

Greeting from the Chairman and President

In the 145 years since the foundation of the company with papermaking as its core business, the Oji Group has expanded its business in various fields and globally as its business environment, and societal needs, have undergone major changes. The Oji Group Report 2018 presents the Group's latest results in an accessible manner. It is our hope that stakeholders will explore our undertakings as we proceed "beyond the boundaries."

Director, Chairman of the Board,
Oji Holdings Corporation

K. Shindo

Director of the Board, President,
Oji Holdings Corporation

A. Yano



CONTENTS

Management Strategies	Oji Group's Value Creation Model		2
	at a Glance		4
	Financial and Non-financial Highlights		6
	Message from the President		8
<hr/>			
Business Strategies	Business Overview	● Household and Industrial Materials Businesses (Industrial Materials Business)	14
		● Household and Industrial Materials Businesses (Household and Consumer Products Business)	17
		● Functional Materials Business	19
		● Forest Resources and Environment Marketing Business	22
		● Printing and Communications Media Business	26
		● Other Businesses	28
<hr/>			
Environment / Society	Environmental Management		29
	Social Responsibility		36
	Human Resource Measures		39
<hr/>			
Takeaways	Research & Development		43
<hr/>			
Governance	Corporate Governance		47
	Message from an Outside Officer		50
	Risk Management Structure		51
<hr/>			
Oji Group Information	Directors / Audit and Supervisory Board Members		52
	List of Major Affiliated Companies		54
	Corporate Data / Stock Information		56