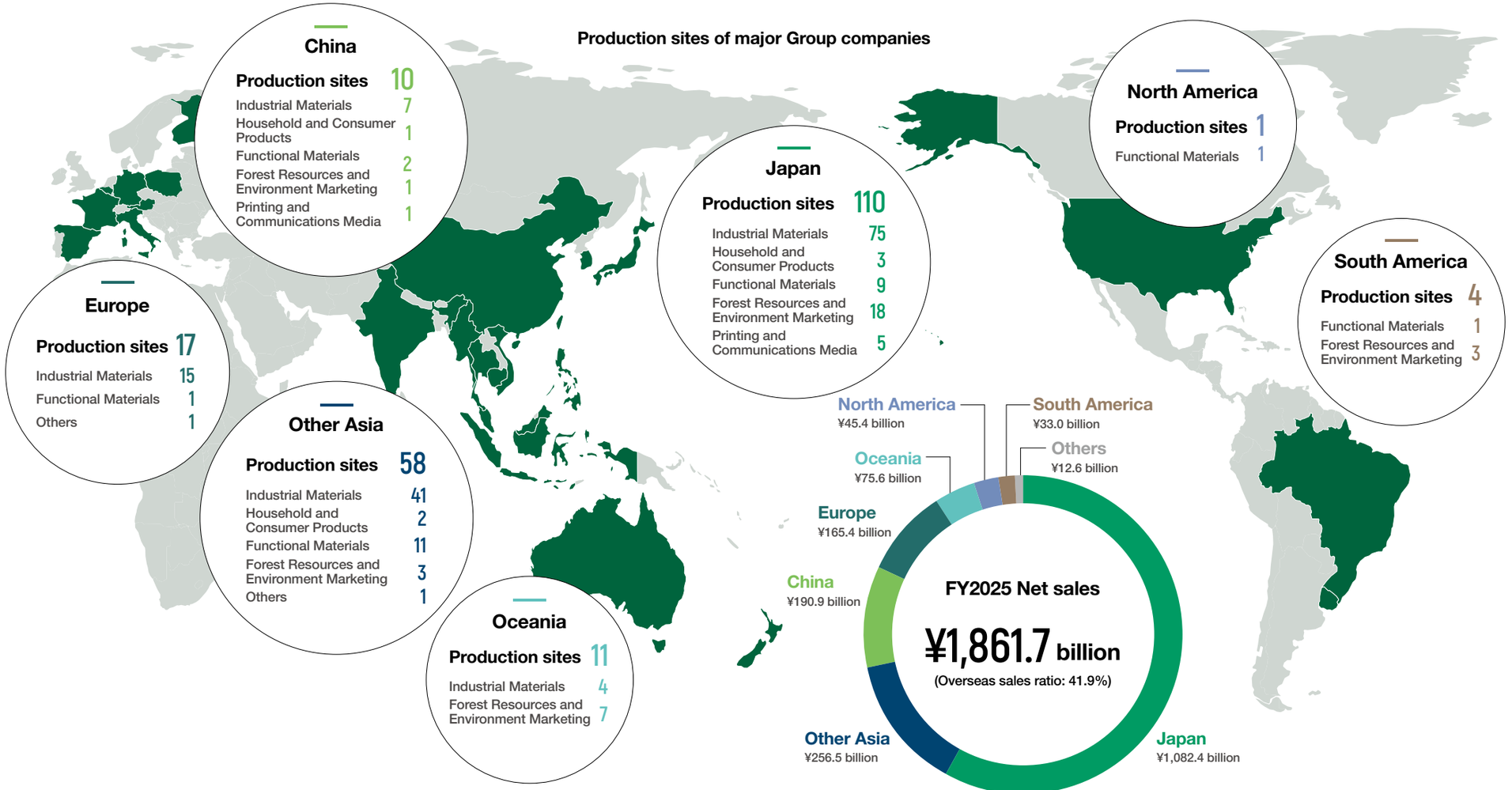
Global Network

The Oji Group has been among the industry's earliest movers in overseas business expansion since it launched its forest plantation and pulp businesses in Brazil and New Zealand in the 1970s. Currently, we operate as a global company with an overseas sales ratio of 41.9%, 110 production sites in Japan, and 101 production sites in 24 countries overseas.

We aim to increase our production, sales, and services through mutual cooperation leveraging the global sales networks of each company.

Production sites of major Group companies



Net sales by region for FY2025

(Net sales are based on end customer location)

Notes:
1. As of June 30, 2026, excluding sales companies. Production sites engaged in multiple businesses are duplicated in the breakdown of the number of production sites by business.
2. Scope of compilation: Domestic: major consolidated subsidiaries; Overseas: consolidated, non-consolidated subsidiaries and affiliates

Oji Forests all over the world P.51

Introduction
CEO Message
CxO Crosstalk
CFO Message
Roundtable Talk with Outside Directors
The Oji Group's Value Creation
Medium- to Long-term Growth Strategy
Sustainability
Strengthening the Management Foundation
Business Overview
Data Section
- Global Network
Financial Data
Non-financial Data
Corporate Data / Stock Information / External Evaluation

Financial Data

(¥ billion)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Profit and Loss (Fiscal Year)											
Net sales	1,433.6	1,439.9	1,485.9	1,551.0	1,507.6	1,359.0	1,470.2	1,706.6	1,696.3	1,849.3	**1,861.7**
Operating profit	72.0	70.2	70.8	110.2	106.1	84.8	120.1	84.8	72.6	67.7	**34.6**
Ordinary profit	60.5	52.9	66.0	118.4	101.3	83.1	135.1	95.0	86.0	68.6	**40.5**
Profit attributable to owners of parent	12.7	40.3	36.2	52.0	58.2	49.6	87.5	56.5	50.8	46.2	**55.6**
Research and development expenses	9.7	9.3	9.0	8.8	9.1	9.7	9.2	9.3	10.4	13.5	**13.2**
Capital investment	57.4	57.9	69.3	62.1	97.5	98.4	114.0	100.1	119.4	153.4	**104.8**
Depreciation and amortization	78.6	74.9	71.9	69.5	63.4	62.8	65.9	73.0	79.5	89.2	**92.8**
Cash flows from operating activities	128.1	157.4	123.2	140.6	124.5	127.1	143.6	18.3	202.9	94.4	**113.4**
Cash flows from investing activities	(43.3)	(40.2)	(74.0)	(66.6)	(64.8)	(91.6)	(92.6)	(123.3)	(118.0)	(154.9)	**(12.5)**
Free cash flows	84.8	117.2	49.2	74.0	59.7	35.5	51.0	(105.0)	84.9	(60.5)	**100.9**
Cash flows from financing activities	(89.8)	(114.5)	(41.8)	(45.5)	(58.1)	19.9	(136.0)	101.8	(84.9)	61.0	**(93.6)**
Financial Condition (Fiscal Year-end)											
Total assets	1,909.5	1,901.0	1,960.8	1,951.4	1,885.3	1,981.4	2,053.8	2,296.0	2,442.5	2,635.0	**2,686.9**
Net assets	711.2	759.2	810.0	815.4	831.7	865.6	875.5	964.6	1,095.6	1,132.8	**1,136.9**
Consolidated interest-bearing debt	777.7	677.3	647.4	620.6	581.7	647.7	650.5	788.3	736.7	903.4	**955.9**
Consolidated net interest-bearing debt	728.6	625.4	587.6	535.0	497.3	511.4	594.7	731.3	673.9	837.5	**880.9**
Financial Indicators and Others											
Earnings per share (¥)	12.86	40.74	36.64	52.52	58.78	50.13	88.35	57.00	51.31	47.34	**61.10**
Net assets per share (¥)	587.62	635.95	681.52	684.50	699.12	758.28	859.29	945.27	1,083.13	1,177.99	**1,257.44**
Dividend per share (¥)	10.00	10.00	10.00	12.00	14.00	14.00	14.00	16.00	16.00	24.00	**36.00**
Equity ratio (%)	30.4	33.1	34.4	34.7	36.7	37.9	41.4	40.8	43.7	41.8	**41.0**
Return on equity (%)	2.1	6.7	5.6	7.7	8.5	6.9	10.9	6.3	5.1	4.3	**5.0**
Net D/E ratio (times)	1.0	0.8	0.7	0.7	0.6	0.6	0.7	0.8	0.6	0.7	**0.8**
Ratio of strategic shareholdings (to net assets) (%)	10	10	10	9	7	8	8	9	10	8	**6**

Introduction
CEO Message
CxO Crosstalk
CFO Message
Roundtable Talk with Outside Directors
The Oji Group's Value Creation
Medium- to Long-term Growth Strategy
Sustainability
Strengthening the Management Foundation
Business Overview
Data Section
Global Network
Financial Data
Non-financial Data
Corporate Data / Stock Information / External Evaluation

Financial Data by Segment

Please see the note below regarding the reclassification of segment information.

(¥ billion)

	FY2021	FY2022	FY2023	FY2024	FY2025
Net sales					
Household and Industrial Materials	698.8	780.5	798.7	917.8	**943.3**
Functional Materials	184.7	219.9	227.5	236.4	**236.0**
Forest Resources and Environment Marketing	320.6	423.8	359.6	392.3	**389.7**
Printing and Communications Media	244.5	281.0	299.4	293.2	**272.1**
Others	291.1	318.1	316.1	337.7	**337.1**
Adjustments	(269.6)	(316.7)	(305.0)	(328.2)	**(316.4)**
Total	1,470.2	1,706.6	1,696.3	1,849.3	**1,861.7**
Operating profit					
Household and Industrial Materials	26.2	(1.2)	21.2	18.3	**19.7**
Functional Materials	15.3	15.5	9.1	12.3	**10.8**
Forest Resources and Environment Marketing	55.2	68.5	19.6	31.3	**6.7**
Printing and Communications Media	17.8	(4.8)	16.8	13.3	**7.5**
Others	7.2	8.4	5.8	(8.8)	**(11.7)**
Adjustments	(1.6)	(1.6)	0.1	1.3	**1.6**
Total	120.1	84.8	72.6	67.7	**34.6**
Research and development expenses					
Household and Industrial Materials	0.4	0.5	0.4	1.3	**1.4**
Functional Materials	2.3	2.2	2.6	2.5	**2.4**
Forest Resources and Environment Marketing	0.4	0.6	0.5	0.5	**0.3**
Printing and Communications Media	1.0	0.9	0.7	0.6	**0.1**
Others	5.1	5.1	6.3	8.6	**9.0**
Total	9.2	9.3	10.4	13.5	**13.2**
Capital investment					
Household and Industrial Materials	63.5	43.7	36.6	36.1	**33.6**
Functional Materials	14.7	15.6	10.5	10.8	**7.8**
Forest Resources and Environment Marketing	30.3	33.8	54.8	88.6	**50.2**
Printing and Communications Media	2.1	1.8	5.0	7.8	**9.8**
Others	3.5	5.1	12.5	10.1	**3.4**
Total	114.0	100.1	119.4	153.4	**104.8**
Depreciation and amortization					
Household and Industrial Materials	28.4	32.6	33.4	41.1	**41.2**
Functional Materials	5.7	6.6	8.8	9.2	**9.8**
Forest Resources and Environment Marketing	18.9	22.0	25.4	27.2	**28.8**
Printing and Communications Media	8.7	7.8	7.6	7.2	**7.9**
Others	4.2	4.1	4.4	4.5	**5.1**
Total	65.9	73.0	79.5	89.2	**92.8**

Note: From FY2025, the sustainable packaging business and liquid packaging carton business have been reclassified from "Others" to "Household and Industrial Materials" to better reflect the performance of reportable segments. Group headquarters expenses previously allocated to each reportable segment are now treated as corporate-related functions and included in "Others," rather than being allocated to individual segments. Segment information for FY2024 has been restated based on the revised segment classifications.

Non-financial Data

♦ A diamond mark indicates that the FY2025 ESG data posted on the website have been assured by KPMG AZSA Sustainability Co., Ltd.

Please refer to ESG data for the aggregation period, boundary of data aggregation, and calculation method.

			FY2021	FY2022	FY2023	FY2024	FY2025
E Environment							
Oji Group forest area	Japan and overseas	(ha)	572,700	602,833	600,043	635,887	**637,078**
Forest certification acquisition ratio	Japan	(%)	100	100	100	100	**100**
	Overseas	(%)	92	94	97	96	**95**
♦ Greenhouse gas emissions (Scope 1 + 2)		($kt\text{-}CO_2e$)	7,606	7,470	6,849	6,907	**6,881**
♦ Scope 1		($kt\text{-}CO_2e$)	6,398	6,399	5,890	5,791	**5,794**
♦ Scope 2		($kt\text{-}CO_2e$)	1,208	1,071	959	1,117	**1,087**
♦ Scope 3 Purchased goods and services		($kt\text{-}CO_2e$)	3,663	3,670	3,158	3,647	**4,008**
♦ Implied reduction of greenhouse gas emissions through FIT electric power sales		($kt\text{-}CO_2e$)	-	480	714	636	**673**
♦ Energy input		(GWh)	58,488	59,166	57,231	56,856	**53,105**
♦ Industrial waste generation		(kt)	2,772	2,989	3,017	3,117	**3,096**
♦ VOC emissions		(t)	232	182	159	142	**146**
♦ COD load amount		(t)	39,072	37,390	35,477	35,200	**32,772**
♦ Water withdrawal		(1,000 ㎥)	714,281	709,966	694,820	686,547	**663,220**
♦ Wastewater discharge		(1,000 ㎥)	675,849	672,780	672,275	651,452	**635,941**
S Society							
Number of employees (excluding temporary employees)		(people)	35,608	37,845	38,322	39,136	**38,757**
Percentage of overseas employees		(%)	54.0	57.2	57.5	58.5	**58.0**
Total working hours	26 companies in the Main Office region in Japan	(hours/year)	1,843	1,830	1,835	1,850	**1,841**
Average years of service*1		(years)	19.7	19.3	22.9	22.2	**23.3**
♦ Lost time injury frequency rate (LTIFR)*2	Whole Group		0.97	1.12	1.20	0.79	**0.77**
	Japan		0.84	0.88	0.80	0.79	**0.46**
	Overseas		1.09	1.29	1.49	0.79	**0.97**
Number of participants in the safety and health education and training programs (Japan)*2		(cumulative total)	53,498	52,486	61,380	64,376	**65,130**
♦ Percentage of managers that are women	Japan*3	(%)	3.7	3.6	3.9	4.9	**5.7**
♦ Employment rate of people with disabilities*4	Six applicable Group companies in Japan	(%)	2.35	2.51	2.48	2.55	**2.55**
	69 Group companies in Japan	(%)	2.10	2.20	2.19	2.36	**2.45**
G Governance							
Number of Board of Directors meetings held		(times)	14	15	16	15	**15**
Attendance Rate of Independent Outside Directors		(%)	100	100	92	98	**98**
Number of women on the Board of Directors*5		(people)	2	2	2	3	**3**
Intellectual property							
Number of patents, utility models, and design patents		(cases)	2,980	3,245	3,750	3,728	**3,926**
Number of trademarks held		(cases)	1,906	1,952	1,977	2,199	**2,211**

*1 Boundary of data aggregation FY2021–FY2022: Oji Holdings, Oji Management Office, FY2023–FY2025: Oji Holdings, Oji Management Office, Oji Imaging Media, Oji Green Resources, Oji Paper
*2 Aggregation period: January 1 to December 31 of each year
*3 Aggregation scope FY2021–FY2024: 16 companies in Japan, FY2025: 20 companies in Japan
*4 Aggregation period: As of June 1 of the following fiscal year
*5 Aggregation period: June 30 of each year

Introduction
CEO Message
CxO Crosstalk
CFO Message
Roundtable Talk with Outside Directors
The Oji Group's Value Creation
Medium- to Long-term Growth Strategy
Sustainability
Strengthening the Management Foundation
Business Overview
Data Section
Global Network
• **Financial Data**
• **Non-financial Data**
Corporate Data / Stock Information / External Evaluation

Corporate Data / Stock Information / External Evaluation

Company Profile (as of March 31, 2026)

Company name	Oji Holdings Corporation
Representative Director, President	Hiroyuki Isono
Headquarters address	7-5, Ginza 4-chome, Chuo-ku, Tokyo 104-0061, Japan
Start of business	February 12, 1873
Corporate establishment	August 1, 1949
Capital	¥103,880 million
Total number of authorized shares	2,400,000,000 shares
Total number of issued shares (treasury stock included in the total)*	1,014,381,817 shares (136,207,574 shares)
Number of shareholders	191,068
Number of employees of the consolidated Group	38,757

* Due to a cancellation of 100,000,000 shares of treasury stock executed on May 29, 2026, the total number of issued shares is now 914,381,817 shares.

Stock Information (as of March 31, 2026)

Listing stock exchange	Tokyo Stock Exchange
Securities Identification Code	3861
Share register manager and account administration authority for special accounts	Sumitomo Mitsui Trust Bank, Limited, 4-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo, Japan
Mailing address	Transfer Agency Department, Sumitomo Mitsui Trust Bank, Limited, 8-4, Izumi 2-chome, Suginami-ku, Tokyo 168-0063, Japan
Toll-free telephone number	0120-782-031

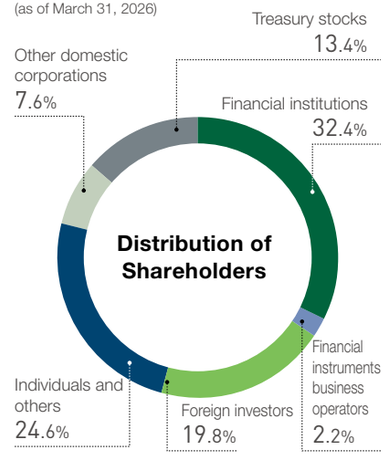
Principal Shareholders (as of March 31, 2026)

Name of shareholder	Shares held (Thousand)	Percentage of total shares issued(%)
The Master Trust Bank of Japan, Ltd. (Trust account)	133,328	15.2
Custody Bank of Japan, Ltd. (Trust account)	81,104	9.2
Nippon Life Insurance Company	25,658	2.9
Oji Group Employee Stock-holding Association	20,329	2.3
Chieko Fujisada	13,750	1.6
Taiju Life Insurance Company Limited	13,442	1.5
STATE STREET BANK AND TRUST COMPANY 505001	13,397	1.5
Nomura Trust and Banking Co., Ltd. (Investment Trust Account)	13,249	1.5
STATE STREET BANK AND TRUST COMPANY 505223	12,649	1.4
STATE STREET BANK AND TRUST COMPANY 505103	12,067	1.4

Notes: 1. The Company holds treasury stock of 136,207 thousand shares, which is excluded from the above list.
2. The percentage of total shares issued has been calculated after excluding the Company's treasury stock (136,207 thousand shares).
3. Numbers less than one thousand are rounded down to the nearest thousand.

Distribution of Shareholders

(as of March 31, 2026)



External evaluation

■ Selection as a constituent of socially responsible investment (SRI) indices

FTSE4Good

FTSE JPX Blossom Japan Index

FTSE JPX Blossom Japan Sector Relative Index

2026 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

2026 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

MORNINGSTAR GenDi J Japan ex-REIT Gender Diversity Tilt Index TOP CONSTITUENT 2026

S&P/JPX Carbon Efficient Index

■ Evaluations by external organizations

CDP A List 2025 (Forests)

CDP A List 2025 (Water)

2026 健康経営優良法人 KENKO Investment for Health 大規模法人部門

2026 Sompo Sustainability Index

WITH GRADE AAA Corporate Websites 2025 Nikko Investor Relations Co.,Ltd All Markets Ranking in Japan

Endorsement of/participation in initiatives

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

ISFC International Sustainable Forestry Coalition — Building a nature positive bioeconomy

TNFD Taskforce on Nature-related Financial Disclosures

GX League

External evaluation
Participation in initiatives and organizations

Introduction
CEO Message
CxO Crosstalk
CFO Message
Roundtable Talk with Outside Directors
The Oji Group's Value Creation
Medium- to Long-term Growth Strategy
Sustainability
Strengthening the Management Foundation
Business Overview
Data Section
Global Network
Financial Data
Non-financial Data
Corporate Data / Stock Information / External Evaluation