

Period: (Japan) April 1 to March 31, (Non-Japan) January 1 to December 31

Environment

Indicator		Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Scope
Scope 1		kt-CO ₂	91.4	92.5	82.8	86.6	84.7	Japan Pulp & Paper Co., Ltd. and its consolidated subsidiaries*1, *2, *3
	Japan		76.5	75.8	67.6	71.2	72.3	
	Non-Japan		14.8	16.6	15.2	15.4	12.3	
Scope 2		kt-CO ₂	134.5	130.8	85.6	66.8	68.7	
	Japan		130.0	125.5	80.9	61.6	62.6	
	Non-Japan		4.6	5.3	4.8	5.2	6.1	
Scope 1 and 2		kt-CO ₂	225.9	223.3	168.5	153.4	153.4	
	Japan		206.5	201.3	148.5	132.8	134.9	
	Non-Japan		19.4	21.9	20.0	20.6	18.4	
6.5 Gases (Included in Scope 1)		kt-CO ₂	39.2	36.9	10.4	10.9	10.6	
	Japan		39.2	36.9	10.4	10.9	10.6	
	Non-Japan		-	0.0	0.0	0.0	0.0	
Scope 3	All categories	kt-CO ₂	3,662.3	7155.7	9,330.8	11,197.9	9,489.6	Japan Pulp & Paper Co., Ltd. and its consolidated subsidiaries*4, *5, *6
	Category 1 Purchased goods and services		1,911.6	4,487.9	7,564.3	7,734.5	5,550.1	
	Category 2 Capital goods		1.9	10.3	13.9	13.0	7.7	
	Category 3 Fuel- and energy-related activities		44.3	47.5	23.7	37.1	37.2	
	Category 4 Upstream transportation and distribution		684.0	889.8	789.9	519.5	660.8	
	Category 5 Waste generated in operations		0.0	0.5	0.5	0.4	0.3	
	Category 6 Business travel		0.1	0.2	0.2	0.3	0.3	
	Category 7 Employee commuting		0.3	1.7	1.9	1.9	2.1	
	Category 8 Upstream leased assets		0.0	0.0	0.0	0.0	0.0	
	Category 9 Downstream transportation and distribution		8.8	13.4	14.1	10.8	12.3	
	Category 10 Processing of sold products		507.2	726.4	421.9	425.5	458.8	
	Category 11 Use of sold products		75.2	7.1	0.9	57.4	16.1	
	Category 12 End-of-life treatment of sold products		413.2	946.2	479.3	2,377.7	2,721.5	
	Category 13 Downstream leased assets		15.8	24.7	20.1	19.9	22.5	
	Category 14 Franchises		0.0	0.0	0.0	0.0	0.0	
	Category 15 Investments		0.0	0.0	0.0	0.0	0.0	
Energy Consumption		TJ	2,141.0	2,343.6	2,048.1	2,232.0	2,334.8	Japan Pulp & Paper Co., Ltd. and its consolidated subsidiaries
	Japan		2,141.0	2,126.4	1,855.4	2,052.0	2,100.2	
	Non-Japan		-	217.1	192.7	180.0	234.6	
	Ratio of renewable energy used	%	-	48.3	56.1	55.5	53.6	
Electricity consumption		GWh	220.4	227.1	213.3	242.6	238.5	
	Japan		220.4	215.3	201.7	222.4	225.0	
	Non-Japan		-	11.77	11.6	20.2	13.5	
	Ratio derived from renewable energy sources	%	-	11.8	29.4	35.6	34.8	
Wastepaper usage		kt	432.2	404.9	399.9	397.3	391.7	Five consolidated paper manufacturing subsidiaries in Japan
Industrial waste generated		kt	60.0	57.4	65.0	55.1	51.1	Japan Pulp & Paper Co., Ltd. and its consolidated subsidiaries in Japan
	Quantity effectively utilized		52.0	48.3	56.3	46.9	43.1	
	Quantity for final disposal		8.0	9.1	8.7	8.2	8.0	
Environmental law and regulation violations resulting in administrative penalties		Cases	-	-	0	0	0	
Total annual amount of environment-related fines and penalties		Million JPY	-	-	0	0	0	
Water withdrawn		Million m ³	21.7	21.4	21.2	21.4	21.1	Japan Pulp & Paper Co., Ltd. and its consolidated subsidiaries*7
	River water		2.2	2.2	2.2	2.2	2.2	
	Groundwater		10.4	10.1	10.2	10.3	10.4	
	Industrial water		9.1	9.2	8.9	8.9	8.6	
Water emissions		Million m ³	22.1	21.4	21.0	21.0	20.3	
	Rivers		13.9	13.0	12.8	12.6	12.8	
	Marine areas		8.2	8.4	8.2	8.5	7.4	
Release and transfer of chemical substances subject to the PRTR system		tons	764.0	532.9	2.5	2.2	1.8	Japan Pulp & Paper Co., Ltd. and its consolidated subsidiaries in Japan
Number of group companies that have acquired ISO9001		Companies	-	-	-	-	7	Japan Pulp & Paper Co., Ltd. and its consolidated subsidiaries
Number of group companies that have acquired ISO14001		Companies	12	12	11	11	12	
Number of group companies with FSC® CoC Certification		Companies	41	50	47	48	50	
Number of group companies with PEFC CoC Certification		Companies	14	18	15	20	24	

Employees

Indicator			Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Scope	
Total number of consolidated employees*8			Persons	4,097	4,338	4,157	4,831	4,705	Japan Pulp & Paper Co., Ltd. and its consolidated subsidiaries	
				Male*9	-	3,285	3,144	3,530		3,437
				Female*9	-	1,053	1,012	1,301		1,268
Female ratio			%	-	24.3	24.3	26.9	27.0		
Number of employees by segment	Japan Wholesaling	Persons	839	826	829	837	828			
	Non-Japan Wholesaling		1,518	1,694	1,701	2,388	2,282			
	Paper Manufacturing & Processing		1,136	1,221	1,049	1,049	1,028			
	Raw Materials & Environment		441	433	408	379	365			
	Real Estate Leasing		6	7	6	6	6			
	Corporate Divisions		157	157	164	172	196			
Number of employees by region*10	Japan	Persons	2,160	2,237	2,226	2,202	2,187			
	Asia/Middle East (Excluding Japan)		711	729	596	612	620			
	North & Central America		384	371	296	259	324			
	Europe		438	539	592	1,243	1,078			
	Oceania		404	462	447	515	496			
Temporary employees			Persons	420	431	459	480	466		
Number of employees (Average age in years)*11			Persons	697(43.1)	701(43.6)	713(44.0)	728(44.4)	753(44.7)		
				Male	434(43.3)	432(43.9)	437(44.3)	439(44.7)		453(44.7)
				Female	263(42.7)	269(43.3)	276(43.5)	289(44.0)		300(44.7)
Number of career-track employees			Persons	475	476	489	498	520	Japan Pulp & Paper Co., Ltd.	
Ratio of female career-track employees			%	8.8	9.5	10.8	12.0	13.1		
Number of managers			Persons	266	279	284	337	358		
Ratio of female managers			%	-	0.4	0.4	1.2	2.0	Certain consolidated subsidiaries in Japan *12	
				-	1.8	2.8	3.0	1.9		
Male-female pay gap*13			%	-	-	51.9	52.1	55.0	Japan Pulp & Paper Co., Ltd.	
Number of new-graduate recruits*14			Persons	12	13	28	33	31	Japan Pulp & Paper Co., Ltd. and its consolidated subsidiaries in Japan	
				Male	-	-	20	26		25
				Female	-	-	8	7		6
Female ratio			%	-	-	28.6	21.2	19.4		
Japan Pulp & Paper Co., Ltd.			Persons	12	13	16	16	25	Japan Pulp & Paper Co., Ltd. only	
				Male	9	10	10	12		21
				Female	3	3	6	4		4
				Female ratio	%	25.0	23.1	37.5		25.0
Number of mid-career recruits*14			Persons	4	14	66	73	78	Japan Pulp & Paper Co., Ltd. and its consolidated subsidiaries in Japan	
				Male	-	-	47	50		57
				Female	-	-	19	23		21
				Female ratio	%	-	-	28.8		31.5
Japan Pulp & Paper Co., Ltd.			Persons	4	14	9	10	12	Japan Pulp & Paper Co., Ltd. only	
				Male	2	6	3	3		8
				Female	2	8	6	7		4
				Female ratio	%	50.0	57.1	66.7		70.0
Ratio of employees with disabilities			%	2.0	2.3	2.1	2.3	2.4	Japan Pulp & Paper Co., Ltd.	
Average years of service			Years	19.3	19.7	20.0	20.4	20.5		
				Male	19.3	19.8	20.3	20.7		20.6
				Female	19.3	19.6	19.6	20.0	20.3	
Voluntary turnover rate and number of voluntary leavers *14			%	1.8	1.9	3.7	3.6	4.8	Japan Pulp & Paper Co., Ltd. and its consolidated subsidiaries in Japan	
Japan Pulp & Paper Co., Ltd.			Persons	18	17	94	82	116		
				Male	-	-	79	69		93
				Female	-	-	15	13		23
Japan Pulp & Paper Co., Ltd.			Persons	1.8	1.9	1.8	0.7	2.0	Japan Pulp & Paper Co., Ltd. only	
				18	17	15	6	18		
				Male	13	11	11	6		14
Female			5	6	4	0	4			
Retention rate after three years for new-graduates*15			%	100.0	100.0	100.0	100.0	87.5	Japan Pulp & Paper Co., Ltd.	
Average monthly overtime hours			Hours per month	14 hrs 38 min	14 hrs 38 min	12 hrs 43 min	13 hrs 20 min	12 hrs 46 min		
Paid leave acquisition rate			%	69.7	75.0	79.0	79.7	82.8		
Ratio of employees joining the employees' association*16			%	100.0	100.0	100.0	100.0	100.0		

Indicator	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Scope
Number of employees taking maternity leave	Persons	8	7	10	10	4	Japan Pulp & Paper Co., Ltd.
Number of employees taking childcare leave	Persons	8	19	24	26	26	Certain consolidated subsidiaries in Japan*12
Male		-	6	8	8	9	
Female		-	13	16	18	17	
Japan Pulp & Paper Co., Ltd.	Persons	8	11	14	16	8	Japan Pulp & Paper Co., Ltd. only
Male		0	5	5	7	3	
Female		8	6	9	9	5	
Percentage of eligible male employees taking childcare leave	%	-	29.4	38.5	63.6	42.9	Japan Pulp & Paper Co., Ltd.
Ratio of employees returning to work (After taking childcare leave)	%	100.0	92.0	100.0	100.0	91.7	
Number of employees on reduced hours as of end of March (excl. contractors)	Persons	43	46	47	50	45	
Number of employees taking nursing care leave	Persons	1	0	0	1	0	
Education and training expenses	Million JPY	28	28	32	65	69	
Ratio of employees taking annual health checkups	%	99.3	100.0	100.0	100.0	100.0	
Ratio of employees taking stress check screenings	%	99.1	99.0	99.3	99.8	99.5	
Percentage of employees with high stress	%	8.2	8.7	8.8	9.1	8.9	
Ratio of employees who regularly exercise*17	%	24.0	26.9	27.3	27.8	28.3	
Employee engagement rating*18	Rating	-	-	B/B	BB/BBB	BBB/BBB	Japan Pulp & Paper Co., Ltd. and its consolidated subsidiaries*19
Number of fatal accidents	Cases	0	0	0	0	0	
Number of lost-time injuries*20	Cases	-	-	-	1	1	Japan Pulp & Paper Co., Ltd.
Occupational injury frequency rate	Frequency rate	0.00	0.00	0.85	0.79	0.76	
Lost time injury frequency rate	Frequency rate	0.00	0.00	0.00	0.00	0.76	
Occupational injury serverity rate	Serverity rate	0.00	0.00	0.00	0.00	0.01	
Number of executives and employees trained in occupational health and safety standards	Persons	-	-	139	187	239	Japan Pulp & Paper Co., Ltd. and its consolidated subsidiaries in the Paper Manufacturing & Processing and Raw Materials & Environment segments
Number of group companies that have acquired ISO45001	Companies	-	-	1	1	1	Japan Pulp & Paper Co., Ltd. and its consolidated subsidiaries

Society

Indicator	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Scope
Social contribution activity expenses	Million JPY	-	-	36.9	47.8	55.5	Japan Pulp & Paper Co., Ltd. and its consolidated subsidiaries

Governance

Indicator	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Scope
Number of internal whistleblower reports	Cases	16	13	30	16	16	Japan Pulp & Paper Co., Ltd. and its consolidated subsidiaries in Japan
Number of serious noncompliance incidents	Cases	0	0	1	0	0	Japan Pulp & Paper Co., Ltd. and its consolidated subsidiaries
Compliance test participation rate	%	94.6	96.8	99.3	99.4	99.6	Japan Pulp & Paper Co., Ltd. and certain consolidated and non-consolidated subsidiaries in Japan
Political contributions	Million JPY	0	0	0	0	0	Japan Pulp & Paper Co., Ltd.

*1 : Scope 1 and Scope 2 emissions were calculated using emission factors prescribed under Japan's Act on Promotion of Global Warming Countermeasures, electricity supplier-specific emission factors, and emission factors published by IGES and other sources.

*2 : Scope 1 and Scope 2 emissions for FY2024 were subject to third-party assurance by the Japan Management Association Center for Global Warming Countermeasures. Assurance for FY2025 is currently underway.

*3 : Due to rounding (to the second decimal place), the sum of individual figures may not equal the stated total.

*4 : Scope 3 emissions are calculated in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. For FY2025, emission factors from IDEA Ver.4.0 were used for certain categories.

*5 : The scope of Scope 3 emissions calculations covered Japan Pulp & Paper Co., Ltd. (non-consolidated) only in FY2021, and Japan Pulp & Paper Co., Ltd. (non-consolidated) together with its consolidated subsidiaries from FY2022 onward.

*6 : Scope 3 emissions for FY2024 at Japan Pulp & Paper Co., Ltd. (non-consolidated) were subject to third-party assurance by the Japan Management Association Center for Global Warming Countermeasures. Assurance for FY2025 is currently underway.

*7 : Water withdrawal and wastewater discharge volumes at business sites utilizing public water supply and sewerage systems are excluded from the reported data.

*8 : The number of consolidated employees includes employees of non-Japan consolidated subsidiaries and is based on the headcount as of the end of March of each fiscal year.

*9 : For FY2023,The difference between the total number of consolidated employees and the combined number of male and female employees includes employees who identify as non-binary.

*10 : Employees are allocated to regions based on the location of each company's headquarters when calculating the number of employees by region.

*11 : Seconded employees are excluded from the employee count.

*12 : This data covers Japan-based consolidated subsidiaries that employ 101 or more workers on a regular basis.

*13 : The gender pay gap is calculated based on annual compensation for both regular and non-regular employees. For part-time employees, headcount is converted to a full-time equivalent (FTE) basis according to working hours and reflected in the calculation. The gender pay gap among the company's regular employees is influenced by factors including the relatively shorter average length of service of female employees in career-track positions and the relatively high proportion of female employees in clerical positions.

*14 : Until FY2022, the data covered Japan Pulp & Paper Co., Ltd. (non-consolidated) only. From FY2023 onward, the scope has been expanded to include the company and its Japan-based consolidated subsidiaries.

*15 : This indicates the retention rate of new graduate hires three years after joining the company (e.g., the FY2025 retention rate reflects the employment status of employees hired in FY2023 as of April 1, 2026).

*16 : Employee associations are composed of non-managerial employees and, unlike labor unions, do not have the authority to conclude collective bargaining agreements. However, representatives elected by the members act on behalf of employees in labor-management discussions, including proposals for improvements to working conditions and employee benefits, as well as consultations regarding bonuses and base salary increases.

*17 : This data covers employees who have engaged in exercise at least twice a week for 30 minutes or more per session and have maintained this practice for at least one year.

*18 : Engagement ratings are evaluated on an 11-point scale (DD < DDD < C < ... < BBB < A < AA < AAA). Based on the results of engagement surveys conducted twice annually, scores for both the first and second halves of the fiscal year are reported.

*19 : Fatal occupational accidents include Japan-based consolidated subsidiaries from FY2022 and non-Japan consolidated subsidiaries from FY2023 onward.

*20 : Lost-time occupational accidents include work-related injuries resulting in four or more days of absence from work.