



Corporate Presentation



Global Network



43 countries and regions

134 cities

151 locations

(As of March 31, 2023)



Overview of the Group

KPP Group Holdings

Business lines

Control and management of business activities of subsidiaries through ownership of shares or equity interests in subsidiaries; holding and leasing of real estate; warehousing, etc.

- Established 1924
- Employees(consolidated basis) 5,457

- Consolidated subsidiaries 94
- Locations 151

Asia-Pacific (Oceania, Southeast Asia, India)

Spicers Limited



Business lines

Commercial print, digital media, label packaging, industrial packaging, signs and displays, consumables and hardware, architectural finishes

- Established 1896
- Employees 340
- Locations 14

KPP ASIA-PACIFIC PTE. LTD.

Business lines

Regional management company in Southeast Asia

- Established 2015
- Employees 101[※]
- Locations 12

※Total employees in Group locations

Northeast Asia

Kokusai Pulp & Paper Co., Ltd.



Business lines

Purchase, sales, import, and export of paper, paperboard, paper processed goods, pulp, recovered paper, chemical products, paper-related machinery, packaging materials, and other related products; holding and leasing of real estate; warehousing, etc.

- Established 2022
- Employees 988
(consolidated basis) (including subsidiaries in Japan and overseas)
- Location 15

Europe, North America, South America

Antalis S.A.S.



Business lines

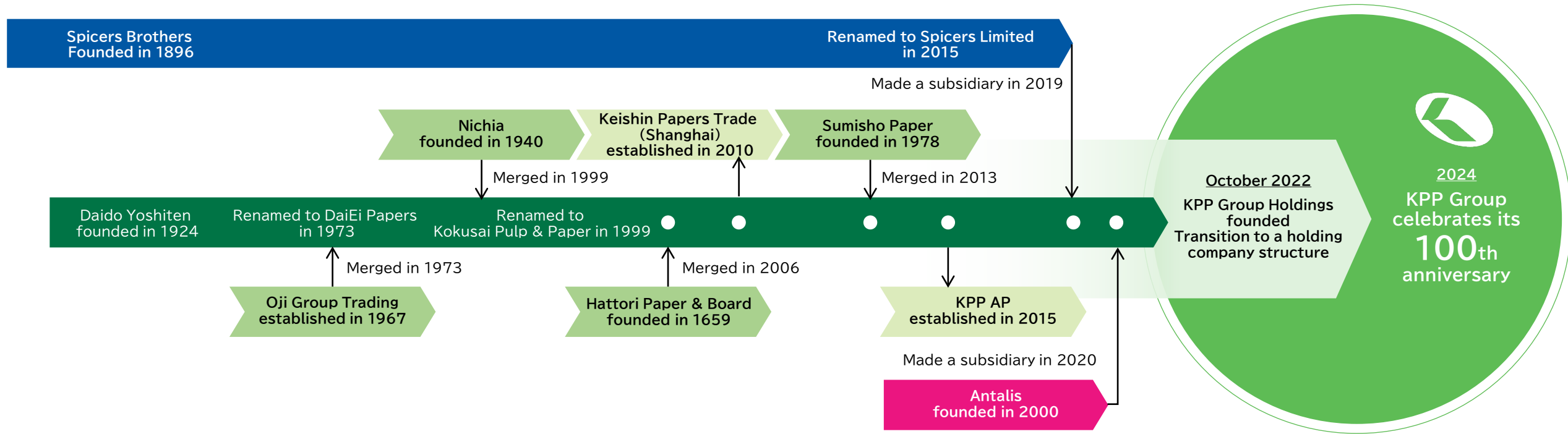
Paper and paper-related products, packaging, and visual communication

- Established 2000
- Employees 3,972
- Locations 99

(As of March 31, 2023)



History of KPP Group



1 Foundation period (1924-1972)

Daido Yoshiten, the predecessor of KPP Group Holdings, was established during the rise of modern paper manufacturing

2 Development period (1973-2012)

Expanded business through mergers and proceeded to operate globally at the center of industry reorganization

3 Second period of expansion (2013-2019)

Proceeded with business structural reform and expansion of business domains, evolving into one of the world's leading pulp and paper trading companies

4 Evolution into one of the world's leading pulp and paper trading company groups and transition to a holding company structure (2020-)

Aiming to become the top paper distributor in the world while looking to the 100th anniversary in 2024 and beyond



Paper Innovation for a Connected Future

The origins of writing can be traced back to as early as 4,000 BC.

With writing being added to verbal communication, paper was invented, and printing technology also evolved.

In particular, the printing press greatly contributed to the Renaissance, the Reformation, and the Scientific Revolution, which began in Europe.

Alongside writing and print, paper could be considered to be a great innovator that has supported the advancement of humankind.

Now, paper is opening the way to a new future to protect our rich natural environment.

Using environmentally friendly paper as material leads to the creation of a better future.



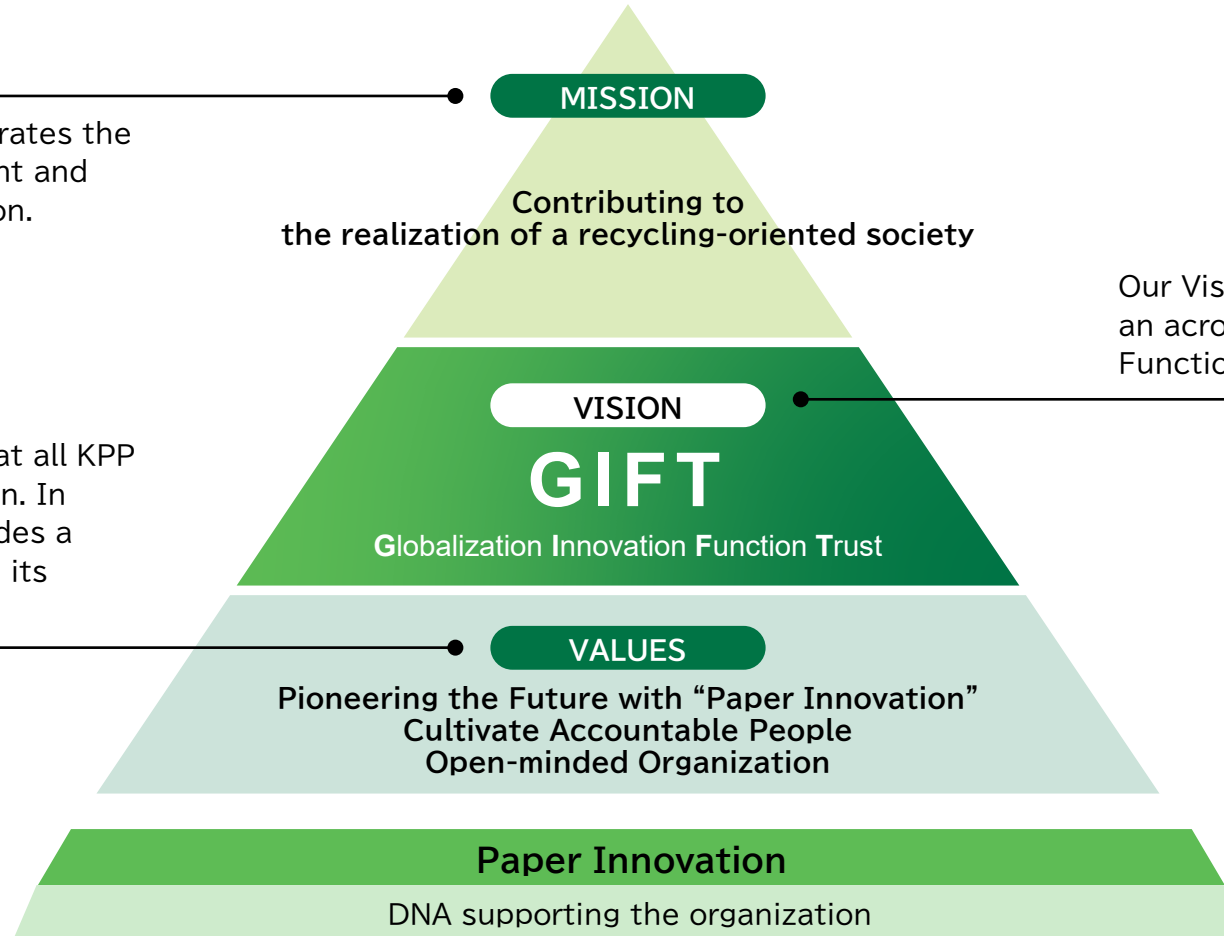
KPP GROUP WAY

The KPP Group Way is the KPP Group’s philosophy structure, which is expressed as a pyramid consisting of three layers of Mission, Vision, and Values.

In the Group Way, the Mission incorporates the concept of purpose-based management and expresses our raison d’être and mission.

The Values summarize three values that all KPP Group members should have in common. In addition, the KPP Group Charter provides a guiding principle for the Company and its employees.

Our Vision is summarized as GIFT+1. “GIFT” is an acronym for Globalization, Innovation, Function, and Trust.





Long-term Management Vision (FY2016 to FY2024)



Global management
Establish a totally recycling-oriented enterprise

Globalization

Leveraging our global network to become a leading pulp and paper company

Innovation

Open up the potential of paper through a creative mind and develop a recycling-oriented business

Function

Promote e-commerce and take on the challenges of new business domains

Trust

Continue being a sincere company trusted by stakeholders

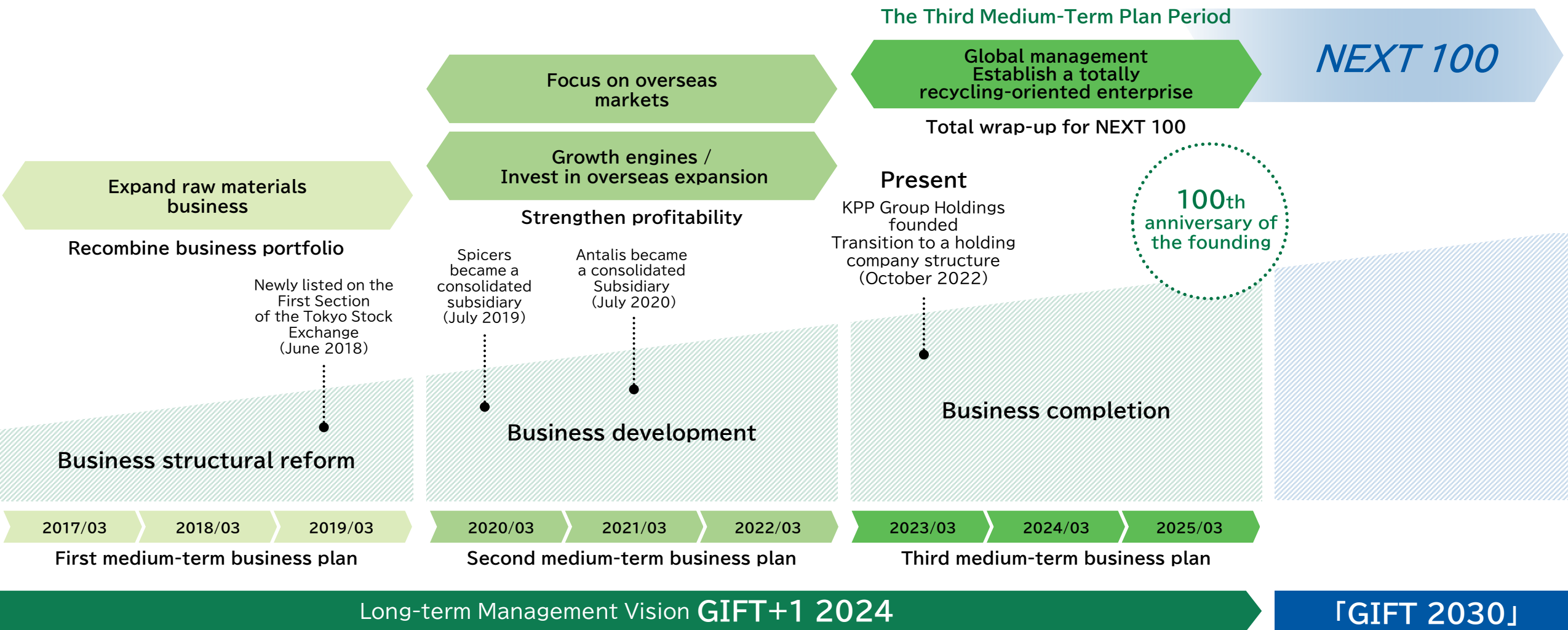
+1 (plus one)

Contribute to the realization of a sustainable society by adding environmental, social, governance, and other initiatives to all elements of our vision as "plus one"



Long-term Management Vision “GIFT+1 2024”

The Third Medium-Term Plan is the final stage of the long-term Management Vision “GIFT+1 2024”
- Toward “GIFT 2030” and “NEXT 100” years

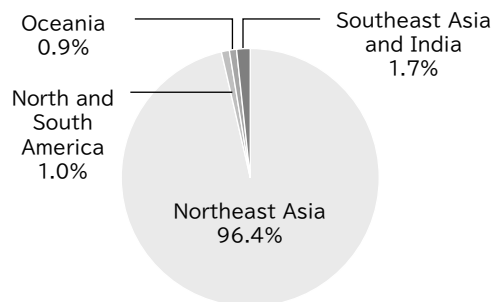




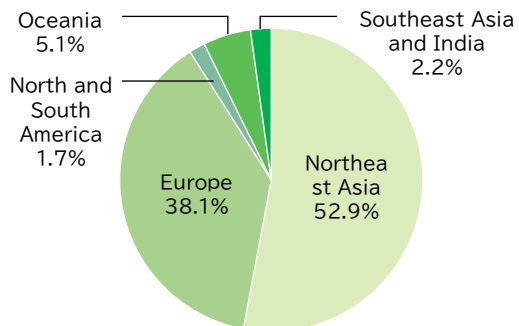
Transformation of Business Scale

Net Sales Composition by Region

Fiscal year ended March 31, 2019, the final year of the first medium-term business plan ※Estimate

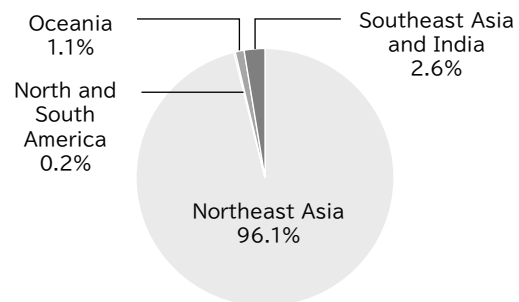


Fiscal year ended March 31, 2022, the final year of the second medium-term business plan ※Estimate

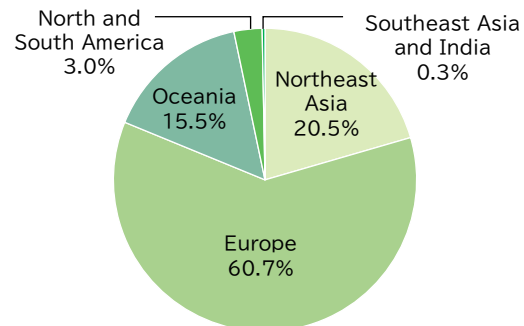


Operating Income Composition by Region

Fiscal year ended March 31, 2019, the final year of the first medium-term business plan

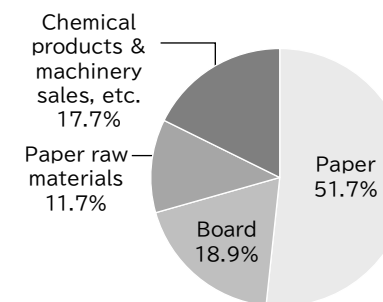


Fiscal year ended March 31, 2022, the final year of the second medium-term business plan

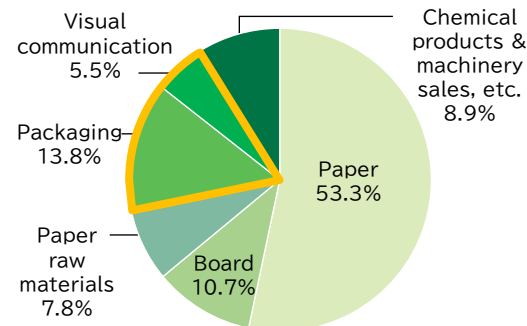


Net Sales Composition by Business Segment

Fiscal year ended March 31, 2019, the final year of the first medium-term business plan



Fiscal year ended March 31, 2022, the final year of the second medium-term business plan



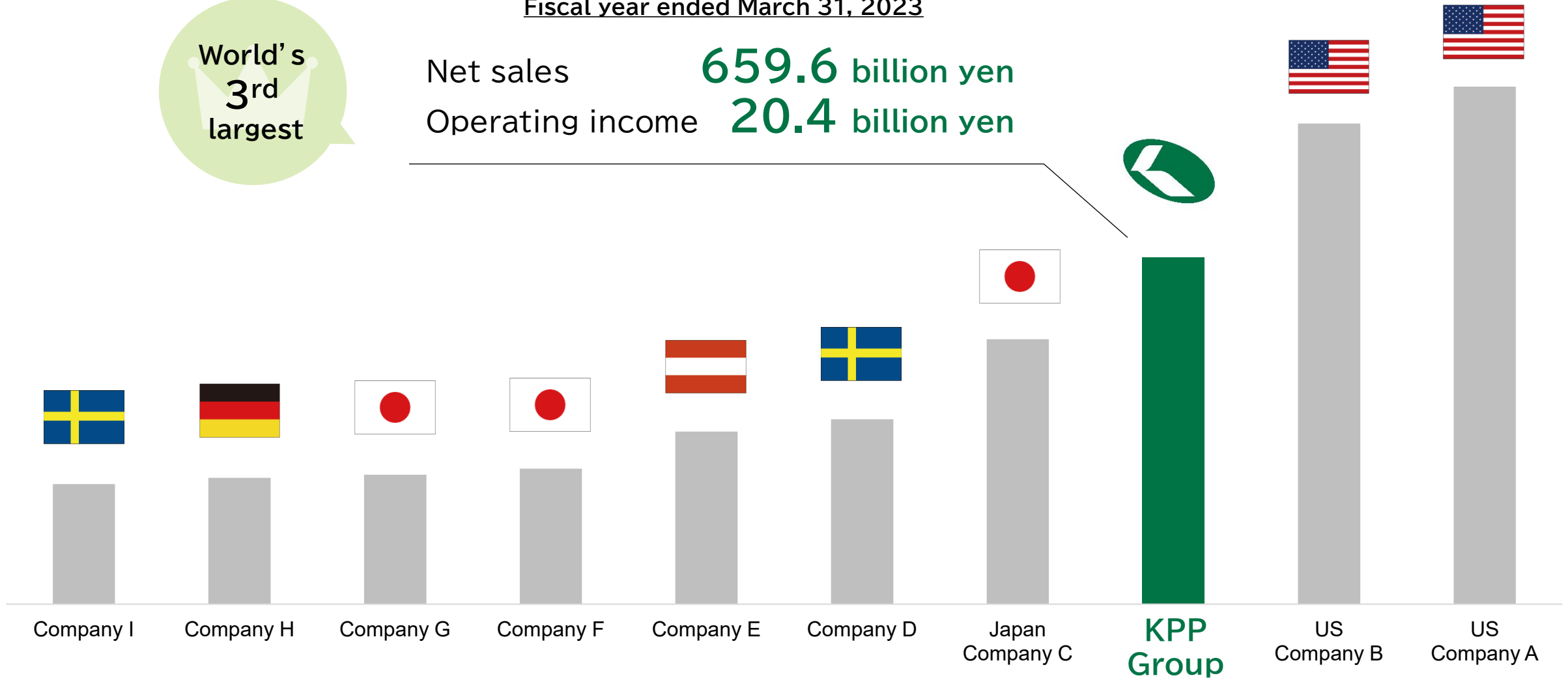


Third largest Paper Trading Company in the world in Terms of Business Scale

Fiscal year ended March 31, 2023

World's
3rd
largest

Net sales **659.6 billion yen**
Operating income **20.4 billion yen**



※Net sales·· Actual or projected figures for the fiscal year ending March 31, 2023, are used.



Our Third Medium-term Business Plan

01 Strengthening global governance



- Establishment of a management control system that respects the autonomy of each Group company by delegating authority and clarifying responsibilities
- Centralized management of information and implementation of appropriate Group management
- Realization of rapid management through the IT infrastructure development
- Global expansion of risk and incident management
- Development of internal control and internal audit system to ensure proper business operations
- Revitalization of internal communication

02 Portfolio reform and expansion of new businesses



- Analysis of global markets and promotion of digital marketing
- Becoming carbon neutral and promoting e-commerce
- Realization of inorganic growth through M&A, etc.
- Hybrid management with stock business and indent business

03 Promotion of sustainability management



- Transition to a more ESG-focused philosophy structure
- Achievement of KPIs and execution of PDCA for identified material issues (diversity, response to DX, climate change countermeasures, etc.)
- Integration between global-scale sustainability management and business plan



Heading toward sustainable growth

Organic growth

Expansion of recycling-oriented business model

1. Further expand recycling-oriented business through both recovered paper business and product sales
2. Strengthen pulp business, including raw materials for sanitary paper
3. Expand market share of paper and paperboard wholesale business and maximize profits through promotion of e-commerce and cost control
4. Expand solution business

Inorganic growth

Expansion of business areas by acquiring external management resources

Total **20 billion yen**
(three-year cumulative total)

■ Markets targeted by M&A

Visual Communication Business

Packaging Business

Other processing business

■ Management resources to be acquired

New portfolio

Human capital

Management know-how

Locations and facilities



Toward sustainable growth



Value Creation Model

Input

Financial capital

- Sound financial base
- Strategic business investment
- Total assets: 330.6 billion yen
- Equity ratio: 20.5%
- ROE: 25.4%

Manufacturing capital

Global presence with 151 locations in 134 cities in 43 countries, 90 distribution centers, design centers, etc.

Intellectual capital

Abundant knowledge of the pulp and paper industry accumulated over 98 years, product and solution development capabilities, and a track record of building recycling-oriented business models to realize a recycling-oriented society, in addition to knowledge and achievements in downstream fields (packaging solutions, visual communications, etc.) at our overseas locations

Human capital

5,457 employees with diverse backgrounds working globally (consolidated)

Social and relational capital

- Solid customer base based on longstanding relationships of trust and a sales network that covers 60 countries worldwide (Non-consolidated) Supply network of approximately 1,200 companies and 2,400 customers (Consolidated) Approximately 100,000 customers
- Leading a paper recovery network, RISANET Japan

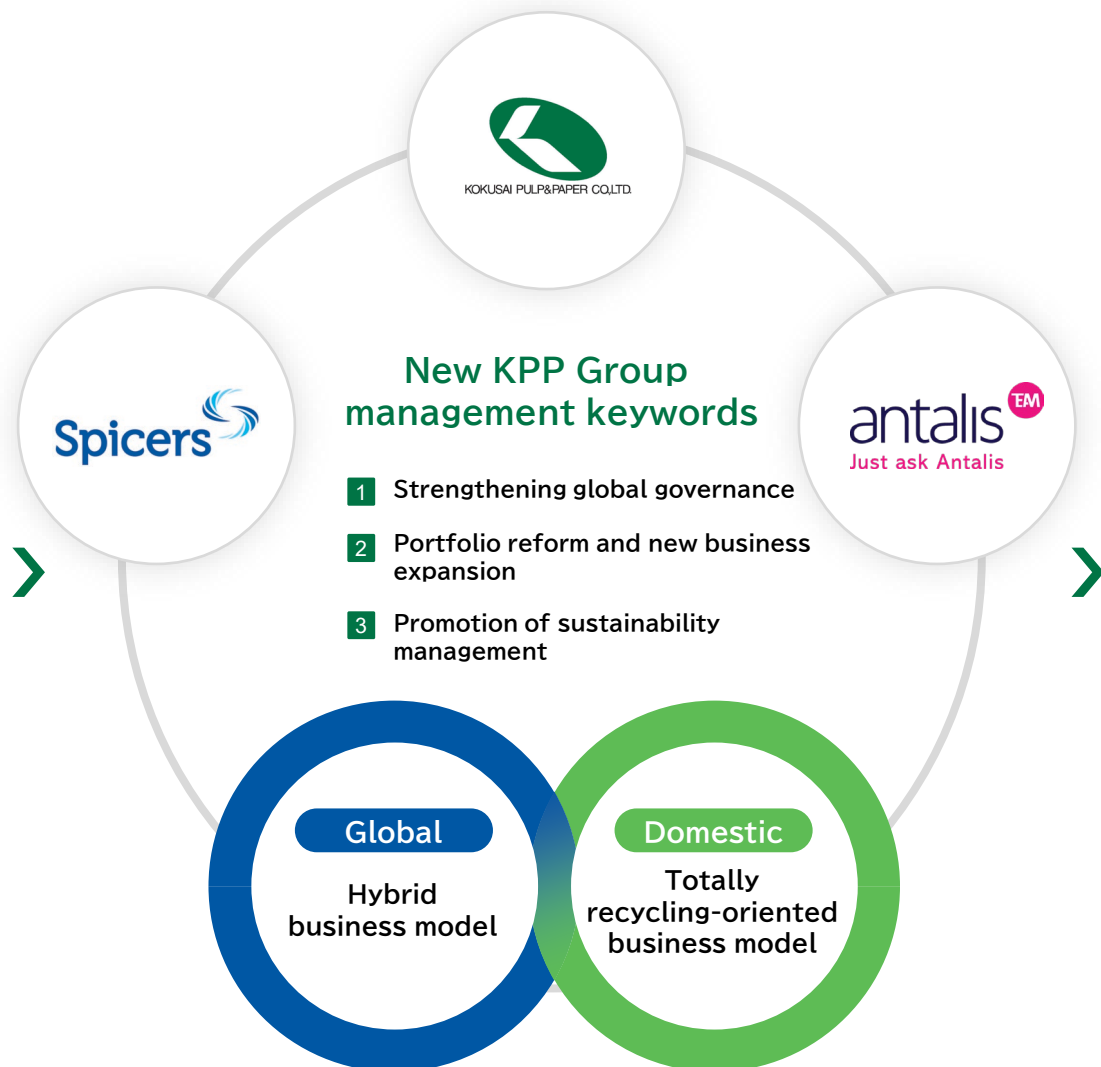
Natural capital

- Paper: 2.03 million tons
- Chemical products
- Pulp·Recovered paper: 1.36 million tons
- Electricity consumption: 1,011,189 kWh(※)
- Water consumption: 9,290m³(※)

(※) Non-consolidated

(As of March 31, 2023)

Business Model



Output

Five business segments

Paper and Board

Packaging

Visual Communication

Paper Raw Materials

Environment-related



Business Models-Hybrid Business Model

Global strategy maximizing profitability and efficiency

The Company is expanding its sales network on five continents and actively capturing the growth of markets worldwide.

Paper Trading-oriented

Business model overseas

Trade business utilizing a global network for paper, paperboard, and paper raw materials

Paper Distributor-oriented

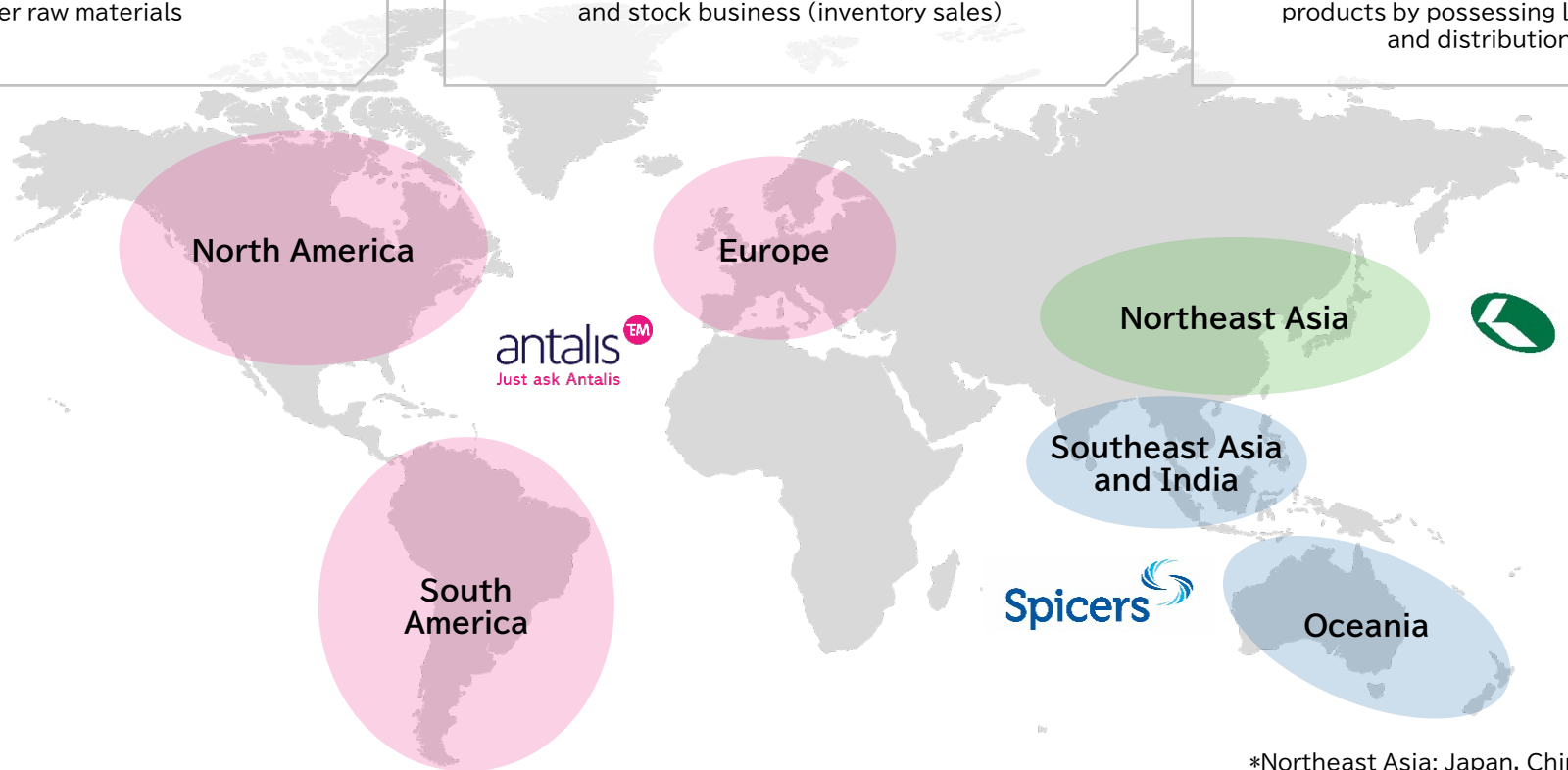
Business model in Japan

Paper-related wholesale business that combines indent business (contracted sales) and stock business (inventory sales)

Paper Merchant-oriented

Business model in Oceania and Europe

High value-added business through cutting and processing and sales of own-brand products by possessing large-scale logistics and distribution functions



*Northeast Asia: Japan, China, Taiwan, Hong Kong, and Korea

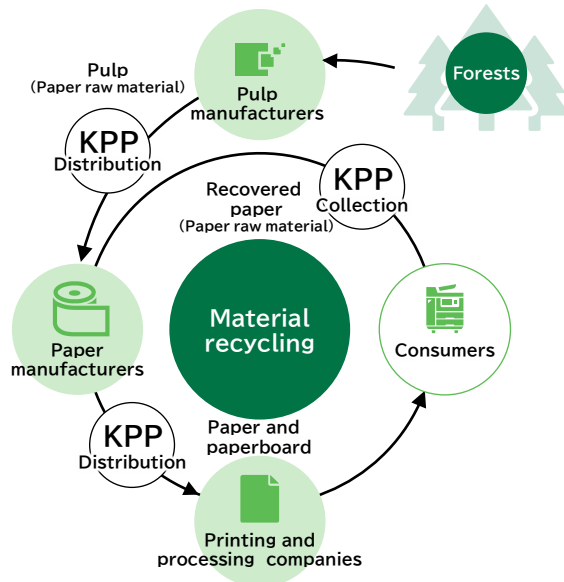
Business Models-Totally Recycling-oriented Business Model

Realization of environmentally friendly sustainable growth

Material Recycling

Contributing to the realization of a circular economy through a recycling-oriented business

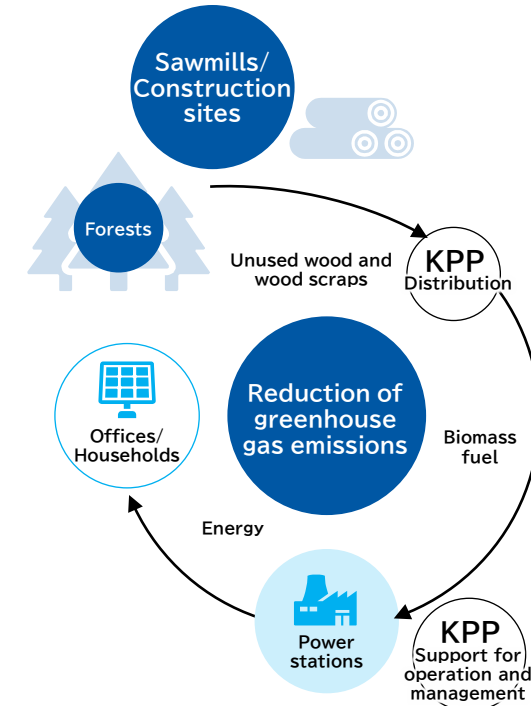
- Utilizing the collection network of used paper wholesalers throughout Japan. Collected used paper is delivered to paper manufacturers as raw materials for paper (recycling material)
*see "Paper Raw Materials Business" on page 19 of this material.
- Used paper collection solution business using our originally developed Town ecom and Office ecom
- Provision of the ecom Closed Recycling Service, which visualizes resource emissions, recycling routes, and recycling volumes



Reduction of Greenhouse Gas Emissions

Biomass power generation support business that contributes to a reduction in greenhouse gas emissions

- Development of BMecom, an operation support system for biomass power plants using AI and IoT technologies
- Purchase unused wood, waste wood, and scrap wood, and supply them to biomass power plants





Five Business Segments



Paper and Board



Packaging



Visual Communication



Paper Raw Materials
(pulp and recovered paper)



Environment-related



01

Paper and Board Business

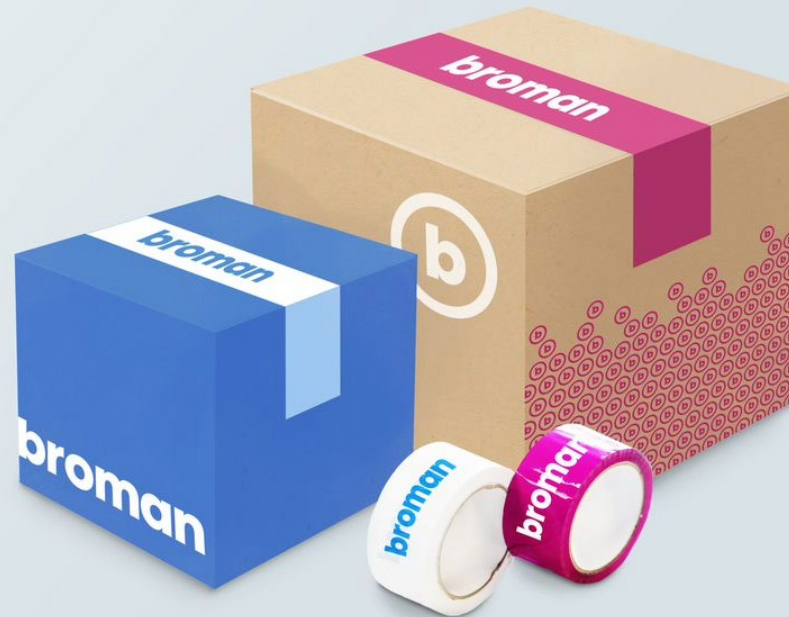
We handle paper for newsprint, printing, and communication-related paper, containerboard for corrugated boxes, and boxboard used as base paper for snack and tissue boxes, cards, and other products.





Packaging Business

We propose tailor-made solutions to meet customer needs. We provide services to a wide range of industries including automotive, electronics & high-tech, machinery, metals, food, and chemicals.



03

Visual Communication Business

This is a media business that appeals to the visual sense, including point-of-purchase advertising, signage, interior decorations, and wrapping, for which demand is growing in Europe and Australia. We also supply large-format inkjet printing and consumables such as ink.





Paper Raw Materials(pulp and recovered paper) Business

Currently, pulp accounts for approximately 40% of the raw materials consumed by the entire papermaking industry, with the remaining 60% being recovered paper.

We utilize our domestic and international networks to procure pulp and recovered paper, which we sell to paper manufacturers.





Environment-related Business

In addition to developing our proprietary ecomo series in various forms in Japan, we are engaged in the development and distribution of products and materials that contribute to reducing environmental impact, such as paper solutions and reduction of plastic use.

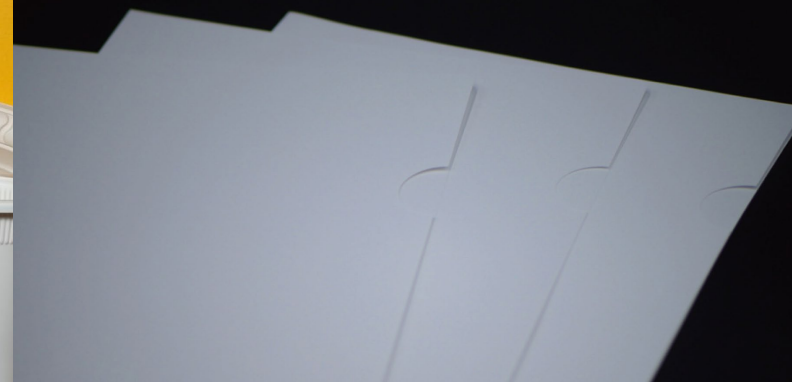
Paper straws



Reduced plastic cutlery



Paper-based clear folders



Barrier paper packaging



Try-on face cover for clothes shop





Regional Business

Northeast Asia: Kokusai Pulp & Paper

KOKUSAI PULP&PAPER CO.,LTD.

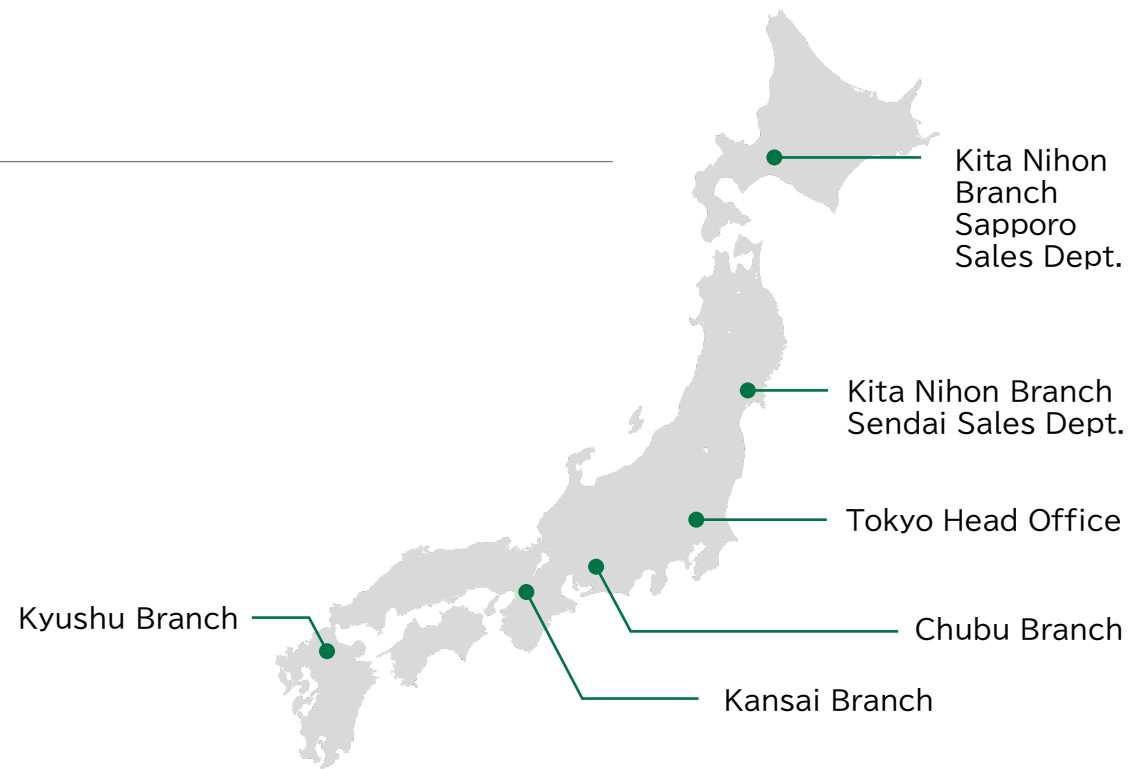
 99-year-old paper trading company

Major Locations

Tokyo, Osaka, Nagoya, Fukuoka, Sendai, Sapporo, Seoul, Taipei, Los Angeles, etc.

Main Businesses and Products

- Purchase, sales, import, and export of paper, paperboard, paper processed goods, pulp, recovered paper, chemical products, paper-related machinery, packaging materials, and other related product
- Holding and leasing of real estate; warehousing



Major Domestic Subsidiaries and Affiliates



- Narumiya Kami-shoji Co., Ltd
- Green Sanai Co., Ltd.
- Okayama Kami-shoji Co., Ltd.

- Musashino Paper Recycling Co., Ltd.
- Kyushu Kami-shoji Co., Ltd.
- KPP Logistics Co., Ltd

- Daidou Paper Trading Co., Ltd.
- Kikyoya Kami-shoji Co., Ltd.

- BMecomo Co., Ltd.
- Oji Fiber Co., Ltd

Major Overseas Subsidiaries and Affiliates



- Keishin Papers Trade (Shanghai) Co., LTD
- DaiEi Papers (USA) Corp.

- DaiEi Papers (H.K.) Limited
- DaiEi Papers Taiwan Co., Ltd

- DaiEi Papers Korea Company Limited



Northeast Asia: Kokusai Pulp & Paper

Keishin Papers Trade

➔ 13-year-old paper trading company

Major Locations

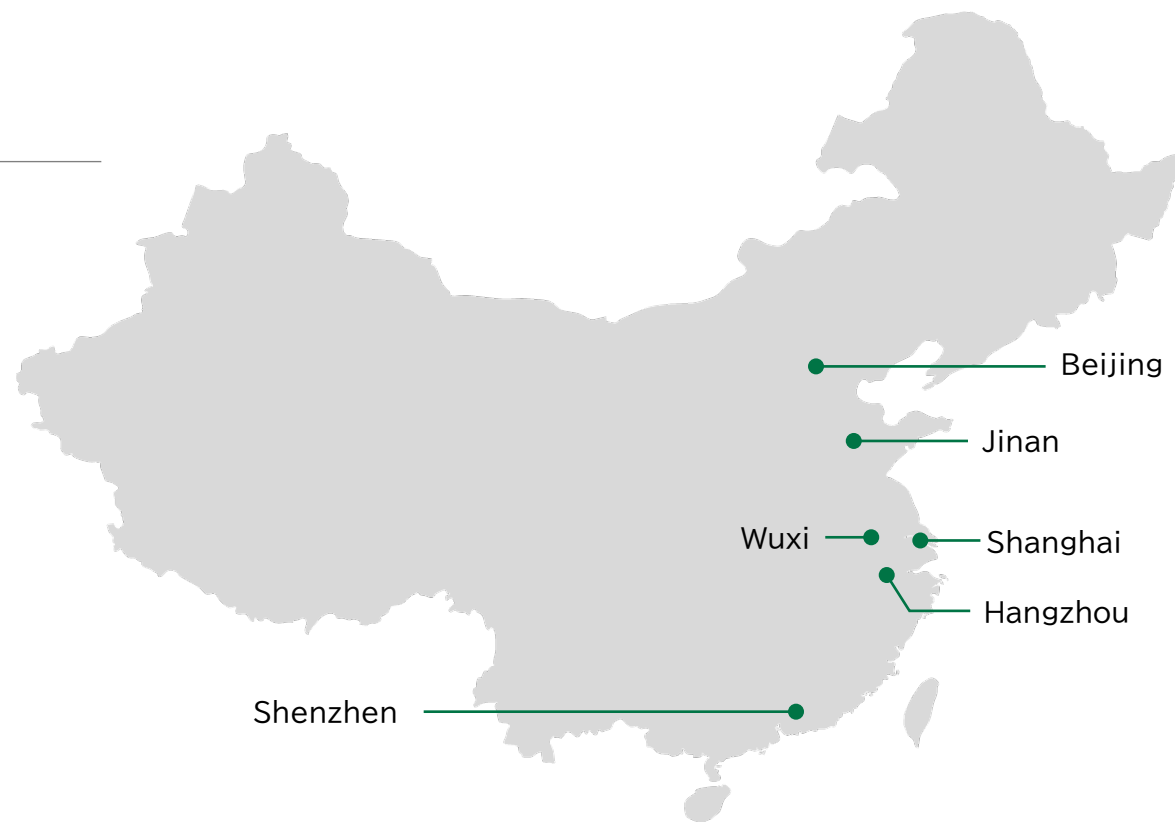
Shanghai, Beijing, Nanjing, Wuxi, Hangzhou, Jinan, Shenzhen, and Guangzhou

Main Businesses and Products

- Processing and sale of papers

Export Sales of Chinese Goods

- ▶ Taking advantage of the KPP Group's sales network, which has expanded to 45 countries and regions around the world, we are expanding exports of Chinese products not only to Asian countries such as Southeast Asia and India but also to Western countries.



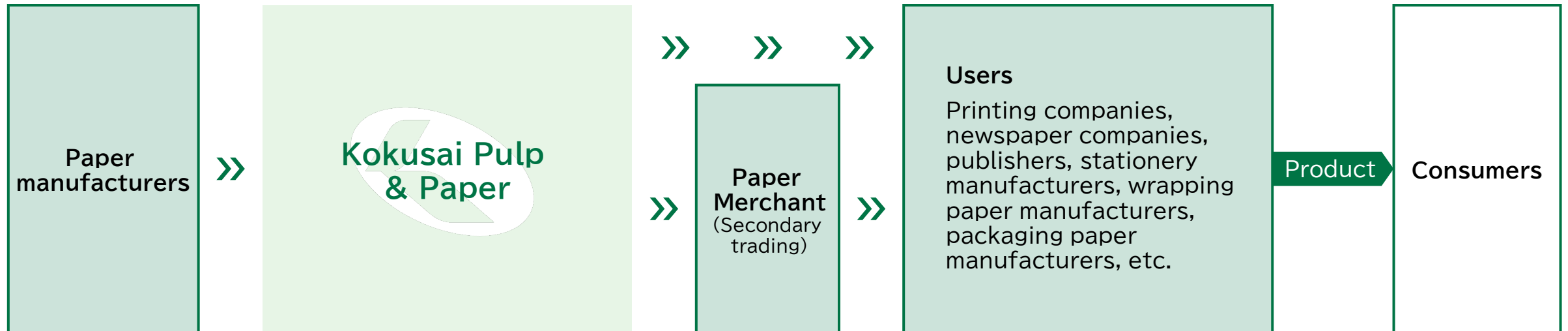
 Paper and Paperboard Business (Domestic)

Paper

Deals in newsprint, printing paper, and information-related paper. There is a wide range of paper types, and we make proposals that match the properties and characteristics of each type of paper depending on the application.

Paperboard

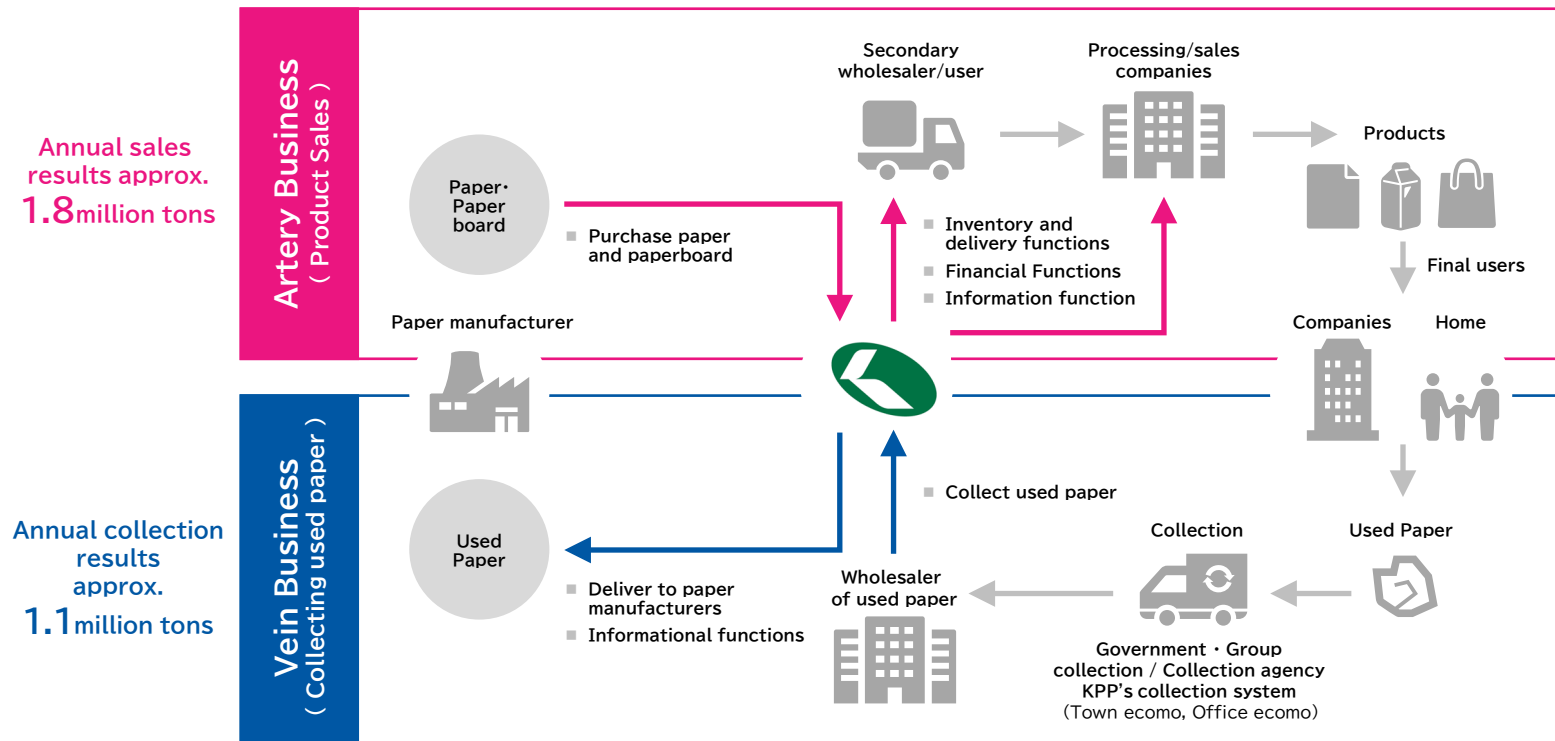
Paperboard is mainly classified into “container board” and “folding box board” and is widely used for packaging. “Container board” is the base paper used to make corrugated boxes, and accounts for about 80% of all paperboard. “Folding box board” is the base paper for paper boxes such as candy, tissues, cards, etc.



 Paper Raw Materials Business (Domestic)

Paper raw material (pulp and recovered paper)

Currently, approximately 40% of the raw material consumed by the entire paper industry is pulp, and the remaining 60% is used paper. We use our domestic and international network to procure pulp and used paper, and to sell them to paper manufacturers.



Paper and paperboard business



Paper raw materials business

Recycling industry through recycling of used paper

Japan's paper industry is characterized by the recycling of used paper.

Kokusai Pulp & Paper plays an important function in this process and has been working for many years toward the realization of a sustainable society.

Toward the Realization of a Recycling-oriented Society

■ Promote Green Biz Project

We have launched the cross-divisional Green Biz Project within the Company to develop and distribute "Green Products" based on the 3Rs of Reduce, Reuse, and Recycle, and the concept of Renewable.

- Oji Fiber Co., Ltd., which manufactures and processes paper yarn and other textile products made from paper, became a subsidiary.

- Capital and business alliance with Amica Terra Co., Ltd., which is engaged in plastic substitute materials (modo-cell®) made mainly from plant fibers (cellulose).

- A sales distributor agreement was concluded between Ranpak B.V., the largest provider of product protection solutions with paper cushioning material.

Reduced plastic cutlery



Paper-based clear folders



Try-on face cover for clothes shop



Examples of products using Kami no Ito OJO+



Packing equipment (example)



Paper cushioning

Gap filling

Cold chain

Packaging

Oceania, Southeast Asia, India: Spicers



➔ **127-year-old a major paper distributor in Australia**

Major Locations

Sydney, Melbourne, Brisbane, Perth, Adelaide, Hobart, Townsville, Darwin, Auckland, Christchurch, Palmerston North, Wellington

Main Businesses and Products

- Print & Packaging Business
- Visual Communications Business



Print & Packaging Business

Adhesive Label Business in Oceania

Providing services in all fields, including daily necessities, food and beverage, medical and pharmaceutical, logistics and distribution, and industrial-related fields.

- Propose to customers the best combination of surface materials, adhesives, release paper and release film for various applications.
- Wide range of supply sources, especially in Asia and Europe
- A large selection of approx. 100 different products.
- In-house slitting process provides added value, responding flexibly to customer specifications.

▼ Daily Necessities



▼ Logistics



▼ Medical Care



▼ Food & Beverage



▼ Others



 Visual Communication Business

Collaboration with visually appealing (i.e., visual communication) businesses such as in-store advertising, signage, wrapping, and buildings. The demand is growing in Europe and Australia.

We provide solutions and products ranging from large-format inkjet printers to inks and other consumables, and materials for indoor and outdoor signage, displays, and car wrapping.





Sustainability catalog “Environs”

- A sustainability catalog Environs was released. It features a full collection of products that contribute to reducing environmental impact.
- In addition to introducing paper-based products, Environs includes various contents such as Spicers’ Sustainability Statement, sustainability goals and practices and tips to consider when designing products.
- Spicers will continue to create innovative and sustainable solutions to meet the needs of today’s market and to ensure a healthy global environment for future generations.





Europe, North America, South America: Antalis



→ Europe's largest paper distributor

Major Locations

Paris, Birmingham, Dublin, Madrid, Köln, Stuttgart, Zurich, Amsterdam, Warsaw, Prague, Stockholm, Copenhagen, Riga, Istanbul, Santiago, Lima, etc.

Main Businesses and Products

- Paper and paper-related products
- Packaging Business
- Visual Communications Business





Packaging Business

Customized solutions

Experts who provide customized solutions that meet customer needs for a wide range of packaging material Providing services in a wide range of industrial fields, including automobiles, electronics, high-tech, machinery, metals, food, chemicals and so on.

Inquiries from Customers

We have products that need protection, but we can't find a standard packaging solution to meet our needs.

Expert

- ✓ What protection does the product need?
- ✓ What are the transportation modes and routes, and the situation of on-site inventory?
- ✓ What do your internal logistics look like?
- ✓ What about the disposal after use?

- Carefully consider customers unique cases and develop a solution that meets their requirements
- Procurement of the highest quality packaging materials at competitive prices through a broad network of suppliers and manufacturers

▼ Packaging Design Center



▼ Providing a variety of packaging materials (examples)





Europe, North America, South America: Antalis



Visual Communication Business

We provide solutions and products ranging from large-format inkjet printers to inks and other consumables, and materials for indoor and outdoor signage, displays, and car wrapping.

- Experienced marketing teams provide high-level user support.

Outdoor advertisements



Vehicle graphics



Retail



Hotel

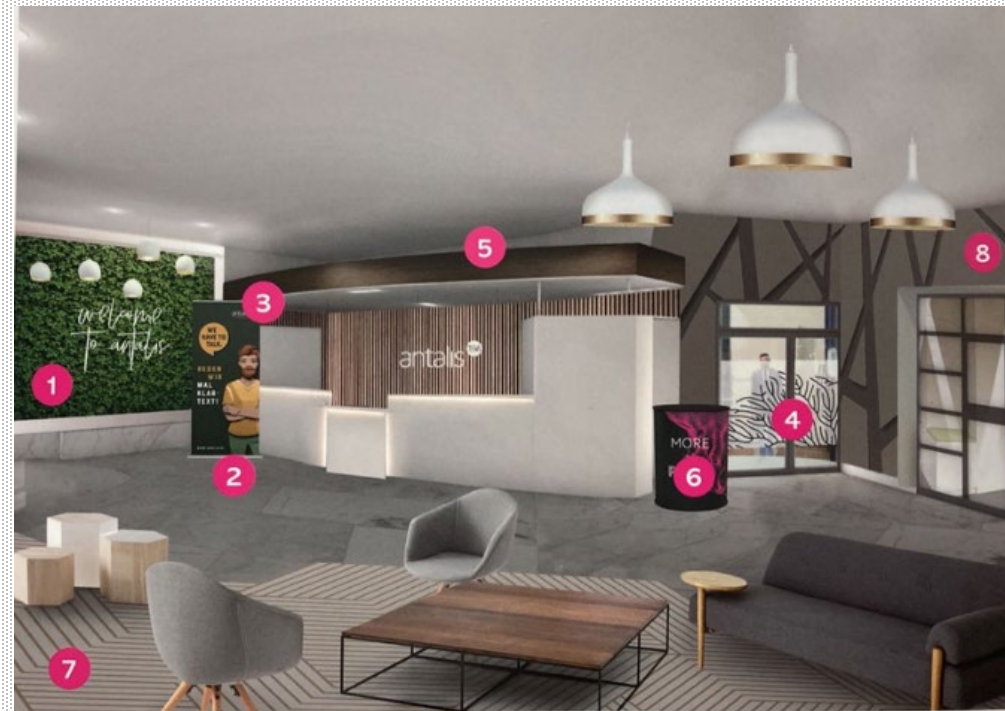


A view of the work



* Examples of projects in which products of Antalis' visual communication series were delivered in collaboration with architects, interior designers, printers and advertising agencies.

Various examples of installation



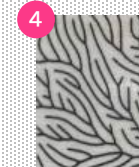
1 COALA STICKY WALL S



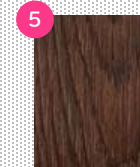
2 COALA ROLL-UP ECO



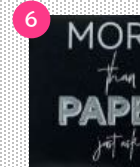
3 COALA ROLL-UP PET S



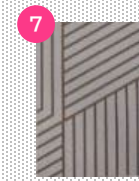
4 COALA ORGANZA



5 COALA INTERIOR FILM



6 STADUR SIGN EASYPRINT BLACK



7 COALA FLOOR & WALL R



8 DIBOND



Europe, North America, South America: Antalis

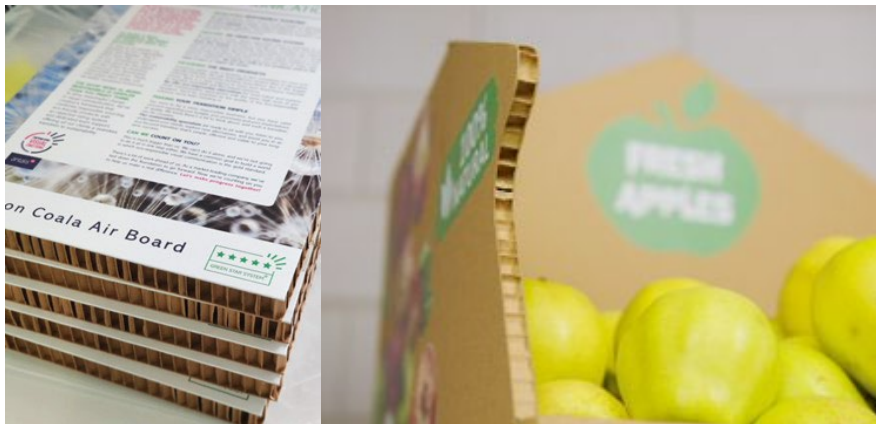
Initiatives to reduce environmental impact : Coala Air Board

“Coala” is Antalis’ s own brand for visual communication products. Coala Air Board is paper-based board with a honeycomb-like core structure inside, which is an environmentally friendly alternative to traditional synthetic rigid substrates (*1).

- Ranked the highest 5 stars in Antalis’ Green Star System (*2)
- Made of 100% recyclable paper, a more sustainable alternative to hard-to-recycle fossil materials
- The product is sustainable and can be used in a wide range of applications from exhibition stands to art installations

*1 Boards using fossil resources such as plastic.

*2 Antalis’ s original system for objectively evaluating the environmental impact of products by analyzing the origin of raw materials and recyclability





Sustainability Management

KPP Group Basic Policy on Sustainability

The KPP Group will contribute to the realization of a sustainable society through the operation of a totally recycling-oriented enterprise based on the basic philosophy of the KPP Group Way.

Furthermore, we perceive the environment, society, and governance to be important aspects of management and will identify material issues and engage in the resolution of the issues related to business activities.

Material Issues of the KPP Group



Global expansion

- Creation of Group synergies
- Internal communication



Climate change countermeasures

- Development of solutions to prevent global warming
- Reduction of CO₂ emissions



Response to DX

- Expansion of e-commerce
- Development of new systems



Diversity & inclusion

- Ensuring diversity
- Utilization of diverse personnel



Implementation of green business

- Resolution of the marine plastic pollution problem
- Recycling and waste reduction


















Enhancement of governance

- Compliance
- Information security
- Risk management



Initiatives to Resolve Social Issues and Strengthen Business Foundation

E	     	<p>Creation of a recycling-oriented society</p> <p>Response to climate change</p> <p>Marine plastic pollution problem</p> <p>Biodiversity preservation</p>	<ul style="list-style-type: none"> Establishment of a paper recovery network and selling raw materials for recovered paper Endorsement of TCFD and disclosure of information related to climate change countermeasures Development and distribution of products and services with reduced environmental impact Spread of renewable energy Promotion of Green Biz Project Forest conservation and reforestation Utilization of managed forest resources 		
	S	      	<p>Human resources development</p> <p>Development of an employee-friendly work environment</p> <p>Diversity & inclusion</p> <p>Raise awareness of paper culture and book culture</p> <p>Reduction of poverty and hunger</p>	<ul style="list-style-type: none"> Introduction of fair personnel system and implementation of evaluation Education Diverse work systems Prevention of harassment Response to long working hours Improvement of work-life balance Promotion of women's career advancement Diversification of hiring practices Dissemination of information on paper culture and book culture Various types of support 	
		G	 	<p>Enhancement of corporate governance</p> <p>BCP</p> <p>Reinforcement of information security</p>	<ul style="list-style-type: none"> Strengthening of global governance structure Disaster and incident response Evacuation drills Safety confirmation drills Reinforcement of Group-wide security



Environmental Initiatives: Towards a recycling-oriented society

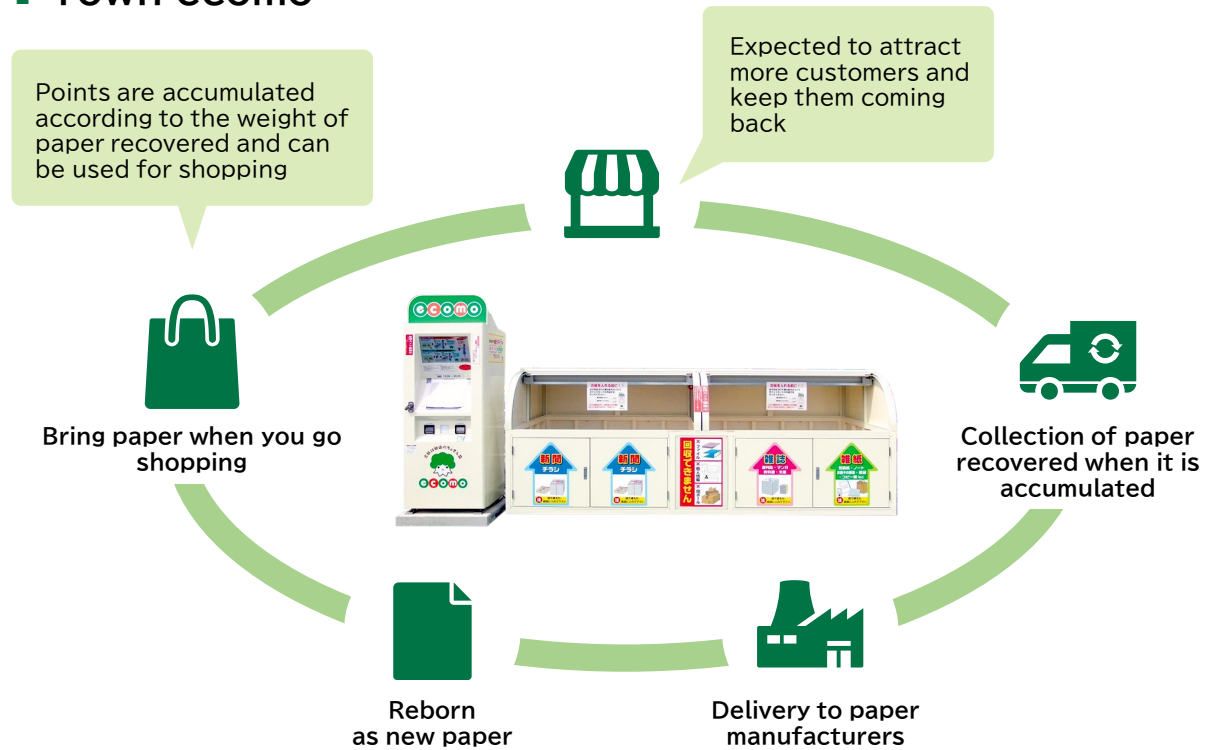
Building a collection network of used paper and sale of recovered paper materials

- The Company recycles approximately 60% of the products that it sells
- Presided over the recovered paper wholesaler network "Risanet"
- Deployment of the "ecom" model of recovered paper collection.

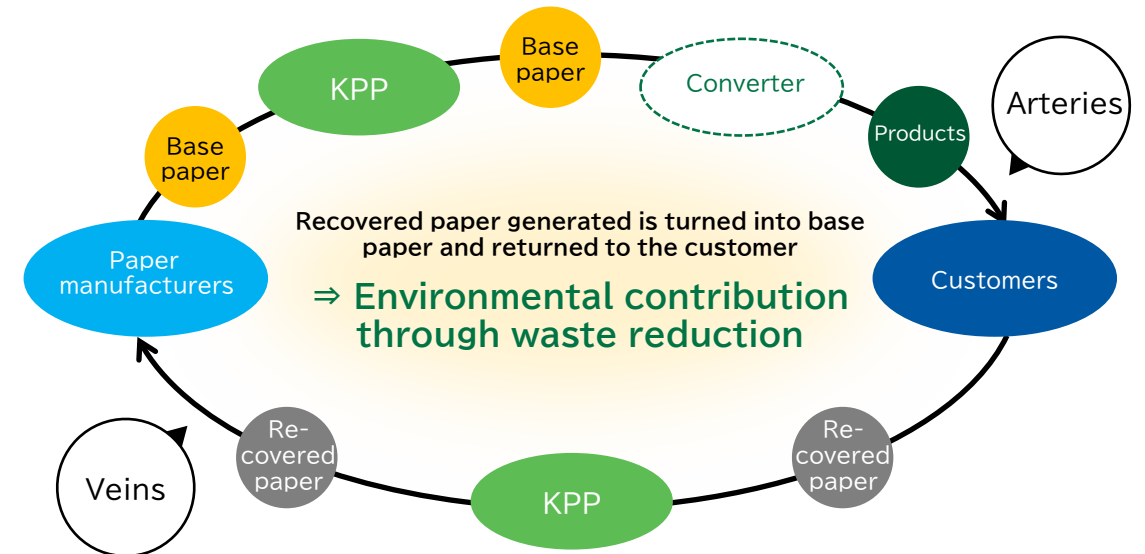


- Town ecom
- Office ecom
- ecom Closed Recycle Service

Town ecom



ecom Closed Recycle Service





Environmental Initiatives: Response to climate change/marine plastic pollution problem

Disclosure about Climate Change Corresponding to TCFD

- Endorsed the recommendations of the Task Force on Climate-related Financial Disclosures in June 2022.
- Disclosure of "Governance", "Strategy", "Risk Management", and "Indicators and Targets"

Popularization of renewable energy

- Development of "BMecomo", an operation support system for biomass power plants using IoT technology
- Established BMecomo Co., Ltd.

Development and sales of environmentally friendly products and services.

- Promote Green Biz Project
- Antalis' Green Star System and Coala Air Board
- Spicers published Environs



Environmental Initiatives: Conservation of biodiversity

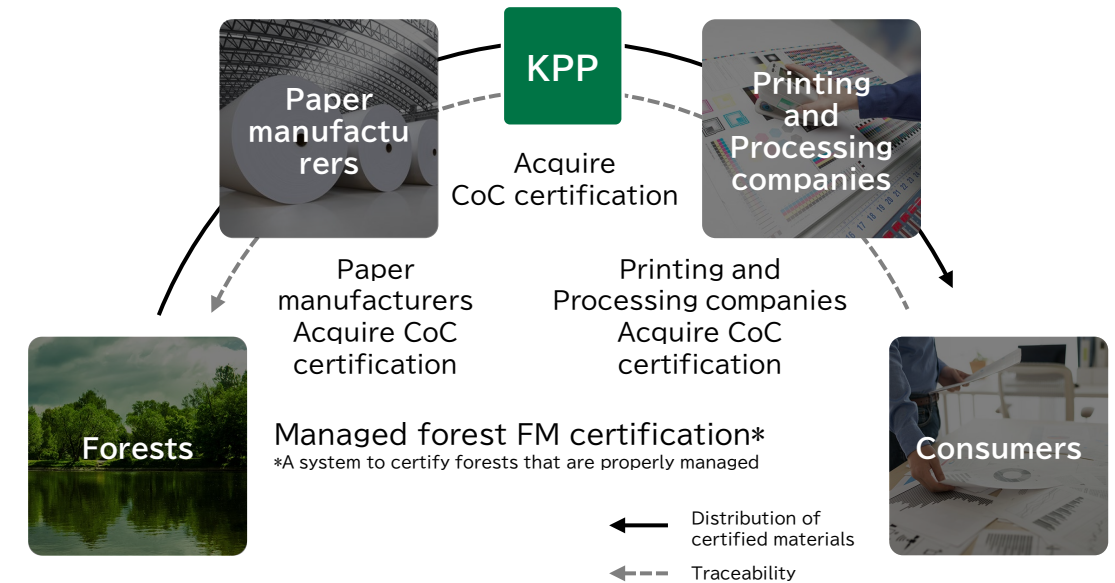
Forest conservation/regeneration

- 2015, Begin supporting the C. W. Nicol Afan Woodland Trust
- 2022, Begin new forest creation support for the southern area of the Afan Woodland



Utilization of managed forest resources

Expanding the handling of forest-certified products



FSC Forest Certification
(CoC Certification)
Acquired on January 5, 2004
Valid until December 21, 2023
Certificate No. SGSHK-COC-001603



PEFC Forest Certification
(CoC Certification)
Acquired on October 1, 2007
Valid until December 21, 2023
Certificate No. SGSJP-PCOC-0213



Human Capital and Human Resources Strategy

The Company considers that employees are the most important asset of a trading company and that an environment which lets them fully unleash their potential provides the very foundation for sustainable growth.

HR Development

- Introduction of fair personnel system and implementation of evaluation
- Education and Training
 - Introduced e-learning to support self-development
 - Implemented career interviews for promoted employees and training by rank

Development of an Employee-Friendly Work Environment

- Diverse work systems:
Leave of absence and shorter working hours for childcare or nursing care/Telework
- Prevention of harassment
- Response to long working hours

Diversity & Inclusion

- Improvement of work-life balance
- Promotion of women's career advancement
- Diversification of hiring practices



Contributing to Society: Raise awareness of paper culture and book culture

Public Relations Magazine TSUNAGU

An exploration in rediscovering a fascination with paper, we link paper and culture, paper and business, and paper and people.



Display of Tanabata Decorations

Display Sendai Tanabata decorations at the entrance of the head office and open to the public.



Support for Papermaking Class

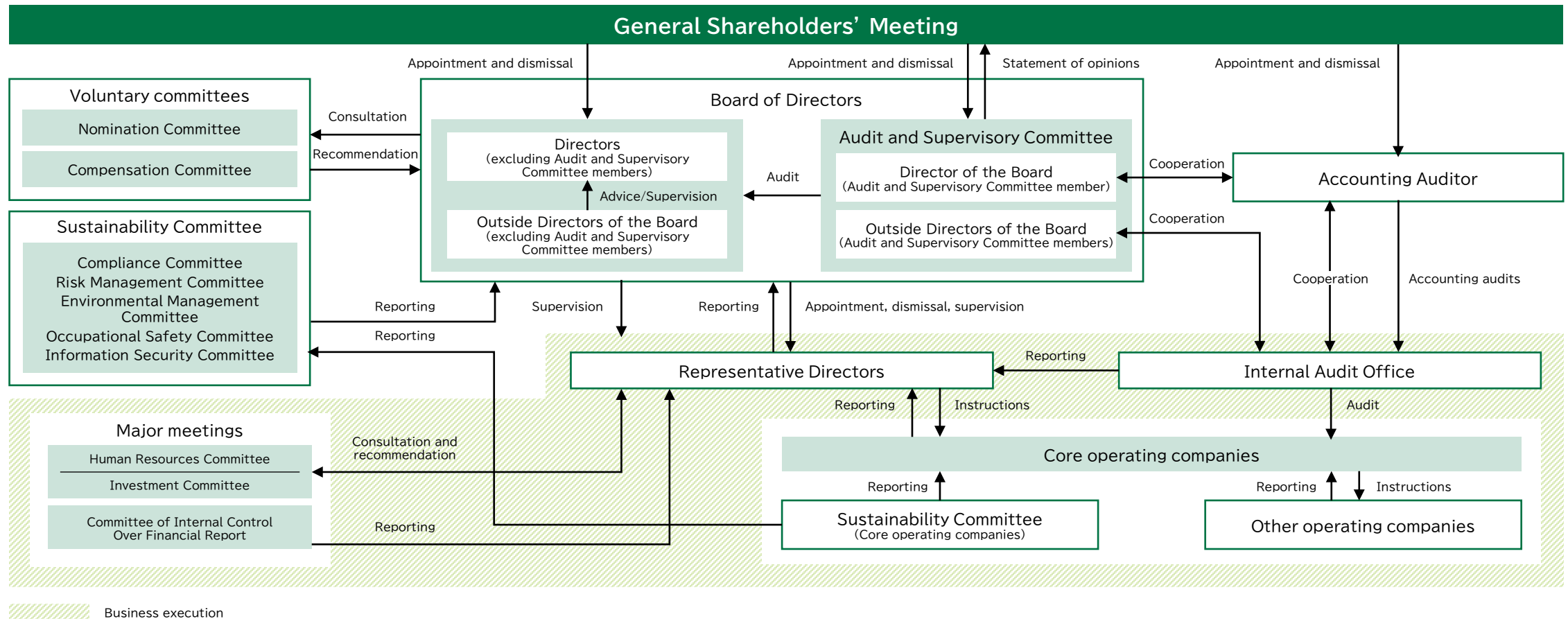
The Company endorses the Great East Japan Earthquake reconstruction project promoted by the C. W. Nicol Afan Woodland Trust. As part of this, we support the papermaking class at the Miyanomori Elementary School, Higashi-Matsushima City.



Corporate Governance

The Company has prioritized the construction and continual enhancement of corporate governance systems in order to fulfill the mandate we have received from our stakeholders—including shareholders, customers, suppliers, local communities, and employees—which is to deliver sustainable growth and medium- to long-term improvement of its corporate value.

Corporate Governance Structure

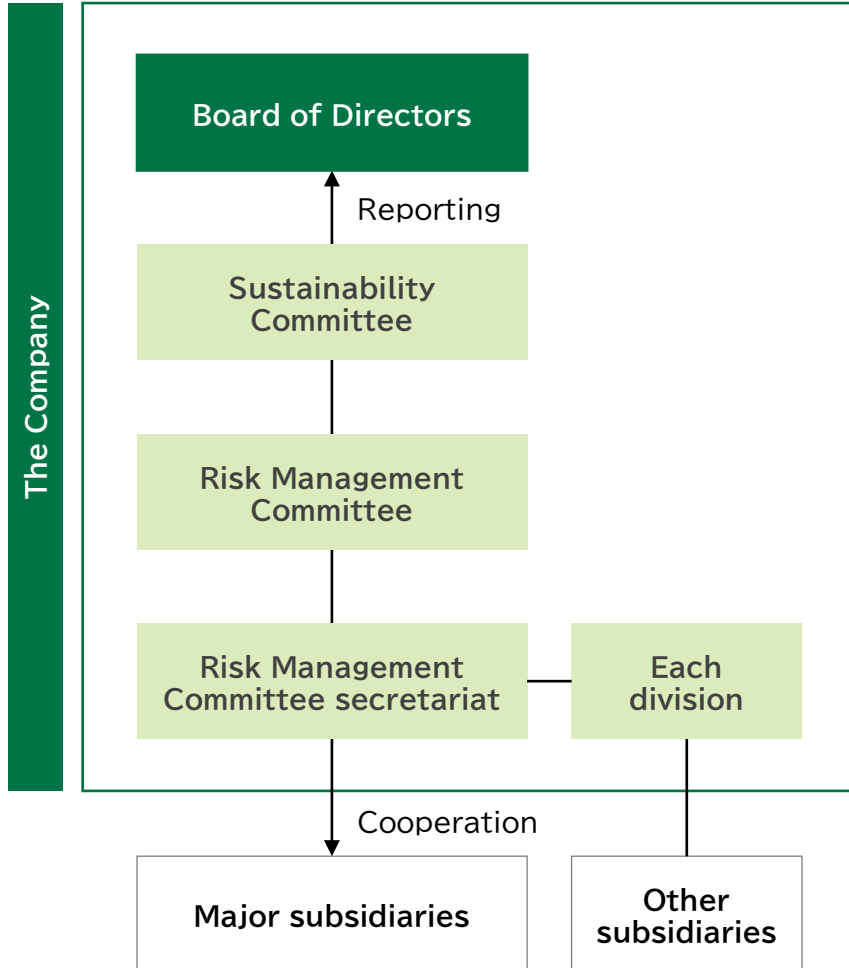




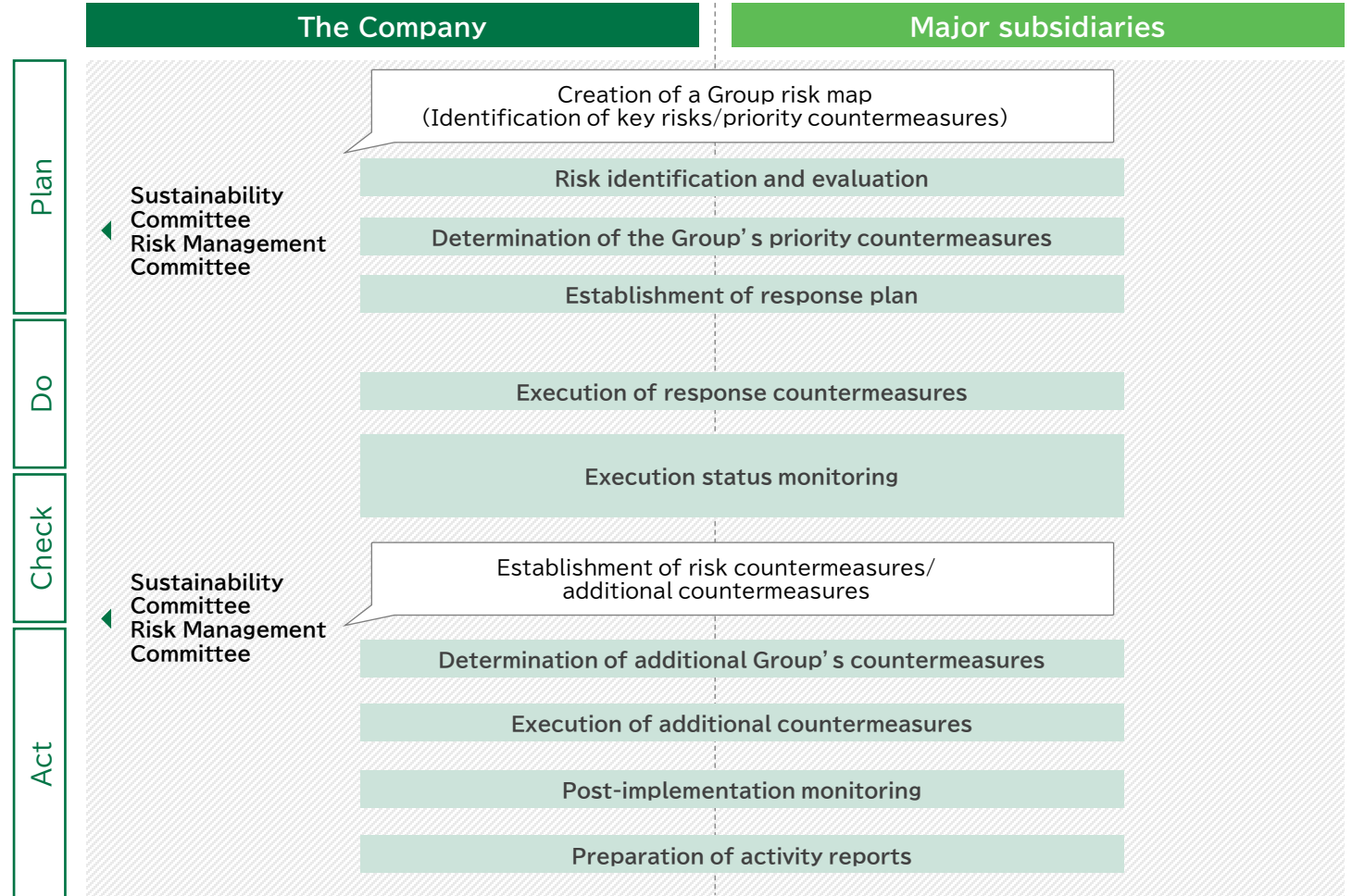
Governance: Risk Management

We are implementing Group-wide risk management to appropriately promote business activities in a rapidly changing external environment.

Our Risk Management System



Our Risk Management Process





Company Overview

Company name	KPP GROUP HOLDINGS CO., LTD.
Established	November 27, 1924
Representatives	Madoka Tanabe: Representative Director of the Board, Chairman & Chief Executive Officer Tadashi Kurihara: Representative Director of the Board, President
Head Office	6-24 Akashi-cho, Chuo-ku, Tokyo, Japan 104-0044
Capital	4,723.53 million yen
Number of employees	5,457 (as of March 31, 2023) *Consolidated
Businesses	Control and manage the business activities of domestic and foreign companies through the holding of shares or other equity interest in such companies.
Listed Market	Tokyo Stock Exchange Prime Market: 9274



Paper Innovation for a Connected Future