

# History of the Oji Group's Value Creation

In February 2023, the Oji Group marked the 150th anniversary of its foundation. Since its founding in 1873, the Group has been growing through the expansion of business fields. While keeping abreast of the trends of the times, we have tackled changing social needs and evolved our business structure. In recent years, aiming for contribution to a sustainable society, we have been actively rolling out the technologies cultivated in our domestic business to the global market.

## 1 Period of Foundation 1873-1909

### Birth of the Modern Paper Manufacturing Industry

The origin of the Oji Group dates back to the establishment of Shoshi Kaisha, a paper manufacturing company, advocated by Eiichi Shibusawa, the founder of the modern Japanese economy. Shoshi Kaisha was established in 1873, based on Shibusawa's belief that "paper and printing businesses are the source of civilization." This company would eventually become Oji Paper and would underpin the growth of industry throughout the whole of Japan.

Eiichi Shibusawa (from the collection of the Shibusawa Memorial Museum)



Main gate of Oji Paper Oji Mill (from the collection of the Paper Museum)

## 3 Period of Development 1946-1972

### Efforts toward New Technologies

Amid Japan's post-War reconstruction, with a view to producing high-quality paper quickly and in large quantities, we turned to a continuous digester, which was unproven at that time but highly productive. We introduced the equipment at the Kasugai Mill. We also developed technology for removing ink from old newspaper, opening up major paths for the use of recovered paper.



#1 machine at Kasugai Mill



Kasugai Mill in the 1960s

## 2 Period of Establishment 1910-1945

### Establishment of Domestic Supply Structure

To meet burgeoning demand for paper, we ventured to Hokkaido in search of the forests, water, and the vast land resources needed for paper manufacturing. We brought together the very best of technologies and opened the Tomakomai Mill. In doing so, we established a domestic supply structure for newsprint, breaking free from reliance on imports.



Tomakomai Mill (from the collection of the Paper Museum)



Hydroelectric power plant built at Waterfall Nassou on the shore of Lake Shikotsu

## 4 Period of Great Change 1973-1999

### Paper Diversification and Response to Environment

The growing abundance of people's lives brought major changes in their lifestyles. Expectations of paper grew, and we developed new products, such as boxboard, thermal paper, and household paper, one after the other. We also began expanding globally in search of raw materials for paper manufacturing and new markets. On the other hand, we also placed efforts into countermeasures against pollution at our paper mills.



High-grade boxboard



Sales of toilet rolls, tissue paper, and paper towels began in the 1970s

## 5 Period of Restruction 2000-

### Shift in the Business Structure and Further Global Deployment

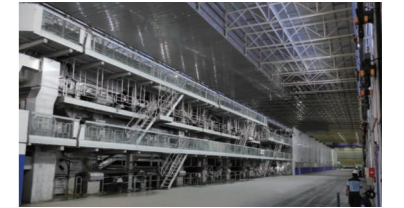
Paper production volume has been declining since 2008. Amid the contraction of the domestic market, we pressed ahead strongly with our overseas expansion, focusing on Southeast Asia. Our overseas sales ratio is now close to 40% (FY2022). Issues of a global scale, including global warming countermeasures and marine plastics, have emerged, and "breaking free from fossil materials" and "sustainability" have become key themes. Taking maximum advantage of the paper manufacturing technologies we have cultivated over our long history, in recent years, we have been focusing our efforts on the development of new materials derived from wood.



Bioethanol



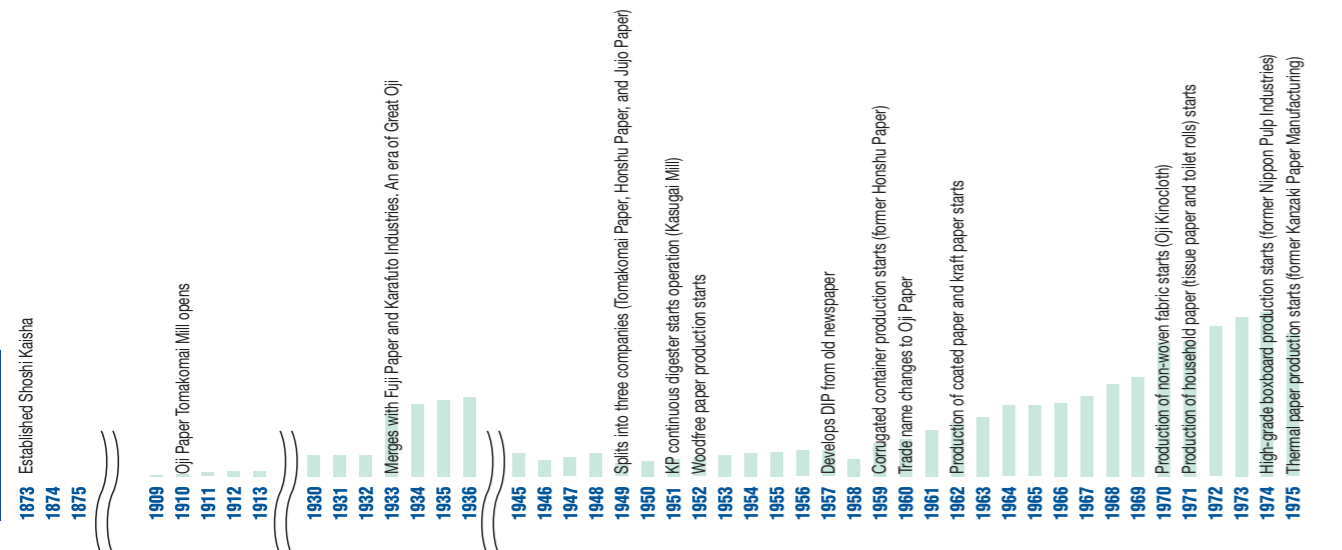
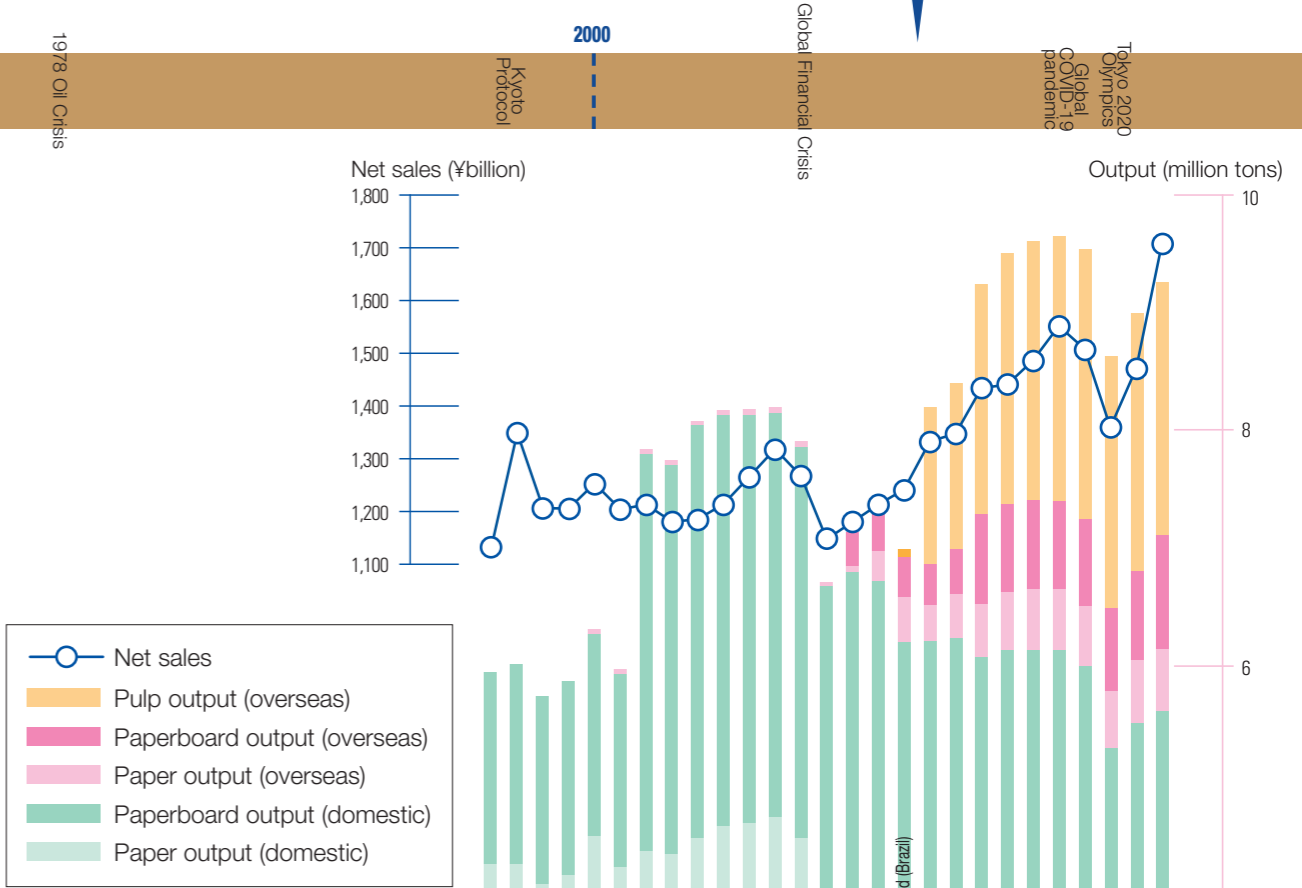
Cellulose nanofiber



GSPP PM3



Jiangsu Oji Paper Nantong Mill



# Major Affiliated Companies Distribution Map

