

## Management Philosophy

**Creation of  
Innovative Value**

**Contribution to  
the Future and  
the World**

**Harmony with  
Nature and  
Society**

Untiring self-transformation, challenging manufacturing, strategic business model creation, and innovation. In a world that is constantly changing, the Oji Group aims to create innovative value in the global arena.

## Creation of Innovative Value

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



**OJI**  
Beyond the Boundaries

### Slogan

## “Beyond the Boundaries”

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



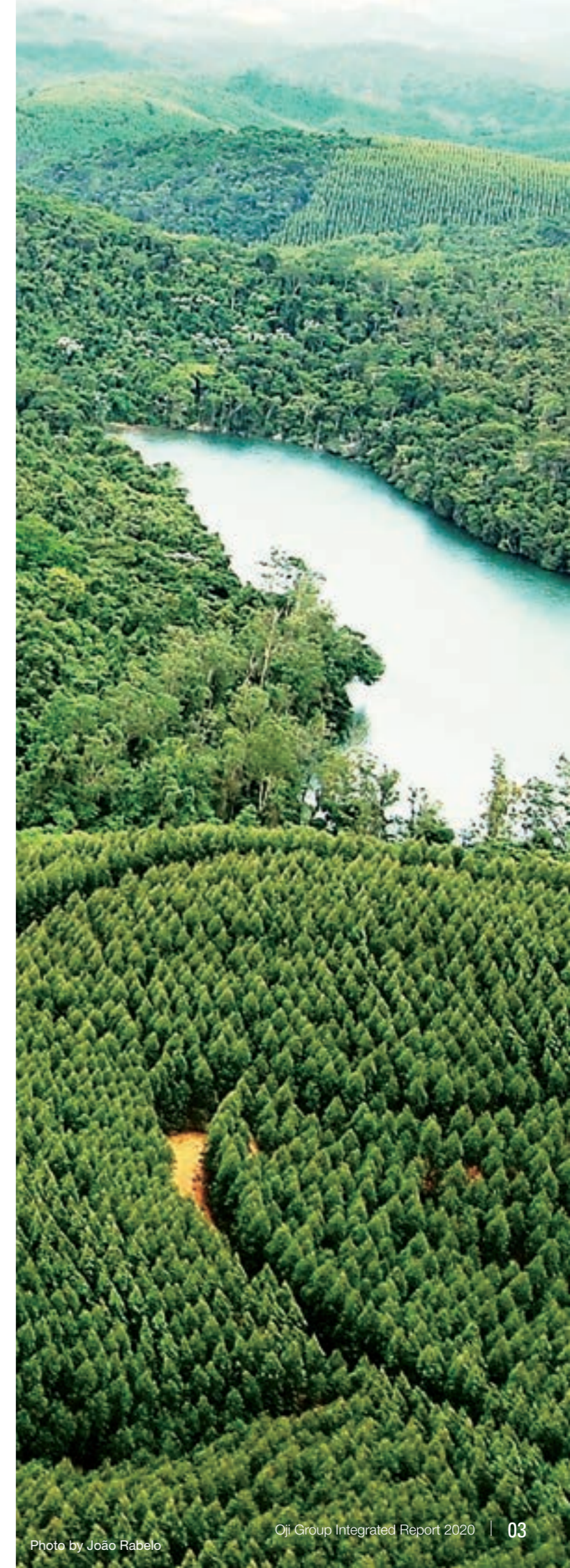
## Contribution to the Future and the World

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



## Harmony with Nature and Society

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





We publish the Oji Group Integrated Report. This report presents both financial and non-financial information in an easy-to-understand manner so as to deepen investors' and other stakeholders' understanding of the Group. This fiscal year's report was compiled in such a way that provides narratives and makes it easier to understand. We have also established a "Sustainability Report (online)" section on our website. The web page and the Integrated Report complement each other.

The society and the global environment surrounding us now stand at a crossroads due to a combination of existing issues, such as climate change and marine plastic litter, and the impact of COVID-19 that emerged this fiscal year. Under these

### 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.

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

### Ensuring Reliability

To ensure the reliability of this report, FY2019 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.

circumstances, Oji Holdings, operating a sustainable 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, and how we can contribute to social safety and security and the global environment.

We hope that the Oji Group Integrated Report 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.

### Scope of Coverage of this Report

In general, this report covers Oji Holdings, 189 consolidated subsidiaries, and 24 equity-method affiliates (as of March 31, 2020). In cases where coverage differs, this is indicated.

### Reporting Period

The reporting period is from April 1, 2019 to March 31, 2020. With the exception of numerical data, however, activities carried out from and after April 2020 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. Actual results may differ substantially due to various factors.

### This Report is Printed on Forest Certified Paper

This report uses OK Top Kote Matt N EF paper (cover: 157.0 g/m<sup>2</sup>; text: 104.7g/m<sup>2</sup>) manufactured by Oji Paper, an Oji Group company. The report is printed on FSC™ forest certified paper made from resources harvested from responsibly-managed forests (FSC™ C014119).

### Communication Map



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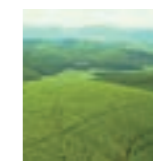
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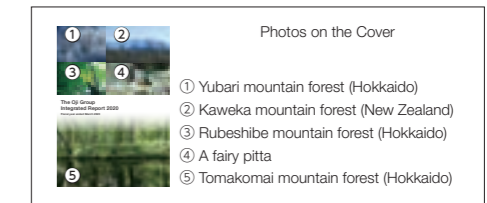
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### Evaluation from Society



#### FTSE Blossom Japan Index

Oji was selected for FTSE Blossom Japan Index, one of the ESG indexes selected by Government Pension Investment Fund (GPIF), in September 2019. (Scope: Oji Holdings)

#### FTSE4Good Index Series

Oji was selected for FTSE4Good Index Series, an ESG index established by FTSE Russell, in September 2019. (Scope: Oji Holdings)

#### SOMPO Sustainability Index

Oji was selected in June 2019 for SOMPO Sustainability Index, which is used for SOMPO Sustainable Investment, an investment product of Sompo Asset Management Co., Ltd. (Scope: Oji Holdings)

#### S&P/JPX Carbon Efficient Index

Oji has been selected for S&P/JPX Carbon Efficient Index in September 2018. Constituents of the index are selected with a focus on companies' disclosure of environmental information and carbon emissions per sales. (Scope: Oji Holdings)

#### SUSTAINA ESG AWARDS 2020

Oji won the gold award in the Pulp and Paper category of the SUSTAINA ESG AWARDS 2020 in September 2020. The award program honors companies that are actively engaged in ESG initiatives. (Scope: Oji Holdings)

#### MSCI Japan Empowering Women (WIN) Index

Oji has been selected since June 2017 for MSCI Japan Empowering Women (WIN) Index, an ESG index established by MSCI Inc. (Scope: Oji Holdings)

#### "Eruboshi" certification 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)

#### 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 as enterprises that are outstanding in terms of encouraging the empowerment of women in the worksite. (Scope: Oji Holdings and Oji Management Office)

#### JPX Nikkei Index 400

Oji has been selected for JPX Nikkei Index 400 since August 2014. The stock price index comprises stocks that meet the requirements of global investment standards and are attractive to investors. (Scope: Oji Holdings)