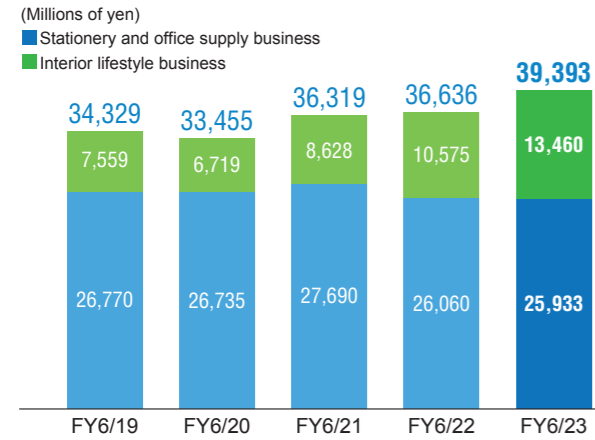


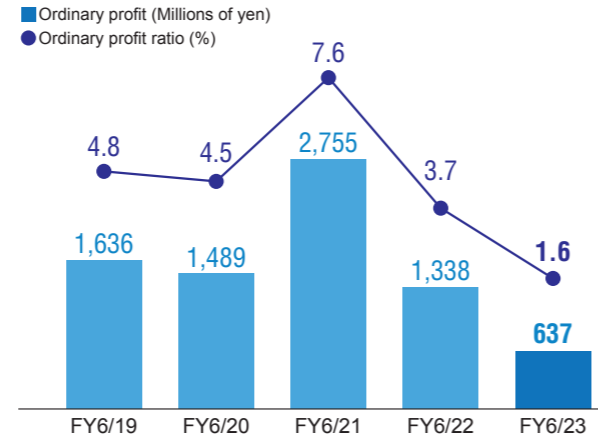
Financial Highlights

Net Sales



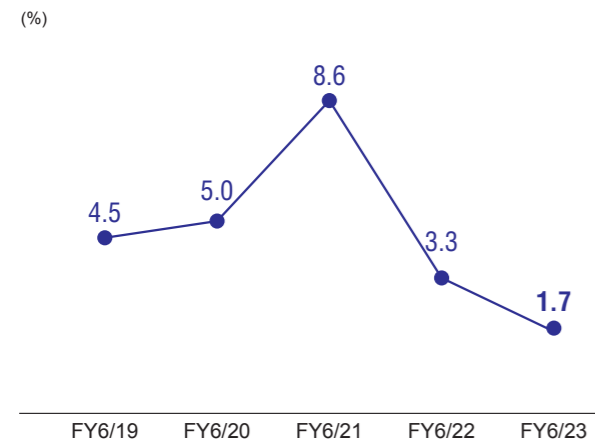
In the stationery and office supply business, net sales decreased by 0.5% from the previous fiscal year due to such factors as the reactionary decline in the sales of "tette," a hand sanitizer dispenser that sold strongly in the previous fiscal year despite the contribution of sales by HIM Co., Ltd., which was absorbed and merged with the Company in February 2023. Meanwhile, in the interior lifestyle business, net sales increased by 27.3% from the previous fiscal year thanks not only to robust sales in BON FURNITURE CO., LTD. and ASCA CO., LTD., but also to the addition of Life on Products, Inc., which became a subsidiary of the Group in November 2021.

Ordinary Profit/Ordinary Profit Ratio



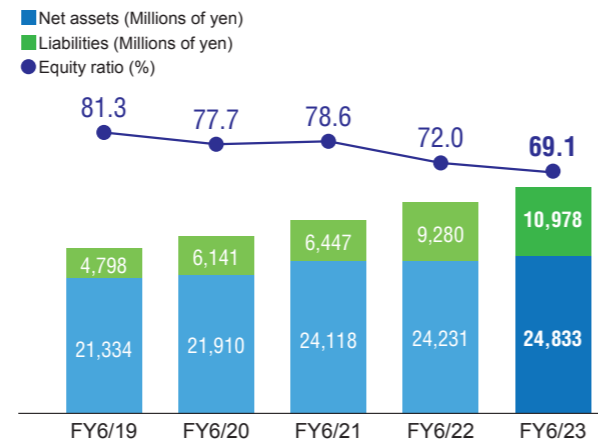
Ordinary profit decreased by 52.4% from the previous fiscal year. The profit was affected significantly by the sharp depreciation of the yen and a surge in distribution costs and other costs, as well as continued higher prices of raw materials, despite our efforts to assure profitability by revising the prices of products.

ROE



Although extraordinary income increased thanks to the lack of a large loss on retirement of non-current assets as was recorded as extraordinary losses in the previous fiscal year and the gain on sale of investment securities from the sale of cross-shareholdings, ROE decreased by 1.6 percentage points to 1.7% from the previous year due to significant decreases in operating profit and each level of profit items thereunder.

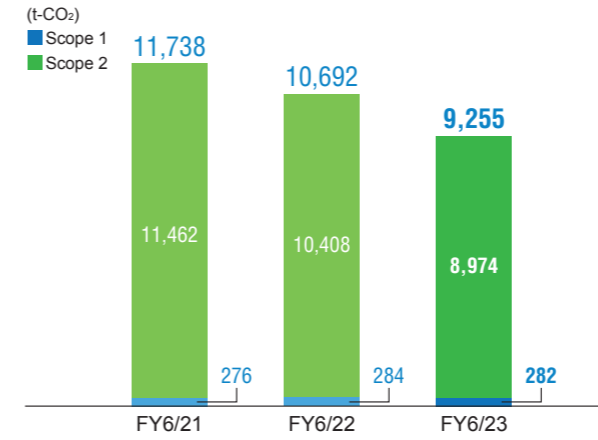
Net Assets/Liabilities and Equity Ratio



Total assets increased by ¥2,299 million yen due to increases in merchandise and finished goods, investment securities, and other factors. Liabilities increased by ¥1,698 million, mainly due to an increase in short-term borrowings. As a result of these factors and aggressive M&A projects, the equity ratio decreased by 2.9 percentage points, but remained at a high level of nearly 70%.

Non-Financial Highlights

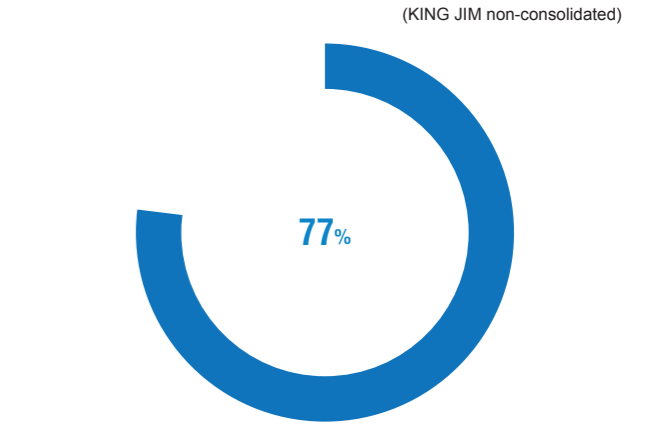
CO₂ Emissions (Scope 1+2)



Our emissions in the fiscal year ended June 20, 2023 were 21% lower than the fiscal year ended June 20, 2021, the base year for the reduction target. We will continue to reduce CO₂ emissions by promoting energy-saving measures and other initiatives.

* We started to calculate these data from the fiscal year ended June 20, 2021. Calculations are based on country specific CO₂ emission factors or the emission factors of the electric power retailers contracted by respective offices.

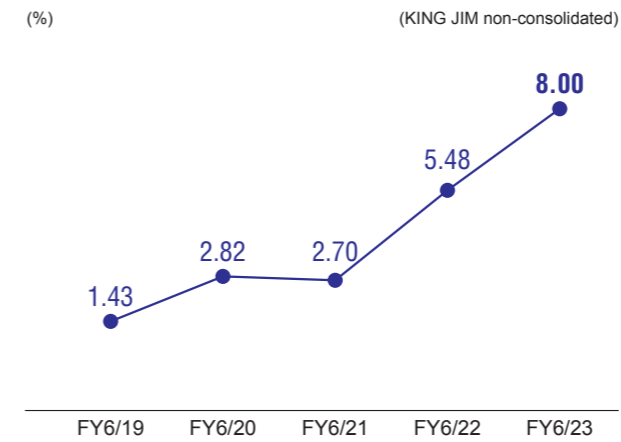
Percentage of Net Sales of Eco-Friendly Products



We define eco-friendly products as products that comply with requirements for environmental labels*, the Act on Promoting Green Procurement and other regulations. In the fiscal year ended June 20, 2023, the percentage of eco-friendly products to sales was 77%. We will continue to maintain this high net sales ratio of eco-friendly products.

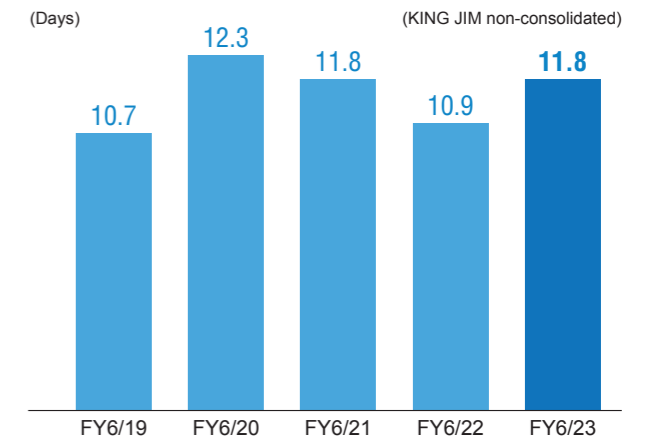
* Environmental labels certified by third-party organizations such as Eco Mark or the "Environmental Mark" based on our company-internal standards

Percentage of Female Managers



We have set a goal of increasing the percentage of female managers to 20% by 2030. When appointing women to managerial positions, we recognize differences in the average length of service between men and women due to resignation for marriage, childbirth, and childcare reasons. We have established an internal system to enhance work-life balance regardless of gender and seek to create environments where all employees can continue working throughout life's events. As a result of this effort, the percentage of female managers is rising, and we are actively appointing women to further improve that ratio.

Average Days of Paid Leave Taken



As part of our efforts to promote work-life balance among employees, we encourage employees to take annual paid leaves in a planned manner. In the fiscal year ended June 30, 2023, our employees took 11.8 days of paid leave on average. Our target in the fiscal year ending June 20, 2024 is for every employee to take at least eight days of leave, which we have made known to all employees. We will continue to improve an environment in which all employees can take paid leave actively.

11-Year Summary

<KING JIM and consolidated subsidiaries>



(Millions of yen)

	FY6/13	FY6/14	FY6/15	FY6/16
Net sales	29,284	30,684	33,184	34,138
Cost of sales	18,590	19,853	21,317	21,583
Gross profit	10,693	10,831	11,867	12,554
Selling, general and administrative expenses	10,032	9,717	10,819	11,316
Operating profit	661	1,113	1,047	1,238
Ordinary profit	800	1,194	1,212	1,313
Financial results Ordinary profit ratio (%)	2.7	3.9	3.7	3.8
Profit attributable to owners of parent	538	868	918	809
ROE [Return on equity] (%)	3.3	5.0	4.9	4.2
ROA [Return on assets] (%)	2.2	3.3	3.3	3.0
Cash flows from operating activities	764	1,705	1,250	460
Cash flows from investing activities	(827)	(1,421)	613	(431)
Cash flows from financing activities	(347)	777	(2,335)	314

	FY6/17	FY6/18	FY6/19	FY6/20	FY6/21	FY6/22	FY6/23
Total assets	24,381	28,268	27,608	26,993	26,971	26,979	26,132
Total liabilities	7,307	9,959	7,828	7,745	6,406	5,320	4,798
Financial position Net assets	17,074	18,308	19,780	19,247	20,564	21,659	21,334
Equity	16,816	18,033	19,453	18,974	20,262	21,314	21,244
Equity ratio (%)	69.0	63.8	70.5	70.3	75.1	79.0	81.3

	FY6/17	FY6/18	FY6/19	FY6/20	FY6/21	FY6/22	FY6/23
Capital expenditures	753	457	484	933	427	519	429
Depreciation	662	642	661	708	680	641	650
Cash	3,114	4,169	3,818	4,032	5,007	4,466	4,368
Other major financial and non-financial data Earnings per share (yen)	19.45	31.07	32.35	28.47	42.36	49.36	33.88
Dividend per share (yen)	14	14	14	14	20	17	14
Payout ratio (%)	72.0	45.1	43.3	49.2	47.2	34.4	41.3
Number of employees (persons)	2,305	2,421	2,335	2,464	2,334	2,172	2,307

	FY6/17	FY6/18	FY6/19	FY6/20	FY6/21	FY6/22	FY6/23
Net sales	34,627	34,788	34,329	33,455	36,319	36,636	39,393
Cost of sales	21,653	21,198	21,146	20,554	21,880	23,159	25,203
Gross profit	12,974	13,589	13,183	12,901	14,438	13,477	14,190
Selling, general and administrative expenses	11,283	11,676	11,788	11,668	12,021	12,469	13,822
Operating profit	1,690	1,912	1,395	1,232	2,416	1,007	368
Ordinary profit	1,828	2,089	1,636	1,489	2,755	1,338	637
Ordinary profit ratio (%)	5.3	6.0	4.8	4.5	7.6	3.7	1.6
Profit attributable to owners of parent	1,204	1,402	963	1,081	1,963	788	419
ROE [Return on equity] (%)	6.1	6.7	4.5	5.0	8.6	3.3	1.7
ROA [Return on assets] (%)	4.5	5.2	3.6	4.0	6.7	2.5	1.2
Cash flows from operating activities	3,916	1,518	1,323	1,989	3,108	(1,278)	166
Cash flows from investing activities	(463)	(487)	(504)	(1,357)	(492)	(3,578)	(1,234)
Cash flows from financing activities	(2,464)	(1,574)	(900)	456	(1,382)	3,206	1,065

	FY6/17	FY6/18	FY6/19	FY6/20	FY6/21	FY6/22	FY6/23
Total assets	26,971	26,979	26,132	28,051	30,565	33,512	35,812
Total liabilities	6,406	5,320	4,798	6,141	6,447	9,280	10,978
Net assets	20,564	21,659	21,334	21,910	24,118	24,231	24,833
Equity	20,262	21,314	21,244	21,794	24,022	24,135	24,746
Equity ratio (%)	75.1	79.0	81.3	77.7	78.6	72.0	69.1

	FY6/17	FY6/18	FY6/19	FY6/20	FY6/21	FY6/22	FY6/23
Capital expenditures	427	519	429	734	496	641	687
Depreciation	680	641	650	643	628	658	631
Cash	5,007	4,466	4,368	5,410	7,032	5,637	5,923
Earnings per share (yen)	42.36	49.36	33.88	38.06	68.99	27.69	14.72
Dividend per share (yen)	20	17	14	17	27	22	14
Payout ratio (%)	47.2	34.4	41.3	44.7	39.1	79.5	95.1
Number of employees (persons)	2,334	2,172	2,307	2,239	2,157	2,102	2,019

Stock Information/ Corporate Profile

Stock Information (As of June 20, 2023)

Stock overview

Total number of shares authorized 100,000,000 shares

Total number of shares outstanding 31,459,692 shares

Number of shareholders 24,673 people

Breakdown by type of shareholder

Major shareholders

Name	Number of shares held (Thousand shares)	Ratio (%)
Tokyo Small and Medium Business Investment & Consultation Co., Ltd.	2,030	7.12
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,381	4.84
Sumitomo Mitsui Banking Corporation	1,376	4.82
KING JIM Dai-ichi Kyoei Shareholding Association	1,021	3.58
MUFG Bank, Ltd.	1,011	3.54
Yodobashi Camera Co., Ltd.	944	3.31
Sumitomo Mitsui Trust Bank, Limited.	898	3.15
Mayfair Creation Corp.	853	2.99
Akira Miyamoto	841	2.95
MK JIM CO., LTD.	775	2.72

* In addition to the above, there are 2,926,776 shares of treasury stock. Percentage of total shares issued is calculated after excluding treasury stock.

Stock price and trading volume movements



Corporate Profile (As of June 20, 2023)

Corporate data

- Trade name**
KING JIM CO., LTD.
- Start of business**
April 1927
- Date of establishment**
August 1948
- Capital**
¥1,978 million
- Number of employees**
Consolidated: 2,019
Non-consolidated: 392
- Address of head office**
2-10-18, Higashi-Kanda, Chiyoda-ku, Tokyo 101-0031, Japan
- Number of offices**
Offices, branches, sales offices: 8
Distribution centers: 3
- Listed market**
Tokyo Stock Exchange Prime Market (Securities code: 7962)

Locations

- Offices, Branches, Sales Offices**

Matsudo Office	Matsudo, Chiba
Tokyo Branch	Chiyoda-ku, Tokyo
Nagoya Branch	Nagoya, Aichi
Osaka Branch	Osaka City, Osaka
Fukuoka Branch	Fukuoka City, Fukuoka
Sapporo Sales Office	Sapporo, Hokkaido
Sendai Sales Office	Sendai, Miyagi
Hiroshima Sales Office	Hiroshima City, Hiroshima
- Distribution centers**

Tokyo Logistics Center	Edogawa-ku, Tokyo
Osaka Distribution Center	Osaka City, Osaka
Fukuoka Distribution Center	Fukuoka City, Fukuoka
- Domestic Group companies**

LADONNA CO., LTD.	Koto-ku, Tokyo
ASCA CO., LTD.	Nagoya, Aichi
BON FURNITURE CO., LTD.	Kainan, Wakayama
WINCESS CORPORATION	Takamatsu, Kagawa
Life on Products, Inc.	Osaka City, Osaka
- Overseas Group companies**

P.T. KING JIM INDONESIA	East Java, Indonesia
KING JIM (MALAYSIA) SDN.BHD.	Kedah, Malaysia
KING JIM (SHANGHAI) TRADING CO., LTD.	Shanghai, China
KING JIM (VIETNAM) Co., Ltd.	Binh Duong, Vietnam
KING JIM (HK) CO., LIMITED	Hong Kong Special Administrative Region, China
KING JIM (SHENZHEN) TRADING CO., LTD.	Shenzhen, Guangdong, China

[KING JIM IR website](https://www.kingjim.co.jp/english/ir/) [KING JIM Sustainability website](https://www.kingjim.co.jp/english/sustainability/)

Editorial Note to the Integrated Report 2023

We thank you for reading our Integrated Report 2023.

We have edited this report with the aim of further enriching its content from last year, when we published our first Integrated Report. In this report, we have included messages from executives in charge and employees in order to share more sincere voices and opinions. We sincerely hope that this Integrated Report will help readers understand the initiatives and vision of the KING JIM Group. We will continue to strive to deepen our dialogue with readers. We plan to further enrich the content of our report, and so we look forward to hearing your frank opinions and requests.

Lastly, we would like to express our gratitude to all those involved in the production of this Integrated Report. Thank you.



Sotaro Takahashi
Senior Executive Officer
General Manager, Corporate Planning Department, In Charge of Audit Section

December 2023