


Communication with Stakeholders

1 Basic Policy

 [→P88](#) **NIPPON PAPER GROUP Standards of Business Conduct**

 [→P83](#) **Corporate Governance Policy**

 [→WEB](#) **Corporate Governance Report**
<https://www.nipponpapergroup.com/english/ir/governance/>

 [→P91](#) **Disclosure Policy**

2 Communication with Investors

1. Annual General Meeting

- In order to vitalize general shareholders' meetings and facilitate the exercising of voting rights, Nippon Paper Industries works to provide and disclose company information in a timely and appropriate manner, including the notices of convocation of the general meeting of shareholders.
- The Company is working hard to improve the notice of convocation of the general meeting of shareholders from the standpoint of enhancing its content, in addition to making it easier to read and understand. The "Issues to be Addressed" section of the Business Report includes details on the progress and challenges facing initiatives aimed at achieving the goals of Medium-Term Business Plan 2025.
- The notice of convocation of the general meeting of shareholders is disclosed in Japanese and English, and the English version also includes the contents of business reports and financial statements.
- In addition to participating in the electronic voting platform, the Company is working to raise awareness of how to exercise voting rights using smartphones, and other devices, and is creating an environment for exercising voting rights, which is an important right for all shareholders.

2. IR Activities

- The Company's Corporate Planning Department, along with other relevant departments, engages in constructive dialogues with shareholders and investors, and gathers management analysis and opinions from the perspective of capital providers.

- In addition, IR activities are regularly reported at the Group Management Strategy Committee Meeting.
- The Company mails shareholder newsletters to shareholders twice a year.

IR Activities (FY2024)

	Number of events
Financial results and Management briefings	2
Financial results briefings	2
Individual meetings	135
of which, ESG related meetings	4
Small meetings with Outside directors	1
R&D presentation meeting	1*
Publication of integrated reports	1

* Conducted in April, 2025

CASE STUDY

R&D Presentation Meeting (Nippon Paper Industries)

In April 2025, analysts, institutional investors, and members of the media were invited to R&D presentation meeting to explain the roles of the Group's Research and Development Division and the latest technology trends related to the transformation of the Group's business structure. The Group explained its strategies for using its technologies, which leverage wood resources to their fullest, to expand new businesses in a wide range of areas. The briefings covered the markets and features of individual new products, the status of development and sales, future outlook information, and more, and there were also question-and-answer sessions.

 [→WEB](#) **IR Library**
<https://www.nipponpapergroup.com/english/ir/library/>

3 Communication with Stakeholders other than Investors

- NIPPON PAPER GROUP publishes information on its corporate activities on its website and on social media, and it welcomes questions and opinions.
- The Company is striving to improve its corporate activities and initiatives by conducting communication activities, including individual dialogues, with diverse stakeholders.

Main Communication Activities

Stakeholder	Primary means of communication
Employees	<ul style="list-style-type: none"> ● Employee Engagement Survey →P73 (once a year) ● Labor-management conference →P73 (usually twice a year) ● Personnel request surveys/interviews (once a year) ● Helpline (internal whistleblower system) →P11 ● Corporate newsletter (printed version: 4 times a year; online version: as needed) ● Intranet ● Digital signage ● Communication between General Managers and junior career-track employees in other departments →P73
Customers/ Consumers	<ul style="list-style-type: none"> ● Dialogue through sales activities ● The information desk
Suppliers	<ul style="list-style-type: none"> ● Dialogue through sales activities ● Supplier questionnaire surveys →P16 (once a year) ● Local interviews and exchanges of opinion
Local communities	<ul style="list-style-type: none"> ● The School of Friendship for Forests and Paper →P78 ● Environmental communication →P27 ● The information desk
NPOs/NGOs	<ul style="list-style-type: none"> ● Exchange of opinions on human rights →P65 (at least once a year)
Students	<ul style="list-style-type: none"> ● Internships/open day ● Lectures ● Seminars in schools

 [→WEB](#) **NIPPON PAPER GROUP Social Media Gallery (Japanese only)**
<https://www.nipponpapergroup.com/about/sns/>