Dedicated to Sustainability

Going Beyond Paper!

March 2026

Oji Holdings Corporation

Global Expansion

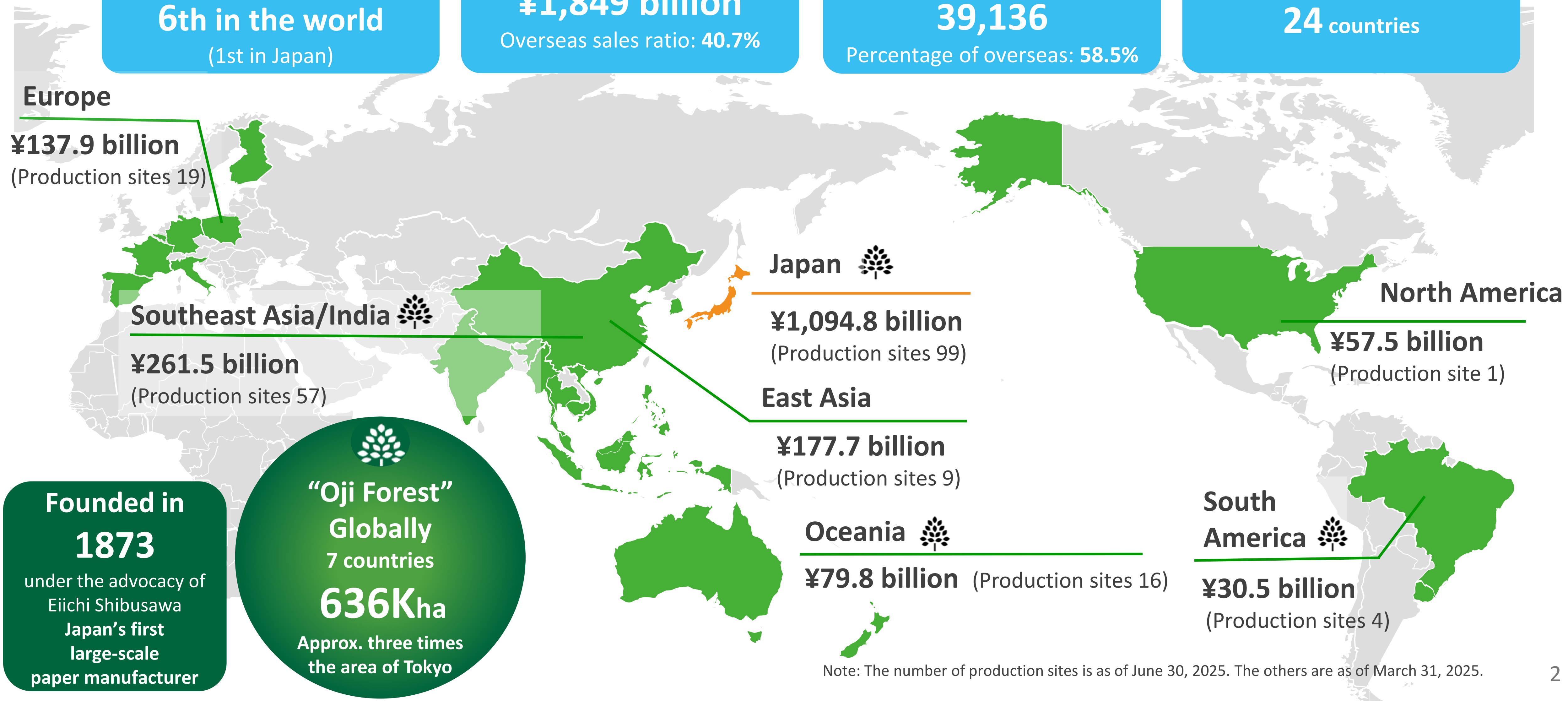
OJI HOLDINGS

Pulp and paper-related sales in FY2024
6th in the world
(1st in Japan)

Consolidated sales in FY2024
¥1,849 billion
Overseas sales ratio: **40.7%**

Number of employees (consolidated)
39,136
Percentage of overseas: **58.5%**

Invested in
24 countries



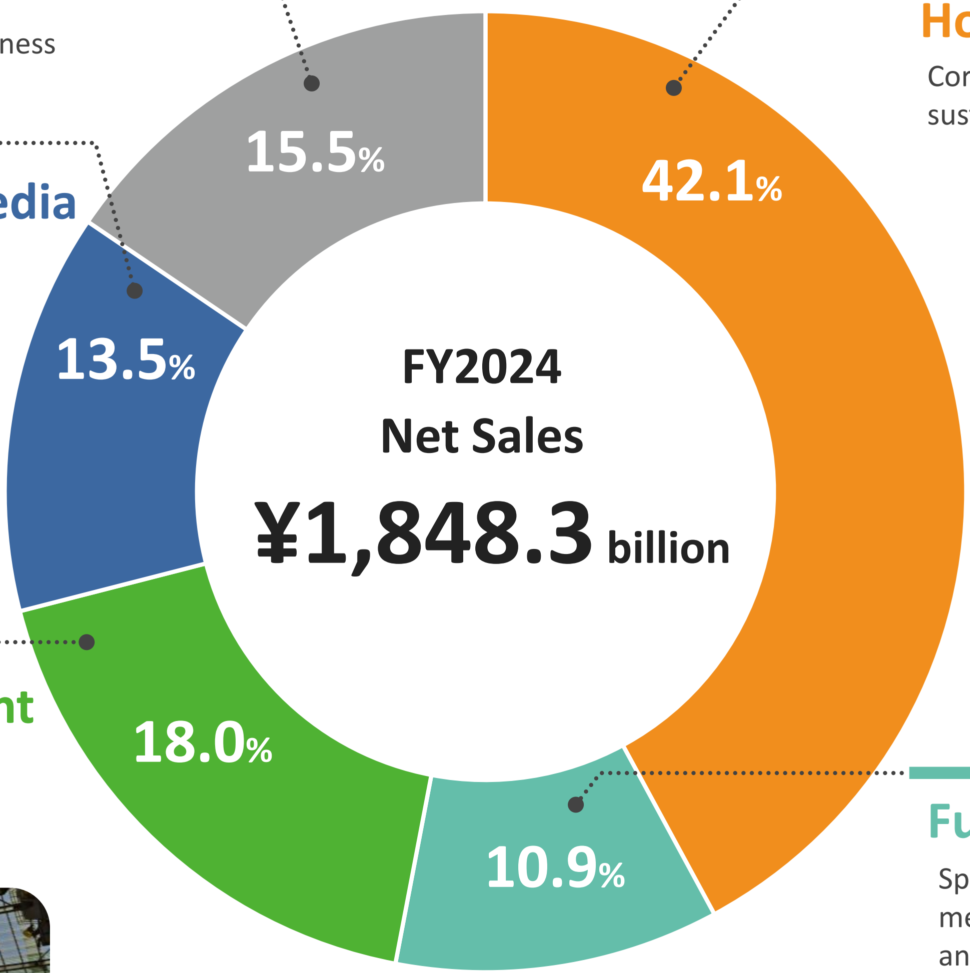
Founded in
1873
under the advocacy of Eiichi Shibusawa
Japan's first large-scale paper manufacturer

"Oji Forest" Globally
7 countries
636Kha
Approx. three times the area of Tokyo

Note: The number of production sites is as of June 30, 2025. The others are as of March 31, 2025.

Business Segments

OJI HOLDINGS



Others

Trading, logistics, engineering, real estate and new business development

Printing and Communications Media

Newsprint, Printing and publication paper and communications paper

Forest Resources and Environment Marketing

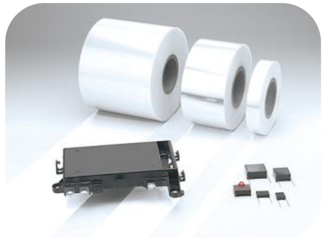
Forest plantation, pulp, lumber processing, energy, starch and saccharification

Household and Industrial Materials

Corrugated container, folding carton, paper bag, filter, sustainable packaging and liquid packaging carton

Functional Materials

Specialty papers, imaging media, adhesive products and film



Note: Total net sales include adjustments (primarily those for internal transactions). Non-consolidated net sales, net sales composition ratio, and operating profit do not include adjustments (primarily those for internal transactions)

Numerical Targets

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Take decisive actions to achieve ROE of 8% in FY2027.

Management KPI

ROE **8.0%** (FY2027)

Target further improvement in capital efficiency and ROE of **10%** in the future

Profit

Operating Profit (Consolidated, FY2027)

¥120.0 billion

(Forecast for FY2025: ¥45.0 billion)

Net Profit (Consolidated, FY2027)

¥80.0 billion

(Forecast for FY2025: ¥50.0 billion)

Shareholder Returns

Payout ratio (FY2025+)

50% (Previously 30%)

Treasury stock buyback
(FY2025-2027)

¥120.0 billion*

* **¥150.0 billion** (FY2024-2027)

Financial Soundness

Net D/E ratio

1.0 or less

＜Assumption＞

- Exchange rates :145JPY/USD
- Woodchip
  Recovered paper :based on current level
- Coal :based on current Australia coal price (100USD/t)
- Heavy oil :based on current Dubai crude oil price (67USD/bbl)
- Pulp :average price (past 10 years)
  ▶ net price for China market
  (LBKP 610USD/t、NBKP 710USD/t)

Long-term Vision 2035

*Forest Biomass Business
To create various value-added products from forest-derived biomass, including soil microbes, using biology, microbial utilization, chemical transformation, and polymerization

Medium-Term Management Plan 2027

Preparation - Strengthening foundation

Promotion - Transforming business portfolio

Establishment - Achieving outcomes

Focusing on Capital Efficiency Improvement

Ongoing initiatives

Backcasting

Profitability enhancement of existing business

Business portfolio transformation

R&D investment for evolution

Toward Evolution

Expansion of Sustainable Packaging

Increasing Profitability in India and SE Asia

Commercialization of Forest Biomass Business*

Further Expansion of Business for Sustainability

Forest Biomass Business* as Core business

Further Evolution

Sustainable Packaging

Biomass Pharmaceuticals (for animals)

Biomass Photoresist for semiconductors

CNF Composite

Bioethanol

Biomass Plastic

Biomass Pharmaceuticals (for human)

Dedicated to Sustainability

FY2027 FY2030 FY2035

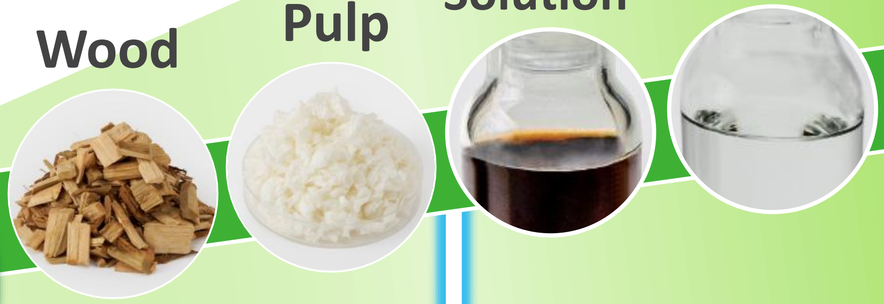
Going Beyond Paper!

OJI HOLDINGS

We will create a sustainable society through our business rooted in forest resources.

Forest resources

Wood → Pulp → Sugar Solution → Bioethanol



Forest Biomass Business

Replacing fossil resource derived materials

- Biomass fuel & SAF
- Tire & Synthetic rubber
- Biomass plastic
- Pharmaceuticals
- Photoresist
- Bio-carbon

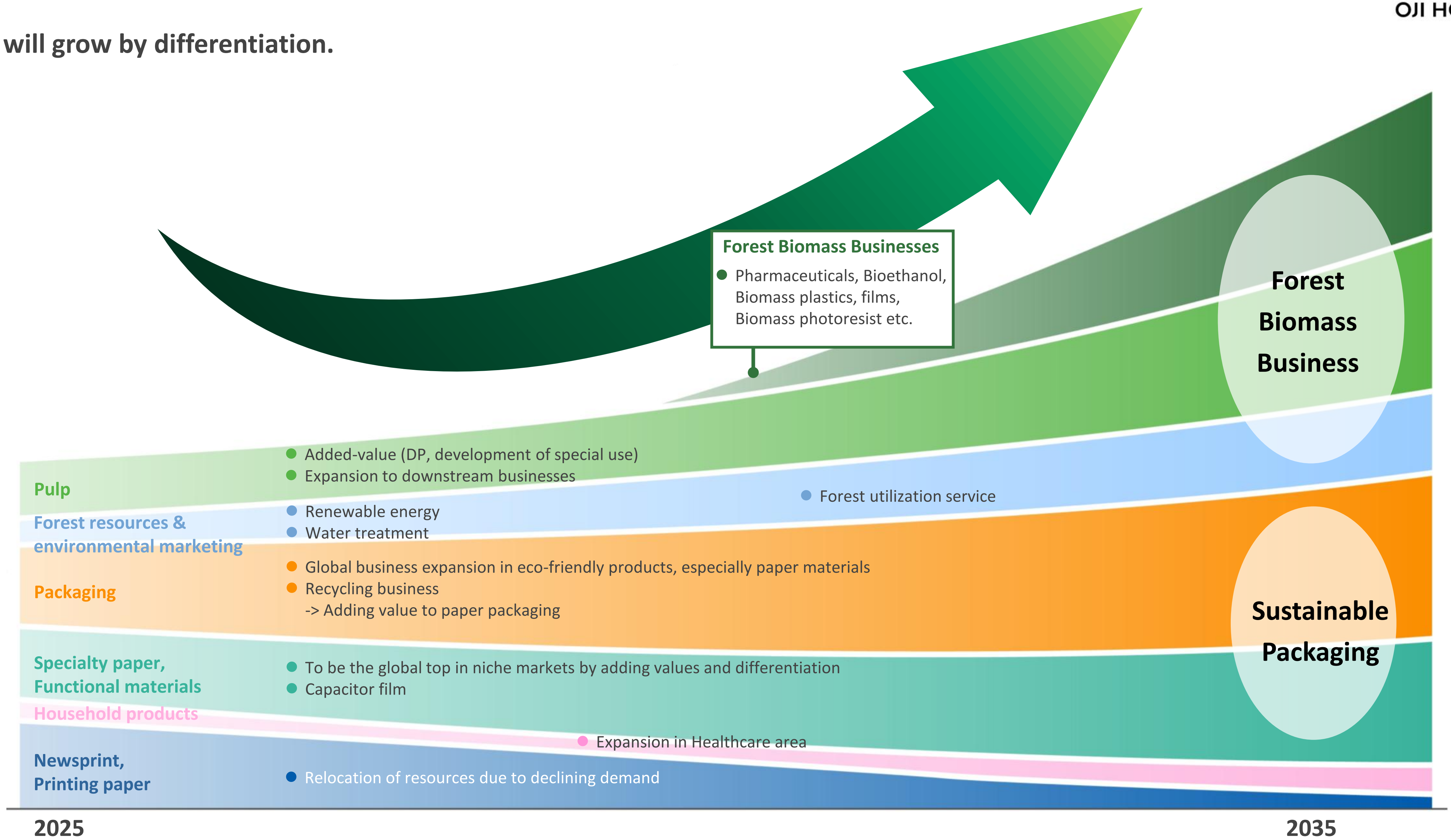
Paper
(Existing business)

Sustainable Packaging

Replacing plastic

Portfolio Transformation

Oji will grow by differentiation.



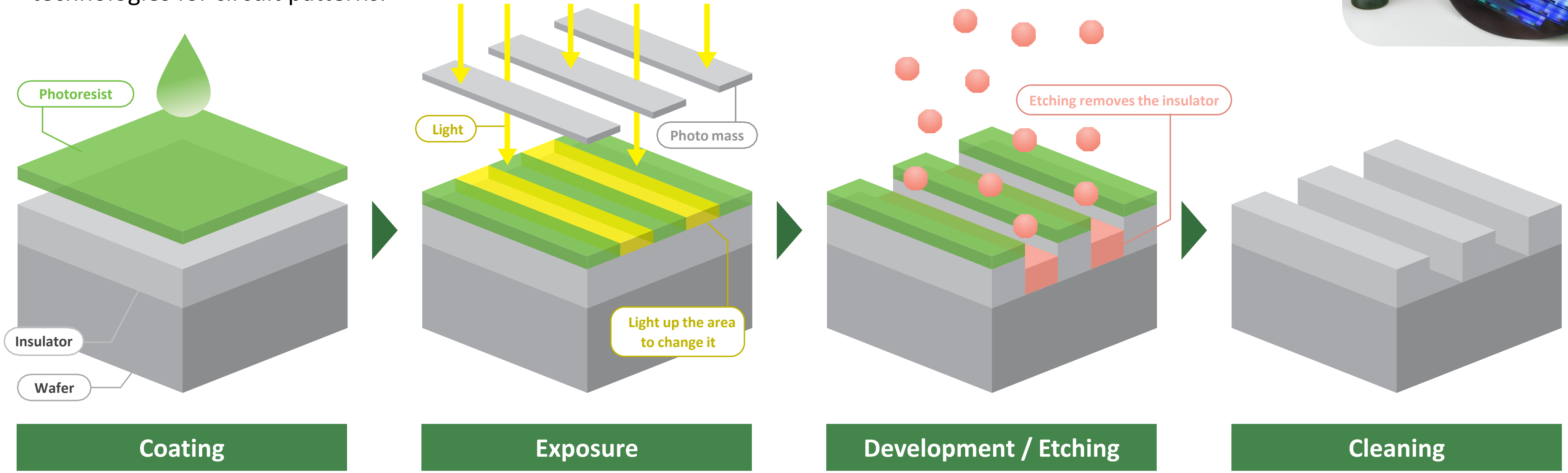
Biomass Photoresist for Advanced Semiconductors

OJI HOLDINGS

Photoresist, a photosensitive resin essential for semiconductor patterning, made from wood-derived materials

What is photoresist?

- A photosensitive material used to form semiconductor circuit patterns, typically composed of polymers, photosensitizers and solvents.
- As semiconductor performance improves, there is a growing demand for advancements in fine patterning technologies for circuit patterns.



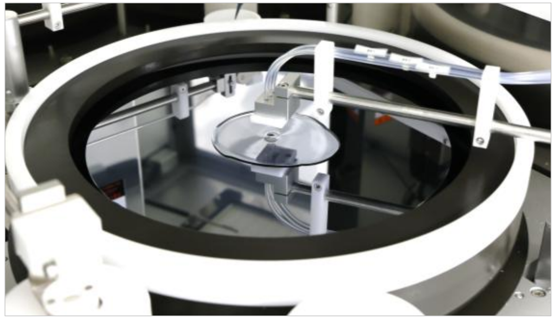
Further miniaturization of semiconductors requires technological advancements in exposure equipments, photoresists, and more

Biomass Photoresist for Advanced Semiconductors

A new type of EUV resist enabled by wood-derived biomass materials

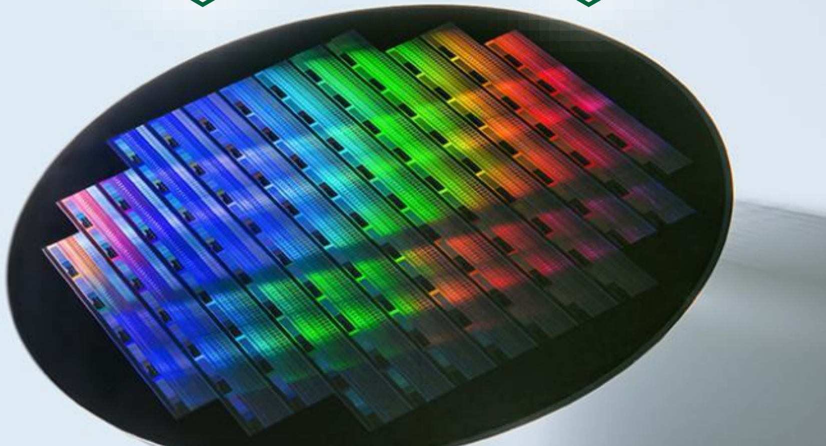
Biomass photoresist made from wood-derived materials

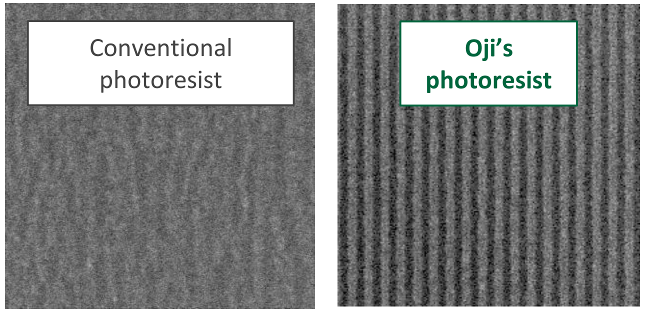
Photoresist coating process



Advantages of Oji's photoresist

- Non-edible biomass materials derived from wood
- Achieving high resolution for next-generation EUV lithography
- Achieving PFAS*-free raw materials
- High storage stability
  Storage in room temperature





Pattern Examples

*PFAS: Per- and polyfluoroalkyl substances

Wood-derived pharmaceuticals

Accelerating the launch of pharmaceutical business using hemicellulose, a wood component, as a starting material

Wood component

50% Cellulose

25% Hemicellulose

25% Lignin

Sulfated hemicellulose (PPS)

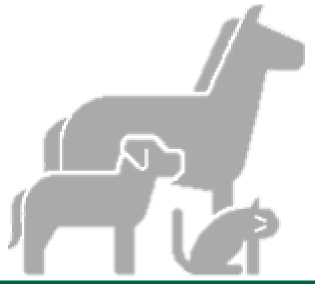
- Sustainable development
- **Halal-compliant** pharmaceuticals
- Reducing reliance on China

Approved

Animal pharmaceuticals

Anti-inflammatory
×
Animal joint inflammation medication

Active Pharmaceutical Ingredient (API) manufacturing and export approved in Australia (for horses)



Potential

Human pharmaceuticals

Anti-coagulant
×
Plant-derived dialysis medication

*Oji Pharma obtained manufacturing and sales license for Class 1 and Class 2 pharmaceuticals

2025	2026	2028	2030
Approval of API	**Manufacturing and Sales of API**	**Sales Expansion**	
Clinical trials		**Approval & Sales**	

Commercialization Plan

To become forest biomass business company in 2030s

In 2025, Pilot plant for sugar solution and bioethanol was installed in a domestic paper mill, and bioethanol shipment started.

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Market Size

2025

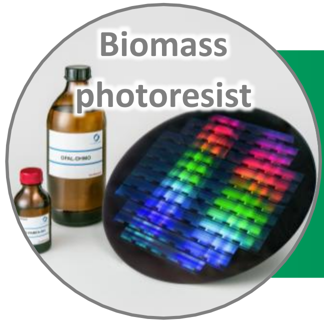
Business feasibility evaluation
Construction of a pilot plant

Verification test and sales utilizing the pilot plant
Planning and construction of a full-scale production facility

2030

Commencement of full-scale production

SAF (in Japan)
2030
¥500 billion
2050
¥2.3 trillion



Customer evaluation during R&D phase

2028

Commercialization
Expansion of lineup

2030
¥100 billion

Large-scale cultivation of medical plants

2025

Approval of API for veterinary use

2026

Commencement of sales of veterinary pharmaceuticals
Expansion of herbal medicine business

2028

Launch of heparin alternative pharmaceuticals
Commencement of sales of pharmaceutical for human

For animal use
¥50 billion
For human use
¥1-2 trillion

Growth Investment (M&A)

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AustroCel Hallein (Acquisition announced in September 2025)

Leading biorefinery company in Austria, Europe

Annual sales: €168 million (as of December 2024) = approx. ¥28.6 billion

austrocel hallein

Forest

Woodchips

Manufacturing

Supplying biomass products to a global customer base

Dissolving Pulp (DP)

Used for fabrics, pharmaceuticals, food, inks/lacquers, etc.

Utilizing byproducts

Bioethanol

Complying with EU environmental regulations

Started commercial sales in 2021

Visited Japan as a participating company in the **Japan-EU Competitiveness Alliance**. Oji also joined the meeting. (September 2025, Prime Minister's Office)

Source: Prime Minister's Office website

Accelerating the Forest Biomass Business as Oji's core business

Growth Investment (M&A)

OJI HOLDINGS

Microcrystalline Cellulose (MCC)

India
Chemfield
(Acquisition announced in March 2025)

Chemfield Cellulose

Finland
NBG
(Investment announced in January 2026)

NORDIC BIOPRODUCTS GROUP

Tasteless, odorless white powder refined from pulp
Applied in pharmaceuticals and health supplements

High-Density Bio-Carbon

Brazil

A joint venture with Vale, a world major producer in iron resources, was launched as Bionow

(Announced in November 2025)

bionow

Decarbonization solution made from eucalyptus

Accelerating the Forest Biomass Business as Oji's core business

Expansion of Sustainable Products

Leveraging paper's sustainability to grow high-value products that reduce environmental impact on society and customers

Shift from Plastic to Paper Packaging

Film	➡	Barrier paper
Plastic bags	➡	Paper bags
Plastic bottles	➡	Liquid packaging cartons

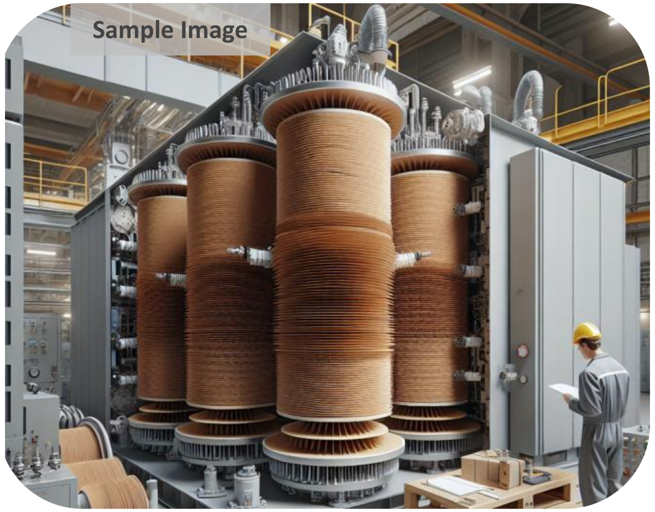
Compliance with Environmental Regulations
Packaging and Packaging Waste Regulation (PPWR) in EU, PFAS, etc.

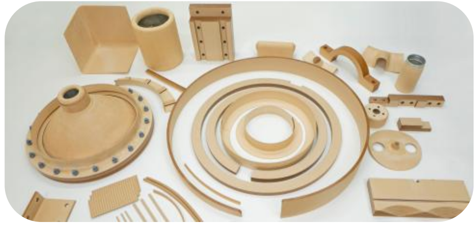
Paper Mulching Sheet for Agriculture

Achieved 40% higher yield by moderating soil temperature
Excellence Award – Foodtech Business Contest by Japan's Ministry of Agriculture

Toward a Plastic-free Society

Production Expansion of Cellulose-based Press Board for Large Transformers





Surging global demand for large transformers
driven by renewable energy, EVs, and data centers

⬇

Triple Capacity by April 2029

Restructuring of Low Profitability Businesses

OJI HOLDINGS

Withdrawal from low profitability businesses and restructuring of production structure

Criteria for Withdrawal and Sale of Existing Businesses

- Setting internal criteria* for considering withdrawal

  (*Comprehensive judgement based on EBITDA, ROIC, operating profit margin, etc.)
- Early management decisions through regular monitoring

Unmet Internal Standards

↓ Consideration of revival strategy

Reconstruction Plan

Regular monitoring of reconstruction progress

Unmet Internal Standards	Reconstruction Plan Achieved
Decision to withdraw (sale/closure) due to continued unmet standards	**Continue business**

Overseas

Oceania Business

(June 2025) Completion of withdrawal from containerboard business

(2nd-half of 2025) Sale of Australian packaging business

Domestic

Household and Consumer Products

(1st-half of 2024) Withdrawal from baby paper diaper business

(2025) Restructuring production for adult diapers and household paper

Printing and Communication Media

(2nd-half of 2025) Shutdown of a newsprint paper machine

Enhancing competitiveness through production optimization

Cash Allocation

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Maintain net D/E ratio of **1.0 or less**
(Consider credit ratings and interest rate risk)

Promote disposal of holding shares and sales of non-core property

■Sales of cross-shareholdings: **¥45bn**
（FY2024-2030: ¥85bn in total）

■Sales of shares contributed to retirement benefit trust: **¥21bn**
（FY2024-2027: ¥35bn in total） *

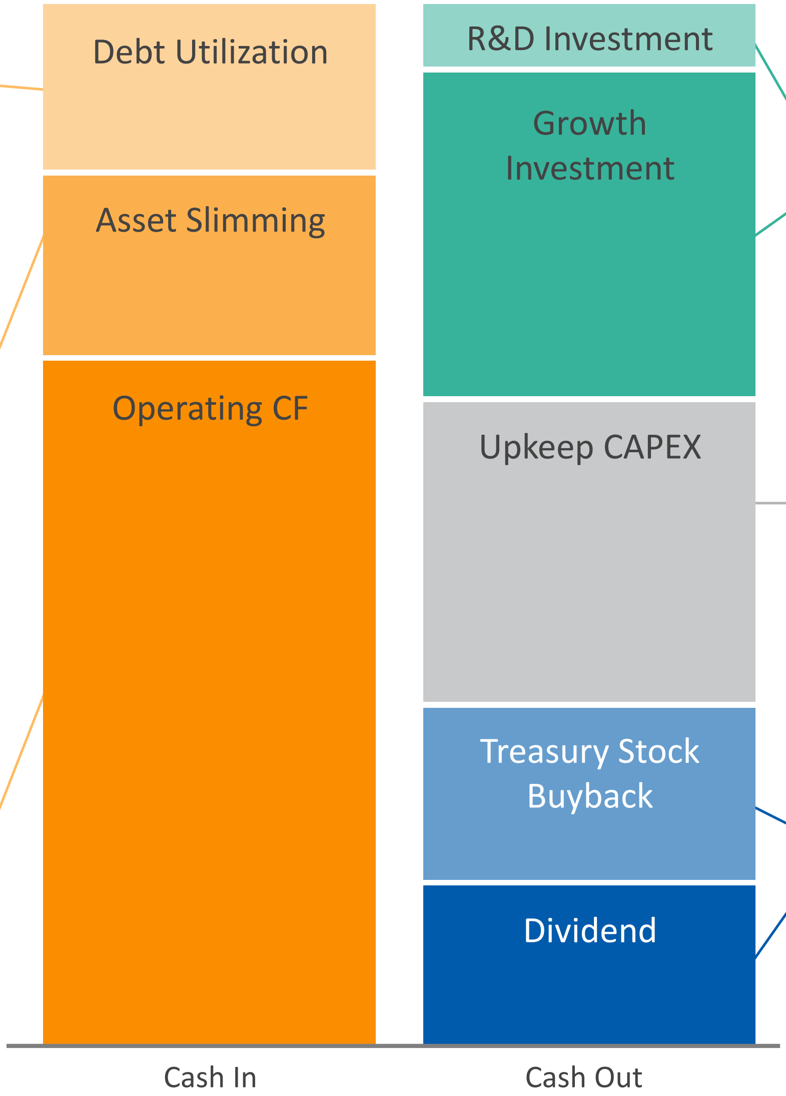
■Sales of non-core property

*Updated from the summary announced on April 21 to end-March stock valuation.

Profitability enhancement (ROE8.0% in FY2027)
Generate stable cash flow

■Operating CF: **¥500bn**

Cash Allocation for FY2025-2027



Investment for new businesses (including R&D) and existing businesses with high growth potential

■R&D investment: **¥50bn**
■Growth investment: **¥270bn**

Carefully select and execute

■**Upkeep CAPEX:** **¥220bn**

Strengthen Shareholder Returns

■Treasury stock buyback: **¥120bn**
（FY2024-2027: ¥150bn in total）

■ Dividend payout ratio: **50%**

Dividend

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Reviewed the dividend policy in light of an appropriate level of equity

Dividend Payout Ratio

Raised to **50%*** from FY2025 *Previously 30%

Dividend per Share

FY2024: ¥24 per share

FY2025 (forecast)*: **¥36** per share

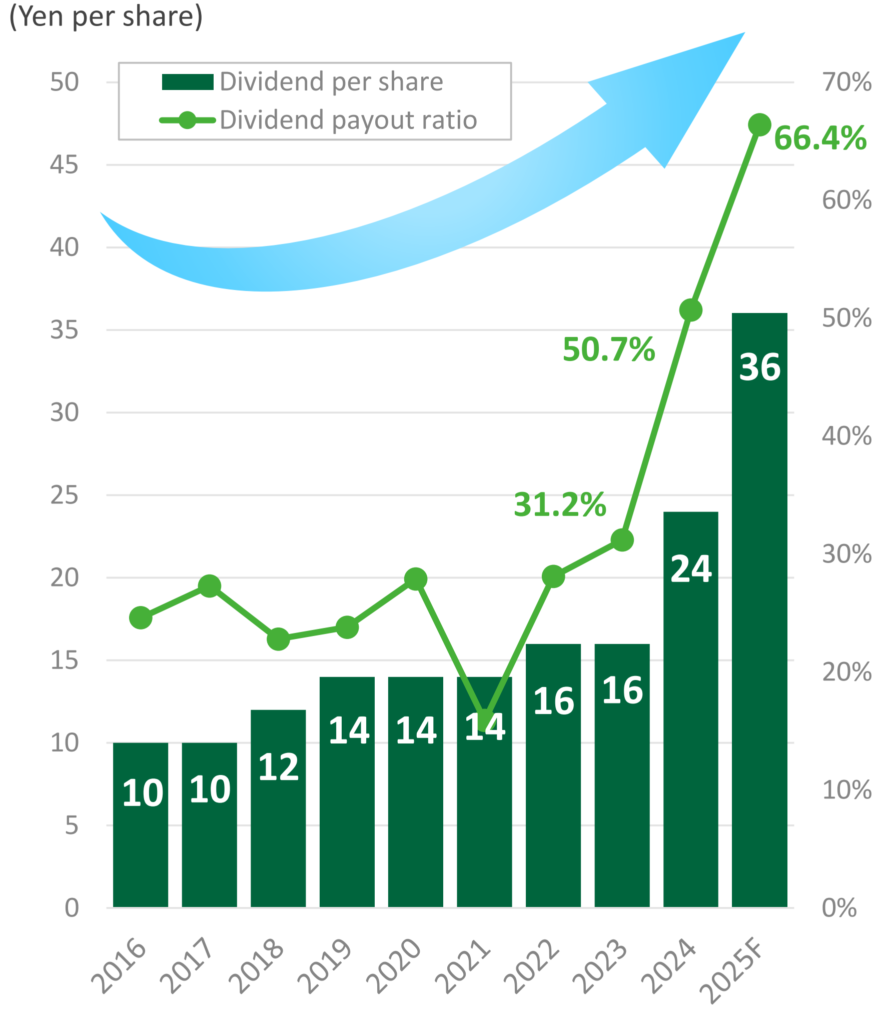
(including an interim dividend of ¥18 per share)

*No change in the dividend forecast despite the revision of the FY2025 earnings outlook.

Dividend Yield **3.66%***

*Based on the closing price as of February 27

Trends of Dividend



Share Buyback

Increase share buyback to optimize capital structure

FY2024-27: ¥150 billion*

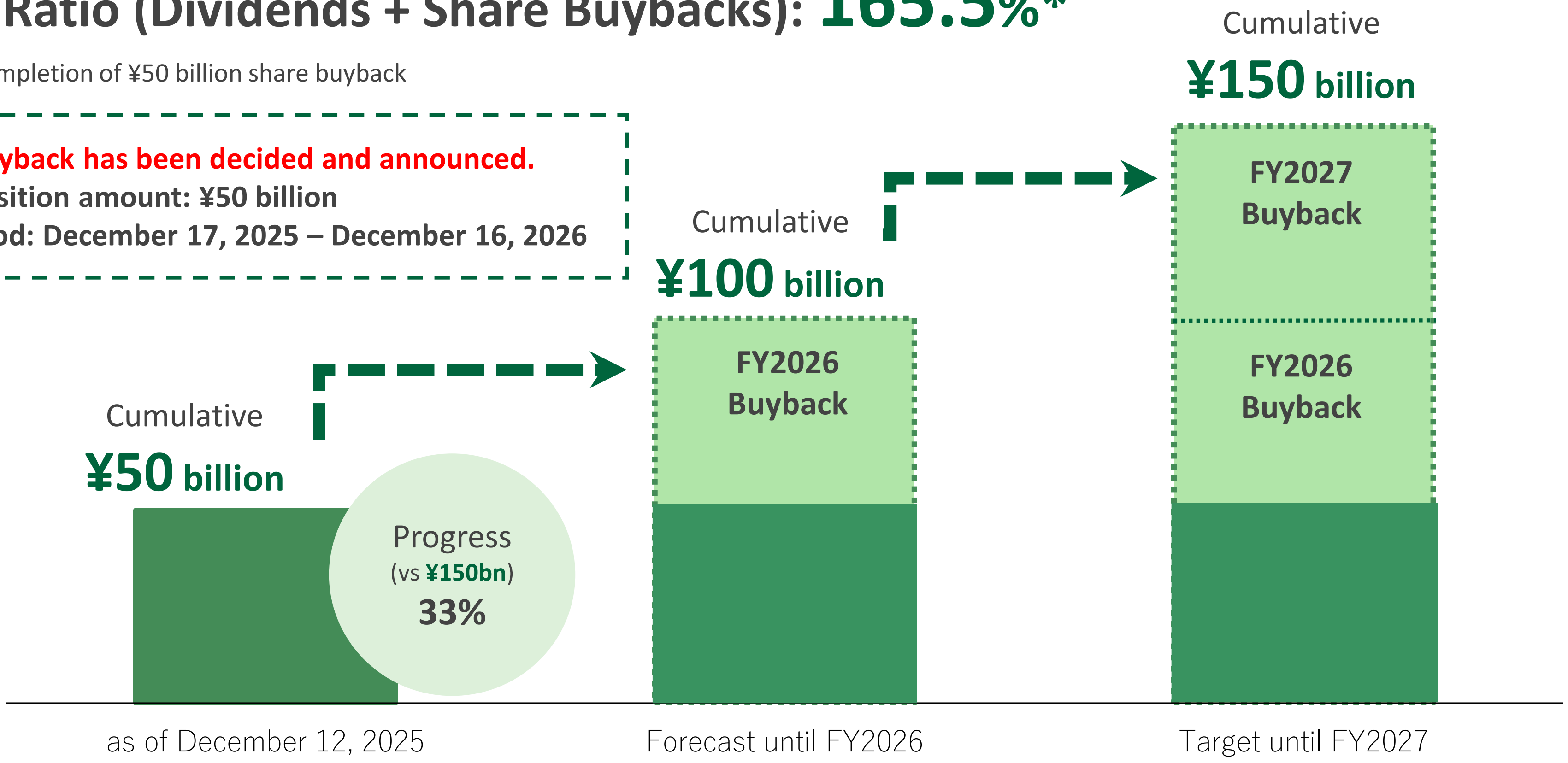
*It is assumed that implementation will be carried out flexibly, considering stock prices, liquidity, and capital market trends, rather than focusing on regular implementation

Total Payout Ratio (Dividends + Share Buybacks): 165.5%*

*Projection based on completion of ¥50 billion share buyback

The second share buyback has been decided and announced.

- **Maximum acquisition amount: ¥50 billion**
- **Acquisition period: December 17, 2025 – December 16, 2026**



Governance Structure

Promote the separation of roles of supervision and execution by directors and streamline the Board of Directors.

Streamline the Board of Directors

- Reduction of the number of internal director by 3

	Previously	Jun 2025	Increase/Decrease
Internal Director	**8**	**5**	**(3)**
Outside Director	4	4	—
Internal Auditor	2	2	—
Outside Auditor	3	3	—

Revision of the executive compensation system

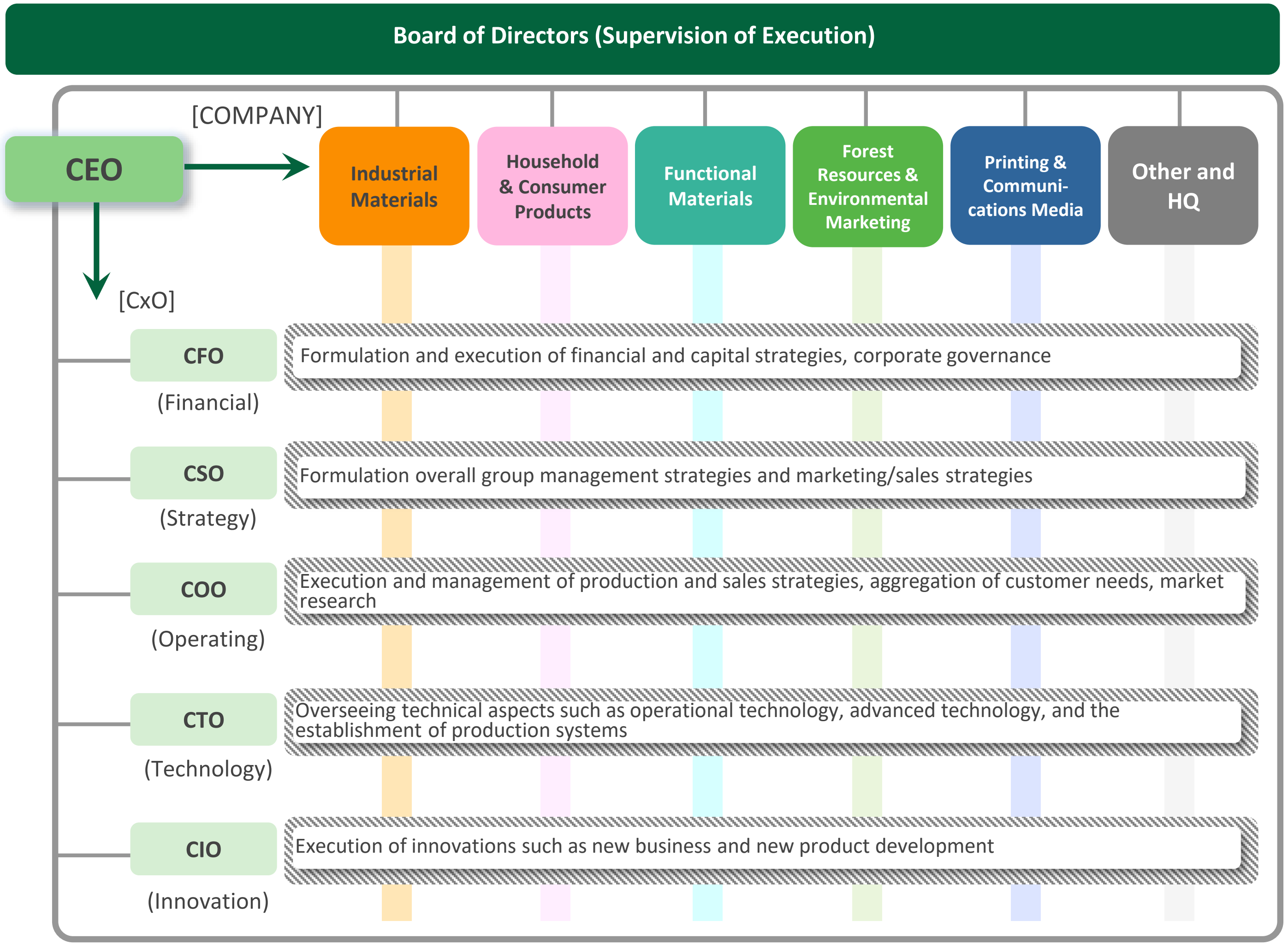
-Increase the ratio of performance linked compensation for Directors
-Align criteria which performance linked compensation is based on with the medium-term management plan and revise the criteria

- Financial criteria: Introduce capital efficiency criteria in addition to profitability criteria
- Non-Financial criteria: Addition of new criteria

Introduction of CxO system

-Establish a system to achieve overall optimal management by overseeing and managing across the entire group

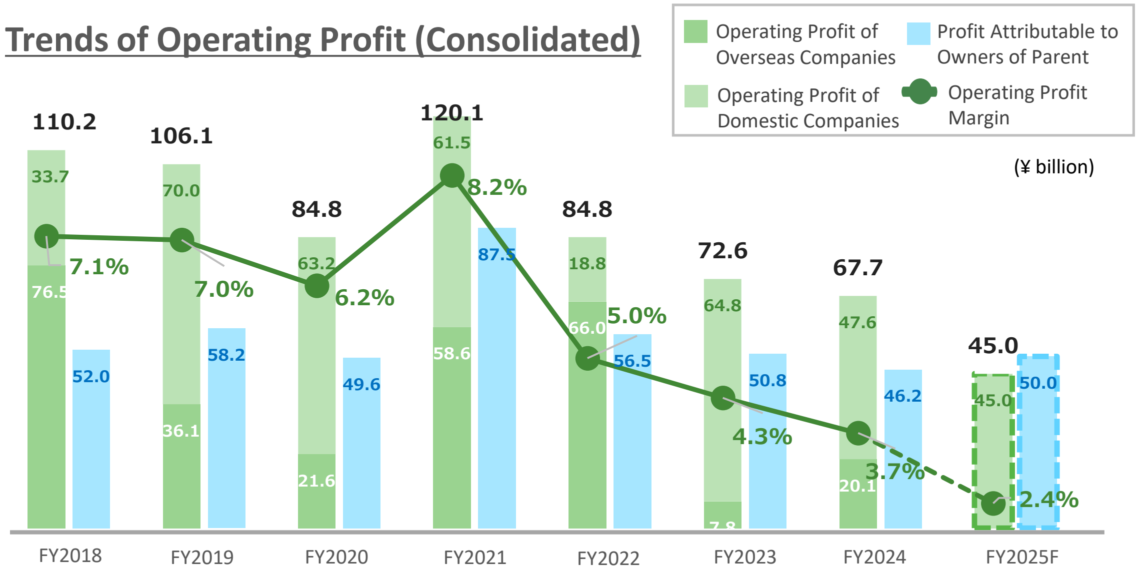
<Governance System (From April 2025 onwards)>



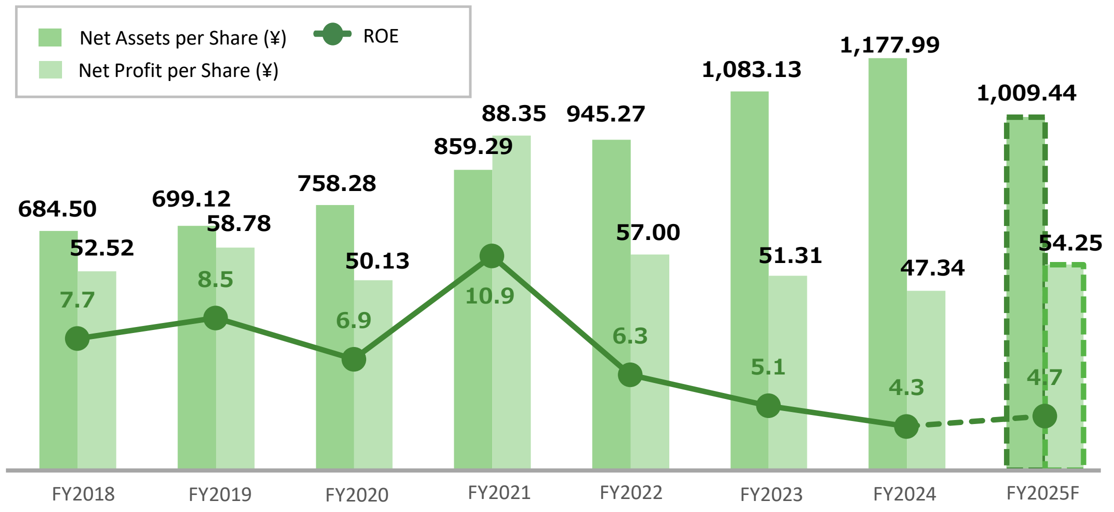
(Appendix)

Financial Highlights

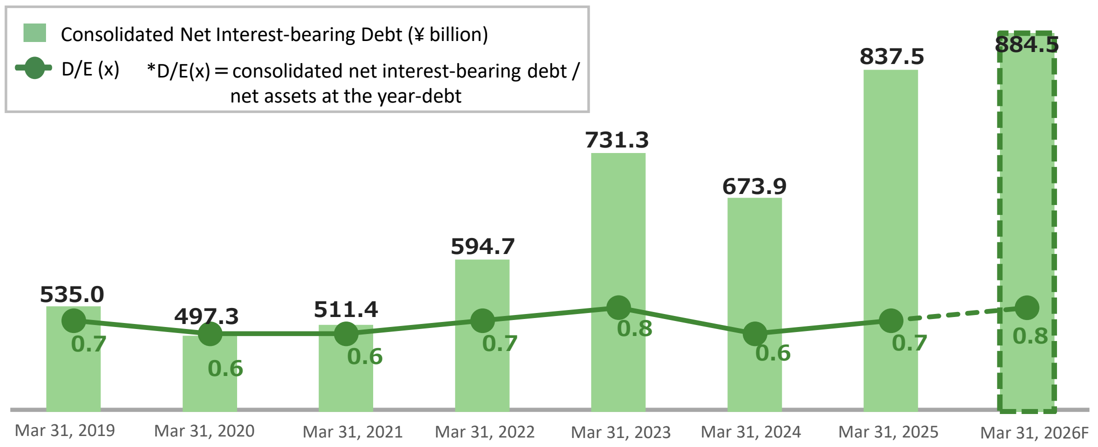
Trends of Operating Profit (Consolidated)



Trends of Return on Equity (ROE)



Trends of Net Interest-bearing Debt (consolidated)

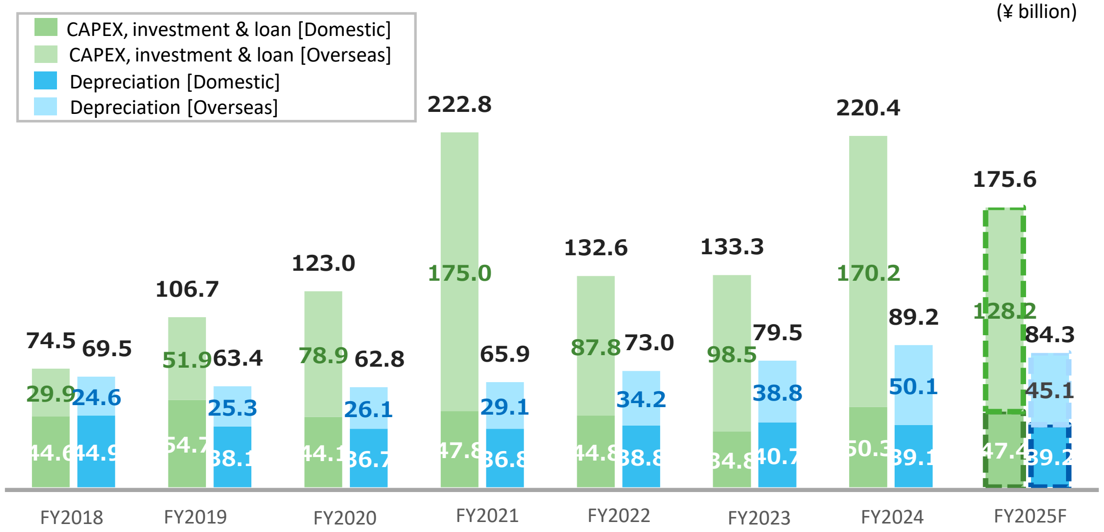


(Appendix)

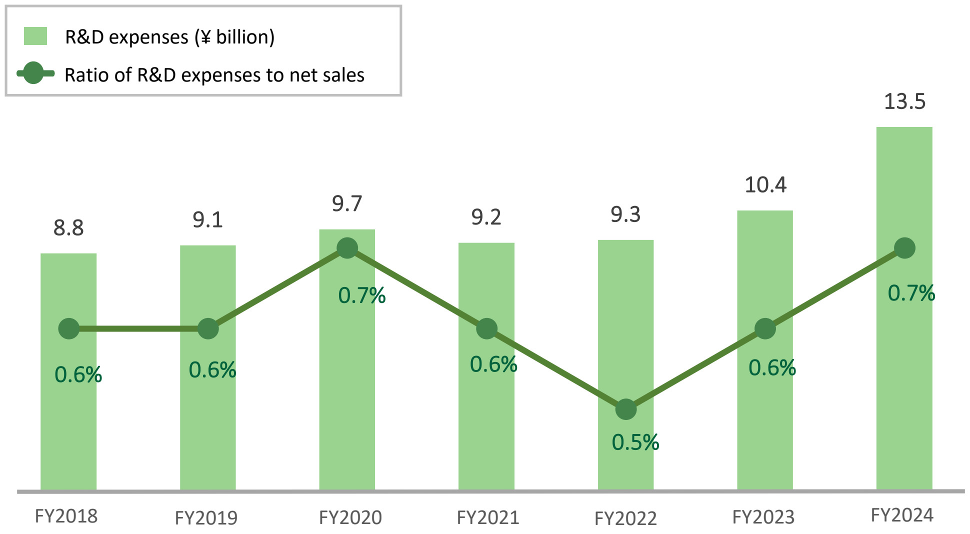
Financial Highlights

OJI HOLDINGS

Trends of CAPEX/Depreciation (consolidated)

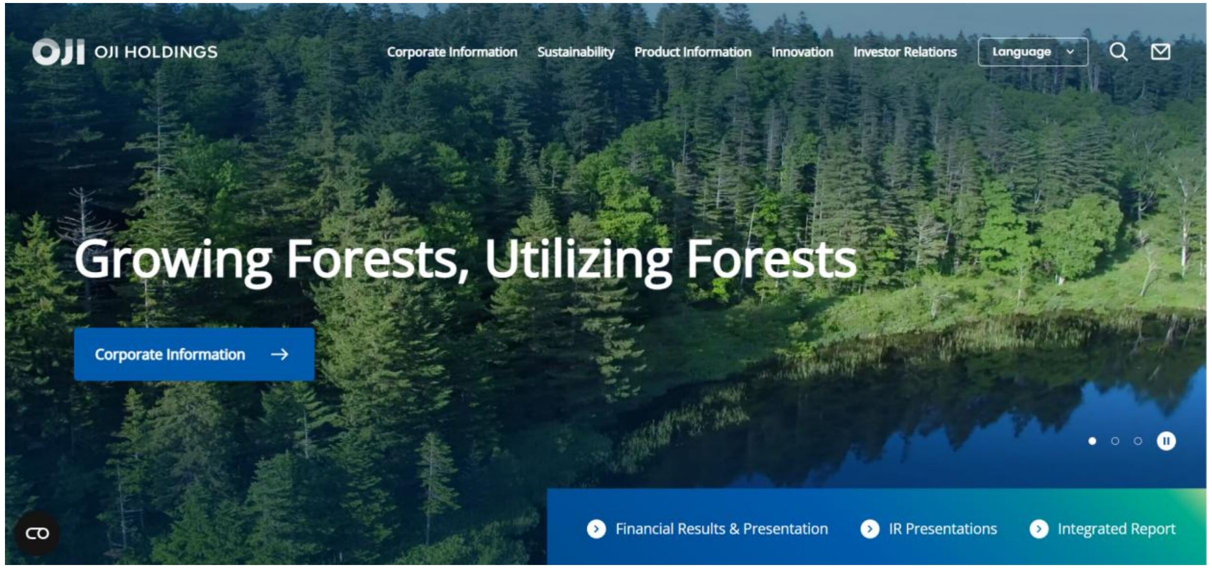


Trends of R&D Expenses (consolidated)



For More Information

Learn more about Oji Holdings by clicking these images.



Corporate Website

Integrated Report 2025

TNFD Report 2025

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