



## Management Philosophy

### Developing original products and creating a new culture to contribute to society

#### Guidelines for Action

#### Locate Markets, Rethink Customs and Find New Ways of Thinking

##### Regarding Our Customers:

Our products and our services must fully satisfy our customers. We must develop new products through creative planning to open new markets. Product quality must be maintained consistent with the standards demanded by our customers and pricing must be appropriate.

##### Regarding Our Employees:

A working environment must be maintained in which the capabilities of our employees are brought to life, abilities are developed while respecting the individuality of the employee, and proposals and ideas can be freely and frankly expressed. Treatment of our employees must be fair and appropriate, and must correspond to their skills and achievements.

##### Regarding Our Shareholders:

Information must be disclosed in a positive fashion so that we may always gain the trust and understanding of our shareholders. We must strive to expand the value of our company and return profits to our shareholders. We must strengthen corporate governance and operate under management that demonstrates a high degree of fairness and transparency.

##### Regarding Society:

Our products must be such that they can contribute to the advancement of culture. We must further develop our internal compliance system, and maintain our consciousness and morality as a member of society. Through our products and corporate activities, we must always strive to protect the environment and our resources.



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## Editorial Policy

This integrated report is published with the purpose of helping our shareholders, investors, and all other stakeholders of King Jim Co.,Ltd. (the Company) to understand our initiatives to create value with a focus on the 11th Medium-Term Management Plan, as well as our activities for solving ESG challenges through our business. In the process of editing this report, we referred to, among other standards and guidelines, the "Guidance for Collaborative Value Creation" published by the Ministry of Economy, Trade and Industry (METI), and the "International Integrated Reporting Framework" published by the International Integrated Reporting Council (IIRC).



### Organizations Covered in the Report:

King Jim Co.,Ltd. and its consolidated subsidiaries

### Reporting Period:

Fiscal Year Ended June 20, 2024 (June 21, 2023 to June 20, 2024)

\* Some contents before and after the above period are also included.

### Disclaimer

The business forecasts and other forward-looking statements herein are based on information currently available to the Company and certain assumptions deemed reasonable as of the date of publication of this document, and are not intended as a guarantee by the Company that they will be achieved. Actual results may differ significantly from these forecasts due to a wide range of factors.

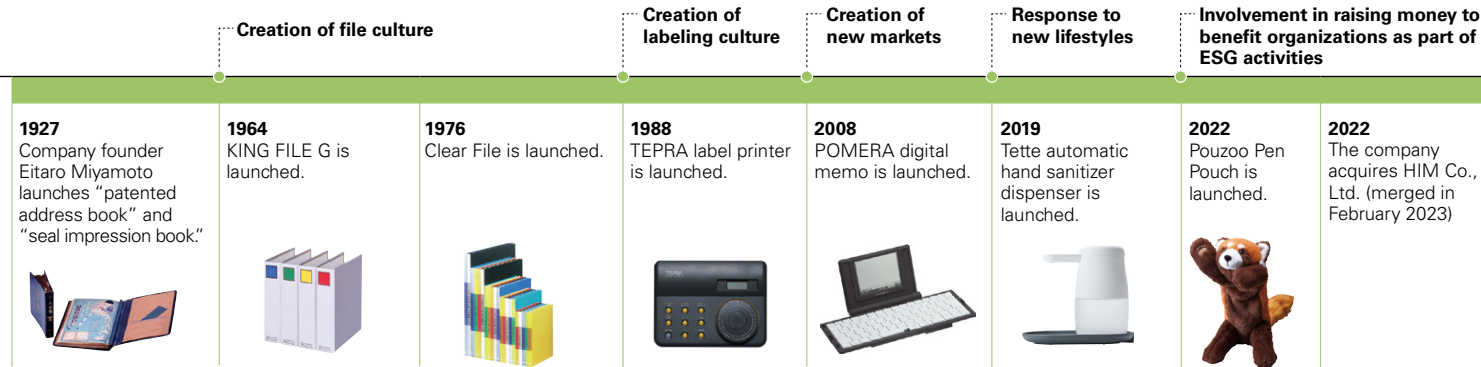


# History of Value Creation

For 97 years since our founding in 1927, we have developed products that respond to the times and continued to create a stationery culture and evolve our business. We are committed to proposing new forms of value that go beyond stationery and office supplies, taking advantage of the experience we have accumulated over the course of our history.

## Stationery and office supplies business

## Lifestyle products business



### Company Development



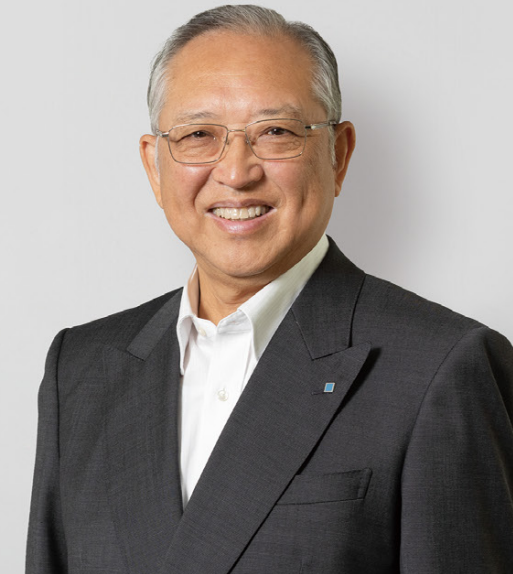
Surprise,  
Comfort,  
Work and Life





### As a creative company, King Jim is working to unlock greater growth ahead of its 100th anniversary

Akira Miyamoto Chairman & Director



#### Passing on the foundation that I have built as president to the next generation

I served as President of King Jim for 32 years since 1992. In September 2024, I took on the role of Chairman of the Board. I am deeply grateful for the support and cooperation I have received from everyone up until now. This has been the driving force behind my own personal development and the development of King Jim.

When I became president at the age of 38, King Jim had already established a solid position in the stationery and office supplies industry with hit products such as TEPPA and files. However, I also remember the struggles, including falling into the red despite expectations that we would continue to perform well. Later, in 2005, King Jim was listed on the First Section of the Tokyo Stock Exchange and today we are listed on the Prime Market. I still vividly remember my elation in fulfilling a long-held promise of listing the company I had made to my father, who was then honorary chairman at the time of the First Section listing.

Although I still have a fervent desire to continue in management, I turned 70 this year. Just as my father retired from his role as president at the same age, I have decided to hand over the reins of management to the next generation. As chairman without representative authority, I will step back and fulfill my duties. The new president, Miyoko Kimura, has been my business partner since I was president. Even back then, she was an excellent, hard negotiator with a consistent way of thinking. She is a talented person who we welcomed after much deliberation in 2022. I believe she is the right person to lead King Jim into the future as the company moves towards a new stage of growth.

This will also be the first time that a person outside of the founding family has been appointed as President. This will mark King Jim's transformation from a family-run company into a true public company. What I highly value about Ms. Kimura is that since being appointed as Director and Managing Executive Officer and General Manager of the R&D Division in 2022, she has taken the

lead in getting those around her involved and building a team while working on various projects. I am confident that she will demonstrate leadership as the new president and help King Jim unlock greater growth.

#### Continuing to create products that never existed before

King Jim was founded in 1927 and over the years, we have developed a number of innovative products. The founder, Eitaro Miyamoto, was a local inventor who liked to create things that are helpful to people. He invented a product called Jinmeibo (name directory) that cuts out the name and address portions of postcards, and organizes them as an address book. The idea of "developing products that have never before existed" has been part of King Jim's DNA since the time of its founding, all the way to the present day. Following Jinmeibo, we expanded our product lineup to include stationery and office supplies such as notebooks, binders, and files.

In 1964, after we launched our hit product KING FILE, our sales grew steadily. In the 1980s, however, the trend toward paperless operations began to accelerate in society as a whole. As a result, a sense of urgency began to emerge within the Company. With the aim of creating a business that can respond to the new era, we launched an electronic product development project.

When developing electronic products for the first time, the development team explored how to use their know-how of filing. As a result, they came up with the idea of “doing something to write titles on the spines of files,” and settled on the concept of making a tape-like product for easily printing text. This led to a series of trial and error for the project members, who had never before been involved in the development of an electronic product. However, they managed to overcome the myriad challenges that arose, in collaboration with a partner that joined in the development, and in 1988 we launched the label printer, TEPRa. Like KING FILE, TEPRa is still used by many people, and has grown into a core business that supports the Company.

## Pursuing King Jim style, transforming and being unafraid of failure

In the fiscal year ended June 20, 2024, operating profit and profit attributable to owners of parent were in the red because of the increase in devaluation of some retained goods consisting mainly of COVID-19 related products and higher selling, general and administrative expenses, along with an impairment loss on goodwill related to the Latuna business, which sells products online. However, the forecast for the next fiscal year calls for increased sales

driven by various measures in line with the fundamental policies of the 11th Medium-Term Management Plan. For this reason, we expect to turn a profit.

Given this situation, we must return to our roots and regain our willingness to take on new challenges. We must reexamine all of our business operations, transform without fear of failure, and take on new challenges to break away from the current sense of stagnation.

One bright spot recently is the positive results of the stationery and office supplies business. In particular, products with added value in terms of design and functionality, such as KORI JIRUSHI clear stamps, which allow precise adjustment of the stamping position, and the KING MINI Series of practical miniature stationery, are performing particularly well. In the interior lifestyle business, lighting and children’s storage items, which Bon Furniture Co., Ltd. launched as new categories, are in the spotlight. At Life on Products Inc., new summer-gear household appliances, such as handy fans and circulators, have performed well, too. In particular, sales of Umbrella Clip Fans and Clear Fans with seven-color LED lights that automatically change are growing. These products have been featured in many media outlets, including on television and in magazines, attracting a great deal of attention.

Developing products with new value has been our forte and ingrained in our corporate DNA since our founding. These examples show that the current market still holds immense potential as long as we sincerely pursue our founding spirit. We also believe that creating products that solve social issues is an important mission as a way to improve sustainability.

Looking back on our history, we have definitely continued to embody our management philosophy of

Developing Original Products and Creating a New Culture to Contribute to Society. This philosophy has taken root in all our employees and is the starting point for all our actions. We will continue to pursue the King Jim style under our management philosophy.

## Unlocking greater growth ahead of King Jim’s 100 anniversary

The Group always embraces new challenges. Recently, our sales have grown but our profits have declined, which is due to the major impacts of foreign exchange rates. Nevertheless, we have sufficient financial strength and the Group as a whole is growing steadily. For these reasons, we believe that the low level of profits is temporary.

As chairman & Director, I will oversee the overall management and provide full support to the new management team so that they can make more creative decisions with greater freedom. I will also work to strengthen governance, primarily through the Board of Directors, to ensure that King Jim remains a company that is highly trusted by shareholders, investors, and other stakeholders.

King Jim will celebrate its 100th anniversary in 2027. Under the leadership of our new president, the Group will continue to take on new challenges and strive to unlock greater growth. We will continue to provide new value that meets and exceeds the expectations of stakeholders. I ask for your unwavering support as we move forward.

December 2024

Akira Miyamoto  
Chairman & Director, King Jim Co., Ltd.





# Sharing King Jim's mission with all employees while implementing a growth strategy inspired by a new direction

**Miyoko Kimura**

Representative Director, President

## **Appointed as president after a preparatory period**

I have been leading product development since joining King Jim in 2022. One day, former President Akira Miyamoto approached me about taking over his role. It was a bolt from the blue and I remember my surprise. After careful consideration, I decided to accept the offer, on the condition that I would be involved in formulating the next medium-term management plan. Having been entrusted with this important role, I was inspired to embark on a new journey as president.

The year or so leading up to my appointment was a valuable time for me to review our strengths and challenges through projects such as formulating our next medium-term management plan. As a result, I gradually began to develop a sense of awareness and responsibility that I would soon be leading King Jim.

## **Growing by feeding off failures**

From my perspective gained from working at other companies, King Jim's greatest strength is its team of employees with unique and original ideas, and who feel attached to and proud of the company. The spirit of taking on new challenges fostered by Chairman Miyamoto is also deeply ingrained. That is, "Even if you only get one hit out of ten, it's fine as long as that one hit is a home run." Everyone embraces new challenges and each workplace is defined by its good teamwork. King Jim is a company where each individual employee can shine, regardless of gender or years of service.

While inheriting these strengths, I would like to instill in King Jim the idea of "customer-centric marketing" that I have cultivated during the course of my career. Failures that arise in the process of taking on new challenges



should not end as mere “strikeouts” or “bad hits,” but rather provide the groundwork for learning from and turning these failures into success.

In addition, we used to think of retailers as “customers,” but if we continue to think this way, our growth may plateau, so we tell our employees to think of retailers as important “partners” who help us deliver our products to consumers. By working closely with retailers, we will provide unique added value and emotional experiences that cannot be found anywhere else to our true customers, the end users.

As I mentioned, each of King Jim’s organizations has already fostered a sense of trust as a team and there is a high level of employee engagement. Therefore, I am confident that King Jim can become a stronger company by sharing the current challenges with everyone and working together toward common goals.

## Gleaning the truth from frontline operations

I recognize that using my experience in the marketing of office supplies is one of the roles expected of me. Throughout my career, I have always been conscious of Monozukuri that is “half a step ahead” of the times. I will focus on planning and developing original products that directly solve the problems of our customers, with a clear idea of how products are actually used. I also believe that the truth can be gleaned from frontline operations and I am proud to have put this belief into practice. In order to avoid falling into the trap of armchair theory, I will place importance on the fields of business where King Jim products are used, stores, and retailers, and I will create more opportunities to visit various frontline operations.

Regarding the positions of General Manager, R&D

Division and Chief Marketing Officer (CMO), which I have held until now, I will not be appointing a successor for the time being, and instead continue leading the company’s marketing efforts. I intend to carefully address cases of product development failures along with opinions and requests received after release, and work as a team to restore past performance. In the process, as a leader of product development and head of the company, I will do my best to gain the understanding and support of customers and sales partners.

## Crisis brings opportunity

Our performance during the 10th Medium-Term Management Plan fell short of the quantitative targets set at the beginning of the plan. In particular, in the final year, the fiscal year ended June 20, 2024, we were affected by such factors as the greater than expected depreciation of the yen, resulting in an operating loss and loss attributable to owners of parent. However, a bigger factor than exchange rate fluctuations was our inability to respond to major changes taking place in the world. For example, the diversification of working styles and the sudden shift to paperless systems since the COVID-19 pandemic, led to a decline in demand for files. Reflecting on this, we have formulated and announced the 11th Medium-Term Management Plan (from the fiscal year ending June 20, 2025 to the fiscal year ending June 20, 2027). During the formulation process, in addition to executives and corporate planning, members of a wide range of ages from various departments were assigned to incorporate new ideas and diverse perspectives. While the plan covers a three-year period, it is based on our long-term theme and mission looking about 10 years into the future.



The new medium-term management plan has been given the project name “Let’s go, KJ!” It lays out a new strategy and fundamental policies inspired by a new direction.

Frankly speaking, I regret that during the three years of the previous medium-term management plan, we, the management team and employees supporting frontline operations, lacked a sense of urgency about our delayed response to social changes. However, since the start of the new medium-term management plan, in addition to sharing a sense of urgency, a new mindset that views the current difficulties as an opportunity has penetrated each workplace. I am confident that we can become a team with greater vitality.

## Tapping into new business fields and markets

The overall picture of the 11th Medium-Term Management Plan calls for strengthening our existing businesses while maximizing King Jim's management resources and tapping into new business fields and markets based on the three fundamental policies.

## Strengthening our existing businesses

We will strengthen King Jim's existing businesses, focusing on stationery and office supplies, in terms of both sales and development.

In our sales strategy, we have established a new Demand Chain Creation Department that combines the functions of development and sales. This department will play a pivotal role in maintaining existing sales channels

while simultaneously cultivating ones suited to customer and product characteristics and promoting market-oriented product development.

In our development strategy, we will expand development areas in response to ongoing social changes. Our existing businesses have been focused mainly on offices within the B-to-B market, but we have established two new priority areas for the new medium-term management plan period. The first is product groups that support telework from home, which has become widespread since the COVID-19 pandemic. The second is product groups that help to improve the productivity of people working in medical institutions, construction sites, the service industry, factories, and other locations.

## Fundamental policies

With a strong awareness of rapidly evolving technologies and global market, we aim to tap into new business fields and markets. To this end, we will implement the following three fundamental policies.

### 1 Leverage design and digital technology to create new services

We are drawing up a plan to better understand the needs for displays in various workplaces and link them to business. For example, we aim to provide an innovative service that combines design and digital technology, based on the office staple TEPPA. We are currently in the process of considering monetization methods, building schemes, and details of the service. In the future, we will incorporate AI technology and ideas from external designers to develop an original King Jim style business.

### 2 Expansion of the lifestyle field

Until now, we have welcomed new operating companies into the Group through M&A and gradually expanded our business domain. Under the new medium-term management plan, we will accelerate entry into markets in areas we know, focusing on lifestyle products such as kitchen appliances, everyday goods, and storage furniture. Furthermore, to increase Groupwide synergies in the lifestyle field, we will establish the Group Management Committee where the executives of each company will meet regularly. From January 2025, we plan to share success stories, hold seminars by inviting external lecturers, and launch joint projects as necessary.

### 3 Strengthening of overseas business

Currently, the Group's overseas sales ratio stands at only 4%, but we plan to raise this to around 10% by the final year of the new medium-term management plan (the ratio is based on consolidated net sales for the fiscal year ended June 20, 2024). Specifically, we will bolster overseas sales, focusing on China and ASEAN countries, including Vietnam. Reflecting on the fact that we did not have a local development team in the past and were unable to sell localized products, we will now look for local designers and develop products that will be popular with customers in each country. Designers and young developers who have built a track record in Japan have already begun working locally, which will allow us to accelerate our global expansion.

We have also begun to bolster our production capacity by utilizing existing overseas offices and production bases. For example, our factories in Vietnam and Indonesia, where we manufacture our main product,



KING FILE, have ample production capacity, and their quality control systems and highly skilled employees are major strengths. Utilizing these excellent resources, we have begun manufacturing lifestyle products that take advantage of the unique features of each factory, such as Bon Furniture Co., Ltd.'s wooden knockdown furniture and kitchen goods. In the future, to further expand our use of overseas resources, we plan to dispatch personnel from Japan to conduct interviews on local conditions.

## Growth of employees and contributions to society

The key to our sustainable growth is human capital. Among the materiality (priority issues) we selected in 2022, we are focusing most of our efforts on creating and implementing measures that contribute to the promotion of diverse human resources. Our goal is to realize a virtuous cycle in which the company and employees grow together, and improve society while generating sufficient profits. We want to continue to provide employees with many opportunities to improve their own capabilities and an environment in which they can clearly understand why they work and how they contribute to the world. To that end, in addition to the job rotations already implemented, we are reviewing our training system and personnel system. This will further increase opportunities for employees to develop their individual strengths across departments and career stages.

In addition, environmental consideration, one of our priority issues, is essential for creating a sustainable

society. We are focusing on this area by setting indicators and quantitative targets. In particular, during the product development phase, we strive to develop products that are environmentally friendly, affordable to customers, and have original King Jim style. In 2023, in collaboration with Ito en, Ltd., we commercialized a paper holder made from tea leaf paper, which is made by upcycling\* tea leaves discarded during the manufacturing process of Japanese tea beverages. We began selling this product in December 2023. This reduces paper usage and gives off a subtle tea scent, making it a product with added value for both the environment and customers.

In product development meetings, we always try to incorporate one of the 17 SDGs. We have also improved

\*Upcycling does not simply mean turning materials into raw materials or reusing them, but rather creating products that are of higher value than the original product.



Paper holder (upcycled from tea leaf paper) jointly developed with ITO EN, LTD.

the design of TEPRA and files in the KING FILE line to make them easier to recycle, and about 70% of our main products have been made environmentally friendly. We will continue to work toward resolving priority issues, while keeping in mind the quantitative targets we want to achieve by the fiscal year ending June 20, 2030, such as the reduction rate of CO<sub>2</sub> emissions and recycling rate.

## Toward a new King Jim that continuously innovates in creative ways

Going forward, we will continue to strive to disclose information in a concise and timely manner to meet the expectations of our shareholders, investors, customers, business partners, and other stakeholders. We will reflect important insights gleaned from dialogue with all stakeholders in our management policies. We will continue to proactively communicate with our employees, including updates on daily events, so that they can understand our determination to execute the policies and strategies set out in the new medium-term management plan.

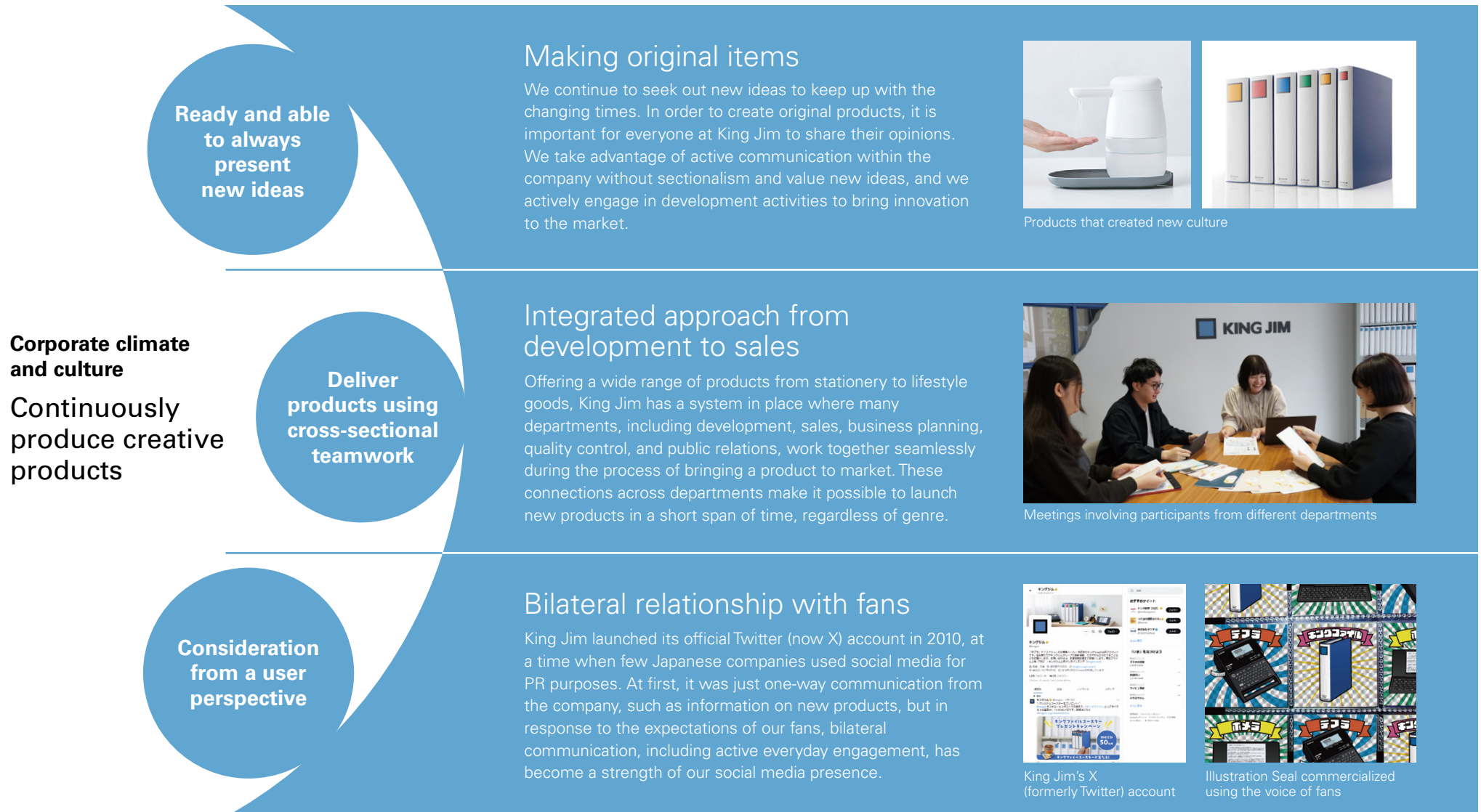
We have inherited the DNA of perceiving changes in the times as an opportunity, and the management and employees work together to innovate our businesses in a unique and creative way. We strongly feel that now is exactly the time when bold change is required. We look forward to meeting and beating your expectations as we transform into the new King Jim.



Our unique corporate culture, born out of our management philosophy, is the source of our capital and strength. We will realize the vision set out in the 11th Medium-Term Management Plan, running until 2027, by advancing our two businesses.



The source of value creation for the King Jim Group is its unique climate and culture, rooted in the management philosophy of Developing Original Products and Creating a New Culture to Contribute to Society. King Jim will continue to provide value to society by delivering original products and creating new culture.



We provide original products in line with the times to a wide range of customers.

Another one of King Jim's strengths is that we continue to provide new value by utilizing fan engagement, including through social media, to incorporate their voices into products.

Ready and able to  
always present  
new ideas

**Creative and  
diverse product  
development**

Number of  
products  
developed  
annually  
  
Around **30**



## Focusing on the future of work and living

We are developing unique products with the goal of providing our customers with convenience, comfort, safety, and color in their work and lives. As times change, the workplace and lifestyles of our customers are also changing rapidly. Our diverse team members work from a variety of perspectives to develop products that are one step ahead of such change. We work to not only provide our customers with emotional experiences, but also to convert them into fans of King Jim.

**Mr. Tateishi,**  
Executive Officer, Deputy General Manager, R&D Division



Deliver  
products using  
cross-sectional  
teamwork

**Extensive  
sales channels**



## Taking on the challenge of delivering value to customers

Even if a customer likes it, a product's value cannot be delivered unless the customer purchases it. For our mainstay product TEPPA, we are expanding the scope of our proposals from offices to the workplace in general. Valuable information is delivered to customers through traditional sales channels via sales partners. In the newly established Demand Chain Creation Department, development and sales will take on the challenge of commercializing products based on market needs and cultivating optimal sales channels.

**Mr. Taniguchi,**  
Executive Officer, General Manager, Sales Division



Consideration from  
a user perspective

**Communication  
with our fans**

Followers (as of November 2024)

X	x	<b>460,000</b>
Instagram		<b>230,000</b>
Facebook		<b>120,000</b>
YouTube		<b>14,000</b>

## Building long-lasting relationships with fans

As part of our PR activities, we currently manage official accounts on social media platforms such as X, Facebook, Instagram, YouTube, and TikTok. Taking advantage of the characteristics of each, we aim to provide content that will keep fans coming back for more, from fun to useful information. Going forward, we will continue to focus on both society and our company, so that we can provide the best information for our fans, without being constrained by conventional approaches.

**Ms. Miura,**  
Manager, IR & Corporate Branding Section,  
Public Relations & Advertising Department





## 10th Medium-Term Management Plan in Retrospect


Under our 10th Medium-Term Management Plan, which concluded in the fiscal year ended June 20, 2024, our policy was to focus on growth fields and further strengthen core businesses. Toward this end, we implemented a number of measures, but ultimately fell short of our quantitative management targets.

### Initial forecast

Focus on growth fields and further strengthen core businesses

Build a foundation for the post-COVID-19 era

### Targets

<b>Net Sales</b>	<b>¥48.0 billion</b>	 <ul style="list-style-type: none"> <li>Stationery and office supplies business ¥30.5 billion</li> <li>Interior lifestyle business ¥12.5 billion</li> <li>M&amp;A ¥5.0 billion</li> </ul>
Ordinary Profit	¥3.4 billion	
Ordinary Profit Ratio	7%	
ROE	9%	

### Strategy

#### 1) Expand the business domain

- Develop products for new work styles and ways of working.
- Shift from paper storage to stuff storage. Expand sundry and household goods.
- Further develop the Group through mergers and acquisitions.

#### 2) Enhance the competitiveness of three overseas factories

- Bring in production technologies for products other than stationery.
- Expand the variety of production items.

#### 3) Sustainability initiatives

- Contribute to society through products that make life and business convenient and comfortable.
- Environmentally conscious procurement, design, and development. Respond to climate change.
- Promote diversity and realize diverse working styles.

### Results

- **Net Sales fell short of the initial target, reaching ¥39.5 billion in FY6/24 (82.4% of the target)**
- **Ordinary profit fell far short, totaling ¥130 million in FY6/24 (3.8% of target), with ROE at -1.3%**

### Net Sales

\*Net sales for FY6/24 include M&A in the interior lifestyle business and stationery and office supplies business

Billions of yen	2019	2020	2021	2022	2023	2024	Billions of yen	Initial target	Result	Difference
Interior lifestyle business	34.3	33.4	36.3	36.6	39.3	39.5	Stationery and office supplies business	30.5	25.0	-5.5
	7.5	6.7	8.6	10.5	13.4	13.3	Interior lifestyle business	12.5	9.0	-3.5
Stationery and office supplies business	26.7	26.7	27.6	26.0	25.9	26.2	M&A	5.0	5.5	+0.5
							Total	48.0	39.5	-8.5

### Reasons for falling short of the net sales target

- Sales of files are declining due to the promotion of paperless systems and digital transformation
- Sales of TEPPA, which depend on strong demand for file title creation, similarly show little growth
- Many Group companies also fell short of their targets as stay-at-home demand due to the COVID-19 pandemic subsided.

### Ordinary Profit · ROE

	2019	2020	2021	2022	2023	2024	Initial target	Result	Difference	
ROE (%)	4.5	5.0	8.6	3.3	1.7	-1.3	Ordinary profit	¥3.4 billion	¥0.13 billion	¥-3.2 billion
Ordinary profit (Billion yen)	1.6	1.4	2.7	1.3	0.6	0.1	ROE	9.0%	-1.3%	-10.3 percentage points

### Reasons for falling far short of the ordinary profit target

- The weak yen and the soaring cost of raw materials and logistics led us to fall far short of the target
- Although we aimed to improve profitability by revising prices, we fell short of the profit target

## 11th Medium-Term Management Plan

King Jim will undergo a bold transformation to continue adapting to the changing times. In response to social issues such as the declining birthrate and aging population, the acceleration of digital transformation, changes in work styles, and ESG management, we will focus on three fundamental policies eyeing future development and taking the next steps in our growth story.

We will take the wave of social change as an opportunity to move toward new growth and aim to build a sustainable future.

### Themes and Mission

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

#### Customer-driven

We will develop and provide products and services based on user needs. We will prioritize customer satisfaction and reflect it in our business strategies and decision-making.

#### Into “neighboring areas”

Under this strategy, we seek to expand into new markets or areas neighboring existing markets or business domains. By expanding into fields where there is a clear chance of success, we can maximize synergistic effects and promote growth.

#### A global marketplace

This initiative involves reviewing overseas market strategies, exploring new market opportunities from a market-oriented perspective, and strengthening our competitiveness. We will focus on growth in China and ASEAN countries centered on Vietnam.

### Fundamental policies

**Expansion into the service business**

**Expansion of the lifestyle field**  
→ For details, see page 21

**Strengthening of overseas business**  
→ For details, see page 20

### Resources

**Overseas factories**  
→ For details, see page 20

**Communication with our fans**  
→ For details, see page 32

**Human capital**  
→ For details, see pages 30–31

**Sustainability**  
→ For details, see pages 28–29

### Strengthening Our Existing Business

**Sales strategy**  
Sales channels to match the unique properties of customers and products  
→ For details, see page 19

**Development areas**  
Meet the needs of workplaces and living in response to social changes  
→ For details, see page 19

**Design**  
Ideas and design that create fans  
→ For details, see page 15

Design and brand committee concept  
→ For details, see page 15

### Management Targets for the Fiscal Year Ending June 20, 2027

**Net Sales**  
**¥52.0 billion**

The breakdown is ¥31.1 billion from the stationery and office supplies business, ¥16.9 billion from the lifestyle products business, and ¥4 billion from new M&A.

**Ordinary Profit**  
**¥2.8 billion**

**Ordinary Profit Ratio**  
**5.4 %**

We aim to increase sales and profits by using various measures to grow sales, improving the cost of sales ratio by revising the prices of some products, and controlling selling, general and administrative expenses.

**ROE 8.0%**

We aim to increase ROE by improving profit margins through better profitability, investing in growth areas, and making strategic investments to improve productivity and efficiency.

## Strengthening Our Existing Business

We will bolster design capabilities in our existing businesses.  
By combining our strength of original ideas with design, we will increase corporate value.

### Ideas and design that create fans

We will 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; namely, Innovative / Original Design, Emotional / Inspiring Design, Intuitive / Bold Design. We will 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

##### Door Notification Light

A light that alerts the user that someone is on the other side of the door. Its frameless design makes it easy to see from all directions.



#### Emotional / Inspiring Design

##### Pouzoo

A series of animal-shaped pouches that come with skeletal parts allowing the user to pose them however they like.



#### Intuitive / Bold Design

##### Visual Bar Timer

A timer with large scale display that visualizes the remaining time for the user at a glance.



### Design and brand committee concept

We established the King Jim Creative Center in order to bolster our design capabilities. Our 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. In the future, we will comprehensively produce creation and communication for the King Jim Group, including overseas bases and affiliated companies.



#### Messages from Members of King Jim Creative Center

I joined the company with the aim of maximizing corporate value through the power of design, harnessing my knowledge as a creative director in my previous job. This year, I have supported King Jim in clarifying their design philosophy objectively. I have also been able to provide advice on the company's design organization. I am very pleased that this has culminated in the establishment of the King Jim Creative Center.



**Mr. Tomoaki Takuma**  
Professor  
Tama Art University

Stationery brand HITOTOKI has been creating products that are not only functional but also offer a soothing design and are highly collectible. Utilizing this perspective, we are venturing into other fields such as fashion and lifestyle in an effort to continue providing new value. I hope to incorporate this experience in King Jim's designs.



**Hopakipa**  
HITOTOKI  
Art Director



## King Jim continues to take on challenges to strengthen profitability and accelerate growth strategy, aimed at increasing corporate value

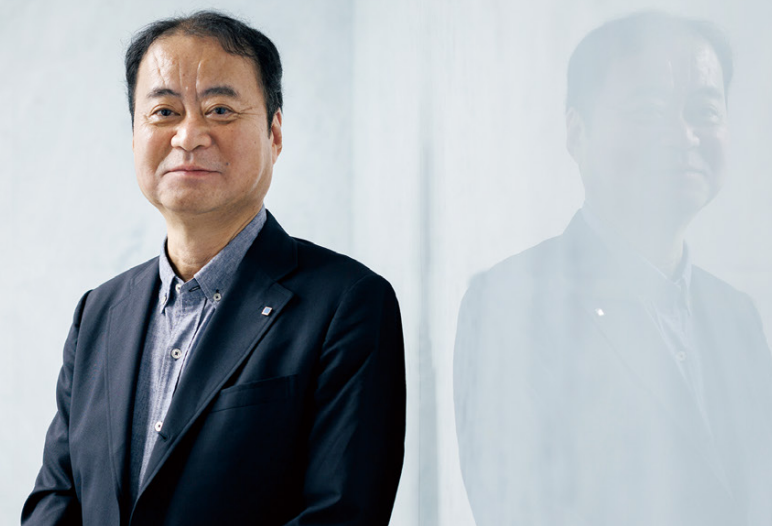
### 10th Medium-Term Management Plan in Retrospect

In the previous medium-term management plan, we expanded our business domain through M&As, one of the growth drivers, aiming to break away from the file-dependent earnings structure. On the other hand, we failed to achieve our quantitative management targets as sales of our mainstay products fell due to contraction of the stationery and office supplies market caused by the acceleration of DX and changes in the labor environment and work styles. While we recorded our highest ever net profit in the fiscal year ended June 20, 2021, in the subsequent two fiscal years (ended in June 20, 2022 and 2023, respectively) of the plan we saw profits decline caused by the sudden depreciation of the yen, and increases in the cost of sales ratio and selling, general and administrative expense ratio resulting from soaring raw material prices and distribution costs, and other factors. In the fiscal year ended June 20, 2024, we recorded not only a downturn in ordinary profit, but also an operating loss and a net loss attributable to owners of the parent. This was owing to the further depreciation of the yen and one-off factors such as

an increase in devaluation of some retained goods and the discontinuation of some products under development. We view strengthening profitability as our top financial priority.

### Strengthening profitability and unlocking new growth with M&A

In light of the current situation, we formulated the 11th Medium-Term Management Plan, concluding in the fiscal year ending June 20, 2027, with the theme of taking the wave of social change as an opportunity to move toward new growth. While strengthening our existing businesses, we are working on three fundamental policies; namely, expansion into the service business, expansion of the



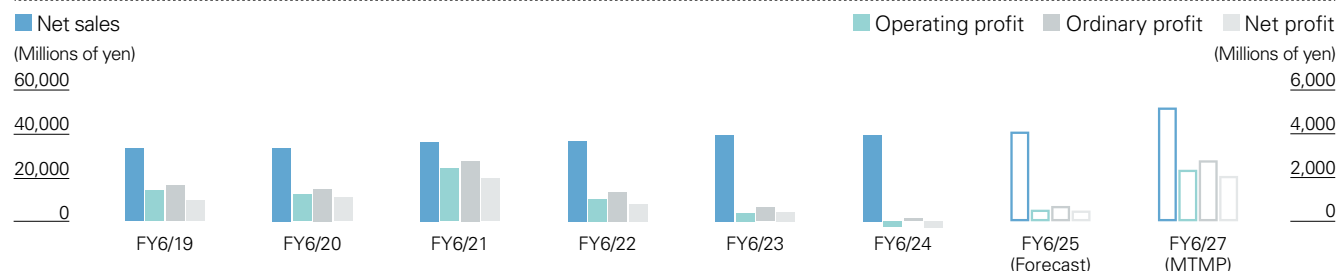
**Shinichi Harada**

Director and Senior Managing Executive Officer  
General Manager, Administration Division & CFO &  
General Manager, Overseas Division & In Charge of  
Overseas Sales Subsidiaries

lifestyle field, and strengthening of overseas business. At the same time, we are pursuing cost reductions to strengthen profitability, which has been a challenge for us. Inventories of our products have remained at elevated levels since March 2022, building up to ¥6,107 million (up ¥885 million year-on-year) on a non-consolidated basis for King Jim in the fiscal year ended June 20, 2023. In order to review total logistics costs in addition to reduction of inventories, we launched the cross-functional Distribution Cost Reduction Project in 2023, led by the Logistics Department and Corporate Planning Department. As a result of such efforts as setting an appropriate number of inventory months, reviewing warehouse contract methods, and reducing storage fees, inventories for the fiscal year ended June 20, 2024 decreased to ¥5,096 million, down ¥1,010 million from the previous year.

We will also take measures to address foreign exchange rates, which have been a major negative factor in recent years. Since we procure raw materials and products from overseas and sell them in the domestic market, our structure is such that profits decrease when the yen weakens. To cope with foreign exchange risk, we hedge about half of actual demand for foreign currency

### Trends in Net Sales, Operating Profit, Ordinary Profit, and Net Profit



purchases with forward exchange contracts. In order to fundamentally transform our business structure susceptible to foreign exchange rates, we need to drastically expand our overseas sales ratio, which currently stands at only about 4% of total consolidated net sales. We will aggressively implement measures to expand our overseas business to achieve this goal.

In addition, the purchase of all shares of Life on Products, Inc. and HIM Co., Ltd. and the increase in inventories significantly elevated the level of borrowings to ¥5,705 million in the fiscal year ended June 20, 2024, up ¥5,521 million from the previous fiscal year. To address this situation, we have reduced borrowings on a consolidated basis and have begun pooling funds among the Group for more efficient management within the Group. Bon Furniture Co., Ltd., which has a surplus of funds, has been lending to King Jim, and King Jim has been lending to Ladonna Co., Ltd. We intend to expand this inter-company lending to other group companies. In the current fiscal year, King Jim (Malaysia) Sdn. Bhd. and King Jim (Vietnam) Co., Ltd. have also paid out dividends. In terms of systems, we will also consider reducing borrowings through the use of a bank pooling system.

While our equity ratio had trended around 80% up to the fiscal year ended June 20, 2021, it fell to 69.1% as of the end of the fiscal year ended June 20, 2024 due to stock acquisition through M&As. However, even considering these developments, the debt/equity ratio remains at 0.23, and we still have sufficient fund procurement capacity. We have set aside an investment budget of ¥3.5 billion in order to continue to actively invest in expanding our business domain, overseas areas, and sales channels. As candidates for M&A, we will give

top priority to Japanese stationery manufacturers or lifestyle products companies with a high ratio of overseas sales, including exports, and in overseas markets, we will focus especially on companies operating in the stationery and office supplies business in Asia. Moreover, we plan to invest ¥2 billion in new product development and production facilities and about ¥1 billion in launching and promoting new service businesses. We have also allocated about ¥1.2 billion for DX investments to improve efficiency and revamp various internal systems.

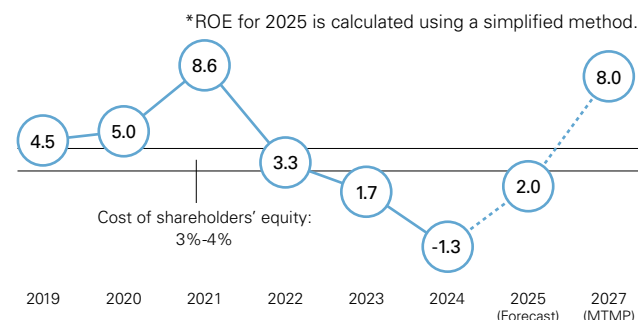
## Working toward management that is conscious of cost of capital and stock price

To achieve a stable price-book-ratio (PBR) of 1x or more, we need to improve both price-earnings ratio (PER) and return on equity (ROE). ROE exceeded 8% in the fiscal year ended June 20, 2021, which was the highest ever, but has been below the cost of shareholders' equity in the last two fiscal years. To achieve ROE of 8% in the fiscal year ending June 20, 2027, under the 11th Medium-Term Management Plan, while strengthening our existing businesses, we will implement the three fundamental

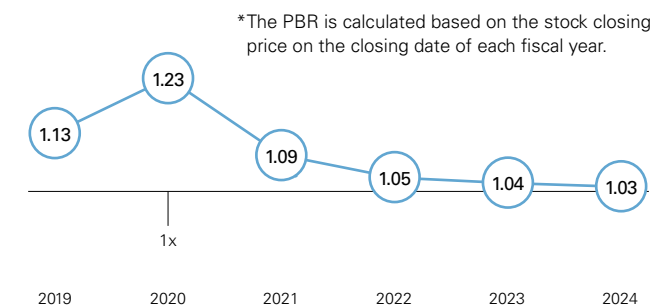
policies of expansion into the service business, expansion of the lifestyle field and strengthening of overseas business. We will also work on measures to increase PER by strengthening appropriate capital policies, shareholder returns, and investor relations. We aim to provide stable dividends to shareholders by strengthening our financial base, with a payout ratio of 40% as the benchmark. We cancelled treasury shares in April 2021 to increase returns to shareholders and alleviate concerns about future dilution. As for share buybacks, a large shareholder requested and sold 470,000 shares back to the Company. As a result, the ratio of treasury stock to the Company's total outstanding shares is now more than 10%, and we believe that for the time being the Company should refrain from simply buying back shares. We will consider effective use of treasury stock, such as acquisitions through share exchanges in the event of M&As or strategic capital and business alliances.

Going forward, we will continue to aim for steady growth while maintaining a balance between offense and defense, and engaging in dialogue with all of our stakeholders. As such, we ask for your continued support and hopeful expectations as we move forward.

### ROE over time (Unit: %)



### PBR over time (Unit: expressed as a multiple)

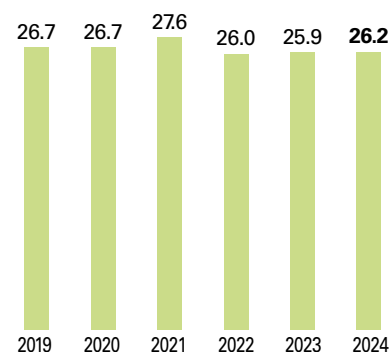


## Strategy by Business: Stationery and Office Supplies Business

With the highly recognized brands KING FILE and label printerTEPRA as core offerings, King Jim supplies products that transcend the conventional stationery and office supplies domain, encompassing office, living environment and storage products.

### Overview of financial results

Net sales **¥26.2 billion**



### POINT

- Net sales were up slightly driven by growth of the EC business
- Recorded an operating loss because of the greater than expected depreciation of the yen, devaluation of some retained goods, the decision to discontinue some products under development, and an increase in selling, general and administrative expenses

### Prospects of the stationery business in Japan

#### New value creation tied to change

Existing products in the domestic stationery market are shrinking, but new demand and applications are constantly emerging in response to changes in the social environment and customer needs. We are adapting to these changes by developing and marketing products that make “work” and “living” more comfortable. For example, our Door Alarm Light, which alerts workers to the danger of someone being on the other side of a factory or office door, improves safety in the workplace. KORI JIRUSHI, a transparent stamp completely made of transparent material that looks like ice and is easy to stamp, adds color to daily life. In response to diverse needs, we will continue to contribute to society by providing new value that goes beyond conventional stationery, and by being close to “work” and “living.”



**Sotaro Takahashi**

Senior Executive Officer  
In Charge of Corporate  
Planning Department &  
Audit Section



In our core stationery and office supplies business, we strived to expand sales by proposing new uses and renewing products to stimulate demand. As for TEPRA, we carried out various sales promotion and advertising activities aggressively to stimulate demand for labeling. In digital stationery, we released Visual Bar Timer, which has been well received for its support of time management, as its large horizontal scale allows users to see the remaining time at a glance. In stationery, we launched the new KING MINI Series of practical and endearing miniature-sized stationery.

TEPRA sales are on a recovering and our E-commerce business is also growing, resulting in net sales of ¥26,222.8 million, up 1.0% from the previous fiscal year. However, due to the greater than expected depreciation of the yen, devaluation of some retained goods, mainly COVID-19-related supplies, the decision to discontinue some products under development, and higher selling, general and administrative expenses for the former HIM Co., Ltd. (Latuna business), which was acquired in February 2023, we recorded an operating loss of ¥421.74 million, compared to a ¥20.07 million operating loss in the previous fiscal year.

### Situation and prospects of the overseas stationery business

#### Creating more King Jim fans overseas

At our overseas business sites in China, Vietnam, and other countries, expatriates and local staff work together to aggressively market and sell products. In recent years, we have been actively participating in exhibitions and various events to expand sales in China, ASEAN countries, and the U.S. HITOTOKI products such as KITTA have been well received overseas, especially by women, and many customers have come to our store events and become fans through experiencing our products. Cross-border orders are also steadily increasing, and online interactions are gradually expanding, as evidenced by the many responses we have received on Instagram. We will continue our activities so that more and more people around the world become fans of our products.



**Shinichi Harada**

Director and Senior Managing  
Executive Officer: General  
Manager, Administration Division  
& CFO; General Manager,  
Overseas Division & In Charge of  
Overseas Sales Subsidiaries

## Strategy by Business: Stationery and Office Supplies Business

### Strategy for the Domestic Market

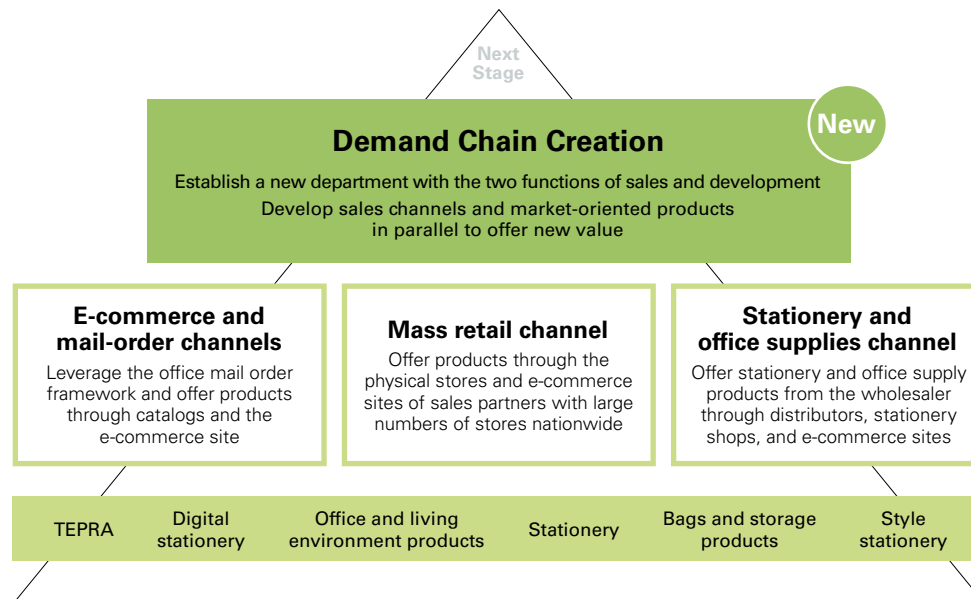
#### Sales strategy

##### Sales channels best suited to the unique properties of customers and products

King Jim offers a number of buzzworthy and long-lasting products. Yet, purchasing patterns are changing along with the social environment. We are diversifying our sales channels so that we can always offer our products in the most appropriate form. In order to correctly capture customer needs in the future, in addition to the existing stationery and office supply, e-commerce and mail order, and mass retail sales channels, we have established the new Demand Chain Creation Department that combines sales and

development. This department will be responsible for developing new and existing sales channels, marketing new genres, and developing new products from the customer's point of view.

In domestic sales, our basic strategy is to provide new customer experience value through sales channels best suited to the characteristics of our customers and products, and to present the best possible problem-solving solutions.



#### Development areas

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

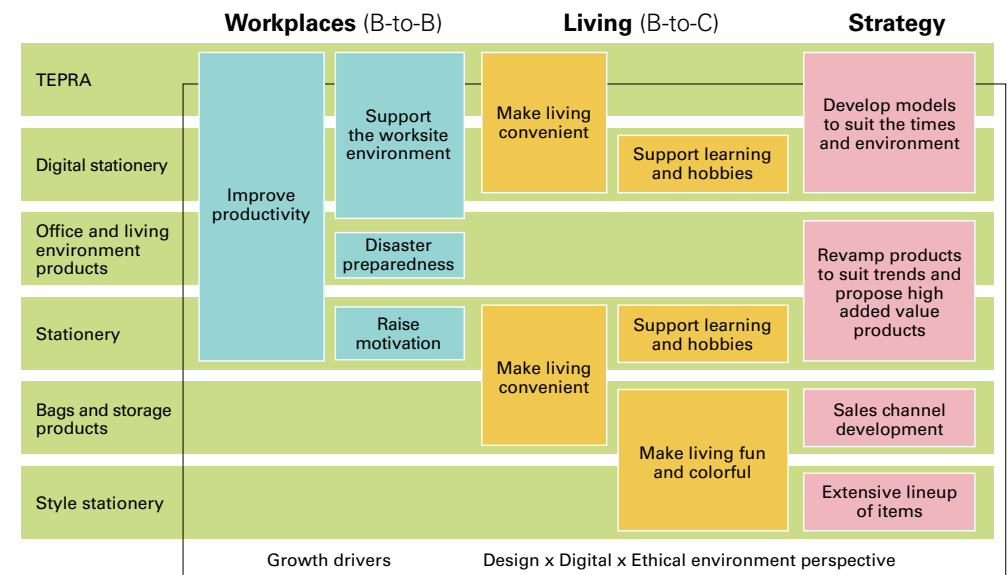
In product development, we will focus on two areas: B-to-B (workplace solutions) and B-to-C (lifestyle products).

In terms of workplaces, we not only focus on offices, our forte, but also thoroughly analyze workplaces other than offices, such as manufacturing, medical institutions, and educational facilities, and introduce products to the market that are suited to the type of industry. We plan and develop products based on four key themes: improve productivity, support the worksite environment, disaster preparedness, and raise motivation.

preparedness, and raise motivation.

As for living, our planning is customer centric and unpretentious to deliver exciting products that solve minor day-to-day frustrations. We place importance on the perspectives of make living convenient, make living fun and colorful, and support learning and hobbies.

In addition, for existing products, we will develop models to suit the times and environment as well as revamp products to suit trends.





# Strategy by Business: Stationery and Office Supplies Business

## Strategy for Overseas Markets

### Strengthen development and sales strategies

#### Develop market-oriented products for overseas markets

Net sales from the overseas business in the fiscal year ended June 20, 2024 totaled approximately ¥1.5 billion. We aim to grow this to ¥4 billion by the fiscal year ending June 20, 2027, the final year of the 11th Medium-Term Management Plan. To achieve this goal, from a development perspective, we will switch to a market-oriented approach to development and promote the introduction of products that will be embraced by local customers. We have designated China, where we have a base, and the ASEAN countries centered on Vietnam as our most important regions, and have dispatched and increased the number of employees with development backgrounds to local subsidiaries. In China, we have engaged outside consultants to plan several B-to-C products based on analysis of big data. The first of our market-oriented products, KELITA washi tape, was designed by four well-known local creators and attracted much attention even before its

release. In the future, we will promote planning and development of a wide range of products, not limited to stationery.

Our local subsidiary in Vietnam is growing sales by acquiring new customers locally, mainly for B-to-B products such as TEPPA and lever arch files manufactured at our local base, as well as by expanding exports to neighboring countries. In cooperation with the Overseas Business Division in Japan, we are carefully interviewing partners in-person in Thailand and the Philippines about their product needs in order to expand sales channels in the ASEAN region.

We will also actively consider M&A opportunities outside of Japan. During the period of this medium-term management plan, we will further strengthen our overseas business, aiming to raise the sales composition ratio in China from approximately 29% to approximately 38% and in Southeast Asia from approximately 17% to approximately 20%, respectively.



KELITA washi tape launched in China



Subsidiaries identifying local culture and needs

### Utilizing overseas factories

#### Becoming file & lifestyle products factories

At our overseas factories, which have mainly produced files, we are now promoting production of products in new fields that take advantage of their respective features. PT. King Jim Indonesia has mainly produced plastic files, but is now promoting the production of wooden knockdown furniture because demand for files is declining amid changes in the social environment. Although wooden products are a different field from what it has been producing, the factory is manufacturing them by utilizing the abundant wood resources in Indonesia and introducing woodworking equipment, while taking advantage of the production and quality control know-how cultivated over the years. Currently, the factory produces TV stands, closet organizers, and other products in cooperation with our Group company Bon

Furniture Co., Ltd., which has strengths in furniture e-commerce and mail order sales.

King Jim Vietnam Co., Ltd., engages in the production of a wide range of files and stationery products, centering on our mainstay product, KING FILE. On the other hand, as a countermeasure to the recent decline in demand for office files due to the paperless office environment and changes in work styles, the company has started production of kitchen goods, leveraging its in-house production know-how of molded parts used for files. The company has started sales through Ladonna Co., Ltd., a Group company with strengths in lifestyle products. The company will continue to work with Group companies to develop production plans that match trends.



Wooden products produced at our Indonesia factory



Toffy Handy Chopper Slim kitchenware produced at our Vietnam factory

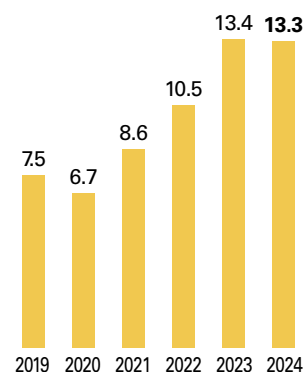
## Strategy by Business: Lifestyle Products Business

The five companies that became part of the King Jim Group through M&A—Ladonna Co., Ltd., Asca Co., Ltd., Bon Furniture Co., Ltd., Winess Corporation, and Life on Products, Inc.—plan and sell a range of products, including everyday goods, household appliances, furniture, artificial flowers, and gloves.



### Overview of financial results

Net sales  
¥ **13.3** billion



#### POINT

- Sluggish performance of Group companies in Japan other than Life on Products, Inc., which saw favorable results
- Cost of sales ratio improved somewhat thanks to price increases and introduction of new products
- Downturn in profits caused by the greater than expected depreciation of the yen and higher selling, general and administrative expenses

Bon Furniture faced a challenging situation. This was due to price revisions in response to surging costs caused by exchange rate fluctuations and the slowdown in growth of shopping malls where it operates stores. Nevertheless, the company posted stronger sales on Amazon and for lighting products, while it saw strong performance also from children's storage items, a new category it launched. Life on Products, recorded strong sales of new summer household appliances. In particular, sales of Clear Fan, which features seven-color LED lights, and Umbrella Clip Fan rose. These products were also featured in a number of media. At Ladonna sales of mainstay kitchen appliances and photo frames fell sharply amid consumers' increasing tendency to save money and conserve electricity, as well as price revisions due to exchange rates. This led

to consumers dialing back purchases. Nevertheless, the company did achieve results that will pave the way for the next fiscal year and beyond, including an increase in television shopping projects and growth in online sales. At Asca, sales remained strong, mainly for flowers geared toward bridal-related uses and decorative plants for offices.

As a result, while Life on Products performed well, other Group companies in Japan recorded weaker results, leading to net sales of ¥13.35 billion, down 0.8% from the previous fiscal year. In addition, although the cost of sales ratio improved slightly owing to price increases and the introduction of new products, selling, general and administrative expenses rose, resulting in operating profit of ¥150 million, down 60.0% from the previous year.

### Overview and prospects of the lifestyle products business

#### Future of the lifestyle products business seeking to strengthen synergies

Since its entry into lifestyle products market through M&As 20 years ago, King Jim has grown the business together with five Group companies. Net sales have risen from about ¥700 million when we first entered the business to ¥13.3 billion this fiscal year. Our business domain is diverse, including photo frames, clocks, kitchen goods and appliances, artificial flowers, seasonal appliances, room fragrances, and gloves, while our sales channels are expanding accordingly. We will continue to expand our reach by making inroads into neighboring areas that we know through aggressive M&A. This business is susceptible to trends and seasonality, and demand fluctuates greatly in short cycles. For example, while sales of summer household appliances have been

strong due to the extreme heat recently, warmer winters have meant sluggish sales of winter household appliances. In the past, we have also experienced a sudden reversal of the decline in store demand due to the impact of COVID-19 and reaped the benefits of stay-at-home demand. Even with such changes in the business environment, each Group company's frontline operations have made decisions and responded quickly and flexibly, building valuable experience for the future. Going forward, we will establish the Group Management Committee with the aim of promoting the growth of each company, strengthening Groupwide synergies, and enhancing cooperation within the Group more than ever before. Through the committee, we plan to share the sales channels and know-how of each company using presentations and training, and to promote joint ventures and projects as necessary. Through such efforts, we will seek out greater growth by enhancing Groupwide synergies for new product development and sales channel expansion.



**Junya Tamura**

Executive Officer Deputy In  
Charge of Domestic  
Subsidiaries Coordination  
Department

## Strategy

### Expansion of the lifestyle field

#### Enhancing the growth and synergies of Group companies

The strengths of Group companies in Japan include flexible and rapid adaptability to market environments and trends, procurement capabilities for wider product coverage, and data driven manufacturing systems. Currently, though, Group companies are facing issues of limited growth potential in existing businesses. These include the recoil from pandemic-induced stay-at-home demand, dependence on seasonal products

that are affected by the weather, sluggish performance of retail stores, and a structure that is susceptible to exchange rates. In order to resolve these issues and expand the lifestyle products business, it is necessary for each company to grow further and strengthen Groupwide synergies.

In light of the current slump in same store sales and weaker profitability caused by exchange rates, the key to each Group

company's growth strategy going forward is expanding sales channels for corporate clients and direct-selling routes to consumers. Additionally, since each Group company operates in an industry other than stationery and office supplies, they need to grow their headcount of full-time employees. We will create a system that allows the right people to be assigned to the right position across the Group, further supporting the flexibility and rapid response that are the hallmarks of Group companies. Our aim is to create an environment in which each Group company unlock even greater growth.

In order to achieve growth across the entire Group, we must strengthen Groupwide synergies including collaboration within the Group, find areas where cooperation is possible, and share know-how. We will work to strengthen sales of Group company products, utilize overseas manufacturing subsidiaries as production bases, and improve efficiency by sharing resources.

Toward the realization of this strategy, we have begun to reorganize the existing businesses and positions of each Group company in Japan. We seek to further expand the scope of the lifestyle products business by cultivating neighboring areas that we know, including through M&A.



#### Establish a Group Management Committee

We will establish the new Group Management Committee in order to build the foundation for a Groupwide strategy that will help us achieve the 11th Medium-term Management Plan and unlock the Group's long-term growth. This committee will bring together Group company presidents and key personnel regularly, along with full-time employees from Group companies in Japan, for debriefings and training sessions to share internal and external knowledge on best practices, strengths, and challenges. It will also promote joint ventures and projects when necessary. Group companies will learn together and share know-how, and while balancing the centrifugal and centripetal forces of the Group, we will promote each Group company's growth and strengthen Groupwide synergies, aiming to grow both net sales and profits of the lifestyle products business.





## Discussing King Jim's Future

King Jim will see major changes in the fiscal year ending June 20, 2025 including the announcement of a new medium-term management plan and organizational changes including a change in president. With this in mind, we organized a roundtable discussion involving employees active on the frontline of King Jim's operations. This section presents an overview of this talk about the future of the company.



### Ms. Togami

Stationery Development  
Department

In addition to developing office supplies, Ms. Togami is involved in product planning and development for the stationery brand HITOTOKI, which makes everyday moments enjoyable.

### Mr. Okumura

Manager, Overseas Sales Section  
Overseas Business Promotion  
Department

Immediately after joining the company as a mid-career hire, Mr. Okumura was assigned to a local subsidiary in Hong Kong. After returning to Japan, he has been involved in overseas business and currently engages in sales to local subsidiaries with the aim of expanding business.

### Mr. Kojima

Senior Executive Officer  
General Manager, HR & DX  
Division

After working on many systems development projects in the Information Systems Department, Mr. Kojima moved to the Human Resources Department where he gained a wide range of work experience. He currently serves as CHRO and CIO.

### Ms. Suzuki

Manager, Planning Section  
Wide Area Sales Department

Ms. Suzuki works for the department responsible for sales at mass retailers and in mail order channels, where she engages in sales management, including analysis and promotion planning.

### Ms. Aoyagi

Human Resources Section,  
Human Resources Department

After gaining experience in sales, where she was involved in sales activities for stationery agents and retailers and planning sales strategies, Ms. Aoyagi transferred to the Human Resources Department, where she is involved in in-house training, employee benefits, and the promotion of DE&I.

### Ms. Koda

General Manager, Demand Chain  
Creation Department

Ms. Koda has extensive experience in sales and currently leads the Demand Chain Creation Department, which integrates product development with sales and marketing.

### Mr. Kameda

Director and Managing Executive  
Officer

Since joining the company, Mr. Kameda has been involved in product development for many years, including TEPPA. He is currently in charge of the Public Relations & Advertising Section, E-commerce Department, and Quality Management.



## Discussing King Jim's Future

### Current issues facing King Jim in the first fiscal year of the 11th Medium-Term Management Plan

**Suzuki:** Perhaps because our products are used in everyday life, King Jim employees have a wide variety of hobbies, while many of them are intellectually and playfully curious, as well as kind and considerate. On the other hand, they tend to be cautious and passive in their work. I feel that employees have been slow to respond to the changes in society that have accelerated significantly since the COVID-19 pandemic. For that reason, I view our internal slogan for the 11th Medium term Management Plan, "Let's go, KJ!," as a way to transform our mindset and bring about change with



greater initiative.

**Koda:** The external environment is changing dramatically, and we need to think about how to respond. While some things can and must be changed, others must be kept the same. We need to strike a balance between the two, while preserving our original King Jim style product development and employees' commitment, and further accelerate the pace of reforms.

**Kameda:** The sense that we must not change is a sign of the cautiousness that defines King Jim style, but I think it is also an aspect of quality control. The work we do on a daily basis is unglamorous, yet reliable products greatly benefit our corporate image.

**Kojima:** In the Information Systems Department that I oversee, we must urgently respond to the digital transformation that is happening around the world. Digital is one of the keywords in the 11th Medium-Term Management Plan. Our response requires that employees increase their IT literacy.

**Suzuki:** One of our main customers is a mail order company specializing in office supplies. Since stationery stores and mass retailers are also actively increasing their e-commerce sales ratio, we need to hasten our response on the sales side as well.

**Koda:** With the rapid growth of e-commerce and social media, the number of places to buy has increased. Some say this is making it harder to create hit products. As a sales representative, I'm aware that addressing this issue is

becoming more challenging every year.

**Suzuki:** Preferences are changing depending on the consumer generation, such as Generation Z, and it's hard to pinpoint what kind of products to propose and where to reach end customers. Given this, there are limitations to product-oriented development. While planning products based on the developer's ideas is King Jim style, I think it will be important in the future to use social media and other tools to deepen connections with each individual customer.

**Togami:** In that sense, social media and online stores have driven HITOTOKI's steady growth, in addition to traditional channels such as stationery stores and mass retailers. We are particularly focusing on Instagram, which makes customer reactions and statistics useful for subsequent product planning and development. Instagram also allows us to reach a wider range of customers, not just stationery lovers.

**Kojima:** This means that the distance between developers and the individual end users has become closer, right?

**Togami:** HITOTOKI's original concept was to develop stationery that makes personal time more enjoyable by adding a little something special to it. The trend of increased stay-at-home consumption during the COVID-19 pandemic has also provided a tailwind. We try to post on social media in a way that incorporates these trends.

**Kameda:** Products that deeply connect



with individual tastes and preferences, along with products that deeply resonate with individuals, will become increasingly important in the future. Until now, we have released new products and sold them to customers in a passive way that asks, "Is this okay?" In the future, though, we will need to plan and promote products while continuing to engage customers.

**Okumura:** The challenge for our overseas business is that its share of total sales is rather low. We aim to increase this from 4% to 10%, but especially since the COVID-19 pandemic, the ratio of brick-and-mortar to online channels has become a major focus in overseas markets. While the online channel is highly valued in the vast expanses of the United States and China, there are signs that in-person sales events and pop-ups are becoming more popular in each locality regardless of country. Going forward, we need to implement more detailed measures for each country and region in order to redevelop our market

## Discussing King Jim's Future

strategy. This is also stated in the 11th Medium-Term Management Plan.

### Current measures based on awareness of challenges, their results, and further issues

**Suzuki:** Responding to diversifying consumer needs and purchasing behavior since the COVID-19 pandemic, as well as the shift to e-commerce sales channels, is a company-wide challenge. Based on this shared awareness, the 11th Medium-Term Management Plan has adopted the theme of "customer driven." In this sense, we are aiming to base our development and sales activities on customer feedback. Like HITOTOKI, we also want to use social media and other tools to get closer to our customers. At the same time, in B-to-B, we face the issue of not fully understanding the end

users beyond customers. We plan to work with other departments within the company to analyze which products are best suited to which customers, in an effort to optimize sales and marketing.

**Kameda:** When I talk to people outside the company, I find quite a few are not just consumers, but also fans of King Jim the company. The 11th Medium-Term Management Plan calls for placing greater importance on engagement with these fans, and we should deliver more information to these people.

**Kojima:** In the context of being "customer-driven," we launched the new Demand Chain Creation Department (DCC) with both sales and development functions. The goal is to make the most of the advantages of product-orientated development while also flexibly modifying the organization under the 11th Medium-Term Management Plan. DCC will simultaneously tap into new sales channels and develop market-oriented products.

**Koda:** Until now, sales has sold products created by development. DCC will create a system that reflects customer needs and handles everything from development to sales. We also aim to establish a circular model that utilizes customer feedback after sales to provide even better products. As a new department, DCC wants to take on this challenge boldly.

**Kameda:** I'm thinking about "expansion into the service business," one of the fundamental policies of the 11th



Medium-Term Management Plan. For example, there is a project using TEPPA. With the slogan "From the King Jim of TEPPA to the King Jim of visual communication," this project seeks to build a platform to expand the "labeling" function of TEPPA into a number of new areas.

**Kojima:** In terms of increasing IT literacy, we have assigned DX specialists in each department and are rolling efforts out across the company as we continue to provide training. At the same time, we are quickly implementing measures to advance DX as a means to improve work efficiency and reduce the amount of labor required. We are using the power of IT to make the work of people more efficient and less labor-intensive. The time freed up can then be utilized to pursue more creative ventures. By knowing what is possible with IT, we can increase our product development capabilities and the potential for innovation.

**Okumura:** In the overseas business, we are working to increase the number of

globally minded human resources in order to conduct detailed marketing. Since the ratio of non-Japanese employees is small given the size of the company, we are first aiming to increase the number of expatriates.

**Kojima:** With this in mind, we are sending our hit makers to Shanghai and Vietnam and putting a lot of effort into localized product planning, not just sales. We are also conducting overseas training. Starting this year, we are having trainees share their one-year results with all employees in video form. The hope is that this will lead to more employees becoming interested in the overseas business in the future.

**Togami:** Recently, at HITOTOKI, we have been engaging with overseas sales staff. We have begun to hold specific discussions about what kinds of measures would be effective in overseas markets and what kinds of novelties would be well received.

**Kameda:** We are not only increasing our



## Discussing King Jim's Future

dealings with King Jim in Japan and overseas, but also with Group companies. The 11th Medium-Term Management Plan has the theme of "Into neighboring areas." We would like to create synergies through personnel exchanges across the entire Group, including our Group companies overseas, with the goal to unlock growth in terms of both our people and the company.

**Aoyagi:** To create value while proactively interacting with others in this way, from a human resources perspective we have promoted diversity, equity and inclusion (DE&I) and have started new training according to employment grade to enable employees of various backgrounds to grow without giving up their careers. Also, since the COVID-19 pandemic, teleworking and staggered working hours have become possible, allowing for more flexible work styles. However, I think there are still many people who are struggling to balance work with childcare, elderly care, or medical treatment. I think King Jim needs to continue to create an environment that provides more support for work styles and ease of working.

**Koda:** Since joining the company, I have found that gender has nothing to do with work. Yet, there are very few female managers at King Jim. I'm currently trying to balance work with childcare, and now that I'm in a managerial position, I've realized how easy it is to work here. I also enjoy thinking about how to work efficiently. I hope more women will aspire to become managers.

### Thoughts toward and determination for King Jim's future growth

**Aoyagi:** Up until now, I've felt that the medium-term management plans have been a little distant from me, but the 11th Medium-term Management Plan contains the message that each individual can bring about change by taking action. This makes me feel closer to the plan and take it as something that concerns me. I believe it is important to make a series of small changes to bring about big changes, and now is a good opportunity to reexamine my daily work. As the Human Resources Department has a big impact on employee values and work styles, I intend to carefully consider whether each role benefits an employee and then work on developing and educating employees who can proactively bring about change.



**Koda:** Although the business environment and King Jim's performance face challenges, I wanted the 11th Medium-Term Management Plan to inspire hope, especially among young employees, by giving them the opportunity to put their ideas into practice. I often tell myself to have a broad perspective and a high point of view, and when a young employee contacted me to share their involvement at work, I was happy that this thought had been heard.

**Suzuki:** I think it's a big step forward that the plan has become interesting to young employees. Unfortunately, after the announcement of previous medium-term management plans, not much attention was given to the plan in daily work. By having more employees regard it as their own problem, the results and challenges become visible in real time. I would like to continue to pay close attention to the progress of the 11th Medium-Term Management Plan, including verifying my own results.

**Okumura:** As I mentioned earlier, in my case, I would like to work hard to bolster the ratio of overseas sales by steadily increasing globally minded talent and improving diversity.

**Togami:** The reason I joined King Jim was because it is an attractive company that makes a lot of unique things that other companies don't, in a good way. However, I feel like that aspect has been toned down a bit recently. In that context, the 11th Medium-Term Management Plan, which aims to restore King Jim's



interesting style, is very appealing to me as the person in charge of development. There is a lot of pressure, but I hope to create new fields and items that will help make the King Jim name even bigger.

**Kojima:** King Jim has a workforce of truly talented people. If we can create an environment where employees can perform to the best of their abilities, I think the company will naturally grow. Therefore, I want to create an environment where everyone can work comfortably and easily ask for advice.

**Kameda:** I also feel King Jim is an "attractive company" as Ms. Togami mentioned. I want people to continue to look at us from the outside and think King Jim is a good, interesting company. To do that, we have to create an environment where people inside the company can work happily. I want to make King Jim a company that creates unique products, making it a truly exciting workplace.



We identified in 2022 issues where our business activities are highly relevant to social issues from the perspective of ESG (environment, society, governance). We then designated those issues as materiality (priority issues) and selected important themes to associate with them.

We contribute to achieving the SDGs via initiatives for resolving the materiality.

For details, please visit our corporate website.

► Materiality (priority issues)



## Selection Process

### Step 1

#### Identifying Social Issues

We selected the social issues to consider based on international sustainability frameworks such as the GRI standards, SDGs, ISO 26000, SASB, and the evaluation items of ESG ratings agencies.

### Step 2

#### Evaluating the Importance of Social Issues

We identified the issues with the highest priority for the King Jim Group based on A) level of demand/expectations from society and stakeholders and B) level of business impact.

### Step 3

#### Deciding Materiality (Priority Issues)

We identified the final materiality (priority issues) upon an investigation by external experts, and received approval by the board of directors.

### Step 4

#### Planning Action

We will periodically review the materiality in the future and aim to continuously improve corporate value via further integration with management strategy.

## King Jim's materiality (priority issues) and related initiatives

Materiality (Priority issues)	Important themes	Relevant SDGs
Social contribution via the development of original products	<ul style="list-style-type: none"> <li>Providing new value not found in the world</li> <li>Developing sustainable products</li> <li>Ensuring quality management</li> <li>Obtaining and protecting intellectual property</li> <li>Implementing and disseminating our management philosophy</li> </ul>	
Environmental consideration	<ul style="list-style-type: none"> <li>Reducing CO<sub>2</sub> emissions</li> <li>Promoting the 3Rs</li> <li>Managing waste</li> </ul>	
Promotion of diverse human resources	<ul style="list-style-type: none"> <li>Ensuring labor health and safety</li> <li>Promoting diversity</li> <li>Cultivating human resources</li> <li>Promoting work-life balance</li> </ul>	
Enhancement of governance	<ul style="list-style-type: none"> <li>Ensuring compliance</li> <li>Performing risk management</li> </ul>	

## Metrics, targets and results

Metrics	Targets	FY6/24 Actual
Percentage of net sales of eco-friendly products	Achieve 80% in the FY6/30	74%
Recycling and reuse rate	Maintained 76% recycling and reuse rate of collected used TEPRA PRO tape cartridges	76%
Reduction of CO <sub>2</sub> emissions (Scope 1+2)	Reduction of 32% in the FY6/30 compared to FY6/21	Decrease of 30.9% compared to FY6/21
Percentage of female managers	Achieve 30% in the FY6/30	10%
Number of days of paid leave taken	An average of 13.5 days was acquired in the FY6/30	13.1 days



As a supplier of products, the King Jim Group views environmental considerations as an important management issue, and actively makes effective use of resources. As a responsible member of society, we aim to live harmoniously with nature and strive to conserve the global environment in all aspects of our corporate activities.

For details, please visit our corporate website.  
▶ Environment



## Eco-friendly products

King Jim has defined our standards for environmental consideration categories at each stage of production, use, and disposal of the products. Our comprehensive catalog uses an Environmental Mark to designate products and make it easy to understand a product's environmental information.

Additionally, we have internally defined "eco-friendly products" as products that comply with certifications from third-party organizations, such as the "Environmental Mark" and the Eco Mark, as well as the Act on Promoting Green Procurement. In the fiscal year ended June 20, 2024 eco-friendly products made up 74% of net sales. We will continue to maintain this high net sales ratio of eco-friendly products.

Environmental Mark



Act on Promoting Green Procurement compliant product



Eco Mark



## Managing Waste

We are working to reduce and recycle waste by promoting the effective use of resources such as plastics.

### Converting waste to RPF

We turn part of the waste emitted from Matsudo Office into RPF.\*

\* Refuse-derived paper and plastics densified fuel (RPF) is a high-grade, low-cost, safe, and easy-to-handle solid fuel alternative to fossil fuels, made mainly from used paper and waste plastics, which are difficult to recycle as materials. RPF can help the reduction of CO<sub>2</sub> emissions and effective use of waste plastics.

## Reuse of plastic scraps

At King Jim Group's overseas factories, we are reusing plastic scraps generated during file production by dissolving these scraps and turning them into raw materials once again.

## Promoting the 3Rs

We are working to create products that further reduce the burden on the environment in terms of the product lifecycle, 3Rs [Reduce, Reuse, and Recycle].

### Reduce: "Reduce" waste

We work to decrease waste by planning, developing, and designing products that can be used for a long time and can be refilled, with reducing, minimizing, and lessening waste as our priority.

### Reuse: "Reuse" products

Our product development and design are focused on creating products that are not single-use but can be used repeatedly. We make products that allow customers to easily replace individual components and continue to use the product repeatedly.

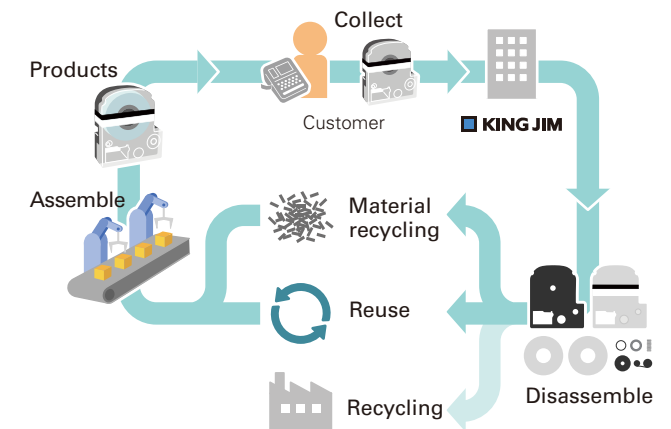
### Recycle: "Recycle" to use once more as source material

We promote recycling by developing products that use recycled materials or can be easily separated for appropriate disposal after use.

## Collecting used products

We collect used TEPPA PRO tape cartridges and recycle or reuse them to use resources effectively and reduce waste.

\* In Japan only



## Environmental Conservation Activities

We actively support organizations that strive for nature conservation activities, including through our corporate memberships in WWF Japan since 1993 and the Wild Bird Society of Japan since 2001. We also engage in environmental conservation activities as a member of society.

The King Jim Group regards addressing climate change, which is an environmental issue, as one of the critical issues to be addressed by management. Climate change caused by global warming is a risk that threatens the sustainability of our Group and our planet's environment and affects our business, customers, and supply chain.

For details, please visit our corporate website.

► Responding to Climate Change



## Endorsement of TCFD Recommendations and Disclosure of Information

In June 2023, we announced our endorsement of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), and based on the TCFD framework, we disclose the information regarding our response to climate change as follows.



### Governance

The important matters considered and decided by the Sustainability Committee are discussed and reported to the Board of Directors after prior deliberation by the management conferences as appropriate. Thereby we have put into place a system for appropriate management decision-making and supervision over the status of initiatives.

### Strategy

We conducted a scenario analysis for our stationery and office supplies business, which accounts for a high percentage of our net sales. The scenario analysis revealed that transition risks and physical risks significantly impact business and finances while simultaneously indicating that business expansion opportunities also exist. By implementing measures, we will reduce the risks associated with climate change and proactively take advantage of growth opportunities.

### Risk Management

Various countermeasures are deployed to each department and group companies, and the Sustainability Committee monitors the status of risks. Should an event that could have a significant impact on management occur, it is immediately reported to the Risk Management Committee, chaired by the President & CEO, through the executive in charge of sustainability. Upon receipt of the report, the Risk Management Committee will consider the response.

### Metrics and Targets

To address climate change, we are working to execute "Reducing of CO<sub>2</sub> emissions," an important theme in materiality "Environmental Consideration" we identified, by setting metrics and targets.

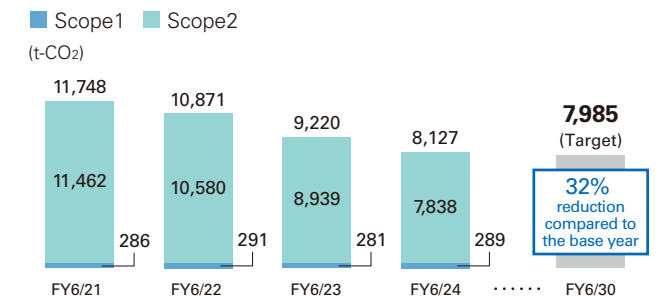
## Business Risks and Opportunities in Climate Change, Assessment of Business/Financial Impact and Its Countermeasures

Category	Type	Factor	Content of Impact	Business/Financial Impact		Countermeasures
				2°C	4°C	
Risks	Transition risks	Policy and legal	Product cost increases due to compliance with the Act on Promotion of Resource Circulation for Plastics	high	middle	<ul style="list-style-type: none"> <li>Switching to alternative raw materials</li> <li>Study of the resource cycle system</li> </ul>
			Increase in various costs due to introducing the carbon tax, etc.	middle	low	<ul style="list-style-type: none"> <li>Establishment of CO<sub>2</sub> emission reduction targets and implementation of measures to reduce CO<sub>2</sub> emissions</li> </ul>
		Technology	Increased cost of raw materials for environmentally friendly products	high	low	<ul style="list-style-type: none"> <li>Review of suppliers and raw materials</li> <li>Strengthening relationships with raw material manufacturers</li> </ul>
		Market	Decline in sales of files due to paperless operations and digitalization	high	middle	<ul style="list-style-type: none"> <li>Expand product lineups that are not affected by paperless operations and digitalization</li> </ul>
		Reputation	Decrease in sales of PP products due to the growing shift to plastic-free products	high	middle	<ul style="list-style-type: none"> <li>Consider the development of products using recycled plastics</li> <li>Proposal of alternative products</li> </ul>
			Decline in reputation among consumers, investors, and suppliers due to delays in addressing climate change and loss of opportunities to attract personnel	high	low	<ul style="list-style-type: none"> <li>Planning, announcement, and implementation of climate change countermeasures</li> <li>Participation in climate change initiatives</li> </ul>
	Physical risks	Acute	Loss of sales opportunities due to production and logistics delays and disruptions	middle	high	<ul style="list-style-type: none"> <li>Monitoring of disaster risk at each operating site</li> <li>Strengthening relationships with partner factories</li> <li>Decentralization of production and distribution bases</li> </ul>
			Reduction in the labor force due to the damage caused by disasters to employees	middle	high	
		Chronic	Increased raw material costs due to difficulty in procuring fossil fuels	middle	high	<ul style="list-style-type: none"> <li>Monitoring of raw material market trends</li> <li>Consideration of alternative raw materials</li> <li>Diversification of suppliers</li> </ul>
			Decreased productivity due to increased heat stress and infectious diseases	middle	high	<ul style="list-style-type: none"> <li>Implementation of disease prevention measures</li> <li>Improvement of a workplace environment in response to temperature changes</li> </ul>
Opportunities	Products/Services		Increased sales opportunities for environmentally friendly products, etc.	high	middle	<ul style="list-style-type: none"> <li>Maintain sales ratio of environmentally friendly products at 80% or higher</li> </ul>
			Increased sales opportunities for disaster preparedness goods, hygiene and health products, etc.	middle	high	<ul style="list-style-type: none"> <li>Strengthen sales structure</li> </ul>
	Market		Generate sales in new markets and businesses in the fight against climate change	high	high	<ul style="list-style-type: none"> <li>Continue new business creation activities</li> <li>Strengthen development and sales structure</li> </ul>

Metric	CO <sub>2</sub> emissions (Scope 1+2)
Scope	The King Jim Group
Base year	Fiscal year ended June 20, 2021
Target in 2030	7,985 t-CO <sub>2</sub> (32% reduction compared to the base year)
Results for fiscal year ended June 20, 2024	8,127 t-CO <sub>2</sub>

\* We began calculating Scope 3 CO<sub>2</sub> emissions from the fiscal year ended June 20, 2024. The result was 40,863t-CO<sub>2</sub> (King Jim non-consolidated).

## Transition of CO<sub>2</sub> emissions (Scope 1+2)



We provide work environments that accommodate employees of differing backgrounds, diverse in gender, age, working styles, presence of disabilities, and other aspects. We believe that incorporating the ideas of these employees will lead to the Company's growth. We will introduce timely programs and systems and provide support to employees so that they can each exert their abilities to the maximum and be active just the way they are.

For details, please visit our corporate website.

► Social



We regard employees as our most valuable asset and a driving force for growth and therefore formulated the Policy for Human Resource Development and Enhancing the Internal Work Environment. In our medium-term management plan, we also set the themes of human resource development, promotion of diversity, equity and inclusion (DE&I), and improved engagement, seeking to be an organization where King Jim and its employees can grow together and continue to take on new challenges.

In order to draw out individuals' knowledge and capabilities as well as develop innovative human resources who take on the challenge of creating new value, we provide access to various learning opportunities, such as training, according to employment grade, and also focus on promoting DE&I to create an environment where everyone can work comfortably. From the fiscal year ending June 20, 2025, we will begin conducting an engagement survey and concentrate on improving organizational issues.

**Takahiro Suzuki**

General Manager,  
Human Resources  
Department



## Human Resource Development

We believe that promoting the development of our employees' abilities and motivating them to take on new challenges leads to a sense of fulfillment in life, work, and self-fulfillment. Going forward, we will continue to develop our human resources, as each employee's self-fulfillment and growth are essential to improving our performance as a company.

### Providing access to learning opportunities

We provide employees with easily accessible e-learning, external group training, and distance learning in a wide range of areas, including business skills, languages, management, and labor. In addition, we provide partial financial support for employees to learn subjects outside of the company that are related to their current or future roles as part of our self-development support program, including course-related fees (e.g., admission and tuition).

### Training programs

We conduct management training aimed at improving leadership and communication skills for employees who

have been promoted to section manager positions up to their third year. In 2024, the training focused on group work, with 35 people participating. We also provide learning opportunities for management-level employees, including distributing a new Section Manager Work Manual offering practical support for newly appointed section managers.

Additionally, our annual overseas training program aims to develop a global workforce by sending selected young employees to overseas affiliated companies as trainees for one year.



Left: Management training Right: Overseas training program

## Promotion of DE&I

King Jim develops original products and continues to take on the challenge of creating new culture. For this reason, it is essential to promote DE&I, in order to foster human resources who will drive innovation. In addition to making this belief known, we also conduct e-learning on the topics of DE&I and unconscious bias for all employees.

### Next Leader Meeting

We held the Next Leader Meeting for candidates for next-generation leaders to discuss promoting DE&I in the workplace and career development toward managerial positions. A total of 90 employees participated online, while a director from another company was invited to give a presentation and lead group work.

### Employment of persons with disabilities

We have established satellite offices in Kawagoe City, Saitama Prefecture, and Yokohama City Kanagawa Prefecture, which provides full support for employees with disabilities. The employment rate of people with disabilities at King Jim in the fiscal year ended June 20,

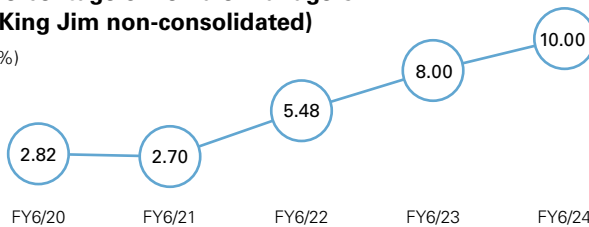
2024 was 2.69%, above the statutory employment rate of 2.5%.

## Promotion of active participation by women

We have set a goal of increasing the percentage of female managers to 30% by 2030, and, as of the fiscal year ended June 20, 2024, the percentage of female managers stood at 10.0%. The ratio of women among independent outside directors is 71.4%, and the ratio of women hired among new graduates over the past five years is 48.8%.

### Percentage of Female Managers (King Jim non-consolidated)

(%)



## Encouraging male employees to take childcare leave

We target a 70% rate of male employees taking childcare leave by 2027. In the fiscal year ended June 20, 2024, this rate hit 50% (100% for female employees). We encourage employees to take childcare leave by making five days of the leave paid.

## Work-Life Balance

We aim to be an organization that maximizes the work motivation of each employee by offering the option to choose a flexible working style that suits the individual and makes their life more fulfilling.

### Number of days of annual paid leave taken

To encourage our employees to take annual paid leave, our target for the fiscal year ending June 20, 2025 is for every employee to take at least eight days of leave. The average number of days of annual paid leave taken in the fiscal year ended June 20, 2024 was 13.1 days for a usage rate of 69.8%.

### Reducing overtime work

In order to reduce overtime work, employees must leave the office by 8:05 p.m. at the latest and overtime work is not allowed on Wednesday every week. The average monthly hours of overtime worked per employee in the fiscal year ended June 20, 2024 was 5.0 hours.

### Systems to Support for Work-Life Balance

We have introduced staggered working shifts and teleworking to enable flexible work styles for employees. In addition, we have enhanced our systems to support diverse work styles, such as shortened working hours for child or family care reasons, and a transferred spouse accompaniment system and transferred spouse accompaniment leave system that allow employees to transfer or take leave to accompany their spouse upon a job transfer.

## Ensuring Labor Health and Safety

We consider employee safety paramount and work hard to improve labor health and safety. At the King Jim head office and Matsudo Office, a Health and Safety Committee has been established, which meets once a month. Additionally, we hold walking events to maintain and improve the health of our employees, and we regularly conduct evacuation drills at our head office and Matsudo Office.



## Human Rights

In June 2024, we established the King Jim Group Human Rights Policy in order to fulfill our responsibility to respect the human rights of all people involved in our business activities. For details, please visit our corporate website.

► King Jim Group Human Rights Policy

## Voice

### Taking long-term childcare leave

Through the one-month childcare leave, I was able to be there with my newborn child and see the child grow up day by day. In addition, I think it was good that I could devote more time to my family, such as caring for my wife before and after childbirth, taking my older child to and from kindergarten, and making packed lunch.

Mr. Watanabe Accounting Department



Number of days of childcare leave: 35 days



## Efforts for interactive fan engagement with customers

We will combine our strengths in social media and e-commerce to promote customer-centric branding and product development.

We will utilize test marketing of original products and events to directly obtain the voice of customers and utilize it in product development.

### Deepening engagement with HITOTOKI



The brand HITOTOKI was launched with the desire to provide stationery that creates special moments making everyday life more enjoyable. All of the products in the HITOTOKI lineup have been developed based on the concept of stationery that helps people craft better days simply adding a little something special.

#### Connecting with customers through social media and events

In the six years since we launched the HITOTOKI brand in 2017, we have made many connections with customers, artists, and others. With the desire to expand these circles even further, in April 2024 we held our first pop-up event for the brand called the HITOTOKI Exhibition under the theme of “connections.” We were delighted to see the many people in attendance, which far exceeded our expectations.

The event featured original product design drawings and works by over 20 artists, a hands-on corner where visitors could try out HITOTOKI products, including the new clear stamp KORJIRUSHI, and a workshop for visitors to make their own original KITTA products. It was impressive to see everyone excitedly enjoying the event in their own way.

**Ms. Fukuda**  
Stationery Section,  
Stationery Development Department



Until now, through the HITOTOKI brand we have had direct contact with customers on social media. When the brand was first launched, we started using Instagram for the first time, and have built our presence on the platform to approximately 140,000 followers.\* This has resulted in two-way communication that has included presenting fun ways to use HITOTOKI products, introducing employee recommendations, and sharing the latest information on new product prototypes, not to mention customer feedback. This event marked the start of the Connecting Platform.

\*As of October 2024.

#### Utilizing the voice of customers in future products

At the event, I had the chance to speak directly



The pop-up event venue featured a circular space design for improved engagement that also symbolized “connections.”

with customers I don’t usually get to see. This made me again realize how much customers love the HITOTOKI brand and are looking forward to new products. I would like to continue growing communication on Instagram and further expand the range of items that satisfy our customers.

## Enhancement of Governance

The Company's basic approach to corporate governance is to conduct sound management that is highly fair and transparent, with a view to continuously increasing corporate value. To that end, the Company is working to enhance corporate governance.

For details, please visit our corporate website.  
▶ Addressing the Corporate Governance Code



### Basic Approach to Corporate Governance

The Company's management philosophy and Guidelines for Action set forth how the Company should act toward its stakeholders (customers, employees, shareholders, and society) and have been clearly defined as guidelines for officers and employees.

#### Outline of the King Jim's Governance Structure

Institutional design	Company with a Board of Auditors
Directors (of which, External Directors)	10 (5)
Auditors (of which, External Auditors)	3 (2)
Terms of Directors	1 year
Adoption of Executive Officer system	Yes
Number of Board of Directors meetings (Fiscal year ended June 2024)	13
Number of Board of Auditors meetings (Fiscal year ended June 2024)	11
Advisory body to the Board of Directors (of which External Directors) *Voluntary committee	Nomination and Compensation Committee 6 (3) Chair: External Director
Remuneration structure for Directors and Auditors	1. Basic remuneration (Fixed remuneration) 2. Performance-linked remuneration 3. Non-monetary remuneration
Accounting Auditor	KPMG AZSA LLC

### Board of Directors

The Board of Directors meets once a month, as a rule. Guided by the Company's management philosophy of "DEVELOPING ORIGINAL PRODUCTS AND CREATING A NEW CULTURE TO CONTRIBUTE TO SOCIETY," Directors deliberate on various matters at the Board of Directors meetings. They discuss the

vision and feasibility, as well as risk avoidance and other aspects of various measures to improve shareholder value, such as management policies, business plans, organization, financial condition, and investment projects, along with agenda items based on the Board of Directors' Regulations. In order to improve Board of Directors meetings, the Management Conference, which consists of Internal Directors and additional members, is held once a month, as a rule, as a body that conducts deliberations prior to the Board of Directors meetings. The Board of Directors currently consists of ten Directors and three Auditors, of which five are External Directors and two are External Auditors. In addition, female representation among Directors and Auditors stands at 46.2% (six out of 13 positions). The Company appoints Internal Directors who are familiar with the Company's business and management, and External Directors who have a high level of insight and a wealth of experience, such as attorneys, fund managers, Certified Financial Planners (CFPs), corporate managers, academics, patent attorneys, and tax accountants. This ensures the balance and diversity of knowledge, experience, and ability of the Board of Directors as a whole. The Company also ensures that the Board of Directors maintains an appropriate size.

### Board of Auditors

The Board of Auditors meets once a month, as a rule. To monitor significant decision-making processes based on the Audit Plan, the Full-Time Auditor audits the status of execution of Directors' duties through activities such as surveying the business execution status of internal departments and subsidiaries, viewing important documents, and attending important meetings, and reports the details to the Board of Auditors. In addition, the Auditors attend the Board of Directors meetings and state their opinions, and also audit the methods of operation, resolutions, and deliberations of the Board of Directors, among other things.

### Nomination and Compensation Committee

The Nomination and Compensation Committee, delegated by the Board of Directors, decides on the details of compensation paid to individual Directors (base remuneration and performance-linked remuneration) and other matters. The Nomination and Compensation Committee also considers matters such as the selection and dismissal of candidates for Director, Auditor and Executive Officer positions, the creation of a skills matrix for Directors, and the formulation of succession plans, including from the perspective of diversity such as skills and gender, for which it provides appropriate involvement and advice.

### Remuneration for Directors and Auditors

The remuneration of Directors comprises base remuneration, which is fixed remuneration; bonuses, which are performance-linked remuneration; and stock remuneration. In light of their roles, External Directors and Auditors receive only base remuneration (fixed remuneration).

Base remuneration (fixed remuneration) is determined within the range set for each post of the Directors, considering the business environment and social trends. The amount of performance-linked remuneration for each Director is determined by reflecting an amount calculated by multiplying the base remuneration by a coefficient set according to ROE in each relevant year, while taking into consideration the results of Directors' mutual evaluation. The amount of bonus for each Director is then ultimately determined based on the President & CEO's evaluation. Stock remuneration, which is a type of non-monetary remuneration, is paid as restricted stock to Directors at a certain time every year, in order to raise their awareness of the importance of increasing corporate value over the medium and long terms.

Individual remuneration fluctuates based on future business performance. It is composed of around 70% base remuneration, 20% performance-linked remuneration, and 10% non-monetary remuneration.

## Evaluation of the Effectiveness of the Board of Directors

The Company conducts a questionnaire on the effectiveness of the Board of Directors covering all participating members of the Board of Directors, to enhance the functions of the Board of Directors as a whole. The questionnaire is conducted annually in June. Based on the results, the Company implements improvement measures as appropriate.

## Training Policy

To ensure that Directors and Auditors can fully exercise their management supervision and auditing functions, the Company provides opportunities for Directors and Auditors through such means as attending lectures by external experts on management and compliance. Furthermore, the Company holds in-house study sessions taught by Directors, Auditors or Executive Officers with specialized knowledge. When appointed, External Directors and External Auditors attend an orientation covering management strategy, business activities, and medium-term management plan, among other matters, to expand their understanding of the Company. The Company also provides opportunities for Directors and Auditors to learn about a broad range of business operations, such as by attending internal meetings and visiting Group companies.

## Cross-Shareholdings

The Company acquires and maintains cross-shareholdings only

when they are judged to contribute to increasing its corporate value over the medium to long term, considering a comprehensive range of factors such as the need to maintain and strengthen relationships with business partners, the necessity from a business management standpoint, and the economic rationality. In terms of the review methods, the Company has reviewed the economic rationality of cross-shareholdings by comparing the holding benefits (dividend income and profit from business transactions) and the Company's cost of capital for each individual stock issue. Concurrently, every year the Board of Directors judges the suitability of holding each individual stock issue by considering a comprehensive range of factors, such as the need to maintain and strengthen business relationships and the necessity from a business management standpoint. The Company determines how it will exercise the voting rights attached to cross-shareholdings on a proposal-by-proposal basis, considering a comprehensive range of factors such as whether or not it can expect the corporate value of the Company and the investee company to increase in the medium to long term. The Company will not approve any proposal that will hurt shareholder value.

## Ensuring Compliance

At the King Jim Group, based on the management philosophy, Guidelines for Action, and the King Jim Group Compliance Program, which is positioned as the Group's highest regulations, officers and employees exercise self-discipline to abide by laws, regulations, and the Articles of Incorporation, as well as put corporate ethics into practice. The Company has established the Compliance Committee as a body to provide surveys, advice, and decisions on any compliance problems of the Group. The Chief Compliance Officer, as the person in charge of all aspects of the Group's compliance, manages the

King Jim Group Compliance Program and monitors and supervises the status of compliance. In addition, the Company has established the Speak Out System as a contact point for internal whistleblowing. If a person witnesses a questionable act in terms of compliance or an attempt to commit such an act, the Speak Out System enables the person to report it to the Speak Out System Lawyer. The whistleblower's anonymity is guaranteed. The whistleblower's legitimate actions are protected by the Work Regulations for Employees and Speak Out System Operation Regulations, and the whistleblower will not be treated unfavorably for reporting. The Auditors audit the status of the Group's compliance as well as audit the management of the system by receiving notices from the Speak Out System Lawyer and reports from the Compliance Committee.

## Risk Management

The Company constantly manages risks by identifying risk factors that may affect the King Jim Group's business activities and assigning relevant departments to each risk factor. Each relevant department monitors the threat level of its assigned risks, and in cases where events deemed significant to management could occur, each relevant department immediately reports the matter to the Risk Management Committee via the officer in charge, while the Risk Management Committee discusses and approves response measures. Once a year, each relevant department reports to the Board of Directors on risk avoidance, countermeasures, management status and other matters. In addition, risk factors are revised in response to changes in the environment surrounding the King Jim Group's business activities, as well as the magnitude of their impact, and the frequency of occurrence.

For details, please visit our corporate website.

► Directors and Auditors



## Directors



**Akira Miyamoto**  
Chairman & Director



**Miyoko Kimura**  
Representative Director,  
President & CEO & General  
Manager, R&D Division



**Naomichi Hagita**  
Director and Senior Managing  
Executive Officer  
In Charge of Sales Division,  
Domestic Subsidiaries  
Coordination Department



**Shinichi Harada**  
Director and Senior Managing  
Executive Officer  
General Manager, Administration  
Division & CFO & General  
Manager, Overseas Division &  
In Charge of Overseas Sales  
Subsidiaries



**Takano Kameda**  
Director and Managing  
Executive Officer  
In Charge of Public Relations &  
Advertising Section,  
E-commerce Department,  
Quality Management,  
Manager, Public Relations &  
Advertising Section



**Keiko Kakiuchi**  
External Director



**Katsuya Hirokawa**  
External Director



**Mizuho Iwaki**  
External Director



**Takako Suzuki**  
External Director



**Ikumi Hiraki**  
External Director

## Auditors



**Kazuto Shimizu**  
Standing Auditor



**Katsuhiko Imabori**  
External Auditor



**Yoko Hayashi**  
External Auditor

## Skills Matrix

Name	Position	Skills, Experience, Knowledge, etc.							
		Management Experience	Industry Insight	International Experience	Sales & Marketing	Product Development and Production	Finance and Accounting	Legal	Sustainability
Akira Miyamoto	Chairman & Director								
Miyoko Kimura	Representative Director, President								
Naomichi Hagita	Director and Senior Managing Executive Officer								
Shinichi Harada	Director and Senior Managing Executive Officer								
Takano Kameda	Director and Managing Executive Officer								
Keiko Kakiuchi	External Director								
Katsuya Hirokawa	External Director								
Mizuho Iwaki	External Director								
Takako Suzuki	External Director								
Ikumi Hiraki	External Director								
Kazuto Shimizu	Standing Auditor								
Katsuhiko Imabori	External Auditor								
Yoko Hayashi	External Auditor								

Note: Up to four of the main skills, experience, knowledge, etc., possessed by each Director and Auditor are listed.



### Looking toward King Jim's future through the lens of the new management team

President Miyoko Kimura and External Director Takako Suzuki sat down to discuss the Company's vision for the near future, succession plan, and efforts to improve governance, in order for King Jim to achieve sustainable business growth moving forward.

**Miyoko Kimura**

Representative Director, President



**Takako Suzuki**

External Director

#### Aiming to be a corporate group that can better "organize" the lives of customers

**Kimura:** The 11th Medium-Term Management Plan, announced in August 2024, was formulated with a strong determination to turn a challenging situation into an opportunity based on reflections on the previous medium-term management plan, including the failure to achieve the numerical targets. Ms. Suzuki also participated in the discussions as a member of the team responsible for drafting the new plan. Given the recent changes in the business environment, can you share your views as an External Director on the direction King Jim should aim for?

**Suzuki:** During discussions to formulate the new medium-term management plan, we reconsidered King Jim's raison d'être. From Jinmeibo (name directory), developed by our founder to cut out the name and address portions of postcards and organize them as an address book, to our mainstay KING FILE and TEPRA products, we realized that King Jim is not just a stationery manufacturer; we are an "office life organizer" that makes



workplaces more efficient.

On the other hand, due to the COVID-19 pandemic over the past few years, many people have realized that they can work just as well at home or even after relocating. The less time spent commuting means people are using this time at home or with family and friends more than before. This experience of working from home has also brought about major changes in people's consumption behavior. Many people have begun to think that there is more to life than just work. While work is important, it is equally important to live a quality life at home and spend time with family and friends. In recent years, King Jim Group has acquired companies in the lifestyle field. The reason behind the strong sales of kitchen appliances, interior goods, storage furniture, and other products offered by these companies during the COVID-19 pandemic was the shift from simple "consumption of things" to "consumption of experiences." Even if we return to the



## Profile Takako Suzuki

Takako Suzuki joined Nissan Motor Co., Ltd. in 1984. In 2010, she joined S.T. Corporation, which was founded by her father, and became Director and President & CEO in 2013 and Chairperson in 2023. She has served as an External Director of King Jim since 2022.

office, this trend is unlikely to stop. By organically linking our existing stationery and office supplies business with our new lifestyle products business, we should be able to evolve into a corporate group that can help make our customers' overall lives more comfortable and organized. This new medium-term management plan shows us the way to achieve this.

**Kimura:** Thank you for the very encouraging words. As we move forward with this new medium-term management plan, whenever I find myself in a quandary or hit a wall, I always make sure to return to King Jim's management philosophy. This is because the phrase "Developing original products and creating a new culture to contribute to society" accurately describes the reason for our existence.

**Suzuki:** What do you think is needed for management and employees to share this philosophy and achieve the targets set out in the medium-term management plan?

**Kimura:** In this medium-term management plan, we seek to create a business model that adapts to changes in modern society. In addition, we need to significantly transform our corporate culture, the way we communicate information, and the way we co-create both inside and outside the company, in order to increase our organizational capabilities. As part of this, we launched a transformation project called King Jim Transformation (KJX). For example, we are vigorously working on such initiatives as immediately releasing the summary of weekly management meetings to employees and holding study sessions on digital technologies based on the premise of co-creation with other companies.

**Suzuki:** I have long believed that King Jim should improve its organizational capabilities. Going forward, it will be important for each employee to gain more diverse experiences and improve their skills, which will lead to a higher level of organizational capabilities. It is also important to increase personal exchanges between Group

companies and deepen organic collaboration.

**Kimura:** To that end, we will launch the Group Management Committee in January 2025, where top management and key personnel from Group companies will meet monthly to discuss measures to expand into new business domains. In addition to sharing knowledge and success stories, we are also considering launching joint projects through the committee.

**Suzuki:** Once this committee gets going, it will form a core strength for the Group. It will empower us to move closer to becoming a corporate group that can enrich and better "organize" the lifestyles of our customers in every aspect. I really look forward to this.

## Kicked off development of products that support both the office domain and essential workers

**Suzuki:** On the other hand, while the previous medium-term management plan ended with disappointing results in terms of business performance, from a strategic perspective, I think the plan can be praised as having laid the groundwork for new avenues of growth.

**Kimura:** Certainly, the intention to move away from a profit structure dependent on files and expand strategic investments, including M&A, has formed a basis for growth. Furthermore, the new medium-term management plan also carries over some of the strategies from the previous plan, using the expression cultivating "neighboring areas."

**Suzuki:** Even from an outside perspective, it seems like the speed at which King Jim completed M&A deals was quite fast. As a result, the Group's structure for expanding business domains has been put in place over the past three years. Nevertheless, the direction of King Jim's existing business has yet to be crystallized.

**Kimura:** That's right. We are just getting started. For example, there is a lot of potential demand not only for



general office products, but also those used in places that employ essential workers, such as medical facilities, factories, logistics warehouses, and other places. We are focusing on developing products for these markets and expanding our business domain.

**Suzuki:** To achieve this, partnering with different industries is key. Since you joined King Jim in 2022, the company's network with outside companies has expanded. This is why I have high expectations for the future.

### Incorporating stakeholder concerns and expectations into decision-making

**Kimura:** Ms. Suzuki, what are your thoughts on the recent discussions at the Board of Directors meetings?

**Suzuki:** Rather than focusing on short-term performance, the Board of Directors should focus its agenda on important medium- to long-term issues.

**Kimura:** Certainly, that is something that needs to change. It is very encouraging to have our External Directors, and their objective standpoint, participate in discussions at the Board of Directors meetings. We will continue to conduct meetings in a way that allows us to receive their honest opinions and will take these opinions seriously and use them to take action.

**Suzuki:** For some time now, experts have pointed out the problem of information asymmetry between internal and external directors at Japanese listed companies. I think King Jim could also take a more proactive approach to eliminating this asymmetry. I voluntarily participate in the Management Conference, which has given me a deep understanding of both the good and bad.

**Kimura:** In order to eliminate this asymmetry, we are thinking of having our External Directors visit our various business locations and overseas Group companies, rather than simply participating in tabletop study sessions. I believe that the truth can be gleaned from frontline

operations, and I have long valued the 3Gs of “genchi, genbutsu, genba-ryoku (real locations, real things, frontline capabilities).” By providing an opportunity to speak directly with employees in action, we should be able to convey our company's strengths and challenges in a more realistic way.

### Fulfilling our accountability for King Jim's future

**Suzuki:** A company that has been led by the founding family for many years should have access to a number of important opportunities. Therefore, I would like President Kimura to use her experience to continue to push forward with reforms. The more this transformation progress, the better King Jim's business performance and the higher employee engagement. In fact, I do not sense any resistance to having a new president from outside the company, and everyone seems incredibly positive.

**Kimura:** Yes, employees have fully accepted management's commitment to transform the company.

**Suzuki:** What are your thoughts on nurturing the next generation of talent?

**Kimura:** I'm always thinking about this. In order to produce the next generation of management talent vital to King Jim's long-term growth, we are boosting learning opportunities that lead to growth and behavioral change as leaders. There are two challenges ahead. The first is to develop talent that can learn not just about the industry, but also eagerly absorb business concepts and planning methods from other industries and arrange them in the King Jim style. The second is to promote diversity. This is not only aimed at promoting the participation of women, but also at selecting the next generation of leaders and creating innovation beyond the barriers of age and nationality. We will position diversity as one of the important pillars of our corporate strategy and promote it from the top down.



**Suzuki:** What are the expectations of External Directors in terms of strengthening King Jim's governance structure?

**Kimura:** Over the past 10 years, King Jim has been working to improve its governance structure, including strengthening the structure of the Board of Directors and establishing the Nomination and Compensation Committee. We will continue to consistently promote these efforts going forward. We expect our External Directors to not only play a supervision role to increase management transparency, but also to provide constructive advice that utilizes their diverse perspectives and expertise. Through these efforts, we hope to achieve sustainable growth and further strengthen our governance structure.

**Suzuki:** King Jim's new management structure is attracting attention from a wider range of stakeholders.

**Kimura:** Yes, my role is to provide thorough explanations and fulfill my responsibilities to shareholders and investors, as well as to students looking for jobs and partner companies. At the same time as presenting key performance indicators, I will put into place various measures that will lead to the achievement of the numerical targets set out in the new medium-term management plan and strive to improve corporate value by keeping my word.

# 11-Year Summary

King Jim and consolidated subsidiaries

(Millions of yen)	FY6/14	FY6/15	FY6/16	FY6/17	FY6/18	FY6/19	FY6/20	FY6/21	FY6/22	FY6/23	FY6/24
<b>Financial results</b>											
Net sales	30,684	33,184	34,138	34,627	34,788	34,329	33,455	36,319	36,636	39,393	39,553
Cost of sales	19,853	21,317	21,583	21,653	21,198	21,146	20,554	21,880	23,159	25,203	25,236
Gross profit	10,831	11,867	12,554	12,974	13,589	13,183	12,901	14,438	13,477	14,190	14,316
Selling, general and administrative expenses	9,717	10,819	11,316	11,283	11,676	11,788	11,668	12,021	12,469	13,822	14,558
Operating profit	1,113	1,047	1,238	1,690	1,912	1,395	1,232	2,416	1,007	368	(241)
Ordinary profit	1,194	1,212	1,313	1,828	2,089	1,636	1,489	2,755	1,338	637	130
Ordinary profit ratio (%)	3.9	3.7	3.8	5.3	6.0	4.8	4.5	7.6	3.7	1.6	0.3
Profit attributable to owners of parent	868	918	809	1,204	1,402	963	1,081	1,963	788	419	(318)
ROE [Return on equity] (%)	5.0	4.9	4.2	6.1	6.7	4.5	5.0	8.6	3.3	1.7	(1.3)
ROA [Return on assets] (%)	3.3	3.3	3.0	4.5	5.2	3.6	4.0	6.7	2.5	1.2	(0.9)
Cash flows from operating activities	1,705	1,250	460	3,916	1,518	1,323	1,989	3,108	(1,278)	166	1,047
Cash flows from investing activities	(1,421)	613	(431)	(463)	(487)	(504)	(1,357)	(492)	(3,578)	(1,234)	(444)
Cash flows from financing activities	777	(2,335)	314	(2,464)	(1,574)	(900)	456	(1,382)	3,206	1,065	(1,071)
<b>Financial position</b>											
Total assets	28,268	27,608	26,993	26,971	26,979	26,132	28,051	30,565	33,512	35,812	35,025
Total liabilities	9,959	7,828	7,745	6,406	5,320	4,798	6,141	6,447	9,280	10,978	10,723
Net assets	18,308	19,780	19,247	20,564	21,659	21,334	21,910	24,118	24,231	24,833	24,301
Equity	18,033	19,453	18,974	20,262	21,314	21,244	21,794	24,022	24,135	24,746	24,214
Equity ratio (%)	63.8	70.5	70.3	75.1	79.0	81.3	77.7	78.6	72.0	69.1	69.1
<b>Other major financial and non-financial data</b>											
Capital expenditures	457	484	933	427	519	429	734	496	641	687	558
Depreciation	642	661	708	680	641	650	643	628	658	631	655
Cash and cash equivalents	4,169	3,818	4,032	5,007	4,466	4,368	5,410	7,032	5,637	5,923	5,689
Earnings per share (yen)	31.07	32.35	28.47	42.36	49.36	33.88	38.06	68.99	27.69	14.72	(11.16)
Dividend per share (yen)	14	14	14	20	17	14	17	27	22	14	14
Payout ratio (%)	45.1	43.3	49.2	47.2	34.4	41.3	44.7	39.1	79.5	95.1	-
Number of employees (persons)	2,421	2,335	2,464	2,334	2,172	2,307	2,239	2,157	2,102	2,019	1,822

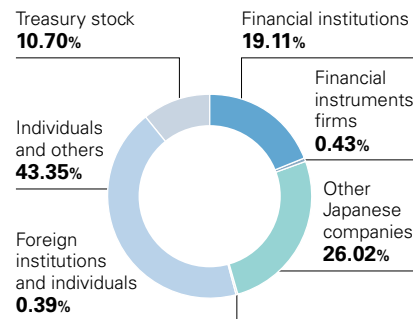


## Stock Information (As of June 20, 2024)

### Stock overview

Total number of shares authorized	100,000,000 shares
Total number of shares outstanding	31,459,692 shares
Number of shareholders	23,395 people

### Breakdown by type of shareholder

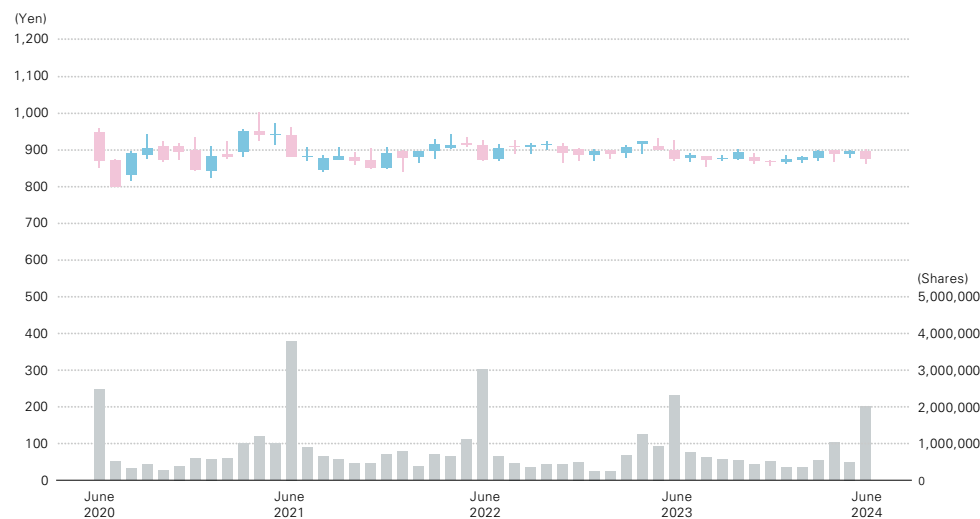


### Major shareholders

Name	Number of shares held (Thousand shares)	Ratio (%)
Tokyo Small and Medium Business Investment & Consultation Co., Ltd.	2,047	7.29
Sumitomo Mitsui Banking Corporation	1,376	4.90
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,343	4.78
MUFG Bank, Ltd.	1,011	3.60
King Jim Dai-ichi Kyoei Shareholding Association	998	3.55
Yodobashi Camera Co., Ltd.	944	3.36
Sumitomo Mitsui Trust Bank, Limited.	898	3.20
Mayfair Creation Co., Ltd.	853	3.04
Akira Miyamoto	852	3.03
MK Jim Co., Ltd.	775	2.76

\* In addition to the above, there are 3,365,785 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, 2024)

### Corporate data

Trade name	King Jim Co., Ltd.	Address of head office	2-10-18, Higashi-Kanda, Chiyoda-ku, Tokyo 101-0031, Japan
Start of business	April 1927	Number of offices	Offices, branches, sales offices: 8 Distribution centers: 3
Date of establishment	August 1948	Listed market	Tokyo Stock Exchange Prime Market (Securities code: 7962)
Capital	¥1,978 million		
Number of employees	Consolidated: 1,822 Non-consolidated: 372		

### Locations

#### Offices, branches, sales offices

Matsudo Office	Matsudo City, Chiba
Tokyo Branch	Chiyoda-ku, Tokyo
Nagoya Branch	Nagoya City, Aichi
Osaka Branch	Osaka City, Osaka
Fukuoka Branch	Fukuoka City, Fukuoka
Sapporo Sales Office	Sapporo City, Hokkaido
Sendai Sales Office	Sendai City, 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 City, Aichi
Bon Furniture Co., Ltd.	Kainan City, Wakayama
Wincest Corporation	Takamatsu City, Kagawa
Life on Products, Inc.	Osaka City, Osaka

#### Overseas Group companies

PT. King Jim Indonesia	East Java, Indonesia
King Jim (Malaysia) Sdn. Bhd.	Kedah, Malaysia
King Jim (Vietnam) Co., Ltd.	Binh Duong, Vietnam
King Jim (Shanghai) Trading Co., Ltd.	Shanghai, China
King Jim (HK) Co., Limited	Hong Kong Special Administrative Region, China
King Jim (Shenzhen) Trading Co., Ltd.	Shenzhen, Guangdong, China

For details, please visit our corporate website.

- IR Information
- Sustainability





**KING JIM CO., LTD.**

2-10-18, Higashi-Kanda, Chiyoda-ku, Tokyo

<https://www.kingjim.co.jp/english/>