

Corporate Officers **Directors**



Susumu Yajima
Director, Chairman of the Board



Masatoshi Kaku
Director of the Board,
President
(Group CEO)



Ryoji Watari
Director of the Board,
Executive Vice President
President, Industrial Materials
COMPANY
President, Household &
Consumer Products COMPANY



Yoshiaki Takeda
Director of the Board,
Senior Executive Officer
General Manager, Corporate
Governance Division
President,
Oji Management Office Inc.



Shoji Fujiwara
Director of the Board,
Senior Executive Officer
President,
Functional Materials COMPANY



Yoshiki Koseki
Director of the Board,
Senior Executive Officer
Vice President, Industrial
Materials COMPANY
President, Oji Materia Co., Ltd.



Ryuichi Kisaka
Director of the Board,
Senior Executive Officer
President, Printing &
Communications Media COMPANY
President, Oji Paper Co., Ltd.



Kazuhiko Kamada
Director of the Board,
Executive Officer
President,
Celulose Nipo-Brasileira S.A.



Hiroyuki Isono
Director of the Board,
Executive Officer
Chairman of the Board, Oji Oceania
Management Co., Ltd.
Chairman of the Board,
Oji Fibre Solutions (NZ) Ltd.



Koichi Ishida
Director of the Board,
Executive Officer
Deputy General Manager,
Corporate Governance Division
In charge of: Innovation
Promotion Division
President, Oji Engineering Co., Ltd.



Fumio Shindo
Director of the Board,
Executive Officer
President, Forest Resources &
Environment Marketing
COMPANY



Michihiro Nara
Outside Director of the Board



Toshihisa Takata
Outside Director of the Board



Norio Henmi Outside Audit & Supervisory Board Member
Makoto Katsura Outside Audit & Supervisory Board Member
Tomihiro Yamashita Audit & Supervisory Board Member
Nobuko Otsuka Audit & Supervisory Board Member
Mikinao Kitada Outside Audit & Supervisory Board Member

Oji Group established the Oji Group Corporate Code of Conduct in 2004 based on the fundamental values and philosophy that have been handed down since the Group's foundation and has undertaken business activities with an awareness of its role as a corporate member of society and a strong sense of ethics throughout the Group. Going forward, we will continue to position the enhancement of corporate governance as a priority management issue in order to ensure management efficiency, soundness, and transparency, increase corporate value, and be a company that is trusted by society while building trusting relationships with diverse stakeholders.

Basic Concepts, Framework, and Operational Policies

Fundamental Policies on Corporate Governance

The Fundamental Policies on Corporate Governance set forth the basic concepts, framework, and operational policies regarding corporate governance.


[Fundamental Policies](https://www.ojiholdings.co.jp/english/group/policy/governance.html)
<https://www.ojiholdings.co.jp/english/group/policy/governance.html>

Corporate Governance Report

The Oji Group posts its Corporate Governance Report, which it submits to Tokyo Stock Exchange, on its official website.


[Corporate Governance Report](https://www.ojiholdings.co.jp/english/ir/library/governance.html)
<https://www.ojiholdings.co.jp/english/ir/library/governance.html>

Corporate Governance Structures

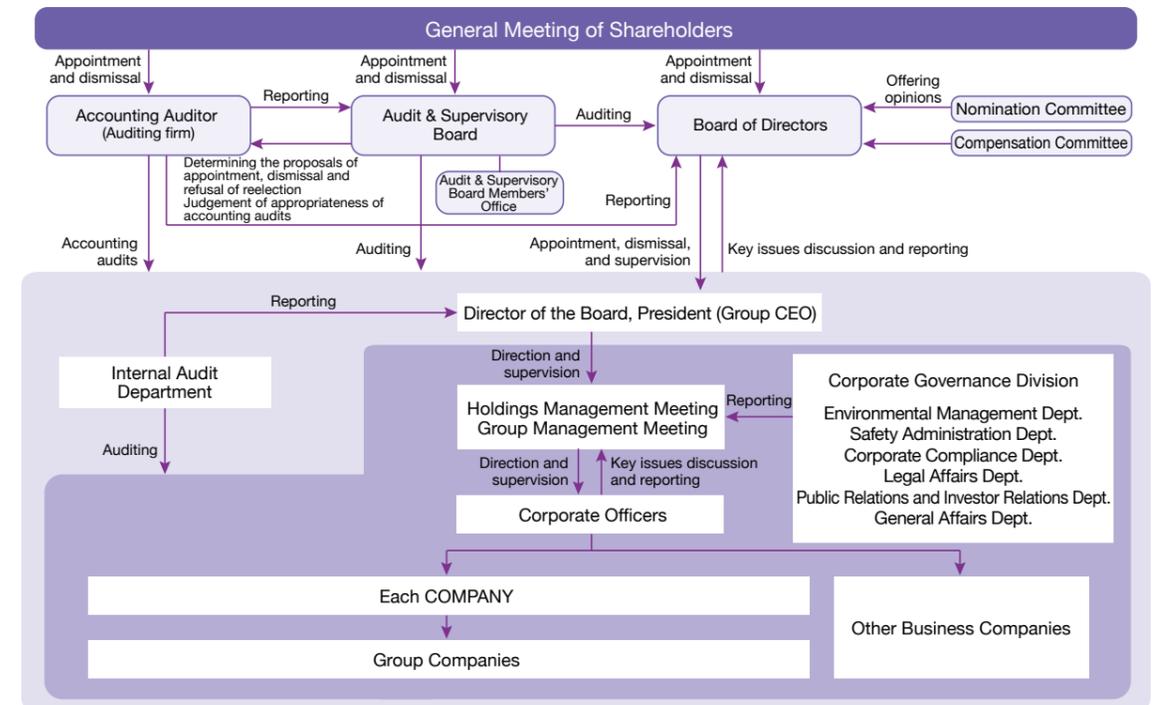
Oji Holdings oversees the formulation of Group management strategies and Group governance. Oji Group has adopted a COMPANY system under which each COMPANY, made up of closely-related businesses, plays a central role in businesses operations. This structure accelerates decision making by each business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

In addition, as a 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 Nomination Committee and Compensation Committee were established as advisory bodies to the Board of Directors. These two committees enhance the objectivity and transparency of decision making, and the Compensation Committee analyzes the effectiveness of and deliberates on evaluations of the Board of Directors.

• Corporate Governance Structural Diagram



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 increasing medium- to long-term corporate value of the company and pursues enhanced profitability and capital efficiency. The specifics of the Director compensation program and decision-making policies are set forth in the Fundamental Policies on Corporate Governance. Director compensation comprises base 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.

Total compensation is within the limit set by the general meeting of shareholders. The total of base compensation and bonuses was set by resolution at the 92nd annual meeting of shareholders on June 29, 2016 to no more than 700 million yen annually, and stock-based compensation was set, separately from the above 700 million yen annual amount, to no more than 570,000 points (normally, one point is equal to 1 share of Oji Holdings' stock) per fiscal year. With the introduction of this program, new grants of stock options were terminated. The compensation of Independent Outside Directors comprises base compensation only.

Total compensation for Audit & Supervisory Board Members is determined through discussion among the Audit & Supervisory Board Members within the limit set by resolution of the general meeting of shareholders. The total amount of compensation was set by resolution at the 82nd annual meeting of shareholders on June 29, 2006 to no more than 97 million yen annually.

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



Securities Reports and other information
<https://www.ojiholdings.co.jp/ir/library/security.html>
 (in Japanese)

Total Compensation for Director and Audit & Supervisory Board Member

Information on compensation paid to Directors and Audit & Supervisory Board Members including the total amount and a breakdown by type is presented in Business Reports and Securities Reports. Additionally, Securities Reports indicate the total consolidated compensation of persons whose total compensation is 100 million yen or more and other information.

The total amount of compensation paid to the fifteen Directors in FY2018 was 782 million yen (337 million yen in base compensation, 251 million yen in bonuses, and 194 million yen in stock-based compensation). The total amount of compensation paid to the five Audit & Supervisory Board Members was 90 million yen.

Nomination Committee and Compensation Committee

Purpose of Establishment

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.

Roles of Nomination Committee

- Deliberating the following issues/matters and reporting to the Board of Directors
- Nomination policies for candidates for Directors and Audit & Supervisory Board Members
 - Selection policies for Corporate Officers
 - Nomination of Director and Audit & Supervisory Board Member candidates and appointment of Corporate Officers
 - Dismissal of Directors, Audit & Supervisory Board Members, and Corporate Officers in cases where they do not satisfy the nomination and appointment policies
 - Succession planning for the Director of the Board, President
 - Appointment and dismissal of Corporate Advisors

Structure of the Nomination Committee

President (committee chair), Chairman, all Independent Outside Directors

Meetings of the Nomination Committee

The committee met two times in FY2018. Attendance rates were as follows.
 Kiyotaka Shindo (Chairman): 100%
 Susumu Yajima (President): 100%
 Michihiro Nara (Independent Outside Director): 100%
 Nobuaki Terasaka (Independent Outside Director): 100%
 * Positions as of FY2018

Roles of Compensation Committee

- Deliberating the following issues/matters and reporting to the Board of Directors
- Compensation structures and levels for Directors and Corporate Officers
 - Evaluation of Directors and Corporate Officers
 - Analysis and evaluation of the effectiveness of the Board of Directors
 - Compensation structures and levels for Corporate Advisors

Structure of the Compensation Committee

President (committee chair), Chairman, all Independent Outside Directors

Meetings of the Compensation Committee

The committee met three times in FY2018. Attendance rates were as follows.
 Kiyotaka Shindo (Chairman): 100%
 Susumu Yajima (President): 100%
 Michihiro Nara (Independent Outside Director): 100%
 Nobuaki Terasaka (Independent Outside Director): 100%
 * Positions as of FY2018

Independent Outside Officers

Status of Activities by and Reason for Appointment of Independent Outside Officers

Oji Holdings has two Independent Outside Directors and three Independent Outside Audit & Supervisory Board Members. All Outside Officers attend Board of Directors meetings and the briefings (in principle, held twice each month) conducted by the Director responsible for the Corporate Governance Division regarding Management Meeting agendas and planned Board of Directors deliberation matters. The two Independent Outside Directors are also members of the Nomination Committee and

Compensation Committee.

Persons with highly specialized and wide-ranging knowledge who are able to express opinions that are independent from management and from the perspectives of various stakeholders are selected as Independent Outside Director candidates, and persons with excellent values and principles, a high level of specialization, and extensive experience are selected as Independent Outside Audit & Supervisory Board Member candidates.

Main Activities of Outside Officers in FY2018

Category	Name	Attendance at Board of Directors meetings	Attendance of Audit & Supervisory Board meetings	Statements at Meetings
Independent Outside Director of the Board	Michihiro Nara	Attended 14 of 15 meetings (93.3%)	—	Makes statements from a professional perspective based on extensive experience and wide-ranging knowledge as an attorney.
Independent Outside Director of the Board	Nobuaki Terasaka	Attended 15 of 15 meetings (100%)	—	Makes statements based on extensive experience and wide-ranging knowledge as a public official.
Independent Outside Audit & Supervisory Board Member	Makoto Katsura	Attended 15 of 15 meetings (100%)	Attended 15 of 16 meetings (93.8%)	Makes statements based on extensive experience and wide-ranging knowledge as a diplomat.
Independent Outside Audit & Supervisory Board Member	Mikinao Kitada	Attended 15 of 15 meetings (100%)	Attended 16 of 16 meetings (100%)	Makes statements based on extensive experience and wide-ranging knowledge as a prosecutor and attorney.
Independent Outside Audit & Supervisory Board Member	Norio Henmi (Took office on June 28, 2018)	Attended 10 of 11 meetings (90.9%)	Attended 11 of 11 meetings (100%)	Makes statements from a professional perspective based on extensive experience and wide-ranging knowledge as an attorney.

Note: With regard to Independent Outside Audit & Supervisory Board Member Norio Henmi, only Board of Director and Audit & Supervisory Board meetings held after he took office on June 28, 2018 are considered.

The Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard were established in 2004 as fundamental and universal standards of values and a guide to the code on the behavior level, respectively, by incorporating the principles on human rights, labor, the environment, and anti-corruption of the UN Global Compact.

The revision or abolition of the “Oji Group Corporate Code of Conduct” and the “Oji Group Behavior Standard” is a matter to be resolved by the Board of Directors of Oji Holdings. These are the standards for activities for all officers and employees of the Oji Group under the involvement of the Board of Directors, and translated into each language to be familiarized to all officers and employees of the Oji Group. All Oji Group officers and employees strive to comply with laws, regulations, and social norms based on an accurate understanding and practice of the Code of Conduct and Behavior Standard and to carry out compliance by promoting corporate activities based on high ethical standards that meet the trust and requirements of society.

The Oji Group Corporate Code of Conduct

1. Compliance with the Law

We will comply with the letter and spirit of the law in Japan and other countries, respect corporate ethics and all social standards, including common sense, and ensure that our business activities are fair and honorable.

2. Harmony with the Environment

We will promote forest recycling and paper recycling and maintain and develop business activities that are in harmony with the environment from a global perspective.

3. Supply of Safe, Useful Products and Services

We will contribute to society and culture by developing and supplying products that will allow us to gain the satisfaction and trust of customers, with proper consideration for usefulness and safety.

4. Communication with Society

We will establish relationships of trust with all stakeholders, including customers, shareholders and local residents, through an active commitment to good communication with society.

5. Participation in Social Contribution Activities

We will contribute to the development and improvement of society through active participation in social contribution activities.

6. Coexistence with the International Community

We will respect the culture and customs of other countries and contribute to local communities.

7. Contribution through Manufacturing

We will express our pride in our role as a manufacturer by contributing to local communities through production activities guided by a commitment to safety and protecting the environment, and by contributing to the advancement of industry through technology development and innovation.

8. Achievement of Employee Satisfaction

We will take all possible steps to ensure employee safety and health, and we will strive to give employees opportunities to achieve happiness and prosperity and realize their potential as individuals.

The Oji Group Behavior Standard

In order to carry out the Code of Conduct, the Oji Group Behavior Standard, comprising 25 items to be followed, was adopted.

1. Compliance with Relevant Business Laws

2. Environmental Conservation

3. Ensuring Safety

4. Sensible Action

5. Wholesome Relationship with Politics and Government

6. Severance of Relationships with Antisocial Groups and Organizations

7. Coexistence with the International Community

8. Seeking a Relationship of Trust with Customers

9. Maintenance of an Honest, Wholesome Relationship with Business Partners

10. Compliance with Laws and Regulations Related to the Anti-monopoly Act and the Act Against Delay in Payment of Subcontract Proceeds etc., to Subcontractors

11. Prohibition of Unfair Competition

12. Compliance with laws and regulations related to importing and exporting

13. Disclosure of Management Information

14. Prohibition of Insider Trading

15. Respect for Human Rights

16. Ensuring Worksite Safety and Health

17. Fulfillment of Duties and Self-development

18. Compliance with Company Rules

19. Management of Company Secrets

20. Appropriate Records and Accounting

21. Appropriate Use of Computer Systems

22. Maintenance of Company Assets

23. Prohibition of Conflicts of Interest

24. Prohibition of Political and Religious Activities in the Worksite

25. Open Working Environment

At the Oji Group, the Corporate Compliance Department (under the Corporate Governance Division of Oji Holdings) plays a central role in drawing up policies and measures for promoting compliance. It also establishes internal whistleblowing systems and rules on anti-corruption including formulation and review of the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard. The Department works to instill compliance awareness throughout the Group through measures undertaken primarily by compliance managers and compliance promotion leaders at domestic and overseas Group companies.

Measures for Promoting Compliance

Activities for Raising Compliance Awareness

Numerous opportunities are created for employees to acquire necessary knowledge including compliance training as a part of rank-based training for newly-appointed managers and new employees as well as periodic internal training on issues that are common to all Group companies such as the Subcontract Proceeds Act, the Antimonopoly Act, and the prevention of bribery. Also, the Compliance News is issued every month and uses case studies to promote awareness, explain the Oji Group Corporate Code of Conduct and Oji Group Behavior Standard, and inform employees about the whistleblowing system.



Training on the Subcontract Proceeds Act (transmitted nationwide by videoconferencing)

Monitoring of the Status of Compliance

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

Whistleblowing System

The Oji Group operates the Business Ethics Helpline 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 through early discovery of violations of laws and regulations and improper conduct (including labor relations and sexual and power harassment related issues). Whistleblowing desks are established both internally (in the Oji Holdings Corporate Compliance Department) and externally (a law firm) to ensure the early discovery and correction of human rights abuses such as harassment and discrimination, corrupt practices including bribery, and other misconduct.

Response to Compliance Violations

The Oji Group considers not only violations of laws and regulations to be compliance violations, but also infringements of the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard and ethical violations. If a compliance violation occurs, an investigation is conducted to confirm the facts, the cause is identified, responsive and preventive measures are implemented, disciplinary measures against the involved officers and employees are considered, and if necessary, disciplinary measures are imposed.

Anti-Corruption Initiatives

Based on Principle 10 of the United Nations Global Compact—anti-corruption initiatives—the Oji Group Corporate Code of Conduct and Oji Group Behavior Standard expressly provide for “wholesome relationships with politics and government” and “maintenance of honest, wholesome relationships with business partners” and prohibit corruption and bribery by requiring transparency with regard to political donations and prohibiting corrupt practices such as illegal contributions and donations as well as bribery. In addition, the Group established the Group Bribery Prevention & Corruption Regulations and the Group Guidelines on Bribery to create specific provisions. Group-wide responses including overseas companies and sites are clarified and made specific and periodic checks are conducted through internal audits.

Structure of Corporate Ethics Whistleblowing System



Under the risk management structure developed and supervised by the Board of Directors, the Oji Group has established the Group Risk Management Regulations, and the Corporate Governance Division manages the risks common to the overall Group in a centralized manner.

A responsible officer and division are assigned for each type of risk, enabling management to be informed of the risk and to respond quickly and appropriately.

In response to the rapid expansion of the areas where we operate businesses, we will reinforce our risk management structure globally to ensure business continuity and the steady development of our businesses.

Risk Management Structure

The Oji Group has identified Group-wide and business line risks within the execution of business by categorizing risks in all of the assets it owns, both tangible and intangible, in accordance with the Group Risk Management Regulations, as shown to the right. Responses to risks are implemented by the responsible management and support departments.

The Board of Directors supervises the enhancement and implementation of risk management. When a new risk occurs, the Board of Directors makes a decision after deliberations within the Group Management Meeting.

The Director and the General Manager of the Corporate Governance Division is responsible for the risk management of the Oji Group. The Corporate Governance Division works to ensure the effectiveness of the risk management of the overall Group.



Emergency Responses

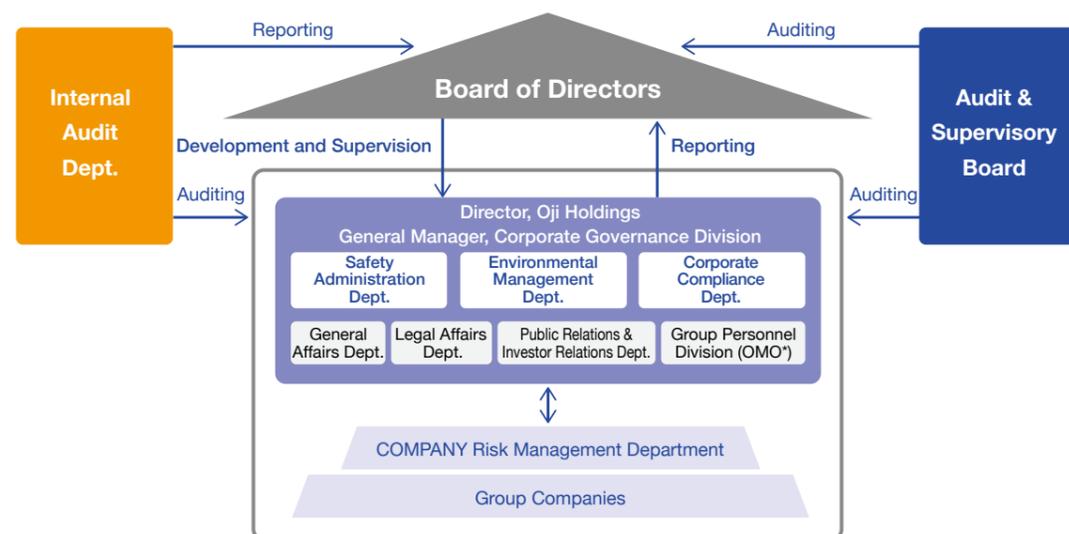
To ensure prompt initial responses to emergencies, the Oji Group has established a system for reporting and collecting information around the clock.

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, check the damage suffered, and take prompt measures to continue

supplying products to our customers.

In addition, we constantly review and improve our crisis response system through training on the establishment of Group emergency headquarters and the inspection and maintenance of necessary facilities, equipment, and other items, in our efforts to maintain and improve our initial response capability.

• Risk Management Structure



* Oji Management Office Inc.

Risk Assessment

Risk Assessment of New Businesses

The Oji Group screens investments and loans, such as those for new businesses and projects, not only by examining economic aspects but also from the viewpoint of ESG (environment, social, governance) by following the Oji Group Corporate Code of Conduct, the Oji Group Behavior Standard, the Oji Group Partnership Procurement Policy, and other criteria.

■ Occupational Safety and Health

We conduct risk assessment by confirming our safety and health policies, objectives, and management structure, the occurrence of occupational accidents resulting in incapacity for work lasting at least one day, including accidents resulting in deaths or serious injuries, and countermeasures taken against such injuries, daily safety and health activities such as safety patrols and safety training, and safety of machines, equipment, chemicals, work environment, work methods, and others, not to mention the status of compliance with laws and regulations related to safety and health.

■ Water

To assess and identify water-related risk, we use WRI Aqueduct*1 and conduct due diligence on precipitation, drought, water disasters, water-related laws and regulations, and other elements of the area where we plan to launch a new project or business.

*1 A global map and information depicting regional water risks prepared by the World Resources Institute (WRI).

■ Biodiversity

In the planning phase of a new business or M&A, we collect information by meeting with local governments and environmental NGOs of the respective areas, and assess biodiversity risk.

■ Human Rights

We conduct risk assessment to see whether consideration is given to basic human rights and check for elements that have a negative impact on human rights, with a special focus on child labor, labor management, the rights of indigenous people, labor-management relationships, and other factors.

■ Anti-Corruption

We conduct risk assessment of our business partners as well as our agents to confirm that they do not engage in any bribery, illegal trade, or misconduct.

Risk Assessment of Existing Businesses

Existing businesses and projects are subject to regular audits by the Internal Audit Department, Safety Administration Department, and Environmental Management Department. Where a risk is found, guidance for improvement is provided and shared across the Group.

Business Continuity Planning

For handling business continuity risks, such as natural disasters and accidents, we implement business continuity management (BCM) by having each COMPANY formulate a business continuity plan (BCP) and review it as necessary.

We have also established the Group Disaster Control Office as a permanent organization and formulated rules on the reporting of disaster and accident information, thereby establishing a system for obtaining the latest information promptly. We also share information about the causes of fires and accidents, and other information beyond boundaries between COMPANYS in our efforts to disseminate measures to prevent their recurrence throughout the Group.

In Japan, we have introduced a safety confirmation system for Group employees. Using this system, safety confirmation is carried out promptly at the headquarters and each business location in the event of a disaster or accident.

We conduct nationwide safety confirmation training twice a year, thereby maintaining a system that places maximum priority on human life. In addition, a comprehensive disaster drill is conducted regularly at each business location.

With regard to seismic protection, the Group is taking measures by conducting earthquake resistance surveys.

■ Tsunami Countermeasures

To prepare for tsunami, the Group has obtained inundation hazard maps from local governments and identified and secured safe areas inside buildings (by indicating altitudes, evacuation areas, and other information).

■ Fire Countermeasures

Voluntary inspections are conducted at each business site and disaster control inspections are conducted as preventive initiatives.

■ Emergency Supplies

Water, food, and other items are stockpiled at each business site in preparation for emergencies.

Fundamental Stance and Policy

The Oji Group works in concert under the direction and supervision of the Board of Directors to put into practice the basic policy of the Oji Group Environmental Charter.

Oji Group Environmental Charter (established January 1997, revised June 2006)

Basic Policy

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

Environment Action Program 2020, established April 2015	FY2018 Results and Activities
1. Ceaseless Efforts to Achieve a Zero-environmental Burden We will aim for zero-environmental burden in each and every operational procedure by further promoting environmental awareness-raising and bringing together capabilities of technology, operation and planning.	
1) Zero-emission Zero environmental incidents • Elimination of environmental incidents (violations for exceeding environmental regulatory standards)	Environment incidents (violations for exceeding environmental regulatory standards): 4 No penalties were imposed for regulatory violations. * Breakdown of violations in excess of environmental regulatory standards. Waste water: pH (two incidents) and coliform bacteria count; atmospheric: odor
Zero product liability incidents • Elimination of product liability incidents	Product liability incidents: Zero (none since 1998)
Promotion of effective utilization of wastes • Reduction of wastes and promotion of effective utilization of wastes [Japan] Effective utilization rate of at least 99% in FY2020 [Overseas] Effective utilization rate of at least 95% in FY2020	[Japan] Effective waste utilization rate: 98.3% [Overseas] Effective waste utilization rate: 89.6%
Management of wastewater and exhaust gases with consideration of ecosystem • Compliance with environment-related laws/regulations, reduction of environmental load substances and management of wastewater and exhaust gases with consideration of ecosystem	Measures to reduce SOx, BOD, COD, and SS emission intensity year-on-year: 1% or more for all measures undertaken with a target of reducing VOCs below the FY2010 level of 0.56 kg/million yen: 0.31 kg/million yen*
Reduction of greenhouse gases • Promote energy conservation and fuel conversion, and reduce GHG emission intensity during product manufacturing by more than 10% in FY2020 compared to FY2013.	Measures undertaken with a target of reducing GHG emission intensity by at least 8.7% compared to 2013: reduction rate of 9.0%
2) Forest recycling / paper recycling Forest recycling • Target of forest certification acquisition: 100%	Rate of forest certification acquisition [Japan] 100% (excluding profit-sharing forests) [Overseas] 85%
Paper recycling • Promotion of paper collection and further expansion of waste paper usage	Measures contributing to achieving the Japan Paper Association target of a 65% recovered paper utilization ratio: 64% recovered paper utilization ratio
2. Responsible Raw Materials Procurement We will comply with safety and legal guidance based on the Oji Group Partnership Procurement Policy to manufacture our products.	
Wood raw materials and pulp • Procurement complying with laws/regulations and considering environment and society by means of third party audit	All traceability reports for procured chips and pulp underwent audit by a third party organization and no indications were made.
Raw materials and chemicals • Compliance with safety-related laws/regulations and appropriate management to follow voluntary standards	Zero violations of laws and regulations relating to raw material and chemical safety
3. Sustainable Forest Management We will promote sustainable forest management to aim for the protection of forest functions and the lasting utilization of forest resources.	
Sustainable forest management through the use of forest certifications • Preservation of forests' multi-functions including conservation of biodiversity	Preserved and nurtured endangered and other species and continued implementation of forest conservation such as thinning as biodiversity preservation measures
Active promotion of lumber business • Contributions to recovery of the domestic forestry business and restoration of forests	The Group collaborated with a wide range of stakeholders both inside and outside the Group from mountain forest managers in Japan to wood product users and supplies raw materials including lumber, plywood, paper, and biomass fuel.
Expansion of forest certified products • Expand forest certified products	Sales volume of forest certified products: 2,993,000 t (FY2017 result: 1,387,000 t)

SOx: Sulfur oxides; BOD: Biochemical oxygen demand; COD: Chemical oxygen demand; SS: Suspended solids; VOC: Volatile organic compounds
 * kg/million yen = Emissions/Sales
 Environmental performance data covers 113 consolidated Group companies involved in production (285 business sites). The data collection period for both Japan and overseas is in principle the fiscal year.

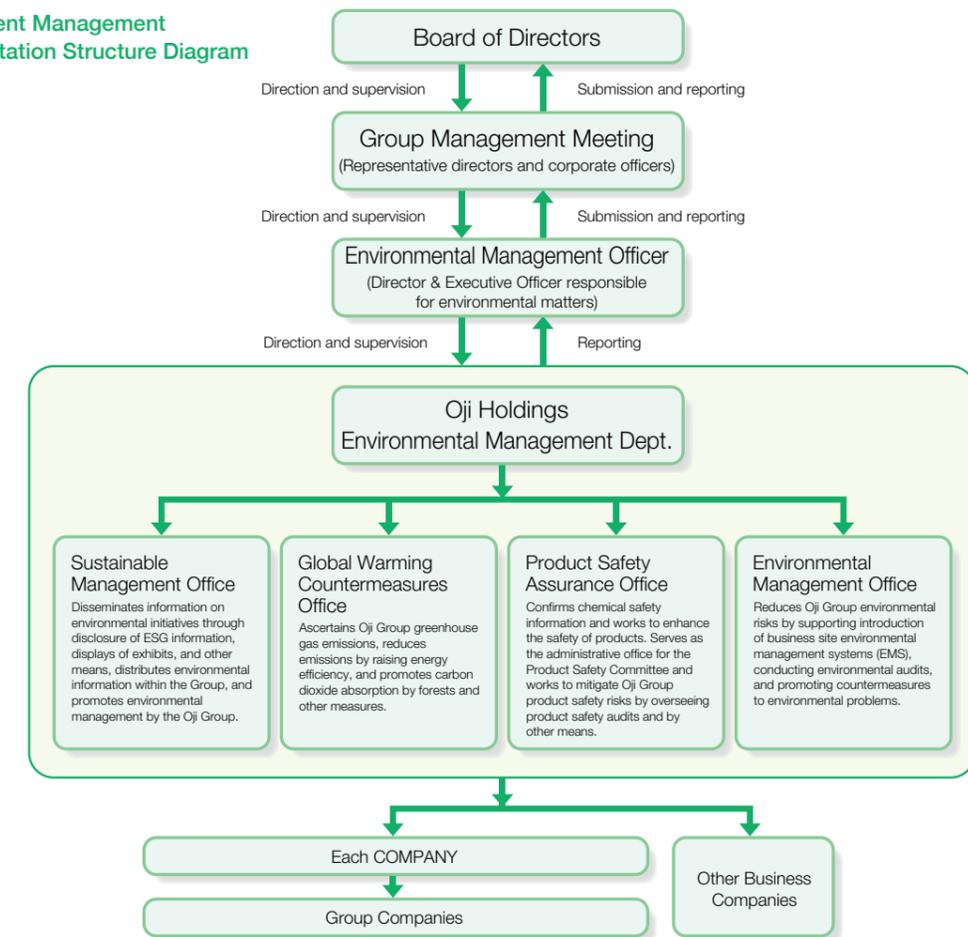
Environment Management Implementation Structures

The Oji Holdings Environmental Management Department oversees and manages Group environmental governance and carries out environmental management.

The four subsidiary organizations of the Environmental Management Department identify Group-wide risks and opportunities in the areas of their responsibility. These organizations manage and mitigate risks by disseminating information to the Group via committees and other bodies for each risk affecting Each COMPANY, Group companies, and so on.

The Environmental Management Department oversees and manages these risks, reports on a monthly basis to the Director of the Board and Executive Officer responsible for environmental matters including climate change, and submits and reports on issues to the Group Management Meeting once each year. Additionally, significant risks are reported to the Board of Directors pursuant to decisions by the environmental management officer.

Environment Management Implementation Structure Diagram



Collaboration with External Organizations

Oji Holdings has been participating in the Carbon Disclosure Project (CDP), an NGO with an extensive database of environmental information relating to climate change countermeasures, water, and forests, since 2012. The Group responds to CDP questionnaires in all three categories: climate change, water resources, and forests.

The Group is a member of the Japan Business Federation (Keidanren), Japan Paper Association (JPA), and other industry organizations, participates in committees that address climate change countermeasures, forest conservation, and reduction of environmental burdens, and works to set and achieve targets relating to environmental issues for each organization.

We also support the intent of the Japan Water Forum (JWF), an NPO that collaborates with diverse related parties including not only those in Japan but also United Nations organizations, international organizations, development banks, national and municipal governments, private companies, researchers, and NGOs of other countries. We have been participating in JWF as its member since its establishment in 2004.

 **Official website of Japan Water Forum**
http://www.waterforum.jp/en/about_us/jwf_members/

Relationship Between Business and the Environment

The Oji Group has made “Harmony with Nature and Society” a part of its management philosophy. To achieve this, the Group undertakes a variety of measures that give consideration to the environment, society, and the economy throughout its business activities from procurement of raw materials to sale of products with the aim of establishing a sustainable society.



Group forest in Japan



Hydroelectric power plant



Overseas forest plantation



Biomass power generation



Biomass fuel



Confidential document processing facility (Oji Materia Co., Ltd. Edogawa Mill)



Promoting use of waste paper



A Japanese Sarufutsu Itou with breeding coloration
Photo provided by Yo Chirai



A fairy pitta
Photo provided by Ecosystem Trust Society

Forest Recycling (Sustainable Forest Management) (p. 68)

Mitigation and Adaptation to Climate Change (p. 62)

Paper Recycling (p. 72)

Conservation of Biodiversity (p. 74)

Procurement

Manufacturing

Sales (Consumption)

Regional Contribution Activities

Responsible Raw Materials Procurement (p. 76)

Domestic and Foreign Laws and Regulations and Green Procurement
EU REACH Regulation
EU RoHS Directive
Chem SHERPA GADSL
etc.

Confirmation of the safety of raw materials



An FSC™ certification audit

Reduction of Environmental Burden Effective Resource Utilization (p. 64)



Environmental audits

Eco- and Socially Friendly Products (p. 71)



FSC™ Certified Products
FSC™ C018118



Resource and energy conservation, and products that contribute to disasters (beds made from corrugated board and other products)

Contribution to Local Communities (p. 75)



Oji Forest Nature School



Forest Picture Book Contest and Environmental Class

Measures Against Climate Change

Policies on Energy Use

Seeking to create a virtuous cycle between the environment and economy with energy conservation and a shift to non-fossil energy (renewable and waste-derived fuels) as core measures.

Generally, the paper and pulp industry is regarded as one of the energy-intensive industries as it uses heat (steam) in its pulping process, in which pulp is made from woodchips, and also in the process of making pulp dispersed in water into sheets and drying them, in addition to electricity for operating production facilities and machines.

Energy Conservation

The Oji Group has positioned energy conservation measures as a crucial topic and takes continuous measures to address it.

Conserving energy is important not only because it reduces energy costs, but also as a part of fulfilling our corporate social responsibility to undertake environmental measures.

The Group conducts energy conservation patrols at Mills to identify steam leaks and facilities that can be



An energy conservation control at the Oji Paper Kasugai Mill. The patrol confirms that there is no waste caused by air leaks.

shut down, to check equipment, and take other measures. Additionally, the Group is steadily conserving energy by switching to energy efficient equipment.

Use of Non-Fossil Fuels

As the problem of climate change grows more serious, reducing GHG emissions is an urgent task, and the Group needs to reduce consumption of fossil energy such as petroleum and coal. The Oji Group has successfully reduced GHG emission intensity by using renewable fuels*1 such as black liquor,*2 waste fuels such as wood residue, bark, and RPF.*3

The Group will continue to pursue a virtuous cycle between the environment and the economy, recognizing that it is our mission to use energy in a way that provides both economic and environmental effects.

*1 Renewable fuels
Organic energy and resources derived from renewable biological sources (such as wood) other than fossil resources.

*2 Black liquor (black vegetative waste fluid)
Black liquor refers to the black vegetative waste fluid that remains after removing wood fibers in woodchips in the process of making pulp from woodchips (kraft pulping process). Its components include lignin and hemicellulose.

*3 RPF (Refuse Paper & Plastic Fuel)
RPF is a type of waste-derived fuel (WDF). It is a solid fuel made from refuse paper and plastics. It attracts attention as a method of thermal recycling of wastes including plastics and paper that is difficult to recycle.



*4 Greenhouse gases

Reduction of GHG*4 Emission Intensity

Reduction of GHG Emission Intensity

The Group is reducing GHG emission intensity by raising production efficiency, conserving energy, and using renewable and waste fuels. A target for cutting GHG emission intensity by FY2020 was set in FY2015.

GHG Emission Intensity Reduction Target

Reduce GHG emission intensity (t-CO₂e/production t) in conjunction with product manufacturing by at least 10 percent compared to the FY2013 level by FY2020.*5

*5 Not including GHG emissions from the electric power business and transportation using Group vehicles.

Results

The FY2020 reduction target set in FY2018 was achieved and emissions intensity was reduced. Scope 1, 2, and 3*6 results are set forth below.

Reduction Target Progress

	FY2018			FY2019
	Target	Results	Assessment	Target
Reduction in GHG emission intensity compared to FY2013	8.7%	9.0%	Target Achieved	9.4%

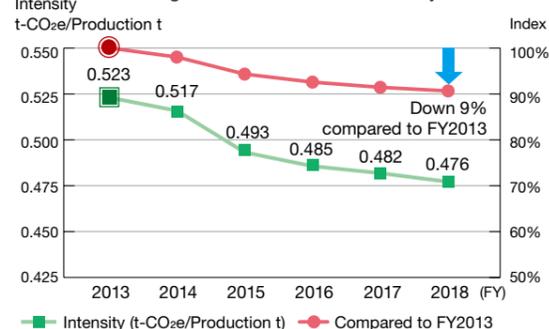
GHG Emissions Volume* Unit: Thousand t-CO₂e

	FY2018	FY2017	Year-on-Year Change	Remarks
Scope 1	6,394	6,595	-3.0%	FY2018 figures have been assured by a third party
Scope 2	1,442	1,349	6.9%	
Scope 1+2	7,836	7,944	-1.4%	
Scope 3	3,923	3,836	3.9%	

*6 (1) Business sites of consolidated companies are included in the total, but non-production sites (primarily the main building, sales offices, and other sites that perform managerial and administrative work and sites where GHG and environment impact are extremely low) are excluded.
(2) Emissions relating to the electric power business (supply of electricity or heat to other companies) and transport by Group-owned vehicles are included.
(3) Emissions of carbon dioxide (CO₂) generated in conjunction with the use of fossil fuels do not include emissions relating to the supply of electric power or heat to other companies.
(4) Unit calorific value and emissions factors are calculated by using the following laws and international standards.
Japan: Act on Rationalizing Energy Use (Energy Conservation Act), Act on Promotion of Global Warming Countermeasures (Global Warming Act), and base emissions factors of individual electric power companies.
Overseas: IPCC 2006 Guidelines for National Greenhouse Gas Inventories
IEA CO₂ emission factors by country in 2010
(5) Emissions from fuels derived from biomass (black liquor, wood, etc.) that are subject to the Global Warming Act are calculated.
(6) Since unit calorific values for non-fossil fuels emphasize comparability to reduction targets, the factors set in the FY2013 reporting are used.
(7) Scope 3 indicates only Category 1 (emissions relating to purchased goods and services).

A star mark ★ indicates that FY2018 figures have been assured by KPMG AZSA Sustainability Co., Ltd.

Changes in GHG Emission Intensity



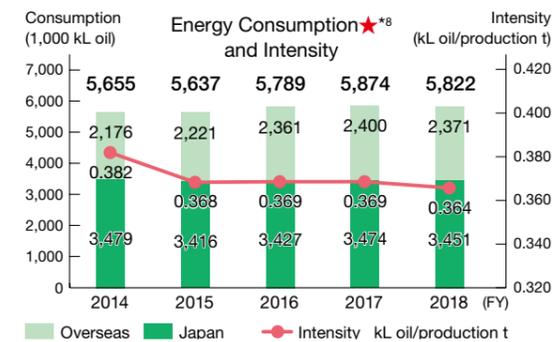
■ Intensity (t-CO₂e/Production t) ● Compared to FY2013

Energy Consumption and Intensity

In 2018, the Oji Group implemented energy-saving measures that reduced energy consumption by more than 50,000 kL oil*7 (equivalent to the reduction of more than 100,000 tons of GHG emissions).

In recent years, the Group's energy consumption is increasing slightly, in part reflecting facility expansion and enhancement for higher product quality and added-value, but energy consumption and intensity has been declining. We will continue to save energy in an uncompromising manner.

*7 Energy consumption converted to a crude oil equivalent.



*8 Energy consumption in conjunction with the manufacture of products is calculated excluding the following energy use.

- Business sites of consolidated companies are included in the total, but non-production sites (primarily the main building, sales offices, and other sites that perform managerial and administrative work and sites where GHG and environment impact are extremely low) are excluded.
- Consumption relating to the electric power business (supply of electricity or heat to other companies) and transport by Group-owned vehicles is excluded.
- Energy relating to the supply of electric power or heat to other companies is excluded from fossil fuel and non-fossil fuel derived energy.
- Unit calorific values are calculated by using the following laws and international standards.

Japan: Act on Rationalizing Energy Use (Energy Conservation Act) and Act on Promotion of Global Warming Countermeasures (Global Warming Act)
The energy conversion of electric power from in-house hydropower generation uses 3.6 GJ per 1,000 kWh

Overseas: IPCC 2006 Guidelines for National Greenhouse Gas Inventories

- Since unit calorific values for non-fossil fuels emphasize comparability to reduction targets, the factors set in the FY2013 reporting are used.

A star mark ★ indicates that FY2018 figures have been assured by KPMG AZSA Sustainability Co., Ltd.

Absorption and Fixation of CO₂ Through Sustainable Forest management

Target

The Group promotes absorption and fixation of carbon dioxide by supporting sustainable forest management including expanding forest plantations and preserving company-owned forests to contribute to achieving an 80 percent GHG reduction by 2050, the long-term target set by the government of Japan.

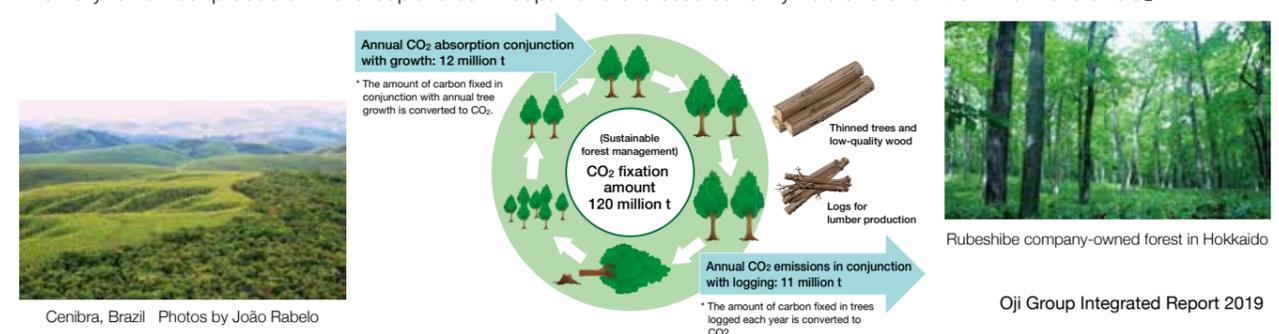
Status of Domestic and Overseas Company-Owned Forests and Forest Plantations

The Oji Group owns and manages the largest area of forests (190,000 hectares) among private companies in Japan. Overseas, the Group has planted forests in six countries with a total area of 250,000 hectares. This means that the Group owns a total of 440,000 hectares of forests all over the world with an area approximately twice as large as that of Tokyo. Overseas forest plantations include management of forest that protect forest ecosystems, wildlife, and so on and conservation forest for protection of water sources and prevention of sediment runoff. Area under management including forest plantations is 380,000 hectares.

The Group spends approximately 9.0 billion yen annually for ongoing forest management in order to practice sustainable forest management that takes into consideration the environment, economy, and society.

Status of CO₂ Absorption and Fixation

Forests absorb CO₂ in the atmosphere and perform photosynthesis, storing and fixing the carbon trunks, branches, and so on. Approximately 12 million tons of CO₂ is absorbed each year in conjunction with the growth of the Group's 440,000 hectares of forests in Japan and overseas, and timber equivalent to this absorption amount is sold inside and outside the Group and used internally for lumber products. The Group's forest in Japan and overseas currently hold a total of 120 million tons of CO₂.

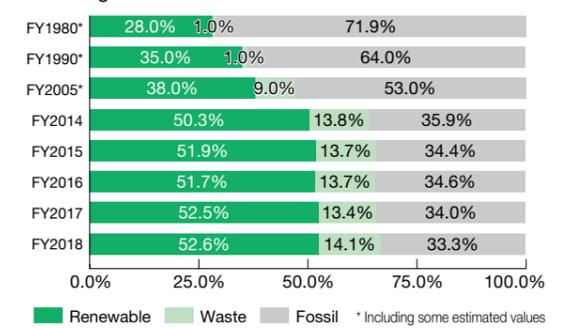


Use of Non-Fossil Fuels

Since 1980, we have been using non-fossil fuels.

In 1980, the fossil fuel ratio was 71.9 percent. However, fuel conversion has been promoted through the installation of waste boilers and efforts to improve the yield of black liquor renewable fuel and in 2018 the fossil fuel ratio reached 33.3 percent.

Changes in Calorific Structure* (ratios on a calorific basis)



*9 Each ratio is calculated based on the energy consumption calculation method. The energy input from the electric power business and the supply of electricity or heat to other companies is included.

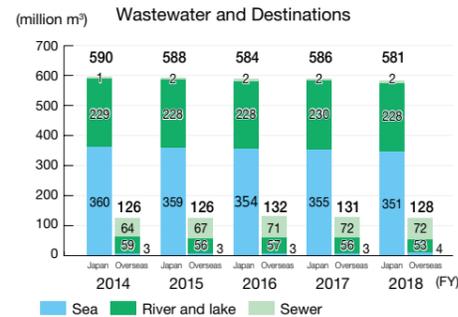
Reduction of Environmental Burden

The Oji Group recognizes that the reduction of environmental burdens is an important task for achieving a sustainable society. The Group sets its own management values that are stricter than the regulatory values for waste water and exhaust gas, strives to strictly comply with laws and regulations, and works to control emissions of substances of environmental concern in wastewater and chemical substances in exhaust gases, reduce and effectively use waste, and prevent pollution.

Wastewater Purification

Management of Compliance with Regulatory Values

Substances of environmental concern in wastewater generated in conjunction with business activities are reduced to below regulatory standards through the use of physical and chemical treatment before water is released into various waterways. Releases of wastewater into waterways are managed through measurement of pollutants and continuous measurement pursuant to laws and other means. In cases where voluntary standards are exceeded, suspension of operations and other measures are taken for the prevention of pollution.



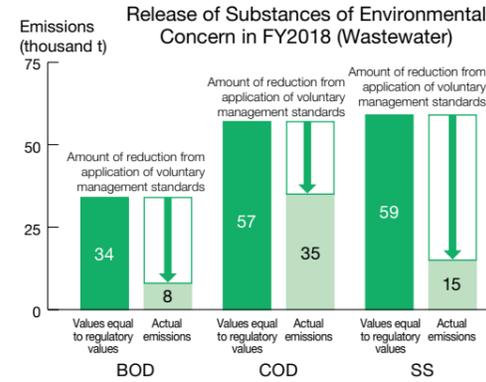
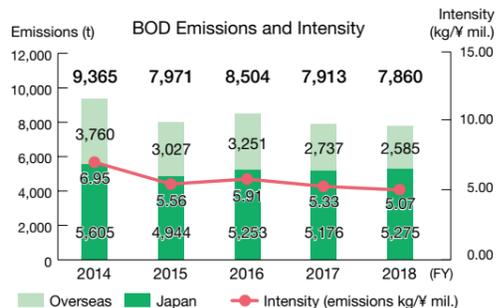
A comparison of annual emissions in cases where substances of environmental concern were released at values equal to environmental regulatory values indicates that the Group's actual emissions decreased in FY2018.

Status of Reductions in Substances of Environmental Concern in Wastewater

The Group is reinforcing recovery of raw materials from wastewater generated from business activities, which contributes to reducing the amount of waste generated, as a means of addressing substances of environmental concern at the source. In addition, coagulation and precipitation through pressure flotation and the addition of chemicals, neutralization, activated sludge, biofilm treatment, and other measures are employed depending on the type of substance of environmental concern.

BOD, COD, and SS emissions intensity have been trending downward since FY2014.

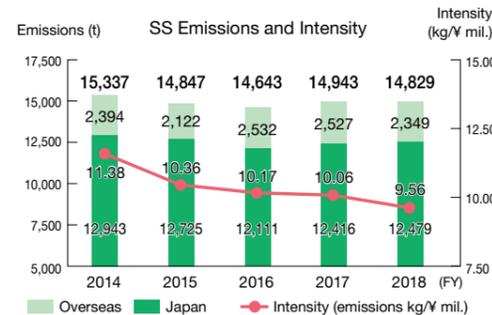
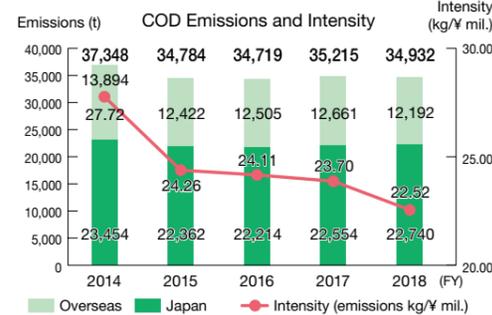
To achieve the FY2019 targets, further operational improvements in wastewater treatment were implemented and measures were taken to reduce substances of environmental concern at overseas business sites in the same manner as domestic sites.



Wastewater Treatment Targets and Results

The FY2018 targets for wastewater treatment were 1% year-on-year reductions in BOD, COD, and SS emissions intensity. All targets were achieved.

Intensity Per Unit of Sales Revenue	FY2018			FY2019
	Target	Results	Assessment	Target
BOD kg/¥million	No more than 5.23	5.07	Target Achieved	No more than 5.02
COD kg/¥million	No more than 23.46	22.52	Target Achieved	No more than 22.29
SS kg/¥million	No more than 9.96	9.56	Target Achieved	No more than 9.46



Curtailing Emissions of Chemical Substances in Exhaust

Management of Compliance with Regulatory Values

The Oji Group owns a number of thermal-fired electric power generating plants. The electric power and thermal energy obtained through direct combustion of fossil fuels, waste fuels, and renewable fuels is used internally and provided to local communities.

The Group has set voluntary management standards that are stricter than the regulatory values with regard to the atmospheric release of the chemical substances produced through direct combustion. In cases where voluntary standards are exceeded, suspension of operations and other measures are taken for the prevention of pollution.

Exhaust Purification Targets and Results

The FY2018 targets for exhaust purification were as follows.
 · Reduce SOx emissions intensity by 1 percent compared to the previous year
 · Reduce VOC emissions intensity to below the FY2010 level (plants that handle volatile organic compounds)
 Both targets were achieved.

Reduction Target Progress

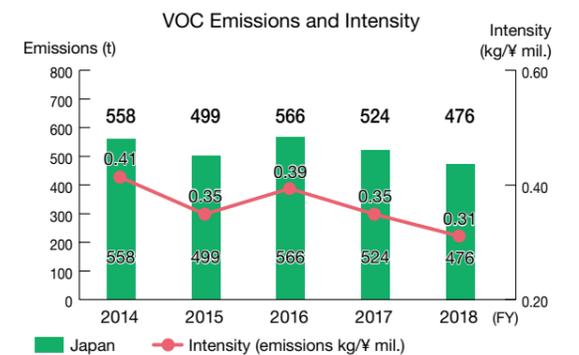
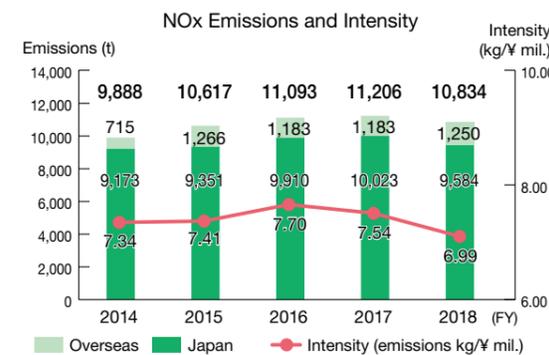
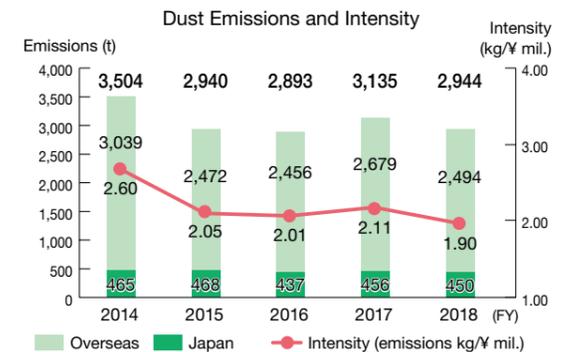
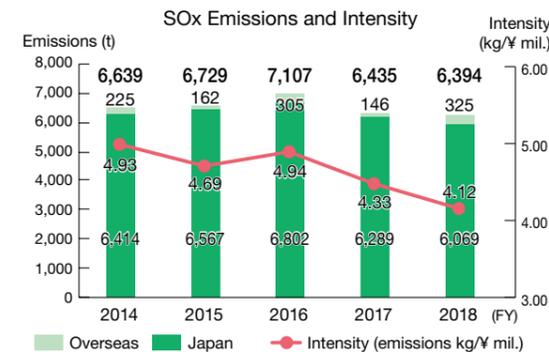
Intensity Per Unit of Sales Revenue	FY2018			FY2019
	Target	Results	Assessment	Target
SOx Kg-SO ₂ conversion/¥ million	No more than 4.29	4.12	Target Achieved	No more than 4.08
VOC Kg/¥ million	No more than 0.56	0.31	Target Achieved	No more than 0.56

Note: SOx emissions are calculated by converting to SO₂.
 VOC emission intensity covers Japan only.

Status of Reductions in Chemical Substances in Exhaust

Emissions of chemical substances and dust are reduced through technological advances in combustion boiler structure, desulfurization facilities, dust collection facilities, and other areas and use of operational technologies.

The Group makes continuous operational improvements and performs rigorous management of equipment for reducing substances of environmental concern and will continue to implement measures for the prevention of pollution and work towards achieving the FY2019 targets.



SOx: Sulfur oxides; NOx: nitrogen oxides; BOD: Biochemical oxygen demand; COD: Chemical oxygen demand; SS: Suspended solids; VOC: Volatile organic compounds; kg/million yen units: Emissions/sales

Effective Use of Waste

Compliance with laws and regulations

The Group did not commit any regulatory violations and was not subject to any penalties in relation to the storage and management (labeling, sorting, etc.) of waste, proper internal disposal, outsourcing (contracts, manifests), or other aspects of waste handling.

Target for Effective Use of Waste

A target for the effective use of waste was set for FY2020, and the Group is taking measures for the effective use of waste.

Progress in Effective Use

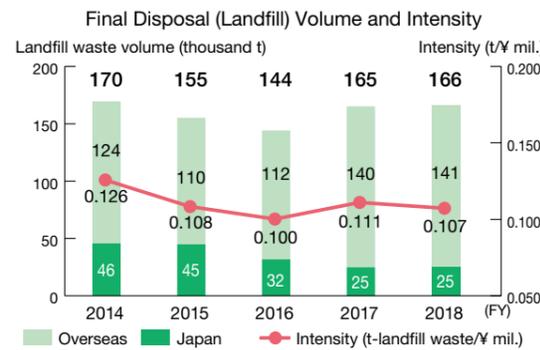
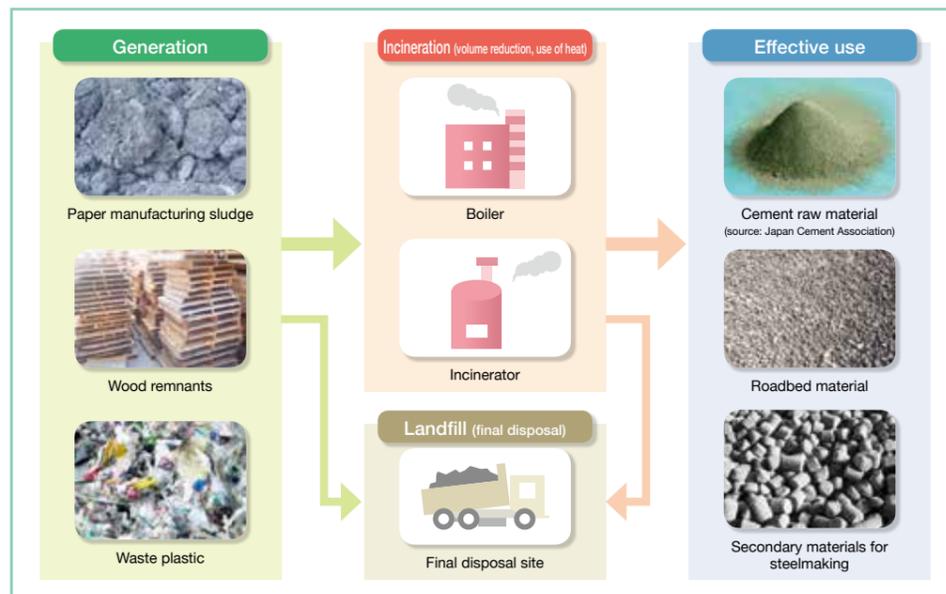
	FY2016	FY2017	FY2018	FY2020 Target
Japan	97.9%	98.3%	98.3%	At least 99%
Overseas	91.2%	89.1%	89.6%	At least 95%

Status of Reduction and Effective Use of Waste

Waste includes paper manufacturing sludge generated during paper manufacturing stages, remnants produced during processing, and ash produced during fuel combustion. Such waste is appropriately treated to make it harmless and is used effectively.

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

Going forward, the Group will work to reduce the amount of waste generated and to expand effective utilization.



A star mark ★ indicates that FY2018 figures have been assured by KPMG AZSA Sustainability Co., Ltd.

- (1) Business sites of consolidated companies are included in the total, but non-production sites are excluded.
- (2) The volume of waste generated includes valuable materials (general waste is not included).
- (3) Intensity is the volume of waste generated divided by sales.

The Oji Group takes measures to recycle water and identify regions with high water-related risks and is working to reduce water consumption. In addition, water consumption and water consumption intensity are incorporated into annual plans and periodic management is performed.

Water Resources

Assessment of water risks

The Oji Group uses WRI Aqueduct*1 to assess water risks in projects, new business, and existing business.

In existing businesses, the Group identifies relationships between water stress levels and water resource inputs at all manufacturing sites of consolidated subsidiaries.

The Group will continue building production systems that incorporate countermeasures against the risks of drought and water disasters.

Water Risk Assessment

Overall water assessment (water stress level)	FY2018								
	Number of business sites	Input volume (thousand m ³)	Production volume (thousand t)	Sales (¥100 mil.)		Assets (¥100 mil.)			
Low (<10%)	73	270,459	37%	6,764	42%	14,928	96%	19,004	97%
Low to medium (10-20%)	110	348,002	47%	6,061	38%				
Medium to high (20-40%)	90	120,280	16%	2,882	18%				
High (40-80%)	7	1,947	0.3%	160	1%	582	4%	676	3%
Extremely high (>80%)	5	203	0.0%	105	1%				
Total	285	740,889	100%	15,972	100%	15,510	100%	19,680	100%

* Total sales and total assets of companies with manufacturing sites rated as highly water-stressed (40%-100%)
Assessed using the WRI Aqueduct (3.0) Water Risk Atlas Baseline Water Stress

*1 Global maps and information indicating status of water risks in each region announced by the World Resources Institute (WRI)

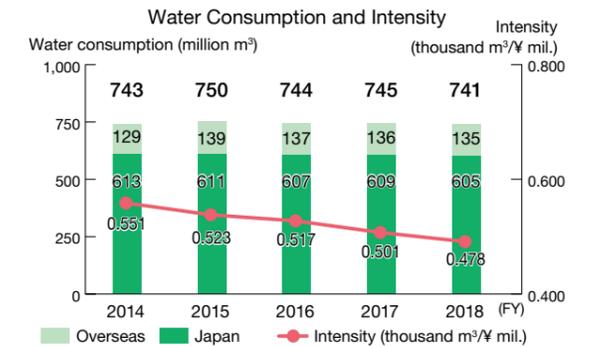
Water Usage Intensity Reduction Target and Results

The FY2018 targets for intensity and reduction rate were achieved. The Group is working towards achieving a target of a 1 percent year-on-year reduction in FY2019 as well.

Reduction Target Progress

	Thousand m ³ /¥ Million	FY2018		FY2019	
		Target	Results	Assessment	Target
Intensity per unit of sales revenue	No more than 0.496	0.478	Target Achieved	No more than 0.473	
Rate of change from previous year	%	At least 1%	4.7%	Target Achieved	At least 1%

In FY2018, the cost of reducing water risks was 6,983 million yen and investments including R&D were 891 million yen.



Reduction of water consumption and status of effective utilization through recycling

The Group takes measures to effectively use and reduce consumption of water at manufacturing sites. Measures to reduce use of tap water include installation of water-save faucets at business sites and headquarters departments.

Water recycling

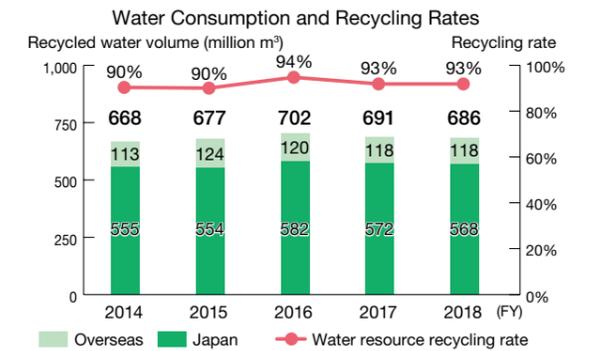
Oji Group companies engaged in the pulp and paper business use a large amount of water. They reduce water consumption by recycling water that has been taken in and reusing it in the manufacturing process. The water recycling rate exceeds 90 percent.

Water conservation at CENIBRA (Brazil)

Recovery and effective utilization of cooling water

Oji Fibre Solutions (New Zealand)

New installation of water treatment facilities that enable recycling of previously unused wastewater generated in various manufacturing processes and other measures



Paper is essential in our day-to-day lives. It is used in a wide range of situations for various applications such as newspapers, notebooks, copy paper, tissues, toilet paper, corrugated containers, and packaging materials. Approximately 60 percent of the raw material used for these types of paper is wastepaper, and the remaining 40 percent comes from trees. The Oji Group is working on “forest recycling” for the purpose of sustainable use of resources and contribution to the environment.

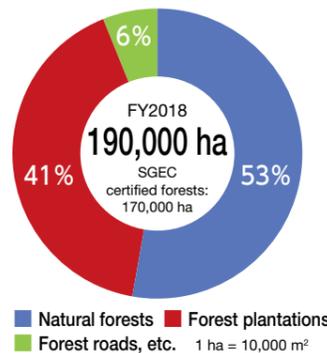
► Company-Owned Forests in Japan

The Group owns forests in approximately 650 locations throughout Japan extending from Hokkaido to Kyushu. The area of those forests is 190,000 hectares, equal to the size of Osaka Prefecture. Protecting the forest leads to protecting the rich nature and land of Japan.

Company-Owned Forests in Japan

The Oji Group owns and manages 190,000 hectares of forests in Japan. This total area is among the largest of all forests owned by private corporate entities. The Group initially owned forests for producing raw materials for paper, but policy was subsequently changed to production of raw wood for lumber and environmental contribution through forest management.

At present, the area of company-owned forest plantations in Japan is approximately 80,000 hectares, constituting 41 percent of all company-owned forests. The Group plants Sakhalin fir, larch, and other varieties in Hokkaido, and cedar, Japanese cypress, and other trees on Honshu and southward. The average age of these trees is about 60 years and are approaching the time for harvesting. The Oji Group manages its forests sustainably by utilizing forest resources (harvesting mature trees and replanting trees to rejuvenate forests) while also continuing tending operations such as thinning (enhancing resources for future generations).



Breakdown of Forest Plantations (41%)

	Cedar	Japanese cypress	Spruce, Sakhalin fir	Red pine	Larch	Other
Area (ha)	14,000	11,000	24,000	10,000	14,000	4,000
Percentage	7%	6%	14%	5%	7%	2%

Breakdown of Natural Forests (53%)

	Softwood	Hardwood
Area (ha)	24,000	77,000
Percentage	13%	40%



Forest plantations (Engaru mountain forest, Hokkaido)



Natural forests (Rubeshibe mountain forest, Hokkaido)

Fundamental Policy concerning Company-Owned Forests Management

Those who use trees have the responsibility to plant trees

- 1** The Group grows Ezo spruce, Sakhalin fir, larch in Hokkaido and cedar, Japanese cypress, and Japanese red pine on Honshu to create highly-profitable forests.
- 2** Forest plantations that have matured are rejuvenated by replanting after harvest. Natural forests are maintained and improved through selective cutting and thinning.
- 3** The Group is contributing to society through the development of forests that perform public functions including CO₂ fixation, water source conservation, national land conservation, and preservation of biodiversity.

Forest plantations and Natural Forests

Forest plantations are created for the purpose of wood production by planting seedlings and performing maintenance such as thinning. Natural forests are formed when trees germinate and grow through the power of nature.

Harvesting

Felling all trees in the harvest area within a forest that has reached the age suitable for harvesting (cutting age). Hardwood and other trees are left standing, however, as buffer zones in consideration of the environment on ridge lines and in valleys.

Selective Cutting

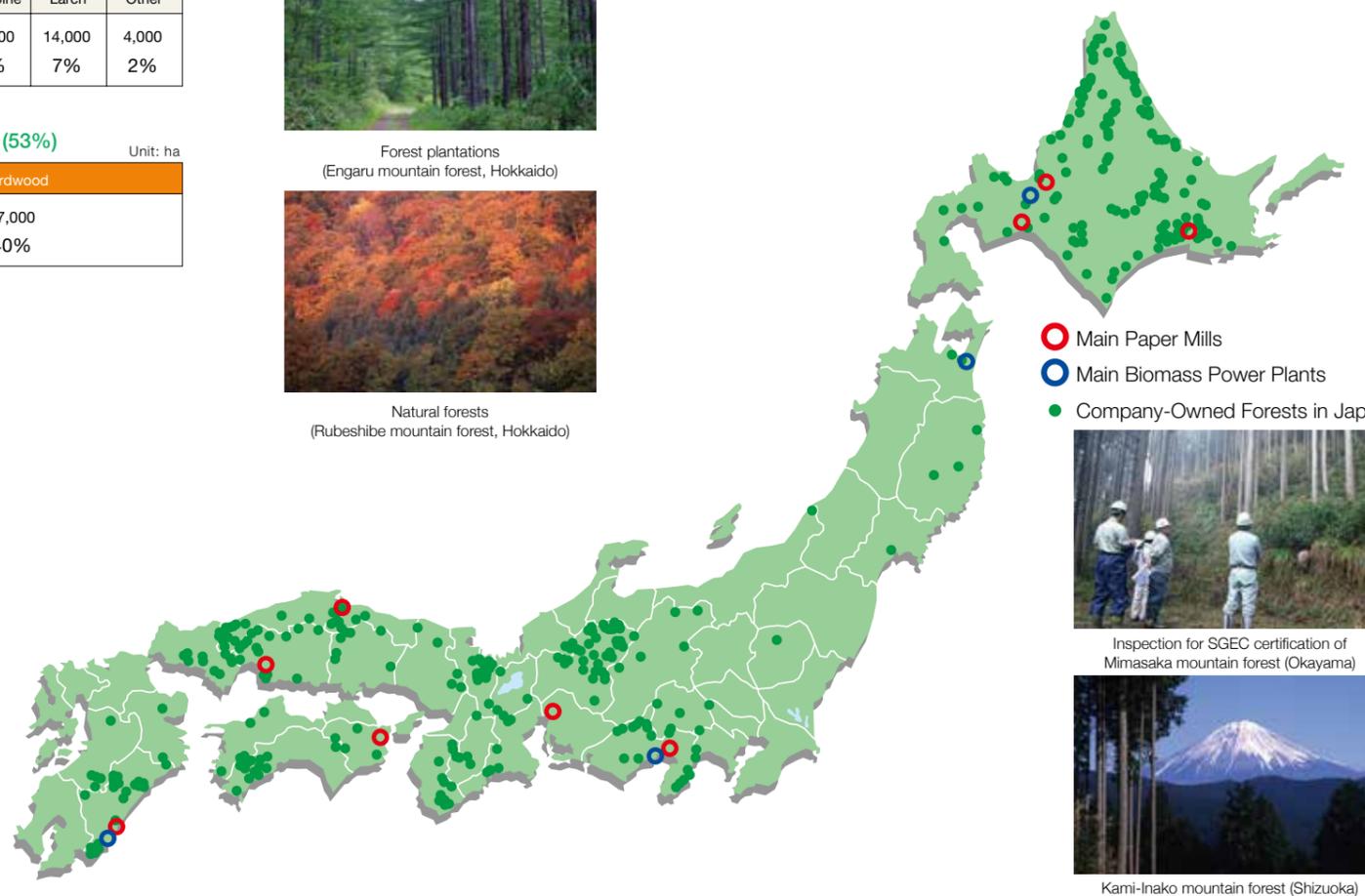
Felling trees at or below the annual growth volume that have been carefully selected and cutting age trees within a natural forest. Trees are selected for removal to enable the forest to rejuvenate naturally.

Thinning

Work performed to alleviate overcrowding in forest plantations while the trees are growing. In natural forests, selection and removal of trees to promote second-forest growth.

Re-planting

Tree planting in areas that have been harvested to develop the next generation of forests.



Inspection for SGEN certification of Mimasaka mountain forest (Okayama)



Kami-Inako mountain forest (Shizuoka)

Oji Group's Forests in Japan

Total Area **190,000 ha**

Forest Certification **Certification acquisition rate for approx. 170,000 ha excluding profit-sharing forests: 100%**

SGEC License Codes
 SGEC-FM: JAFTA-002, JAFTA-008, JAFTA-012
 SGEC-CoC: JAFTA-W025

Acquisition of SGEN Forest Certification

SGEC*1 forest certification is a forest certification program*2 unique to Japan that is operated by the Sustainable Green Ecosystem Council (SGEC). The Oji Group began acquiring SGEN forest certification in December 2003 with the Kami-Inako mountain forest in Shizuoka. To date, we have acquired SGEN forest certification for 330 company-owned forests in Japan, excluding profit-sharing forests, with a total area of 173,000 hectares. It is the largest area of certified forests among those of private companies in Japan. In FY2016, SGEC signed a mutual recognition agreement with the Programme for the Endorsement of Forest Certification (PEFC), an international organization. This has made SGEN forest certification an internationally viable certification program.

*1 Sustainable Green Ecosystem Council

*2 Forest certification

Forest certification is aimed at sustainable forest management. An independent, third-party organization certifies a forest by examining it to see whether it is managed well in accordance with specific standards.

Sustainable Forest Management and Social and Environmental Contributions

Forests are closely related to our lives. It is important to maintain extensive forests in Japan while making effective use of them.

The Oji Group considers it necessary to encourage cooperation among people engaged in mountain forest management and users of lumber. Accordingly, the Group provides raw material including lumber, plywood, paper, biomass fuels, and other products to companies both inside and outside the Group as a part of efforts to revitalize Japan's forestry industry and ensure a stable supply of domestic lumber.

The Group also manages forests by giving full consideration to environmental contribution as the social responsibility of a company that owns forests. The Group takes initiative to ensure that Group forests meet a range of functions, including support for activities to protect Japanese huchen, fairy pitta, and other endangered species and hosting the Oji Forest Nature School.

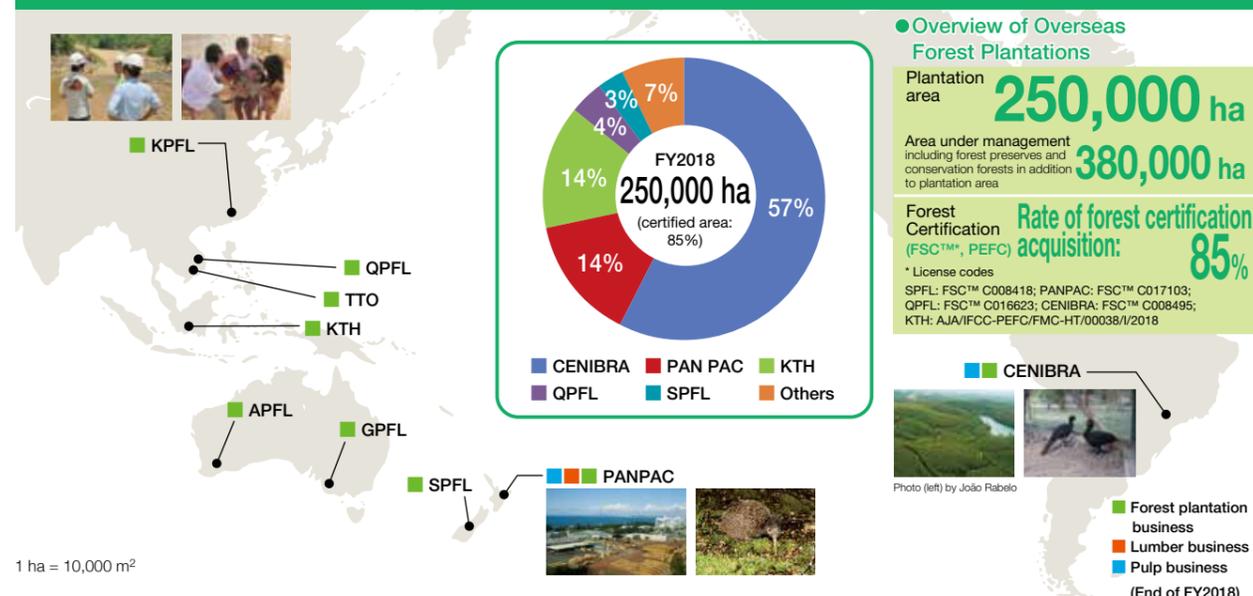


Integrated Report p. 74 Initiatives for Conservation of Biodiversity
 p. 75 Contribution to Local Communities

Forest Recycling: Overseas Forest Plantations

The Oji Group conducts the forest plantation business in nine areas in six countries. As of the end of FY2018, the total area of overseas forest plantations was 250,000 hectares. The area under management in the overseas forest plantation business including forest preserves for the protection of forest ecosystems and wildlife and conservation forests for water source conservation and prevention of soil runoff is 380,000 hectares. To ensure appropriate forest management from the perspectives of society, economy, and the environment, the Group leverages the forest certification programs and acquired forest certification for 85 percent of forests as of the end of FY2018. The overseas forest plantation business secures wood raw materials, absorbs and fixes CO₂, and creates jobs and industry, contributing to the creation of truly enriched and sustainable local communities.

Overview of Overseas Forest Plantation Business: Pursuing Sustainable Forest Management



Use of Plantation Wood

At Oji Group forest plantations, planted trees that are ready to be harvested are processed into papermaking raw materials (woodchips) and lumber products. Woodchips are locally processed into pulp or transported to Japan on dedicated woodchip ships.

Integrated Report p. 76 Responsible Raw Materials Procurement

Export of Woodchips from APFL Forest Plantations (Australia)



Community-Based Forest Plantation Activities

CENIBRA in Brazil procures, processes, and sells logs and woodchips and manufactures and sells pulp. CENIBRA is active in various community contribution programs including supporting higher incomes for farm workers by leasing land that is suitable for farming, entering into partnership agreements with local beekeepers, and dispatching doctors and educators to local communities.



A beekeeper tending bees on land owned by CENIBRA

Utilization of Forest Certification Programs

The Oji Group also manufactures FSC™ certified products using only woodchips that meet the requirements of FSC™ such as FSC™ certified wood and properly controlled wood.*1 Controlled wood must meet requirements to be used in FSC™ certified products. The requirements are also specified in the Wood Raw Material Procurement Guidelines (p. 76).

*1 FSC™ Requirements

Not coming under, or confirmed to be unlikely to come under, any one of the five categories below.

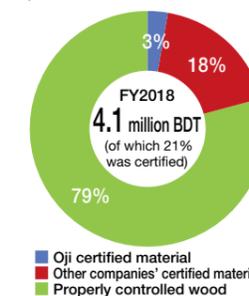
- 1 Illegally harvested wood;
- 2 Wood harvested in violation of traditional and human rights;
- 3 Wood from forests in which high conservation values are threatened by management activities;
- 4 Wood from forests being converted to plantations or non-forest use; and
- 5 Wood from forests in which genetically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

Suppliers with FSC™ CoC*2 certification must be audited by a third party, and by utilizing these certification systems it is possible to ensure wood raw material traceability and the management systems (such as internal training) of suppliers. The results of these audits are available on the Web.

Properly Controlled Woodchips

The volume of woodchips imported in FY2018 was 4.1 million BDT (bone dry tons), all of which was derived from planted trees including sawmill residue. The certification ratios for imported woodchips were 3% for the Oji Group and 18% for other companies, making a total of 21%.

The remaining 79% was derived from properly controlled wood.

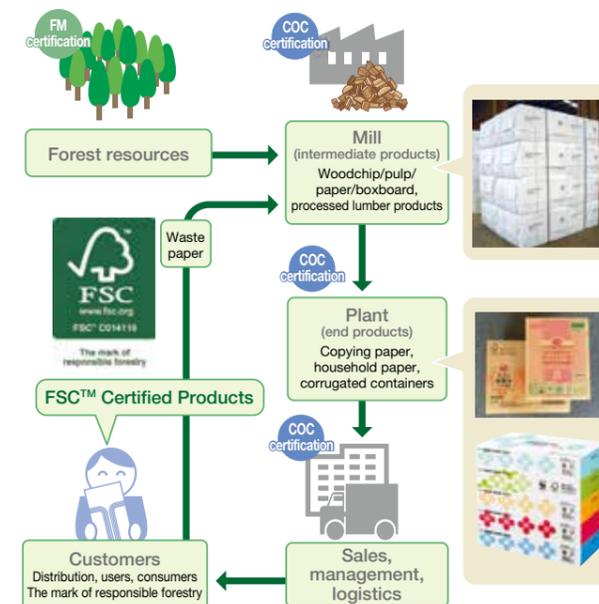


FSC™ Certified Products: Provision of Eco-Friendly Products

The Oji Group has acquired FSC™-FM certification*3 for its overseas forest plantations and FSC™-CoC certification for the Group's manufacturing and processing operations.

The advantage of acquiring integrated certification from forests to converting plants is that it enables the Group to offer a wide range of FSC™ certified products including intermediate products such as woodchips and pulp as well as end products such as photocopying paper and paper for household use. In addition, photocopying paper and corrugated containers are recycled as waste paper. Refer to the FSC™ website for detailed information on the status of certification acquisition.

*2 CoC certification: Confirmation of management on processing and distribution of produced wood
CoC: Chain of Custody
*3 FM certification: Confirmation of forest management
FM: Forest Management



Paper is essential in our day-to-day lives. It is used in a wide range of situations for various applications such as newspapers, notebooks, copy paper, tissues, toilet paper, corrugated containers, and packaging materials. Approximately 60 percent of the raw material used for these types of paper is wastepaper, and the remaining 40 percent comes from trees. The Oji Group is working on “paper recycling” for the purpose of sustainable use of resources and contribution to the environment.

Oji Group Paper Recycling Results

The Oji Group uses approximately 4.08 million tons of waste paper each year, the largest amount and about 24 percent of the 17 million tons of total waste paper use in Japan. The breakdown of waste paper use by the Group is as follows: about 50 percent waste corrugated containers and about 20 percent each of waste newspaper and waste magazines. In addition, recovered paper utilization ratio* in FY2018 was 64 percent, an increase of 2.5 points in the past 10 years as a result of various efforts to use waste paper as a resource.

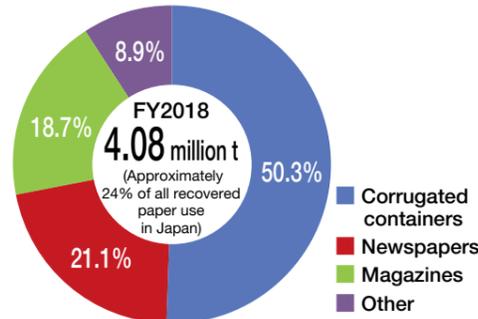
The Oji Group seeks to achieve a recovered paper utilization ratio of 65 percent by FY2020, which is part of the Environmental Action Plan of the Japan Paper Association. To this end, the Group promotes the collection of waste paper as a raw material to expand the use of recovered paper further.

* Recovered paper utilization ratio = Volume of recovered paper ÷ Total volume of fibrous raw material (total consumption of waste paper, wood pulp, and other fibrous raw material)

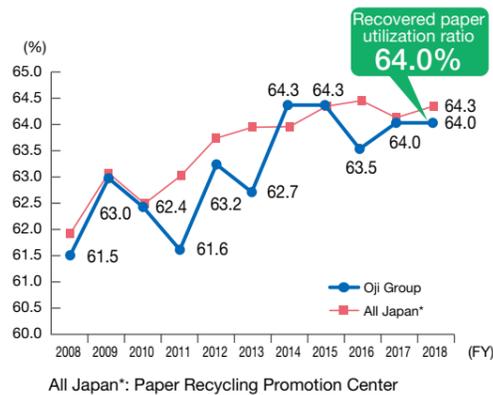
Collection of recovered paper from households



FY2018 Recovered Paper Use Results



Changes in Recovered paper utilization ratio (FY2018)



Reduction of Environmental Burdens by Promoting Recovered Paper Recycling

Paper is a material that is highly suitable for recycling, and therefore, it is important that paper be reused (paper recycling) rather than disposed of as waste. Paper (recovered paper) recycling contributes to (i) securing stable supplies of papermaking raw materials, (ii) effective utilization of resources, (iii) sustainable use of forest resources, and (iv) reduction of waste.

Following a period of rapid economic growth, there is a period when waste becomes an environmental problem. To address this issue, government, trade organizations, and the papermaking industry cooperated to build sorting, collection, and recycling mechanisms that led to the current wastepaper recycling system. In 2018, the combined recovered paper utilization ratio for paper and paperboard was 64.3 percent and the collection rate was 81.5 percent, putting Japan at the highest levels in the world.

(Source: Japan Paper Association)

The Significance of Recovered Paper Recycling

- (i) **Securing stable supplies of papermaking raw materials**
Wastepaper is a valuable resource generated within Japan and is the primary raw material for papermaking, accounting for more than 60 percent of all raw materials.
- (ii) **Effective utilization of resources**
Recovered paper recycling enables the repeated use of wood resources (pulp) that were previously used.
- (iii) **Sustainable use of forest resources**
By recycling wastepaper, the volume of new wood resources (pulp) used can be reduced.
- (iv) **Reduction of waste**
By recycling wastepaper, the volume of paper that must be disposed of as waste is reduced.

Various Measures to Promote the Use of Wastepaper

The Oji Group is working to promote various uses of waste paper, such as thorough sorting of waste paper at offices and factories within the group, a used paper wholesaler as a supplier, and an awareness campaign on paper recycling in cooperation with local residents and industry groups.

1) Enhancing the quality of wastepaper

The inclusion within wastepaper of specially processed paper and foreign substances that are not suitable as papermaking materials (collectively referred to as prohibited materials) is a cause of product problems. It is necessary that such prohibited materials be excluded before collection. Accordingly, the Group cooperates with wastepaper dealers, who play a central role in wastepaper logistics, to eliminate prohibited materials included in wastepaper discarded by households and businesses and strives to raise the recovered paper utilization ratio and manufacture high-quality paper products.

Prohibited Materials	
Paper products that are not suitable for use as papermaking materials	
Scented paper, paper with an odor	Paper packaging and corrugated containers used for detergent, soap, incense, and so on
Sublimation transfer paper, thermal expansion paper	Thermal paper, iron print paper, 3D copy paper (for Braille and so on)
Waxed corrugated containers, waxed corrugated board	Corrugated containers that contained imported produce, processed seafood, and so on
Soiled paper	Paper that contains food remnants or oil
Materials other than paper	
Stones, glass, metal, earth and sand, wood, cloth, plastic, and others	

Source: Paper Recycling Promotion Center

2) Increasing the use of waste paper

- Use of difficult-to-process paper: The Group is installing special-purpose facilities to process paper tubes, laminated paper, and other difficult-to-process paper for use as a raw material.
- Use of confidential documents: In consideration of the maintenance of confidentiality and issues of information leaks, confidential documents were incinerated in the past, but the Group performs confidential dissolution processing in fully secure facilities for use as a raw material.



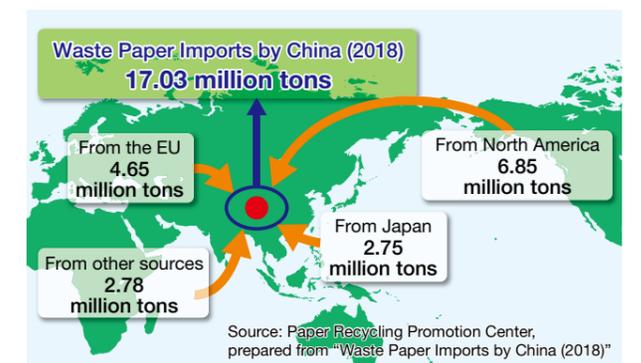
Difficult-to-process waste paper (paper tubes)



A confidential document processing facility (Oji Materia Edogawa Mill)

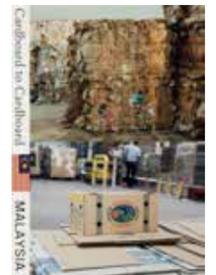
International Trends in Waste Paper Recycling

China is the world's largest importer of wastepaper, importing 17.03 million tons in 2018. Imports come from North America, the EU, and Japan, which shipped 2.75 million tons, approximately 20 percent of the total, to China. In conjunction with the tightening of environmental regulations, China has announced a policy of banning the import of all solid waste including wastepaper starting at the end of 2020. As a result, the global wastepaper supply and demand will enter a period of major change. The Oji Group is deepening collaboration with wastepaper dealers, who play a major role in wastepaper recycling, to stabilize procurement prices while maintaining and stabilizing waste paper recycling systems.



Column: "A Corrugated Container Travel Journal: Cardboard to Cardboard," a Pamphlet Introducing an Overseas Site

The Oji Group issued a pamphlet with information on the corrugated container business in Malaysia. Fuyuki Shimazu, a corrugated container artist who collects corrugated containers from around the world, observed GSPP, the Oji Group's largest site in Southeast Asia, and created a report from a unique perspective on the process starting with scenarios where corrugated containers are used and collected in Malaysian cities to the creation of new containerboard at the plant from recovered waste paper.



Initiatives for Conservation of Biodiversity

The Oji Group engages in activities for protecting and nurturing endangered species, recovering ecosystems, and other activities by working together with governments, administrative authorities, environmental NPOs, academics, local residents, and other parties.

Conservation activity for Kiwi (Pan Pac)

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

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



Sarufutsu Itou Conservation Activities (Sarufutsu company-owned forest in Hokkaido)

In 2009, Oji Holdings established the Sarufutsu Itou Conservation Council with a local NPO, administrative bodies, researchers, and others for the purpose of protecting the Japanese huchen, or the sea-run taimen (Hucho perryi), an endangered species that lives in the river zone of the Sarufutsu mountain forest in Sarufutsu village, Hokkaido. An area of 2,600 hectares including the river zone was designated a conservation area, and conservation activities are conducted.



A Japanese Sarufutsu Itou with breeding coloration Photo provided by Yo Chirai
1 ha = 10,000 m²

Restoration of Ecosystems and Protection of Rare Species (CENIBRA)

One of the largest overseas forest plantations of the Oji Group is owned by CENIBRA, which operates the eucalyptus plantation and pulp businesses in Brazil. CENIBRA owns and manages a 150,000 hectares forest plantation and 100,000 hectares forest reserve. In accordance with the Brazilian Forest Law, natural forests as well as steep slopes and areas around water sources such as wetlands are left unharvested to preserve biodiversity. In cases where natural forest in the preserve is lost due to erosion, wildfire, or other such events, the company plants indigenous species of trees so that the environment can recover (restoration of natural forest).

Diverse wildlife species are observed in the forest plantations of CENIBRA. The symbol of the company's biodiversity initiatives is the Macedonia Farm, a 560-hectare area that is registered as a natural forest reserve (RPPN*). In this forest, the company has been engaged in activities for breeding the Mutum (a relative of the curassow), an endangered bird species, and returning them to the wild, jointly with an NPO since 1990. CENIBRA also provides environmental education related to forests and biodiversity to schools and local communities and conducts wide-ranging monitoring surveys of flora, fauna, and water resources in the forest on a regular basis.

*RPPN: Reserva Particular do Patrimônio Natura



Measures to Protect the Fairy Pitta (Koyagauchi company-owned forest in Kochi Prefecture)

The fairy pitta is a migratory bird with multiple body colors and a body length of around 20 centimeters. It is listed as a class IB endangered species on the Red List of the Ministry of the Environment.

In August 2016, Oji Holdings concluded an agreement to protect the fairy pitta with the Ecosystem Trust Society at the 260 hectares of company-owned forest, which is adjacent to the fairy pitta sanctuary of the organization.



(Photo provided by Ecosystem Trust Society)

Contribution to Local Communities

Oji Forest Nature School

The Oji Forest Nature School was first held in 2004 through collaboration with the Japan Environmental Education Forum. It is an environmental education program for children that provides opportunities to experience nature by using forests owned by the Oji Group and Group mills. The program deepens understanding of the connections among forests, people, and industry and is an important opportunity to convey the Group's attitudes and approaches to environmental preservation to future generations.



Hands-On forest development in a company-owned forest

Forest Picture Book Contest and Environmental Class

Since 2015, Oji Holdings has hosted the Forest Picture Book Contest with WWF Japan. To provide children with a catalyst for creating picture books, Oji Holdings conducts an environmental class on the Oji Group's sustainable forest management.

 [Website of WWF Japan Forest Picture Book Contest website](http://team-morrie.com/shinrin-ehon/index.html)
<http://team-morrie.com/shinrin-ehon/index.html> (in Japanese)



An environmental class

Protecting and Nurturing Forests for Thriving Oceans

The 69th Oji Paper Tomakomai Mill Tree Planting Festival was held on May 22, 2019 at the Ojiyama company-owned forest in Tomakomai Takaoka. The festival has been held since 1950 based on the idea that preservation and nurturing of forests leads to thriving oceans. Since 1995, the festival has been held with the Tomakomai fishery cooperative.

In 2018, a total of about 100 persons including mill employees and other involved persons, members of the fishing association, local co-op, Tomakomai River Office of the Tomakomai fishery cooperative, Muroran Development and Construction Department, Hokkaido Regional Development Bureau as well as personnel from the Tomakomai fishery cooperative and others participated as a part of implementation of the Tomakomai fishery cooperative. A total of 1,150 seedlings (500 red pine and 650 Japanese oak) were planted on a 0.65 ha area that was damaged by strong winds in October 2015.

The participants hope that the planted seedlings will grow into beautiful trees and will continue protecting them in the future.



Participants planting seedlings

Responsible Raw Materials Procurement

The Oji Group established the Oji Group Partnership Procurement Policy that confirms the safety and lawfulness of raw materials throughout the supply chain, and strives to expand CSR procurement that gives due consideration to the environment and society. With regard to wood raw materials, compared to other procurement raw materials, there are many matters that require confirmation such as illegal logging and biodiversity, so the Group established the Wood Raw Material Procurement Guidelines under the Oji Group Partnership Procurement Policy. The policy and guidelines have been translated into English and are distributed to suppliers around the world.

Oji Group Partnership Procurement Policy (established in 2007 and revised in 2012 and 2018)

 Integrated Report p. 43 Forest Resources and Environment
Marketing Business: ESG and SDG Topics

Wood Raw Material Procurement Guidelines (established 2005)

The Oji Group has established the Wood Raw Material Procurement Guidelines for its wood raw materials procurement.

The Guidelines stipulate that the Group shall: (1) expand procurement of wood from certified forests; (2) increase use of plantation trees; (3) utilize unused wood effectively; (4) verify that procurement is in compliance with laws and is environmentally friendly and socially responsible, and; (5) disclose information.

To ensure raw material traceability as specified in (4)-2 in particular, production sites of raw materials going back to sources of wood raw materials, forest management methods, and the avoidance of wood obtained through illegal logging are included among the confirmation items. In this way, the Group procures only raw materials produced from well-managed forests.

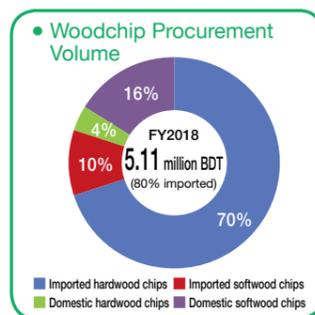
- ### Wood Raw Material Procurement Guidelines
- (1) Expand procurement of wood from certified forests
 - (2) Increase use of plantation
 - (3) Utilize unused wood effectively
 - (4) Verify that procurement is in compliance with laws, environmentally friendly, and socially responsible
 - 1 Implement monitoring of supplies
 - 2 Ensure raw material traceability
 - a) Production place of raw materials (logging site, forest manager, differentiation between plantation and natural forests, etc.),
 - b) Forest management method (compliance with applicable forest laws and forest management standards, etc.),
 - c) Acquisition of forest certification,
 - d) Avoidance of wood obtained through illegal logging,
 - e) Avoidance of genetically modified (GMO) wood,
 - f) Avoidance of logging in forests that are recognized publicly as forests with high conservation value,
 - g) Avoidance of raw materials associated with major social conflicts,
 - h) Adherence to protection of human rights and labor rights
 - (5) Information disclosure

Confirmation of Traceability

Woodchip procurement volume in FY2018 was 5.11 million BDT (bone dry tons). Of that amount, 80 percent was imported.

The Group obtained a total of 1,154 traceability reports including 511 on the entire volume of domestic woodchips,

261 on imported woodchips covering all ships, and 382 on the entire volume of purchased pulp, verifying that the Group conducted procurement in accordance with the Wood Raw Material Procurement Guidelines.



An FSC™-FM certification audit (QPFL in Vietnam) (FSC™-C016623)



A third-party audit report on traceability reports

Supplier Monitoring

The Oji Group visits local suppliers every year to check logging permits and related documents and inspect the actual logging areas and forests, monitors the status of compliance with the Wood Raw Material Procurement Guidelines, and verifies traceability. Through these monitoring activities, we have built good relationships with our suppliers.



A supplier meeting (monitoring)

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

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

Provision of information to customers

The Group responds to customer inquiries based on safety information for various chemicals verified using the Pre-use Evaluation System and the Information Updating System. Responses to customer inquiries are made using Research Reports,*1 Article Information Sheets (AIS),*2 Safety Data Sheets (SDS)*3 and other information.

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

Confirmation of the Safety of Chemicals Used

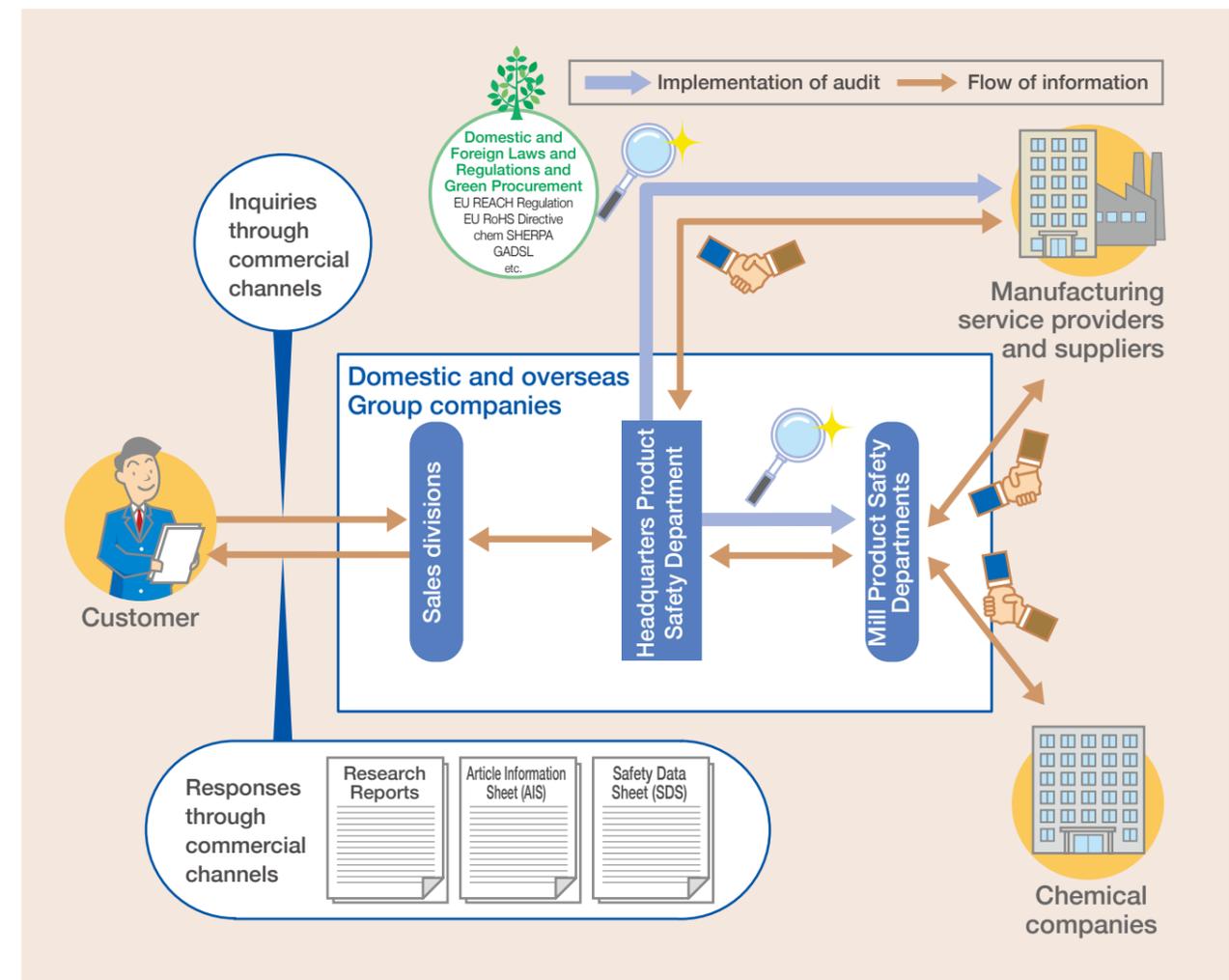
The safety of chemicals used is ensured by means of a Pre-use Evaluation System and Information Updating System.

[Pre-use Evaluation System]

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

[Information Updating System]

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



Consideration for Human Rights

Fundamental Policy

The Oji Group established the Oji Group Corporate Code of Conduct and Oji Group Behavior Standard as criteria to be followed by all Group officers and employees. The Behavior Standard includes provisions concerning respect for human rights, ensuring worksite safety and health, and other issues, and is considered the Group's policy on respect for human rights.

The Oji Group has been a participant in the United Nations Global Compact since 2003 and has expressed its support for the 10 principles relating to human rights, labor, the environment, and anti-corruption.

Additionally, the Oji Group Partnership Procurement Policy, adopted in 2007, expressly provides for respect for human rights (including prohibitions on child labor, forced labor, discrimination, and harassment), and the Group requires that business partners in the supply chain comply with these provisions.

■ The Oji Group Behavior Standard: 15. Respect for Human Rights

We will respect the fundamental human rights of all people, will not unfairly discriminate or harass individuals according to their philosophy and beliefs, nationality, birthplace, religion, race, sex, disability, social status, status within the company, etc., and will not invade their privacy. Further, we will not allow others to do so.



➔ Integrated Report p. 54 The Oji Group Behavior Standard

➔ Integrated Report p. 43 Oji Group Partnership Procurement Policy Participation in the United Nations Global Compact



➔ https://www.ojiholdings.co.jp/english/group/policy/un_global_compact.html

Details of Initiatives

(1) Risk Management Structures

Under Group-wide risk management structures, when launching new business and engaging in other such conduct, the Group performs risk assessments not just from an economic viewpoint, but also from the perspectives of ESG. With regard to human rights, risk assessments are conducted with particular regard for child labor, labor management, the rights of indigenous peoples, labor relations, and the like to determine whether consideration is given to fundamental human rights and whether there are any assessments that will have a negative impact on human rights.



➔ Integrated Report p. 56 Risk Management

(2) Initiatives for Respecting Human Rights

Domestic and overseas Group companies conduct offsite training on harassment and other issues to instill an awareness of compliance. In China, Brazil, and Vietnam, the Group supports local communities and carries out programs with strong community ties such as supporting the enhancement of educational environments and dispatching physicians, nurses, and others to areas lacking physicians.

● Promoting compliance

The Corporate Compliance Department creates numerous opportunities for new managers, new employees, and others to obtain necessary information concerning harassment and other issues through compliance training during rank-specific education. The department also issues Compliance News, a monthly newsletter, to raise awareness and inform employees about the whistleblowing system through case studies.



A compliance training session

● Support for enhancing educational environments

In Nantong City, China, where the Group manufactures and sells pulp, printing paper, publication paper, and other products, the Group established the Oji Charitable Education Fund with the Nantongshi Charity Federation and Nantong Development Zone Charity Federation to help improve the local educational environment. The Oji Group also supports the repair of facilities such as nursery schools and other schools and conducts other activities to support education in Binh Dinh Province, Vietnam, where the Group is active in the forest plantation business.



The Oji Charitable Education Fund received the CSR China Top 100 Brands, which is granted to outstanding CSR projects that have contributed to educational projects in China.



A fence installed at a nursery school in Vietnam

● Dispatch of doctors and nurses to regions that lack medical professionals

The Group supports healthcare programs in regions that lack access to healthcare services such as providing mobile healthcare in the state of Minas Gerais in Brazil, where the Group engages in the pulp business, and dispatching teams of doctors to regions of Binh Dinh Province in Vietnam, where the Group is active in the forest plantation business, that lack doctors.



Provision of mobile healthcare services in Brazil



Teams of doctors are dispatched to regions that lack doctors in Vietnam

(3) Operation of Whistleblowing Hotline (Business Ethics Helpline)

The Oji Group operates the Business Ethics Helpline as a whistleblowing hotline for corporate ethics violations. The Group established an internal hotline (within the Oji Holdings Corporate Compliance Department) and an external hotline (law firm) for the early detection and remedy of misconduct including human rights violations such as harassment, and discrimination and corruption such as bribery.



➔ Integrated Report p. 55 Whistleblowing System

(4) Monitoring of the Status of Compliance

The Group administers compliance awareness surveys to all domestic and overseas Group employees and performs periodic monitoring of compliance awareness including awareness of harassment as well as compliance-related problems in the workplace. Additionally, the Internal Audit Department together with overseas Group companies conducts periodic audits regarding the status of compliance.



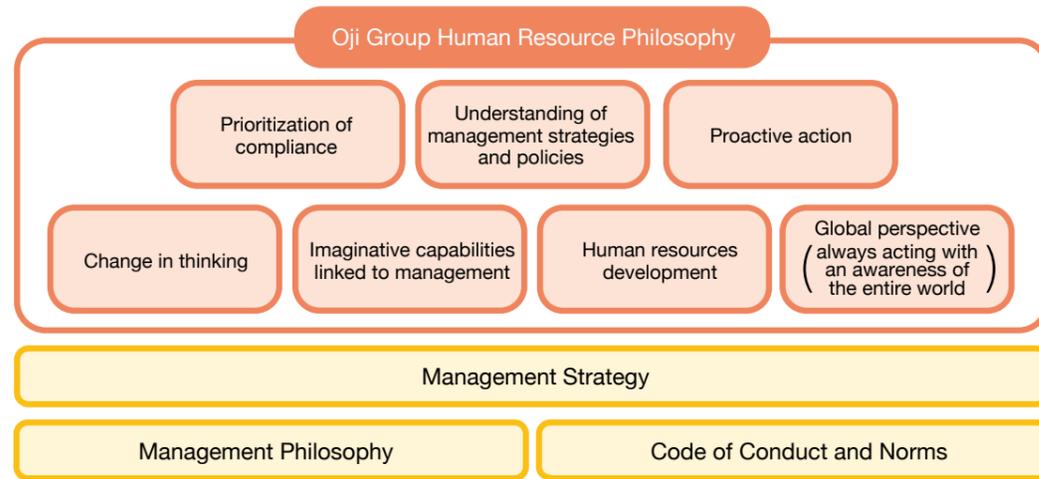
➔ Integrated Report p. 55 Monitoring of the Status of Compliance

Human Resource Measures

Diversity of values and flexibility are extremely important for reinforcing corporate competitiveness and achieving continuous development.

For the Oji Group to grow as a global enterprise “beyond boundaries,” we have been committed to promoting “human resources development,” “working style reforms,” and “diversity promotion” in order to encourage every employee to embrace diversity of values and flexibility in thinking and to enhance his/her skills; in accordance with our fundamental principle, “a company’s strength originates from human resources.”

• Oji Group Human Resource Philosophy



Human Resource Strategies and Targets (Global Human Resource Strategies) and Human Resource Development

(1) Next-generation development

We will foster human resources who will be the core of management of our Group companies, which will be the key to achieving our management strategies.

- Mid-level management training (Oji Juku)

(2) Global human resource development

In addition to identifying and developing human resources, Oji Group actively recruits outstanding human resources from outside the Group

- New employee global challenge (training in India for employees in their first year of employment)
- Overseas trainee training (three months of language training for employees in their fifth to 10th years of employment followed by two years of practical experience at an overseas site)
- Oji Global School (six months of language training for employees aged 31 to 45 years followed by overseas assignment)

(3) Management training and training by job type

To successfully carry out management strategies centered on business structural reforms, it is necessary to enhance management capabilities on the middle management level. The Group has clarified the ideal in human resources for each COMPANY and is conducting awareness-changing training and division-specific training.

- General manager training
- Communications skills training
- New manager training
- Sales personnel training

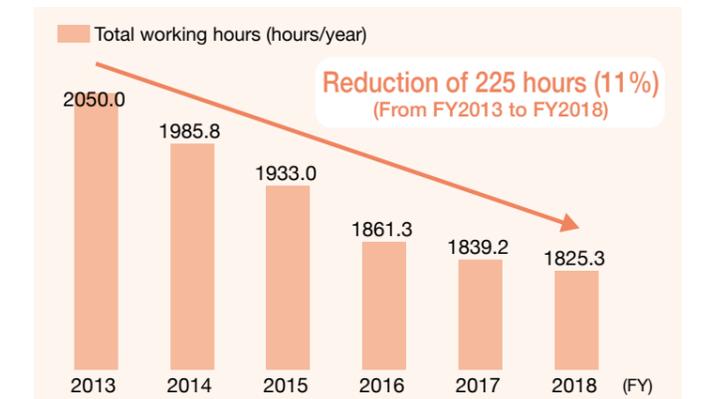
Promotion of Working Style Reforms (Japan)

(1) Reduction of total working hours and promotion of operational efficiency

The Group has been implementing business reforms to reduce overtime work and total working hours.

- Use of flex-time systems, setting limits on overtime work, enabling full transfer of time off when work is performed on holidays, encouraging employees to take paid leave, and other measures
- Promotion of flexible work styles

Reduction of total working hours (Oji Group* Tokyo Main Office region; hours)



* 30 Companies and divisions

(2) Initiatives to establish personnel systems for promoting working style reforms

In order to reliably carry out the tasks in line with the management strategy, we are working to establish a personnel system in Oji Group that enhances the effectiveness of working style reforms.

i) Role-based personnel grading system

In order to break away from seniority systems and realize early identification of personnel suitable for advancement, each employee is evaluated based on whether or not he/she has fulfilled his/her clarified roles. The appropriateness of evaluations is confirmed once each year and strict implementation is undertaken. Training is conducted to raise evaluator levels. Suitable people are appointed to the right position based on the evaluation results.

ii) Certified researcher system

To promote the creation of innovative value, the Group grants researchers with particularly high levels of specialized knowledge discretion regarding their work styles and provides working environments that allow them to focus on research.

iii) Retirement at age 65

Introduced in FY2017 to enable employees to demonstrate their knowledge, skills, and abilities to the fullest and work with enthusiasm.

* Introduced at 10 Group companies

Promotion of Diversity (Japan)

Oji Group strives to carry out initiatives that enable its diverse human resources to actively assume roles at work regardless of gender, age, disability, or nationality, ultimately strengthening the Group’s competitiveness with their diverse values and ideas.

• Diversity promotion policy



(1) Change in mindset and behavior of management level employees

Oji Group believes that changing the mindset and behavior of management level employees is particularly important and conducts training and other programs to ensure accurate understanding of the thinking of top management and promotion of diversity, and to disseminate Group policies. The Group also conducts awareness surveys as indicators of the propagation of promotion measures.

- Study sessions held by the Diversity Promotion Committee
- Skill enhancement training for managers
- Diversity management training for new general managers
- Training for managers who have as subordinates pre-management female employees on the generalist track
- Supervisor management training for young female employees on the generalist track



Diversity management training for new general managers

(2) Demonstration of the abilities and career development of diverse human resources

Promoting the active participation of women

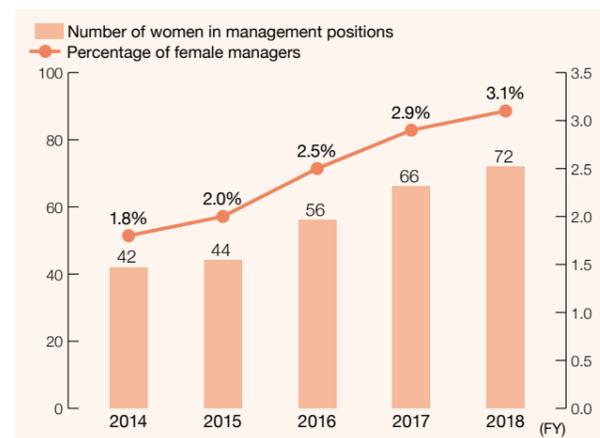
Career development for female employees on the generalist track, practical development support for personnel in all positions, and various other measures are being undertaken as priority issues until 2020.

- Training for pre-management female employees on the generalist track
- Career design training for young female employees on the generalist track

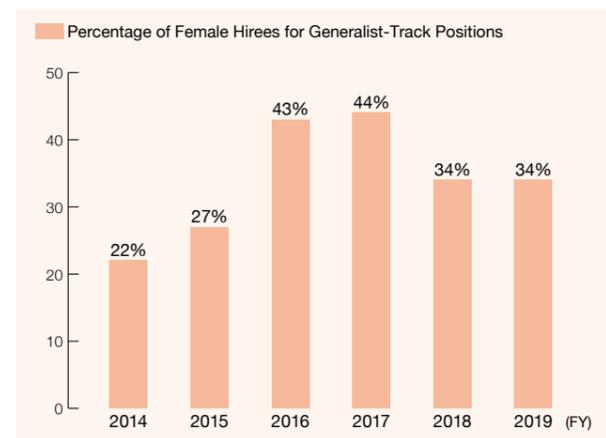


Training for managers who have as subordinates pre-management female employees on the generalist track

Percentage of Women in Management Positions (16 Oji Group companies)



Percentage of Female Hirees for Generalist-Track Positions (16 Oji Group companies, including mid-career hires)



* Data for FY2019 is for recent graduates only

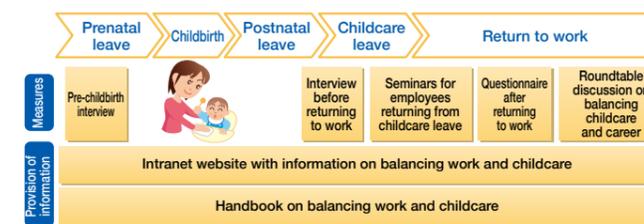
Promoting recruitment of disabled persons

Oji Group established a special subsidiary in 2007 to promote the recruitment of disabled persons. Employees perform management and cleaning of common areas in the Head Office Building. They also perform product finishing and inspection, corrugated container assembly, administrative work, and various other tasks at Oji Group mills. The Group formulated a Three-Year Disabled Persons Employment Plan in FY2018 to promote the recruitment of disabled persons throughout the Group. The Group will continue working to expand employment opportunities for persons with disabilities in an effort to contribute to society.

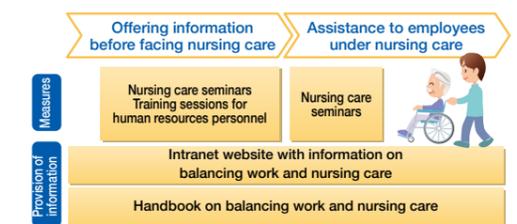
(3) Improvement in employee work-life management

We are introducing various systems that enable employees with childcare or nursing care responsibilities to continue to actively participate in their work. In addition, in April 2018 the Group established and operates Nepia SODATERASU, a nursery located adjacent to a Group housing facility in Edogawa-ku, Tokyo, with the aims of helping employees maintain a balance between childcare and work, promoting the active participation of women in their work, and contributing to the elimination of unattended children as a part of our corporate social responsibility.

Support for balancing work and childcare



Support for balancing work and nursing care



Seminars for employees returning from childcare leave



A nursing care seminar for employees

Safety and Health Policies and Targets

Under a policy of making safety, the environment and compliance top priorities, the Oji Group has established rules and standards on occupational safety and health in the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard. We secure the safety and health of workers by ensuring that every Group employee is 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 worksite environments and strive to create better worksite safety climates so that all workers in the Oji Group can work safely and with a sense of security.

Each Group company creates a safety and health promotion plan and a specific safety and health action plan for each company and worksite based on the Oji Group's annually formulated safety and health promotion plan. Measures for the elimination of occupational accidents are implemented together by Group employees, affiliates and business operators who enter the Group's premises on a temporary basis.

Oji Group's 2019 Safety and Health Promotion Plan

The plan establishes the following basic policies, slogan, and key measures and expresses the Group's strong commitment to achieving zero fatal and serious work-related accidents, which is a priority target, and preventing the occurrence of similar accidents that have occurred repeatedly. The entire Group, including affiliates, is working together towards achieving these objectives.

Basic Policies

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

Slogan

Always Follow the Rules and Ensure that Others Follow the Rules to Prevent Fatal and Serious Accidents

Key Targets

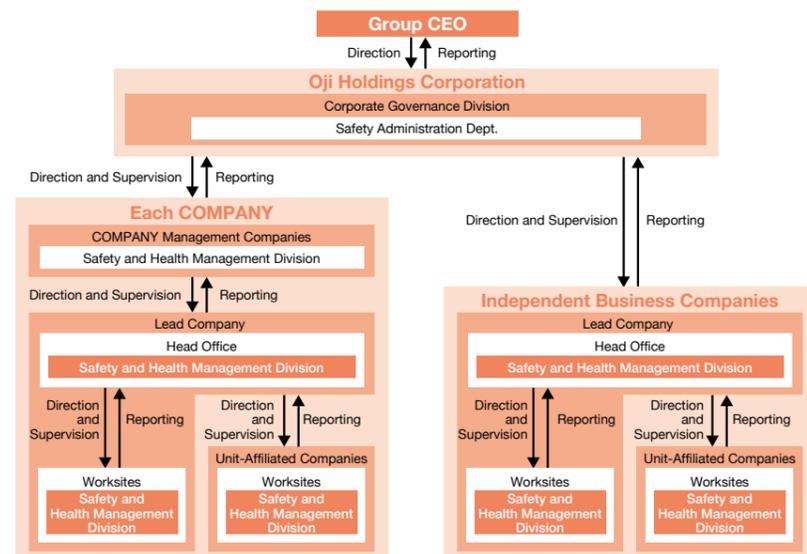
Group target: Achieve zero fatal and serious work-related accidents

Key Measures

- 1 Measures for preventing fatal and serious work-related accidents
- 2 Recurrence prevention measures by implementing the risk assessment for each accident type
- 3 Reform the worksite safety culture
- 4 Prevention measures against the frequent occurrence of accidents leading to lost work time that happens to employees of contractors
- 5 Promotion of heatstroke measures
- 6 Management of physical and mental health, and improvement and maintenance of the worksite environment

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, affiliates, and business operators who enter the Group's premises on a temporary basis and also clarify responsibilities relating to safety and health in the Oji Group and stipulate fundamental matters in the Group Safety and Health Management Rules.



Distribution of Safety and Health Information and Occupational Accident Reports

The Group's safety and health promotion plan, notices and guidelines on safety and health, and occupational accident reports, and other information are distributed throughout the Group.

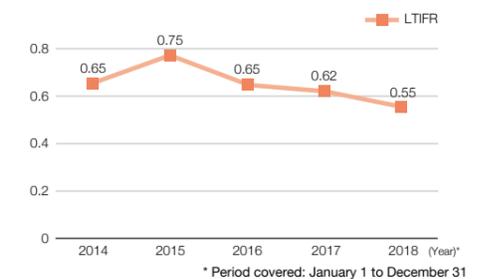
If a fatal or serious accident occurs, the incident is immediately reported to management in accordance with the reporting route specified in the Basic Regulations for Group Risk Management, and structures are in place to ensure appropriate responses.

Safety Performance (Lost Time Injury Frequency Rate (LTIFR))

Lost time injury frequency rate (LTIFR)* occurring within the Oji Group continuously declined since 2015, falling to 0.55 in 2018. According to the Ministry of Health, Labour and Welfare's Survey on Industrial Accidents (businesses with at least 100 employees), in 2018, the rate in manufacturing industries was 1.20 and the rate in the pulp, paper, and paper processing manufacturing industry was 1.88.

Lost Time Injury Frequency Rate (LTIFR) ★

0.55 Change from Prior Year (0.07)



(1) The frequency rate is an indicator of the frequency of occupational accidents as the number of fatalities and injuries (fatal accidents and accidents resulting in at least one day of lost work) caused by occupational accidents per one million working hours. Lost time injury frequency rate (LTIFR) = (Number of fatalities and injuries due to occupational accidents ÷ Cumulative number of hours worked) × 1,000,000

(2) Total working hours are calculated based on the number of group company employees (regular employees and temporary / non-regular employees) as of the end of September every year, assuming the annual working hours per person is 2,000 hours.

(3) The frequency rate calculation does not include accidents at overseas group companies that are determined to be at the level of accidents accompanied by injuries without lost work days in Japan based on standards established by the Company.

A star mark ★ indicates that FY2018 figure has been assured by KPMG AZSA Sustainability Co., Ltd.

Safety Audits and Safety Patrols

Safety audits and safety patrols

The Oji Holdings Safety Administration Department and the safety departments of each COMPANY and Lead Company conduct safety audits and safety patrols of the companies and worksites that they oversee including overseas companies and worksites to raise safety and health management levels.

Designated system for special guidance on enterprise safety management

The Oji Holdings Safety Administration Department and the safety departments of each COMPANY and Lead Company established the Designated System for Special Guidance on Enterprise Safety Management. Under this system, companies and worksites at which improvements in safety management are deemed necessary such as those where occupational accidents resulting in a serious injury or death or resulting in a temporary incapacity for work have occurred repeatedly within a short period of time are designated as worksites needing special guidance on enterprise safety management. Inspections are conducted and guidance is provided, not only regarding measures for preventing recurrence but also about safety management systems, improvement plans, the status of activities, and other matters, to improve the safety management level of and create a better work safety climate at each designated worksite.

On-site accident investigation

The Oji Holdings Safety Administration Department and the safety departments of each COMPANY and Lead Company immediately visit worksites where accidents occurred to confirm how and why the accident occurred and countermeasures and also conduct thorough confirmation and hold discussions with worksite executives and worksite managers regarding measures for preventing the recurrence of accidents and daily safety management activities, thereby providing guidance on improving the safety management activities of and creating a better work safety climate at the worksite as a whole.

Employee Participation

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

Group companies have established occupational health and safety committees at each worksite in accordance with laws. These committees carry out safety and health measures through labor-management cooperation by formulating plans for the prevention of occupational accidents and health impairment, creation of comfortable working environments, and maintenance and promotion of good health and holding discussions to confirm and improve initiatives taken under these plans and address other relevant issues. The Group also holds worksite safety and health meetings and discussions to create opportunities for numerous employees to present their opinions.

At worksites where the establishment of a safety committee or health committee is not required by law, we also hold monthly safety and health meetings and social gatherings to obtain opinions from employees and promote worksite safety with a unified labor and management approach.

Central Labor-Management Committee

The Central Labor-Management Committee, which is made up of managers including the Group CEO and representatives from Group company labor unions, meets twice annually. Information concerning safety is shared at these meetings including the status of safety and health activities pursuant to the Group's Safety and Health Promotion Plan, occupational accident occurrence, and initiatives for preventing the recurrence or occurrence of accidents. Committee discusses the establishment of worksites where Oji Group employees put an absolute top priority on safety and that instill a sense of security among their families.

Safety Initiatives (Case examples and others)

Domestic Activities

Group CEO Safety Award

The Group CEO Safety Award is granted to Oji Group domestic and overseas worksites that meet certain criteria determined according to the business scale (number of employees) including the total work time without any occupational accidents resulting in temporary incapacity for work and the number of consecutive years without any occupational accidents.

The Award is granted to worksites with outstanding records of no accidents together with the employees of those worksites and those of affiliates of Group companies with the aim of improving the safety and health levels of the Oji Group and eliminating occupational accidents.



Presentation ceremony of the 2018 Group CEO Safety Award

Section Chief Meetings

The Safety Administration Department has been hosting meetings of section-chiefs level employees working on operational frontlines since 2017. At these meetings, which are held throughout Japan, safety-related issues are presented and through discussions, the participants gain an accurate understanding of their safety responsibilities, raise safety awareness, and think about what to do and what measures to take to ensure that their subordinates will never be injured.



Discussion at a Section Chief Meeting (2018)

Section Chief Training and Supplementary Education

Ensuring the safety of workers depends greatly on the leadership abilities of section chiefs and others who directly supervise workers. For this reason, the Group's safety and health promotion plan for 2018 provided that "newly-appointed managers and supervisors must undergo the training for new safety managers and section chief training" under the action items of the "reform the worksite safety culture," which was a priority measure. Accordingly, section chief training and supplementary education are conducted at worksites throughout Japan.



Groups discussions during section chief training (2018)

Hands-on Risk Training Using Hazard Simulation Virtual Reality Devices

Installation of devices that simulate hazards and encouraging personnel to take external courses gives workers firsthand experience, contributing to improving sensitivity to risks and awareness of safety. Recently, some Group companies have started training using risk sensitivity educational tools that employ virtual reality (VR) technologies to provide safe and effective occupational accident experiences such as tripping and falling, which have been difficult to simulate, and electric shock, which uses the motions of persons who have experienced shocks with a micro-current device. Going forward, the Group will rollout these tools Group-wide.



VR risk experience education (2019)

Overseas Activities

OAP: Meeting of Safety and Disaster Control Managers

Oji Asia Packaging (OAP), which is supervised by the Industrial Materials COMPANY, has been playing a central role in meetings of safety and disaster control managers in Southeast Asia since 2016. Measures are undertaken with the aim of raising safety management levels at each company under the slogan "zero occupational accidents."

Personnel from Malaysia, Vietnam, Thailand, India, Cambodia, and Myanmar attend the meetings, where they receive explanations of the OAP safety promotion plan, review case studies of occupational accidents, and confirm important matters to be shared among the worksites through notices. They also inspect the plant where the meeting is held as well as nearby companies and plants. The participants are eager to discuss safety initiatives every year.



Earnest discussion for achieving zero accidents (2019)

Meeting of Plant Managers from Oji Group Companies in China

Plant managers in China has been holding meetings on safety and the environment since 2013 to exchange information on safety and the environment and deepen interaction among plant managers and safety and environmental managers with the objective of achieving zero occupational and environmental accidents.

During the meetings, attended by plant managers from Oji Group companies in China, the participants inspect the plant where the meeting is held and hear reports on safety and environmental topics presented by the Oji Holdings Safety Administration Department and Environmental Management Department and attend presentations on achievements from daily activities and best practices regarding safety and the environment given by individual companies, question and answer sessions, and other programs intended to raise safety and environmental management levels and promote measures for achieving zero occupational and environmental accidents.



Participants aim to achieve zero occupational and environmental accidents (2019)

Forklift Safety Workshop & Skills Competition

Oji Group companies in China have been holding a Forklift Safety Workshop & Skills Competition since 2014. The events provide knowledge concerning forklifts and improve operating skills with the aim of achieving zero forklift accidents.

During the forklift safety workshop, participants analyze the causes of forklift accidents, watch a safety video, and actively participate in a question and answer sessions, enhancing their awareness of safety.



Forklift Skills Competition (2018)

Health Initiatives (Case Studies)

Regular Health Examinations

The Group provides regular health examinations (with statutory examination items) at least once each year. In addition, major Group companies provide their employees aged 35 years or older with screenings for lifestyle-related diseases (total cholesterol, uric acid, funduscopy, tumor markers, breast and cervical cancer screening, screening for VDT syndrome, and others) together with the health insurance union. Based on the results of the examinations, detailed follow-ups are conducted for the early detection and treatment of health problems by working in collaboration with an industrial physician.

Health Consultation Office

The Group established the Oji Group Health Consultation Office, where doctors and counselors are available to give advice, either by telephone or online, on various health problems of employees and their families, including mental health problems caused by worksite human relations and so on.

The Group also established a nationwide system that enables employees to receive face-to-face counselling services from specialized counselors by making prior appointments. The Group provides employees who have used this service with a wide variety of support based on the particulars of their issues.

Stress Checks

In accordance with the law, The Oji Group ensures that employee stress check tests are conducted once annually. Employees with high stress levels are recommended to receive face-to-face guidance from doctors individually by an external service provider to which we outsource the clerical work for implementing the stress checks.

With regards to the results of the stress checks, the Group holds meetings, including reporting seminars, for responsible personnel from Group companies and divisions as well as providers of clerical work related to the implementation of the stress checks, where we provide feedback on organizational analysis and encourage them to improve their worksite environments.

Vaccination of Expatriate Employees before Dispatch

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

At each of its bases around the world, the Oji Group undertakes a range of social contribution initiatives including the promotion of culture and sports in accordance with the Management Philosophy of the Oji Group including “Contribution to the Future and the World” and “Harmony with Nature and Society.”

Nepia SODATERASU, company-managed childcare facility

The Group opened Nepia SODATERASU, a nursery, in April 2018 at a facility adjacent to a Group condominium located in Edogawa-ku, Tokyo to help employees balance child-care and work and eventually to contribute to the elimination of children on the waiting list for nursery schools, in line with our corporate social responsibilities. The facility is also available for use by local residents.

The name “SODATERASU,” embodies three meanings: “sodate [to raise children] (carefully and soundly),” “terasu [to illuminate] (the future brightly),” and “terrace (safe play on the nursery school playground).”



Oji Hall

Oji Hall, which reopened in October 2018 following renovations, is a full-fledged 315-seat music hall with a homey atmosphere in the main building of Oji Holdings. Oji Hall uses it to host diverse performance and engage in the hall rental business. The hall has been praised by Japanese performers and fans as well as renowned artists from the West.



Oji Hall Re-opening Special Concert
October 25, 2018
MARO World Vol. 33 by Fuminori “Maro” Shinozaki

Fujihara Foundation of Science

The Fujihara Award presented by the Fujihara Foundation of Science, which was established by Ginjiro Fujihara, is known as a historic and prestigious accolade that honors scientists who have made distinguished contributions to the development of Japan’s science and technology. Several past recipients went on to win Nobel Prizes. Oji Holdings supports the foundation, mainly through financial assistance.



The 60th Fujihara Award presentation ceremony

Sports

The Oji Group sponsors the Oji Baseball Team, which is based in Kasugai City, Aichi Prefecture, and the Oji Eagles, an ice hockey team based in Tomakomai City, Hokkaido. Both teams focus on contributing to their local communities and promoting sport competition while achieving their respective objectives.



The Oji Eagles



The Oji Baseball Team

FTSE4Good Index Series

Oji was selected as a constituent of the FTSE4Good Global Index and FTSE Blossom Japan Index, stock indices established by the U.K.-based FTSE, in June 2019. (Scope: Oji Holdings)



JPX Nikkei Index 400

Oji has been selected as a constituent of the JPX Nikkei Index 400,* an index calculated by Japan Exchange Group, Inc., Tokyo Stock Exchange, Inc., and Nikkei, Inc., since August 2014. (Scope: Oji Holdings)



SNAM Sustainability Index

Oji was selected as a constituent of the SNAM Sustainability Index, an index developed by Sompo Japan Nipponkoa Asset Management Co., Ltd., in June 2019. (Scope: Oji Holdings)



S&P/JPX Carbon Efficient Index

Oji has been selected since September 2018 as a constituent of the S&P/JPX Carbon Efficient Index developed by Japan Exchange Group, Inc., Tokyo Stock Exchange, Inc., and S&P Dow Jones Indices. (Scope: Oji Holdings)



MSCI Japan Empowering Women (WIN) Index

Oji has been selected since December 2017 as a constituent of the MSCI Japan Empowering Women (WIN) Index created by U.S.-based MSCI. (Scope: Oji Holdings)



“Eruboshi” (the top grade) certification received pursuant to the Act on Promotion of Women’s Participation and Advancement in the Worksite

On December 21, 2017, Oji Holdings was granted “Eruboshi” (Grade 3, the top grade) company certification by the Minister of Health, Labour and Welfare in recognition of its efforts to promote women’s participation and career advancement. (Scope: Oji Holdings)



Oji selected as FY2017 “Nadeshiko Brand”

On March 22, 2018, Oji was designated by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange as “Nadeshiko Brand” companies for the first time as enterprises that are outstanding in terms of encouraging the empowerment of women in the worksite. (Scope: Oji Holdings and Oji Management Office)



Financial Data Highlights

Changes in Assets and Profit/Loss

Segment		FY2014	FY2015	FY2016	FY2017	FY2018
Net sales	(¥ mil.)	1,347,281	1,433,595	1,439,855	1,485,895	1,550,991
Operating profit	(¥ mil.)	43,867	71,987	70,243	70,781	110,212
Ordinary profit	(¥ mil.)	49,360	60,517	52,949	65,958	118,370
Profit attributable to owners of parent	(¥ mil.)	15,526	12,706	40,270	36,222	51,977
Profit per share*1	(¥)	15.71	12.86	40.74	36.64	52.52
Total assets	(¥ mil.)	2,140,641	1,909,483	1,901,029	1,960,753	1,951,369
Net assets	(¥ mil.)	784,420	711,230	759,198	810,011	815,406
Net assets per share*2	(¥)	656.03	587.62	635.95	681.52	684.50

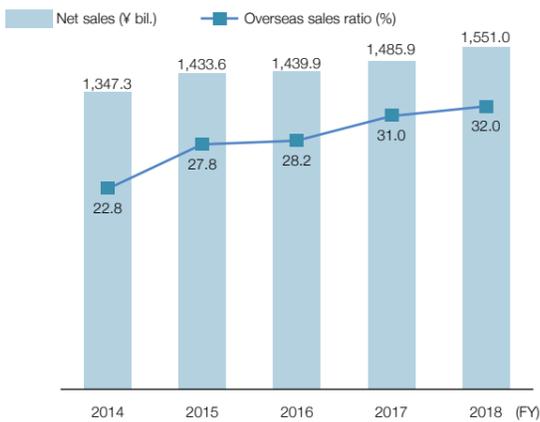
*1 Profit per share was calculated by dividing profit attributable to owners of parent by the average number of shares outstanding for the year under review upon subtracting from it the number of treasury stocks.

*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 from it the number of treasury stocks.

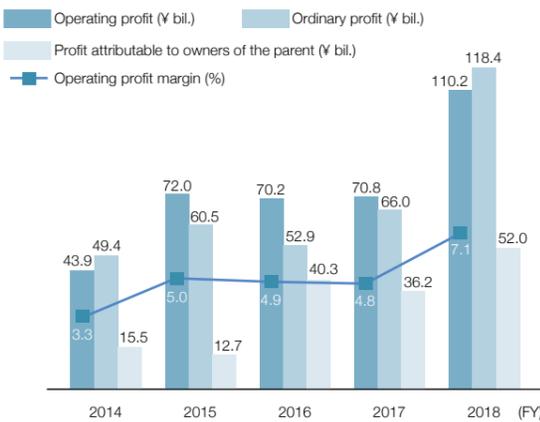
*3 The Company applied "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, February 16, 2018) from the beginning of FY2018. Total assets for FY2017 states the figure after the said accounting standard, etc. was applied retrospectively.

*4 Numbers less than one million yen are rounded down to the nearest million.

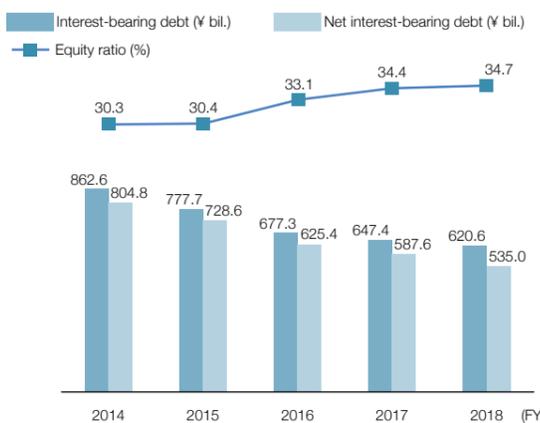
Net Sales and Overseas Sales Ratio



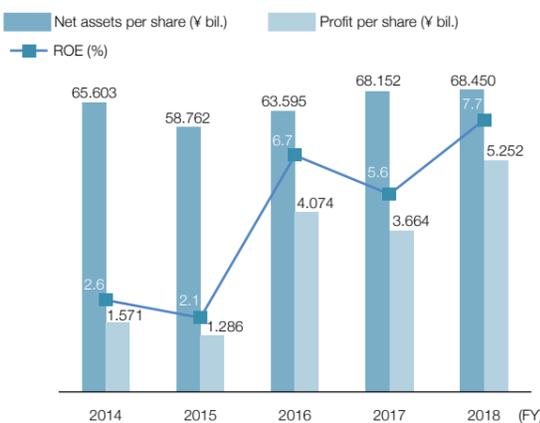
Operating Profit, Ordinary Profit, Profit Attributable to Owners of the Parent, and Operating Profit Margin



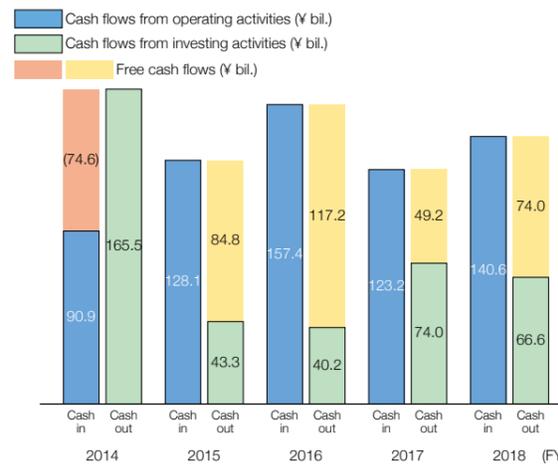
Interest-Bearing Debt, Net Interest-Bearing Debt, and Equity Ratio



Net Assets Per Share, Profit Per Share, and ROE



Changes in Cash Flows



Status of Individual Segments

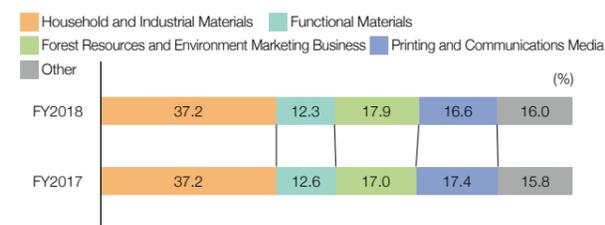
Segment	Net Sales	Operating Profit
Household and Industrial Materials	¥681,190 million (increase 4.6% year-on-year)	¥22,408 million (increase 312.2% year-on-year)
Functional Materials	¥224,123 million (increase 1.5% year-on-year)	¥18,357 million (decrease 1.1% year-on-year)
Forest Resources and Environment Marketing Business	¥326,467 million (increase 9.4% year-on-year)	¥64,644 million (increase 65.9% year-on-year)
Printing and Communications Media	¥302,887 million (decrease 0.8% year-on-year)	(¥4,819 million) (—)
Other	¥294,177 million (increase 6.2% year-on-year)	¥9,846 million (increase 12.4% year-on-year)
Subtotal	¥1,828,846 million (increase 4.3% year-on-year)	¥110,437 million (increase 56.5% year-on-year)
Adjustments	(¥277,854 million) (—)	(¥224 million) (—)
Total	¥1,550,991 million (increase 4.4% year-on-year)	¥110,212 million (increase 55.7% year-on-year)

*1 Internal managerial categories were revised starting from this fiscal year, and we have made changes to some business segments.

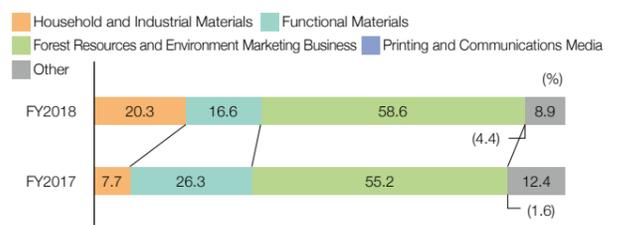
*2 Adjustment amount is mainly the adjustment concerning internal transaction.

*3 Numbers less than one million yen are rounded down to the nearest million.

Net Sales Composition Ratios by Segment



Operating Profit Composition Ratios by Segment



* Net sales and operating profit composition ratios by segment (%) were calculated excluding adjustments (adjustments for internal transactions, etc.).

Consolidated Financial Statements

Consolidated Balance Sheets

	Previous consolidated fiscal year (March 31, 2018)	Current consolidated fiscal year (March 31, 2019)		Previous consolidated fiscal year (March 31, 2018)	Current consolidated fiscal year (March 31, 2019)
Assets			Liabilities		
Current assets			Current liabilities		
Cash and deposits	50,357	78,756	Notes and accounts payable - trade	248,490	253,929
Notes and accounts receivable - trade	325,373	334,852	Short-term loans payable	153,911	193,175
Marketable securities	12,406	9,471	Commercial paper	1,000	3,000
Merchandise and finished goods	96,658	101,940	Current portion of bonds	40,000	20,000
Work in process	19,502	20,094	Accounts payable-other	16,062	16,705
Raw materials and supplies	86,994	94,758	Accrued expenses	49,560	48,912
Short-term loans receivable	3,504	6,294	Income taxes payable	9,320	17,941
Accounts receivable-other	19,877	14,531	Other	18,887	22,705
Other	11,894	14,603	Total current liabilities	537,231	576,369
Allowance for doubtful accounts	(1,511)	(1,838)	Non-current liabilities		
Total current assets	625,056	673,465	Bonds	60,000	70,000
Non-current assets			Long-term loans payable	392,511	334,402
Property, plant and equipment			Deferred tax liabilities	67,182	62,486
Buildings and structures	661,640	662,001	Deferred tax liabilities for land revaluation	7,828	7,806
Accumulated depreciation	(456,863)	(473,139)	Net defined benefit liability	51,422	52,874
Buildings and structures (Net)	204,777	188,861	Long-term deposits	7,929	7,728
Machinery, equipment and vehicles	2,369,615	2,369,868	Other	26,635	24,295
Accumulated depreciation	(2,002,914)	(2,051,165)	Total non-current liabilities	613,509	559,593
Machinery, equipment and vehicles (Net)	366,700	318,702	Total liabilities	1,150,741	1,135,963
Tools, furniture and fixtures	60,141	59,894	Net assets		
Accumulated depreciation	(54,827)	(54,979)	Shareholders' equity		
Tools, furniture and fixtures (Net)	5,313	4,914	Common stock	103,880	103,880
Land	235,846	235,975	Capital surplus	112,086	110,474
Forests	112,590	110,882	Retained earnings	377,801	413,023
Plantations	93,238	89,719	Treasury stock	(14,465)	(13,753)
Leased assets	9,077	9,012	Total shareholders' equity	579,303	613,625
Accumulated depreciation	(6,288)	(6,715)	Accumulated other comprehensive income		
Leased assets (Net)	2,788	2,296	Valuation difference on available-for-sale securities	39,287	32,981
Construction in progress	35,389	33,404	Deferred gains (losses) on hedges	(170)	317
Total property, plant and equipment	1,056,644	984,759	Revaluation reserve for land	5,835	5,816
Intangible assets			Foreign currency translation adjustment	31,973	13,223
Goodwill	9,664	6,682	Remeasurements of defined benefit plans	17,412	11,428
Other	11,626	9,903	Total accumulated other comprehensive income	94,338	63,767
Total intangible assets	21,290	16,586	Share acquisition rights	246	222
Investments and other assets			Non-controlling interests	136,122	137,790
Investment securities	162,336	186,287	Total net assets	810,011	815,406
Long-term loans receivable	7,855	7,398	Total liabilities and net assets	1,960,753	1,951,369
Long-term prepaid expenses	21,333	21,336			
Net defined benefit asset	51,614	37,115			
Deferred tax assets	2,820	10,732			
Other	13,261	14,806			
Allowance for doubtful accounts	(1,460)	(1,119)			
Total investments and other assets	257,762	276,558			
Total non-current assets	1,335,696	1,277,904			
Total assets	1,960,753	1,951,369			

Consolidated Statements of Income

	Previous consolidated fiscal year (From April 1, 2017 To March 31, 2018)	Previous consolidated fiscal year (From April 1, 2018 To March 31, 2019)
Net sales	1,485,895	1,550,991
Cost of sales	1,144,157	1,175,093
Gross profit	341,737	375,897
Selling, general and administrative expenses		
Freight expenses	147,357	149,421
Warehouse expenses	7,281	6,652
Salaries and wages	54,060	52,886
Retirement benefit expenses	4,927	883
Depreciation and amortization	5,932	5,151
Other	51,396	50,689
Total selling, general and administrative expenses	270,955	265,685
Operating income	70,781	110,212
Non-operating income		
Interest income	1,516	2,081
Dividends income	2,735	3,386
Equity in earnings of affiliates	521	12,593
Other	6,123	9,535
Total non-operating income	10,896	27,596
Non-operating expenses		
Interest expenses	6,924	6,419
Exchange loss	607	4,046
Other	8,187	8,973
Total non-operating expenses	15,719	19,439
Ordinary profit	65,958	118,370
Extraordinary income		
Gain on return of assets from retirement benefits trust	—	11,224
Gain on sales of investment securities	912	2,091
Gain on revision of retirement benefit plan	1,305	—
Other	5,439	2,175
Total extraordinary income	7,657	15,492
Extraordinary losses		
Impairment loss	2,364	34,141
Other	6,251	8,923
Total extraordinary losses	8,616	43,065
Profit before income taxes	64,999	90,797
Income taxes-current	17,794	31,227
Income taxes-deferred	3,836	(6,560)
Total income taxes	21,631	24,667
Profit	43,368	66,130
Profit attributable to non-controlling interests	7,145	14,152
Profit attributable to owners of parent	36,222	51,977

*1 In conjunction with Mitsubishi Paper Mills becoming an affiliate subject to the equity-method, 10,884 million yen is included as the amount equivalent to negative goodwill that arose.
*2 In conjunction with the return of a portion of retirement benefits trust assets, unrecognized actuarial differences corresponding to the retirement benefits trust assets were processed as a lump sum.

*3 Impairment losses of 29,603 million yen were reported in relation to Oji Paper Co., Ltd.'s paper business assets.

Third-Party Independent Assurance Report



Independent Assurance Report

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

We were engaged by Oji Holdings Corporation (the "Company") to undertake a limited assurance engagement of the environmental and social performance indicators marked with a red star ★ (the "Indicators") for the period from April 1, 2018 to March 31, 2019, except for the lost time injury frequency rate, which is for the period from January 1, 2018 to December 31, 2018, included in its Oji Group Integrated Report 2019 (the "Report") for the fiscal year ended March 31, 2019.

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 persons 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 generation, aggregation and reporting of the Indicators in conformity with the Company's reporting criteria, and recalculating the Indicators.
- Visiting the Tomakomai Mill of Oji Paper Co., Ltd. selected on the basis of a risk analysis.
- Evaluating 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 complied with 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.

KPMG AZSA Sustainability Co., Ltd.

KPMG AZSA Sustainability Co., Ltd.

Tokyo, Japan

December 11, 2019

Consolidated Statements of Cash Flows

(¥ mil.)

	Previous consolidated fiscal year (From April 1, 2017 To March 31, 2018)	Current consolidated fiscal year (From April 1, 2018 To March 31, 2019)		Previous consolidated fiscal year (From April 1, 2017 To March 31, 2018)	Current consolidated fiscal year (From April 1, 2018 To March 31, 2019)
Cash flows from operating activities			Cash flows from financing activities		
Profit before income taxes	64,999	90,797	Net (decrease) increase in short-term loans payable	14,046	(21,047)
Depreciation and amortization	71,880	69,527	Net increase (decrease) in commercial paper	(1,000)	2,000
Impairment loss	2,364	34,141	Proceeds from long-term loans payable	34,202	26,897
Amortization of goodwill	2,119	1,685	Repayment of long-term loans payable	(57,036)	(21,004)
Depletion of standing timber	7,999	8,457	Proceeds from issuance of bonds	19,963	29,795
Increase (decrease) in allowance for doubtful accounts	(338)	74	Payment for redemption of bonds	(40,000)	(40,000)
(Increase) decrease in net defined benefit asset	3,579	(3,490)	Payments from changes in ownership interests in subsidiaries that do not result in change of scope of consolidation	(440)	(10,424)
Increase in net defined benefit liability	328	2,192	Payment for purchase of treasury stock	(119)	(50)
Interest and dividend income	(4,251)	(5,468)	Dividend payments	(9,910)	(10,900)
Interest expenses	6,924	6,419	Other	(1,498)	(805)
Exchange loss (gain)	(1,584)	3,825	Net cash (used in) financing activities	(41,793)	(45,539)
Equity in (earnings) losses of affiliates	(521)	(12,593)	Effect of exchange rate change on cash and cash equivalents	(310)	(2,241)
Loss (gain) on sales of investment securities	(903)	(1,521)	Net increase in cash and cash equivalents	7,049	26,152
Loss (gain) on return of assets from retirement benefits trust	—	(11,224)	Cash and cash equivalents at the beginning of the year	51,352	58,343
Loss on disposal of non-current assets	2,329	1,933	Increase in cash and cash equivalents resulting from mergers of subsidiaries	25	20
Loss (gain) on sales of non-current assets	(5,252)	(132)	Increase in cash and cash equivalents from newly consolidated subsidiary	51	—
Business structure improvement expenses	283	1,348	Decrease in cash and cash equivalents resulting from exclusion of subsidiaries from consolidation	(134)	(1,722)
(Increase) decrease in trade receivables	(32,142)	(14,005)	Cash and cash equivalents at the end of the year	58,343	82,794
(Increase) decrease in inventories	(12,837)	(16,365)			
Increase (decrease) in trade payables	40,379	6,381			
Other	(5,288)	(6,078)			
Subtotal	140,067	155,905			
Interest and dividend income received	5,002	6,372			
Interest paid	(6,812)	(6,366)			
Income taxes paid	(15,079)	(15,339)			
Net cash provided by operating activities	123,178	140,571			
Cash flows from investing activities					
Purchase of securities	(1,130)	—			
Proceeds from sales and redemption of marketable securities	—	70			
Payment for acquisition of property, plant, equipment and intangible assets	(64,739)	(59,197)			
Proceeds from sales of property, plant, equipment and intangible assets	3,133	530			
Payment for acquisition of investment securities	(4,949)	(11,246)			
Proceeds from sales and redemption of investment securities	1,724	5,131			
Payment for acquisition of shares of subsidiaries resulting in change in scope of consolidation	(4,340)	—			
Payment for loans receivable	(4,123)	(1,858)			
Proceeds from collection of loans receivable	2,384	1,038			
Other	(1,984)	(1,104)			
Net cash used in investing activities	(74,025)	(66,636)			

List of Affiliated Companies

Industrial Materials COMPANY

Oji Industrial Materials Management Co., Ltd.

Oji Materia Co., Ltd.

- Hokuyo Shiko Co., Ltd.
- Utsunomiya Oji Shiko Co., Ltd.
- Shin Nihon Feather Core Co., Ltd.
- Saga Itagami Co., Ltd.

Oji Container Co., Ltd.

- Musashi Oji Container Co., Ltd.
- Kanto Pack Co., Ltd.
- Honshu Rheem Co., Ltd.
- Wakayama Oji Container Co., Ltd.
- Kansai Pack Co., Ltd.
- Chiyoda Meiwa Danboru Co., Ltd.
- Nihon Seika Hoso Co., Ltd.
- Kyodoshiko Corporation
- Kyodo Hinode Sangyo Co., Ltd.
- Kunshan Oji Filter Co., Ltd.
- Nantong Oji Filter Co., Ltd.

Morishigyo Co., Ltd.

- Morikamihonbai Co., Ltd.
- Hokkaido Morishigyo Co., Ltd.
- Tohoku Morishigyo Co., Ltd.
- Sendai Morishigyo Co., Ltd.
- Hitachi Morishigyo Co., Ltd.
- Gunma Morishigyo Co., Ltd.
- Nagano Morishigyo Co., Ltd.
- Niigata Morishigyo Co., Ltd.
- Shizuoka Morishigyo Co., Ltd.
- Tokai Morishigyo Co., Ltd.
- Hokuriku Morishigyo Co., Ltd.
- Tottori Morishigyo Co., Ltd.
- Shikoku Morishigyo Co., Ltd.
- Kyushu Morishigyo Co., Ltd.
- Aipacks Co., Ltd.
- Fuji Co., Ltd.

Oji Asia Packaging Sdn. Bhd.

GSPP Group

- GS Paperboard & Packaging Sdn. Bhd.
- Dazun Paper Industrial Co. Sdn. Bhd.
- Oji GS Packaging (Yangon) Co., Ltd.

Harta Packaging Group

- Harta Packaging Industries Sdn. Bhd.
- Harta Packaging Industries (Perak) Sdn. Bhd.
- Harta Packaging Industries (Selangor) Sdn. Bhd.
- Trio Paper Mills Sdn. Bhd.
- Chiga Light Industries Sdn. Bhd.
- Harta Fleksipak Sdn. Bhd.
- Harta Packaging Industries (Cambodia) Ltd.
- Ojitex Harta Packaging (Sihanoukville) Ltd.
- Oji Packaging (Cambodia) Co., Ltd.

- United Kotak Bhd.

- Ojitex (Vietnam) Co., Ltd.
- Ojitex Haiphong Co., Ltd.
- United Packaging Co., Ltd.
- S.Pack & Print Public Co., Ltd. — Sahakij Packaging Co., Ltd.
- PT Oji Sinar Mas Packaging
- Oji India Packaging Pvt. Ltd.

- Oji Interpack Co., Ltd.
 - Oji Interpack Korea Ltd.
 - Suzhou Oji Packaging Co., Ltd. — Oji Packaging Technology (Chongqing) Co., Ltd.
 - Oji Interpack Singapore Pte. Ltd.
 - Oji Intertech, Inc.
 - Oji Interpack India Pvt. Ltd.
 - Oji Interpack Vietnam Co., Ltd.

- O&C Paper Bag Holdings Co., Ltd. * Intermediate holdings companies
 - Oji Seitai Co., Ltd. — Kusumiseitajo Inc. — Oji Packaging (Shanghai) Co., Ltd.
 - Chubushiko Co., Ltd. — Japan Paper Technology Dong Nai (VN) Co., Ltd.
 - Chuetsu Package Co., Ltd. — Chuo Shiko Co., Ltd.

- Oji Packaging Co., Ltd.
- Oji Adba Co., Ltd.
- Kyushu Package Co., Ltd.

Household and Consumer Products COMPANY

Oji Nepia Co., Ltd.

- Oji Paper Nepia (Suzhou) Co., Ltd.
- Oji Asia Household Product Sdn. Bhd.
 - OAHP Marketing Sdn. Bhd

- People & Grit (M) Sdn. Bhd.
 - People & Grit Marketing Sdn. Bhd.
 - Supplymark Sdn. Bhd.
 - We Love Marketing Sdn. Bhd.

- PT Indo Oji Sukses Pratama * Equity-method affiliates
- PT Oji Indo Makmur Perkasa * Equity-method affiliates

Functional Materials COMPANY

Oji Functional Materials Progressing Center Inc. Oji F-Tex Co., Ltd.

- Oji Tac Co., Ltd.
- New Tac Kasei Co., Ltd.
- Oji Kinocloth Co., Ltd.
 - Oji Kinocloth (Shanghai) Co., Ltd.
- Chuetsu Co., Ltd.

- Shinomura Chemical Industry Co., Ltd.
- Ebetsu Oji Shigyo Co., Ltd.
- Sunshine Oji (Shouguang) Specialty Paper Ltd.
 - * Equity-method affiliates

Oji Imaging Media Co., Ltd.

- Oji Scientific Instruments Co., Ltd.
- Kanzaki Specialty Papers, Inc.
- Kanzan Spezialpapiere GmbH
- Oji Paper (Thailand) Ltd.
- Oji Label (Thailand) Ltd.
- Oji Papéis Especiais Ltda.

- Hyper-Region Labels Sdn. Bhd. — Hyper-Region Industries Sdn. Bhd.
- Tele-Paper (M) Sdn. Bhd. — Sonofax Sdn. Bhd. — Ge-Pap Sdn. Bhd. — SRE-Marketing Sdn. Bhd. — SPNL Print Sdn. Bhd.

Forest Resources and Environment Marketing Business COMPANY

Oji Green Resources Co., Ltd.

- Oji Paper International Trading (Shanghai) Co., Ltd.
- Japan Brazil Paper and Pulp Resources Development Co., Ltd.
- Celulose Nipo-Brasileira S.A.
 - Cenibra Logística Ltda.
 - Cenibra Internacional Serviços e Comércio (Sociedade Unipessoal) Lda
 - Cenibra Trading Ltd.
 - Cenibra, Inc.

- Pan Pac Forest Products Ltd. — Pan Pac Forest Products (Otago) Ltd.
- Oji Forest & Products Co., Ltd.
- Oji Forestry Co., Ltd.
- Southland Plantation Forest Co. of New Zealand Ltd.
- Albany Plantation Forest Co. of Australia Pty. Ltd.
- Green Triangle Plantation Forest Co. of Australia Pty. Ltd.
- Albany Plantation Export Co., Pty. Ltd.
- PT Korintiga Hutani * Equity-method affiliates
- Quy Nhon Plantation Company * Intermediate holdings companies
 - Quy Nhon Plantation Forest Co. of Vietnam Ltd.
 - Binh Dinh Chip Corporation

- Oji Green Energy Shiranuka Co., Ltd.
- Oji Green Energy Nichinan Co., Ltd.
- Oji Green Energy Ebetsu Co., Ltd.
- Oji Green Energy Tokushima Co., Ltd.
- MPM Oji Eco-Energy Co., Ltd.
- Oji-Itochu Enex power retailing Co., Ltd. * Equity-method affiliates
- Oji Ecomaterial Co., Ltd. — Kyokushin Recycling Resources Co., Ltd.
- Oji Cornstarch Co., Ltd. — Oji Saito Paper Recycle Co., Ltd. — Oji Trading Co., Ltd.

Printing and Communications Media COMPANY

Oji Paper Co., Ltd.

- Tomakomai Oji Shigyo Co., Ltd.
- Tomakomai Kyowa Service Co., Ltd.
- Oji Shigyo Co., Ltd.
- Yonago Oji Shigyo Co., Ltd.
- Tomioka Oji Shigyo Co., Ltd.
- Nitinan Oji Shigyo Co., Ltd.

Jiangsu Oji Paper Co., Ltd.

- O&C Ivory Board Co., Ltd. * Equity-method affiliates

Corporate Management Group

Oji Management Office Inc.

- Oji Real Estate Co., Ltd.
- Kyokuyo Co., Ltd.
- Fujikako Co., Ltd.
- Ginpo Pack Co., Ltd.
- Oji Hall Co., Ltd.
- Oji Paper Insurance Service Co., Ltd.
- Hotel New Oji Co., Ltd.

- OCM Fiber Trading Co., Ltd.
 - Oji Forest Products Vietnam Co., Ltd.
- Yupo Corporation * Equity-method affiliates
- Oji Paper Management (Shanghai) Co., Ltd.
- Oji Asia Management Sdn. Bhd.
- Oji Myanmar Packaging Co., Ltd.

Oji Oceania Management Co., Ltd.

Oji Fibre Solutions Group

- Oji Fibre Solutions (NZ) Ltd.
- Oji Fibre Solutions (AUS) Pty. Ltd.
- Oji Foodservice Packaging Solutions (AUS) Pty. Ltd.
- Oji Fibre Solutions (QLD) Pty. Ltd.
- Oji Cardboard Carton Solutions Pty. Ltd.

Chuetsu Pulp & Paper Co., Ltd.

- * Equity-method affiliates

Mitsubishi Paper Mills Limited

- * Equity-method affiliates

Shared Service Companies

- Oji Logistics Co., Ltd.
- Oji Engineering Co., Ltd. — Oji Machinery Hokkaido Co., Ltd., Oji Machinery Chubu Co., Ltd.
- Oji Business Center Co., Ltd.
- Oji Human Support Co., Ltd.

Company Profile (as of March 31, 2019)

Company name	Oji Holdings Corporation
Director of the Board, President	Masatoshi Kaku (appointed April 1, 2019)
Headquarters address	7-5, Ginza 4-chome, Chuo-ku, Tokyo 104-0061 Japan
Start of business	February 12, 1873
Corporate establishment	August 1, 1949
Capital	¥103,880 million
Total number of authorized shares	2,400,000,000 shares
Total number of issued shares (treasury stocks included in the total)	1,014,381,817 shares (23,369,691 shares)
Number of shareholders	59,813
Number of employees of the consolidated Group	36,309

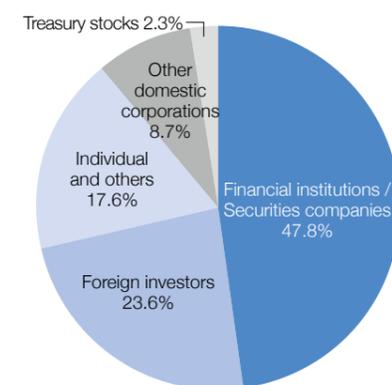
Stock Information (as of March 31, 2019)

Listing stock exchange	Tokyo Stock Exchange
Securities Identification Code	3861
Share register manager and account administration authority for special accounts	Sumitomo Mitsui Trust Bank, Limited 4-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo Japan
Mailing address	Transfer Agency Department, Sumitomo Mitsui Trust Bank, Limited 8-4, Izumi 2-chome, Suginami-ku, Tokyo 168-0063 Japan
Toll-free telephone number	+81-120-782-031

Principal Shareholders (as of March 31, 2019)

Name of shareholder	Shares held (Thousands)	Percentage of total shares issued
The Master Trust Bank of Japan, Ltd. (Trust account)	81,771	8.3%
Japan Trustee Services Bank, Ltd. (Trust account)	64,734	6.5%
Japan Trustee Services Bank, Ltd. (Trust account 4)	35,452	3.6%
Sumitomo Mitsui Banking Corporation	31,668	3.2%
Nippon Life Insurance Company	25,658	2.6%
Japan Trustee Services Bank, Ltd. (Trust account 9)	23,063	2.3%
Mizuho Bank, Ltd.	21,636	2.2%
Oji Group Employee Stock-holding Association	19,419	2.0%
Japan Trustee Services Bank, Ltd. (Trust account 5)	17,303	1.7%
The Norinchukin Bank	16,654	1.7%

Distribution of Shareholders



* The Company holds treasury stock of 23,369 thousand shares, which is excluded from the above list.
 * The percentage of total shares issued has been calculated after excluding the Company's treasury stock (23,369 thousand shares).
 * Numbers less than one thousand are rounded down to the nearest thousand

To provide information about the Oji Group to stakeholders including investors, we have released the Environmental and Sustainability Reports and the Oji Group Report. For FY2019, we released the Oji Group Integrated Report, including more detailed financial and non-financial information about us, prepared in a more easily understandable manner.

In recent years, the Earth, where we live, has been facing crises never previously experienced, such as climate change and the issue of plastic in the ocean. Under these circumstances, the Oji Group, operating a paper manufacturing business since our foundation, with forest resources as the core of our business, has held numerous discussions by obtaining internal and external cooperation to sincerely and carefully communicate what new values can be created, how it could be possible to commercialize them, and how we can contribute to the global environment and society through the new businesses.

We hope that the Oji Group Integrated Report 2019 will help you understand more about the Oji Group and our initiative to fulfill our mission to continue innovating to implement our business activities that contribute to advancing our society, with a view toward the future, through deeper communication with stakeholders.

Oji Holdings Website

Please refer to the corporate website for more detailed information.

- **Homepage:**
<https://www.ojiholdings.co.jp/english/>
- **Investor Relations**
<https://www.ojiholdings.co.jp/english/ir/>
- **Securities report**
<https://www.ojiholdings.co.jp/ir/library/security.html>
- **ESG Data Collection**
https://www.ojiholdings.co.jp/english/environment/esg_data.html

Editorial Policies

When preparing this Report, and reference was made to the following. Additionally, the report is structured in relation to the 10 principles in four areas found in the United Nations Global Compact.

- **GRI Standard**
(Global Reporting Initiative)
- **Guidance for Collaborative Value Creation**
(Ministry of Economy, Trade and Industry)
- **ISO 26000**
(International Organization for Standard)
- **International Integrated Reporting Framework**
(International Integrated Reporting Council)

Ensuring Reliability

To ensure the reliability of this report, FY2018 figures marked with a star (★) have been assured in accordance with the International Standard for Assurance Engagements (ISAE) 3000 and ISAE 3410 by KPMG AZSA Sustainability Co., Ltd.

Scope of Coverage of this Report

In general, this report covers Oji Holdings, 190 consolidated subsidiaries, and 24 equity-method affiliates (as of March 31, 2019). In cases where coverage differs, this is indicated.

Reporting Period

The reporting period is from April 1, 2018 to March 31, 2019.

With the exception of numerical data, however, activities carried out after April 2019 are also referenced.

Disclaimer Regarding Forecasts and Other Forward-looking Statements

Forecasts and other forward-looking statements in this report represent projections by Oji Holdings based on information available at the time of publication and reasonable judgments and therefore contain uncertainties. Please be advised that actual results may differ substantially due to various factors.

This Report is Printed on Forest Certified Paper

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