

October 30, 2026

Oji Group Integrated Report 2026: English Version Released

Oji Holdings Corporation (President: Hiroyuki Isono; Head Office: Chuo-ku, Tokyo) has released the English version of the Oji Group Integrated Report 2026.

We position the integrated report as a communication tool and publish it annually to share our initiatives for enhancing corporate value over the medium to long term with all stakeholders, including investors, through the integration of the Oji Group's financial and non-financial information.

Report Webpage: <https://www.ojiholdings.co.jp/en/ir/library/integrated/>



As the second year of Medium-term Management Plan 2027, the 2026 report presents, from multiple perspectives, the growth strategies for realizing Long-term Vision 2035, specific initiatives and their progress and challenges, and the management reforms and governance underpinning their execution.

Key Highlights of the Oji Group Integrated Report 2026

1. Presenting the Path toward Realizing Long-term Vision 2035 and Medium-term Management Plan 2027

The CEO Message explains the Oji Group's approach to value creation originating from forest resources and the direction of its growth. The Medium- to Long-term Growth Strategy section presents the progress and challenges of Medium-term Management Plan 2027, as well as initiatives aimed at achieving its targets. The CFO Message also explains the shift toward management that places greater emphasis on profitability and capital efficiency, together with the financial and capital strategies for enhancing corporate value.

2. Expanded Coverage of Specific Initiatives in Growth Areas

In sustainable packaging, where the Oji Group is expanding its business, the report explains the business's competitive advantages and future growth strategies and features OJI Sustainable Mulching Sheet, an agricultural mulching sheet made of paper.

In the forest biomass business, which the Oji Group aims to establish as a core business of the future, the report presents business opportunities and growth potential in areas including the biorefinery business model of AustroCel, which joined the Oji Group in FY2025, biomanufacturing, biomass resins, and the pharmaceutical and healthcare fields. It also introduces initiatives toward commercialization.

3. Dialogue and Messages from Management and Outside Officers toward Realizing the Long-term Vision

In the first-ever CxO Crosstalk, the CxOs discuss their respective roles and priority issues, as well as reforms being advanced across organizational boundaries.

Through messages and discussions featuring the CEO, CxOs, CFO, Outside Directors, and Outside Audit & Supervisory Board Members, the report conveys their recognition of the challenges involved in transforming the business portfolio and enhancing corporate value, as well as their commitment to advancing reforms from the perspectives of both execution and oversight.

The Oji Group will continue to deepen dialogue with stakeholders, enhance corporate value by helping resolve environmental and social issues, and contribute to the realization of a sustainable society.

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