



February 2017: Launch of a new high quality disposable diaper brand, "Whito"





May 19, 2017

# Contents



I.	FY2016 Result Overview		
1.	Financial Highlights of FY2016 (consolidated)	3	-
2.	Breakdown of Increase/Decrease of Operating Income [FY2015 to FY2016] (consolidated)	4	
3.	Sales and Operating Income by Segment [FY2016 Result] (consolidated)	5	
4.	Analysis of Increase/Decrease of Income by Segment		
	(1) Household and Industrial Materials	6	
	(2) Functional Materials	7	-
	(3) Forest Resources and Environment Marketing	8	
	(4) Printing and Communications Media	9	
п.	FY2017 Financial Forecast		
1.	Financial Forecast for FY2016 (consolidated)	11	
2.	Breakdown of Increase/Decrease of Operating Income [FY2016 to FY2017 Forecast] (consolidated)	12	
3.	Sales and Operating Income by Segment [FY2017 Forecast] (consolidated)	13	
4.	Analysis of Increase/Decrease of Income by Segment		
	(1) Household and Industrial Materials	14	
	(2) Functional Materials	15	
	(3) Forest Resources and Environment Marketing	16	
		-	

Ш.	Group Management Targets	
1.	Business Plans	
	(1) Management Philosophy / Management Strategies	20
	(2) Progress of FY2018 Mid-term Management Plan	21
IV.	Topics	
1.	Expansion of Overseas Disposable Diaper Business	23
2.	Research & Development	
	(1) Cellulose Nano-fiber (CNF)	24
	(2) Medical Plant "Licorice" / Water Treatment Business	25
《R	eference Materials》	
	Trends of Operating Income (consolidated)	27
		27 28
	Trends of Operating Income (consolidated)	
	Trends of Operating Income (consolidated) Trends of Return on Equity(ROE)	28
	Trends of Operating Income (consolidated) Trends of Return on Equity(ROE) Trends of Interest-bearing Debt (consolidated)	28 29
	Trends of Operating Income (consolidated) Trends of Return on Equity(ROE) Trends of Interest-bearing Debt (consolidated) Trends of CAPEX/Depreciation (consolidated)	28 29 30
	Trends of Operating Income (consolidated) Trends of Return on Equity(ROE) Trends of Interest-bearing Debt (consolidated) Trends of CAPEX/Depreciation (consolidated) Trends of Employees (consolidated)	28 29 30 31



# I. FY2016 Result Overview



(¥ billion)

		FY2015	FY2016	Increase (Decrease)
Net Sales		1,433.6	1,439.9	6.3
<b>Operating Inco</b>	me	73.7	70.5	(3.2)
Ordinary Incom	ne	62.4	51.2	(11.2)
<b>Profit</b> Attributable to Owners	s of Parent	15.3	36.6	21.3
Depreciation		78.6	74.8	▲3.8
Overseas Sales Ratio		27.8%	28.2%	0.4%
OperatingIncomeofOversea	asCompanies	29.4	20.0	(9.4)
Average Exchange Rate (¥/US\$)		120.1	108.4	(11.7)
Number of Consolidated Companies	Domestic Overseas Total	88 88 176	95 102 197	+7 +14 +21

Domestic +7 : +7 [Paper bag companies]

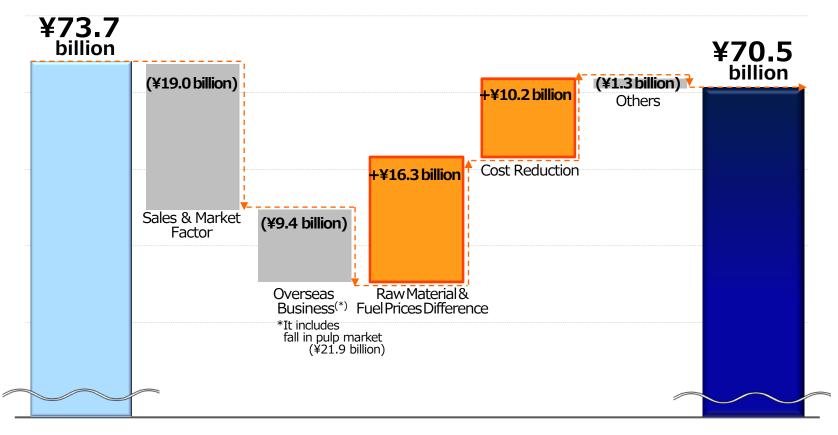
Overseas +14 : +5 [Paper bag companies], +1 [Functional materials company in China], +5 [Lumber companies], +3 [2 label companies and 1 corrugated container company in Malaysia], +2 [Corrugated container companies in Australia], etc.

Equity Method Affiliates +1 (Overseas +1)

#### I. FY2016 Result Overview 2. Breakdown of Increase/Decrease of Operating Income [FY2015 to FY2016] (consolidated)



# Decrease in operating income (¥3.2 billion) mainly due to influences from fall in pulp market, despite continual cost reduction measures implemented.

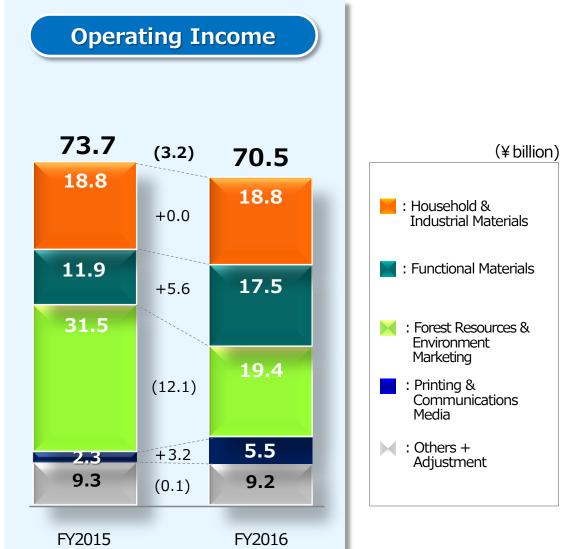


FY2015

FY2016



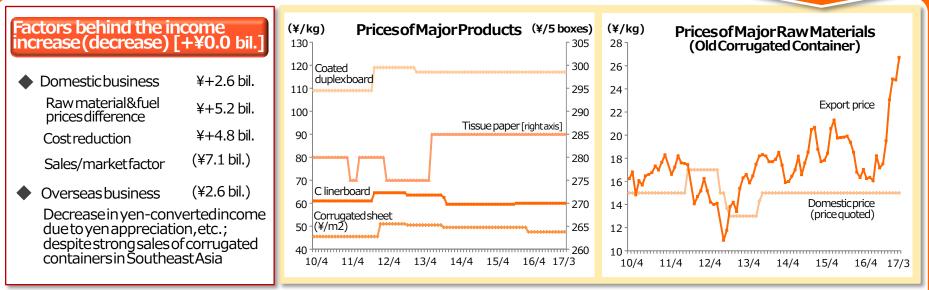




#### I. FY2016 Result Overview 4. Analysis of Increase/Decrease of Income by Segment (1) Household and Industrial Materials



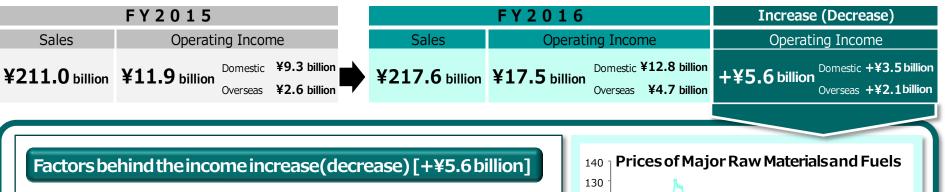




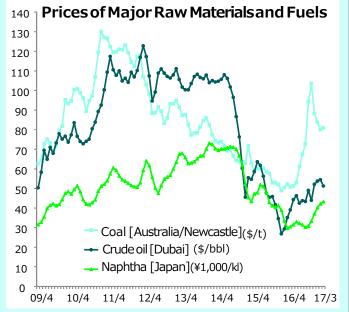
				FY2015			FY2016			Increase (	Decrease)	
Sale	esot		Sales Volume	Unit Price	Sales Amount	Sales Volume	Unit Price	Sales Amount	Sales Volume	Year-on Year	Unit Price	Sales Amount
Maj	or Produ	<b>cts (</b> *)	1,000 t (or) million m2 (or) million pcs	¥/kg(ar) m2(ar)pc	¥ billion	1,000 t (or) million m2 (or) million pcs	¥/kg(ar) m2(ar)pc	¥ billion	1,000 t (or) million m2 (or) million pcs	%	¥/kg(ar) m2(ar)pc	¥ billion
Paper	Household paper	Domestic	193	230.71	44.5	194	228.97	44.4	1	100.6%	(1.74)	(0.1)
	Packaging paper	Domestic	256	108.39	27.7	266	99.52	26.4	10	104.0%	(8.87)	(1.3)
Paperboa	ard	Domestic	2,943	64.82	190.7	3,034	63.55	192.8	91	103.1%	(1.27)	2.1
	ted sheet & r (million m2)	Domestic & ) Overseas	3,803	63.48	241.4	3,864	62.57	241.7	61	101.6%	(0.91)	0.3
Disposab (million p	ole diaper ocs)	Domestic & Overseas	876	19.84	17.4	897	19.73	17.7	20	102.3%	(0.10)	0.3
					*Total	of Group's cor	nsolidated m	anufacturing	companies, v	vith intra-Gro	up consump	tion included

# I. FY2016 Result Overview 4. Analysis of Increase/Decrease of Income by Segment (2) Functional Materials





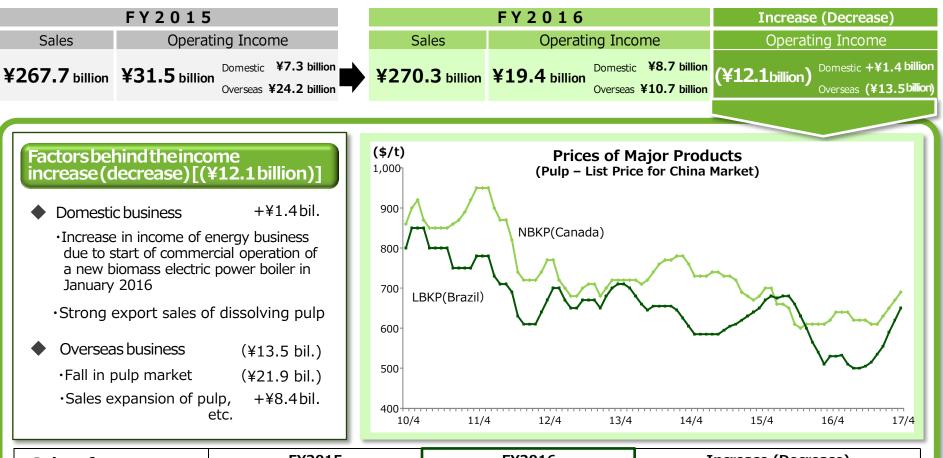
Domestic business	+¥3.5bil.	Overseas business	+¥2.1bil.
Raw material&fuel prices difference	+¥3.9bil.	Strong sales of thermal paper in :	
Cost reduction	+¥2.8bil.	South America ar	ndAsia
Sales/marketfactor	(¥2.4bil.)		
	etc.		



Sales of Major Products (*)		FY2015			FY2016			Increase (Decrease)			
		Sales Volume	Unit Price	Sales Amount	Sales Volume	Unit Price	Sales Amount	Sales Volume	Year-on Year	Unit Price	Sales Amount
		1,000t (or) million m2	¥/kg (or) m2	¥ billion	1,000t (or) million m2	¥/kg (or) m2	¥ billion	1,000t (or) million m2	%	¥/kg (or) m2	¥ billion
Thermal paper (million m2)	Domestic & Overseas	3,127	19.92	62.3	3,220	19.95	64.3	94	103.0%	0.03	2.0
Specialty paper	Domestic	177	245.17	43.3	189	235.59	44.5	12	106.9%	(9.58)	1.2
*Total of Group's consolidated manufacturing companies, with intra-Group consumption included											

# I. FY2016 Result Overview 4. Analysis of Increase/Decrease of Income by Segment (3) Forest Resources and Environment Marketing



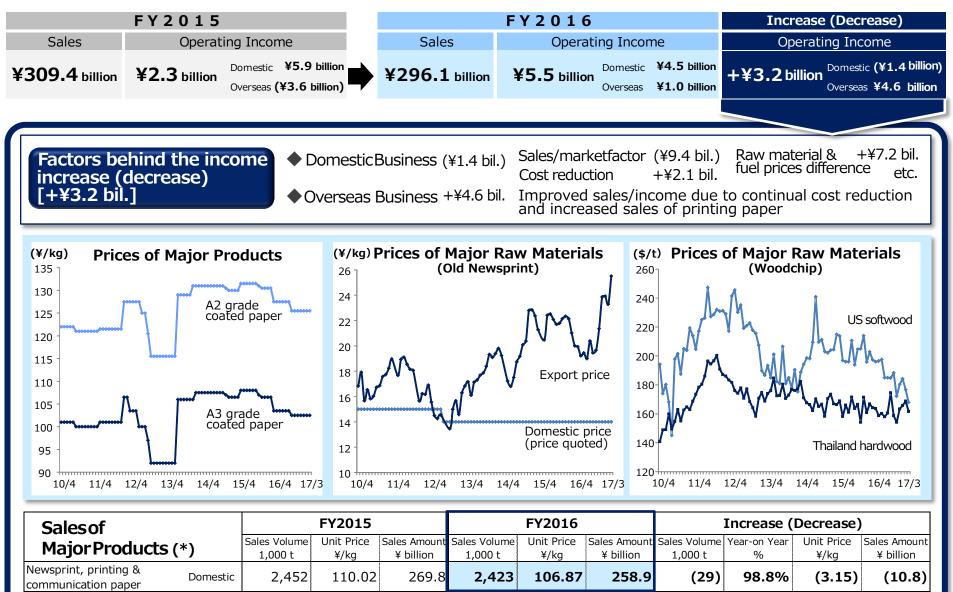


Salesof		FY2015			FY2016			Increase (Decrease)			
ctc (*)	Sales Volume	Unit Price	Sales Amount	Sales Volume	Unit Price	Sales Amount	Sales Volume	Year-on Year	Unit Price	Sales Amount	
Major Products (*)		¥/kg (or) ¥/kWh	¥ billion	1,000t (or) GWh	¥/kg (or) ¥/kWh	¥ billion	1,000t (or) GWh	%	¥/kg (or) ¥/kWh	¥ billion	
Domestic & Overseas	2,168	68.33	148.2	2,378	58.13	138.2	209	109.7%	(10.20)	(9.9)	
Domestic	75	101.99	7.7	95	96.75	9.2	20	126.7%	(5.24)	1.5	
Domestic	877	20.25	17.8	1,052	20.31	21.4	175	119.9%	0.06	3.6	
	Domestic & Overseas Domestic	CCS (*)1,000t (or) GWhDomestic & Overseas2,168Domestic75	Sales Volume 1,000t (or) GWhUnit Price ¥/kg (or) ¥/kWhDomestic & Overseas2,16868.33Domestic75101.99	Sales Volume 1,000t (or) GWhUnit Price ¥/kg (or) ¥/kWhSales Amount ¥ billionDomestic & Overseas2,16868.33148.2Domestic75101.997.7	Sales Volume 1,000t (or) GWhUnit Price ¥/kg (or) ¥/kWhSales Amount ¥ billionSales Volume 1,000t (or) GWhDomestic & Overseas2,16868.33148.22,378Domestic75101.997.795	Sales Volume 1,000t (or) GWhUnit Price ¥/kg (or) ¥/kWhSales Amount ¥ billionSales Volume 1,000t (or) GWhUnit Price ¥/kg (or) ¥/kWhDomestic & Overseas2,16868.33148.22,37858.13Domestic75101.997.79596.75	Sales Volume       Unit Price       Sales Amount       Sales Volume       Unit Price       Sales Amount         1,000t (or) Gwh       ¥/kg (or) ¥/kwh       Sales Amount       Y billion       Unit Price       Sales Amount         Domestic & Overseas       2,168       68.33       148.2       2,378       58.13       138.2         Domestic       75       101.99       7.7       95       96.75       9.2	Sales VolumeUnit PriceSales AmountSales VolumeUnit PriceSales AmountSales VolumeUnit PriceSales AmountSales VolumeDomestic & Overseas2,16868.33148.22,37858.13138.2209Domestic75101.997.79596.759.220	Sales Volume       Unit Price       Sales Amount       Sales Amount       Unit Price       Sales Amount       Sales Volume       Unit Price       Sales Amount       Sales Volume       Vear-on Year         Domestic & Overseas       2,168       68.33       148.2       2,378       58.13       138.2       209       109.7%         Domestic       75       101.99       7.7       95       96.75       9.2       20       126.7%	Sales Volume       Unit Price       Sales Amount       Sales Volume       Unit Price       Sales Amount       Sales Amount       Sales Volume       Vear-on Year       Unit Price         Domestic & Overseas       2,168       68.33       148.2       2,378       58.13       138.2       209       109.7%       (10.20)         Domestic       75       101.99       7.7       95       96.75       9.2       20       126.7%       (5.24)	

\*Total of Group's consolidated manufacturing companies, with intra-Group consumption included

#### I. FY2016 Result Overview 4. Analysis of Increase/Decrease of Income by Segment (4) Printing and Communications Media





\*Total of Group's consolidated manufacturing companies, with intra-Group consumption included



# **II. FY2017 Financial Forecast**



111	1.11	1 ·	`
(¥	hil	lior	ור
( +		101	·/

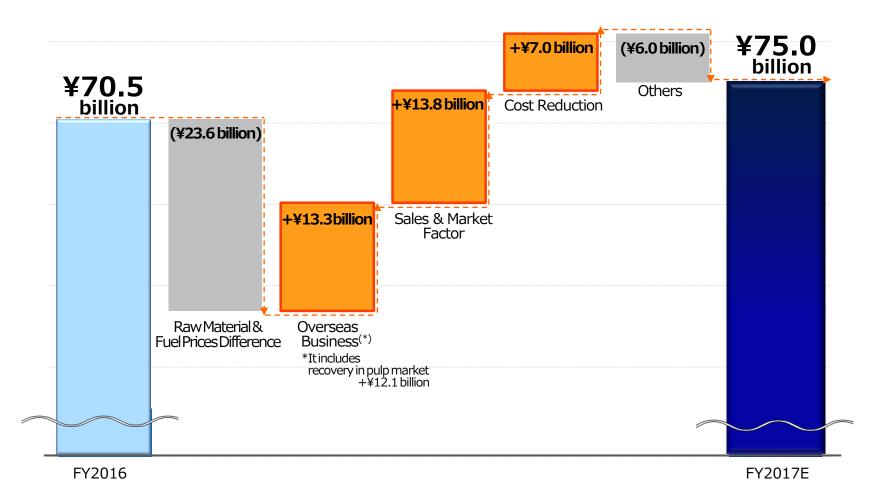
	FY2016	FY2017E	Increase (Decrease)
Net Sales	1,439.9	1,500.0	60.1
Operating Income	70.5	75.0	4.5
Ordinary Income	51.2	64.0	12.8
<b>Profit</b> Attributable to Owners of Parent	36.6	37.0	0.4
Depreciation	74.8	72.4	(2.4)
Overseas Sales Ratio	28.2%	29.4%	1.2%
Operating Income of Overseas Companies	20.0	33.3	13.3
Average Exchange Rate (¥/US\$)	108.4	115.0	6.6

\*The above forecasts are based on the forecasts of economic conditions made at the time of publication. As such, actual results may differ from these forecasts due to various unforeseen circumstances.

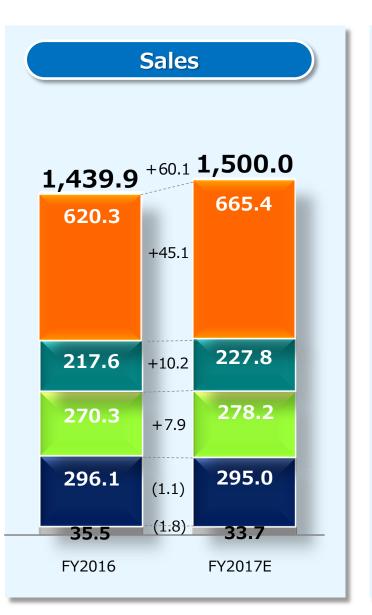
Assumptions for FY2017 Fina	ancial Forecast	
♦Raw Material & Fuel Prices	◆Effects of Fluctuation on operating	income (per annum)
-Woodchip :	-Exchange rate Japanese Yen	: approx. ¥0.37 billion with a fluctuation of US\$ by 1% (strong US\$ -)
based on current contract	Brazilian Real	: approx. ¥0.35 billion with a fluctuation of US\$ by 1% (strong US\$ +)
-Recovered paper :	New Zealand Dolla	r : approx. ¥0.75 billion with a fluctuation of US\$ by 1% (strong US\$ +)
price to remain static at current level		: approx. $\pm$ ¥4.00 billion with a fluctuation of ¥1/kg
-Coal	-Price of Dubai crude oil	: approx. $\pm$ ¥0.26 billion with a fluctuation of US\$1/bbl
based on current contract		(heavy oil, bunker, naphtha and others)
	-Price of pulp	: approx. $\pm$ ¥2.40 billion with a fluctuation of US\$10/t (high price +)

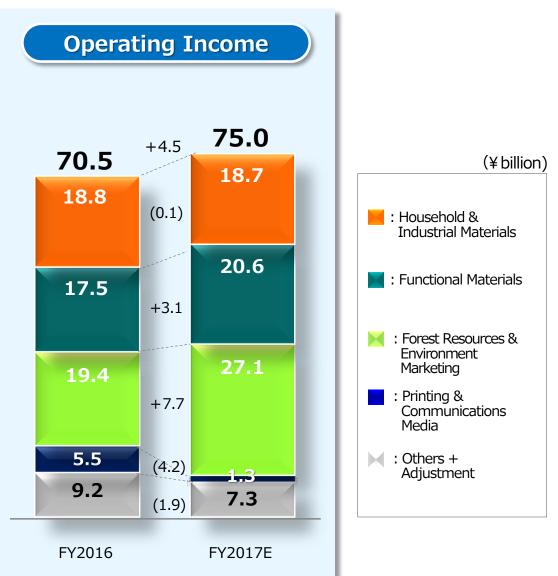


Increase in operating income +¥4.5 billion mainly due to recovery in pulp market, price policies and cost reductions, despite rising raw material & fuel prices.



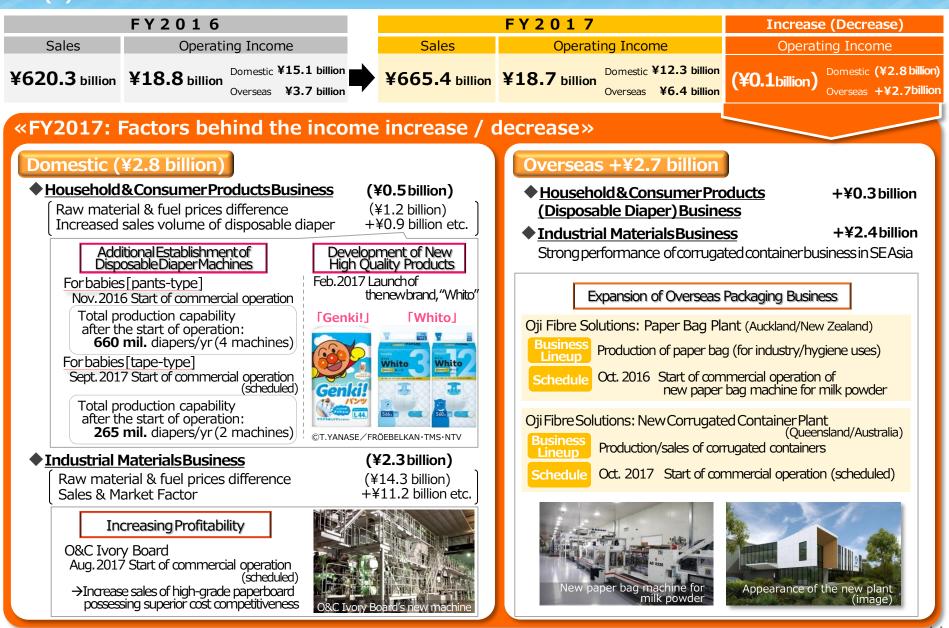






# I. FY2017 Financial Forecast 4. Analysis of Increase/Decrease of Income by Segment (1) Household and Industrial Materials





# II. FY2017 Financial Forecast 4. Analysis of Increase/Decrease of Income by Segment (2) Functional Materials





# «FY2017: Factors behind the income increase / decrease»

### Domestic +¥0.7 billion

Sales & Market Factor	+¥2.6 billion
Cost Reduction	+¥1.9 billion
◆ <u>Raw Material &amp;</u>	(¥2.7 billion)
Fuel Prices Difference	etc

#### Strengthening of R&D-oriented Business

 $\rightarrow$  Development/sales expansion of high value-added functional materials



 Alphan electrical film One of the world's thinnest capacitor film for hybrid vehicles



#### Overseas +¥2.4 billion

## Increased Sale Volume of Thermal Paper

#### Capacity Enhancement at Oji Papeis Espéciais (OPE)

- (1) 2014: Additional establishment of dryers, etc. ··· 20% increase of production capability (2) 2017: Installation of multi-layer curtain coater (scheduled)
- ··· 10% increase of production capability



+¥1.8 billion etc.

In consideration of further investment in order not to miss the opportunity to take in the strong demand for thermal paper in Brazil

Integration of Functional Material Manufacturing and Expansion of Business Fields in SoutheastAsia

- Hyper-Region Labels (HRL) (Malaysia) Business Lineup
  - Printing/converting of labels, etc.
- Schedule May 2016 Share acquisition (60% of issued stocks)

#### Tele-Paper (TP) (Malaysia) Business Lineup

Printing/converting of thermal/carbonless paper, etc.

Schedule 2017 Share acquisition (scheduled)

#### Oji Myanmar Packaging (OMPC) (Myanmar)

Business Production/sales of flexible packaging products, etc. Lineup

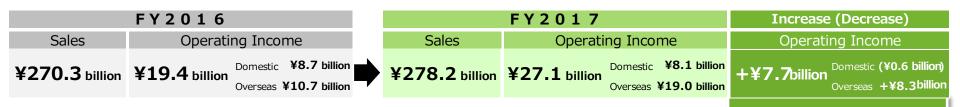
Aug. 2017 Start of commercial operation (scheduled) Schedule



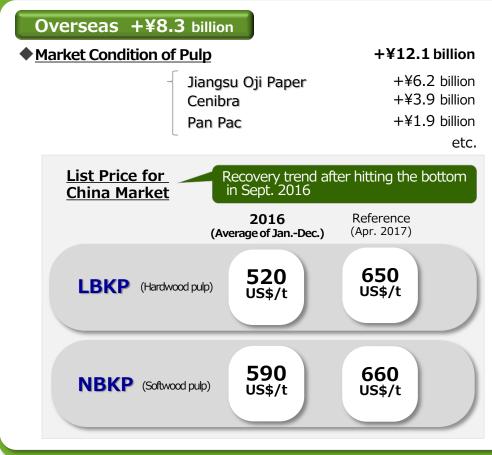


# I. FY2017 Financial Forecast 4. Analysis of Increase/Decrease of Income by Segment (3) Forest Resources and Environment Marketing





## «FY2017: Factors behind the income increase / decrease»



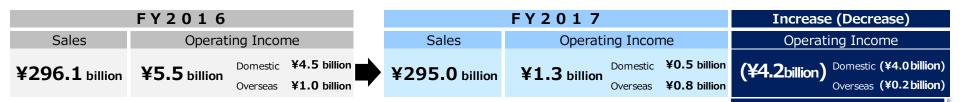
◆ <u>Cost reduction</u>	+¥3.2 billion
◆ <u>Sales Volume Difference</u>	+¥1.9 billion
Exchange Rate Conversion of BRL	(¥4.7 billion)
Raw Material & Fuel Prices Difference	(¥1.8 billion)



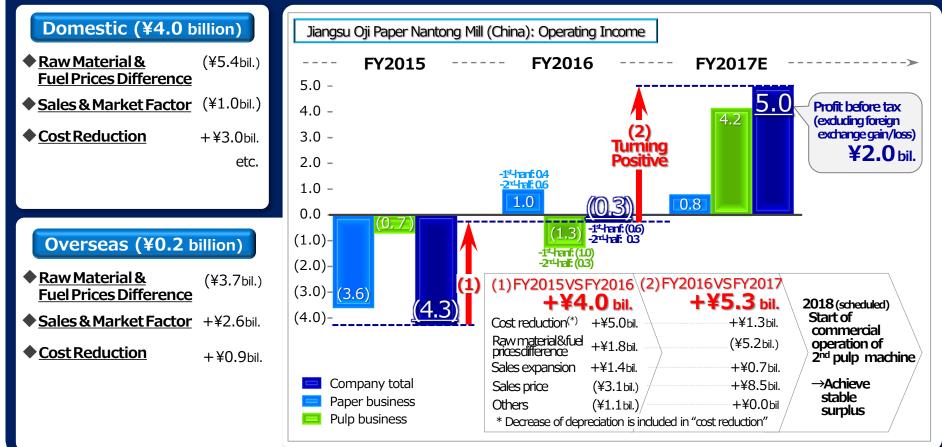


# I. FY2017 Financial Forecast **4.** Analysis of Increase/Decrease of Income by Segment (4) Printing and Communications Media





## «FY2017: Factors behind the income increase / decrease»



# 5. Influences of Changes in External Environment



(¥billion/year)

			Household & Industrial Materials	Functional Materials	Forest Resources & Environment Marketing	Printing & Commu- nications Media	Total
-	perating income from: exchange rates	Assumed exchange rates for FY2017					
US\$-based transactions (US\$ stronger by 10%)	Japanese Yen (JPY)	115 JPY/USD	Û	$\Rightarrow$	$\Rightarrow$	ſ	(4.6)
	Brazilian Real (BRL)	3.1 BRL/USD	$\Rightarrow$	$\Rightarrow$	Û		+3.5
	New Zealand Dollar (NZD)	1.41 NZD/USD	Û	⇒	Î	⇒	+7.5
Conversion of income in foreign currency to ¥ (¥ weaker by 10%)	US Dollar (USD)	115 JPY/USD	Û	Û	Û	$\Rightarrow$	+0.9
	Brazilian Real (BRL)	37.1 JPY/BRL	⊳	Û		⊳	+0.3
	New Zealand Dollar (NZD)	81.7 JPY/NZD	Û		Û	$\Rightarrow$	+0.6
Changes in pulp prices (US\$10/t stronger)			Ļ	Ţ	Û	Ţ	+2.4
							+:Improve ():Worsen

Cope with changes in exchange rates and pulp prices by leveraging on the Group's globalized and diversified collective strengths



# **III. Group Management Targets**



Management Philosophy ~Desired Future Image of Oji Group~

Creation of Innovative Values

Contribution to Future and the World

Harmony with Nature and Society

[Beyond the Boundaries] **Management Strategies** 

~Group Fundamental Policies and Numerical Management Targets~

~FY2016-18 Group Fundamental Policies~

**Expansion of Overseas Businesses** 

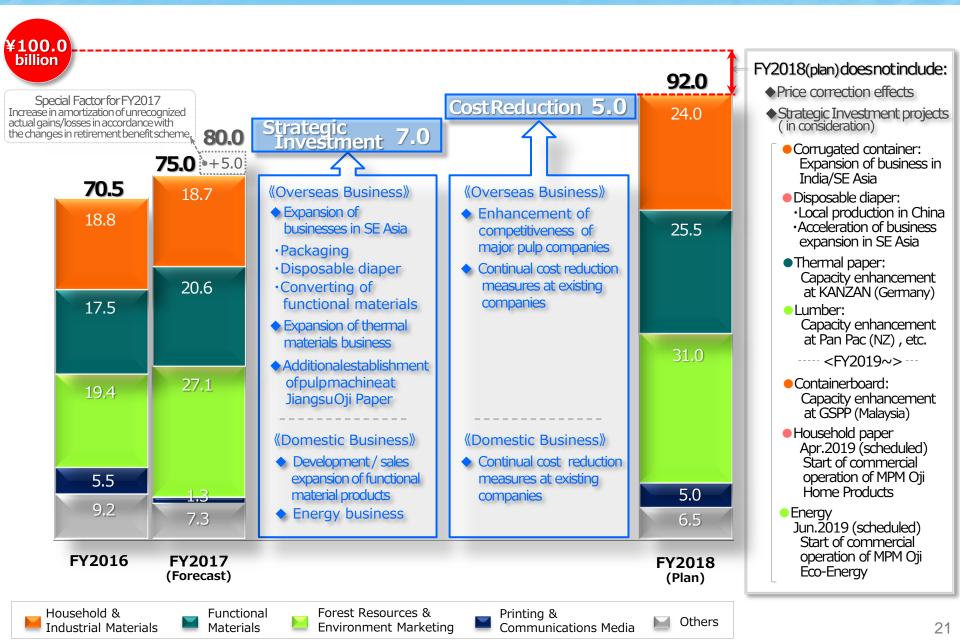
Concentration / Advancement of Domestic Businesses

**Enhancement of Financial Foundation** 

~Numerical Management Targets FY2018~

<Operating Income><br/>(consolidated)¥100.0 billion<Overseas Sales Ratio>35% (Future target 50%)<Interest-bearing Debt>¥700.0 billion<ROE>8%







# **IV. Topics**

# **1. Expansion of Overseas Disposable Diaper Business**



# Continue Business Enhancement in SE Asia and Expansion of Export from Japan





# « MATERIAL : Cellulose Nano-fiber»

# Oji's Unique Fabrication Technology

The unique technology "phosphate esterification" has achieved the **reduction of energy required to refine pulp**.

## Development of the World's First 3 Forms of CNF

(1) Continuous transparent sheet  $\rightarrow$  2nd-half of 2017

(scheduled)

- (2) Slurry
- Dec. 2016

Startof operation of demonstration facilities [Production capability: 250,000m2/yr] (planned expansion to 1,000,000m2 in the future) [Production capability: 40t/vr]

### (3) Wet powder



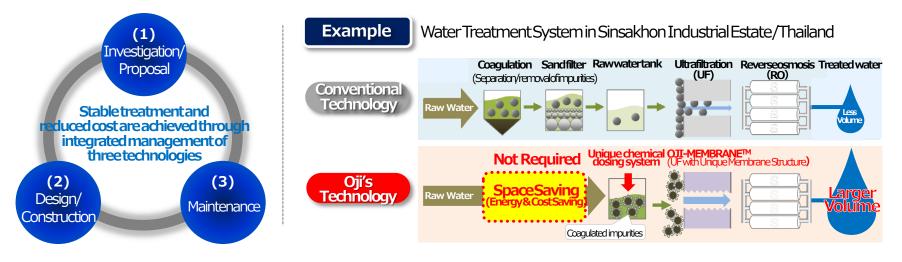
#### IV. Topics 2. Research & Development (2) Medical Plant "Licorice" / Water Treatment Business





# 

We offer water treatment system for any kinds of water environment, including sewage, factory sewage, industrial water, animal husbandry wastewater, industrial water, etc.; based on technologies of water production and water treatment that are accumulated over many years of pulp & paper production.

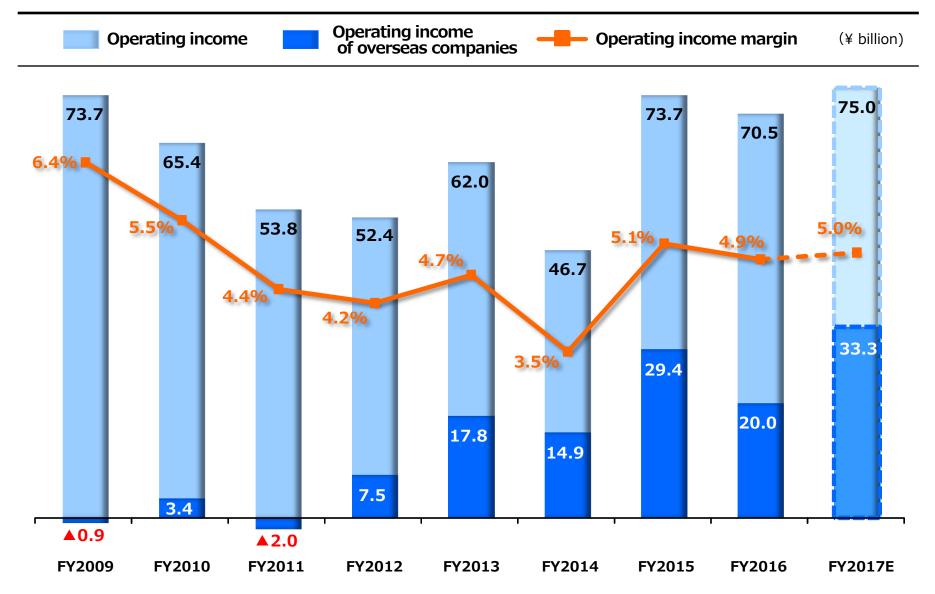




# **«Reference Materials»**

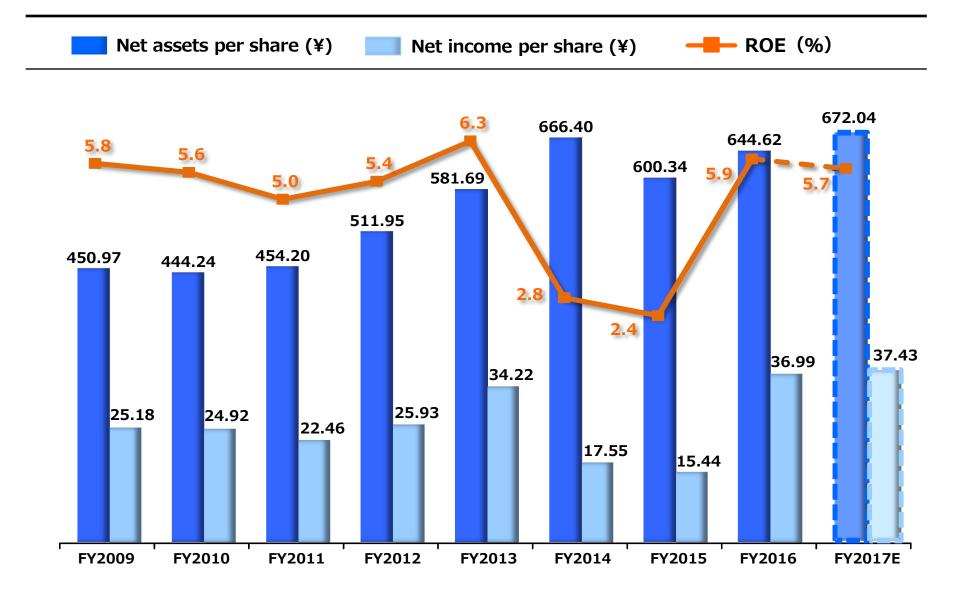
## Reference Materials Trends of Operating Income (consolidated)



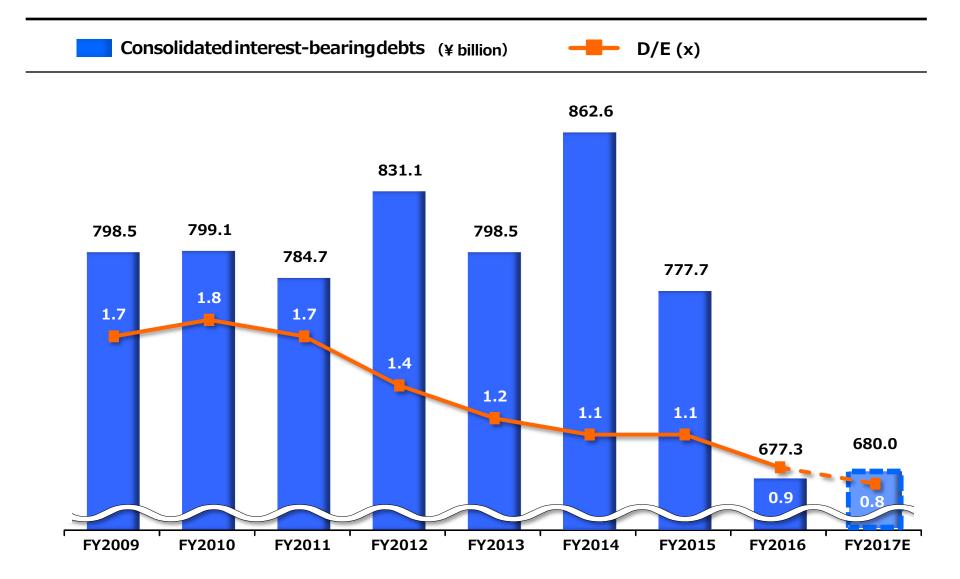


## Reference Materials Trends of Return on Equity (ROE)



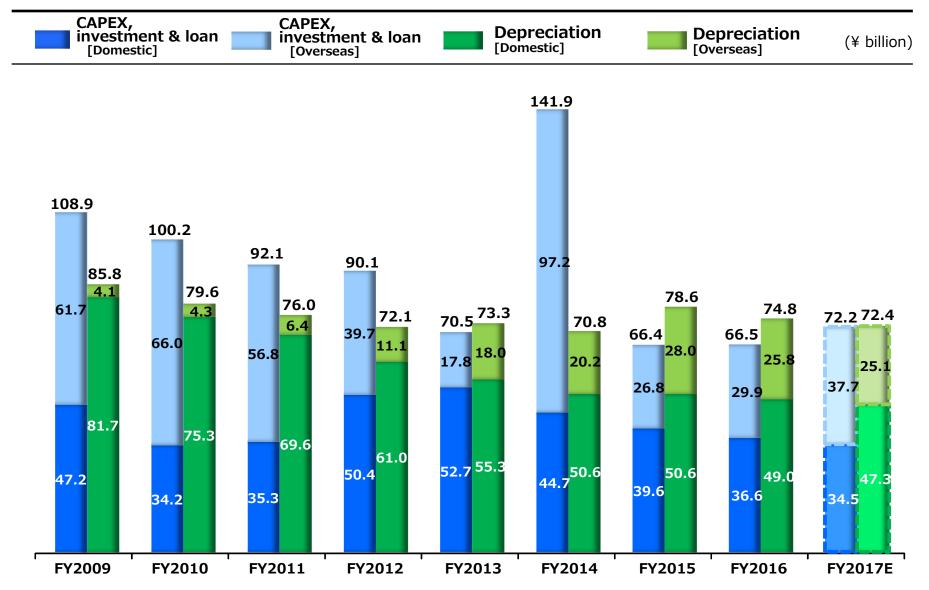






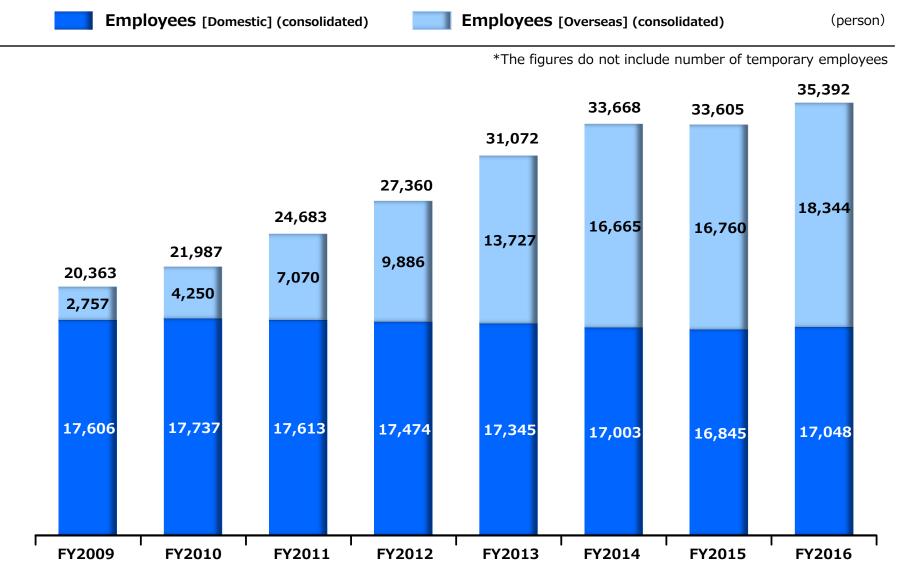
## Reference Materials **Trends of CAPEX / Depreciation (consolidated)**





# Reference Materials Trends of Employees (consolidated)







(1,000t)

_	Domestic Shipments Year-on-Year		Custom Cleared Imports*1 Year-on-Year		<b>Total</b> Year-on-Year	
Containerboard	9,015	101.7%	40	86.8%	9,056	101.7%
Boxboard	1,556	101.0%	248	97.6%	1,804	100.5%
Other Paperboard	634	99.8%	26	95.2%	661	99.6%
Paperboard Total	11,206	101.5%	315	95.8%	11,521	101.4%
Sanitary Paper	1,806	101.4%	195	108.0% <sup>*2</sup>	2,000	102.0%
Packaging Paper	707	98.5%	7	97.5%	715	98.5%
Newsprint	2,882	96.6%	13	25.2%	2,894	95.4%
Printing/Communications Paper	7,604	99.7%	999	89.6%	8,603	98.4%
Miscellaneous Paper	719	98.5%	19	104.9%	739	98.6%
Paper Total	13,717	99.1%	1,233	89.9%	14,951	98.3%
Paperboard and Paper Total	24,924	100.2%	1,548	91.0%	26,471	99.6%
						(million m)
Corrugated Containers *3	14,036	101.5%			14,036	101.5%

Source: Japan Paper Association - Statistics on Paper and Paperboard; Trade Statistics of Ministry of Finance, Japan; Japan Corrugated Case Association - Production Volume of Corrugated Case

\*1: Statistics for customs cleared imports of paper: April 2016 - March 2017

\*2: The figure includes secondary products (processed goods)

\*3: The figure represents the production volume of corrugated board



# Beyond the Boundaries

This document does not constitute a disclosure document under the provisions of the Financial Instruments and Exchange Law, and no guarantees are provided concerning the accuracy of completeness of the information contained therein. Forecasts and other forward-looking statements in this document represent judgments by Oji Holdings Corporation based on information available at the time of the briefing, and they may be affected by unforeseeable events. You are therefore urged not to make investment decisions solely on the basis of this document. Oji Holdings Corporation will not accept any liability whatsoever for losses incurred as a result of use of this document.