



**Fiscal Year Ended June 20, 2024
(76th fiscal year)**

**Financial Results and
Medium-Term Management Plan**

September 6, 2024 KING JIM CO., LTD.

Consolidated Operating Results

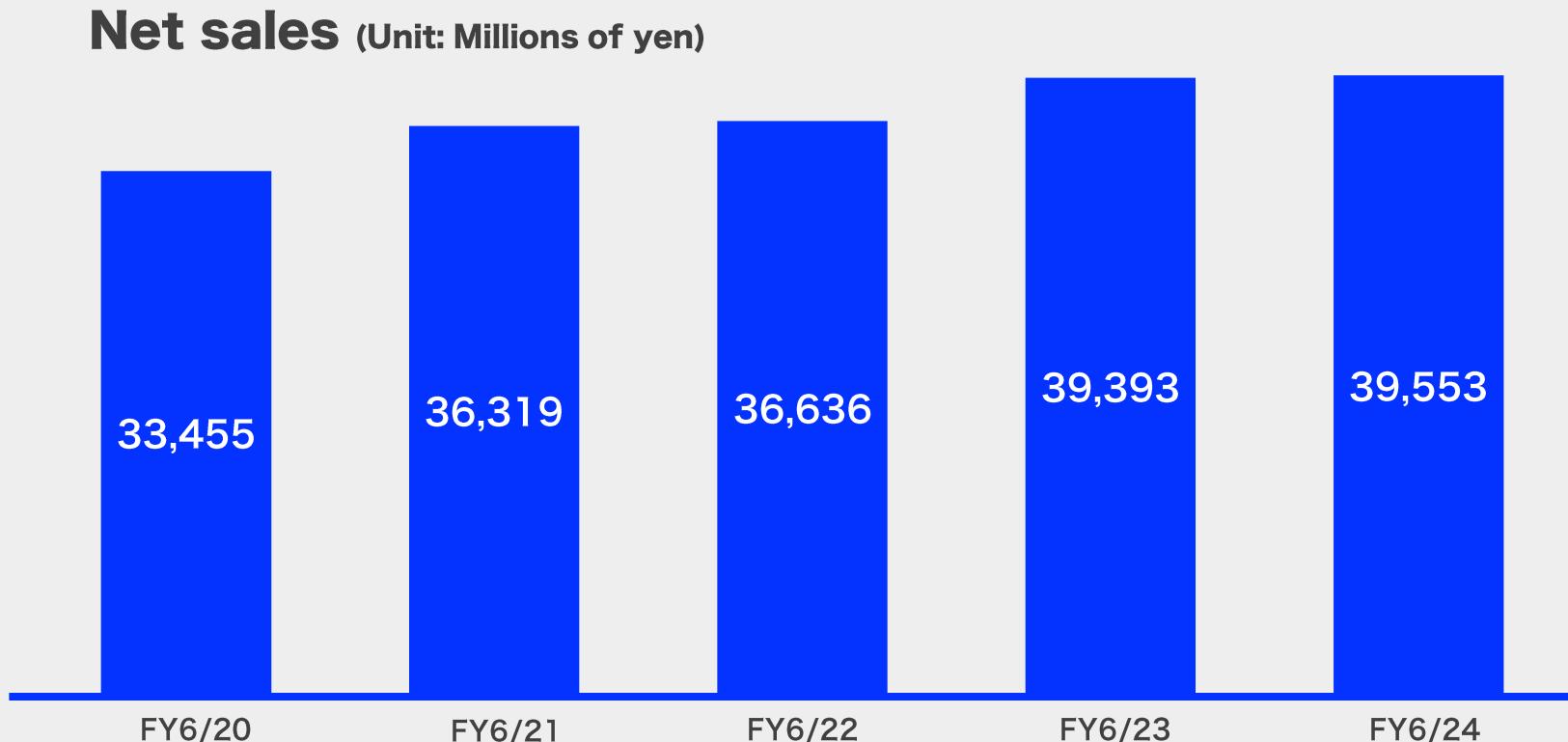
Increase in sales, decrease in profit for the fiscal year ended June 20, 2024

Unit: Millions of yen

	FY6/23		FY6/24		YoY change	
	Actual	Percentage	Actual	Percentage	Increase/ decrease	Change
Net sales	39,393	100.0%	39,553	100.0%	+159	+0.4%
Gross profit	14,190	36.0%	14,316	36.2%	+125	+0.9%
Selling, general and administrative expenses	13,822	35.1%	14,558	36.8%	+735	+5.3%
Operating profit	368	0.9%	-241	-0.6%	-610	-
Ordinary profit	637	1.6%	130	0.3%	-506	-79.6%
Profit attributable to owners of parent	419	1.1%	-318	-0.8%	-737	-

Consolidated Net Sales

Net sales increased by 0.4% YoY

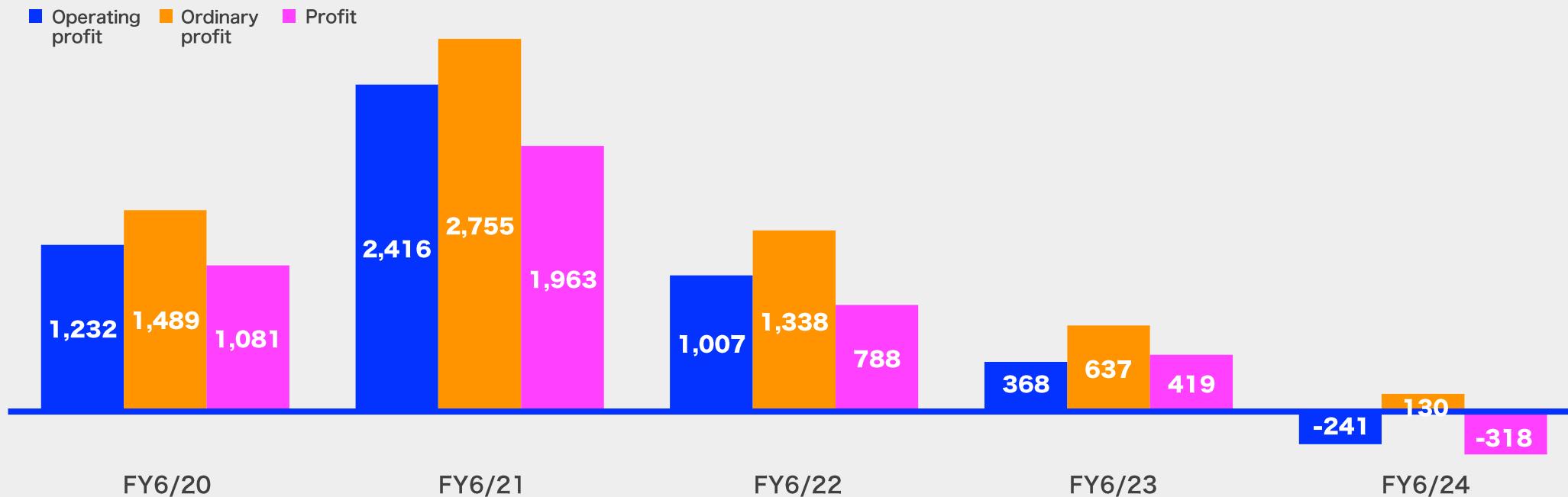


Consolidated Profits

Recorded operating loss and loss

- Insignificant improvement because of greater than expected depreciation of yen, despite an effort to improve the cost of sales ratio by the revision of prices
- Increase in devaluation of some retained goods consisting mainly of COVID-19 related products and increase in selling, general and administrative expenses
- Impairment loss on goodwill related to the former HIM Co., Ltd. (Latuna business)

Profits (Unit: Millions of yen)



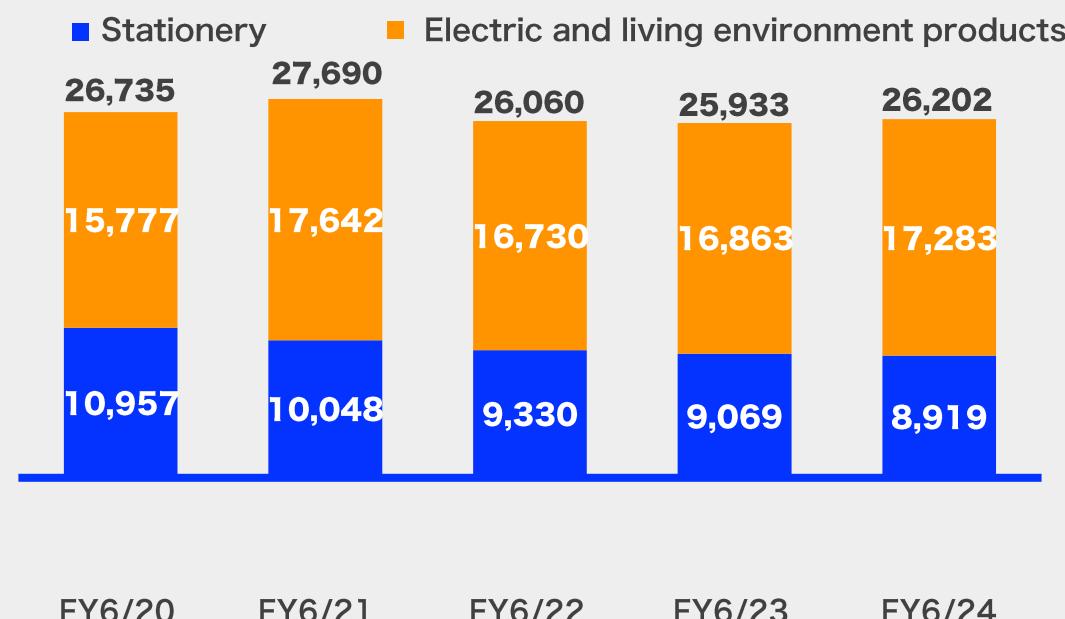
Segment Sales & Operating Profit

Stationery and Office Supply

Net sales: ¥26,202 million (up 1.0% YoY)

- Recovery trend of sales of TEPRA
- Growth of the EC business

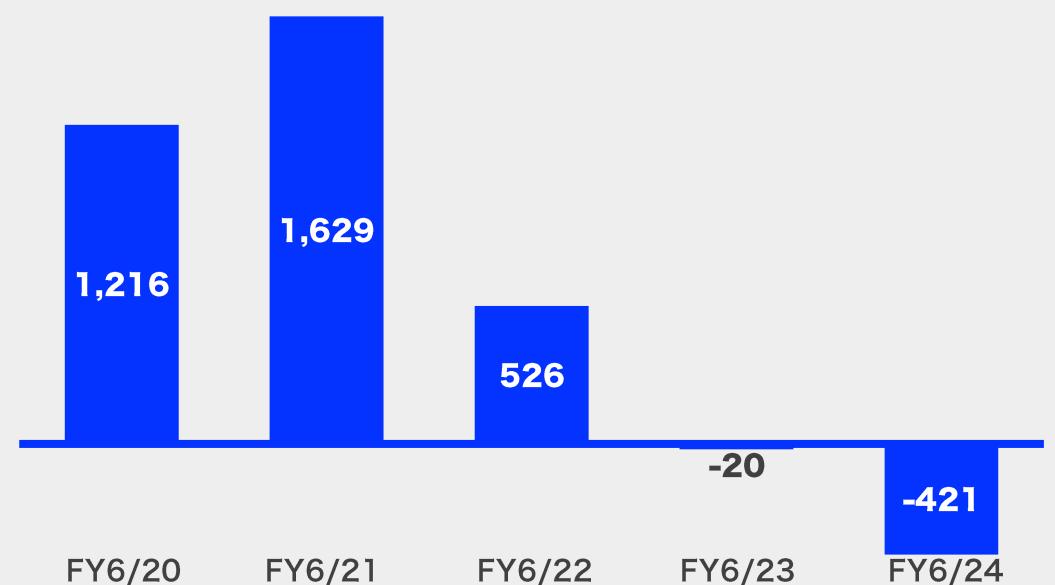
Net sales (Unit: Millions of yen)



Operating loss: ¥421 million (operating loss of ¥20 million in the previous fiscal year)

- Greater than expected depreciation of yen
- Devaluation of some retained goods consisting mainly of COVID-19 related products
- Decision to discontinue some products under development
- Increase in selling, general and administrative expenses in the former HIM Co., Ltd. (Latuna business), which was absorbed and merged with the Group in February 2023

Operating profit (Unit: Millions of yen)



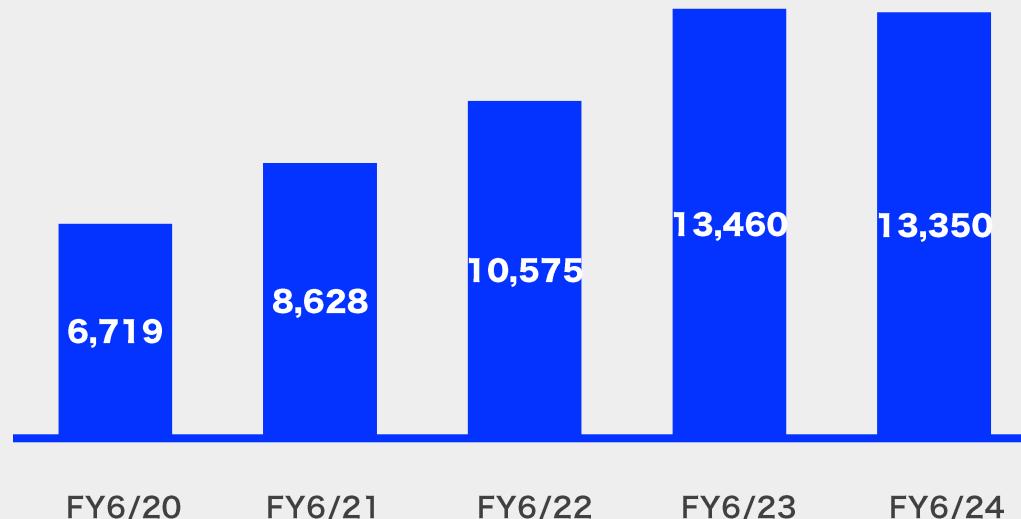
Segment Sales & Operating Profit

Interior Lifestyle

Net sales: ¥13,350 million (down 0.8% YoY)

- Stagnant performance of group companies in Japan other than Life on Products, Inc., which saw favorable results

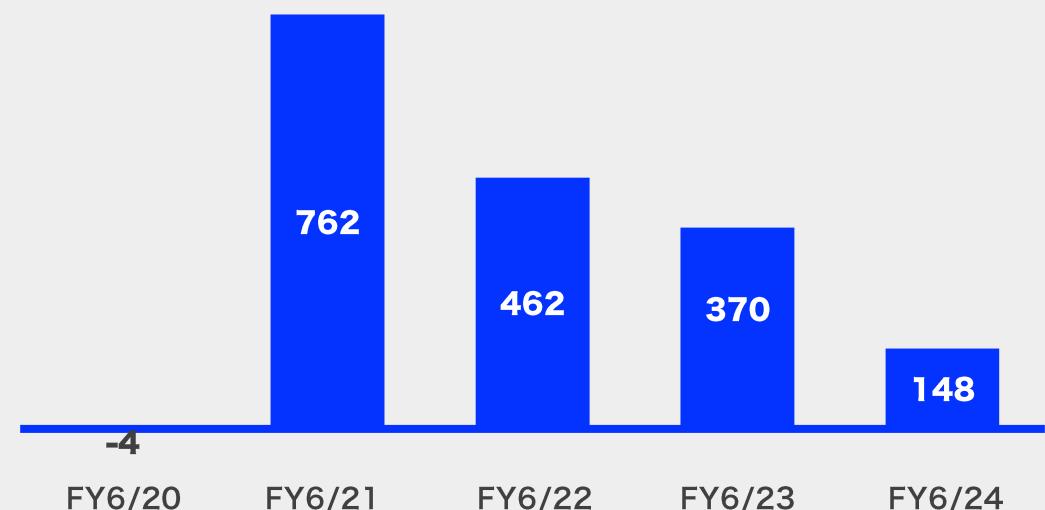
Net sales (Unit: Millions of yen)



Operating profit: ¥148 million (down 60.0% YoY)

- Greater than expected depreciation of yen, despite an effort to improve the cost of sales ratio thanks to price increases and introduction of new products
- Increase in selling, general and administrative expenses

Operating profit (Unit: Millions of yen)



Consolidated Balance Sheets and Equity Ratio

Total assets: ¥35,025 million (down ¥787 million YoY)

- Decreases in goodwill, merchandise and finished goods, and cash and deposits

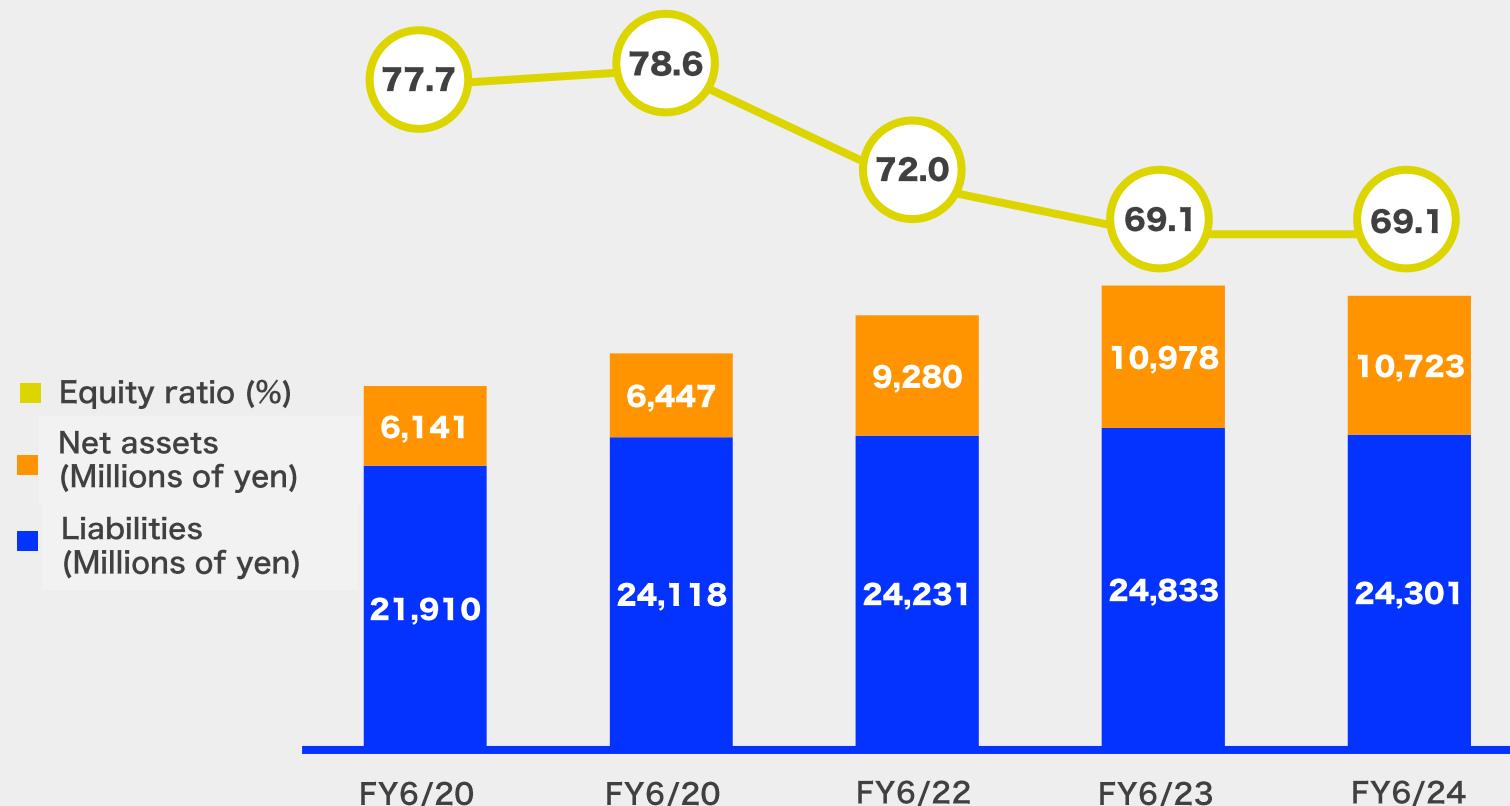
Net assets: ¥24,301 million (down ¥531 million YoY)

- Decrease in retained earnings and increase in treasury shares

Liabilities: ¥10,723 million (down ¥255 million YoY)

- Decrease in long-term borrowings

Equity ratio: 69.1% (No YoY change)



Consolidated Cash Flows

Cash flows from operating activities: ¥1,047 million
 • Depreciation and decrease in inventories

Cash flows from financing activities: -¥1,071 million
 • Repayments of long-term borrowings, purchase of treasury shares, and dividends paid

Cash flows from investing activities: -¥444 million
 • Purchase of property, plant and equipment and intangible assets

	Unit: Millions of yen				
	FY6/20	FY6/21	FY6/22	FY6/23	FY6/24
Cash flows from operating activities	1,989	3,108	-1,278	166	1,047
Cash flows from investing activities	-1,357	-492	-3,578	-1,234	-444
Cash flows from financing activities	456	-1,382	3,206	1,065	-1,071
Effect of exchange rate change on cash and cash equivalents	-46	74	254	135	234
Net increase (decrease) in cash and cash equivalents	1,042	1,308	-1,395	132	-234
Increase in cash and cash equivalents from inclusion of subsidiaries in consolidation	-	314	-	-	-
Increase in cash and cash equivalents resulting from merger with unconsolidated subsidiaries	-	-	-	153	-
Cash and cash equivalents at end of period	5,410	7,032	5,637	5,923	5,689

Fiscal Year Ending June 20, 2025 Full-Year Consolidated Earnings Forecast

Full-year consolidated earnings forecast

Unit: Millions of yen

	FY6/24		FY6/25		YoY change	
	Actual	Percentage	Forecast	Percentage	Increase/decrease	Change
Net sales	39,553	100.0%	41,000	100.0%	+1,446	+3.7%
Operating profit	-241	-0.6%	530	1.3%	+771	-
Ordinary profit	130	0.3%	700	1.7%	+569	+437.3%
Profit attributable to owners of parent	-318	-0.8%	490	1.2%	+808	-

Full-year earnings forecast by segment

	FY6/24		FY6/25		YoY change	
	Actual	Percentage	Forecast	Percentage	Increase/decrease	Change
Net sales	39,553	100.0%	41,000	100.0%	+1,446	+3.7%
Stationery and office supply	26,202	66.2%	26,500	64.6%	+297	+1.1%
Electric and living environment products (*2)	17,283	43.7%	-	-	-	-
Electric products (*2)	-	-	14,400	35.1%	-	-
Living environment products (*2)	-	-	3,100	7.6%	-	-
Stationery	8,919	22.5%	9,000	21.9%	+80	+0.9%
Lifestyle products (*1)	13,350	33.8%	14,500	35.4%	+1,149	+8.6%
Segment profit (*3)	-241	-0.6%	530	1.3%	+771	-
Stationery and office supply	-421	-1.1%	240	0.6%	+661	-
Lifestyle products	148	0.4%	280	0.7%	+131	+88.8%

(*1) In FY6/25, the interior lifestyle business changed its name to the lifestyle products business.

Moreover, the Company's consolidated subsidiary WINCESS CORPORATION, which had hitherto been included within the stationery and office supply business, has changed its category and now is included within the lifestyle products business.

(*2) Electric and living environment products in the stationery and office supply business have changed to electric products and living environment products.

(*3) Regarding segment profit, each business shows figures before adjusting inter-segment transactions and the total shows figures after adjusting inter-segment transactions (operating profits).

Fiscal Year Ending June 20, 2025 First-Half Consolidated Earnings Forecast

First-half consolidated earnings forecast

Unit: Millions of yen

	2Q FY6/24		2Q FY6/25		YoY change	
	Actual	Percentage	Forecast	Percentage	Increase/decrease	Change
Net sales	17,890	100.0%	18,800	100.0%	+909	+5.1%
Operating profit	-780	-4.4%	-130	-0.7%	+650	-
Ordinary profit	-505	-2.8%	0	0.0%	+505	-
Profit attributable to owners of parent	-425	-2.4%	0	0.0%	+425	-

First-half earnings forecast by segment

	2Q FY6/24		2Q FY6/25		YoY change	
	Actual	Percentage	Forecast	Percentage	Increase/decrease	Change
Net sales	17,890	100.0%	18,800	100.0%	+909	+5.1%
Stationery and office supply	11,551	64.6%	11,800	62.8%	+249	+2.2%
Electric and living environment products (*2)	7,645	42.8%	-	-	-	-
Electric products (*2)	-	-	6,300	33.5%	-	-
Living environment products (*2)	-	-	1,500	8.0%	-	-
Stationery	3,905	21.8%	4,000	21.3%	+94	+2.4%
Lifestyle products (*1)	6,339	35.4%	7,000	37.2%	+660	+10.4%
Segment profit (*3)	-780	-4.4%	-130	-0.7%	+650	-
Stationery and office supply	-919	-5.1%	-260	-1.4%	+659	-
Lifestyle products	127	0.7%	130	0.7%	+2	+2.0%

(*) In FY6/25, the interior lifestyle business changed its name to the lifestyle products business.

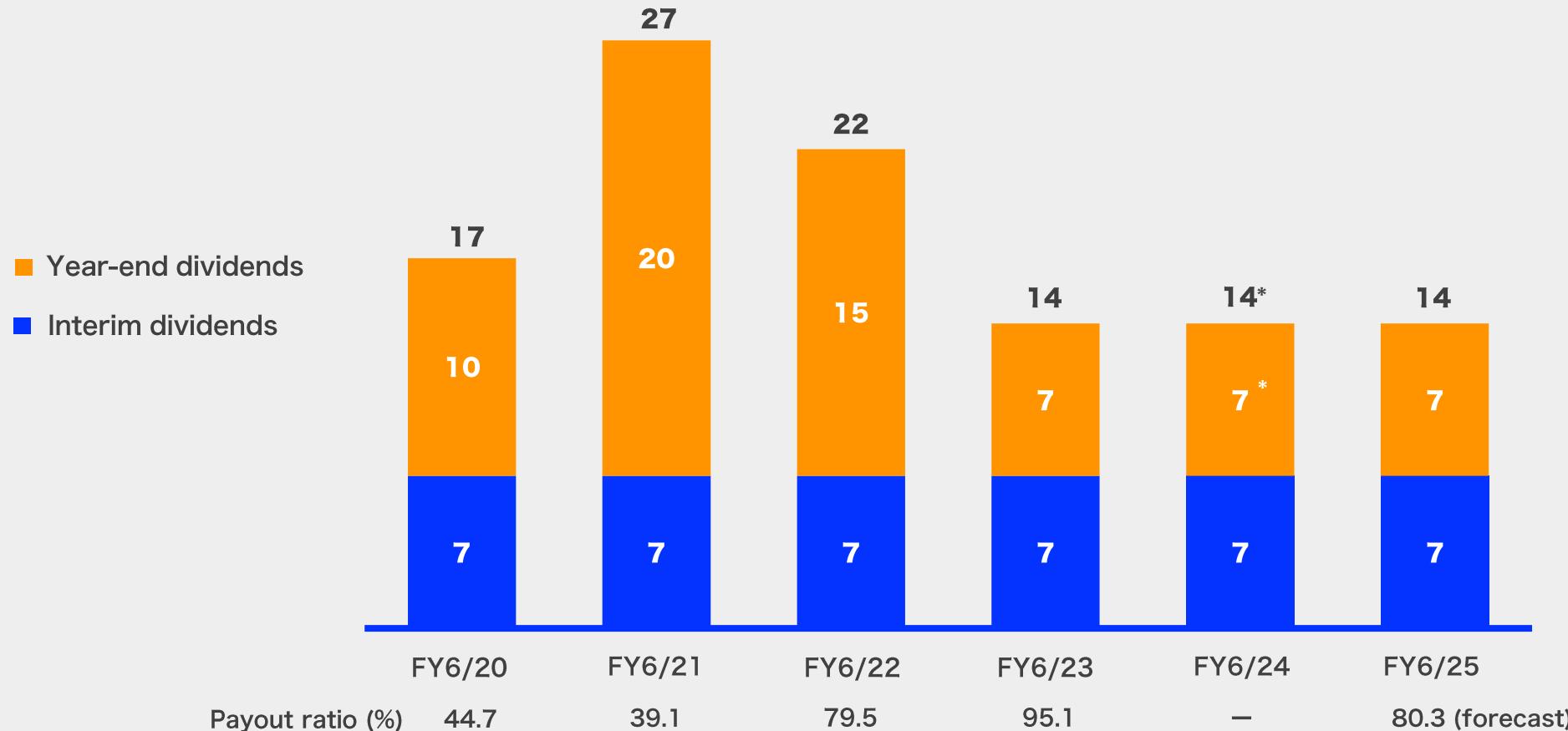
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(***) Regarding segment profit, each business shows figures before adjusting inter-segment transactions and the total shows figures after adjusting inter-segment transactions (operating profits).

Shareholder Returns

**Dividend policy:
Target payout ratio is 40%, aiming for stable dividends**



* Regarding a year-end dividend for FY6/24, we plan to propose an ordinary dividend of ¥7 per share to the Annual General Meeting of Shareholders to be held on September 19, 2024.

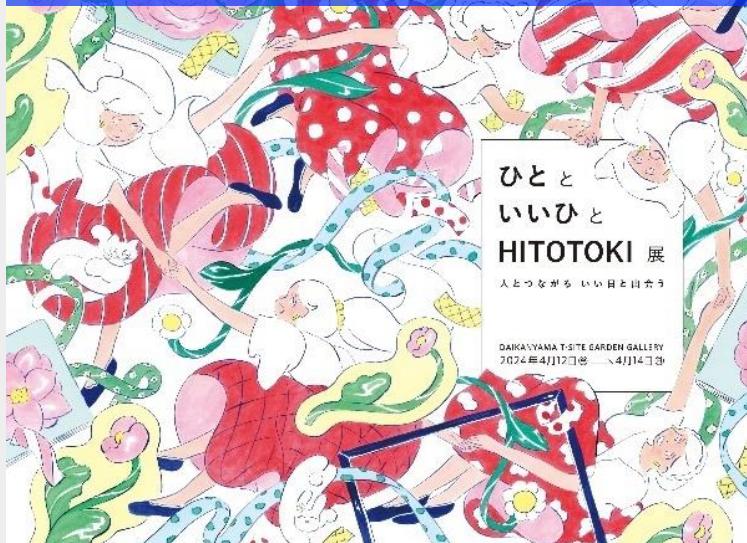
Topics

Published the second WEB CM of the label writer “TEPRA”



In February 2024, a WEB CM was published in which popular characters, WORK Cats (Shigoto Neko) and TEPRA Cat (TEPRA Neko), solve problems at work with TEPRA. New usages of TEPRA were proposed.

Held the first event “HITOTOKI Exhibition”



In April 2024, an event of the stationery brand “HITOTOKI” was held. Activities included original drawings exhibition of product designs, sales of exclusive items, and workshops.

Donated 30 thousand units of “tette” to African countries



In December 2023, Hand Sanitizer Dispensers “tette” were donated through Solidarity Cote d'Ivoire–Japan. They are used to improve the hygienic environment in local medical institutions, schools, and public facilities.

New Product Information

Life on Products, Inc.

LADONNA



**Boogie Board papery
BB-18**



Visual Bar Timer



KORI JIRUSHI



Umbrella Clip Fan



**Toffy Compact Electric
Fluffy Ice Shaver**

Released in February 2024
An electronic memo pad with the smooth writing feel like writing on paper. This can be used over and over again, and also leads to paperless operations.

Released in April 2024
A timer that shows the progress of measurement time with horizontal scales. This makes it easy to visually understand the passage of time, and can be used for learning, etc.

Released in May 2024
A new HITOTOKI-branded product, a transparent stamp that looks like an ice cube. Its surface has a lineup of 36 types, such as animals and plants.

Released in March 2024
A hands-free fan that can be attached to an umbrella with 4-way specifications: clip-on, desktop, hands-free, and handheld.

Released in April 2024
An electric shaved ice machine you can enjoy authentic fluffy shaved ice at home. This can adjust fineness of ice to make shaved ice with a texture of your choice.



Miyoko Kimura

April 1988

Joined PLUS CORPORATION

May 1999

Joined ASKUL Corporation

February 2010

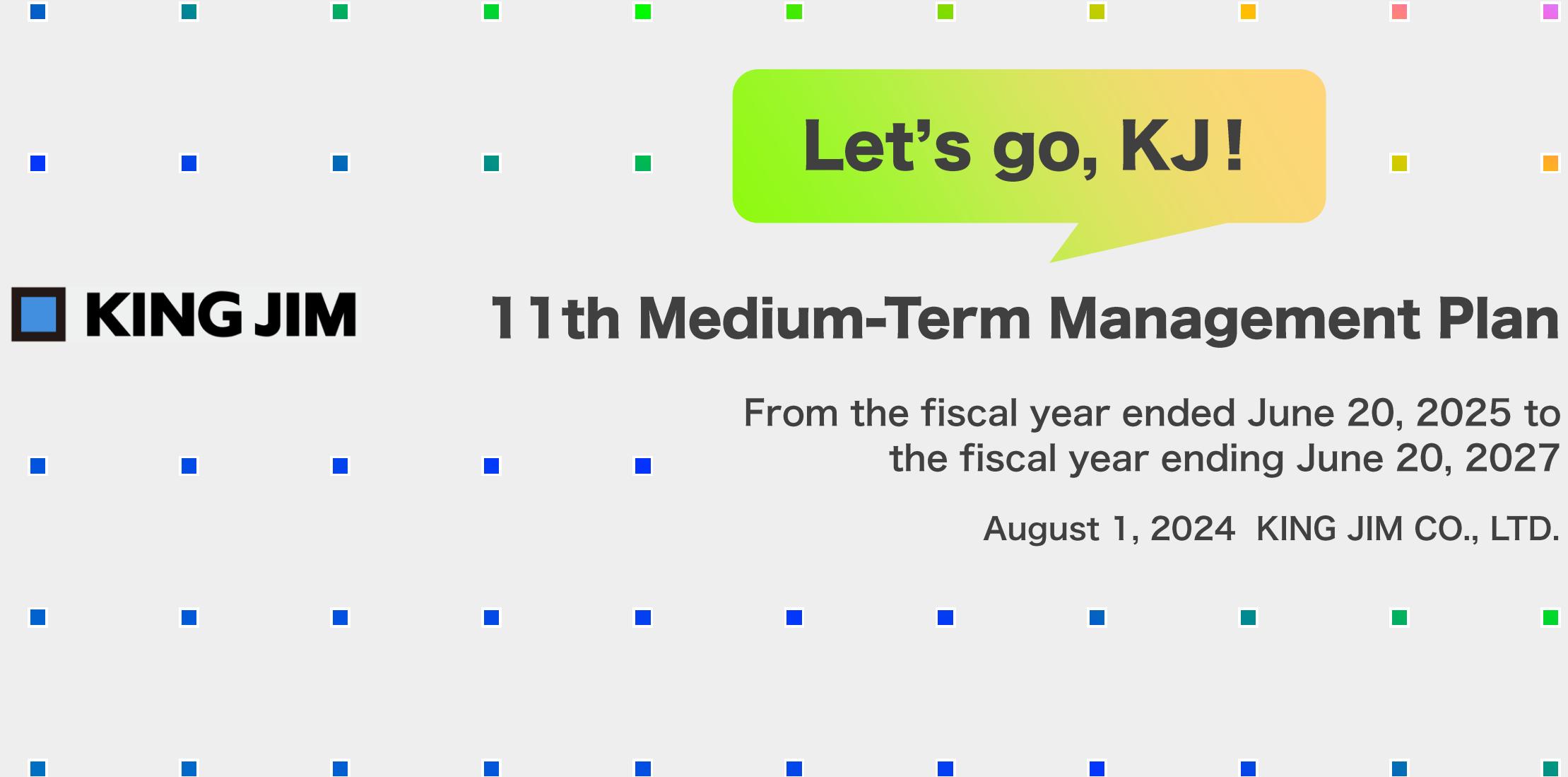
President, ASMARU Corporation

August 2017

**Director, Chief Marketing Officer
(CMO)**

September 2022

**Director and Managing Executive
Officer, General Manager, R&D
Division, KING JIM CO., LTD.
(current position)**



11th Medium-Term Management Plan

From the fiscal year ended June 20, 2025 to
the fiscal year ending June 20, 2027

August 1, 2024 KING JIM CO., LTD.

Summary

**What we need is a growth strategy with a big vision,
and not simply to carry on with business as usual**

Failed to achieve the targets of the 10th Medium-Term Management Plan

As sales of our main products declined, price revisions aimed at boosting profitability failed to secure sufficient profits

Due to paperless movement,
the demand for files is plummeting

Dependent on strong demand for file title creation,
TEPRA sales show little growth

Rapid evolution of
technology

Widespread
awareness of
sustainability

Decline in the
working-age
population

Shrinking domestic
market for stationery
and office supplies



**Developing Original products
and Creating a new culture
to contribute to society**

Inception

1927 The founder,
Eitaro Miyamoto,
launched the “patented
address book.”



Management Philosophy

1927



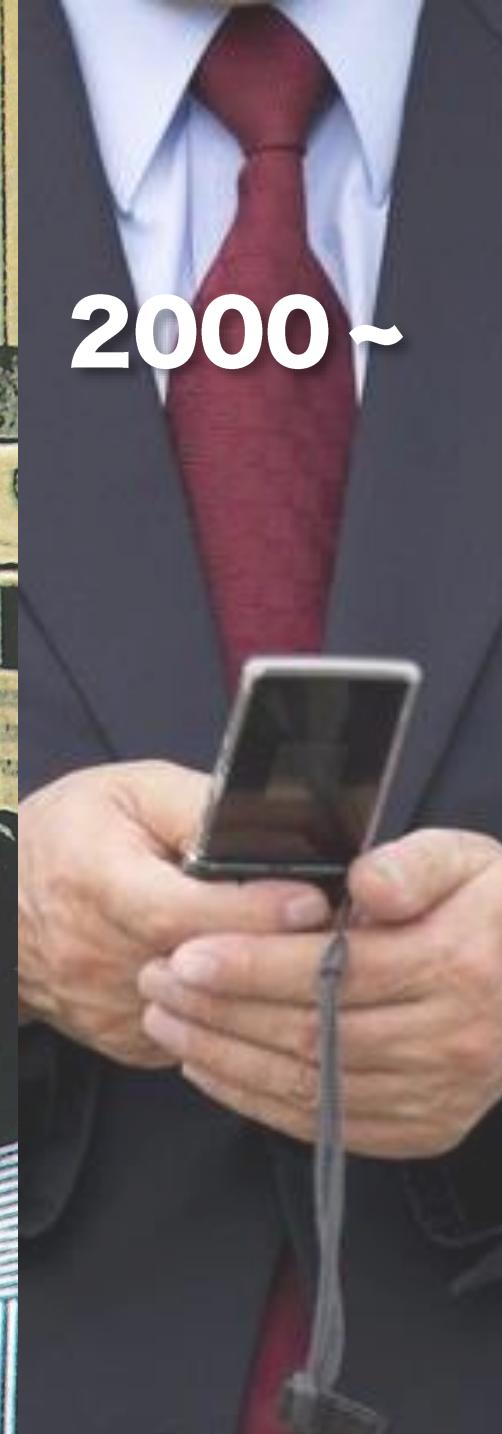
1960~



1980~



2000~



2020~



Management Philosophy

KING JIM: Continuously changing and innovating to adapt to the times



1964

PROJECT KX2027



1988



2008



We need **bold reforms** to adapt to a changing society

The domestic market

Shrinking working-age population due to the declining birthrate and aging population

Changing ways of working

Flexible working environments and streamlined operations

The domestic stationery and office supply market

Promotion of paperless operations due to accelerating DX

Sustainability

Solving social issues, ESG management

Taking the wave of social change as an opportunity to move toward new growth

Customer-driven



Connect to customers with technology

Into “neighboring areas”



Accelerate entry into markets in areas we know

A global marketplace



Rebuild overseas market expansion

Fundamental Policies and Strategy of the 11th Medium-Term Management Plan

Deploy our three **fundamental policies** and advance to the next stage

Fundamental Policies

Expansion into the service business

Leverage design and digital technology to develop our services

Expansion of the lifestyle field

Strengthen Group synergies and each Group company's growth strategy

Strengthening of overseas business

Develop market-oriented products and significantly expand sales

Resources

Overseas factories

Communication with our fans

Human capital

Sustainability

Strengthening Our Existing Businesses

Strengthening our existing businesses
Sales strategy, development areas, design

Strengthening Our Existing Businesses

- **Sales strategy**
- **Development areas**
- **Design**

Stationery and office supply business



TEPRA



Digital stationery



Office and living environment products



Stationery



Bags and storage products



Style stationery

Sales strategy

Sales channels to match the unique properties of customers and products

NEW

next
stage

Creating demand chain

Establish a new department with the two functions of sales and development
Develop sales channels and market-oriented products in parallel to offer new value

E-commerce and mail-order channels

Leverage the office mail order framework and offer products through catalogs and the e-commerce site

Mass retail channel

Offer products through the physical stores and e-commerce sites of sales partners with large numbers of stores nationwide

Stationery and office supply channel

Offer stationery and office supply products from the wholesaler through distributors, stationery shops, and e-commerce sites

TEPRA

Digital
stationery

Office and living
environment products

Stationery

Bags and storage
products

Style stationery

Development areas

Meet the needs of workplaces and living in response to social changes

	Workplaces (B-to-B)	Living (B-to-C)	Strategy
TEPRA		Support the worksite environment	Develop models to suit the times and environment
Digital stationery	Improve productivity	Make living convenient Support learning and hobbies	
Office and living environment products		Disaster preparedness	Revamp products to suit trends and propose high added value products
Stationery	Raise motivation	Make living convenient Support learning and hobbies	
Bags and storage products		Make living fun and colorful	Sales channel development
Style stationery			Extensive lineup of items

Growth drivers **Design × Digital × Ethical environmental perspective**

Design

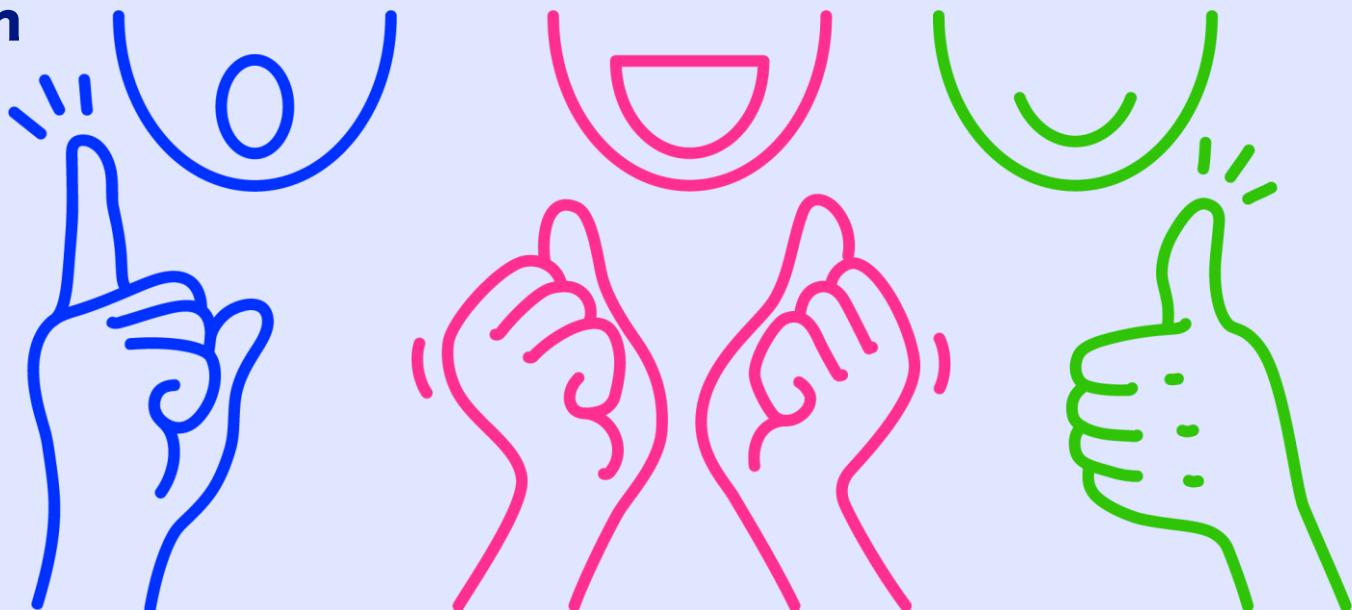
Ideas and design that create fans

Enhancing corporate value with design

Improve brand engagement internally and externally by designing the entire lineup of products and services with a consistent philosophy based on three guiding principles that demonstrate what “KING JIM-ness” is all about.

Functional beauty + Emotional value

Respond to diversifying user needs and products while respecting the emotional value of shared impressions and values and establishing a KING JIM style that is appropriate for the times.



Innovative / Original
Design

Emotional / Inspiring
Design

Intuitive / Bold
Design

Design

Design and brand committee concept

**Involve artists and designers from Japan and abroad
to comprehensively produce KING JIM design**

KING JIM design seeks to develop a design platform that not only relies on in-house designs but also involves creators in Japan and overseas, working in collaboration with PR and sales promotion departments.

Eventually, we will comprehensively produce creation and communication for the KING JIM Group, including overseas bases and affiliated companies.



Fundamental Policies

- **Expansion into the service business**
- **Expansion of the lifestyle field**
- **Strengthening of overseas business**

1. Expansion into the service business

New services that leverage
design × digital technology

Business development of the existing TEPRA

Proposal of applications for various workplaces, starting from labeling on the spines of files



Manufacturing industry



Fields of education



Service industry



Medical and welfare

1. Expansion into the service business

New services that leverage
design × digital technology

Build a digital design platform

From the KING JIM known for TEPRA to the KING JIM known for visual communications

Launch a business linking customers' need to display to business

Build a platform that enables a wide range of creators to participate in
providing services.

Leverage AI in services

Proactively incorporate AI technology into services

Analyze customer needs for displays and create new value.



2. Expansion of the lifestyle field

Enhancing the growth and synergies of Group companies

Cultivating “neighboring areas” that we know

Further expand the lifestyle products business
Expand the genre through M&A.

Each Group company’s growth strategy

Expand sales channels for corporate
clients and direct-selling routes to consumers.



*As of FY6/25, the interior lifestyle business has changed its name to the lifestyle products business

2. Expansion of the lifestyle field

Establish a Group Management Committee

To enable Group companies to aim for growth while balancing centrifugal and centripetal forces

Increase Group synergies within the lifestyle field and expand both sales and profits

Group company presidents and key personnel gather regularly for debriefings and training sessions to share internal and external knowledge on best practices, strengths, and challenges.

Promote joint ventures and projects when necessary.



3. Strengthening of overseas business

Develop market-oriented products for overseas markets

Create an end-to-end model for customers, products, channels, and production

Designate **China**, where we have a base, and **the ASEAN countries** centered on Vietnam, as our most important region

Build a structure to respond to customer needs, carry out **planning and design locally**, and deploy products localized for their respective regions.

Expand the ratio of overseas sales from 4% today to 10% by FY6/27

*The basis for the composition ratio is the consolidated net sales for the fiscal year ended June 20, 2024.

Considering strategic M&A to enhance overseas sales channels

Resources

- Utilizing overseas factories
- Developing communication with our fans
- Human capital management
- Sustainability

1. Utilizing overseas factories

Becoming file & lifestyle products factories

Promoting the production not only of files, but also of products in new categories, while taking advantage of the unique strengths of each production factory

Collaborate with Group companies to formulate development plans that match prevailing trends

Search for new sales partners

KING JIM (VIETNAM) CO., LTD. (factory in Vietnam)

Develop and produce **kitchen sundries** in collaboration with the Group company LADONNA, which has strengths in lifestyle products.

P.T. KING JIM INDONESIA (factory in Indonesia)

Produce **wooden knockdown furniture** in collaboration with the Group company BON FURNITURE, which has strengths in online furniture sales.



2. Developing communication with our fans

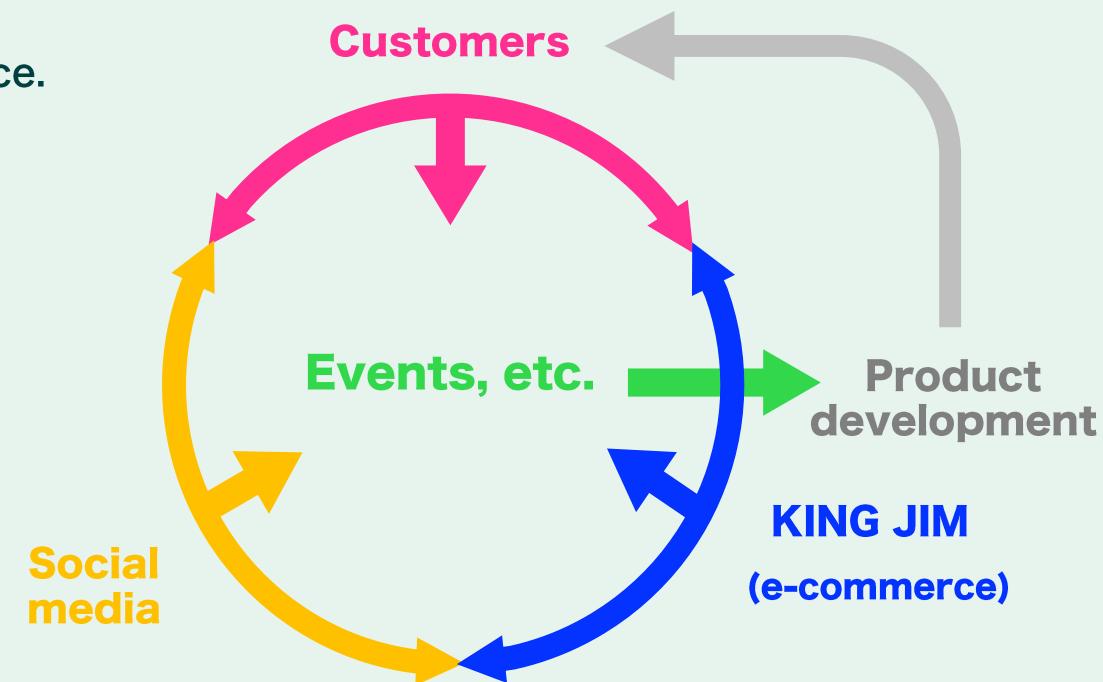
Customer engagement that creates new value

Promote customer-centered branding and product creation by combining our strengths in social media and e-commerce

Develop needs analysis and fan marketing

- Mutual linkages between customers, social media and e-commerce.
- Conduct test marketing by introducing original products, etc.
- Directly incorporate customer feedback through events, etc.
- Use the results obtained in product development and return them to existing businesses.

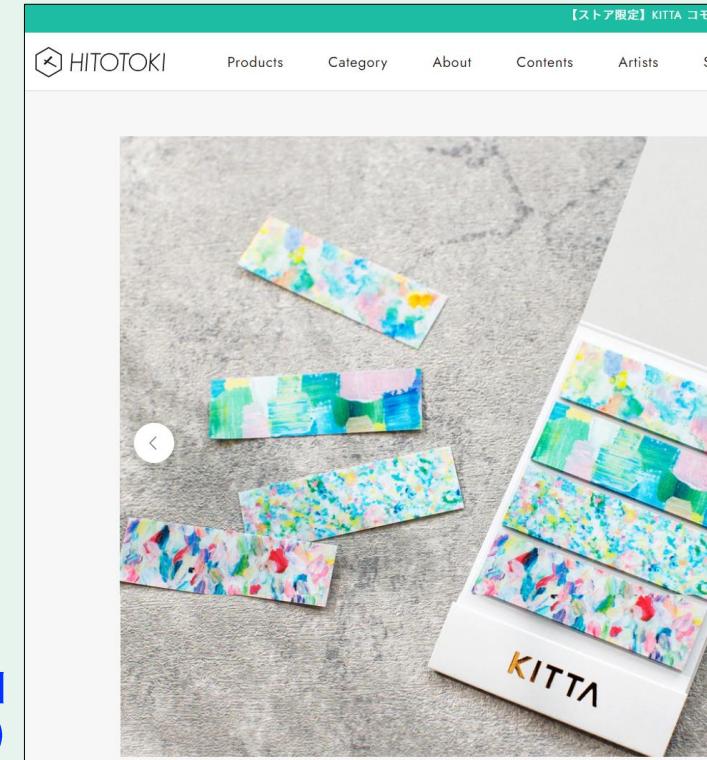
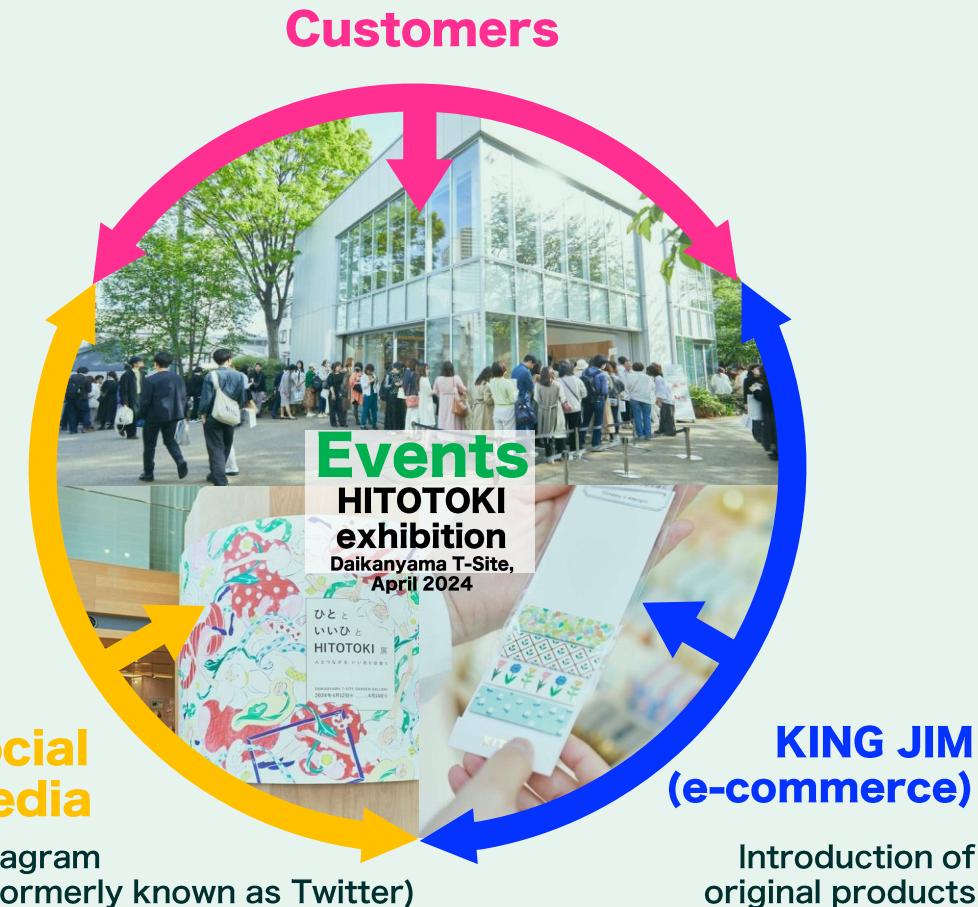
Create new value by circulating the activities



2. Developing communication with our fans

Customer engagement that creates new value

Case studies using social media and e-commerce

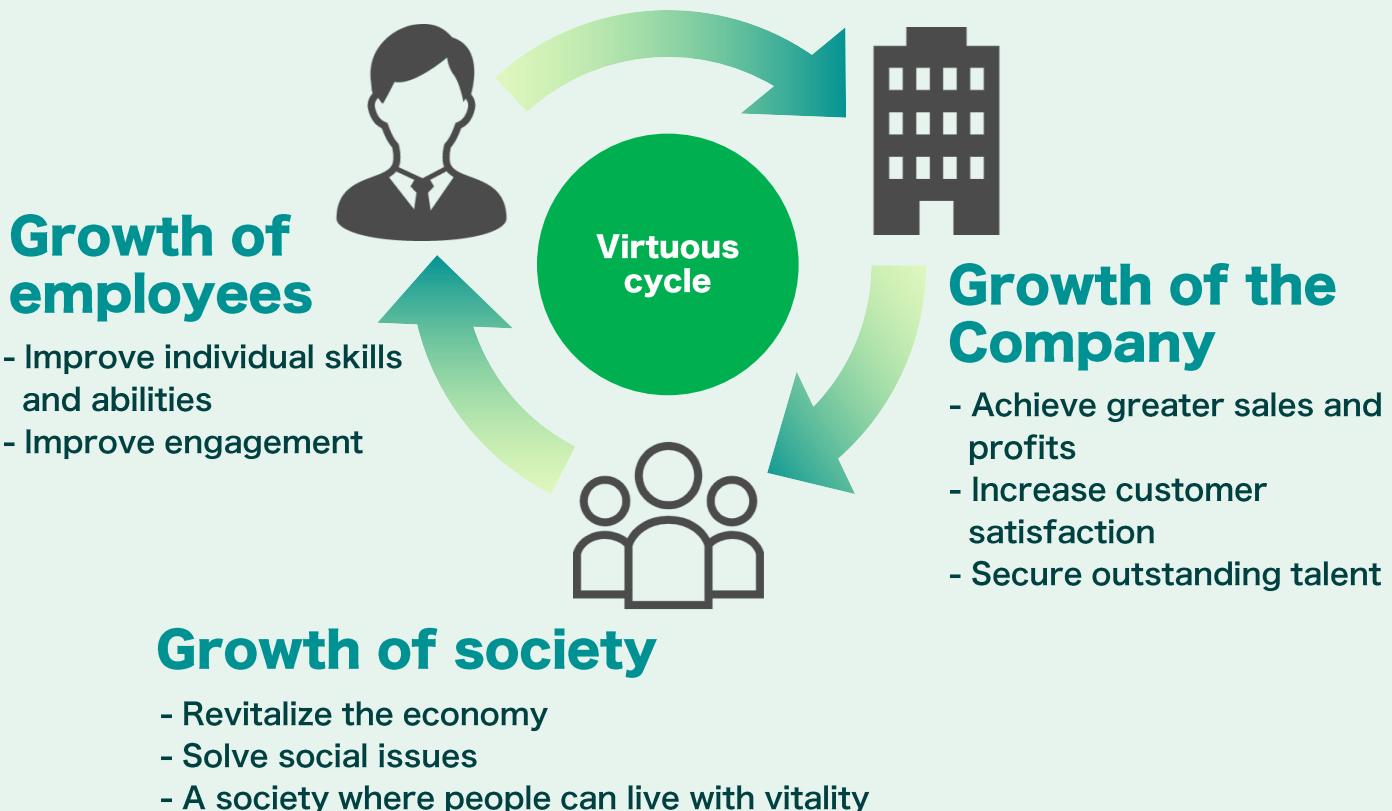


3. Human capital management

An organization in which KING JIM and its employees can grow together and keep taking on challenges

We aspire to become a company where each and every employee can take pride and satisfaction in their work and fully demonstrate their abilities

- Expand investments in human capital
- Develop training scheme
- Review HR system
- Promote DE&I
- Introduce new profit sharing schemes



4. Sustainability

Work with society for sustainable development

Initiatives to solve materiality (priority issues)

Materiality	Initiative
Social contribution via the development of original products 	Providing environmentally friendly and energy-saving products and services Using substitute materials to reduce the use of plastics
Environmental consideration 	Responding to climate change, recycling resources, promoting ethical consumption
Promotion of diverse human resource 	Building an environment that encourages innovation Promoting initiatives that respect the human rights of all people involved with our business activities
Enhancement of governance 	Practicing full compliance Reinforcing the risk management system

Allocation of Management Resources

Active Investment to Achieve the 11th Medium-Term Management Plan

Investment

Expanding strategic investments in growth fields

- Expand business domains, overseas areas and sales channels through aggressive M&A: ¥3.5 billion
- Invest in the development of new products and production facilities: ¥2.0 billion
- Launch and promote new service businesses: ¥1.0 billion
- Human resource investments in growth fields such as businesses overseas or at subsidiaries, as well as for DX promotion
- Investments in human resource development

DX investments to improve efficiency

- Renewal of all internal systems ¥1.2 billion

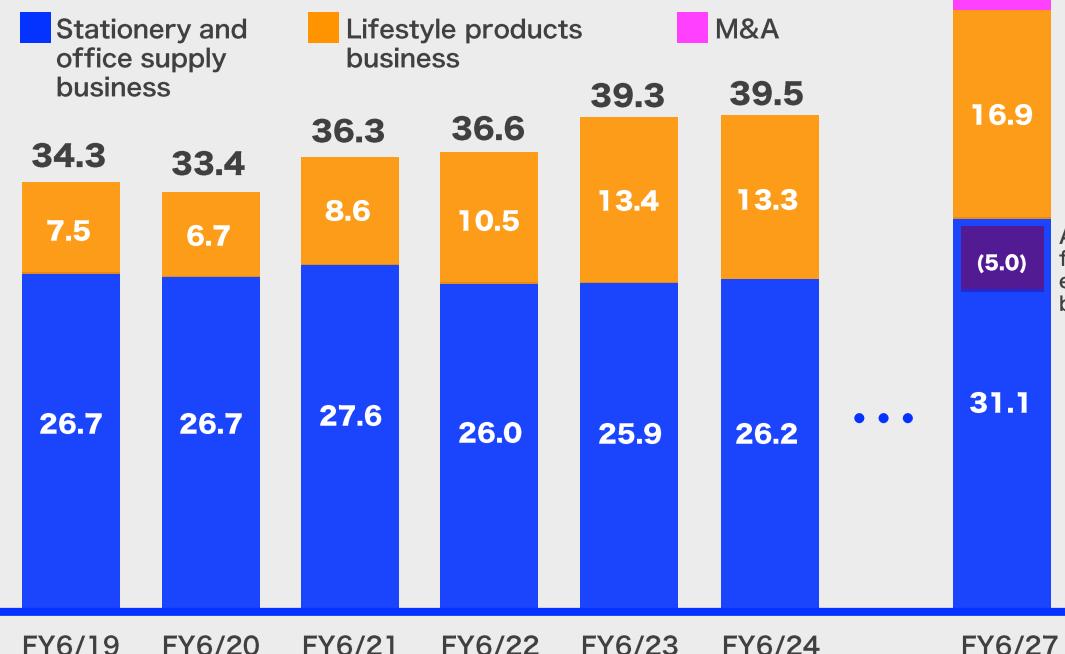
Shareholder returns

Enhance corporate value and maintain 40% dividend payout ratio

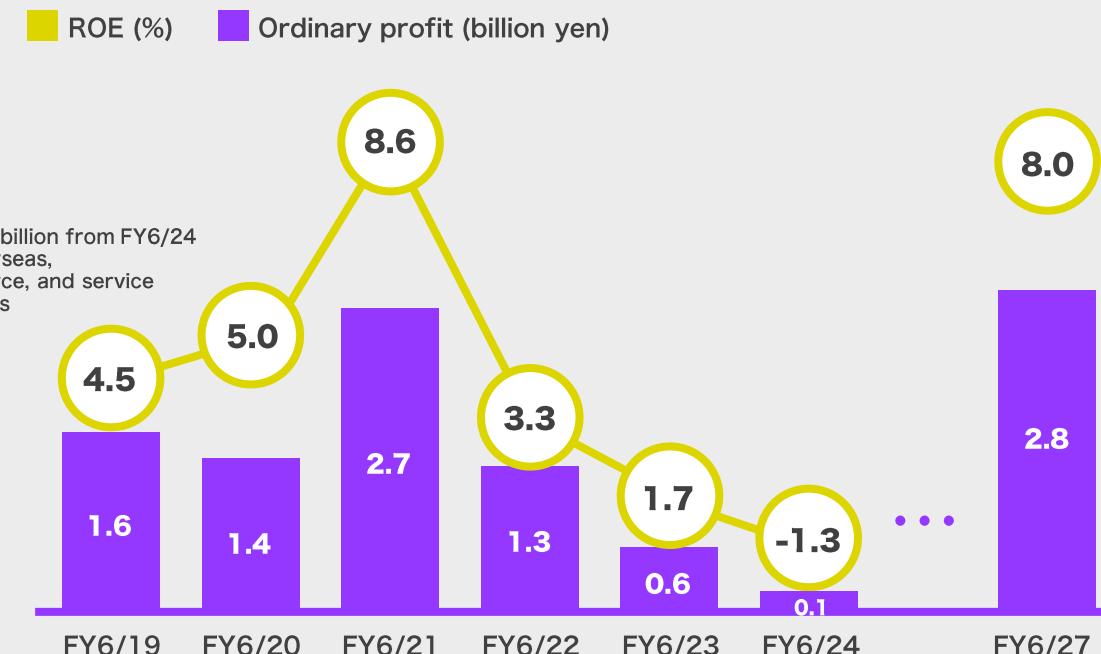
Management Targets for the Fiscal Year Ending June 20, 2027

Net sales **¥52.0 billion** **Ordinary profit** **¥2.8 billion** **Ordinary profit margin** **5.4%** **ROE** **8.0%**

Net sales (Unit: Billion yen)



Ordinary profit and ROE



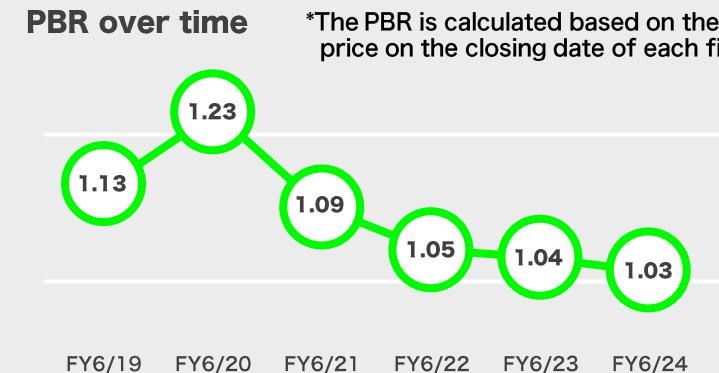
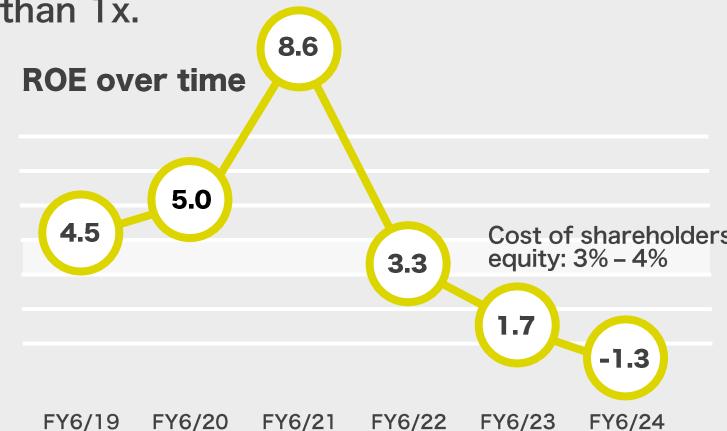
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Action to Implement Management that is Conscious of Cost of Capital and Stock Price

Analysis and issues

- Assuming a cost of shareholders' equity of 3% – 4%.
- ROE set a record high of over 8% in the fiscal year ended June 20, 2021, but in the last two fiscal years it has failed to surpass the cost of shareholders' equity. The decline of profitability is thus an issue.
- Efforts are underway to improve profitability through price revisions, but the paperless movement has depressed demand, and the yen has depreciated more than anticipated.
- The PBR is higher than 1x.



Initiative policies

1. Improving profitability by implementing the 11th Medium-Term Management Plan

Strengthen our existing businesses while carrying out the three fundamental policies of “expansion into the service business,” “expansion of the lifestyle field,” and “strengthening of overseas business,” with a target ROE of 8% for the fiscal year ending June 20, 2027

2. Strategic investment

Invest in growth fields (new products, new service business, M&A, human resources, etc.) and invest to improve productivity

3. Shareholder returns and IR promotion

Aim for stable dividends with a standard dividend payout ratio of 40%, and enhance the content of the IR website and materials

Measures

Roadmap

		1st stage	2nd stage
Fundamental Policies	Expansion into the service business	Plan new businesses that utilize the digital design platform	Launch new businesses Expand new businesses Evolve into visual communication
Resources	Expansion of the lifestyle field	Establish a Group Management Committee Expand sales channels for corporate clients and direct-selling routes to consumers	Strategic M&A Expand sales in the lifestyles field
	Strengthening of overseas business	Focus efforts in China and the ASEAN countries Develop local planning and design structures	Strategic M&A Expand in areas outside China and the ASEAN countries
	Overseas factories	Develop and produce products in new fields Cultivate new sales partners	Expand production items Become file & lifestyle products factories
	Communication with our fans	Link social media and e-commerce Customer-centered branding and product creation	Expand e-commerce businesses Return to existing businesses
Strengthening Our Existing Businesses	Human capital	Expand investments in human capital Develop training scheme and HR system Promote DE&I	Introduce new profit sharing Achieve growth of employees, companies and society
	Sustainability	Various initiatives to solve materiality (priority issues)	Develop sustainably together with society
Strengthening Our Existing Businesses	Strengthening our existing businesses	Offer new value through demand creation and the optimization of sales channels Introduce new products through Design × Digital × Ethical environmental perspective Establish design and brand committee	Develop existing businesses Product development to match the changing times
	2025	2026	2027
	2028 -		

**KING JIM will stay
an original and creative team,
taking the changes of the times
as an opportunity.**



*The contents and product photos are up to date as of the time of publication. Please note that the information may differ from the latest information (e.g., due to sales discontinuation, specification changes, etc.).