesses.

3 Utilization of Renewable Resources

We promote recovered paper recycling. The recovered paper makes up about 60% of the raw material of the paper. We also thoroughly circulate and reuse the water that is essential to paper manufacturing in our production processes, and create systems for reducing the amount of water used and purifying wastewater in a sophisticated manner.

4 Development of New Materials Derived from Wood Fiber

Aiming to create new value, we are developing new materials, including cellulose nanofiber (CNF), a promising material for numerous fields; wood-derived biomass plastics; and wood-derived pharmaceutical products using hemicellulose.

5 Application of Fundamental Paper Manufacturing Technologies

Utilizing the fundamental technologies we have cultivated in our paper manufacturing business, we aim to expand our businesses in various fields which will help reduce our environmental impact. This includes developing our renewable energy business with a focus on hydropower generation and wood biomass power generation, industrial water production and industrial wastewater treatment businesses.

Material Issues

The Oji Group has continuously been working on enhancing corporate value in the medium- and long-term by accurately responding to ever-changing social trends and addressing the needs of customers and society. To develop the sustainable business model that forms the basis of these efforts, material issues have been identified in the following processes.

We have also set qualitative targets and KPIs for each material issue (P85-86).

Process for Identifying Material Issues

We identified five core competencies to support our business development centered on forest resources.

We extracted issues comprehensively from global social issues, disclosed sustainable-related information, the assessment made by ESG assessment organizations, important matters recognized by the Group (forecasting perspective), our goals (backcasting perspective) and dialogue with stakeholders.

We assessed each issue based on both social importance and business importance. The issues were narrowed down and sorted out in reference to opinions from external organizations.

We verified the validity of the identified material issues and obtained approval at the ESG Promotion Project and Management Meeting. The necessity of reviewing material issues is discussed at the Sustainability Committee every year as we need to consider such issues as changes in the social environment and newly emerged issues.

Material Issues and Reason for Identification

<table>
<thead>
<tr>
<th>Material Issues</th>
<th>Reason for Identification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mitigation and adaptation to climate change</td>
<td>As responding to the progression of climate change becomes an urgent issue, it is essential to reduce GHG emissions in the production and logistics processes, and extensively ramp up CO2 absorption via the expansion of company-owned forests and development of fast-growing trees.</td>
</tr>
<tr>
<td>Sustainable forest management</td>
<td>To secure a stable supply of raw materials and, at the same time, maintain forests’ functions in areas such as conservation of biodiversity and CO2 absorption, it is necessary that we engage in the sustainable management of the vast forests we own in Japan and overseas.</td>
</tr>
<tr>
<td>Responsible raw materials procurement</td>
<td>The Oji Group’s procurement of raw materials is supported by numerous suppliers in Japan and overseas. Working to improve human rights, labor, environmental, and other issues at all of our suppliers, and fulfilling our social responsibilities are essential to the continuation of our business activities.</td>
</tr>
<tr>
<td>Stable supply of safe and secure products</td>
<td>As a manufacturer, the core of our business involves strengthening relationships of trust while building a system which provides services and quality which customers in a variety of fields can use with peace of mind.</td>
</tr>
<tr>
<td>Reduction of environmental burdens</td>
<td>We have a responsibility to promote the prevention of environmental pollution, and to contribute to the conservation of local environments, we establish voluntary management standards which are even stricter than existing laws and regulations regarding wastewater and emissions.</td>
</tr>
<tr>
<td>Effective resource utilization (paper and water recycling)</td>
<td>It is important that we work to protect resources and reduce waste by maintaining our recovered paper recycling systems through the procurement of recovered paper at fair prices, promoting the use of recovered paper, and promoting the effective use of waste and water resources in our manufacturing processes.</td>
</tr>
<tr>
<td>Respect for human rights</td>
<td>To achieve an even greater level of globalization going forward, it is necessary that not only our employees but all of our suppliers share our beliefs regarding respect for human rights, and implement concrete initiatives which will help prevent human rights issues.</td>
</tr>
<tr>
<td>Ensuring workplace safety and health</td>
<td>Ensuring employee safety and building a work environment where people can work with a sense of security is the cornerstone of our continued existence as a corporation. Also, responding rapidly to disasters, infectious diseases, and other risks is essential to ensuring safety and health.</td>
</tr>
<tr>
<td>Inclusion &amp; diversity</td>
<td>As a global enterprise, it is essential to have a diverse array of human resources that flourishes regardless of gender, age, disability, or nationality, and to be receptive to a variety of values and ideas to enhance corporate competitiveness and further development.</td>
</tr>
<tr>
<td>Material issues</td>
<td>Qualitative targets</td>
</tr>
<tr>
<td>----------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Mitigation and adaptation to climate change</td>
<td>Reduce GHG emissions</td>
</tr>
<tr>
<td>Sustainable forest management (forest recycling)</td>
<td>Increase forest certification acquisition ratio</td>
</tr>
<tr>
<td>Responsible raw procurement</td>
<td>Manage the supply chain thoroughly</td>
</tr>
<tr>
<td>Reduction of environmental burdens (air, water and waste)</td>
<td>Reduce pollution intensity in wastewater and exhaust gases</td>
</tr>
<tr>
<td>Effective resource utilization (paper and water recycling)</td>
<td>Improve the recovered paper utilization ratio</td>
</tr>
<tr>
<td>Stable supply of safe and secure products</td>
<td>Reduce zero product liability accidents</td>
</tr>
<tr>
<td>Respect for human rights</td>
<td>Provide education and training in human rights</td>
</tr>
<tr>
<td>Ensuring workplace safety and health</td>
<td>Achieve zero fatal and serious work-related accidents*</td>
</tr>
<tr>
<td>Inclusion &amp; diversity</td>
<td>Reduce the employment rate of people with disabilities</td>
</tr>
</tbody>
</table>

**Aggregation period. Unless otherwise specified, from April 2021 to March 2022 or as of March 31, 2022 (boundary of data aggregation). Unless otherwise specified, Japanese and overseas consolidated companies.<br>*The actual carbon stocks in living biomass (100,000 t CO₂) expanded to at least 170,000 t CO₂ (calculated value). Renewable energy usage rate of at least 60% through reduction of coal consumption. Energy consumption intensity at least 1% per year for the five-year average.<br>**The actual carbon stocks in living biomass (100,000 t CO₂) expanded to at least 170,000 t CO₂ (calculated value). Renewable energy usage rate of at least 60% through reduction of coal consumption. Energy consumption intensity at least 1% per year for the five-year average. **1**
Sustainability Strategy

The Oji Group is expanding and enhancing its CSR (Corporate Social Responsibility) procurement, which takes environmental and social factors into consideration when procuring raw materials. The Group shares the Oji Group Partnership Procurement Policy with all its divisions involved in procurement, and requests the understanding of new suppliers before starting transactions. The Group also informs all existing suppliers of revised content at the time of revision of the policy to fulfill its social responsibilities along the entire supply chain.

The Oji Group Partnership Procurement Policy (revised in 2018)

- Conduct sustainability surveys of recovered paper, pulp, base paper, woodchips, chemicals and fuels (PKS, RPF and others)
- Conduct traceability surveys of recovered paper, pulp, base paper, woodchips, chemicals and fuels (PKS, RPF and others)
- Achieve traceability at wood raw material suppliers

Results of Supplier Sustainability Surveys (FY2020 and FY2021)

The results of surveys for 682 suppliers in Japan and overseas of recovered paper, pulp, base paper, woodchips, chemicals, PKS (palm kernel shells for use as fuel) and others in FY2020 and FY2021 are as follows. Number of suppliers that responded to the surveys: 426 (rate of response: approx. 63%).

The surveys were conducted for eight items listed from an ESG perspective in the form of questionnaire. The average score of all suppliers calculated by adding the points of all eight items including corporate governance, human rights and labor was 479 (out of 800), which is about 60%. The item with a high average score was “Labor” at 67 while the one with a low average score was “Corporate governance” at 53. We also focused on human rights, which has drawn global attention as a material issue, and extracted issues (see IF88).

We will provide feedback of the response results to suppliers with a score significantly lower than the average or follow-up surveys to suppliers who have not responded to the survey yet or who have a low score.

Future initiatives

We will conduct surveys for the target main suppliers of fuels and subsidiary materials in FY2022 (to complete surveys of all the main suppliers). We will also conduct additional or follow-up surveys to suppliers who have not responded to the survey yet or who have a low score.

Eight items from an ESG perspective

(1) Corporate governance related to CSR
(2) Human rights
(3) Labor
(4) Environment
(5) Quality and safety
(6) Basic stance for the supply chain
(7) Coexistence with local communities
(8) Information security/protection and fair corporate activities

Human Rights-Related Issues

We extracted the following (1) to (3) for issues related to human rights:

(1) Lack of awareness of basic stances and principles advocated globally, Japanese and foreign human rights-related laws and regulations, social and industrial norms, etc.
(2) Lack of human rights-related policies or guidelines.
(3) Lack of human rights-related initiatives.

We will request suppliers that fall under (1) to (3) to take into active consideration (take actions for) the protection of human rights, the rights of labors, etc. based on the Oji Group Partnership Procurement Policy through feedback of the survey results. We will also implement Human Rights Due Diligence step by step for main suppliers.

Achieved Traceability at Wood Raw Material Suppliers (FY2021)

The Oji Group specifies items to confirm the origin of wood, forest management methods, illegally logged wood, mixture of wood with high conservation values and human rights violations based on the Wood Raw Material Procurement Guidelines, and procures only raw materials that are produced in properly managed forests.

In FY2021, the Group procured 4,429 kBDT (bone dry tons) of woodchips in Japan and overseas and 162 KADT (air dry tons) of market pulp, obtained traceability reports from all the suppliers and confirmed with a third-party organization that the procurement was in accordance with the Wood Raw Material Procurement Guidelines.

Utilization of Forest Certification Programs

The Group also manufactures FSC™ certified products (FSC™ C014119), etc. The use of which indirectly contributes to preserving forests.

These products use woodchips that meet FSC™ requirements. The Group has acquired FSC™-FM certification*1 for its overseas forest plantations and FSC™-CoC certification*2 for its manufacturing, processing, and distribution operations. Acquiring integrated certification from forests, converting plants to distribution enables the Group to offer a wide range of FSC™ certified products, from intermediate products to end products such as photocopying paper and paper for household use.

*1 FM certification: Confirmation of forest management
*2 CoC certification: Confirmation of management on processing and distribution of produced wood
Effective Resource Utilization (Water)
—Initiatives for Water Risks

The depletion of water resources and damage from floods that have been 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 community where businesses are developed. When developing businesses, the Oji Group strives to identify water risks in businesses based on the assessment made by the World Resources Institute (WRI), a global environmental research organization.

Water Risk Assessment

<table>
<thead>
<tr>
<th>Water risk classification</th>
<th>Number of business sites</th>
<th>Water intake (thousand m³) FY2021</th>
<th>Production (kilo ton)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low (&lt;10%)</td>
<td>75</td>
<td>281,785</td>
<td>5,071</td>
</tr>
<tr>
<td>Low to medium (10-20%)</td>
<td>110</td>
<td>303,945</td>
<td>5,367</td>
</tr>
<tr>
<td>Medium to high (20-40%)</td>
<td>50</td>
<td>121,160</td>
<td>2,860</td>
</tr>
<tr>
<td>High (40-80%)</td>
<td>7</td>
<td>1,246</td>
<td>143</td>
</tr>
<tr>
<td>Extremely high (&gt;80%)</td>
<td>6</td>
<td>185</td>
<td>102</td>
</tr>
<tr>
<td>Total</td>
<td>291</td>
<td>714,281</td>
<td>15,043</td>
</tr>
</tbody>
</table>

* 5-level assessment of Water Risk Atlas Baseline Water Stress in AQUEDUCT (3.0), the WRI’s water risk assessment tool. It shows the degree of potential competition among other users in water use. The higher the value, the more competitive and insecure. [https://www.wri.org/aqueduct](https://www.wri.org/aqueduct)

The analysis of water risk assessment of all 291 business sites (including those added in FY2021) based on the WRI’s water risk assessment tool AQUEDUCT (3.0) showed that there were 13 sites that were located at areas with high water risk (High and Extremely high).

Water intake at the 13 sites accounted for less than 1% and their production accounted for about 2% of the total. This indicates that water risk in the entire business is deemed low. However, we will continue to take on initiatives to avoid water risks regardless of the assessment results.

River Basin Management by CENIBRA, Brazil

CENIBRA’s eucalyptus plantations and pulp production use water from the Doca River basin in Minas Gerais, Brazil. In recent years, there has been less rainfall than usual, and the risk of a water shortage has been a concern for the whole region, so CENIBRA identified the subbasins of major influence based on regular waterflow monitoring at each waterpoint, to focus on the water conservation activities for these subbasins in cooperation with public authorities as follows:

1. Construction of water reservoirs in the forest: CENIBRA constructed 51 reservoirs in its own forest from 2018 to 2020, enabling a total of more than 1 million m³ of water to be stored, enabling excess water during the rainy season to be stored for use in the dry season.
2. Subsoiling: In recent years CENIBRA has developed subsoiling activities before planting seedlings, enhancing regular rainfall infiltration into soil that has been compacted by the activity of heavy machinery in its own forests. New CENIBRA is transferring this technique and expertise to the surrounding areas, especially lands for grazing, to contribute 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.
3. Provision of septic tanks to third parties: As an initiative to improve the water quality in the streams and the overall health of local communities in the regions where it operates, CENIBRA donated 100 septic tanks in 2020. They are used to treat household effluent on the rural properties in the regions, including the participants in the Forest Incentive Program promoted by CENIBRA.

Purification of Wastewater

At mills, we manage wastewater quality with voluntary management values that are stricter than the regulatory values.

We are working to purify the wastewater. For example, COD emissions for substances of environmental concern* in wastewater have been reduced by at least approximately 47% compared to the emissions in keeping with the regulatory values to purify the wastewater.

Water Intake Reduction

The paper mills take water from rivers, etc. while reusing water used in the processes by purifying water and returning it to previous processes to reduce water intake and use water resources effectively.

Conceptual Drawing of Water Reuse

<table>
<thead>
<tr>
<th>Water Intake*, Wastewater*, and Water Intake Intensity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water intake</td>
</tr>
<tr>
<td>(thousand m³/¥ mil.)</td>
</tr>
<tr>
<td>7</td>
</tr>
<tr>
<td>7</td>
</tr>
<tr>
<td>7</td>
</tr>
</tbody>
</table>

* (thousand m³/¥ mil.)

A star mark indicates that FY2021 figures have been assured by KPMG AZSA Sustainability Co., Ltd.

Water Intake in Household and Industrial Materials Businesses, Forest Resources and Environment Marketing Business

Effective Resource Utilization (Water)
—Water Intake and Wastewater

Water intake in Household and Industrial Materials Businesses, Resources, and Environment Marketing Business and Printing and Communications Media Business, which are core businesses of the Oji Group, accounts for 90% of the entire Group with huge amount of water use. We reduce water intake by reusing water and using it in multiple stages in the mills as limited resources. In addition, used water is treated through multi-stage purification to return as much water as possible to water areas.

Water Intake Reduction

The paper mills take water from rivers, etc. while reusing water used in the processes by purifying water and returning it to previous processes to reduce water intake and use water resources effectively.
Effective Resource Utilization (Recovered Paper)

Around 60% of the raw materials for paper production comes from recovered paper. The recovered paper from household waste is mainly collected through “community collection” and “administrative collection by local authorities” and used in the paper production at the paper mills. The idea of sustainable paper recycling is becoming even more important with the growing demand for paper as an alternative “Plastic-Free” material. Supported by the paper recycling, which has become a regular part of our daily lives, the Oji Group is actively involved in the use of recovered paper and strives to maintain a sound paper recycling system by setting stable recovered paper procurement prices. In order to further improve our recovered paper utilization ratio, we are promoting the use of various types of recovered paper and working to expand the recovery recycling from a broader perspective by participating in cross-industry activities.

Current Recovered Paper Utilization Ratio

The Oji Group consumes 3.83 million tons of recovered paper for its production annually. This is equivalent to 24% or 16.03 million tons of the total recovered paper consumed in Japan. The breakdown of recovered paper use is as follows: 53% old corrugated containers, 21% old magazines, and 17% old newspapers. As the use of recovered paper expands, the recovered paper utilization ratio continues to increase slightly year on year. In recent years, the decline in printing paper production has been greater than the increase of paperboard, which has a higher recovered paper utilization ratio, and changes in the paper variety composition have pushed up the overall recovered paper utilization ratio1. In FY2020, the ratio became 66.0% because of significant decrease in the production of paper due to the spread of COVID-19 and other reasons. In FY2021, the ratio was 67.1% due to a recovery in paper production.

The Oji Group has maintained a high recovered paper utilization ratio by continuously working on the recycling of various types of recovered paper. From FY2021, we have been working to further expand the use of recovered paper with the aim of achieving a recovered paper utilization ratio of 70% or more (in Japan) under the Environmental Action Program 2020.

Initiatives for the Expanded Use of Recovered Paper

The Oji Group produces a diverse range of products, including newspapers, printing paper and paperboard, and uses various types of recovered paper, including old newspapers, old magazines and old corrugated containers. The relationship between the main types of recovered paper and the products that use recovered paper is shown in the diagram on the right. The Oji Group is also involved in recycling confidential documents that were previously often incinerated, difficult-to-process recovered paper that were unsuitable for paper recycling, such as plastic-laminated products, and paper that contains gold and silver.

Improvement in Quality of Recovered Paper

Foreign materials other than paper mixed in with recovered paper, or ink from specially printed or processed paper, can cause color spots and surface swelling of paper products, resulting in quality problems. These contaminants are collectively referred to as prohibited materials.

Prohibited materials

<table>
<thead>
<tr>
<th>Paper products that cannot be used as raw materials of paper manufacturing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Artistic paper, patterned paper</td>
</tr>
<tr>
<td>Thermal paper, iron printing paper</td>
</tr>
<tr>
<td>Sublimation transfer printing paper, thermal传真，热传纸，热传纸</td>
</tr>
<tr>
<td>Mixed corrugated containers</td>
</tr>
<tr>
<td>Stained Paper</td>
</tr>
<tr>
<td>Wax-coated paper</td>
</tr>
</tbody>
</table>

Initiatives in Overseas Group Companies

Use of Recovered Paper in New Zealand

Oji Fibre Solutions (Oji FS) is the only containerboard manufacturer in New Zealand and the largest consumer of recovered paper. It boasts a recovery volume that exceeds not only its own consumption, but also that of the country’s domestic consumption. Oji FS collected about 240,000 tons in FY2021, and the surplus exceeding its own consumption was exported overseas, mostly to the Oji Group company GSPP (Malaysia).

Use of Recovered Paper in Malaysia

GSPP manufactures containerboard made of recovered paper, and significantly enhanced production capacity in 2021. In addition to approximately 240,000 tons of recovered paper collected primarily from paper-sorting and sorting sites in Malaysia, GSPP imports recovered paper from overseas including New Zealand and Japan. GSPP also examines the quality of recovered paper collected in Malaysia when receiving it to improve the quality of recovered paper.

Trend in Global Recovered Paper Recycling

In countries such as Southeast Asia and India, where economic growth is rapid, the spread of e-commerce has led to an increase in the production of corrugated board and a rise in demand for corrugated containers. Recovery rates are still low in these countries and recovered paper imports are increasing. The international supply and demand for recovered paper is changing dramatically as China, which was the main exporter until 2020, has banned the import of recovered paper.

Future Initiatives

The Oji Group has worked to maintain a domestic paper recycling system by building an integrated system that starts with the recovery of recovered paper domestically and manufactures paper products such as newsprint, printing paper and paperboard at production sites across Japan. In recent years, the development of new paper products for use in plastic-free applications and new products with various processing methods that utilize the characteristics of paper has created new challenges for the recycling of recovered paper. We will continue to work on stable procurement of recovered paper and expanding the use of recovered paper in consultation and cooperation with recovered paper recyclers, the Paper Recycling Promotion Center and local authorities.
Respect for Human Rights

In the belief that the responsibility to respect human rights is an important element of the global code of conduct, in August 2020 we established the Oji Group Human Rights Policy in order to further strengthen and implement initiatives involving respect for human rights. From FY2022, we will implement Human Rights Due Diligence to conduct assessment surveys for consolidated companies in Japan and overseas. The details will be discussed twice a year at the Sustainability Committee chaired by the Group CEO with Directors as members to make use of the results in the policy for the following fiscal year.

Oji Group Human Rights Policy

The Oji Group Human Rights Policy supports and respects international norms such as the International Bill of Human Rights policy is applicable to all the officers and employees of the Oji Group and is reflected in all its business activities. All the stakeholders of the Oji Group are expected to understand and follow the policy. We will also create a system of Human Rights Due Diligence to identify, prevent, mitigate and remedy the negative effects on human rights related to business activities to take responsibility for respect for human rights.

Human Rights Due Diligence (based on the United Nations Guiding Principles on Business and Human Rights)

We will start the initiatives of Human Rights Due Diligence from FY2022. First, we will conduct the assessment of human rights risks and identify sustainability issues that we should focus on.

1. Human rights risk assessment: In FY2022, the surveys will be conducted for the consolidated and other companies in Japan and overseas to identify regions and sites whose human rights risk is considered to be high as top priorities.
2. Integration with internal divisions and procedures and implementation of appropriate actions: The responsible divisions will be clarified and a corrective plan will be made if there are matters that need improving.
3. Follow-up surveys: Continuous follow-up surveys will be conducted based on appropriate indexes to determine whether effective responses are being made for the effects on human rights.
4. Information disclosure: Negative effects will be identified and activities conducted will be disclosed in the sustainability report, the company website, etc.

**Flow for Human Rights-Related Initiatives**

- Human Rights Due Diligence (Guiding Principle 17)
- Continuous improvement through PDCA cycles (Guiding Principle 18)
- Information disclosure (Guiding Principle 21)
- Follow-up surveys (Guiding Principle 20)

**Significant expansion of target people who receive human rights education**

The Oji Group provides human rights education to help people understand the policies and raise human rights awareness.

In FY2021, the Group significantly expanded the target people who receive human rights education by having the Group's managers receive Diversity Management Web Training, which covered “business and human rights” (with 2,479 participants), in addition to the new manager training and other conventional human rights education (with 161 participants).

Besides, we also strived to raise awareness of human rights in the Group by translating the Oji Group Human Rights Policy into multiple languages (10 foreign languages) and posting a series of compliance news, among other initiatives.

Enhancing Human Capital

In order to continuously enhance corporate value, we believe it is important for every employee to embrace diversity of values and flexibly in thinking and to enhance his/her skills. For the Oji Group to grow as a global enterprise “beyond boundaries,” we are fostering human resources based on the Oji Group Human Resource Philosophy, in accordance with our fundamental principle, “a company’s strength originates from human resources.”

**Oji Group Human Resource Philosophy**

- Management Philosophy and Purpose
  - Corporate Code of Conduct
  - Behavior Standard
- Management Strategies
  - Oji Group Human Rights Policy
    - High ethical principles
    - Understanding and practicing of Management Philosophy and Management Strategies
    - Awareness of and efforts for transformation
  - Self-training and contribution to the organization’s growth
  - Actions with global awareness

**Our Goal: Fostering of human resources who embody the Oji Group Human Resource Philosophy**

Active participation and demonstration of the full potential of every employee
Achieving innovation based on diverse values and creative ideas
Development of abilities and careers of diverse human resources
Improvement in work-life management (working style reforms and health and productivity management)
Change in mindset and behavior of management level employees
Utilization of human resources (proper operation of the role-based personnel grading system and improvement in productivity)
Inclusion & diversity
Respect for human rights (establishment of the Oji Group Human Rights Policy)

**Human Resources Education for the Practice of Management Strategies**

We foster human resources who embody the Oji Group Human Resource Philosophy by providing various kinds of human resources education. In FY2021, we conducted web training for all management level employees for the purpose of acquiring feedback skills of assessment that are important to help their subordinates identify skills and growth areas. We could not only actively foster global human resources but also change the mindset and behavior of management level employees.

**Main training content (Organized by Oji Management Office)**

<table>
<thead>
<tr>
<th>Goals</th>
<th>Name of training</th>
<th>Eligible employees</th>
<th>Outline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human resource development</td>
<td>New employees global challenge (employees in their first year)</td>
<td>Selected new employees are sent to an overseas site for one week</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increased training for young employees (as trainees)</td>
<td>Employees in their 18th to 25th year</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Three months of language training, followed by five years of practical experience at an overseas site</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Oji Group School</td>
<td>Employees at the age of 31 to 40</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Six months of language training in Japan, followed by overseas assignment</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Online English conversational classes</td>
<td>All employees who apply</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increases overall English ability and develops cross-cultural communication capacity</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>New manager training</td>
<td>New managers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improves their working relationships</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manager training</td>
<td>Manager level</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improves practical communication skills such as diversity management and business etiquette</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Interpersonal managerial training</td>
<td>Interpersonal managerial level</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Diversity Management Web Training</td>
<td>Managers of Group companies in Japan with 301 or more employees</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The outline is considered in the Sustainability Committee (readiness of skill in FY2021 and direct management skills in FY2022)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Management development</td>
<td>New general manager training</td>
<td>General manager level</td>
</tr>
<tr>
<td></td>
<td>Increases management capacity in areas including diversity management</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Career design training for young employees on the generalist track</td>
<td>Interpersonal managerial level</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increases management capacity in areas including diversity management</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Career design training for young employees on the generalist track</td>
<td>Interpersonal managerial level</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increases management capacity in areas including diversity management</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*2 The figure for career design training refers to the one calculated by adding the figures for the career building training for employees on the generalist track and career design training for young employees on the generalist track in the following tables.*
In FY2022, we are constructing a training center in Fujinomiya City, Shizuoka Prefecture to foster human resources including those from overseas through the exchange and training of human resources, etc. We will aim to complete it within the fiscal year to provide better human resources education.

### Working Style Reforms

**Target**
- Total working hours: 1,850.0 hours (26 Oji Group companies in the Main Office region)

**Results**
- Total working hours: 1,843.3 hours (26 Oji Group companies in the Main Office region)

In order to thoroughly pursue objectives in line with management strategies, we are taking steps to reduce total working hours and improve operational efficiency by utilizing the flex-time system and encouraging employees to take annual paid leave with a focus on properly operating the role-based personnel grading system and boosting productivity. Furthermore, with a view to the creation of innovative value, we have implemented the certified researcher system and creative personnel development system under which we grant researchers with particularly high levels of specialized knowledge discretion regarding their work styles and provide working environments that allow them to focus on research. We introduced the “retirement at age 65” system in FY2017 to enable employees to demonstrate their knowledge, skills, and abilities to the fullest and work with enthusiasm. (Introduced at 18 Group companies)

### Health and Productivity Management

**Target**
- Certification in Health and Productivity Management Organization Recognition Program

**Results**
- Recognized under the 2022 Certified Health and Productivity Management Organization Recognition Program (Large Enterprise Category) (for two consecutive years from FY2021)

We established the Oji Group Health Declaration in October 2020. We are working on ensuring the good health of employees under the leadership of our Chief Health Officer (Group CEO). Our activities for health and productivity management are promoted through cooperation between companies, health insurance unions and labor unions of the Oji Group, and the industrial physicians of each business site. These measures aim to create working environments where employees can actively work with sound health.

### Examples of health and productivity management activities

- Conduct health examinations and stress checks
- Installation of Health Consultation Office
- Workplace COVID-19 vaccinations
- Introduction of special leave for getting vaccinated
- Flu vaccinations (workplace vaccination, cost subsidized)
- Hourly use of accumulated annual leave to go to the hospital

### Inclusion & Diversity

**Target**
- Percentage of female managers: 5.5% (16 companies in Japan, at the end of March 2025)

**Results**
- 3.2% (16 companies in Japan, at the end of March 2022)

The Oji Group is promoting “Inclusion & Diversity” with a view to “vitalization of individuals and the organization,” which enables every employee to play an active role regardless of attributes such as gender, age, disability, or nationality, ultimately strengthening the Group’s competitiveness with their diverse values and ideas. We have established policies of the “development of abilities and careers of diverse human resources,” “change in mindset and behavior of management level employees” and “improvement in work-life management (working style reforms and health and productivity management),” and conduct awareness surveys as indicators to assess activities.

In April 2022, we integrated the Diversity Promotion Committee with the Sustainability Committee, which is chaired by the Group CEO with Directors as members due to its establishment to share diversity promotion policies and targets across the Group.

### Development of abilities and careers of diverse human resources

**Promoting the active participation of women**

We are working on initiatives by setting a goal of raising the percentage of female managers to 5.5% by the end of March 2025. We provide training such as career building training for employees on the generalist track to pre-management male and female employees on the generalist track, aiming at fostering employees without gender gaps.

**Percentage of female managers (16 Group companies in Japan)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Female Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>24%</td>
</tr>
<tr>
<td>2015</td>
<td>23.2%</td>
</tr>
<tr>
<td>2016</td>
<td>22.5%</td>
</tr>
<tr>
<td>2017</td>
<td>21.9%</td>
</tr>
<tr>
<td>2018</td>
<td>21.3%</td>
</tr>
<tr>
<td>2019</td>
<td>20.5%</td>
</tr>
<tr>
<td>2020</td>
<td>20.1%</td>
</tr>
<tr>
<td>2021</td>
<td>19.6%</td>
</tr>
<tr>
<td>2022</td>
<td>19.1%</td>
</tr>
</tbody>
</table>

A star mark indicates that FY2021 figure has been assured by KPMG AZSA Sustainability Co., Ltd. For the calculation method, see P107.

### 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, and has established a system so that they can work actively in the Group.

### Change in mindset and behavior of management level employees

In FY2021, we provided Diversity Management Web Training with the themes of “feedback” and “human rights” to managers in the Group.

### Improvement in work-life management

**Support for balancing work and childcare or nursing care**

The Oji Group has introduced various systems that enable employees with childcare or nursing care responsibilities to continue to actively participate in work, and has informed all employees of such systems.

**Encouragement of male employees to engage in childcare**

We encourage male employees to engage in childcare, and in FY2021, 84.7% of eligible male employees took paternity leave (83.5% a year earlier).

**Main Initiatives**

- Nursery subsidies for employees who return to work early from their childcare leave
- Paternity leave system for male employees (paid leave of five consecutive days)
- Hourly use of accumulated annual leave (for childcare/ nursing care)
- Leave system for employees to accompany their spouses’ overseas transfers
Oji Group’s 2022 Safety and Health Promotion Plan

One-third of accidents that occurred in 2021 involved workers being caught in machines. They occurred mainly because operators who enter the Group’s premises are aware of these rules and standards on occupational safety and health, practices them, and complies with them. At the same time, we promote the creation of comfortable workplace environments and strive to create a better workplace safety climate so that all workers in the Oji Group can work in a safe environment and with a sense of security.

Safety and Health Management Structures
Oji Group Safety and Health Management Structures aim to prevent occupational accidents and maintain and promote the good health of Group employees (including affiliates and business operators who enter the Group’s premises on a temporary basis), and also clarify responsibilities relating to safety and health. It stipulates fundamental matters in the Group Safety and Health Management Rules.

Lost Time Injury Frequency Rate (Safety Performance)
The lost time injury frequency rate* of the Oji Group (consolidated companies) has been on the decline since 2016, and was 0.81 in 2020. In 2021, the figure of the whole Group was up by 0.16 from the year earlier to 0.97 due to an increase in the number of accidents by 11 (2 in Japan and 9 in overseas). According to the Ministry of Health, Labour and Welfare’s Survey on Industrial Accidents (businesses with at least 100 employees), in 2021, the rate in manufacturing industries was 1.31 and the rate in the pulp, paper, and paper processing manufacturing industry was 1.65.

<table>
<thead>
<tr>
<th>Target</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve zero fatal and serious work-related accidents (each fiscal year)</td>
<td>Zero fatal and serious work-related accidents</td>
</tr>
</tbody>
</table>

Lost Time Injury Frequency Rate* (2016-2020) (Year)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>1.02</td>
<td>0.89</td>
<td>0.79</td>
<td>0.76</td>
<td>0.67</td>
<td>0.84</td>
<td>0.97</td>
</tr>
<tr>
<td>Overseas</td>
<td>1.25</td>
<td>1.09</td>
<td>1.07</td>
<td>0.97</td>
<td>0.85</td>
<td>0.76</td>
<td>0.74</td>
</tr>
<tr>
<td>Whole Group</td>
<td>1.07</td>
<td>0.97</td>
<td>0.90</td>
<td>0.86</td>
<td>0.81</td>
<td>0.81</td>
<td>0.92</td>
</tr>
</tbody>
</table>

* For the calculation method, see P107.

Oji Group promotes activities with the target of zero work-related accidents across the entire Group under the basic principle of safety as its absolute top priority.

1. Basic policies: The Oji Group will promote activities with the target of zero work-related accidents across the entire Group under the basic principle of safety as its absolute top priority.
2. Slogan: Always Follow the Rules and Ensure that Others Follow the Rules to Prevent Fatal and Serious Accidents
3. Key Targets (Target of the entire Oji Group): Zero fatal and serious work-related accidents
4. Key Measures: The Oji Group employees (including contractors/contractors who enter facilities temporarily) will build a safety culture based on their own thinking, that is, initiatives to ensure safety based on their own thinking and from their own perspectives, while enhancing their sensitivity to hazards in their own actions and operations.

Safety and Health Management Division
Oji Group is ensuring the safety and health of workers under the policies of “observing all the rules of compliance, safety and health is important, and the risk of accidents is something we need to prevent.” It stipulates fundamental matters in the Group Safety and Health Management Rules.

Initiatives for Prevention of Occupational Accident in Companies Overseas

Hazard prediction training (KYT)
The Oji Group conducts hazard prediction training (KYT) using research on the example of accidents that occurred in the Group and the KY sheet so that every employee can improve sensitivity to risks and identify risk factors. In various states and situations for the purpose of considering measures to improve sensitivity to risks and prevent accidents. Participants said, “Risk factors are hidden in daily operation,” “There are risk factors that I wasn’t aware of,” and “I would like to make use of the content in my future work.”

Future Initiatives
The Oji Holdings Safety Administration Department and the safety divisions of COMPANIES and Lead Company will promote initiatives to prevent similar accidents by improving and revitalizing safety and health activities across the entire workplace. Such initiatives include actively going to operational sites and having discussions with management members at the sites and workplaces to confirm the structures for safety and health management, safety of machinery/equipment, and the status of education, as well as participation in workplace safety and health meetings to hear the opinions of workers at the operational area.
## Financial and Non-financial Highlights

### Financial Highlights

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY2011</th>
<th>FY2012</th>
<th>FY2013</th>
<th>FY2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales (¥billion)</strong></td>
<td>1,212.9</td>
<td>1,241.5</td>
<td>1,332.5</td>
<td>1,347.3</td>
</tr>
<tr>
<td>Overseas sales ratio (%)</td>
<td>10.6</td>
<td>16.7</td>
<td>20.3</td>
<td>22.8</td>
</tr>
<tr>
<td>Operating profit (¥billion)</td>
<td>53.8</td>
<td>43.5</td>
<td>57.3</td>
<td>43.9</td>
</tr>
<tr>
<td>Profit attributable to owners of parent (¥billion)</td>
<td>22.2</td>
<td>21.6</td>
<td>31.6</td>
<td>15.5</td>
</tr>
<tr>
<td>Free cash flows (¥billion)</td>
<td>38.3</td>
<td>29.2</td>
<td>42.1</td>
<td>(74.6)</td>
</tr>
<tr>
<td>Net D/E ratio (times)</td>
<td>1.6</td>
<td>1.4</td>
<td>1.1</td>
<td>1.0</td>
</tr>
<tr>
<td>Return on equity (ROE) (%)</td>
<td>5.0</td>
<td>4.6</td>
<td>5.9</td>
<td>2.6</td>
</tr>
<tr>
<td>Capital investment, etc. (¥billion)</td>
<td>54.7</td>
<td>70.1</td>
<td>76.7</td>
<td>80.1</td>
</tr>
<tr>
<td>Dividend per share (¥)</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
</tr>
</tbody>
</table>

### Non-financial Highlights

#### Forest certification acquisition rate

<table>
<thead>
<tr>
<th>Japan 100%, Overseas 92%</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
<th>FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company-owned forests in Japan (SGEC (%))</td>
<td>100</td>
<td>92</td>
<td>94</td>
<td>91</td>
<td>100</td>
</tr>
<tr>
<td>Overseas forest plantations (FSC®, etc.) (%)</td>
<td>100</td>
<td>92</td>
<td>94</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

#### Greenhouse gas (GHG) emissions

<table>
<thead>
<tr>
<th>Change from FY2020</th>
<th>7,606 kt-CO2e</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.5%</td>
<td>7,606 kt-CO2e</td>
</tr>
<tr>
<td>3.5%</td>
<td>7,606 kt-CO2e</td>
</tr>
<tr>
<td>3.5%</td>
<td>7,606 kt-CO2e</td>
</tr>
<tr>
<td>3.5%</td>
<td>7,606 kt-CO2e</td>
</tr>
</tbody>
</table>

#### Water intake

<table>
<thead>
<tr>
<th>Water intake (million m³)</th>
<th>714 million m³</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change from FY2020</td>
<td>146 million m³</td>
</tr>
<tr>
<td>Domestic</td>
<td>744</td>
</tr>
<tr>
<td>Overseas</td>
<td>242</td>
</tr>
<tr>
<td>Whole Group</td>
<td>986</td>
</tr>
</tbody>
</table>

#### Energy consumption

<table>
<thead>
<tr>
<th>Energy consumption (thousand kL oile)</th>
<th>5,400 thousand kL oile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change from FY2020</td>
<td>181 thousand kL oile</td>
</tr>
<tr>
<td>3.95</td>
<td>5,874</td>
</tr>
<tr>
<td>3.95</td>
<td>5,822</td>
</tr>
<tr>
<td>3.95</td>
<td>5,880</td>
</tr>
<tr>
<td>3.94</td>
<td>5,219</td>
</tr>
<tr>
<td>3.67</td>
<td>5,400</td>
</tr>
</tbody>
</table>

#### Effective waste utilization ratio

<table>
<thead>
<tr>
<th>Effective waste utilization ratio (%)</th>
<th>94.2%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change from FY2020</td>
<td>+0.2%</td>
</tr>
<tr>
<td>94.1</td>
<td>94.2</td>
</tr>
<tr>
<td>93.6</td>
<td>94.0</td>
</tr>
<tr>
<td>94.0</td>
<td>94.2</td>
</tr>
</tbody>
</table>

#### Percentage of female managers

<table>
<thead>
<tr>
<th>Percentage of female managers</th>
<th>3.7%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change from FY2020</td>
<td>+0.1%</td>
</tr>
<tr>
<td>2.9</td>
<td>3.5</td>
</tr>
<tr>
<td>3.5</td>
<td>3.6</td>
</tr>
<tr>
<td>3.6</td>
<td>3.7</td>
</tr>
</tbody>
</table>

#### Number of employees (excluding temporary employees)

<table>
<thead>
<tr>
<th>Number of employees</th>
<th>35,608</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change from FY2020</td>
<td>-216</td>
</tr>
<tr>
<td>Japan</td>
<td>38,164</td>
</tr>
<tr>
<td>Overseas</td>
<td>38,804</td>
</tr>
<tr>
<td>Percentage of overseas employees</td>
<td>36.08%</td>
</tr>
<tr>
<td>Change from FY2020</td>
<td>-216</td>
</tr>
</tbody>
</table>

---

*See P85-86 for calculation method / *2 See P107 for calculation method
The Oji Group Integrated Report 2022

Analysis and Evaluation of Management Performance

FY2021 Business Performance

In FY2021, there was a gradual recovery in demand due to the reopening of economic activities that were stagnated by the spread of COVID-19, and the pulp sales prices increased. For these reasons, net sales were ¥1,470.2 billion, an increase of ¥111.2 billion (8.2%) year on year. The Group’s overseas sales ratio was 33.5%, an increase of 4.2 points year on year.

Operating profit was ¥120.1 billion yen, an increase of ¥35.3 billion yen (41.7%) year on year, mainly due to increases in sales volume and pulp sales prices as well as group-wide initiatives for cost reduction, despite soaring prices of raw materials and fuels. Ordinary profit was ¥135.1 billion yen, an increase of ¥52.0 billion yen (62.7%) year on year, mainly due to an increase in operating profit and exchange gain caused by the revaluation of foreign currency-denominated receivables and payables. Profit before income taxes was ¥125.9 billion yen, an increase of ¥48.4 billion yen (61.4%) year on year, and profit attributable to owners of parent was ¥87.5 billion yen, an increase of ¥37.9 billion yen (76.3%) year on year.

Financial Position

Cash flows provided by operating activities increased by ¥165.1 billion yen year on year to ¥143.6 billion yen (cash flows provided by operating activities for FY2020 were ¥127.1 billion yen). The main increases in cash were ¥195.1 billion yen calculated by adding depreciation and amortization to profit before income taxes (¥143.6 billion yen for FY2021) and an increase in trade receivables of ¥33.9 billion yen. The main decreases in cash were an increase in trade receivables of ¥21.0 billion yen, a decrease of ¥1.9 billion yen for FY2020, an increase in inventories of ¥26.0 billion yen (a decrease of ¥20.2 billion yen for FY2020) and income taxes paid of ¥23.3 billion yen (payment of ¥39.2 billion for FY2020). Cash flows used in investing activities were ¥92.6 billion yen (cash flows used in investing activities for FY2020 were ¥91.6 billion yen) due in part to payment for acquisition of property, plant, equipment and intangible assets. The payment for acquisition of property, plant, equipment and intangible assets included capital investments necessary for reinforcing and renewing capacities, improving quality, saving labor, increasing productivity, ensuring safety, and conserving the environment.

Cash flows used in financing activities were ¥62.4 billion yen (cash flows used in financing activities for FY2022 ended in FY2020 were ¥92.6 billion yen) due in part to payment for acquisition of property, plant, equipment and intangible assets. The payment for acquisition of property, plant, equipment and intangible assets included capital investments necessary for reinforcing and renewing capacities, improving quality, saving labor, increasing productivity, ensuring safety, and conserving the environment.

Consolidated Financial Forecasts for FY2022

For our consolidated financial forecasts for FY2022, the Oji Group anticipates net sales of ¥1,700.0 billion yen, operating profit of ¥105.0 billion yen, ordinary profit of ¥110.0 billion yen, and profit attributable to owners of parent of ¥70.0 billion yen. In FY2022, we will launch the new Medium-term Management Plan ending in FY2024. Under the new Medium-term Management Plan, we will continue to enhance existing businesses, centering on the packaging business in Japan and renewing capacities, improving quality, saving labor, increasing productivity, ensuring safety, and conserving the environment.

(1) Profit per share was calculated by dividing profit attributable to owners of parent by the average number of shares outstanding for the year under review upon subtracting the number of treasury stocks.

(2) Net assets per share were calculated by dividing net assets by the number of shares outstanding at the end of the year under review upon subtracting the number of treasury stocks.

(3) Net assets per share are rounded down to the nearest million yen.

# Financial Data Highlights

## Changes in Assets and Profit/Loss

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
<th>FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales (¥ billion)</td>
<td>1,485.895</td>
<td>1,550.991</td>
<td>1,507.607</td>
<td>1,358.985</td>
<td>1,470.161</td>
</tr>
<tr>
<td>Operating profit (¥ billion)</td>
<td>70.781</td>
<td>110.212</td>
<td>106.125</td>
<td>84.793</td>
<td>120.119</td>
</tr>
<tr>
<td>Ordinary profit (¥ billion)</td>
<td>65.958</td>
<td>118.370</td>
<td>101.289</td>
<td>83.061</td>
<td>135.100</td>
</tr>
<tr>
<td>Profit attributable to owners of parent (¥ billion)</td>
<td>36.222</td>
<td>51.977</td>
<td>58.181</td>
<td>49.635</td>
<td>87.509</td>
</tr>
<tr>
<td>Total assets (¥ billion)</td>
<td>1,960.753</td>
<td>1,951.369</td>
<td>1,885.280</td>
<td>1,861.438</td>
<td>2,053.752</td>
</tr>
</tbody>
</table>

## Financial Position

- **Net sales and overseas sales ratio**
- **Net assets per share, profit per share, and ROE**
- **Changes in cash flows**

## Changes in Cash Flows

<table>
<thead>
<tr>
<th>Year</th>
<th>Cash flows from operating activities (¥ billion)</th>
<th>Cash flows from investing activities (¥ billion)</th>
<th>Free cash flows (¥ billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>110.212</td>
<td>91.6</td>
<td>14.6</td>
</tr>
<tr>
<td>2018</td>
<td>70.781</td>
<td>118.370</td>
<td>47.6</td>
</tr>
<tr>
<td>2019</td>
<td>106.125</td>
<td>101.289</td>
<td>5.8</td>
</tr>
<tr>
<td>2020</td>
<td>84.793</td>
<td>83.061</td>
<td>1.7</td>
</tr>
<tr>
<td>2021</td>
<td>120.119</td>
<td>135.100</td>
<td>15.0</td>
</tr>
</tbody>
</table>

## Financial and Non-financial Data

<table>
<thead>
<tr>
<th>Year</th>
<th>Net sales (¥ billion)</th>
<th>Net assets (¥ billion)</th>
<th>Profit attributable to owners of parent (¥ billion)</th>
<th>Profit per share (¥)</th>
<th>ROE (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1,485.895</td>
<td>810,011</td>
<td>36,222</td>
<td>699.12</td>
<td>5.6</td>
</tr>
<tr>
<td>2018</td>
<td>1,550.991</td>
<td>815,406</td>
<td>51,977</td>
<td>647.4</td>
<td>7.7</td>
</tr>
<tr>
<td>2019</td>
<td>1,507.607</td>
<td>831,657</td>
<td>58,181</td>
<td>859.29</td>
<td>88.35</td>
</tr>
<tr>
<td>2020</td>
<td>1,358.985</td>
<td>865,606</td>
<td>49,635</td>
<td>758.28</td>
<td>64.8</td>
</tr>
<tr>
<td>2021</td>
<td>1,470.161</td>
<td>875,470</td>
<td>87,509</td>
<td>88.35</td>
<td>41.4</td>
</tr>
</tbody>
</table>

## Values Creation

- **Value Creation Improvement**
- **Governance Strategy**
- **Sustainability Strategy**

## Environmental Issues

- **Initiatives for Profitability**
- **Initiatives for Product**
- **Initiatives for Green Innovation**
- **Initiatives for Sustainability**

## History of the Oji Group’s Value Creation Improvement

- **Governance Strategy**
- **Sustainability Strategy**

## Changes in Financial Data

- **Net sales and overseas sales ratio**
- **Net assets per share, profit per share, and ROE**
- **Changes in cash flows**

## Financial Data Highlights

- **Changes in assets and profit/loss**
- **Net sales and overseas sales ratio**
- **Net assets per share, profit per share, and ROE**
- **Changes in cash flows**

## Financial and Non-financial Data

- **Net sales and overseas sales ratio**
- **Net assets per share, profit per share, and ROE**
- **Changes in cash flows**

## Financial Data Highlights

- **Changes in assets and profit/loss**
- **Net sales and overseas sales ratio**
- **Net assets per share, profit per share, and ROE**
- **Changes in cash flows**
### Status of Individual Segments (FY2021)

<table>
<thead>
<tr>
<th>Segment</th>
<th>Net sales ($ million)</th>
<th>Operating profit ($ million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Household and Industrial Materials</td>
<td>700,742</td>
<td>26,127</td>
</tr>
<tr>
<td>Functional Materials</td>
<td>184,722</td>
<td>15,264</td>
</tr>
<tr>
<td>Forest Resources and Environment Business Marketing</td>
<td>314,489</td>
<td>55,473</td>
</tr>
<tr>
<td>Printing and Communications Media</td>
<td>244,549</td>
<td>17,797</td>
</tr>
<tr>
<td>Other</td>
<td>296,542</td>
<td>7,009</td>
</tr>
<tr>
<td>Subtotal</td>
<td>1,741,046</td>
<td>121,872</td>
</tr>
<tr>
<td>Adjustments</td>
<td>(270,885)</td>
<td>(1,552)</td>
</tr>
<tr>
<td>Total</td>
<td>1,470,161</td>
<td>120,119</td>
</tr>
</tbody>
</table>

1. Adjustment amount is mainly the adjustment concerning internal transaction.
2. Numbers less than one million yen are rounded down to the nearest million.

### Net Sales Composition by Business Segment

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY2021</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Household and Industrial Materials</td>
<td>40.3</td>
<td>40.8</td>
</tr>
<tr>
<td>Functional Materials</td>
<td>10.8</td>
<td>11.5</td>
</tr>
<tr>
<td>Forest Resources and Environment Business Marketing</td>
<td>18.1</td>
<td>15.4</td>
</tr>
<tr>
<td>Printing and Communications Media</td>
<td>14.0</td>
<td>15.3</td>
</tr>
<tr>
<td>Other</td>
<td>17.0</td>
<td>17.0</td>
</tr>
</tbody>
</table>

### Operating Profit Composition by Business Segment

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY2021</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Household and Industrial Materials</td>
<td>21.5</td>
<td>43.3</td>
</tr>
<tr>
<td>Functional Materials</td>
<td>12.5</td>
<td>13.6</td>
</tr>
<tr>
<td>Forest Resources and Environment Business Marketing</td>
<td>45.6</td>
<td>19.8</td>
</tr>
<tr>
<td>Printing and Communications Media</td>
<td>14.6</td>
<td>13.3</td>
</tr>
<tr>
<td>Other</td>
<td>5.8</td>
<td>8.0</td>
</tr>
</tbody>
</table>
### Consolidated Statement of Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Previous consolidated fiscal year</th>
<th>Current consolidated fiscal year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>¥1,126,107</td>
<td>¥1,358,985</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>¥1,031,553</td>
<td>¥1,358,985</td>
</tr>
<tr>
<td>Gross profit</td>
<td>¥94,554</td>
<td>¥77,509</td>
</tr>
<tr>
<td>Selling, general and administrative expenses</td>
<td>¥678,860</td>
<td>¥738,515</td>
</tr>
<tr>
<td>Freight expenses</td>
<td>¥115,067</td>
<td>¥324,867</td>
</tr>
<tr>
<td>Warehouse expenses</td>
<td>¥109,737</td>
<td>¥115,391</td>
</tr>
<tr>
<td>Salaries and wages</td>
<td>¥50,308</td>
<td>¥52,967</td>
</tr>
<tr>
<td>Retirement benefit expenses</td>
<td>¥11,977</td>
<td>¥1,969</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>¥6,343</td>
<td>¥8,604</td>
</tr>
<tr>
<td>Other</td>
<td>¥49,542</td>
<td>¥66,506</td>
</tr>
<tr>
<td>Total selling, general and administrative expenses</td>
<td>¥247,699</td>
<td>¥323,854</td>
</tr>
<tr>
<td>Operating income</td>
<td>¥84,793</td>
<td>¥80,883</td>
</tr>
<tr>
<td>Non-operating income</td>
<td>¥6,030</td>
<td>¥4,279</td>
</tr>
<tr>
<td>Interest income</td>
<td>¥1,121</td>
<td>¥883</td>
</tr>
<tr>
<td>Dividends income</td>
<td>¥5,640</td>
<td>¥3,369</td>
</tr>
<tr>
<td>Exchange gain</td>
<td>¥24,964</td>
<td>¥15,404</td>
</tr>
<tr>
<td>Equity in earnings of affiliates</td>
<td>¥142</td>
<td>¥2,879</td>
</tr>
<tr>
<td>Other</td>
<td>¥6,524</td>
<td>¥8,145</td>
</tr>
<tr>
<td>Total non-operating income</td>
<td>¥14,576</td>
<td>¥30,381</td>
</tr>
<tr>
<td>Non-operating expenses</td>
<td>¥9,714</td>
<td>¥6,454</td>
</tr>
<tr>
<td>Interest expenses</td>
<td>¥6,791</td>
<td>¥6,692</td>
</tr>
<tr>
<td>Other</td>
<td>¥5,926</td>
<td>¥6,454</td>
</tr>
<tr>
<td>Total non-operating expenses</td>
<td>¥13,640</td>
<td>¥15,451</td>
</tr>
<tr>
<td>Ordinary profit</td>
<td>¥83,061</td>
<td>¥135,100</td>
</tr>
<tr>
<td>Extraordinary income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gain on sale of non-current assets</td>
<td>¥26,003</td>
<td>¥30,381</td>
</tr>
<tr>
<td>Gain on return of assets from retirement benefit trust</td>
<td>¥1,969</td>
<td>¥1,969</td>
</tr>
<tr>
<td>Insurance claim income</td>
<td>¥6,791</td>
<td>¥6,791</td>
</tr>
<tr>
<td>Gain on sale of investments</td>
<td>¥5,926</td>
<td>¥5,926</td>
</tr>
<tr>
<td>Gain on sale of businesses</td>
<td>¥908</td>
<td>¥908</td>
</tr>
<tr>
<td>Profit on subsidiary status change from equity method affiliate to consolidated subsidiary</td>
<td>¥26,003</td>
<td>¥30,381</td>
</tr>
<tr>
<td>Other</td>
<td>¥473</td>
<td>¥345</td>
</tr>
<tr>
<td>Total extraordinary income</td>
<td>¥7,746</td>
<td>¥4,006</td>
</tr>
<tr>
<td>Extraordinary loss</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impairment loss</td>
<td>¥497</td>
<td>¥2,968</td>
</tr>
<tr>
<td>Loss on disposal of non-current assets</td>
<td>¥1,268</td>
<td>¥2,968</td>
</tr>
<tr>
<td>Loss on disaster</td>
<td>¥2,065</td>
<td>¥2,065</td>
</tr>
<tr>
<td>Loss on business restructuring</td>
<td>¥1,268</td>
<td>¥2,065</td>
</tr>
<tr>
<td>Other</td>
<td>¥1,268</td>
<td>¥2,065</td>
</tr>
<tr>
<td>Total extraordinary losses</td>
<td>¥7,703</td>
<td>¥10,745</td>
</tr>
<tr>
<td>Profit before income taxes</td>
<td>¥80,883</td>
<td>¥129,262</td>
</tr>
<tr>
<td>Income taxes-current</td>
<td>¥65,885</td>
<td>¥65,885</td>
</tr>
<tr>
<td>Income taxes-deferred</td>
<td>¥1,969</td>
<td>¥2,065</td>
</tr>
<tr>
<td>Total income taxes</td>
<td>¥67,854</td>
<td>¥67,854</td>
</tr>
<tr>
<td>Profit</td>
<td>¥12,829</td>
<td>¥61,408</td>
</tr>
<tr>
<td>Profit attributable to non-controlling interests</td>
<td>¥2,062</td>
<td>¥4,800</td>
</tr>
<tr>
<td>Profit attributable to owners of parent</td>
<td>¥10,767</td>
<td>¥56,608</td>
</tr>
</tbody>
</table>

### Consolidated Statement of Cash Flows

#### Cash Flows from operating activities

<table>
<thead>
<tr>
<th>Description</th>
<th>Previous consolidated fiscal year</th>
<th>Current consolidated fiscal year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit before income taxes</td>
<td>¥80,883</td>
<td>¥129,262</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>¥67,854</td>
<td>¥67,854</td>
</tr>
<tr>
<td>Impairment loss</td>
<td>¥1,969</td>
<td>¥2,065</td>
</tr>
<tr>
<td>Amortization of goodwill</td>
<td>¥1,969</td>
<td>¥2,065</td>
</tr>
<tr>
<td>Depreciation of standing timber</td>
<td>¥6,791</td>
<td>¥6,791</td>
</tr>
<tr>
<td>Increase (decrease) in allowance for doubtful accounts</td>
<td>¥0</td>
<td>¥0</td>
</tr>
<tr>
<td>Increase (decrease) in net defined benefit asset</td>
<td>¥4,906</td>
<td>¥2,968</td>
</tr>
<tr>
<td>Increase (decrease) in net defined benefit liability</td>
<td>¥2,968</td>
<td>¥4,906</td>
</tr>
<tr>
<td>Operating income</td>
<td>¥84,793</td>
<td>¥80,883</td>
</tr>
<tr>
<td>Non-operating expenses</td>
<td>¥16,308</td>
<td>¥14,576</td>
</tr>
<tr>
<td>Gain on sale of non-current assets</td>
<td>¥398</td>
<td>¥0</td>
</tr>
<tr>
<td>Gain on sale of investments</td>
<td>¥5,926</td>
<td>¥5,926</td>
</tr>
<tr>
<td>Gain on sale of businesses</td>
<td>¥908</td>
<td>¥908</td>
</tr>
<tr>
<td>Increase (decrease) in inventories</td>
<td>¥1,870</td>
<td>¥1,870</td>
</tr>
<tr>
<td>Exchange gain</td>
<td>¥4,616</td>
<td>¥4,616</td>
</tr>
<tr>
<td>Interest income</td>
<td>¥1,121</td>
<td>¥1,121</td>
</tr>
<tr>
<td>Other</td>
<td>¥9,516</td>
<td>¥45,422</td>
</tr>
<tr>
<td>Total extraordinary income</td>
<td>¥5,746</td>
<td>¥4,006</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>¥67,854</td>
<td>¥67,854</td>
</tr>
<tr>
<td>Impairment loss</td>
<td>¥1,969</td>
<td>¥2,065</td>
</tr>
<tr>
<td>Loss on disposal of non-current assets</td>
<td>¥1,268</td>
<td>¥2,065</td>
</tr>
<tr>
<td>Loss on disaster</td>
<td>¥2,065</td>
<td>¥2,065</td>
</tr>
<tr>
<td>Loss on business restructuring</td>
<td>¥1,268</td>
<td>¥2,065</td>
</tr>
<tr>
<td>Other</td>
<td>¥1,268</td>
<td>¥2,065</td>
</tr>
<tr>
<td>Total extraordinary losses</td>
<td>¥7,703</td>
<td>¥10,745</td>
</tr>
<tr>
<td>Net cash provided by operating activities</td>
<td>¥127,157</td>
<td>¥143,087</td>
</tr>
</tbody>
</table>

#### Cash Flows from financing activities

<table>
<thead>
<tr>
<th>Description</th>
<th>Previous consolidated fiscal year</th>
<th>Current consolidated fiscal year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from issuance of bonds</td>
<td>¥0</td>
<td>¥0</td>
</tr>
<tr>
<td>Proceeds from repayment of bonds</td>
<td>¥0</td>
<td>¥0</td>
</tr>
<tr>
<td>Repayment of long-term loans payable</td>
<td>¥26,003</td>
<td>¥6,958</td>
</tr>
<tr>
<td>Payment from changes in ownership interests in subsidiaries that do not result in change of scope of consolidation</td>
<td>¥0</td>
<td>¥0</td>
</tr>
<tr>
<td>Net cash provided (used in) financing activities</td>
<td>¥19,932</td>
<td>¥18,095</td>
</tr>
</tbody>
</table>

#### Effect of exchange rate change on cash and cash equivalents

<table>
<thead>
<tr>
<th>Description</th>
<th>Previous Consolidated Fiscal Year</th>
<th>Current Consolidated Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash provided (used in) financing activities</td>
<td>¥19,932</td>
<td>¥18,095</td>
</tr>
<tr>
<td>Effect of exchange rate change on cash and cash equivalents</td>
<td>(2,169)</td>
<td>4,691</td>
</tr>
</tbody>
</table>

#### Non-current assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Previous Consolidated Fiscal Year</th>
<th>Current Consolidated Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net increase (decrease) in cash and cash equivalents</td>
<td>¥53,310</td>
<td>¥80,291</td>
</tr>
<tr>
<td>Cash and cash equivalents at the beginning of the year</td>
<td>¥82,300</td>
<td>¥135,669</td>
</tr>
<tr>
<td>Increase in cash and cash equivalents resulting from mergers of subsidiaries</td>
<td>¥7</td>
<td>115</td>
</tr>
<tr>
<td>Increase in cash and cash equivalents resulting from exclusion of subsidiaries from consolidation</td>
<td>(39)</td>
<td>(20)</td>
</tr>
<tr>
<td>Cash and cash equivalents at the end of the year</td>
<td>¥135,669</td>
<td>55,474</td>
</tr>
</tbody>
</table>

---

**History of the Oji Group's Values**

- **Profitability**
- **Governance Strategy**
- **Sustainability Strategy**

---

**What the Oji Group does**

- **Initiatives for Product Development**
- **Initiatives for Product Improvement**
- **Initiatives for Product Expansion**

---

**Environmental Issues**

- **Sustainability Strategy**
- **Sustainability Program**

---

**Financial and Non-financial Data**

- **Consolidated Financial Statements**
- **Previous consolidated fiscal year**
- **Current consolidated fiscal year**
Third-Party Independent Assurance Report

kat mark indicates that FY2021 figures have been assured by KPMG AZSA Sustainability Co., Ltd.

Environmental Data

Aggregation period: Japan: April 1 through March 31 of each fiscal year / overseas: January 1 through December 31 of each fiscal year (April 1 through March 31 for India and Myanmar)

Boundary of data aggregation: Consolidated subsidiaries in Japan and overseas, excluding nonproduction sites (see note for VOC emissions)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>▶ Greenhouse gases (Scope 1 + Scope 2)*1 (Gg CO2e)</td>
<td>2,782</td>
<td>2,875</td>
<td>2,757</td>
<td>2,733</td>
<td></td>
</tr>
<tr>
<td>▶ Greenhouse gases (Scope 3 Purchased goods and services)*2 (Gg CO2e)</td>
<td>3,836</td>
<td>3,903</td>
<td>3,766</td>
<td>3,430</td>
<td></td>
</tr>
<tr>
<td>▶ Greenhouse gas emissions (Scope 1+ Scope 2)*1 (kt-CO2e)</td>
<td>1,349</td>
<td>1,442</td>
<td>1,327</td>
<td>1,193</td>
<td></td>
</tr>
<tr>
<td>▶ Greenhouse gas emissions (Scope 3 Purchased goods and services)*2 (kt-CO2e)</td>
<td>3,663</td>
<td>3,606</td>
<td>3,465</td>
<td>3,208</td>
<td></td>
</tr>
</tbody>
</table>

1) Greenhouse gas (GHG) Scope 1 calculation: Calculated in accordance with the Act on Rationalizing Energy Use (Energy Conservation Act) and on Promotion of Global Warming Countermeasures (Global Warming Act)
2) Greenhouse gas (GHG) Scope 3 Purchased goods and services: Emissions associated with activities up to the point where materials are processed into purchased goods and sale, etc., are included. For emissions associated with the power supply required for production, we refer to the “Emission intensity database for calculation of GHG emissions by organizations throughout the supply chain (ver. 2.6)” and the “CO2 equivalent common intensity database (ver. 2.3)” published by the Ministry of the Environment.

VOC indicated by the Ministry of the Environment based on the Air Pollution Control Law.

Social Data

Occupational safety / Diversity

<table>
<thead>
<tr>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whole Group</td>
<td>1.02</td>
<td>0.89</td>
<td>0.88</td>
</tr>
<tr>
<td>Overseas</td>
<td>0.70</td>
<td>0.67</td>
<td>0.70</td>
</tr>
<tr>
<td>Percentage of female managers</td>
<td>2.9</td>
<td>3.1</td>
<td>3.5</td>
</tr>
<tr>
<td>Employment rate of people with disabilities</td>
<td>2.03</td>
<td>2.17</td>
<td>2.27</td>
</tr>
</tbody>
</table>

1) Greenhouse gas (GHG) Scope 1 calculation: Calculated in accordance with the Act on Rationalizing Energy Use (Energy Conservation Act) and on Promotion of Global Warming Countermeasures (Global Warming Act)
2) Greenhouse gas (GHG) Scope 3 Purchased goods and services: Emissions associated with activities up to the point where materials are processed into purchased goods and sale, etc., are included. For emissions associated with the power supply required for production, we refer to the “Emission intensity database for calculation of GHG emissions by organizations throughout the supply chain (ver. 2.6)” and the “CO2 equivalent common intensity database (ver. 2.3)” published by the Ministry of the Environment.

We were engaged by Oji Holdings Corporation (the “Company”) to undertake a limited assurance engagement of the environmental and social performance indicators marked with (▲) (the “Indicators”) for the period from April 1, 2021 to March 31, 2022, except for the lost time injury frequency rate, which is for the period from January 1, 2021 to December 31, 2021, and for the employment rate of people with disabilities, which is as of June 1, 2022, included in its Oji Group Integrated Report 2022 (the “Report”) for the fiscal year ended March 31, 2022.

The Company’s Responsibility

The Company is responsible for the preparation of the Indicators in accordance with its own reporting criteria (the “Company’s reporting criteria”), as described in the Report.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Indicators based on the procedures we have performed. We conducted our engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information and the ISAE 3410, Assurance Engagements on Greenhouse Gas Statements issued by the International Auditing and Assurance Standards Board. The limited assurance engagement consisted of making inquiries, primarily of people responsible for the preparation of information presented in the Report, and applying analytical and other procedures, and the procedures performed vary in nature from, and are less in extent than, for a reasonable assurance engagement. The level of assurance provided is thus not as high as that provided by a reasonable assurance engagement. Our assurance procedures included:

- Interviewing the Company’s responsible personnel to obtain an understanding of its policy for preparing the Report and reviewing the Company’s reporting criteria.
- Inquiring about the design of the systems and methods used to collect and process the indicators.
- Performing analytical procedures on the Indicators.
- Examining, on a test basis, evidence supporting the interaction, aggregation and reporting of the Indicators in conformity with the Company’s reporting criteria, and recalculating the Indicators.
- Visiting the Kushiro Mill of Oji Materia Co., Ltd. selected on the basis of a risk analysis.

Evaluation of the overall presentation of the Indicators.

Conclusion

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Indicators in the Report are not prepared, in all material respects, in accordance with the Company’s reporting criteria as described in the Report.

Our Independence and Quality Control

We have compiled the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. In accordance with International Standard on Quality Control 1, we maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Kazuhiko Saito
KPMG AZSA Sustainability Co., Ltd.

Notes to the Reader of Independent Assurance Report:

This is a copy of the Independent Assurance Report and the original copies are kept separately by the Company and KPMG AZSA Sustainability Co., Ltd.
### List of Affiliated Companies

#### Industrial Materials COMPANY

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oji Industrial Materials Management Co., Ltd.</td>
<td></td>
</tr>
<tr>
<td>Oji Materia Co., Ltd.</td>
<td>Hokkaido Shihoro, Hokkaido</td>
</tr>
<tr>
<td>Oji Container Co., Ltd.</td>
<td>Saitama, Saitama</td>
</tr>
<tr>
<td>Oji Environment Co., Ltd.</td>
<td>Chiba, Chiba</td>
</tr>
<tr>
<td>Oji Corporate Management Office Inc.</td>
<td>Chiba, Chiba</td>
</tr>
</tbody>
</table>

#### Household and Consumer Products COMPANY

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oji Nepal Co., Ltd.</td>
<td>Saitama, Saitama</td>
</tr>
<tr>
<td>Oji Asia Household Product Sdn. Bhd.</td>
<td>Guanajuato, Mexico</td>
</tr>
</tbody>
</table>

#### Functional Materials COMPANY

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oji Functional Materials Processing Center Inc.</td>
<td>Chiba, Chiba</td>
</tr>
</tbody>
</table>

#### Forest Resources and Environment Marketing COMPANY

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oji Paper Co., Ltd.</td>
<td>Yokohama, Kanagawa</td>
</tr>
</tbody>
</table>

#### Printing and Communications Media COMPANY

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oji Imaging Media Co., Ltd.</td>
<td>Tokyo, Tokyo</td>
</tr>
</tbody>
</table>

#### Corporate Management Group

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oji Management Office Inc.</td>
<td>Tokyo, Tokyo</td>
</tr>
</tbody>
</table>

#### Shared Service Companies

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oji Logistics Co., Ltd.</td>
<td>Tokyo, Tokyo</td>
</tr>
</tbody>
</table>

**Financial and Non-financial Data**

- **- Profitability -**
- **- Sustainability -**
- **- Governance Strategy -**

**History of the Oji Group’s Value Creation Improvement**

- **— Profitability —**
- **— Green Innovation —**
- **— Sustainability —**

**Initiatives for Profitability**

- Pan Pac Forest Products Ltd. (Pan Pac)
- Pan Pac Forest Products (Otago) Ltd.

**Initiatives for Product**

- Pan Pac Forest Products Ltd. (Pan Pac)
### Corporate Data / Stock Information / Evaluation from Society

#### Company Profile (as of March 31, 2022)
- **Company name**: Oji Holdings Corporation
- **President**: Masahiro Nishio (appointed April 1, 2022)
- **Headquarters address**: 7-5, Tokyo 4-chome, Chiyoda, Tokyo 104-0061 Japan
- **Start of business**: February 12, 1873
- **Corporate establishment**: August 1, 1949
- **Capital**: 9,800,800 million yen

#### Principal Shareholders (as of March 31, 2022)
- **The Norinchukin Bank**: 16,654 shares (1.7%)
- **Mizuho Bank, Ltd.**: 21,636 shares (2.2%)
- **Custody Bank of Japan, Ltd. (Trust account)**: 34,873 shares (3.5%)
- **Custody Bank of Japan, Ltd. (Trust account)**: 66,684 shares (6.7%)
- **The Master Trust Bank of Japan, Ltd. (Trust account)**: 157,740 shares (15.9%)

#### Number of employees of the consolidated Group: 35,028

#### Distribution of Shareholders (as of March 31, 2022)

#### Stock Information (as of March 31, 2022)
- **Listing stock exchange**: Tokyo Stock Exchange
- **Security identification Code**: 3861
- **Share register manager and account administration authority for special accounts**: Sumitomo Mitsui Trust Bank, Limited

#### Financial and Non-financial Data

- **Number of shareholders**: 76,830
- **Total number of issued shares (treasury stocks included in the total)**: 1,041,381,817 shares (2,400,000,000 shares)
- **Number of employees**: 35,028

#### Evaluation from Society

- **FTSE Blossom Japan Index**: Oji has been selected for the FTSE Blossom Japan Index, one of the ESG indexes selected by the Government Pension Investment Fund (GPIF), since September 2019. (Scope: Oji Holdings)
- **FTSE4Good Index Series**: Oji has been selected for the FTSE4Good Index Series, an ESG index established by FTSE Russell, since September 2019. (Scope: Oji Holdings)
- **SOMPO Sustainability Index**: Oji has been selected for the FTSE Blossom Japan Sector Relative Index, an ESG index established by FTSE Russell, since April 2022. (Scope: Oji Holdings)
- **S&P/JPX Carbon Efficient Index**: Oji has been selected for the S&P/JPX Carbon Efficient Index since September 2018. Constituents of the index are selected with a focus on companies’ disclosure of environmental information and carbon emissions per net sales. (Scope: Oji Holdings)
- **Dow Jones Sustainability Index**: Oji has been selected since June 2019 for the Dow Jones Sustainability Index, which is used for SOMPO Sustainable Investment, an investment product of SOMPO Asset Management Co., Ltd. (Scope: Oji Holdings)
- **MSCI Japan Empowering Women (WIN) Index**: Oji has been selected since June 2017 for MSCI Japan Empowering Women WIN Index, an ESG index established by MSCI Inc. (Scope: Oji Holdings)
- **“Eruboshi” certification**: Oji has been selected for S&P/JPX Carbon Efficient Index since September 2018. Constituents of the index are selected with a focus on companies’ disclosure of environmental information and carbon emissions per net sales. (Scope: Oji Holdings)
- **“Eruboshi” certification**: Oji has been selected since June 2017 for MSCI Japan Empowering Women WIN Index, an ESG index established by MSCI Inc. (Scope: Oji Holdings)
- **“Eruboshi” certification**: Oji has been selected for the FTSE4Good Index Series and FTSE Blossom Japan Index, which are ESG investment indexes. (Scope: Oji Holdings)

- **Evaluation from Society**
  - **FTSE Blossom Japan Index**
  - **FTSE4Good Index Series**
  - **SOMPO Sustainability Index**
  - **S&P/JPX Carbon Efficient Index**
  - **Dow Jones Sustainability Index**
  - **MSCI Japan Empowering Women (WIN) Index**
  - **“Eruboshi” certification**
  - **“Eruboshi” certification”**
  - **“Eruboshi” certification”**
  - **“Eruboshi” certification”**
  - **“Eruboshi” certification”**

- **A Year at the Oji Group**
  - Developed "kinarito," a plant-derived nonwoven fabric material.
  - Developed "MEGURISH bottom," a recyclable resource mixed papermaking. (P52)
  - Added three new products to the "SILBIO series," barrier paper materials. (P51)
  - Selected as a constituent of the FTSE4Good Index Series and FTSE Blossom Japan Index, which are ESG investment indexes.
  - “Optimized transport box by using automatic packing system ‘Carton Wrap’,” awarded the FY2021 Logistics Grand Prize “SDGs Social Contribution Award,” 45th Konshihata Awards “Improvement and Rationalization Category” and WorldStar Competition 2022 “WorldStar Award” (P45)