



- Industrial Materials Business
- Household and Consumer Products Business

We aim to continue as a “Daily Lifestyle Support Enterprise”, to contribute to a sustainable society and make impact on people’s lives through offering optimal solutions which leverage on our Group’s wide variety of material and technologies.

President, Industrial Materials COMPANY  
 President, Household and Consumer Products COMPANY

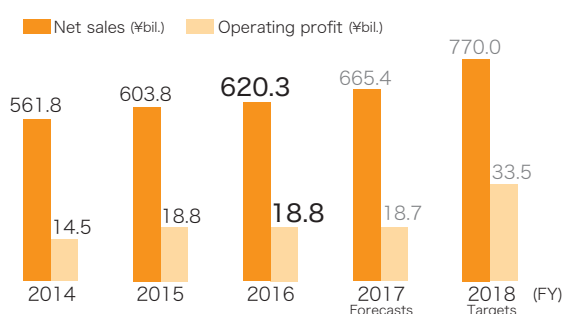
Ryoji Watari

## Business Overview

In FY2016, we had net sales of ¥620.3 billion (up ¥16.5 billion from FY2015) and operating profit of ¥18.8 billion (almost at the same level as FY2015). Though our industrial materials business showed a healthy performance due to domestic demand mainly of corrugated containers, we ended up with a decreased profit due to yen appreciation which resulted in foreign exchange rate losses for our overseas subsidiaries. For household and consumer products business, profit increased due to an increased sales volume of domestic household paper and disposable diaper businesses.

Moving forward in FY2017, we expect to have net sales of ¥665.4 billion (up ¥45.1 billion from FY2016) and operating profit of ¥18.7 billion (down ¥0.1 billion from FY2016). Our industrial materials business expects an increase in sales and profit through increasing efficiency in our manufacturing structure domestically as well as increasing production capability overseas.

As for household and consumer products business, we will further enhance profitability through improving brand values of both household paper and disposable diaper businesses. To elaborate, we will steadily launch new products and implement a full-scale expansion into overseas to aim for increased sales and profit in the disposable diaper business.



## Industrial Materials Business

## Business Environment

With our strong ability to make offerings based on a wide range of materials/technologies coupled with our huge sales channels across Japan, Oji Group is the current domestic market leader for containerboard, boxboard and packing paper. Overseas, we have achieved similar results by obtaining high market share in packaging markets in both Malaysia and Cambodia by leveraging on our excellent customer base and local network. We have also been expanding the business into other countries such as Vietnam, India, etc. As

the market changes dynamically; on one hand, we are seeing an ageing population/declining birth rate trend along with commoditization in Japan, yet on the other hand, we are seeing population growth trends and heightening awareness for the environment in newly industrialized countries, products and services must be improved on a daily basis. Hence, in order to meet the ever-changing customer demand, we will contribute to realize the value that customers seek by utilizing our Group’s strengths.

## Business Strategies

Domestically, we aim to further increase our market share by improving cost competitiveness through a business model which provides customer-first total packaging solutions through integrating material & converting business. We will also actively increase

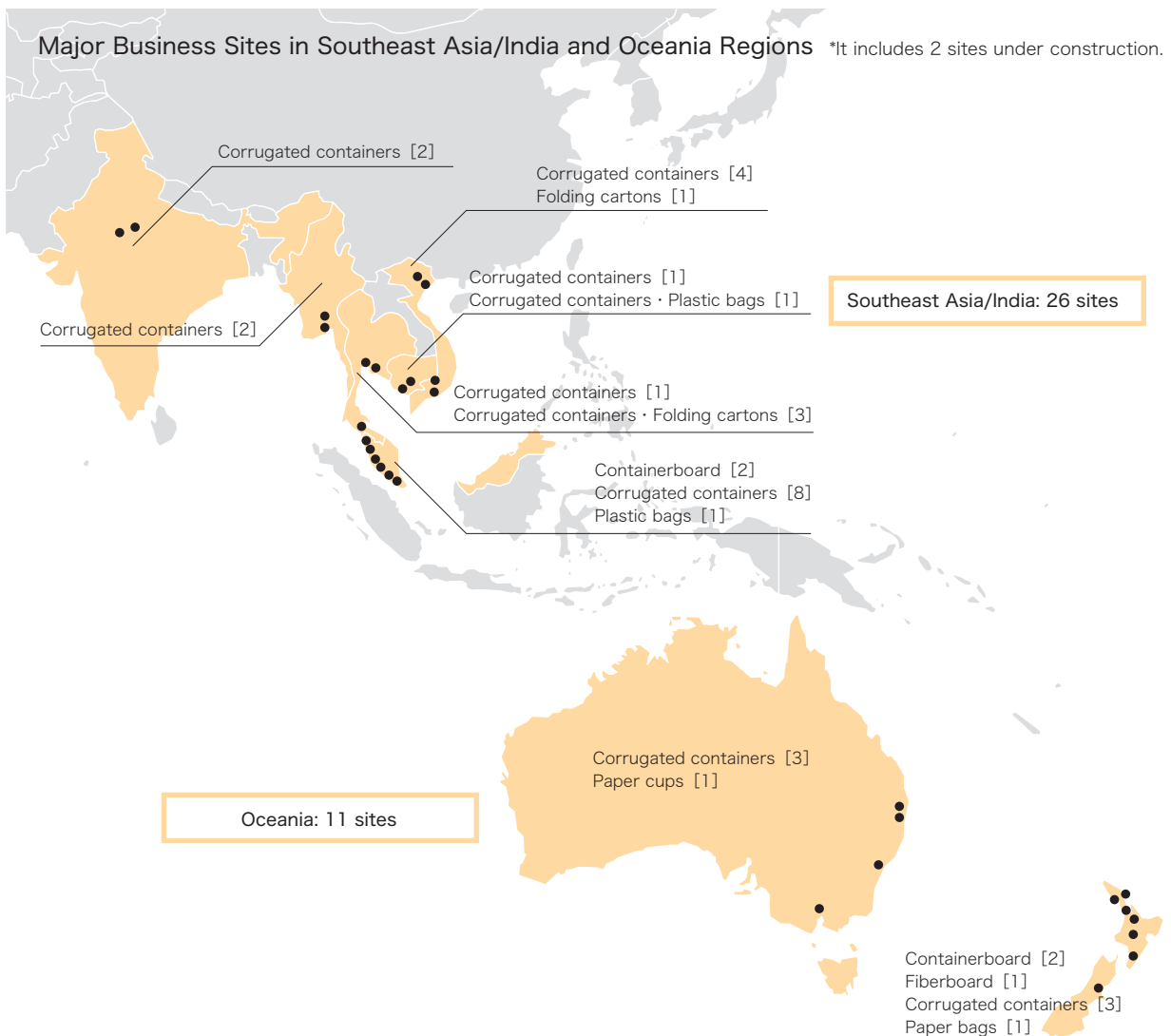
exports out of Japan. For overseas markets, we will work on capturing demand due to their stable economic growth via cautious M&A and capacity enhancement investments.

### Expansion of Overseas Businesses

Our business segment operates in 35 sites in 8 countries in Southeast Asia/India and Oceania regions. We are offering high quality product and customer service, fitting and catering to the demand of each region, where the market is getting more diversified, sophisticated, and quality-conscious. We are also currently establishing new plants and improving production capability of existing plants to meet the growing packaging demand. For our containerboard business, we are currently looking into increasing our production capability in Malaysia. By doing so, we seek to establish a strong foundation for our medium-to-long-term growth.

### Concentration/Advancement of Domestic Businesses

In domestic market, while the demand of the conventional packaging has been flat, the demand for packaging in home-meal replacement and e-commerce has been increasing. We will improve our market position through offering packaging solutions that leverage on accumulated materials/technologies whilst increasing our competitiveness by reviewing our production system and renewing our facilities and equipment.



## Topics on Business Strategies

We have been continuously investing in Southeast Asia and Oceania regions, where we expect to meet the growing demands under stable economic growth in the regions. In October 2016, Oji Fibre Solutions located in Auckland, New Zealand, started operations

for a new milk powder paper bag production line. Upcoming investments in new corrugated container plants are written below. Furthermore, we are also currently considering entering countries where we do not have any local sites yet.

Company Name	Oji Fibre Solutions	Harta Packaging Industries
Location of the New Plant	Queensland/Australia	Perak/Malaysia
Operation Commencement	October, 2017	April, 2018



New milk powder paper bag production line at Oji Fibre Solutions(image)



New corrugated container plant at Oji Fibre Solutions (image)

## Towards a Better Society

### Promoting Recycling – Dissolution Treatment of Confidential Documents

Confidential documents are often incinerated to prevent information leakage; however, Oji Materia's Edogawa Mill, with its high security facility, is able to perform dissolution treatment of confidential documents without the need

to take them out from boxes, and recycles them into paperboard. We therefore contribute to a sustainable society with our system which balances between information security and eco-friendliness.

### Aid Distribution Agreement under Disaster Cases (Oji Container & Morishigyo Group)

"Aid Distribution Agreement under Disaster Cases" refers to collaboration between our corrugated container plants located throughout Japan with neighboring local governments so that we are able to contribute to making

people feel safe and at ease in evacuation sites when disaster strikes. In times of disasters we promptly deliver corrugated container products such as portable beds, sheets, partitions and portable toilets to the public.

**VOICE :** Dang Thi Ngoc Lan (Managing Director, United Packaging)

#### Forward to the Future

15 years has passed since our start of supplying paper cups in 2002, making efforts to compete with plastic products in the market. We are now at the right time to invest and move towards our target in food packaging business, in addition to our current products, such as paper cups, folding cartons and paper bags. Now in Vietnam, young generations spend money at restaurants, fast foods or coffee shops instead of traditional eating at home. Therefore, we believe our investments are on the right track.



## Household and Consumer Products Business

### Business Environment

For the domestic household products market, we anticipate the slight decline in sales volume due to the shrinking population to be offset by new demand generated due to increase in the number of foreign tourists. In addition, demand for high value-added products such as moisturizing paper products are expected to grow.

As for domestic disposable diaper market, the market landscape underwent drastic changes due to an ageing population/declining birth rate. Hence, it is now necessary

to develop adult disposable diaper products that cater to the toilet usage difficulties for residents with reduced mobility at nursing facilities; and to enter into high-end disposable baby diaper market targeted at quality-oriented customers.

As for overseas markets, following the increase in economical standards, the demand for high quality disposable diapers has been increasing in China and Southeast Asia, both of which are our focus markets.

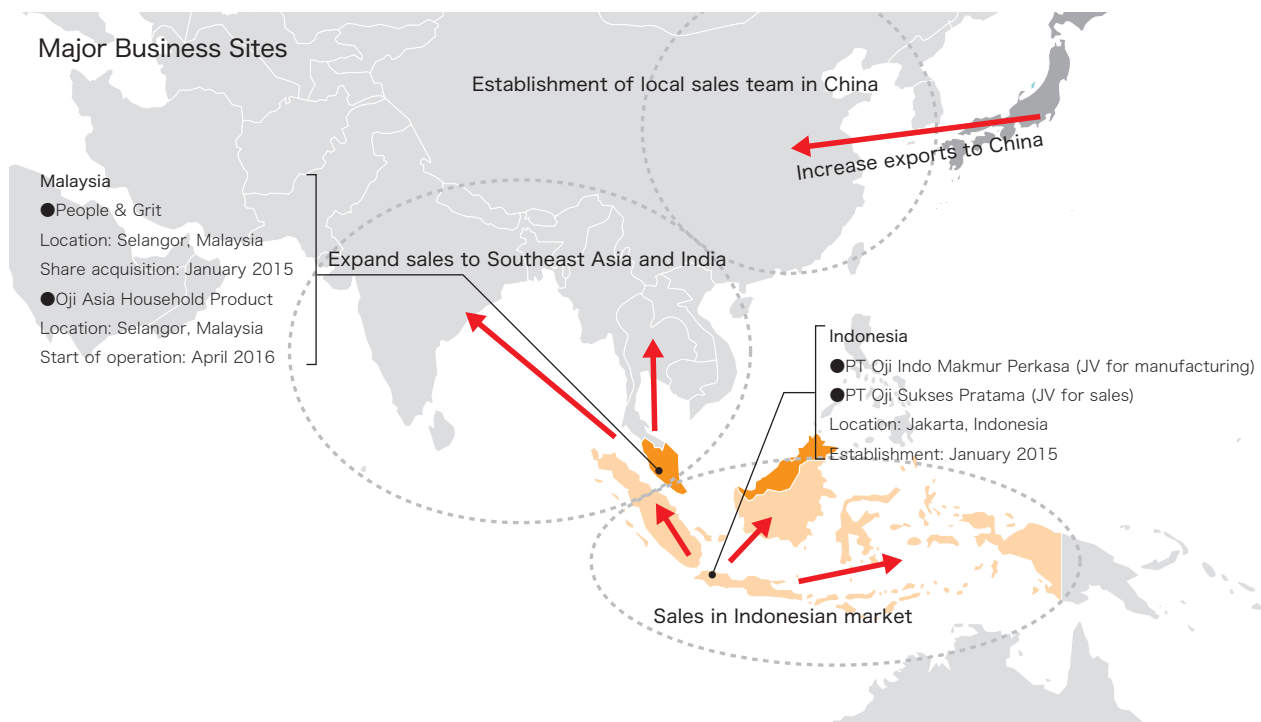
### Business Strategies

In Japan, we will continue to improve the brand values of “nepia” (for household paper products), “nepia Genki!” (for baby disposable diapers) and “nepia Tender” (for adult disposable diapers). In addition, we will start nationwide sales of “Whito”, a new baby disposable diaper brand with different types of usages. We aim to improve our

market position by integrating our sales, marketing and manufacturing units. Also, we are currently in progress for a joint venture business with Mitsubishi Paper Mills for household paper. As for overseas business, we will further increase exports of made-in-Japan products as well as aim to increase production and sales locally.

### Expansion of Overseas Businesses

In Malaysia, on top of the acquisition of People & Grit in 2015, a new disposable diaper factory under Oji Asia Household Product started operations in April 2016. In Indonesia, sales of disposable diaper started in November 2016 via a joint venture business with PT. Indofood CBP Sukses Makmur. In addition, we have established a local sales team as part of our efforts to develop a sales structure to expand sales and meet the increasing demand for made-in-Japan disposable diapers in China.



## Concentration / Advancement of Domestic Businesses

For our household paper business, we are committed to enhance the brand value of “nepia” as a whole and to gain competitive advantages through consumer-oriented product development. In particular, we will work on raising

brand awareness and market share of high value-added products, environmentally-friendly products which raises awareness for the forest certification FSC™, and also products such as the 1,000 Toilet Program which can contribute to the society.

As for our baby disposable diaper business, we will be launching out nationwide sales of “Whito”, in addition to our existing “nepia Genki”. Whito is Oji’s all-time best quality brand with its drastically improved functions attained through utilizing our unique technologies. We will make market-changing offerings tailored to the practical usage of the diapers amongst consumers which will tilt the axis of competition into our favor. For instance, segregating products for 3-hour usage and 12-hour usage(first of its kind in the industry). As for our adult disposable diaper under the “nepia Tender” brand, we will continue to develop products that cater to the toilet usage difficulties for residents with reduced mobility at nursing facilities.



“Whito”, a baby disposable diaper

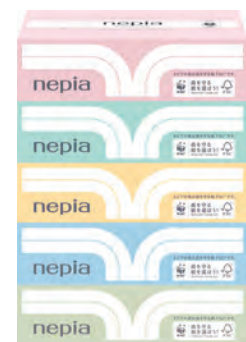
## Towards a Better Society

Oji Nepia has formed an alliance with WWF Japan to raise awareness of FSC™. Pursuing ‘Nepia Quality’, which comprises of high living, environment and social standards, Oji Nepia engages in activities to be the No.1 in each of the 3 aspects. This is especially evident for “environment quality”, where we have adopted FSC™-certified paper for our major products since 2011 way before the rest of the industry. Having formed an alliance with WWF, we will continue to strive to raise further awareness of FSC™ by displaying its logo to promote forest conservation on our product packages.

ネピアの紙は  
森を守る紙 FSC™です。



FSC™C018118



ネピアの紙はWWFが推奨するFSC™認証紙。  
森を守り森を育てる、環境にやさしい紙です。\*

\*一部商品を除きます。

WWF(世界自然保護基金)は、「人と自然が調和して生きられる未来」を目指し、環境や社会に配慮した持続可能な森林利用を実現するため、FSC™認証を応援しています。

© 1986 Panda symbol WWF ® "WWF" is a WWF Registered Trademark

**VOICE :** Takako Hirata (General Manager, Product Planning Division, Oji Nepia)

### Dedicating Our Everything to Customers

Paper products are necessary for our daily lives. I am in charge of leading product development and marketing strategies of household paper products under the “Nepia” brand such as toilet rolls, tissue paper, kitchen towels and their processed goods. Under the brand message of a “YAWARAKA Heart” (gentle heart), we engage in activities to ensure all our products are able to contribute to making life more comfortable for consumers. We will also constantly deliver helpful information targeted to improve everyday living which includes a variety of living-related tips as well as services that provide convenience.





## Functional Materials Business

We will lead the Oji Group's transition to an "Innovative Value-Creating Company" by enhancing our proposal-making capability through the integration of R&D, manufacturing and sales functions, reacting promptly and appropriately towards customers' needs and further developing high value-added products, targeted at global markets.

President, Functional Materials COMPANY

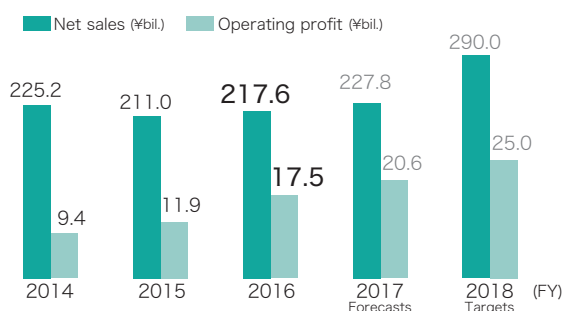
Kazuo Fuchigami

## Business Overview

In FY2016, we achieved net sales of ¥217.6 billion (up ¥6.6 billion from FY2015) and operating profit of ¥17.5 billion (up ¥5.6 billion from FY2015). The increased profit is mainly due to sales expansion of thermal paper in developing regions such as South America and Asia, cost reduction measures, and lower prices of raw material and fuels.

Looking towards FY2017, we expect to achieve net sales of ¥227.8 billion (up ¥10.2 billion from FY2016) and operating profit of ¥20.6 billion (up ¥3.1 billion from FY2016). The huge increases in expected sales and profit are due to development/sales expansion of high value-added functional material products, strengthening thermal paper production capability to meet increasing demands in developing regions, along with expansion

of business fields via integrating upstream, middle-stream and bottom-stream manufacturing structures in Southeast Asia. In addition, some positive effects from ongoing manufacturing restructuring are also expected to materialize.



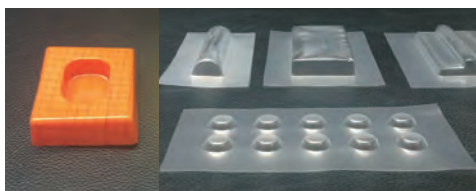
## Business Environment

Domestically, high value-added products such as highly functional films\*1, optical components\*2, carbon fiber reinforced composites\*3, decorative films and medical products are expected to have huge expansion potential amidst the gradually shrinking market of conventional printing media products. Moreover, in overseas, demands for existing products such as thermal paper and adhesive paper have been steadily increasing in line with the

economic growth in developing countries in Southeast Asia, India, South America etc.

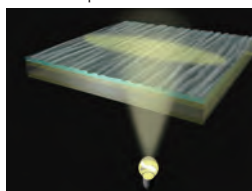
Functional Materials COMPANY will flexibly and actively make necessary investments in a timely manner, grasping every opportunity available in order to respond actively towards the changing business environments of our various business opportunities.

\*1 Highly functional films  
"Flexible OPP"



Stretched film with high flexibility and processibility

\*2 Optical components  
"Anisotropic diffusion sheet"



Film that freely controls light diffusions

\*3 Carbon fiber composite material sheet



Composite material sheet that is thin, light, easy to mold and maintains its high strength  
(Example use application [left]: outer frame for tablets)

## Business Strategies

Strengths of Functional Materials COMPANY lie in core technologies such as “papermaking”, “converting (functional and adhesive coating)”, “film forming” and “non-woven fabrics” which have been well-established over a long course of business history.

These technologies have been utilized to develop more sophisticated products domestically, as well as integrate with overseas technologies in the European market to expand business operations. In addition, we have worked

on business expansion in developing markets such as Southeast Asia and South America, and made entrance into new regions following their economic development and increase in demand.

Moving forward, with the global market as our aim, we will continue to put in more effort into developing & maintaining our unique technologies and to expand the business by both number of regions and size of business operations.

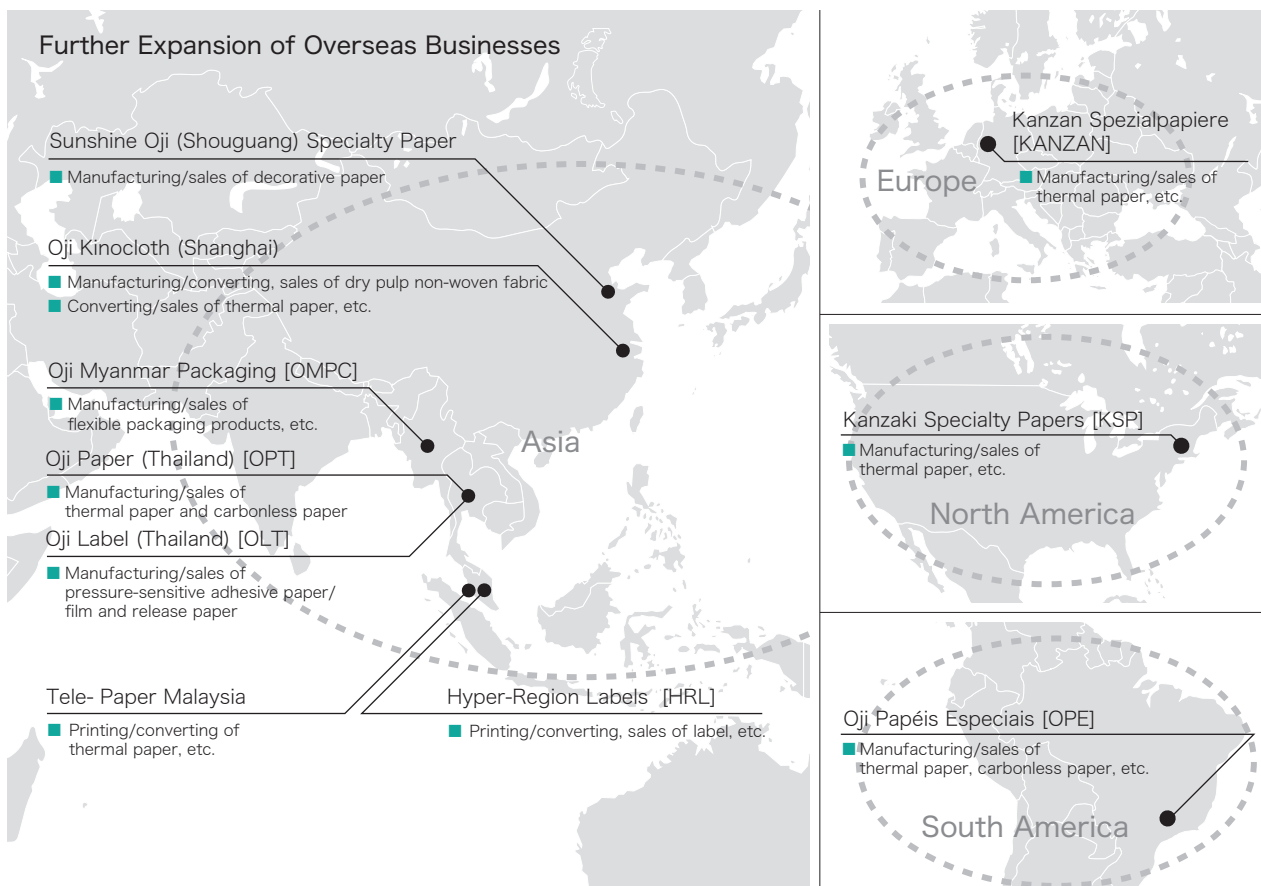
### Expansion of Overseas Businesses

We strive hard to increase our presence in overseas. In Southeast Asia, through share acquisitions of Malaysian companies like Hyper-Region Labels (printing/converting of adhesive products) and Tele-Paper Malaysia (printing/converting of thermal paper etc.), we have strengthened and integrated the manufacturing structures of both upstream and downstream businesses. In addition, we are increasing our production capability at Oji Papéis Especiais to meet the high demand for thermal paper in Brazil. Furthermore, in Myanmar, we are currently preparing for a commercial operation of a plant for flexible packaging business (film for consumer packaging) as well as expanding sales of whisky labels, which will be launched within 2017.

### Concentration / Advancement of Domestic Businesses

We will promote restructuring of manufacturing system through businesses screening to strengthen competitiveness and achieve sustainable growth of existing businesses. We will also promote integration of existing technologies with new technologies such as “composites” and “nanoimprint” to develop “non-paper” products such as thermoplastic composites, light diffusion materials, etc.

In addition, we will develop highly functional film products including capacitor films for EV/HEV and optical films efficiently at the Advanced Film Research Center (Shiga), located next to a manufacturing site, and develop our businesses into new fields.



## Topics on Business Strategies

### Development of “Antibacterial Sheet NURASUTO!”

Oji Kinocloth has developed a new product Antibacterial Sheet NURASUTO!“ with excellent antibacterial properties by incorporating calcined scallop shell powder into airlaid non-woven fabric.

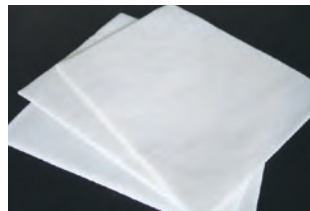
Though the excellent antibacterial properties of the sheet only become activated after contact with moisture, it is safe to have come into contact with the sheet. It delivers superior performances as sterilization wipers as well as freshness-keeping sheets for agricultural and marine products.



Calcined scallop shell powder



Pulp + synthetic fiber



Antibacterial Sheet NURASUTO!

[Example Use Applications]



Maintain freshness



Wiper

### Improving Communication with Customers

In addition to every subsidiary's website and their own customer contacts, we have launched a special website of the functional materials COMPANY on “IPROS”, the largest Japanese database for industrial materials where we can host exhibitions and publish catalogs.

This further increases our exposure to customers who are interested in our products, enabling us to know what customers look out for in product quality, as well as review how our product benchmarks against their expectations. With this, we will further speed up business expansion to new fields.



Website:

<https://premium.ipros.jp/ojifmc> (in Japanese)

**VOICE** : Akiko Mishiba (General Manager, Quality Assurance Office, Oji F-Tex Ebetsu Mill)

### Securing Product Safety

The quality assurance structure has been changed at Oji F-Tex's Ebetsu Mill where a variety of products from ordinary paper to specialty paper are manufactured. At the Quality Assurance Office, we thoroughly make sure that our products meet the desired quality by our customers, as well as ensure the safety standards of various raw materials used in our products. With utmost effort, we comply with laws and regulations and improve the new quality assurance structure, to confidently offer products that our customers can use with ease of mind.







## ■ Forest Resources and Environment Marketing

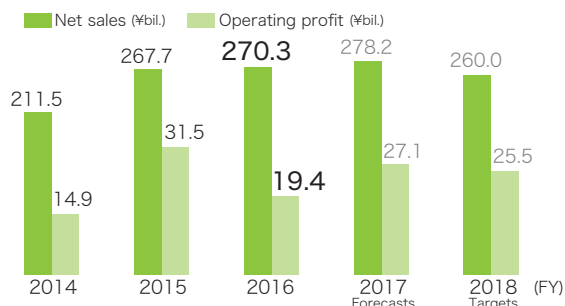
We offer various products and services by utilizing the Group's domestic/overseas forest resources, experience and technologies which have been accumulated over our long history.

President, Forest Resources and Environment Marketing COMPANY  
Kazuhiko Kamada

## ■ Business Overview

In FY2016, we had net sales of ¥270.3 billion (up ¥2.6 billion from the FY2015) and operating profit of ¥19.4 billion (down ¥12.1 billion from the FY2015). The breakdown for operating profit is as follows: a decrease of ¥21.9 billion which is due to a fall in pulp market (fall in the sales price of pulp at CENIBRA, our subsidiary in Brazil); an increase of ¥8.4 billion which is due to sales expansion of pulp; and lastly an increase of ¥1.4 billion which is due to steady performance of the domestic businesses ((1) increased profit from the energy business as a result of the start of commercial operation of a biomass boiler in January 2016, and (2) strong performance in export sales of dissolving pulp). Looking towards FY2017, we expect to have net sales

of ¥278.2 billion (up ¥7.9 billion from FY2016) and operating profit of ¥27.1 billion (up ¥7.7 billion from FY2016).



## ■ Business Environment

**Pulp Business** / Our production capability of market pulp (external sales) amounts to 2,400,000t and we have a diverse lineup of pulp grades such as hardwood pulp, softwood pulp, dissolving pulp, etc. By leveraging on our diverse product lineup along with the Group's sales channels, we will strengthen sales in regions with growing demand including Asia. Pulp price has risen in the first-half of 2017 against a backdrop of strong performance of Chinese paper market. Moving forward, we will continue to carry out strategic financial measures to secure our competitiveness.

**Procurement of Biomass Fuel** / Our strong points lie in the network we have built through collection of raw materials for paper, and the ability to procure Palm Kernel Shell (PKS) obtained through overseas business expansion. With the development of biomass power generation business which is highly anticipated in Japan, we will promote external sales outside of the Group.

**Lumber Processing Business** / We are developing high value-added products such as laminated lumber etc. with Asian and Oceania markets as our main areas of focus.

## Business Strategies

We will spearhead new businesses that utilize both our existing domestic and overseas resources and infrastructure to their fullest. While speeding up our overseas business expansion plans, we will also focus

on enhancing our “trading company” capabilities in light of our domestic/overseas business operations. We will conduct selective concentration of our existing businesses.

### Expansion of Overseas Businesses

Recently, we have been working to enhance production capability mainly in Asia and Oceania regions; with a lumber processing plant having started operations in Myanmar (MOS Lumber Products), and renewal work conducted at a lumber mill on the South Island of New Zealand (Pan Pac Otago). We will continue to expand the business with the growing market in Southeast Asia as our focus.



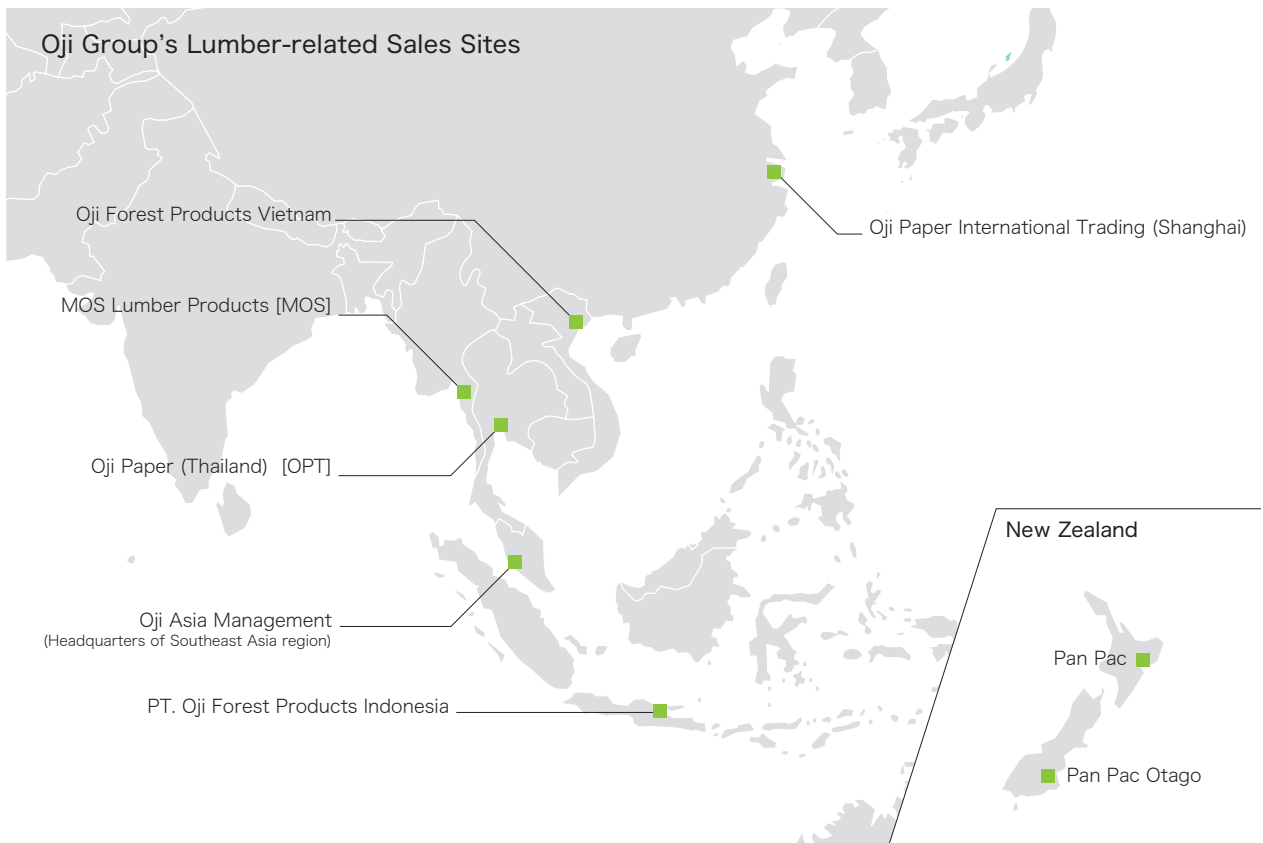
Lumber mill at Pan Pac Otago

### Concentration / Advancement of Domestic Businesses

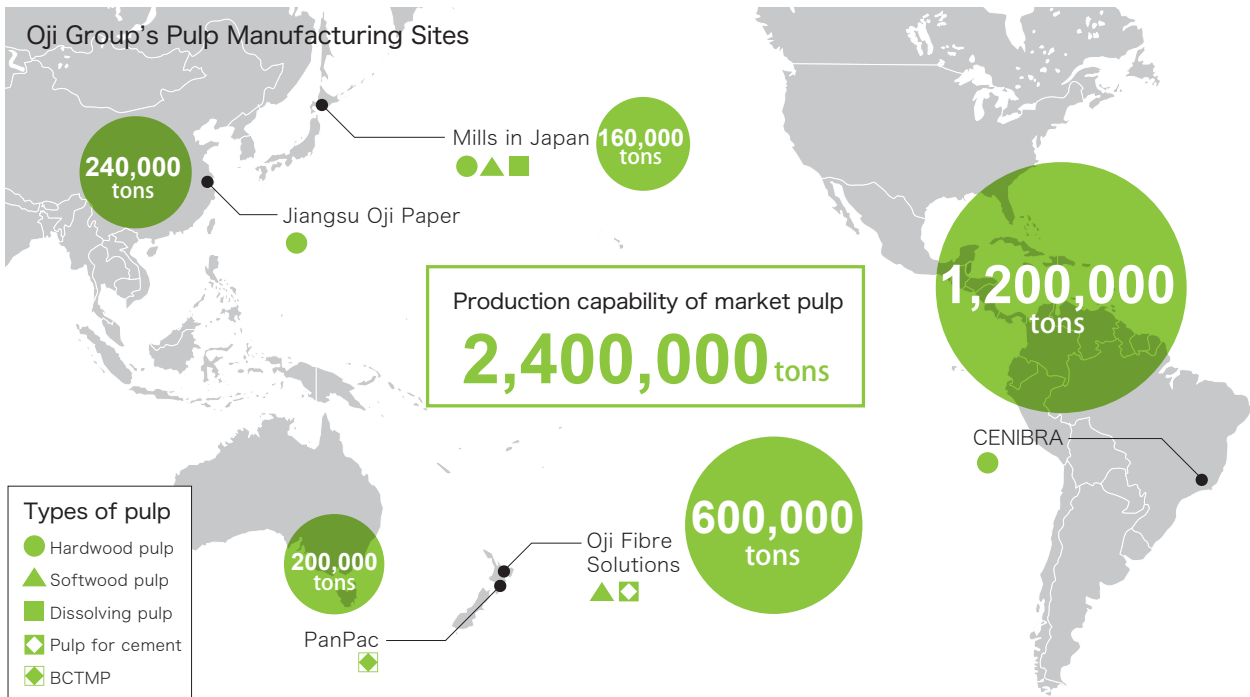
A JV biomass power generation business with Mitsubishi Paper Mills is scheduled to start in 2019, following the completion of construction work of the facility in Hachinohe Mill. Along with the growth of our power generation business, our biomass fuel business will also be developed through enhancing our production facility of woodchip for fuel-use which effectively uses unused domestic thinned wood, and increasing PKS procurement from Indonesia and Malaysia.



Artist's impression of biomass power plant (Hachinohe)



## Business Strategies



As for our pulp business, we have been implementing strategic financial measures at our major companies to strengthen our business foundation so that it is resilient to any changes in the pulp market.

For Oji Fibre Solutions (NZ), acquired in 2014, we are introducing/utilizing our Group's know-how and ways of operational management to stabilize operations and conduct efficiency measures. For CENIBRA in Brazil, continual revenue strategies via upgrading of production facilities have been carried out. Furthermore, for Jiangsu Oji Paper, preparations for an additional dry pulp machine are currently in progress and the machine is scheduled to start operations in late 2017.

As for others, we are currently developing higher value-added products such as industrial chemicals or medical materials in addition to production of a product for rayon, in our dissolving pulp manufacturing facility which started operations in 2014 in Oji Paper's Yonago Mill.



Dissolving pulp (DP)

### CENIBRA – Pulp PREMIUM to the World

CENIBRA, located in Minas Gerais State in Brazil, has had 44 years of operational experiences since its establishment in 1973, and produces 120,000t of eucalyptus pulp annually. Out of 254,000 ha land it owns, 131,000 ha land is used for forestry. The company has developed a system that provides a continuous supply of raw wood to its pulp mill through selective breeding of eucalyptus, automation at forest lands with less than 35 degrees of tilt, along with 24-hour transport logistics. The subsidiary is managed under international standards such as ISO9001 or ISO14001 and forest certifications such as FSC™ or CERFOR, and 95% of its pulp production are exported to Asia, Europe and North America.



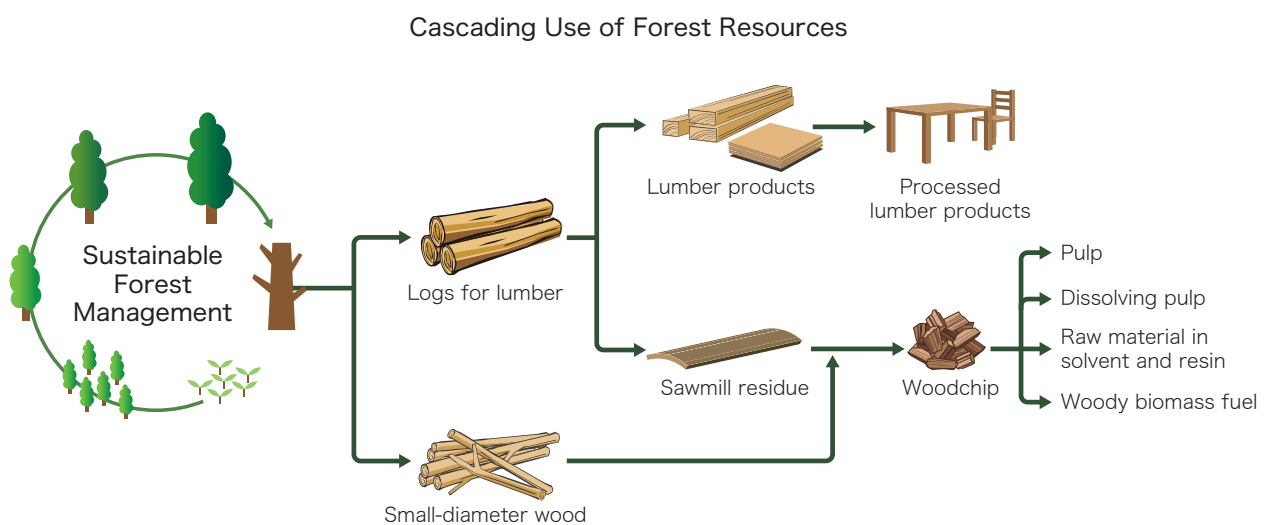
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## Towards a Better Society

### Cascading Use of Domestic Lumber

Oji Group actively engages in cascading use of its forest resources which are grown under a sustainable forest management system. Cascading use refers to the efficient and complete utilization of biomass resources; with higher value-added products as priority while not wasting the by-products. For example, high-quality wood is processed into lumber while lower-quality wood is used as raw material in paper manufacturing and as fuel for biomass boilers. Effective utilization of

used forest resources, such as leftover thinned wood, helps to maintain forests that serve multiple functions including national land conservation, watershed protection, CO<sub>2</sub> absorption, as well as revitalize the local forestry. On top of the 2 new woodchip mills in Abira, Hokkaido and Mutsu, Aomori which have already started operations, we also own 3 other woodchip mills that chip thinning or demolition wood to maximize value from resources.



**VOICE** : Róbinson Félix (Industrial and Technical Director, Celulose Nipo-Brasileira S.A.)

#### Contribute to Oji Group through Our Continuous Improvements

Looking back, it is clear how much CENIBRA has grown over the recent years. This is due to the cumulative effort of each CENIBRA employee, who knows his/her role well, resulting in sustainable improvements made. Also, we are very sensitive to movements in exchange rate, supply and demand for Pulp. In this scenario, what really makes the difference is how adept we are at managing our assets, ensuring high operational productivity and managing our costs. We will continue to put in effort to ensure the perpetuation of CENIBRA as a profitable and sustainable company in the market.





## ■ Printing and Communications Media Business

In response to the rapidly changing domestic demand structure and integration of Asian markets, we will further advance with our business structure reforms whilst maximizing our cash flow.

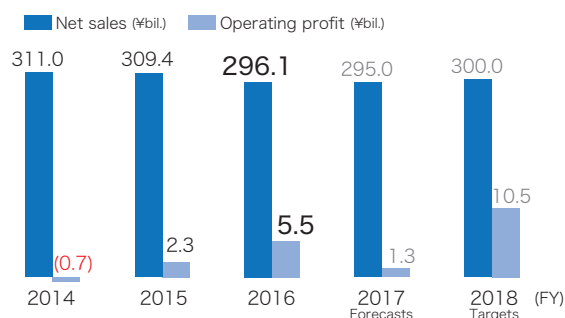
President, Printing and Communications Media COMPANY  
Hidehiko Aoyama

## ■ Business Overview

In FY2016, we had net sales of ¥296.1 billion (down ¥13.3 billion from FY2015) and operating profit of ¥5.5 billion (up ¥3.2 billion from FY2015). Net sales decreased owing to a slight decline in the demand and a slump in both newsprint and printing /communication paper markets. Operating profit increased as a result of increased sales of printing paper and cost reduction efforts at Jiangsu Oji Paper.

Looking towards FY2017, we expect to have net sales of ¥295.0 billion (down ¥1.1 billion from FY2016), and operating profit of ¥1.3 billion (down ¥4.2 billion from FY2016). Despite the planned price correction of paper and cost reduction mainly through manufacturing restructuring, profit decrease is anticipated due to

influences from rising raw material and fuel prices caused by yen depreciation, etc.



## ■ Business Environment

It is a critical issue for us, Printing and Communications Media COMPANY, to strengthen our international competitiveness in the increasingly integrating Asian markets. Under such severe conditions, we will continue to work on business restructuring to deal with changing demand. Furthermore, we will aim to achieve these goals through operational costs revision with our integrated manufacturing and sales team.

In China, we will strive to further strengthen competitiveness, along with the pulp business where a new dry pulp machine is underway and scheduled to start operations in late 2017. In doing so, we aim to steadily obtain positive profits from both paper and pulp businesses.

## Business Strategies

As for our domestic businesses, we will continually work on cost reduction measures such as restructuring of optimal manufacturing system. As for our overseas

business, we will work on cost reductions and various initiatives in order to generate a steady positive profit at Jiangsu Oji Paper.

### Expansion of Overseas Businesses

Jiangsu Oji Paper has realized the integrated manufacturing of pulp and paper since the start of commercial operation of its pulp facility in January 2015. Since then, it has achieved a drastic improvement in its sales and profit through enhancing sales capabilities, promoting development and sales of advantageous products, and cost reductions, etc. We will continue to carry out cost reductions and other measures to strengthen our earning power.



Jiangsu Oji Paper

### Concentration / Advancement of Domestic Businesses

We will optimize our production system by concentrating production facility through operation termination/transfer and conducting cost reductions.

- Shutdown of Machine No.4 at Kasugai Mill (June 2017)
- Effective utilization of existing facility through establishment of O&C Ivory Board



Printing and Communications Media products

## Topics on Business Strategies

At O&C Ivory Board, a JV high-grade boxboard manufacturing company with Chuetsu Pulp and Paper, a revamp work of Tokushima Mill's No.10 Machine had been carried out as planned; and trial operation started in March 2017 in view of commercial operation. All employees are making much effort to launch products that meet customers' satisfaction as early as possible.



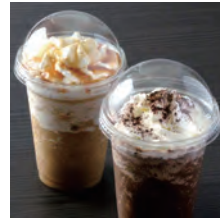
Group photo in front of the machine reel

## Other Businesses

### Kyokuyo Pulp & Paper

Kyokuyo Pulp & Paper is a specialized trading arm which purchases/sells products of Oji Group as well as other companies; these products include pulp and paper, material and products of synthetic resin, packaging materials, chemicals, equipment, etc. It has a subsidiary called Ginpo Pack which manufactures a variety of plastic food containers.

The company aims to provide a wide variety of Oji Group's products ranging from paper processed products to chemical products and household & consumer products and supports the creation of a structure to reflect customer requests in the manufacturing department.



Plastic cup made from collected PET bottles



Plastic food containers manufactured by Ginpo Pack (a subsidiary)

### Oji Engineering

Oji Engineering, a company which supports Oji Group's technology, leverages on its technologies and experiences accumulated through paper manufacturing and the environment/energy sectors to offer one-stop engineering services ranging from facility design to operations. The company actively spearheads entries into greenfields, and offers proposals such as water treatment/desalination system in its water environment business and fuel handling facility in its biomass power generation business, etc.



Water treatment system

### Oji Logistics

Oji Logistics offers a variety of services, mainly to Oji Group companies to transport paper products to be shipped out of mills and warehouses. These services include warehousing, land transportation, marine transportation, port logistics, international logistics, etc. It offers total logistics service solutions, along with incorporating eco-friendliness into its operations such as implementing a modal shift towards railroads and ships rather than trucks.



Roll-on roll-off ship that can deliver vehicles carrying goods

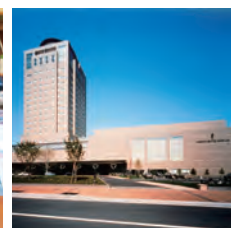
### Hotel New Oji

Hotel New Oji manages the "Grand Hotel New Oji", a 16-story city hotel located in Tomakomai City, Hokkaido. The company also provides cooking/loading services of inflight-meals with its in-flight meal factory located in the catering building located at the New Chitose Airport

Website of the Grand Hotel New Oji:  
<http://www.newoji.co.jp/> (in Japanese)



President, Hotel New Oji  
Takako Hori



Grand Hotel New Oji