Management Philosophy and Purpose

– Management Philosophy

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.

Contribution to the Future and the World

The Oji Group comprises a diverse range of businesses, and we have grown into a global company. 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

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 the company-owned forests in and outside Japan for multiple purposes and reducing the environmental burden at manufacturing sites.

– Purpose

Grow and manage the sustainable forest,
Develop and deliver the products from renewable forest
And Oji will bring this world a brighter future filled with hope

Stewarding the Forest

By growing and managing forests to keep them healthy and thriving, we maximize their multifaceted value, including the conservation of biodiversity, water resource conservation, and landslide prevention. These steady efforts not only contribute directly to national resilience but also create sustainable employment in forestry and related industries, providing a solid foundation for economic and social self-reliance and development at the local level.

Unlocking the Forest's Untapped Potential

We utilize forest resources in a circular manner, maximize their value, and deliver products and services to society. Through innovation that replaces products derived from fossil resources with products made from renewable forest resources, we will drive sustainable economic activity at the national and regional levels and help strengthen economic security through greater self-sufficiency.

Toward the Future of the Planet

It is precisely the cumulative effect of this value creation—by "stewarding the forest" at the local level and "unlocking its untapped potential" at the national and regional levels—that provides an answer to global challenges. By simultaneously achieving carbon neutrality, realizing a nature-positive world, and building a circular society, we will boldly forge a brighter future filled with hope for the planet.

– Global Brand Mark and Tagline

OJI
Dedicated to Sustainability

Global Brand Mark

Through the letters that spell OJI, we can see an expansive, abundant forest landscape. With our eyes fixed on the lives of people around the world and the future of the planet, we will work as a group to help realize a sustainable society.

▪ Significance of Colors

The three colors used express the flexibility and friendliness of diverse personalities shining brightly.

Color Names

Bright Blue	Technology-Based Innovation
Lively Green	Global growth
Forest Green	Sustainability of forest resources

Tagline

The tagline is the short version of our Long-term Vision 2035 slogan: “Dedicated to Sustainability.” We will continue doing our utmost to ensure that our business activities contribute to environmental sustainability.

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CEO Message

How is the Oji Group moving beyond paper manufacturing? The CEO talks about progress on business portfolio transformation centered on the forest biomass and sustainable packaging businesses, the road map for achieving the Medium-term Management Plan, and human resource, DX, and governance reform initiatives. He also discusses the significance of value creation and resource circulation rooted in forest resources.





CxO Crosstalk

The CSO leads a discussion with the COO, CTO and CIO, looking ahead to 2035. Taking the changes in the year since introduction into consideration, the discussion participants explore ways to enhance collaboration and decision-making as the Group heads into the second year of the Long-term Vision preparatory phase.

Growth Areas

These pages focus on the sustainable packaging and forest biomass businesses, which are the Oji Group's next growth pillars. The sustainable packaging section includes a special feature on OJI Sustainable Mulching Sheet and highlights the scope and potential of the business, which leverages customer-oriented product development and cooperation within the Oji Group. The section on the forest biomass business describes progress and future prospects in biomass resist and the fields of pharmaceuticals and healthcare, including the acquisition of AustroCel.



Editorial Policies

FY2026 is the second year of the three-year period positioned as the preparatory phase under Long-term Vision 2035. The focus of this report is, therefore, how we will link the Medium-term Management Plan 2027 with the Long-term Vision and how we will shape these goals into specific initiatives. We are being asked by our investors whether the reforms implemented by the Oji Group will really be successful. Faced with this question, we were conscious of conveying through this Integrated Report the progress and effectiveness of these reforms in a multifaceted manner.

In the Message from the CEO, the CEO sets out the vision the Group aims to realize by 2035 and the progress of reforms, while the CxO Crosstalk delves into how strategies are being realized and put into practice through a cross-cutting discussion that takes into consideration the specific missions of the CSO, COO, CTO, and CIO. The report also outlines the progress of and outlook for the growing sustainable packaging and forest biomass businesses.

Through the Integrated Report, we hope to give readers a sense of the growth and evolution of the Oji Group as we steadily implement reforms with our sights set on 2035.

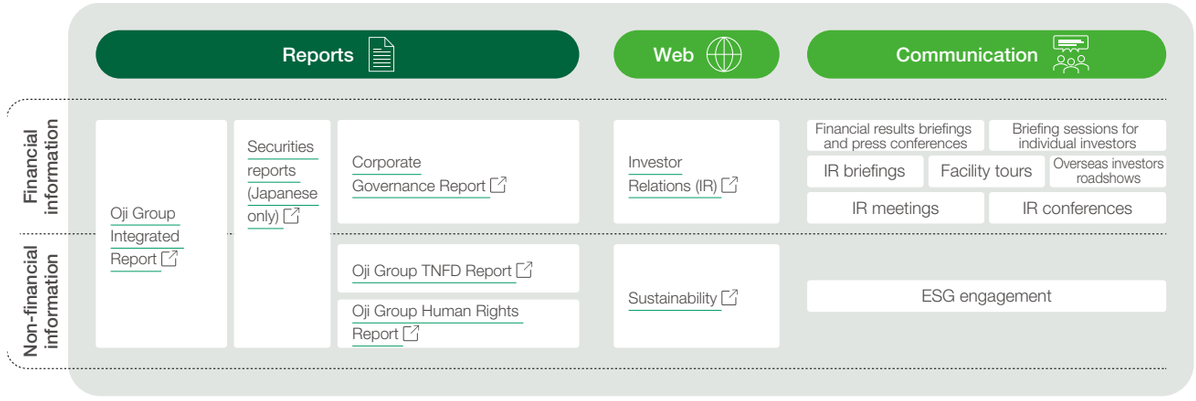
Cover Design

The cover design depicts the Oji Group's extensive forests in Japan and overseas, the diverse creatures that inhabit them, and the people who work with the forests, representing the Oji Group's commitment to develop forests and pass the value of forests on to future generations.



①・② Company-owned forest in Sarufutsu, Hokkaido
③ Bridewort growing in company-owned forest in Teshikaga, Hokkaido
④・⑥・⑨ Forest and farmers of KTH, Indonesia
⑤ Gilt-edged tanager living in CENIBRA, Brazil
⑦ Hokkaido squirrel living in company-owned forest in Biei, Hokkaido
⑧ Company-owned forest in Tomakomai, Hokkaido
⑩ Japanese sable living in company-owned forest in Sarufutsu, Hokkaido

Communication map



Reporting period

The reporting period is from April 1, 2025, to March 31, 2026 (except for the lost time injury frequency rate and environmental data for overseas sites, excluding some, for which the period is from January 1, 2025, to December 31, 2025). With the exception of numerical data, however, activities carried out from and after April 2026 are also referenced.

Boundaries of this report

This report covers Oji Holdings, 215 consolidated subsidiaries, and 19 equity-method affiliates (as of March 31, 2026). In cases where coverage differs, this is indicated.

Disclaimer regarding forecasts and other forward-looking statements

Forecasts and other forward-looking statements in this report represent judgments made by Oji Holdings based on information available at the time of publication and certain assumptions deemed reasonable, and therefore involve uncertainties.

Actual performance might differ substantially due to various factors.

Referenced guidelines

When preparing this Report, reference was made to the following.

- The 10 principles in four areas found in the United Nations Global Compact
- International Integrated Reporting Framework (IFRS Foundation)
- GRI Standards (Global Reporting Initiative)
- Guidance for Collaborative Value Creation (Ministry of Economy, Trade and Industry)
- Task Force on Climate-related Financial Disclosures (TCFD)

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At a Glance

– Financial Capital Funding Business Portfolio Transformation

Net sales	Operating profit	ROE	Net D/E Ratio
¥1,861.7 billion	¥34.6 billion	5.0%	0.8 times
Overseas ratio 41.9%			

– Non-financial Capital Enabling Business Portfolio Transformation

Number of employees	Number of production sites	Number of Group Companies (Consolidated)
38,757	211 sites	215 companies
Overseas ratio 58.0%	24 countries overseas	Overseas 121 companies

Company-owned forest area	Research and development expenses	Number of intellectual property rights owned*
637,078 ha	¥13.2 billion	6,137

Started plantation business more than 100 years ago

* Total of patent rights, utility model rights, design rights, and trademark rights owned in Japan and overseas

– Position of the Oji Group

Domestic pulp and paper companies by net sales	Major global pulp and paper companies by pulp- and paper-related sales (2024)	Company-owned forest area	Patent Asset Size Ranking (Domestic textile, paper and pulp sector)
No. 1	No. 6	One of the largest forest areas owned by a private company in Japan	No. 2
Source: Japan Paper Association	Source: Paper 360°		Source: Patent Asset Size Ranking 2025 for the Textile, Paper, and Pulp Industry by Patent Result Co., Ltd.

Note: Unless otherwise stated, data are for FY2025 (as of the end of March 2026).
Note: The composition of net sales by individual business does not include adjustments (primarily those for internal transactions).

■ Oji Group Businesses in Figures

Printing and Communications Media



Share of domestic production

Newsprint
Approx. 30%

Printing and Communication Paper
Approx. 20%

(2025) Source: Japan Paper Association

Household and Industrial Materials

Domestic No. 1
Share of domestic production volume of paperboard



25.4%

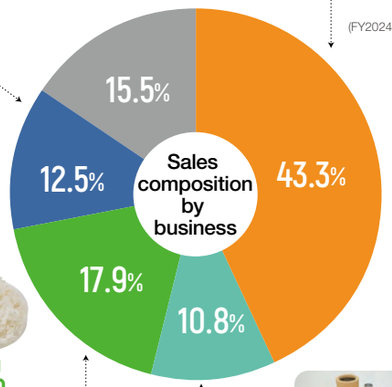
(2025) Source: Japan Paper Association

Domestic No. 2
Share of domestic production volume of corrugated container



22.2%

(FY2024) Source: Yano Research Institute Ltd.





Percentage of nepia products that are FSC™ certified (based on net sales)

(FSC™ C018118)

87%

(FY2025) Source: In-house research



Global No. 9
Market pulp production capacity

(FY2025) Source: In-house research

Forest Resources and Environment Marketing



Share of domestic sales volume of transformer pressboard (TB)

95%

(FY2025) Source: In-house research

Functional Materials



Share of domestic sales volume of acid-resistant cups (base paper used for containers such as yogurt)

65%

(FY2025) Source: In-house research

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