

OJI HOLDINGS CORPORATION

Growing Forests, Utilizing Forests



Dedicated to
Sustainability

September 2025

Numerical Targets

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

¥120.0bn

Net profit

¥80.0bn

(Consolidated, FY2027)

Shareholder Returns

Payout ratio **50%** (FY2025+)

Treasury stock buyback

¥120.0bn*

(Total of FY2025-2027)

Financial Soundness

Net D/E ratio

1.0 or less

*Accumulated amount since FY2024 : ¥150.0bn

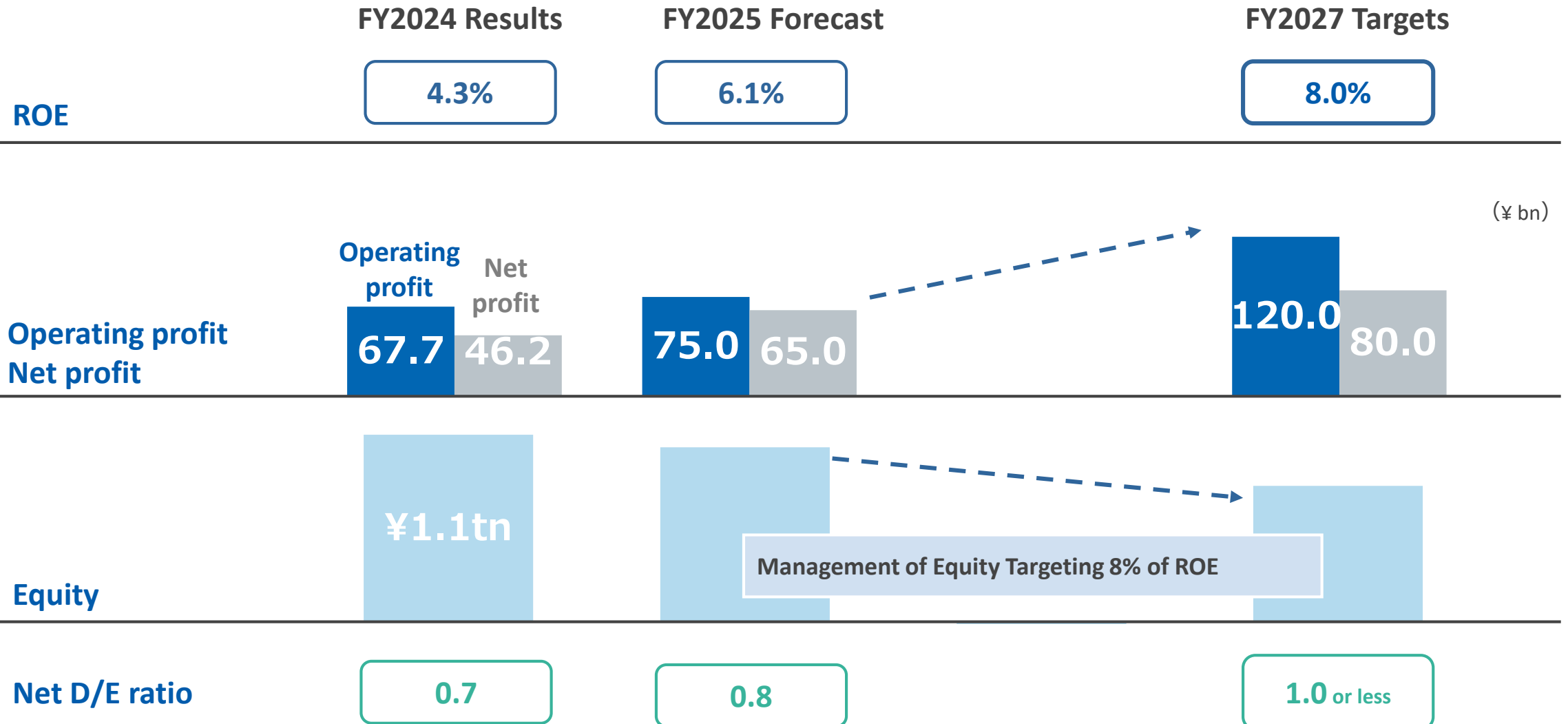
< Assumption >

- 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)

Roadmap to Achieve ROE Target



Phase Transition

*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

**Focusing on
Capital Efficiency
Improvement**

Profitability
enhancement
of existing business
**Business portfolio
transformation**
**R&D investment
for evolution**

Toward Evolution

FY2027

Promotion

- Transforming business portfolio

Ongoing initiatives

Backcasting

**Expansion of
Sustainable Packaging**

Increasing Profitability in
India and SE Asia

**Commercialization of
Forest Biomass Business***

Sustainable
Packaging

Biomass
Pharmaceuticals
(for animals)

CNF
Composite

Biomass
Photoresist

Bioethanol

Biomass
Plastic

Biomass
Pharmaceuticals
(for human)

Further
Evolution

**Dedicated to
Sustainability**

FY2030

Establishment

- Achieving outcomes

**Further Expansion of
Business for Sustainability**

Forest Biomass Business*
as Core business

FY2035

Potential of Forest Biomass Business

We will generate wood-derived materials to replace fossil resource derived materials.

“We are No Longer Just a Paper Manufacturer.”

Wood biomass resources



“Oji Forest”
Globally
635Kha

Wood



Pulp



(Utilize micro-organisms)
Sugar
solution



Bioethanol



Paper
(Existing business)



Biomass fuel & SAF



Tire & synthetic rubber



Biomass plastic



Biomass
pharmaceuticals



Biomass
photoresist

Commercialization Plan

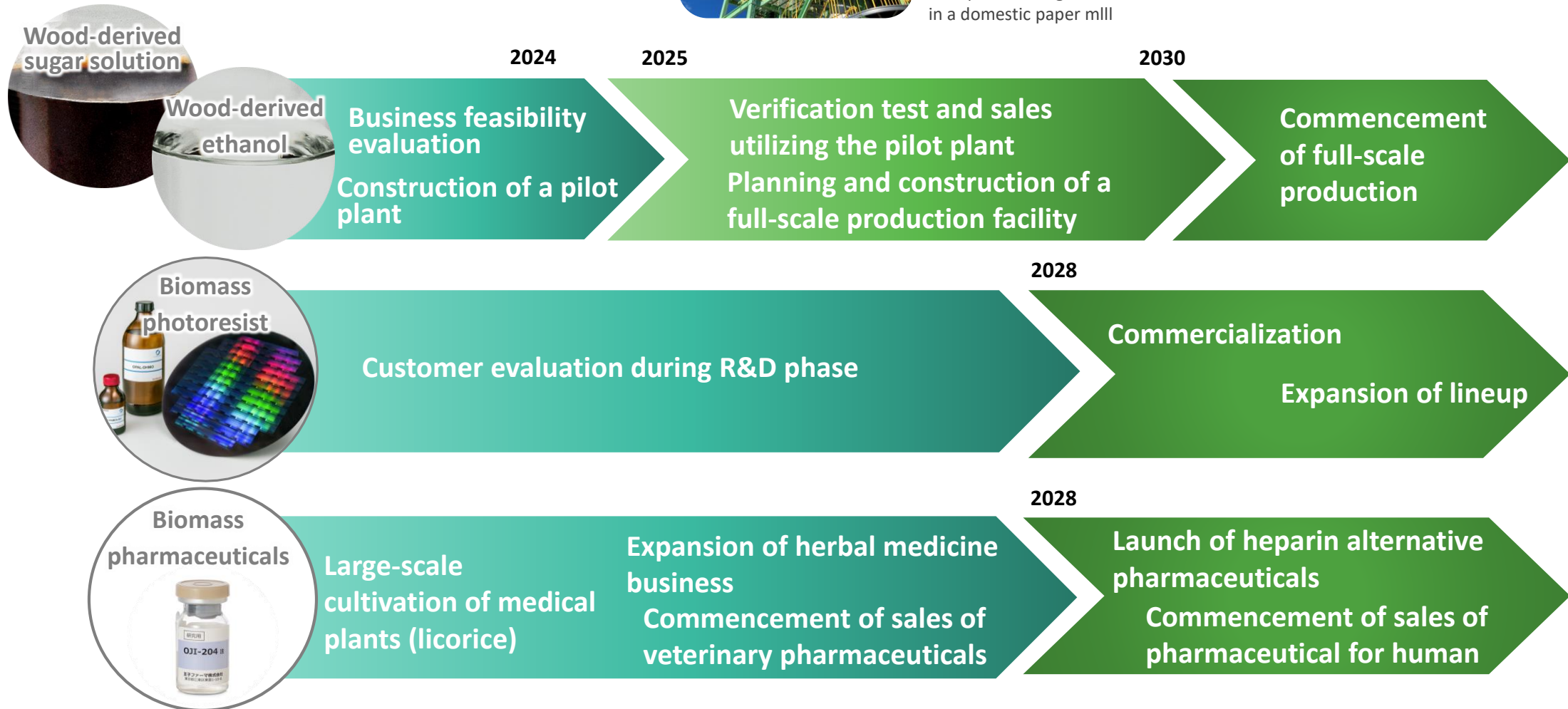
To become a forest biomass company in 2030s



May, 2025
Pilot plant for sugar solution and bioethanol was installed in a domestic paper mill

Market Size

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

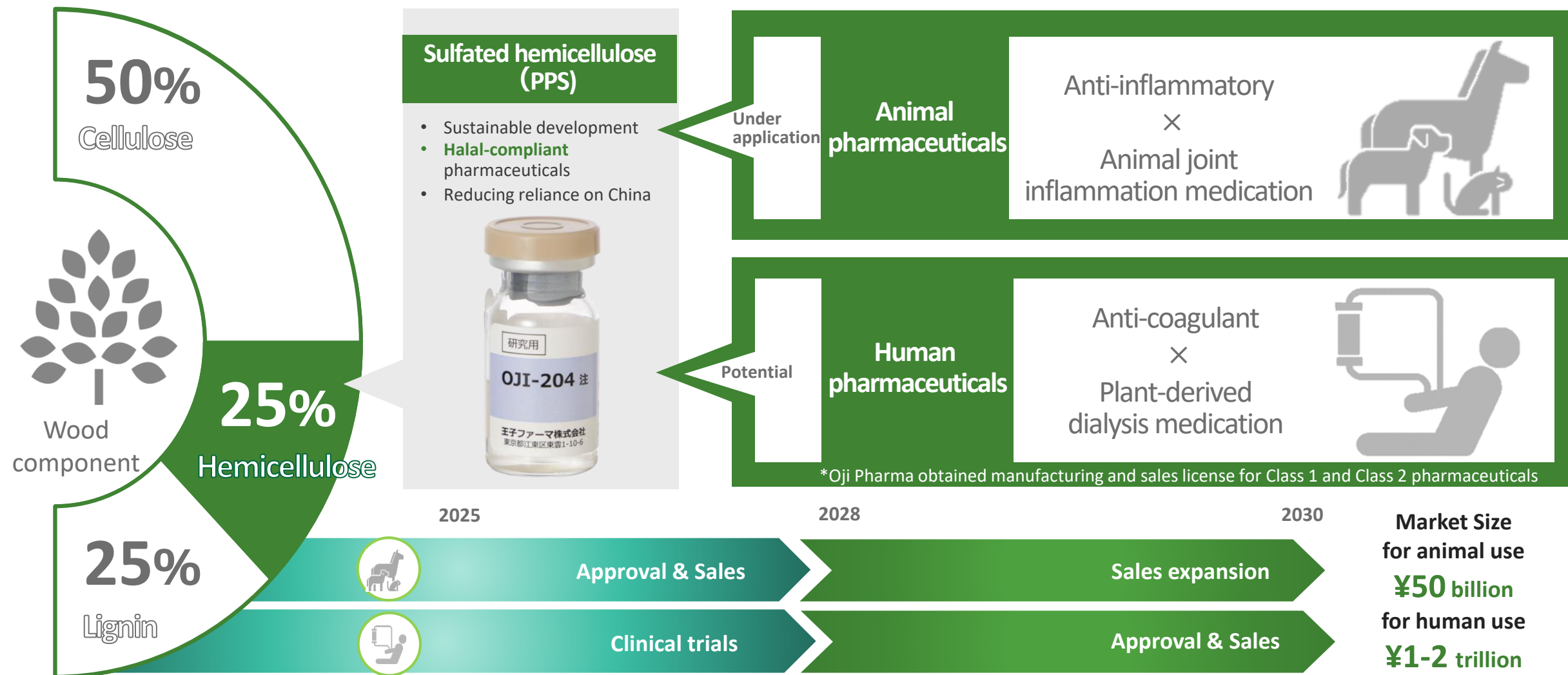


2030
¥100 billion

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

Wood-derived pharmaceuticals

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



Sustainable Packaging

Expanding environmentally friendly sustainable packaging business toward a plastic-free society

Compliance with Environmental Regulations

mainly in Europe

- **PPWR (Packaging and Packaging Waste Regulation)**

Shift from plastic to paper and mono-materialization

- **PFAS (polyfluoroalkyl substances)**

Tightening regulations

Global M&As

- Italy: Liquid packaging (2023)
- Finland: Packaging materials (2024)
- Taiwan: Fine pulp molds (2024)



Shift from Plastic to Paper Packaging

Film

Barrier paper

Plastic bags

Paper bags

Plastic bottles

Liquid packaging cartons

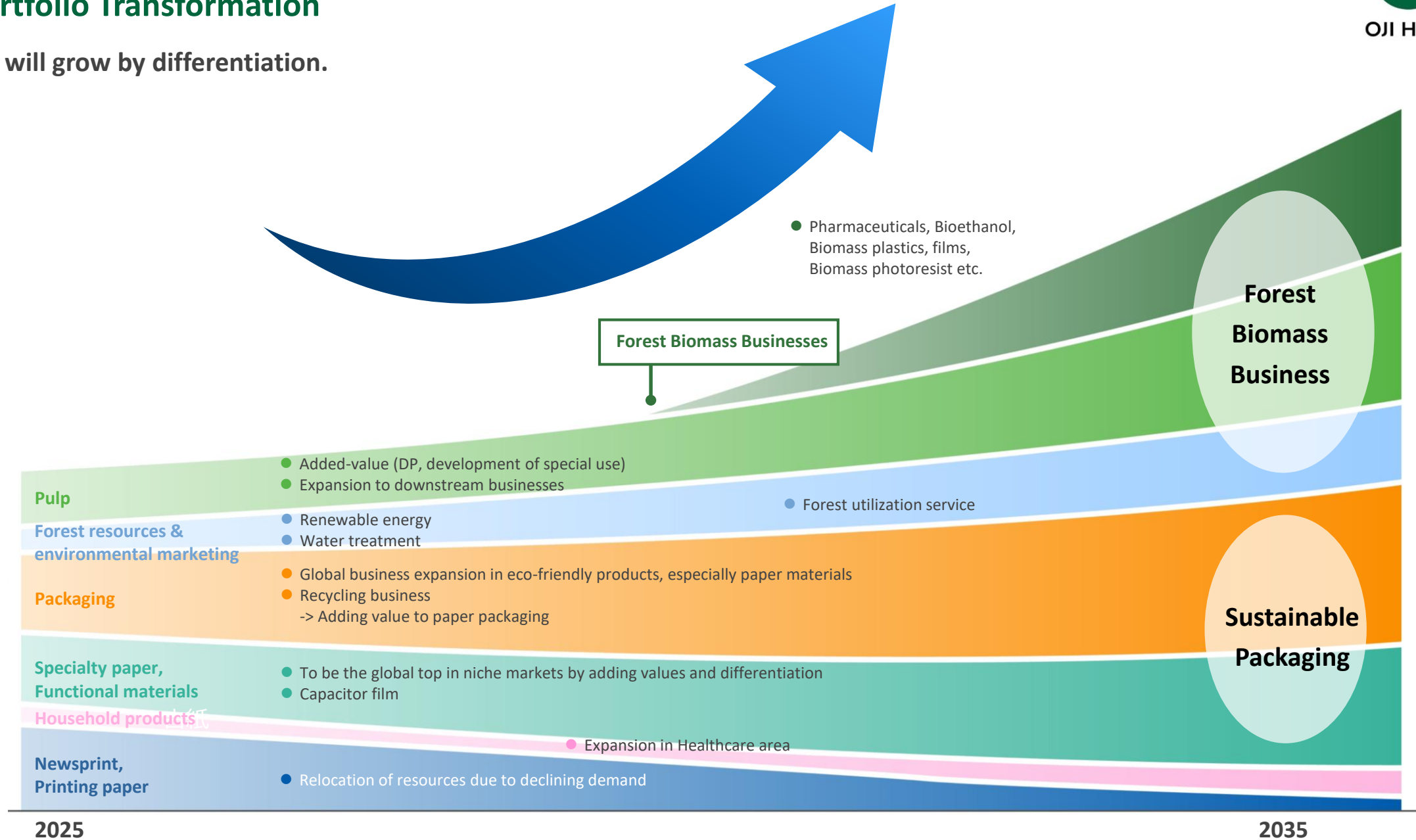


Launched PFAS-free oil-resistant paper

Toward a
Plastic-free
Society

Portfolio Transformation

Oji will grow by differentiation.

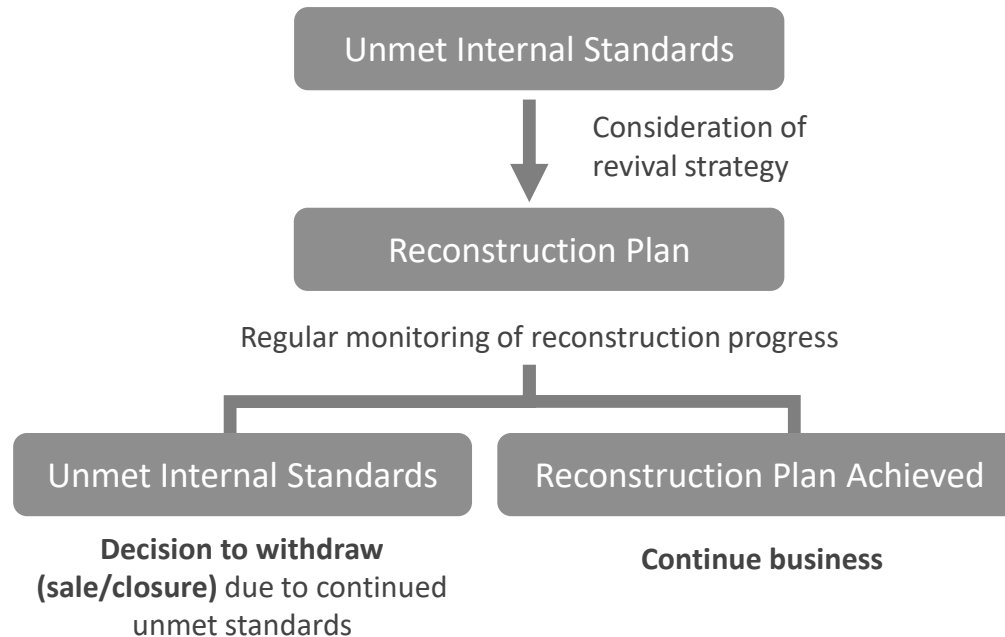


Restructuring of Low Profitability Businesses

Withdrawal from low profitability businesses and restructuring of production structure

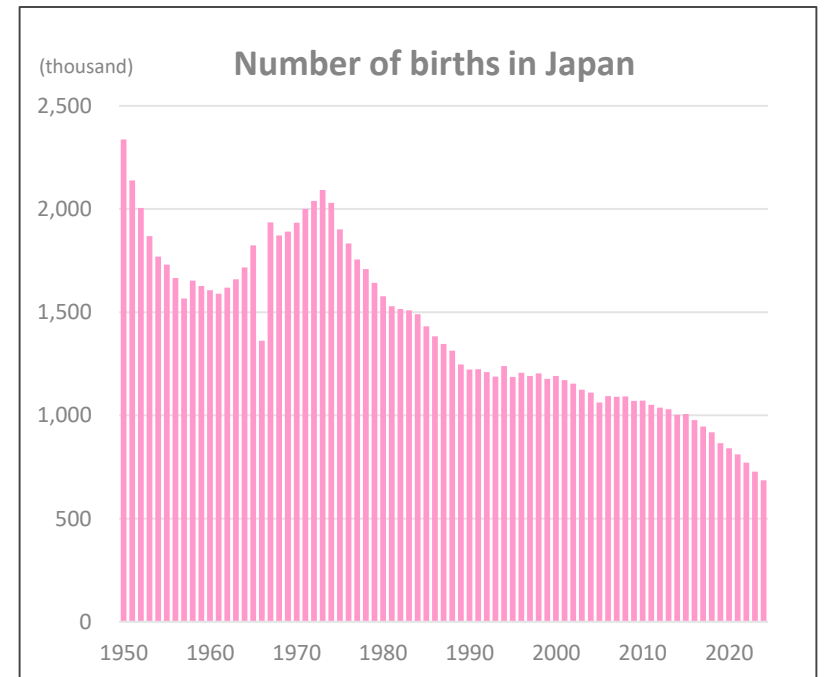
Criteria for Withdrawal and Sale of Existing Businesses

- Setting internal criteria* for considering withdrawal
(*Comprehensive judgement based on EBITDA, ROIC, operating profit margin, etc.)
- Early management decisions through regular monitoring



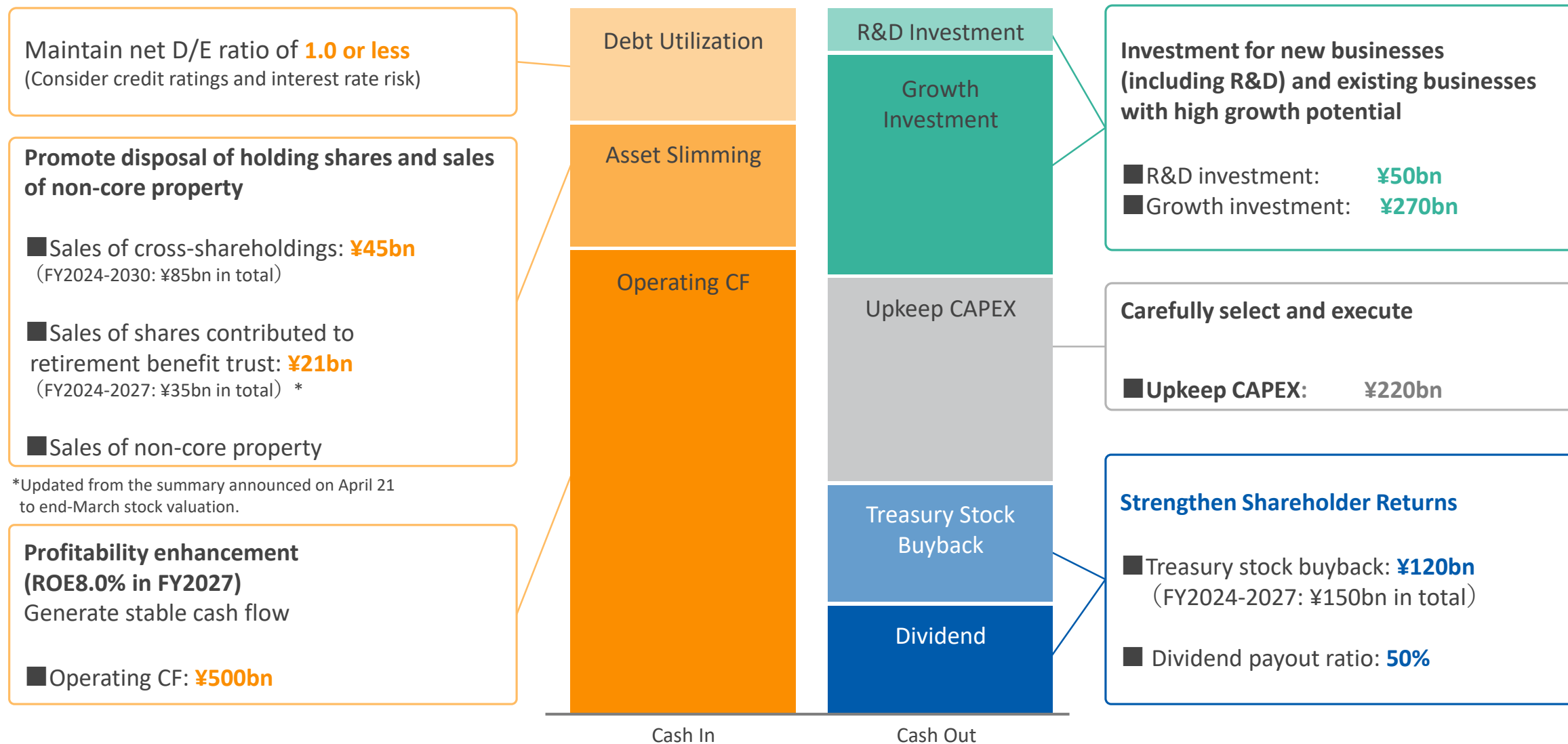
Withdrawal from low profitability businesses both in domestic and overseas areas

- Japan: Baby paper diaper business (2024)
- New Zealand: Containerboard business (2025)



Cash Allocation

Cash Allocation for FY2025-2027



Shareholder Returns

Dividend

Raise **Dividend payout ratio to 50%*** from FY2025
*Previously 30%

*The dividend payout ratio is based on net profit attributable to owners of parent, including profits from asset sales and other asset slimming measures

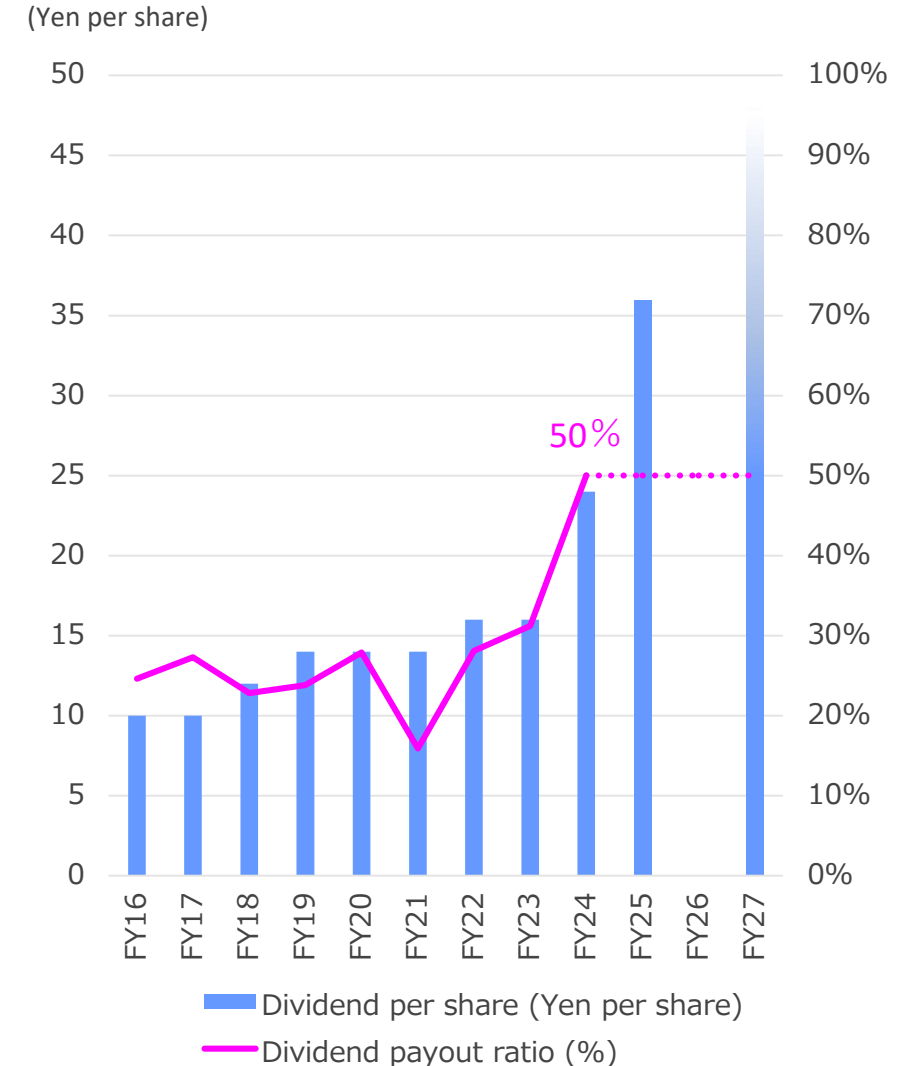
Treasury Stock Buyback

Plan to acquire **¥120bn** of treasury stock **over 3 years**

Acquisition of **¥150bn** in total **by the end of FY2027**, including ¥100bn announced in December 2024
As of the end of July 2025, ¥41bn already acquired (¥29bn in FY2024 and ¥12bn from April to July FY2025)

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

<Trends of Dividend>



Governance Structure

Plan to 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

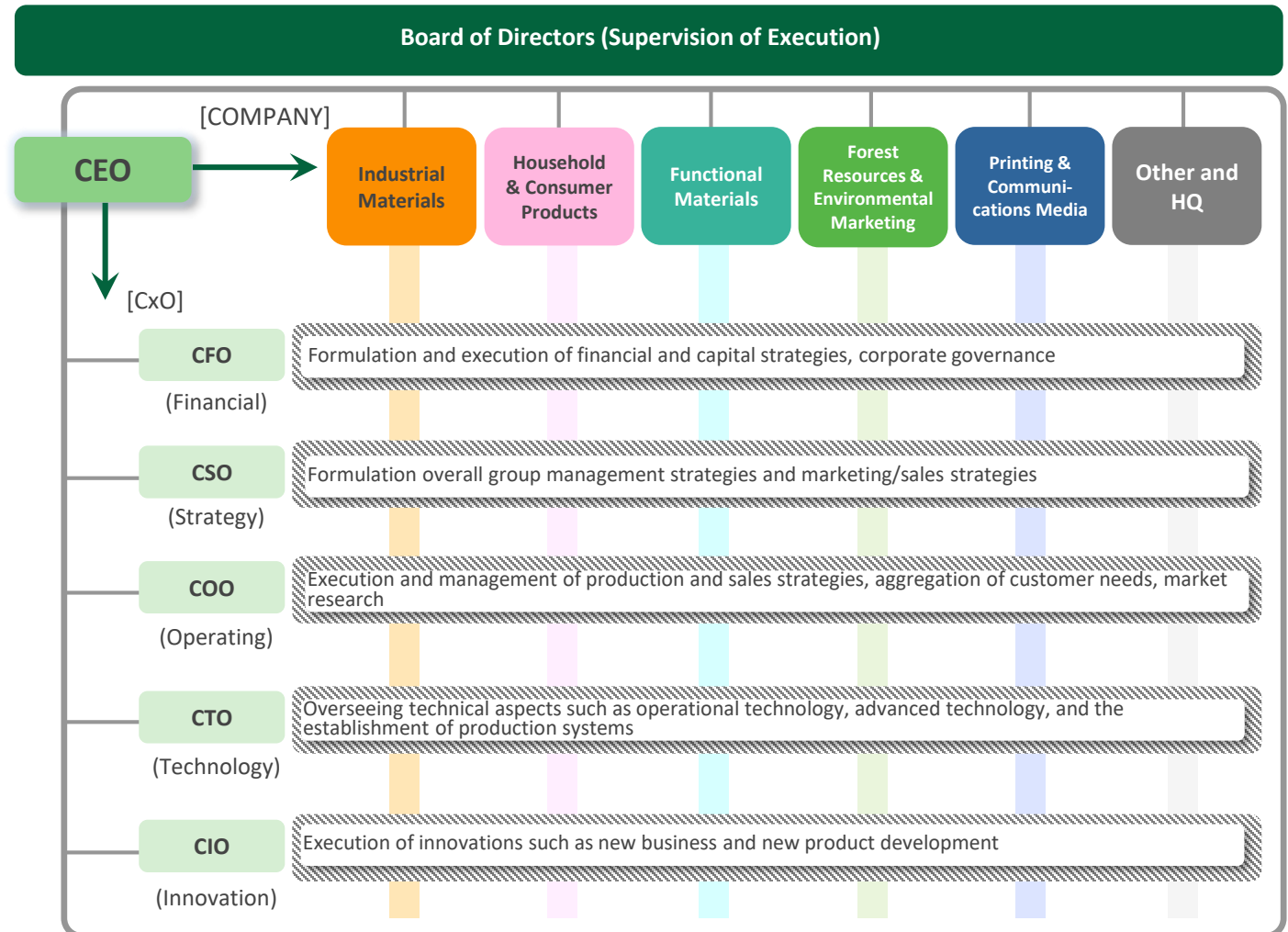
-Increase the ratio of performance linked compensation for Directors
-Align criteria which performance linked compensation is based on with the medium-term management plan and revise the criteria

- 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)>



Global Expansion of the Oji Group

Consolidated sales in FY2024

¥1,849 billion

Overseas sales ratio: 40.7%

Number of employees
(consolidated)

39,136

Percentage of overseas: 58.5%

Consolidated subsidiaries

217 companies

Overseas: 123 companies

Invested in

24 countries

Europe

¥137.9 billion

(Production sites 19)

Southeast Asia/India

¥261.5 billion

(Production sites 57)

Japan

¥1,094.8 billion

(Production sites 99)

East Asia

¥177.7 billion

(Production sites 9)

Oceania

¥79.8 billion (Production sites 16)

North America

¥57.5 billion

(Production site 1)

South America

¥30.5 billion

(Production sites 4)

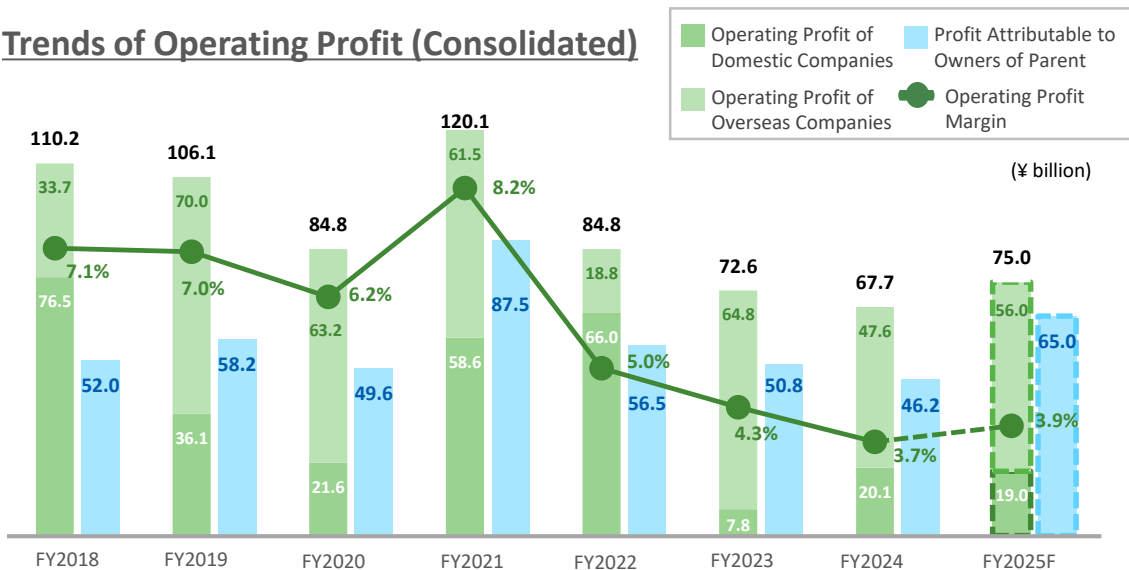
Founded in
1873


"Oji Forest" Globally
7 countries **635Kha**

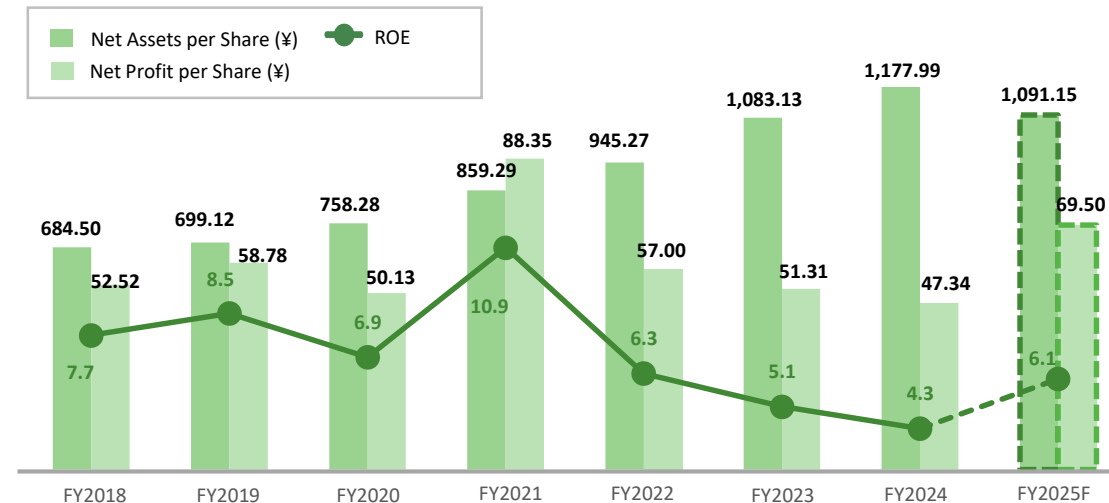
Note: The number of production sites is as of June 30, 2025. The others are as of March 31, 2025.

Financial Highlights

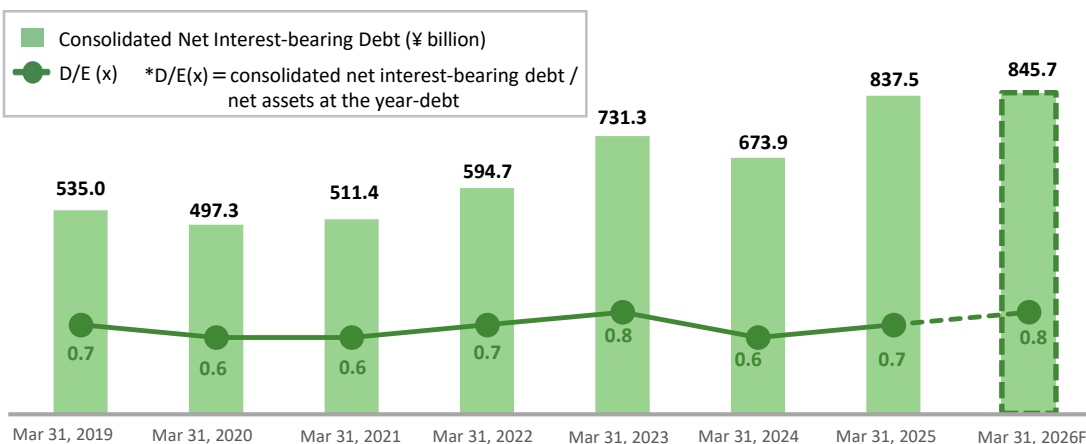
Trends of Operating Profit (Consolidated)



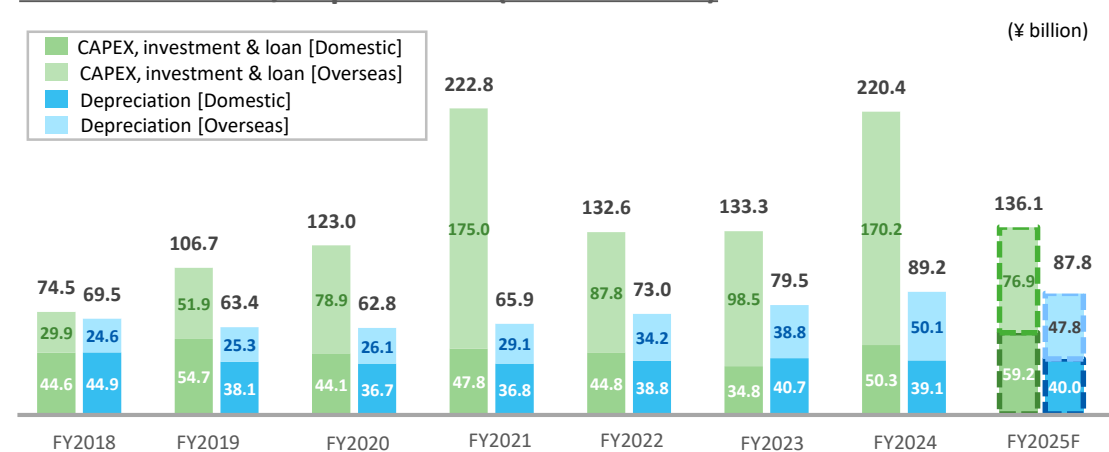
Trends of Return on Equity (ROE)



Trends of Net Interest-bearing Debt (consolidated)



Trends of CAPEX/Depreciation (consolidated)



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