

To all our stakeholders,

With “Beyond the Boundaries” as our vision statement,  
we, the Oji Group, are committed to realizing a sustainable society  
whilst enhancing our medium-to-long-term corporate value.

Using “Creation of Innovative Values”,  
“Contribution to Future and the World” and  
“Harmony with Nature and Society”

as the cornerstones of our Management Philosophy,  
we seek to pursue strong growth,  
going beyond the boundaries of existing ideas.

We sincerely appreciate and look forward to  
the continuing patronage and loyal support of  
all of our stakeholders.



Director, Chairman of the Board,  
Oji Holdings Corporation

*K. Shindo*



Director of the Board, President,  
Oji Holdings Corporation

*A. Yano*

# CONTENTS

<hr/>	
<b>Management Strategies</b>	Oji Group's Value Creation Model .....04 at a Glance .....06 Financial and Non-financial Highlights .....08 Message from the President .....10
<hr/>	
<b>Business Strategies</b>	Business Overview <ul style="list-style-type: none"> <li>■ Household and Industrial Materials Businesses (Industrial Materials Business) .....16</li> <li>■ Household and Industrial Materials Businesses (Household and Consumer Products Business) .....19</li> <li>■ Functional Materials Business .....21</li> <li>■ Forest Resources and Environment Marketing Business .....24</li> <li>■ Printing and Communications Media Business .....28</li> <li>■ Other Businesses .....30</li> </ul>
<hr/>	
<b>Takeaways</b>	Research & Development .....31 Promotion of Working Style Reforms and Diversity .....36 Environmental Management .....39 Social Responsibility .....45
<hr/>	
<b>Governance</b>	Corporate Governance .....49 Message from an Outside Officer .....52 Risk Management Structure .....53
<hr/>	
<b>Oji Group Information</b>	Directors / Auditors .....54 List of Major Affiliated Companies .....56 Corporate Data / Stock Information .....58
<hr/>	