



## 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.

# Table of Contents and Editorial Policy

## Introduction

- 01 Management Philosophy and Guidelines for Action
- 02 Table of Contents and Editorial Policy
- 03 History of Value Creation

## Value Creation Story

- 04 Message from the President
- 08 Value Creation Process

## Growth Strategy

- 10 Progress under the 11th Medium-Term Management Plan

### Strategy by Business Segment

- 11 Stationery and Office Supplies Business
- 17 Lifestyle Products Business
- 21 Message from the CFO
- 23 Roundtable Discussion  
Next-generation employees talk about what shapes the King Jim style.

## Sustainability

- 27 Materiality (Priority Issues)
- 28 Environmental Consideration
- 30 Promotion of Diverse Human Resources
- 32 Special Feature:  
Industry-Academia Collaboration Projects
- 33 Enhancement of Governance
- 36 Directors and Auditors
- 38 Messages from External Directors

## Information

- 39 Financial Highlights
- 40 Non-Financial Highlights
- 41 11-Year Summary
- 42 Stock Information / Corporate Profile

## 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 2.0" 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, 2025 (June 21, 2024 to June 20, 2025)

\* 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

## Founding

### Creation of filing culture

First launched in 1964, the KING FILE series has become a widely used office standard. Features included a color-codable square on the spine, and a pipe mechanism that made document insertion and removal easy. This product transformed Japan's filing culture, which at the time was dominated by string-binding systems. It became widely popular as the pioneering product in the category of thick binders.

### TEPRA—Pioneering the labeling culture

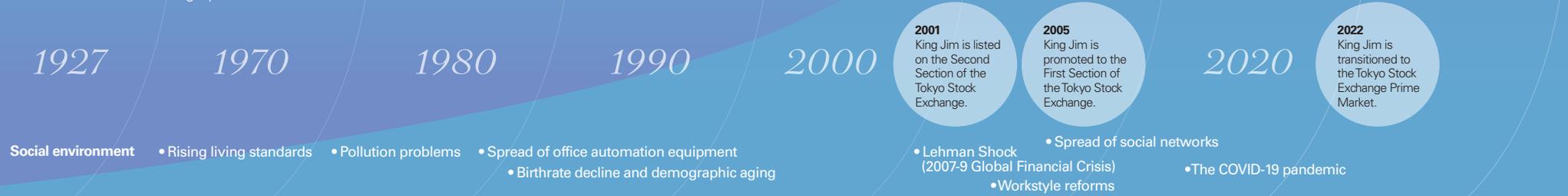
Launched in 1988, the TEPRA label printer was developed as a tool that would allow anyone to print neat file spine labels rapidly and easily. Its introduction at a time when labels were mainly hand-written or cut and pasted from word processor printouts marked the start of a new era in label printing culture. Today TEPRA is widely used in homes as well as offices.

### Business expansion through the development of market-pioneering products

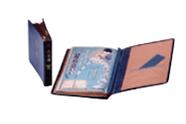
King Jim has continually offered new concepts to meet a wide range of needs. For example, we developed the TEPRA label printer and the POMERA digital memo—a writing focused device and launched the HITOTOKI stationery brand. By focusing on clearly defined situations and users, we have created new markets that transcend the traditional scope of stationery and office products.

### Adapting to social change by targeting lifestyle markets

We have expanded our range of stationery and office products to include hygiene and wellness products and disaster preparedness products. At the same time, we have expanded our corporate group to include companies specializing in lifestyle products, such as kitchen appliances and sundries, furniture, artificial flowers, and gloves. This diversification from office products to household and lifestyle markets has driven the continual evolution of the entire King Jim Group.



## Stationery and office supplies business

<p><b>1927</b> Company founder Eitaro Miyamoto launches "patented address book" and "seal impression book."</p> 	<p><b>1964</b> KING FILE G is launched.</p> 	<p><b>1976</b> Clear File is launched.</p> 	<p><b>1988</b> TEPRA label printer is launched.</p> 	<p><b>2008</b> POMERA digital memo is launched.</p> 	<p><b>2008</b> Emergency Get home Kit, a disaster preparedness product, is launched.</p> 	<p><b>2017</b> HITOTOKI stationery brand is launched.</p> 	<p><b>2019</b> Tette automatic hand sanitizer dispenser is launched.</p> 	<p><b>2025</b> KOKOBO disaster preparedness brand is launched.</p> 
--	--	---	---	--	---	--	---	---

Since its founding in 1927, King Jim has continually innovated in response to a changing environment and created a new culture by developing a stream of original products.

As we approach our centenary year in 2027, we will leverage our history and experience to achieve further evolution through the expansion of our business domains from stationery and office products to lifestyle products. As in the past, King Jim will continue to create new value by taking the changes of the times as an opportunity.

## Lifestyle products business

<p><b>2001</b> The company acquires Nagashima &amp; Co., Ltd., currently Ladonna Co., Ltd.</p> 	<p><b>2008</b> The company acquires Asca Co., Ltd.</p> 	<p><b>2014</b> The company acquires Bon Furniture Co., Ltd.</p> 	<p><b>2020</b> The company acquires Wincest Corporation.</p> 	<p><b>2021</b> The company acquires Life on Products, Inc.</p> 
--	--	---	--	--



In the period to 2027, we aim to achieve further growth as a group by accelerating our business transformation and organizational restructuring.

**Miyoko Kimura**  
Representative Director, President

**From a return to profitability to a new growth phase**

In the first year of the 11th Medium-Term Management Plan, which covers the fiscal years ended June 20, 2025 through June 20, 2027, we achieved a return to profitability thanks to growth in both revenues and profits resulting from steady sales growth in the lifestyle products business and improved profit margins. These results are evidence that restructuring and improvements to our management systems are producing tangible benefits, and that our management structures and organization have been steadily strengthened by the implementation of key measures in line with our plans.

In addition to this improvement in our financial position, we are also seeing clear signs of positive changes in the overall morale of our organization, including the willingness of individual

employees to take on new challenges. Our employees have started to recognize that by achieving personal growth through day-to-day work activities or the proposal of new businesses, they also contribute to the company's growth. This has been reflected in a steady rise in creativity and a growing sense of ownership. These changes are also accelerating improvements in our business processes and the creation of new businesses, while also building the foundations that will need to cope with a rapidly changing market environment.

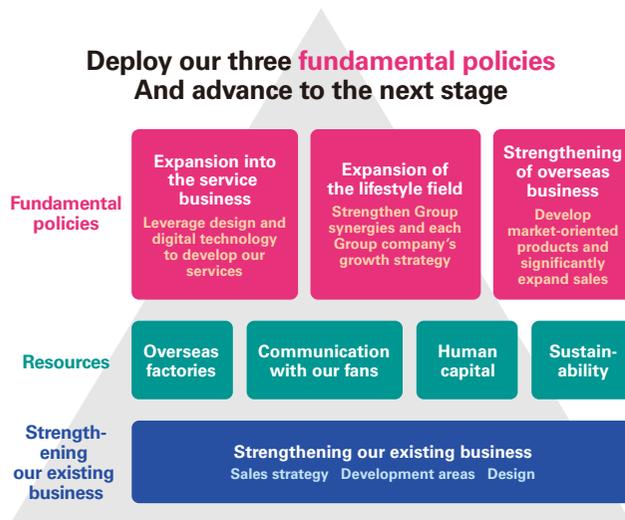
Our business environment is affected by a mixture of both positive and negative factors, including rapid advances in AI and other digital technologies, the impact of climate change, geopolitical risks, and an unstable global economy. We are also seeing a major decline in the number of

## Message from the President

working-age people, especially in Japan. Shrinking demand is a particular challenge for King Jim because of our heavy reliance on the B-to-B market. However, advances in AI and sustainability are generating new value creation opportunities, and there is emerging demand for new solutions for issues in such areas as office systems, healthcare, construction, and manufacturing. There is also significant scope to take our products and services into China and ASEAN markets, as well as expanding growth opportunities in global markets. While there are risks in this business environment, there are also major opportunities. That is why we are committed to responding to each change positively, quickly, and flexibly.

While we have returned to profitability, we still need to improve our growth performance. By pursuing the fundamental

### 11th Medium-Term Management Plan: fundamental policies and strategies



policies and Group strategy defined in the Medium-Term Management Plan, we have made steady progress towards establishing the foundations needed for growth, including enhancements to our organizational structure, investment in human capital, and further strengthening of customer relationships. In the fiscal year ending June 20, 2026 and beyond, we will build on this foundation as we work to expand our operating profit and take King Jim into a new phase of solid growth. In this new growth phase, we will target not only improvements in our numerical results, but also progress from the three perspectives of employee growth, business diversification, and market valuation.

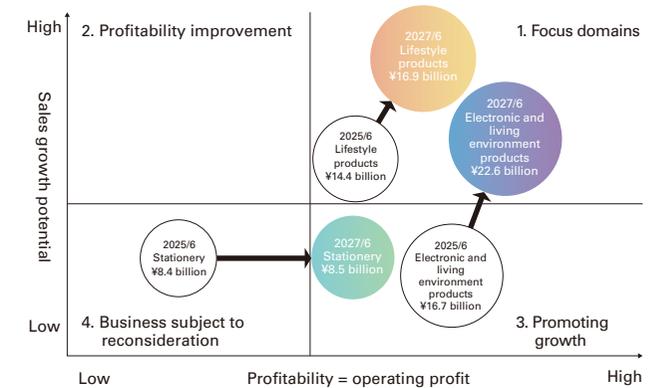
### Building our presence in workplace-and lifestyle-related markets

We are expanding beyond King Jim's traditional role as a manufacturer of stationery and office supplies by targeting neighboring areas with high growth potential. We aim to create new value by proactively incorporating a diverse range of knowledge and technology through co-creation projects with companies in other industries, as well as universities.

In the stationery and office supplies business, we will expand the scope of our business while enhancing profitability by expanding our range of workplace support products and labeling services, as well as our traditional stationery lineup. In the lifestyle products business, which involves five Group companies, we are expanding both sales and profitability by flexibly introducing new products in response to changes in lifestyles and consumer behavior. This ability to target both workplace- and lifestyle-related markets gives King Jim a unique advantage. Another key element of King Jim's appeal is our ability to spread risk while creating an environment in which employees can take on new challenges from a broad range of perspectives.

There has been an upsurge of co-creation activities across multiple segments of the King Jim organization, and

### Business portfolio



the perception of development as an urgent priority is gradually taking root. I continually tell our employees that new challenges provide the fuel for personal growth. The second year of our Medium-Term Management Plan will be a time for "stepping on the gas" and accelerating the pace at which we take on new challenges. We are also building a workplace culture in which employees are encouraged to exchange ideas actively and take on new challenges without fear of failure. I have been very pleased to see an increase in opportunities for the emergence of new ideas.

To support these initiatives, we have established the King Jim Creative Commons—known as "Meets" —as a new communication space in our headquarters. We use this space as a marketing hub designed to facilitate interaction within and beyond the company, and to share information about King Jim's diverse products and services. We intend to develop this space into an innovation nexus by encouraging the open exchange of ideas between employees, as well as collaboration with external partners.

## Message from the President



King Jim Creative Commons ("Meets")

© Yasuhiro Takagi

### Transforming our corporate culture with a focus on frontline perspectives

Corporate culture transformation has been a priority focus for the past year. By thoroughly and accurately disseminating King Jim's management policies through various channels, including company-wide policy briefings, we are ensuring that our employees have a healthy sense of urgency and ownership. I personally share my priorities and thoughts every day through internal chats and company-wide morning meetings. I also prioritize the reflection of feedback from frontline workers in management decisions. In addition, my visits to overseas sites and group companies and my direct dialogue with frontline employees have given me a renewed appreciation of the importance of *sangen shugi* (the "three reals" principle), which combines *genchi*, *genbutsu*, and *genba-ryoku* ("real locations," "real things," and "real frontline capabilities").

We will continue our efforts to cultivate an environment in which people are encouraged to take on new challenges and learn new things, and to build an organization capable of self-driven value creation.

### Deepening existing businesses, taking up new challenges in new domains

Through our existing businesses, we are responding to social change and workstyle diversification by creating products that meet workplace and consumer needs. For example, we launched the "Portable Spot Cooler without Hot Exhaust Air," which is designed to protect workers from hot environments. This lightweight device also has a small environmental footprint. We are also prioritizing the creation of products that combine operating efficiency with convenience, such as the TEPPA PRO SR-R560, which features highly readable universal design fonts and dictionaries covering both healthcare and construction terminology. In addition, we are streaming promotional videos about our TEPPA products and using digital media to expand customer contact points.

We have established a dedicated unit specializing in disaster preparedness products, and in August 2025 we launched the KOKOBO disaster preparedness brand. King Jim offers a diverse range of unique disaster preparedness products, including the Disaster Preparedness Kit, which is the same A4 size as our mainstay KING FILE products. We are leveraging our strength in B-to-B channels to market these products, which have received positive reviews from business corporations, local governments, schools, and other users. In addition to contributing to disaster preparedness, which is a social priority, these products have also become a new source of earnings for King Jim.

Another goal is expansion into service businesses. We plan to launch a new labeling-related service in 2026 by leveraging our capabilities in the areas of design and digital technologies. We also aim to establish a new creative center under my direct administration as President. We aim to raise our corporate value by developing unique design capabilities based on collaboration among creative people within and beyond the King Jim organization.

Initiatives toward the expansion of our lifestyle field

include the establishment of a Group Management Committee made up of top executives and next-generation leadership candidates from group companies. We have also launched the Group Synergy Promotion Project with the goal of enhancing group-wide synergies while also accelerating the development of new products and sales channels.

We are also working to strengthen our overseas business. We have identified China and ASEAN as our most important markets, and we are working alongside local hit makers and designers with a deep knowledge of trends in these markets to develop market-focused products. Another focus is the planning and design of localized products for overseas markets. We launched many such products in Shanghai in the fiscal year ended June 20, 2025. Going forward, we will also explore the possibility of strategic M&A activities as a way of expanding our sales channels.

### Strengthening our human capital, deepening communication with King Jim fans

The most important driving force for sustainable growth is the potential of each individual employee. In the fiscal year



## Message from the President

ended June 20, 2025, we worked to build an organization capable of delivering continuous growth for both our employees and King Jim. We invested in human capital on various levels, including the expansion of our training programs, the promotion of diversity, equity, and inclusion (DE&I), and system reforms designed to raise our engagement score. Through these initiatives, we have created an environment in which employees can develop their skills while also contributing to the combined pool of knowledge, skills, and experience shared across our entire organization.

We are also continuing our efforts to reflect user feedback in our product designs by capitalizing on our major advantages in the areas of social media and e-commerce. In June 2025, we held our first-ever King Jim Fan Meeting at our head office. By engaging in direct dialogue with attendees at this popular event, we were able to gather valuable feedback about the usability of our products and aspects requiring further improvement. This experience gave us a renewed awareness of the level of affection and trust inspired by the King Jim brand. Events such as this are valuable not only as public relations initiatives, but also as a way to help our employees approach their work from the perspective of King Jim fans.



Going forward, we plan to use the “Meets” communication space mentioned earlier in this report to host regular events where we can engage with King Jim fans, with the goal of gathering further feedback that can be applied to our product development activities. We also aim to enhance our brand value by deepening our interactions with King Jim fans, both in Japan and overseas, through a variety of channels.

### Improving the quality of our management activities through better governance

Since becoming President of King Jim, I have worked constantly to enhance our governance structure as a foundation for sustainable growth. We have raised the quality of our decision-making processes by shifting the focus of Board meetings toward medium- to long-term strategies and growth potential, rather than just short-term management matters. In addition, we actively provide our External Directors with opportunities to observe frontline operations at our logistics centers, customer service units, and other locations, and to engage in discussions with employees. I believe that these efforts have deepened the level of mutual understanding between the company’s management personnel and its External Directors, leading to improvements in the transparency of our decision-making process and the quality of our discussions.

By including External Directors in our management meetings and company-wide policy briefings, we have enabled them to engage in meaningful discussions that reflect frontline situations. We will continue to pursue improvements in this area, with the aim of further enhancing the effectiveness of the Board of Directors, while also raising the quality of our strategic decision-making and risk management activities.

### Earning long-term support

We prioritize transparency and clarity in our communications with all of our stakeholders, including shareholders and

investors. In addition to providing accurate information in a timely manner, we also strive to explain our management philosophy and vision, our commitment to business transformation, and the passion and pride of our employees. We hope to build understanding and empathy by not simply reporting on our business performance, but by also offering concrete information about the factors that drive us to take up new challenges, the significance of our initiatives, and our vision for the future.

Going forward, we will communicate the aspirations of our management team and employees more proactively, so that people will continue to see King Jim as an exciting company that is serious about achieving business transformation and is worthy of their long-term support. To achieve these goals, we will actively share information about our internal and external initiatives and achievements, while accumulating narratives through which our employees can communicate the positive energy that imbues the entire company. I believe that we can earn the trust and confidence of our stakeholders by thinking independently, taking on new challenges, and delivering results.

King Jim will strive to develop products and services that directly address the issues faced by its customers, while also working to ensure steady improvements in profitability. We will work relentlessly under our management philosophy of “Developing Original Products and Creating a New Culture to Contribute to Society” to promote new growth by following a new strategy inspired by a new direction. We will strive to achieve sustainable growth by expanding into new markets in both the workplace and lifestyle businesses.

## Management Philosophy: Developing Original Products and Creating a New Culture to Contribute to Society

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

Mission

**Materiality**

Social contribution via the development of original products	Environmental consideration	Promotion of diverse human resources	Enhancement of governance
--	-----------------------------	--------------------------------------	---------------------------

Input



Intellectual capital



Flexible product development structure



Patents, designs, trademarks  
**1,380**



Human capital



Consolidated number of employees  
**1,738**



Percentage of female managers  
**13.8%**



Manufacturing capital



In-house production factories that realize high quality



Extensive procurement capabilities



Social capital



Extensive sales channels



Total number of followers on social media  
**860,000**



Financial capital



Equity ratio  
**67.5%**



Total assets  
**¥35.5 billion**

Value Creation Process

Output



**Stationery and office supplies business**

With files and TEPPA as core products, King Jim offers a wide array of products including office and living environment products and disaster preparedness products.

Synergies between the two businesses

**Lifestyle products business**

The five domestic group companies acquired through M&A sell everyday goods, household appliances, furniture, artificial flowers, gloves, and more.



Outcome

**11th Medium-Term Management Plan**

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

Vision

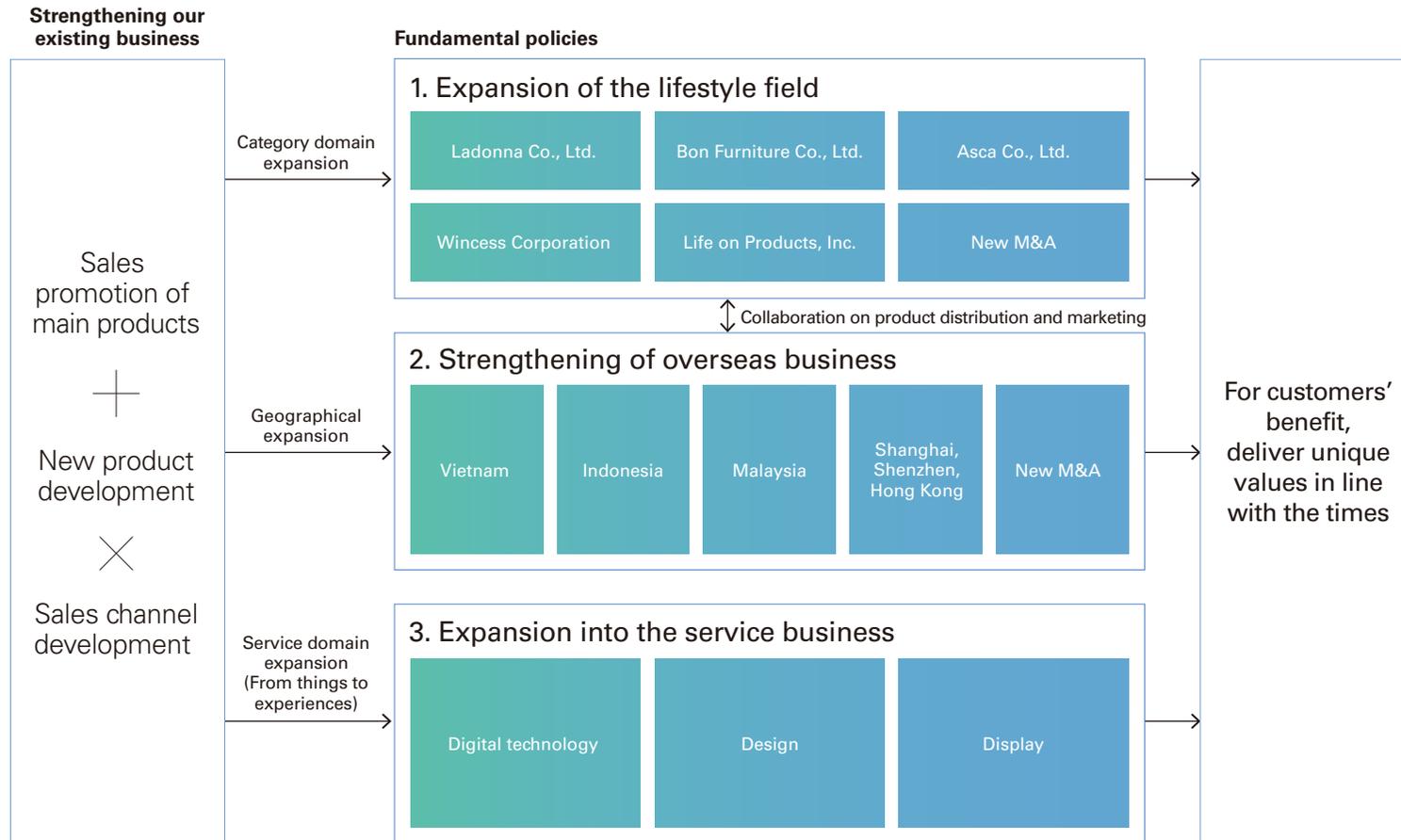
**Vision**

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

## Progress under the 11th Medium-Term Management Plan

The theme for the King Jim Group’s current Medium-Term Management Plan, which will cover the period to June 20, 2027, is “taking the wave of social change as an opportunity to move toward new growth.” During the first year of this plan, which was the fiscal year ended June 20, 2025, progress on the initiatives outlined in the plan continued largely according to schedule, resulting in the steady creation of foundations for growth in the second year of the plan and beyond.

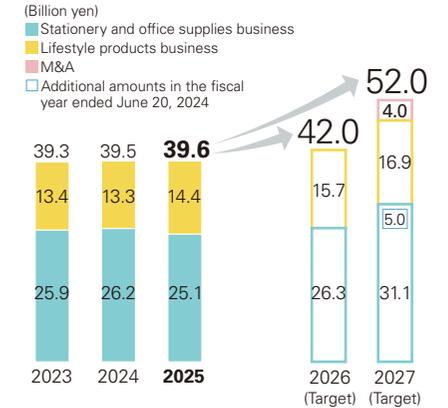
### Strengthening our foundations, pursuing three growth strategies



We have pursued various initiatives based on our three fundamental policies, which are the expansion of the lifestyle field, strengthening our overseas business, and expansion into the service business. Initiatives targeted toward expanding the lifestyle field include the establishment of the Group Synergy Promotion Project, through which we are working to reduce costs and labor requirements, expand our product development capabilities and sales channels, and strengthen growth and synergies among Group companies. To strengthen our overseas business, we have pursued a market-oriented approach to product development and proactively introduced products that align with local styles and trends. Progress toward expansion into the service business includes the finalization of our selection of targets for a new service that will combine our design and digital capabilities. We are now developing prototype systems in preparation for a business launch in 2026.

### Management Targets

#### Net sales



#### Ordinary profit and ROE



Our net sales target for the fiscal year ending June 20, 2027, which will be the final year of the current Medium-Term Management Plan, is ¥52 billion. This figure anticipates a ¥5 billion increase in net sales from the stationery and office supplies business resulting from initiatives relating to our overseas, e-commerce, and service businesses. This figure breaks down into ¥2.5 billion from our overseas business, ¥1 billion from our e-commerce business, and ¥1.5 billion from our service business.

## Strategy by Business Segment: Stationery and Office Supplies Business

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

### Financial results for the fiscal year ended June 20, 2025

Net sales: **¥25.1** billion (down 0.6% year-on-year)

Operating profit: **¥380** million  
(operating loss of ¥460 million in the previous fiscal year)

#### | Achievements |

Progress toward profit structure enhancement and core business growth

After recording a loss in the previous fiscal year, King Jim returned to a positive operating profit in the current fiscal year thanks to an improved gross profit margin and reduced logistics costs. There were improvements in every segment. For example, initiatives targeting corporate customers were reflected in higher sales of our flagship TEPPA brand, while the launch of new disaster preparedness and crime prevention products also brought significant growth. Sales initiatives and the roll-out of original products meanwhile contributed to the expansion of our e-commerce business, especially through our official website. Our overseas business benefited from export growth, as well as healthy trends in sales of new products and sales through new partners.

#### | Challenge | Adapting to changes in demand patterns

Net sales were marginally lower year on year. This was primarily attributable to a decline in stationery sales, especially files, due to the ongoing trend towards paperless systems. In addition, while our e-commerce business performed strongly, sales of existing products slowed due to escalating price competition among malls. Despite export growth, our overseas business was affected by slower sales in some locations. We will respond to these trends by taking steps to adapt to a changing demand structure, including the enhancement of our marketing structures, and the optimization of our product lineup.

### Strategy for the fiscal year ending June 20, 2026

In the stationery category, we aim to maintain our profitability despite slower demand by updating our product range to match current trends and offering high-added-value items. Growth is accelerating in the electronic and lifestyle products segments. We aim to drive growth in both sales and profits by introducing new models that reflect changes in trends in the environment, and by expanding our sales channels.

Having completed the prototype verification phase for our new service business, we are now moving into the full-scale development phase. Our goal is to move forward steadily with development in preparation for a launch in 2026.

In the e-commerce business, we will leverage our ability to partner with social media to enhance our ability to strengthen structures built on two-way links between consumers and the company. We also plan to conduct test marketing, including the roll-out of original products. At the same time, we will target sales growth by launching new products created through product development activities based on the insights gained.

In our overseas business, we will continue to develop market-focused products in China with the aim of building a sales base. We are strengthening our business base in the ASEAN countries, especially Vietnam, through the expansion of our B-to-B channels, the cultivation of potential users, and the acquisition of new business partners. In addition, we will explore the possibility of using strategic M&A to expand our overseas sales channels. Through these initiatives, we aim to achieve sustainable growth while also reaching our numerical targets.

## Message

**Evolving toward a new type of stationery and office supplies business, creating value**

**Sotaro Takahashi**  
Senior Executive Officer  
General Manager,  
Corporate Planning  
Department



Workstyle diversification and the shift to paperless operations have brought the stationery market to a major turning point. We see these changes not as a threat, but as an opportunity for evolution from a stationery manufacturer into a company that creates value by enhancing the quality of working environments and lifestyles. We are leveraging our trusted brands, such as TEPPA and KING FILE, to accelerate our expansion into growth areas, such as electronic products and lifestyle environment products. We have also started to take significant steps toward the development of our new service business. In addition, we plan to deepen our relationships with customers via our social media and e-commerce business, while also expanding our presence in overseas markets. We will continue to leverage our creativity and flexibility to create new value in an era defined by rapid change. We are determined to achieve sustainable growth and improve our corporate value by responding to the needs of working people and society.

# Strategy by Business Segment: Stationery and Office Supplies Business

## Development Policy

### Development of workplace and lifestyle products

In product development, we will focus on two areas: workplace solutions (B-to-B) and lifestyle products (B-to-C). In terms of workplaces, in addition to offices, our forte, we will also conduct thorough, detailed analyses of non-office working environments, including manufacturing facilities, medical institutions, and educational facilities, and introduce products to the market that are suited to each industry. For lifestyle products, our planning is customer centric and aimed at delivering exciting products that solve minor day-to-day frustrations and enhance the quality of life.

#### BtoB Workplaces

Improving productivity and supporting the worksite environment



The TEPRA PRO SR-R560 has a highly-readable universal design font and character conversion dictionary for workplace use.

Disaster preparedness and safety



This portable spot cooler with non-hot exhaust protects workers from heat.

#### BtoC Living

Making living convenient and supporting learning and hobbies



HOSSO brand slim files are half the width of A4 files.

Make living fun and colorful



The HITOTOKI NOTE ring notebook can be used as a diary.



**Takashi Tateishi**  
Executive Officer  
General Manager,  
R&D Division

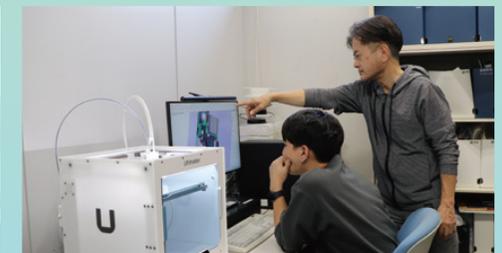
### Message

#### Creating the future from a customer-centric perspective

The mission of the R&D Division is the continual creation of products that reflect changing workplace and lifestyle needs. We also aim to find solutions to social issues through development activities focused on the IoT and environmental measures. By using AI to shorten development lead times, and by incorporating diverse perspectives and concepts and accurately monitoring market trends and customer feedback, our development staff are able to plan and develop products that match real needs. We will continue to build frameworks to support the creation of products that will be enduringly popular with users.

### Ensuring quality through the Engineering Board

The Engineering Board is a technical team established in June 2024 to support the development of reliable products that exceed user expectations. Made up of staff from multiple development units, it optimizes product quality and prevents product defects through design reviews and standard compliance checks starting at the design stage. The Engineering Board also helps to improve development capabilities and train next-generation development staff through regular training sessions focused on specialist skills.

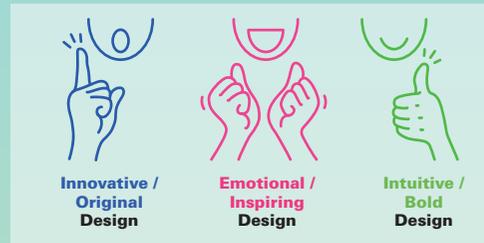


## Strategy by Business Segment: Stationery and Office Supplies Business

### Development Policy

#### Design Philosophy: Building Our Fan Base with Ideas and Designs

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.



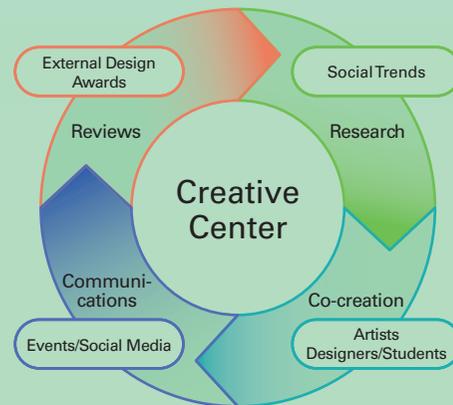
#### Creative Center activities

We established the Creative Center as a hub for collaboration between in-house creative staff and outside designers. Participants build a shared design perspective through information sharing and discussions about creative matters, and by exploring and absorbing current trends. The Creative Center also helps to build a shared mindset within the company through activities that include company-wide seminars and group-level branding studies.



In addition, we are building a framework for the statistical assessment of product designs in relation to our design philosophy, which is to build our fan base with ideas and designs. By creating a fair evaluation system that will provide feedback to developers, we aim to establish a cycle leading to the enhancement of the development of future products.

Through these initiatives, we will build an integrated approach to creation and information sharing across the entire King Jim Group.



The HITOTOKI stationery brand was launched in 2017 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. Our active collaboration with a diverse range of artists has so far resulted in the development of new products with over 50 creators. We will continue to expand our co-creation activities with artists as part of our commitment to the development of high-added-value products.

#### Artists



**Nodoka Miyashita**  
Illustrator



**Heisuke Kitazawa**  
Illustrator



**smanim**  
Painting/Embroidery



**oyaMADE**  
Pastry shop



**Hikari Shimamura**  
Illustrator



**Keina Higashide**  
Art Director/Illustrator

# Strategy by Business Segment: Stationery and Office Supplies Business

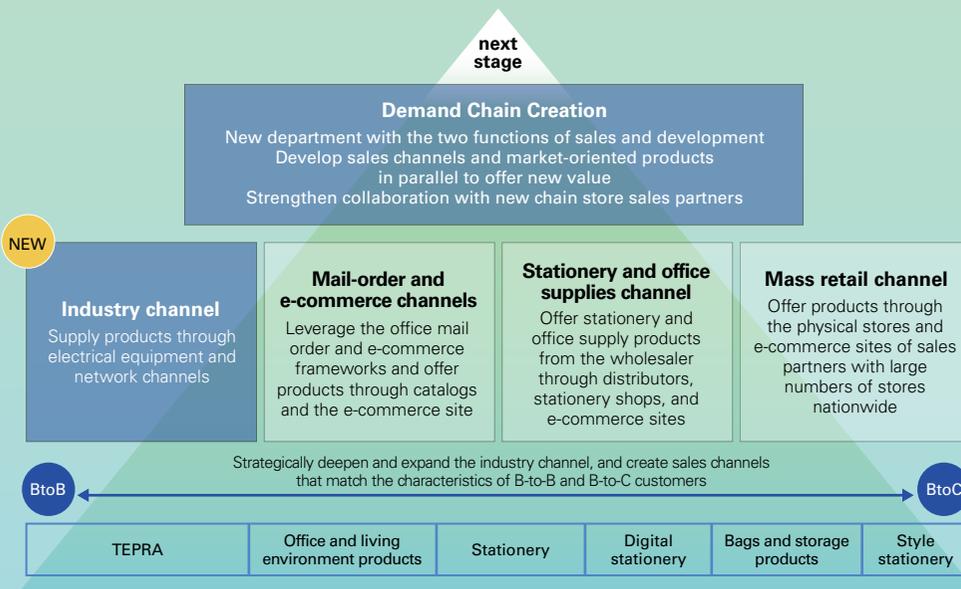
## Sales Strategy

For details, please visit our corporate website. [#askTEPRA site](#)

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

We are adapting to change in the social environment and the resulting diversification of spending behavior by expanding and enhancing our sales channels to create optimal pathways for delivering our products to users. In the fiscal year ended June 20, 2025, we established the Demand Chain Creation Department, which combines marketing and development functions. Its mission is to ensure accurate monitoring of user needs so that we can deliver products precisely attuned to those needs. This new unit facilitates customer-centric product development by creating new sales channels, developing sales spaces in existing sales channels, and establishing marketing approaches for new genres. In its first year of operation, the Demand Chain Creation Department succeeded in creating new sales channels for industries selected primarily on the basis of market scale and growth potential. We will continue to pursue market expansion and growth by actively applying our accumulated knowledge.

In the fiscal year ending June 20, 2026, we have also established a new team specializing in industrial markets. This team is working to accelerate sales of corporate products, especially TEPRA and lifestyle environment products, through electrical equipment and network sales channels. We will work to strengthen collaboration with our sales partners through existing sales channels, including mass retailers and stationery and office supplies channels, mail order, and e-commerce, while also actively developing new sales channels in industrial markets.



### Sales promotion for TEPRA

We are implementing a large-scale sales promotion campaign with the aim of expanding the use of our mainstay TEPRA range in the corporate market. In the fiscal year ended June 20, 2025, we implemented the #askTEPRA project, which introduced novel ways to use TEPRA products. The campaign focused on the use of TEPRA products to solve problems in various workplaces, including offices, construction sites, childcare centers, factories, and medical and welfare facilities, through videos showing the verification, testing, and trialing of these solutions. Through this initiative, we informed users that TEPRA products, which are familiar as organizational tools, can also help achieve various workplace priorities, such as the improvement of communication and safety awareness. We will continue our efforts to offer new ideas that add value to the TEPRA range, based on feedback from working environments.

#### Using TEPRA



#### Customer Appreciation Labels

We wanted to share customer feedback with our frontline workers, so we used TEPRA to create labels showing expressions of gratitude from customers and posted them in places where they would be readily visible to employees.



I felt a heightened sense of motivation thanks to this initiative.



#### Multilingual Helmet Labels

To integrate our foreign employees more fully into our teams, we used TEPRA's multilingual translation functionality to create labels with conversation starters and attached them to helmets.



I was impressed. We'd never have thought of using TEPRA products that way.

## Strategy by Business Segment: Stationery and Office Supplies Business

# Fan-focused Product Development and Branding through Social Media and E-Commerce

We are leveraging our social media and e-commerce expertise to pursue user-centric branding and product development. User feedback gathered directly through events and other channels will continue to guide our product development activities.



## King Jim Fan Meeting 2025

In June 2025, we held our first-ever fan meeting at the King Jim head office building. Approximately 20 users, who were selected by lottery from among our social media followers, took part in the event. The meeting was arranged as an opportunity to interact directly with loyal users and hear their input, while helping them to gain a better understanding of King Jim and its products. Our development staff were able to engage in face-to-face communication with users through quizzes, insider anecdotes, and product workshops.

### Comments from participants

I found it amazing that the entire company put so much effort into this event. Even the Board Chairman and CEO were there! I've become an even bigger King Jim fan.

I was deeply impressed by the attendees' love for King Jim products and the enthusiasm of King Jim employees. (Laughs) I think this love will drive the company's growth for many years.

I felt very privileged to hear insider stories about development activities and learn about things that I would not otherwise have known. The workshop was also great. It allowed me to try out many of the products that I'd been wondering about. I like King Jim even more now.

### Comments from staff

Development staff rarely have opportunities to speak directly with users, so this was a valuable opportunity to hear unfiltered input about the kinds of products that people want.

I was able to talk directly with users about their reactions to our new products, and any questions they had about our products. I will apply this experience to my marketing activities as a sales representative.

This event was our first opportunity to market items previously limited to the Shanghai market to customers in Japan. I gained some useful insights for future promotional activities.



## BUNGU JYOSHI HAKU

In June 2025, King Jim participated in Bungu Joshi Haku Tokyo, Japan's largest stationery fair, which was held this year at the Ariake GYM-EX venue. We offered visitors various experiences, including advance sales exclusive e-commerce items, and the opportunity to customize their notebooks. During the fair, members of our development, domestic sales, and overseas sales teams ran the booth, which gave them opportunities to communicate directly with users and gain valuable insights and feedback. This information will be reflected in our future product development and sales promotion activities.

## Strategy by Business Segment: Stationery and Office Supplies Business

### Strategy for Overseas Markets

#### Development strategy

We have identified China, where we have an office, and the ASEAN countries, especially Vietnam, as the most important markets for our overseas business. We have established local development capabilities in these markets, and we are now planning and developing localized products. In China, we are developing new products that reflect local styles and trends. We have received positive reviews for products such as the &TENNIS series, which combines the highly functional stationery designs popular in Japan with fashionable local designs, and the BAOMe range of stuffed animal pouches, which reflects an emerging consumer trend focused on psychological satisfaction. In Vietnam, we are employing our own production facilities to develop B-to-B products tailored to local needs. We have also started marketing the POMERA digital memo system in overseas markets, for which we have received numerous requests, and we are already selling this product in the United States. Through these initiatives, we will continue to take on the challenge of further developing our overseas business.



&TENNIS Series



BAOMe Series

#### Excitement as the key to bringing the King Jim brand to the world

Our development policy in Shanghai focuses on the creation of excitement. We aim to create products and events that reflect staff and customer feedback while also reflecting the local culture and lifestyle. We remain committed to the King Jim style, but we are also aware of the importance of adapting flexibly to local requirements and designs, rather than limiting ourselves to past experiences and feelings. We will continue our efforts to raise our brand profile and expand our fan base in the Chinese market, while also developing new products that can be introduced in other overseas locations, as well as in Japan.



Mr. Toda and Ms. Yokoyama  
King Jim (Shanghai) Trading  
Co., Ltd.

#### Sales strategy

In the past, our approach to overseas markets has centered primarily on office supply products, such as the KING FILE range. However, in recent years our B-to-C products, such as the HITOTOKI brand, have also proven extremely popular. In China, we are focusing our efforts on sales promotion activities linked to social media platforms. In ASEAN markets, we are developing new business partners and deepening our existing relationships in collaboration with the Overseas Business Division. In other overseas markets, we are using various methods, including active participation in fairs and events, information sharing through social media, and the operation of our global e-commerce store to raise brand recognition and expand sales. In addition to selling our own products, we also assist our partners by acting as a sales agent for high-end fountain pens, diaries, and other products. In addition, we are realizing Group-level synergies by marketing Toffy brand kitchen appliances. We are also considering strategic overseas M&A as a way to strengthen our competitiveness in global markets.

#### Expanding our presence in overseas outlets

Our B-to-C products, including the HITOTOKI brand, have prompted an increasing number of approaches from leading overseas retailers about pop-up events. Such events provide valuable opportunities to interact with local King Jim fans, leading to the continuous roll-out of our products in stores. Our ongoing communication with local partners plays a key role in these activities. Although the locations are geographically remote, we are still able to discuss developments and issues through visits and online meetings, leading to the collaborative creation of attractive sales spaces. Instead of simply supplying our products, we are enhancing the value of our brand by developing sales displays that reflect local input and delight users.



## Strategy by Business Segment: Lifestyle Products Business

Five King Jim Group companies—Ladonna Co., Ltd., Asca Co., Ltd., Bon Furniture Co., Ltd., Wincest Corporation, and Life on Products, Inc.—plan and sell a range of products, including kitchen sundries, seasonal appliances, knock-down furniture, artificial flowers, and gloves.

### Financial results for the fiscal year ended June 20, 2025

Net sales: ¥14.4 billion (up 1.7% year-on-year)

Operating profit: ¥130 million  
(down 32.3% year-on-year)

#### ▮ Achievements ▮

##### Revenue growth driven by strategic product launches

Net sales were higher year on year. This result was largely attributable to increased sales and profits at Life on Products, which dynamically launched new seasonal appliances, especially handheld fans, while also expanding its media exposure. At the same time, Asca achieved strong sales of artificial office greenery and launched a premium collection of items designed to enhance its brand value, leading to an increase in sales. Ladonna recorded sales growth that can be attributed to strong sales of microwave cookware and the launch of seasonal appliances.

#### ▮ Challenge ▮ Income structure stabilization

Profit was lower year on year. Our gross profit margin fell due to a weaker yen and rising raw material costs. Bon Furniture's sales declined due to intensifying competition, while its profits came under pressure from higher inventory storage costs and advertising expenses.

We are now reviewing our pricing strategies and product portfolios, while also working to enhance the efficiency of our inventory management and advertising operations. We will continue to pursue steady improvements with the aim of building an earnings structure that will reliably deliver profits.

### Strategy for the fiscal year ending June 20, 2026

We will target further enhancement of Group-level synergies through the expansion of collaborative marketing among Group companies, including King Jim. At the same time, we will focus on the development of efficient supply structures based on the use of our overseas production subsidiaries, thereby creating systems that fully leverage the resources of our Group companies.

Individual Group companies will also pursue various initiatives to improve profit performance. Bon Furniture plans to utilize funds saved through purchasing cost reductions to review its pricing strategies and optimize its advertising activities. Ladonna will target sales growth by expanding its lineup of non-electrical goods, especially microwave cookware, while also marketing new products under its flagship Toffy brand and expanding its range of seasonal home appliances. While prioritizing growth in existing areas, Asca will also work to attract new customer profiles by developing products that enhance its brand value. Wincest will continue to develop areas in which it can leverage its strengths and cultivate markets where demand growth is likely. Faced with escalating competition in its core area of seasonal goods, Life on Products plans to enhance the added value of its products and to achieve differentiation from its competitors by quickly adding new fragrances and home appliances to its lineup.

In addition to these initiatives by individual Group companies, we also plan to achieve sustainable and reliable growth by further strengthening Group-level synergies.

## Message

### Company-wide focus on the lifestyle products business

#### Junya Tamura

Executive Officer  
Deputy General Manager,  
Corporate Planning Department  
& In Charge of Domestic  
Subsidiaries Coordination  
Department

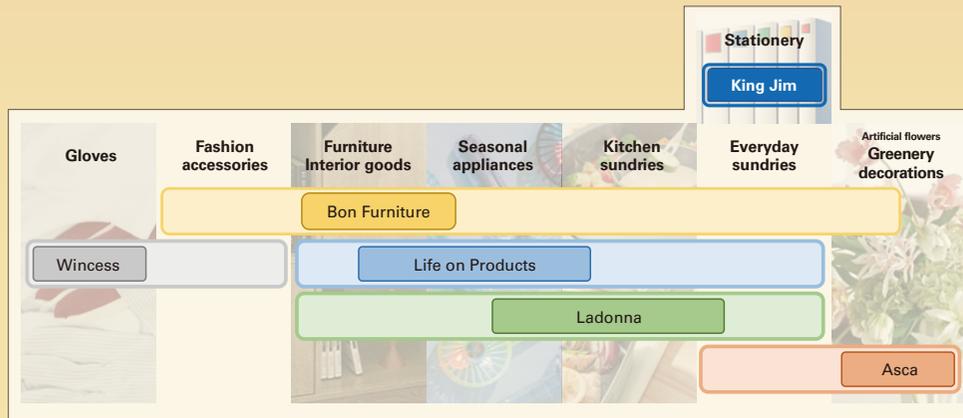


In the fiscal year ended June 20, 2025, extremely high summer temperatures resulted in strong sales of seasonal appliances and green office decor products. However, consumer spending continued to stagnate across the board due to heightened cost-consciousness in response to inflation, including price adjustments necessitated by higher raw material costs due to the weakness of the yen. We responded to this challenging business environment by incorporating the Domestic Subsidiaries Coordination Department into the Corporate Planning Department, and by identifying the growth of the lifestyle products business as a group-level priority. With a core focus on measures to strengthen our business base in existing areas, we aim to expand into new areas and accelerate growth by further strengthening synergies across the Group. One benefit of this approach has been an upsurge of group-level interaction and knowledge sharing through the Group Management Committee, which was established in January 2025. We will also continue to strengthen group-level synergies in collaboration through the ongoing Group Synergy Promotion Project.

## Strategy by Business Segment: Lifestyle Products Business

### Enhancing Group Synergies

We are targeting both the growth of individual Group companies and the expansion of group-level synergies. By sharing know-how and further expanding the scope of activities through M&A, we aim to use each company's existing business domains as stepping stones for diversification into neighboring business areas with which we are already familiar.



The mission of the Group Management Committee, which was established in January 2025, is to maximize group-level synergies. Its monthly meetings are opportunities for the presidents and other key executives of Group companies in Japan, including King Jim, to share success stories, strengths, and issues. We have also launched the Group Synergy Promotion Project with the aim of reducing costs and labor requirements, developing new products, and cultivating new sales channels. Through this project, we are now pursuing manufacturing and cross-selling initiatives that leverage the unique strengths of our manufacturing facilities and Group companies. We will continue to extend this approach across the entire Group.



### Aligning Group Company Strengths toward Growth through Synergies



**Ken Kijiya**  
President  
Ladonna Co., Ltd.

The activities of the Group Management Committee have further enhanced mutual understanding and collaboration. We see the expansion of the Toffy brand as a key pillar of Ladonna's business strategy, and we will continue working to focus the strengths of individual companies toward the expansion of synergies and further improvement of competitiveness and corporate value.



**Koji Inada**  
President  
Asca Co., Ltd.

We have applied what we have learned about the strengths and weaknesses of other companies to Asca. Going forward, we aim to expand sales through the reciprocal use of other companies' resources to target sales channels that we would not be able to develop solely through our own efforts.



**Ryuta Muto**  
President  
Bon Furniture Co., Ltd.

We have gained a deeper understanding of the profit structures and strengths of Group companies. We believe there is major potential for further growth in our lifestyle products business if we can leverage our strengths in the area of e-commerce.



**Katsuyuki Hashimoto**  
President  
Winess Corporation

Through our research and learning activities, we have gained an understanding of the strengths and customer profiles of Group companies, while also clarifying our own position and strategic direction. While maintaining our focus on the B-to-B segment, we will also continue to develop products with the aim of moving into B-to-C markets.



**Yuichi Ikeda**  
President  
Life on Products, Inc.

Strategic discussions about short- and long-term policies have given us a better understanding of our own role and strategic direction. We previously had little contact with other Group companies, but we now interact regularly. As a result, we have discovered areas in which we can complement each other's strengths and expand synergies.

## Strategy by Business Segment: Lifestyle Products Business

### Initiatives by Group Companies

Ladonna Co., Ltd.



#### Business Activities

Ladonna plans and sells various lifestyle products, including kitchen appliances, household appliances, and interior goods, primarily under the Toffy brand.

#### Competitive Advantages

Ladonna's main strength is its ability to respond to consumer demand for gift products by combining affordable prices with strong design appeal. It has carved out a unique market position by leveraging its comprehensive product planning capabilities across categories ranging from household goods to home appliances.

#### Recent Initiatives

Ladonna recently launched its new Toffy Happy Collection of vibrantly colored products. It aims to raise brand recognition and widely promote the appeal of these products through experience-based promotional activities, such as pop-up events. Ladonna is also working with social media and e-commerce sites to build its brand profile and attract new fans.



Bon Furniture Co., Ltd



#### Business Activities

Bon Furniture plans, manufactures and markets lifestyle products, primarily furniture and interior goods, through e-commerce activities.

#### Competitive Advantages

Bon Furniture has played a pioneering role in the development of e-commerce in the area of furniture and interior goods. Its greatest advantage is its ability to offer a wide range of products based on expertise accumulated over many years. In addition to providing knock-down furniture products, the company also offers a service based on the delivery of items assembled at its own product facilities. This service has been very popular with elderly customers and families with young children.

#### Recent Initiatives

Bon Furniture is working to improve its product lineup in the lighting category. Popular products include fan-mounted ceiling lights.



### Utilizing overseas factories

At our overseas factories, which have traditionally specialized in the production of files, we are using the decline in demand for such items as an opportunity to promote the manufacture of products in new fields that take advantage of their respective features.

#### PT. King Jim Indonesia (Indonesia factory)

Our factory in Indonesia, which previously specialized mainly in the production of plastic files, is now applying production management and quality control know-how accumulated over many years to the manufacture of furniture using Indonesia's abundant timber resources. Furniture from the factory is sold in collaboration with Bon Furniture.



TV stand



Side chest

#### King Jim (Vietnam) Co., Ltd. (Vietnam factory)

Our factory in Vietnam produces a wide variety of files and stationery products, especially our mainstay KING FILE range. Recently it has started to use molding and lamination technology developed for files in the production of kitchen accessories and laminated storage boxes. These products are sold through Ladonna.



Handy Chopper Slim



Magic Boxes

## Strategy by Business Segment: Lifestyle Products Business

### Initiatives by Group Companies

Asca Co., Ltd.



#### Business Activities

Asca imports and sells artificial flowers, Christmas decorations, and ornamental plants.

#### Competitive Advantages

Asca supplies a wide range of high-quality products for various applications, ranging from items used in flower arranging classes to decorative and display items. The company also has an advantage in the area of OEM sales, where it can leverage its proposal and procurement capabilities to meet customer requirements.

#### Recent Initiatives

In addition to its traditional product lineup, Asca recently launched a premium collection of products with enhanced color and design features in response to demand for wedding-related and display items. As part of its SDGs commitment, the company is expanding the use of recycled plastics in its products.



Wincess Corporation



#### Business Activities

Wincess supplies products to manufacturers in Japan and overseas. Its primary focus is industrial products, such as cleanroom gloves, which it manufactures in-house or at overseas partner plants or sources on an OEM basis.

#### Competitive Advantages

The company's strengths are built on its production systems, which can handle small lots and short delivery lead-times, and its ability to offer fine-tuned OEM solutions. It has also earned the trust of manufacturers in Japan through excellent quality management and after-sales support provided through its own production facilities, as well as a reliable distribution system based on relationships of trust with distributors.

#### Recent Initiatives

Wincess is currently developing work gloves that meet the latest food industry safety standards. It is also expanding its range of gloves to include products made from high-performance materials and wool for sale to general consumers as handcare items.



Life on Products, Inc.

### Life on Products, Inc.

#### Business Activities

Life on Products plans and sells lifestyle products that enhance the lives of users, such as seasonal and designer home appliances, room fragrances, and ceiling fans.

#### Competitive Advantages

Life on Products has strong planning capabilities that enable it to create products designed to enhance the comfort and fun of life and overcome inconveniences. It is able to develop products quickly thanks to an integrated in-house system that encompasses all stages from planning through to design, quality control, photography, and editing.

#### Recent Initiatives

In March 2025, Life on Products launched the Cool Fan for Lunch Box, which can cool freshly-cooked rice in just five minutes. This product has been promoted on television and other media as a convenient time-saving tool for busy mornings, resulting in strong sales.



Message from the CFO

# We will accelerate our growth by stabilizing our earnings structure and investing proactively.



**Shinichi Harada**

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

**Summary**

- In the fiscal year ended June 20, 2025, we recorded increased sales and profit for the first time in four fiscal years.
- We maintained a strong financial position with a 67.5% equity ratio, while also continuing to invest in M&A, new business ventures, and digital transformation initiatives.
- We continued to provide stable dividends with a 40% payout ratio as the benchmark. We also improved shareholder returns by expanding our shareholder benefit program.

**Results for the fiscal year ended June 20, 2025, future outlook**

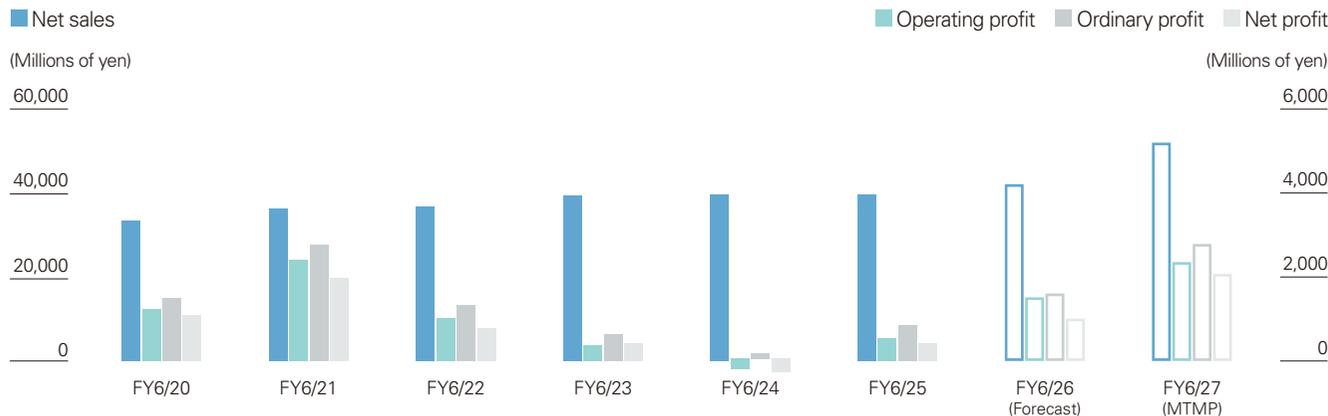
We moved forward steadily with various initiatives during the fiscal year ended June 20, 2025, which was the first year of our 11th Medium-Term Management Plan. In addition to strengthening our existing businesses, we also pursued three fundamental policies: expansion into the service business, expansion of the lifestyle field, and strengthening our overseas business. Through these initiatives, we are building foundations for growth across the entire King Jim Group. Despite a decline in stationery sales due to the contraction of

the Japanese market, we recorded increases in both sales and profits for the first time in the four years since the fiscal year ended June 20, 2021. This result can be attributed to higher sales of our mainstay TEPPRA brand and disaster preparedness product, as well as a strong performance in the lifestyle products business, which centers on our Group companies, Life on Products, Inc. and Asca Co., Ltd.

Our targets for the fiscal year ending June 20, 2026 are net sales of ¥42 billion, operating profit of ¥1.5 billion, ordinary profit of ¥1.6 billion, and net profit attributable to owners of parent of ¥1 billion. In the stationery and office

supplies business, we are predicting ¥1.121 billion revenue growth thanks to new product launches, improvements to our e-commerce business, sales promotion activities for the TEPPRA brand, and the development of market-driven products for overseas markets. In the lifestyle products business, we anticipate a ¥1.238 billion increase in revenue due to higher sales of kitchen sundries and seasonal products, as well as new product launches and the development of additional sales channels by Group companies. We are also planning to launch our new service business, which means that the coming year will be a vital period for our growth phase. We will continue to build upon and accelerate the measures implemented in the first year of our current Medium-Term Management Plan, with the aim of realizing further growth in both sales and profits.

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



**Strengthening our financial base and investing in growth**

To realize the policies in our Medium-Term Management Plan, we are working to reform our accounting systems through the elimination of processes reliant on cash, paper, and personal seals, and the increased use of digital technology. In addition, we are building systems designed to support M&A and new business ventures from an accounting perspective. We have also made progress toward the normalization of our fixed asset tax assessments.

Further reinforcement of our financial base is essential to the realization of our growth strategy. We set a new net profit

record in the fiscal year ended June 20, 2021, but our profitability subsequently declined due to a weaker yen and increases in raw material and distribution costs. Both sales and profit rose in the fiscal year ended June 20, 2025, but we still need to raise our profit level further. Exchange rate fluctuations have a particularly significant impact on our earnings, since every one-yen fall in the value of the yen against the dollar causes our costs to increase by approximately ¥70 million on a consolidated basis, or around ¥34 million at the non-consolidated level. While we have been able to mitigate the effects of the rapid depreciation of the yen by using forward exchange contracts to hedge approximately half of our foreign currency purchases, we will need to improve our overseas sales ratio, which is currently around 4%, in order to achieve a fundamental transformation of our business structure. We aim to raise our overseas sales ratio to 10% as quickly as possible. By working steadily toward that goal, we aim to create an earnings structure that will be less vulnerable to external factors.

We are also working to enhance our financial efficiency, including the introduction of cash pooling to centralize cash management within the Group. Domestic group companies active in the lifestyle products business are currently experiencing increased demand for working capital, with the result that King Jim is currently a net lender to these companies. However, we are recovering funds from overseas Group companies, and in the fiscal year ended June 20, 2025, we received dividends amounting to ¥300 million from King Jim (Vietnam) Co., Ltd. and ¥230 million from King Jim (Malaysia) Sdn. Bhd. We will continue our efforts to maximize financial efficiency throughout the Group and further reduce debt.

We are also reviewing strategic shareholdings. Any shareholdings for which there is no longer a rationale for retention are being sold.

Our equity ratio fell from approximately 80% in the fiscal year ended June 20, 2021 to 67.5% in the fiscal year ended June 20, 2025 due to investment relating to M&A activities. However, our debt-to-equity ratio has remained at 0.26 times, indicating that we are maintaining a sound financial position. We are leveraging this stable financial base to make strategic investments that will lead to accelerated growth. Specifically,

we have formulated and are now implementing plans to allocate ¥3.5 billion to M&A activities, ¥2 billion to new product development and the improvement of production systems, ¥1 billion to the launch of new service businesses, and ¥1.2 billion to digital transformation initiatives. Our M&A initiatives will focus on companies that operate in areas adjacent to our existing businesses, such as stationery and office supply manufacturers and distributors in Asia, as well as companies in Japan with a high level of overseas sales. Through these initiatives, we aim to expand our lifestyle products business and strengthen our overseas business.

In August 2025, we held our first-ever company-wide policy briefing for employees. We sought to improve the financial literacy of our employees by outlining our financial results. In particular, we emphasized that our initiatives during the second year of the Medium-Term Management Plan would be key to the achievement of our targets under the plan.

### Increasing corporate value by combining capital efficiency with good shareholder returns

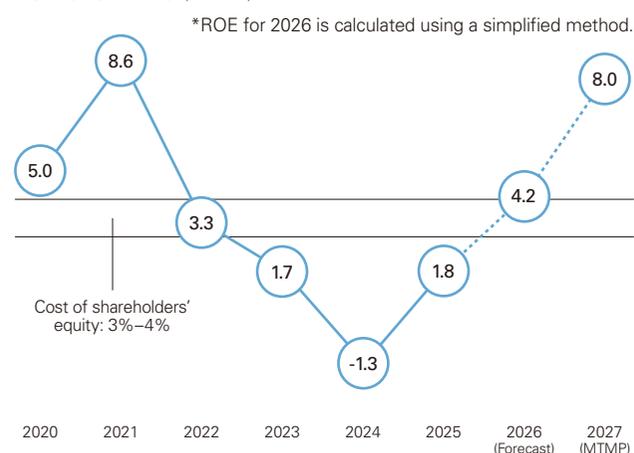
Our goal is to meet the expectations of our shareholders, investors, and other stakeholders, and to achieve sustainable growth in our corporate value. To maintain a price-to-book ratio (PBR) of 1x or higher, we are working to achieve a return

on equity (ROE) that consistently exceeds the cost of shareholders' equity, while also improving our price-to-earnings ratio (PER) by strengthening our capital policy, improving shareholder returns, and expanding investor relations activities. We aim to achieve ROE of 8% by the fiscal year ending June 20, 2027, which is the final year of our current Medium-Term Management Plan.

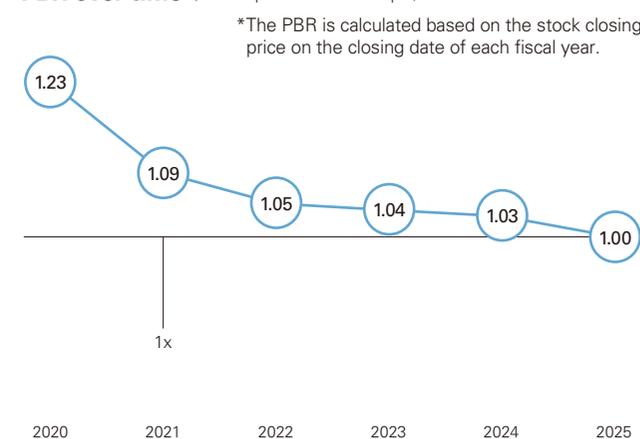
Our basic policy on shareholder returns is to provide reliable dividends, with a payout ratio of 40% as our benchmark. The payout ratio temporarily rose to 92.6% in the fiscal year ended June 20, 2025, but our priority is dividend stability, and we have therefore set the annual dividend at ¥14 per share. In March 2025, we expanded our shareholder benefits program. We added December 20 as a record date in addition to June 20 and revised the program to include the distribution of gift coupons for our official online store. These changes are helping to strengthen our relationships with shareholders and enhance the appeal of our shares to investors.

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)



## Roundtable Discussion

## Next-generation employees talk about what shapes the King Jim style.

What is the King Jim style?

What will we need to do going forward to enhance King Jim's brand value and achieve sustainable growth?

These were the topics discussed at a recent gathering of young and mid-level employees working in various business segments.

**Ms. Sasaki**

Lifestyle Goods R&D Department

Ms. Sasaki joined the company in 2022. Her work relates to all aspects of stationary product planning and development, including the release of new products.

**Mr. Ichiki**

Sales and Marketing Section Manager  
Demand Chain Creation Department

Mr. Ichiki joined the company in 2013. He leverages his extensive sales experience to manage the development of new sales channels and domestic marketing strategies for new product genres.

**Ms. Hayakawa**

Customer Satisfaction Department

Ms. Hayakawa joined the company in 2023. She initially worked in the Customer Service Center and is now involved in the planning of digital transformation initiatives in the area of customer service.

**Ms. Ibe**

Public Relations &  
Investor Relations Department

Ms. Ibe joined the company in 2019. Her work encompasses all aspects of public relations activities, including both media interactions and administration of the company's official social media accounts and websites.

**Mr. Konno**

Human Resources Department

Mr. Konno joined the company in 2020. He is primarily involved in HR management, including support for new employees, HR system updates, and the enhancement of engagement.

## Roundtable Discussion

### What did you first notice about the King Jim style when you joined the company?

**Ibe:** Before joining King Jim, I had assumed that a company with so many unique and edgy products would have many individualistic and edgy employees. However, my impression after actually joining the company was that there were many easy-going and friendly people among my senior colleagues. They were certainly not reserved, and they seemed to harbor an inner sense of passion.

**Konno:** My experience was much the same. Many of the people working at King Jim are easy-going but also passionate, with a strong awareness of the challenges that they face. I also got



the impression that there was a strong emphasis on prioritizing efforts toward areas where immediate improvements could be achieved.

**Ichiki:** Another feature of King Jim is the fact that even in your first year at the company, you are given a lot of discretion. When I worked in sales, I was trusted with significant responsibilities, including working alongside customers to create sales plans, and collaborating closely with them to achieve goals. I think that enabling people to work autonomously from an early stage is a key element of the King Jim style.

**Hayakawa:** When I joined King Jim, I was first assigned to the Customer Service Center. Within just a few months, I was trusted to answer the phone alongside veteran employees. Engaging with customers on behalf of the company is an extremely responsible task. I was very happy to be entrusted with this role during my first year with the company.

**Sasaki:** It's the same in product development. Even new employees are frequently asked to provide feedback and ideas. I was involved in product development as soon as I joined King Jim, and just a year later a product that I

had worked on was launched onto the market. The speed with which employees become involved in product development sets us apart from other companies.

### What do all King Jim products have in common?

**Ibe:** The appeal of King Jim's products is that they "scratch an itch." Because our development staff focus on developing products that they themselves would want to use, the resulting products resonate with customers who have the same "itch." That is how we create hit products.

**Sasaki:** I agree. As development staff, we need to discover inconveniences in our daily lives. By focusing our passion on this task, we are able to refine functionality and design from a customer-centric perspective. Our priority is to create products that meet real needs, even if they do not have universal appeal. This stance, including our ability to offer products that reflect customer perspectives, is what makes King Jim unique.

**Hayakawa:** Perhaps that explains why we encounter so many passionate King Jim fans when answering telephone calls from customers. Many people tell us



about how they use our products and about their love for King Jim items that they have used for many years. We sometimes receive inquiries about products that were made over 20 years ago. It's really encouraging to hear how much users rely on King Jim products.

**Sasaki:** We are constantly aware that nothing is gained by simply following in the footsteps of other companies. The King Jim style is to pursue original projects that result in the creation of new markets. For example, the idea for the development of the KAKIKO Jabara Series of folders, which have accordion-style linked pockets, resulted from my personal experience as a pianist. I wanted a file that would eliminate the need for book-binding and allow me to

# Passion and resonance

## Roundtable Discussion

scan sheet music while playing. I enjoy seeing how our customers come up with new and unexpected ways to use new products like these.

**Ibe:** The KAKIKO Jabara Series attracted intense interest on social media. Since we began using social media, it has become easier to monitor the reactions of King Jim fans, and this has become an important source of ideas for PR activities and product development. We've found that our social media accounts garner more attention when we post raw information that relates closely to day-to-day life, rather than highly polished photographic content. Sharing unadorned "life-sized" information is part of the King Jim style.

**Ichiki:** From a sales perspective, I believe that we can leverage our strengths as a



leading manufacturer of office supplies to launch new product genres in ways that will appeal to users. For example, the Disaster Preparedness Kit, which is part of our KOKOBO disaster preparedness brand, is the same A4 size as our KING FILE products, making it ideal for storage in an office. I'm convinced that corporate users have responded positively to our products, even in new genres, because we have used our knowledge of office supplies to envision all of the ways in which our products will be used.

**Konno:** At the heart of our product development activities is a culture that prioritizes originality. From a human resource perspective, I believe that an open environment in which there is respect for those who take on

unprecedented challenges has enabled us to create products that people trust.

### What steps are needed to enhance brand value?

**Ichiki:** I work in the Demand Chain Creation Department. In addition to our traditional approach of focusing on products, we are also stepping up our customer-centric approach to the development of market-oriented products and sales channels. We believe that we can strengthen our brand by responding to customer needs and price expectations, while also maintaining the functionality for which King Jim is famous.

**Ibe:** We develop product promotion ideas through brainstorming among development, sales, design, and public relations staff, while placing particular importance on remaining faithful to the product concept. We also recognize the need to ensure consistency between the tone of descriptions provided at sales locations and the information released through public relations activities.

**Sasaki:** I'm determined to strengthen our collaboration with other units. Since King Jim releases new products every month,



we need to create relationships that facilitate day-to-day consultations among those involved, including public relations and sales staff. I think that we can further enhance King Jim's business performance and brand value by encouraging all employees to see themselves as involved in product development.

**Hayakawa:** The Customer Satisfaction Department collects customer inquiries and feedback with the aim of finding ideas that will help to improve existing products or inspire new ones. We share this data with product development, public relations, and sales staff. This is an obvious approach for any manufacturer, and I see it as an essential part of our efforts to maintain and enhance our corporate brand value.



Clear File KAKIKO Jabara

## Roundtable Discussion

# Capturing Trends

**Konno:** We're now seeing a shift towards increased cross-organizational collaboration across the entire company, rather than just between product development and sales promotion staff. This will help employees to think proactively about their future career paths.

## How can King Jim maintain its growth while leveraging its unique identity?

**Hayakawa:** With the continuing advancement of technology in recent years, it seems to have become increasingly difficult to develop completely novel products. That is precisely why there is demand for products created by applying King Jim's unique ideas to existing product genres. To maintain growth, we need products that will be seen as new and exciting.

**Sasaki:** The ability to anticipate trends and consumer preferences from a broad perspective is essential for product development. As suggested by Ms. Hayakawa, I want to create cutting-edge products that incorporate new added value while also reflecting our unique identity.

**Ibe:** King Jim has always been associated



with the TEPRA and KING FILE brands, but we will have achieved a major public relations success if we can create a new common image for the company. To achieve that, we must first collect a variety of information within and beyond the company in order to define the source of King Jim's value. We obtained many ideas from feedback at our first fan meeting. We should all work to create a compelling corporate image that will inspire people to go from being fans of particular products to being King Jim fans.

**Hayakawa:** From a customer communication viewpoint, many people find it difficult to submit inquiries during work hours on weekdays. We are therefore exploring the possibility of using digital transformation (DX) technology, including

AI, to update our inquiry response systems to meet current needs. However, we have also received glowing feedback about King Jim staff based on day-to-day telephone interactions, so we will also strive to maintain this positive image.

**Ichiki:** Our sales partners often comment about the uniqueness of King Jim products. I believe that we will have proof that we have reached a new stage if, in the near future, people start to comment about King Jim's ability to identify trends. We should continue to expand our range of products that reflect customer feedback and market trends, while also developing exciting and edgy products based on the King Jim style.

**Konno:** Ultimately the company's growth is driven by people. Competition for human resources is intensifying, and we will need to create working environments in which people will be motivated to stay with King Jim for many years. The Human Resources Department uses engagement surveys to identify issues and implement measures to develop our working environments. In recent years, we have been actively reforming our existing systems, including the introduction of paid leave in hourly units. Going forward, we aim to support King Jim's growth by responding flexibly in areas that require change, while maintaining the unique King Jim style.



## Materiality (Priority Issues)

Based on our management philosophy and approach to sustainability, we identified areas where our business activities are highly relevant to social issues from the perspective of ESG (environment, society, governance). We then designated those areas as our materiality (priority issues) and selected important themes to associate with them. We contribute to achieving the SDGs via initiatives targeted toward the materiality.

 For details, please visit our corporate website. [▶ Materiality \(priority issues\)](#)

### Selection Process



### 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 CO2 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	FY6/25 Actual
Percentage of net sales of eco-friendly products	Achieve 80% in the FY6/30	72%
Recycling and reuse rate	Maintained 76% recycling and reuse rate of collected used TEPRA PRO tape cartridges	76%
Reduction of CO2 emissions (Scope 1+2)	Reduction of 32% in the FY6/30 compared to FY6/21	Decrease of 31.4% compared to FY6/21
Percentage of female managers	Achieve 30% in the FY6/30	13.8%
Number of days of paid leave taken	An average of 13.5 days was acquired in the FY6/30	12.6 days

## Environmental Consideration

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, 2025 eco-friendly products made up 72% of net sales. We will continue to maintain this high net sales ratio of eco-friendly products.



### Use of recycled plastic in the TEPRA PRO SR-R560

The TEPRA PRO SR-R560 is the first model in the TEPRA PRO series to feature an outer casing manufactured with recycled plastic. Approximately 30%\* of the plastic used in the casing for this eco-friendly product is recycled.

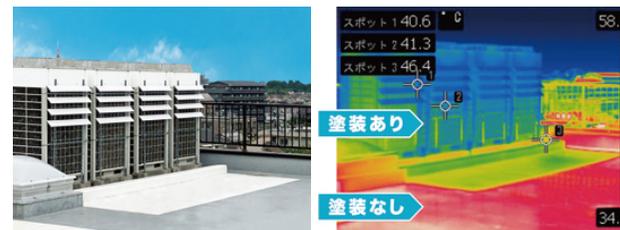
\* This figure represents the proportion of recycled plastic used by mass relative to the total plastic used. The mass has been calculated based on the blending ratio for recycled materials.



### Heat-Shield Coating Service for Commercial Air Conditioner Outdoor Units

We have introduced a heat-shield coating service for commercial air conditioner outdoor units. By applying this coating to the outdoor unit and the surrounding floor area and installing a special louver system coated with the same material, it is possible to improve the operating efficiency of the air conditioner and reduce yearly CO<sub>2</sub> emissions and power consumption\* by 10-20%.

\* The power savings relate only to electricity used by the air conditioner.



### 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.

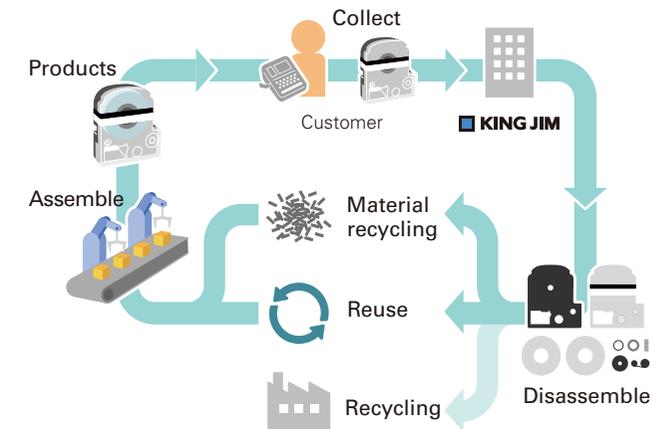
### Reuse of plastic scraps

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.

### Collecting used products

We collect used TEPRA PRO tape cartridges and recycle or reuse them to use resources effectively and reduce waste. Research by King Jim indicates that this initiative has reduced CO<sub>2</sub> emissions by a cumulative total of approximately 2,380 tons.\*

\* In Japan only



### 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].

# Environmental Consideration

Climate change caused by global warming is a risk that threatens the sustainability of the King Jim Group and the global environment. It also impacts our business, customers, and supply chain. In June 2023, we announced our endorsement of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Based on the TCFD framework, we disclose information regarding our response to climate change as follows.

 For details, please visit our corporate website. [▶ Responding to Climate Change](#)



## 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. 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.

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, 2025	8,062 t-CO <sub>2</sub>

## Supply Chain Emissions (Scope 1, Scope 2, and Scope 3)

Scope	FY6/24 (t-CO <sub>2</sub> )	FY6/25 (t-CO <sub>2</sub> )	
Scope1	261	261	
Scope2	7,904	7,801	
Scope3	91,865	94,345	
Total	100,030	102,407	
Scope 3 Category	Items calculated/excluded	FY6/24 (t-CO <sub>2</sub> )	FY6/25 (t-CO <sub>2</sub> )
Scope 3 Category 1	Purchased goods and services	69,259	69,881
Scope 3 Category 2	Capital goods	1,574	3,652
Scope 3 Category 3	Fuel- and energy-related activities not included in Scope 1 or Scope 2	767	463
Scope 3 Category 4	Transportation and delivery (upstream)	10,158	10,047
Scope 3 Category 5	Waste generated in operations	429	377
Scope 3 Category 6	Business travel	430	427
Scope 3 Category 7	Employee commuting	377	383
Scope 3 Category 8	Leased assets (upstream)	Excluded: This is included in Scope 1, 2.	-
Scope 3 Category 9	Downstream transportation and delivery	Excluded: The required information is difficult to gather, and there is little impact on emission reductions.	-
Scope 3 Category 10	Processing of sold products	Excluded: We manufacture finished products, not intermediate products.	-
Scope 3 Category 11	Use of sold products	Excluded: We have no products that use large amounts of electric power.	-
Scope 3 Category 12	End-of-life treatment of sold products	Calculated	8,779
Scope 3 Category 13	Leased assets (downstream)	Calculated	92
Scope 3 Category 14	Franchises	Not applicable: We are not engaged in this type of business	-
Scope 3 Category 15	Investments	Not applicable: We are not engaged in this type of business	-

## 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	•Switching to alternative raw materials •Study of the resource cycle system
			Increase in various costs due to introducing the carbon tax, etc.	middle	low	•Establishment of CO <sub>2</sub> emission reduction targets and implementation of measures to reduce CO <sub>2</sub> emissions
		Technology	Increased cost of raw materials for environmentally friendly products	high	low	•Review of suppliers and raw materials •Strengthening relationships with raw material manufacturers
		Market	Decline in sales of files due to paperless operations and digitalization	high	middle	•Expand product lineups that are not affected by paperless operations and digitalization
		Reputation	Decrease in sales of PP products due to the growing shift to plastic-free products	high	middle	•Consider the development of products using recycled plastics •Proposal of alternative products
	Physical risks	Acute	Loss of sales opportunities due to production and logistics delays and disruptions	middle	high	•Monitoring of disaster risk at each operating site •Strengthening relationships with partner factories •Decentralization of production and distribution bases
			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	•Monitoring of raw material market trends •Consideration of alternative raw materials •Diversification of suppliers
			Decreased productivity due to increased heat stress and infectious diseases	middle	high	•Implementation of disease prevention measures •Improvement of a workplace environment in response to temperature changes
		Opportunities	Products/Services	Increased sales opportunities for environmentally friendly products, etc.	high	middle
Increased sales opportunities for disaster preparedness product, hygiene and health products, etc.	middle			high	•Strengthen sales structure	
Market	Generate sales in new markets and businesses in the fight against climate change		high	high	•Continue new business creation activities •Strengthen development and sales structure	

## Promotion of Diverse Human Resources

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 help the Company adapt to changes in the business environment and lead to the Company's growth. We will introduce timely programs and systems and provide support to employees so that they can realize their full potential and work in ways that reflect their individuality.

We regard employees as our most valuable assets and a driving force for growth. We identified human resource development, the promotion of diversity, equity and inclusion (DE&I), and the improvement of employee engagement as core themes for our 11th Medium-term Management Plan, in line with our ongoing commitment to building an organization in which King Jim and its employees can both achieve growth while continuing to take on new challenges. We place particular importance on the improvement of employee engagement as a way of strengthening the bonds between employees and the Company and helping both

to achieve sustainable growth. Using findings from our first engagement survey, which was introduced in the fiscal year ended June 20, 2025, we implemented measures based on input from employees. In addition to initiatives to improve understanding of our management policies and corporate strategies, we also provided educational opportunities, including seniority-based training programs. We also updated our human resource systems to address issues in the organization. We will continue these efforts to create an environment in which every employee can work with pride and motivation and achieve their full potential.



**Takahiro Suzuki**  
General Manager,  
Human Resources  
Department

For details, please visit our corporate website.  
▶ Social

### Human Resource Development for a New Era

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 and work and the achievement of self-realization. Going forward, we will continue to develop our human resources in line with our belief that each employee's self-realization and growth are essential to improving our performance as a company.

#### Seniority-based training programs

The purpose of seniority-based training programs is to enable employees at each level to acquire the knowledge and skills required for their work.

##### —New employees—

In addition to initial training during their first month with the Company, new employees also participate in follow-up training six months later.

##### —Young -and mid-level employees—

As part of seniority-based training programs, we provide external group training that can be attended by all employees, regardless of where they work. Topics covered by this wide-ranging program include business knowledge and communication skills. In addition, we develop personnel

capable of working in a global environment by selecting young employees each year for assignment to overseas group companies as trainees for one year.

##### —Managers and corporate officers—

Newly appointed section managers undergo new executive training and receive manuals containing structured explanations of their duties. In the fiscal year ended June 20, 2025, we also further enhanced our management education system by introducing a "Management training focused on strengths" program for general managers and officers.



Left: Overseas training program



Right: Management training focused on strengths

#### Providing access to learning opportunities

We provide employees with easily accessible e-learning and distance learning. 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.

### Promotion of DE&I

King Jim develops original products and continues to take on the challenge of creating new culture. For this reason, we prioritize the promotion of DE&I in order to foster human resources who can drive innovation. We ensure that all employees are aware of this policy and conduct e-learning on the topics of DE&I and unconscious bias for all employees.

#### 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, 2025 was 2.96%, 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, 2025, the percentage of female managers stood at 13.8%. The ratio of women among independent outside directors is 66.7%, and the ratio of women hired among new graduates over the past five years is 48.7%.

## Promotion of Diverse Human Resources

### Changes to promotion criteria

We have revised the promotion criteria in our human resource system to enable employees to advance to more senior levels based on their ability, regardless of whether they have taken childcare leave, etc.

### Encouraging male employees to take childcare leave

In the fiscal year ended June 20, 2025, the childcare leave uptake rate for male employees reached 120%\*. We are committed to the creation of a working environment in which all employees, regardless of gender, can continue work after life events.

\* The male childcare leave uptake rate is calculated as “number of men who took leave ÷ number of men whose spouses gave birth.”

## Enhancement of Employee Engagement

We aim to raise energy levels and productivity throughout the King Jim organization by creating an environment in which employees are highly motivated toward their work. In the fiscal year ended June 20, 2025, we identified the improvement of employee engagement as a key priority and implemented our first engagement survey. Results from this survey highlighted issues in the organization, which we are now addressing.

### Formulation of action plans at the review meeting to improve engagement score

We held a review meeting to improve engagement score with executives and the Human Resources Department based on the survey results. This group formulated company-wide action plans, in addition to action plans created and implemented by individual units.



### Revision of HR system, promotion of flexible workstyles

After holding a review meeting to explore ways to improve the engagement score and formulating action plans, we amended our HR system and detailed rules under our reemployment system. We also took steps to help employees match their workstyles to their lifestyles, including the creation of an annual paid leave system based on hourly units and a leave system designed to help employees balance child-raising with work, as well as changes to detailed provisions of our staggered working hours system. We will continue to target further improvements in employee engagement by reflecting employee input in our institutional design, and by creating working environments that foster motivation.

## 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.

▶ King Jim Group Human Rights Policy

## Promoting Digital Transformation

We have identified digital transformation (DX) as a key priority under our 11th Medium-term Management Plan. In December 2024 we created an environment for company-wide initiatives by establishing a DX promotion structure, under which two employees from each segment were selected as DX Promotion Officers. These people participated in seminars and hands-on training in generative AI and repetitive process automation (RPA). In addition, we are spreading knowledge across the organization by sharing generative AI case studies and prompts from each segment via our DX promotion site. We will continue to promote DX through cross-segment initiatives designed to foster digital innovation and improve operating efficiency.



Employees participate in a seminar on generative AI

## Special Feature: Industry-Academia Collaboration Projects

King Jim + Chuo University + Kyoto University of the Arts

### Forming a virtuous circle of co-creation with students

Since 2023, King Jim has been developing products in collaboration with students at Chuo University and Kyoto University of the Arts. This initiative has brought benefits for all involved. The students have enjoyed opportunities for growth and participation, while King Jim has been able to create new ideas and raise its profile among young people. We will continue to prioritize these activities going forward.



As part of their work for the Business Project Program, first-year students in Chuo University's Faculty of Commerce proposed ideas for products. The theme for the project was "totally new learning goods," and the idea selected for the grand prize was a diatomaceous earth grip designed to absorb hand sweat. Now under commercial development, this idea focused on a unique student perspective inspired by the problem of sweaty hands while studying.

Based on an idea put forward by Chuo University students, second-year students in the Department of Product Design at Kyoto University of the Arts considered the materials and design for the new product. After creating various prototypes, they proposed a grip design resembling a piece of shrimp tempura. The result was a unique design that maintained the functionality of the product while incorporating playful elements that would appeal to students as the target market.

King Jim then considered the practical specifications needed to develop a commercial product based on the ideas and concepts created by the students. After an analysis of various factors, including the fit with King Jim's product lineup and the product's appeal to students, this process ultimately resulted in the Pouzoo pen grips, which feature animal motifs instead of the shrimp tempura design. The products were launched in October 2025.



## 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

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

Institutional design	Company with a Board of Auditors
Directors (of which, External Directors)	9 (4)
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 2025)	13
Number of Board of Auditors meetings (Fiscal year ended June 2025)	11
Advisory body to the Board of Directors (Voluntary committee)	Nomination and Compensation Committee * Chair: External Director
Remuneration structure for Directors and Auditors	1. Basic remuneration (Fixed remuneration) 2. Performance-linked remuneration 3. Non-monetary remuneration (Restricted stock remuneration plan)
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

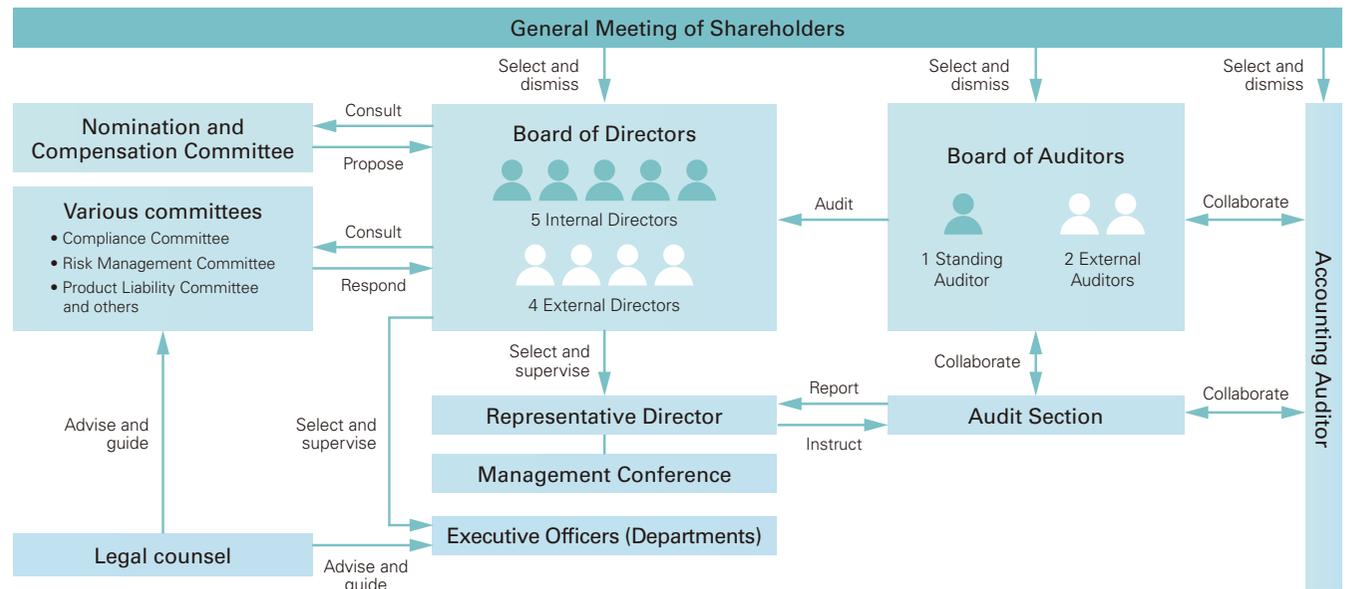
consists of Internal Directors and additional members, is held once a month, as a rule, as a body that conducts deliberations prior to the Board of Directors meetings. The Board of Directors currently consists of nine Directors and three Auditors, of which four are External Directors and two are External Auditors. In addition, female representation among Directors and Auditors stands at 41.7% (five out of 12 positions). The Board is made up of 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, certified financial planners (CFPs), academics, corporate managers, 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.

### Corporate Governance Structure



## Enhancement of Governance

### 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 bonuses only) and other matters. It 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 officers, 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.

### 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. The results indicated that the Board of Directors was generally functioning effectively. We are working to make further improvements in relation to issues identified in the survey.

### Training Policy

The Company provides opportunities for Directors and Auditors to attend 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 issues, the Medium-term Management Plan and 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 and deepen their understanding, such as by attending internal meetings and visiting Group companies.

### Remuneration for Directors and Auditors

The remuneration of Directors (excluding External 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 evaluations. The amount of bonus for each Director (excluding External Directors) 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 (excluding External 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 term. 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.

### 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.

### Training for Outside Officers at the Matsudo Office

We provided a tour and training for outside officers at the Matsudo Office, which is an important corporate facility. There was also a social gathering with employees. In addition to a tour of facilities and units at the Matsudo Office, the outside officers also deepened their understanding about operations at overseas factories, which are not limited to the manufacture of files, through a briefing about a wooden knockdown furniture production operation at a plant in Indonesia. Through this event, they acquired knowledge that will assist with their management decision-making. At the social gathering, they engaged in a wide-ranging discussion about views and issues with employees.



At the training session

## Enhancement of Governance

### 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 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.

### Compliance Initiatives

King Jim has formulated various rules to strengthen compliance and instill a compliance mindset. Our main additional initiatives in the fiscal year ended June 20, 2025 included educational and awareness-raising activities.

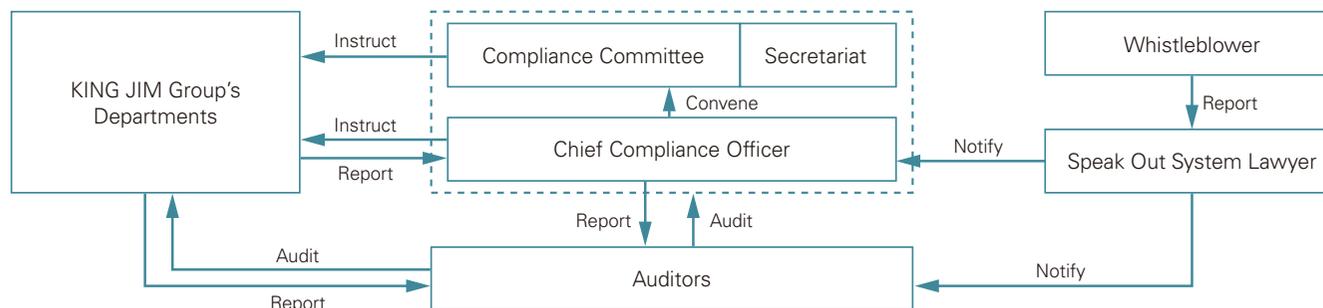
- Formulation and announcement of customer harassment policy, implementation of e-learning program
- Revision of detailed regulations relating to workplace harassment, implementation of e-learning program
- Raising awareness about the prevention of insider trading
- Raising awareness about the prevention of drunk driving

### 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 and the officer in charge report 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.

### Compliance System



### Risk Factors

<b>Business strategy risks</b>
Research and development investment
Inventories
M&A
<b>External environment risks</b>
Price fluctuations in raw materials, etc.
International situations
Foreign exchange fluctuations
Recruitment and retention of human resources
<b>Legal risks</b>
Protection of intellectual property
Product liability
<b>Natural disasters and related risks</b>
Natural disasters, epidemics
<b>Infrastructure and related risks</b>
Information security

\* The risk categories are determined at the discretion of the Company.

## Directors and Auditors



**1 Akira Miyamoto**  
Chairman & Director

**4 Shinichi Harada**  
Director and Senior Managing Executive Officer

**7 Mizuho Iwaki**  
External Director

**10 Kazuto Shimizu**  
Standing Auditor

**2 Miyoko Kimura**  
Representative Director, President & CEO

**5 Takanobu Kameda**  
Director and Managing Executive Officer

**8 Ikumi Hiraki**  
External Director

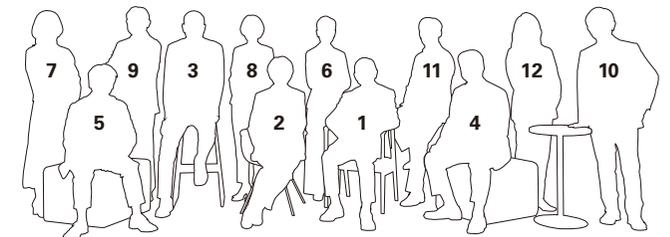
**11 Katsuhiko Imabori**  
External Auditor

**3 Naomichi Hagita**  
Director and Senior Managing Executive Officer

**6 Keiko Kakiuchi**  
External Director

**9 Kaoru Kurashima**  
External Director

**12 Yoko Hayashi**  
External Auditor



## Directors, Auditors, and Senior Management

 For details, please visit our corporate website.  
▶ Directors and Auditors

## Activities and Skill Matrix of Directors, etc.

Name	Position	Key concurrent roles	Number of shares held (as of June 20, 2025)	Attendance at Board of Directors meetings (fiscal year ended June 2025)	Attendance at Board of Auditors meetings (fiscal year ended June 2025)	Skills, Experience, Knowledge, etc.								
						Management Experience	Industry Insight	International Experience	Sales & Marketing	Product Development and Production	Finance and Accounting	Legal	DX & IT	Sustainability
Akira Miyamoto	Chairman & Director		831,161	13 out of 13	—	●	●			●				●
Miyoko Kimura	Representative Director, President	Outside Director, JAPAN POST HOLDINGS Co., Ltd.	15,498	13 out of 13	—	●			●	●				●
Naomichi Hagita	Director and Senior Managing Executive Officer		23,790	13 out of 13	—	●	●		●					●
Shinichi Harada	Director and Senior Managing Executive Officer		24,196	13 out of 13	—	●		●			●			●
Takanobu Kameda	Director and Managing Executive Officer		24,231	13 out of 13	—	●	●			●				●
Keiko Kakiuchi	External Director	Attorney, Takagi Law Office Audit & Supervisory Board Member, Yano Research Institute Ltd.	6,300	13 out of 13	—							●		
Mizuho Iwaki	External Director	Representative Director, MZ Benefit Consulting, Inc. Representative, OfficeBenefit Chairperson, Fiduciary and Independent Wealth Advisors, NPO Representative Director, Financial Education Association	1,200	13 out of 13	—						●	●		
Ikumi Hiraki	External Director	Professor, Business Economics Faculty, Tokyo International University Adjunct Researcher, Institute of Marketing Communication, Comprehensive Research Organization, Waseda University Part-time Lecturer, Graduate School of Commerce, Waseda University	1,200	13 out of 13	—				●					
Kaoru Kurashima	External Director	Chairman of the Board of Directors, THE AJINOMOTO FOUNDATION Chairman, The Umami Manufacturers Association of Japan External Director, The Monogatari Corporation External Director, JSP Corporation	—	—	—	●		●	●					●
Kazuto Shimizu	Standing Auditor		9,900	13 out of 13	11 out of 11			●			●	●		
Katsuhiko Imabori	External Auditor	President, Senior Partner, Patent attorney, IP Firm SHUWA COO, IA Beacon Inc.	600	13 out of 13	11 out of 11	●						●		
Yoko Hayashi	External Auditor	Tax accountant, TACT Consulting	600	13 out of 13	11 out of 11						●			
Takuto Inoue	Senior Executive Officer					●		●						
Yusuke Kojima	Senior Executive Officer												●	●
Sotaro Takahashi	Senior Executive Officer									●				●

Note: Up to four items relating to the skills, experience, knowledge, etc., of each director, auditor, and senior executive officer are listed.

## Messages from External Directors



## Maximizing Human Capital to Ensure Sustainable Growth for King Jim and Society

Mizuho Iwaki  
External Director

In recent years, businesses have become intensely aware of the fact that corporate value creation depends primarily on the methods used to maximize the potential of their human capital. To achieve that, it is necessary not only to improve systems and policies, but also to create an environment in which individual employees experience a sense of growth in partnership with the company and feel that they are needed by the company and society. I believe that job satisfaction emerges from employees' own actions, and that the creation of an environment to support that is the cornerstone of human capital management.

King Jim is creating an environment in which all employees can work with confidence and realize their full potential. It helps employees to improve their skills and abilities through educational programs while also reforming its personnel system. Other initiatives include the enhancement of support systems for employees with childcare and elderly care responsibilities, and measures to promote employment for people with disabilities. King Jim has also earned recognition for its efforts to provide motivating and positive working environments by using engagement survey data to visualize and address organizational issues.

I look forward to the establishment of mechanisms that will encourage employees to take on new challenges and ensure that achievements are fairly recognized and rewarded. By pursuing these initiatives, King

Jim will be able to build foundations for a virtuous cycle of growth for employees and sustainable development for the company and society. The key to unlocking the company's overall organizational potential will be the development of a corporate culture that enables the management team and employees to engage in honest discussions from a shared perspective and look at management priorities in the context of each individual's work.

The disclosure of human capital data in the company's securities reports began in 2023 and will need to be expanded further in 2026. We are now in an era in which companies are judged according to their level of commitment. I believe that King Jim can further build its reputation in both the labor market and the stock market by presenting a unique story that reflects its management philosophy and corporate culture. As the President has repeatedly stated, "Whenever I find myself in a quandary or hit a wall, I always make sure to return to King Jim's management philosophy." I firmly believe that the real source of sustainable growth will be a continuing focus on how King Jim and its employees can contribute to society.

In my role as an External Director, I will work to maximize the company's human capital by offering recommendations concerning the development of an environment that unlocks the full potential of individual employees, and the disclosure of human capital information.



## A Company That Evolves While Preserving the Original "King Jim Style"

Ikumi Hiraki  
External Director

I am now in my fourth year as an External Director of King Jim. During my time on the Board, the leadership of King Jim passed from the founding family to the current President. King Jim is entering a new stage of growth that will take into a second century under its management philosophy of "Developing Original Products and Creating a New Culture to Contribute to Society." Many people associate the "King Jim" brand with thick files, but the criteria by which the value of the company's products and services is judged are evolving in step with the shift from paper to digital technology. King Jim will need to adapt while also preserving its unique identity and style. As a marketing professional, I have monitored the company's strategic direction from an outside perspective, while also respecting employees' ideas about redefining the brand value of King Jim.

I believe that adequate time is provided to allow substantive, high-quality discussions in Board meetings, and I have been impressed by the Board's ability to focus on key management issues within the limited time available, thanks to the enhancement of materials provided in advance of meetings and the improved clarity of briefings. External Directors are also given opportunities to visit business sites and interact directly with employees in order to gain a practical understanding of frontline issues. In addition, we have a highly effective complementation structure under which the External Directors

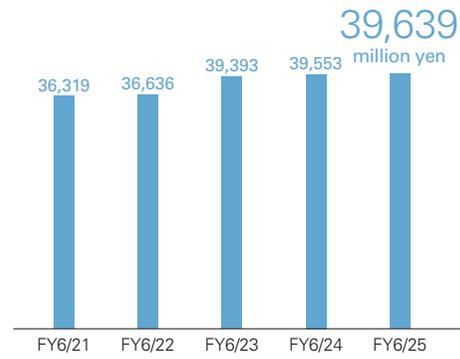
are able to leverage their diverse fields of experience through exchanges of views.

The characteristic that gives King Jim an advantage from a human capital perspective is a corporate culture that values people. Everyone at King Jim works proactively and with a sense of pride, including those in workplaces that employ people with disabilities. I hope that King Jim will continue to work within this culture to pursue DE&I while steadily developing the next generation. King Jim's current President is now working with employees to introduce new concepts, such as open innovation, while implementing frontline reforms. I am confident that by maintaining the spirit of challenge embodied by the founding family, and by pursuing flexible leadership in step with social change, King Jim will be able to evolve into an organization that is both trusted by society and continuously valued by the stock market.

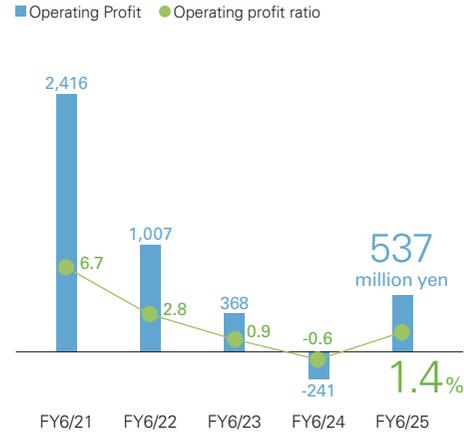
As an External Director, I will continue to monitor the enhancement of King Jim's brand value and the development of its corporate culture. I also intend to focus on various important measures, such as promoting active participation by diverse human resources, and raising the percentage of female executives, as well as actions to address the risks posed by exchange rate fluctuations, which are having major impacts on the Japanese economy at present.

# Financial Highlights

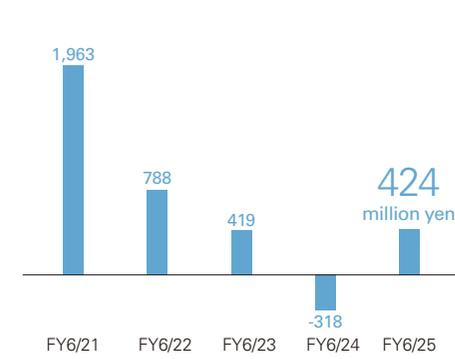
Net sales



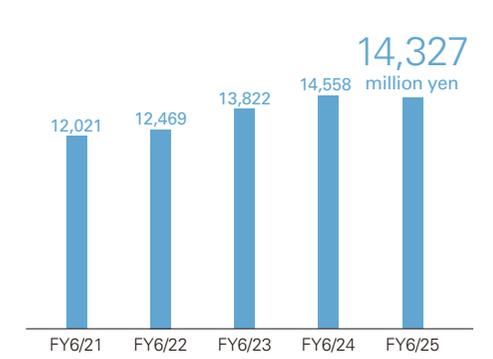
Operating Profit / Operating Profit Ratio



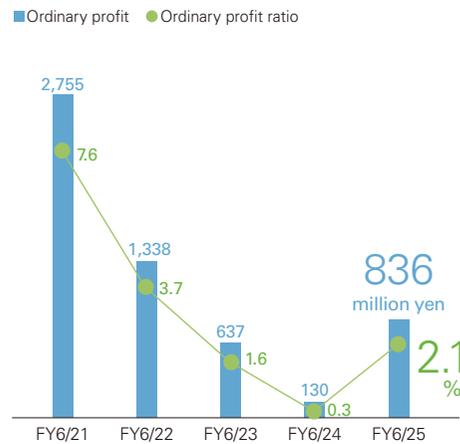
Profit Attributable to Owners of Parent



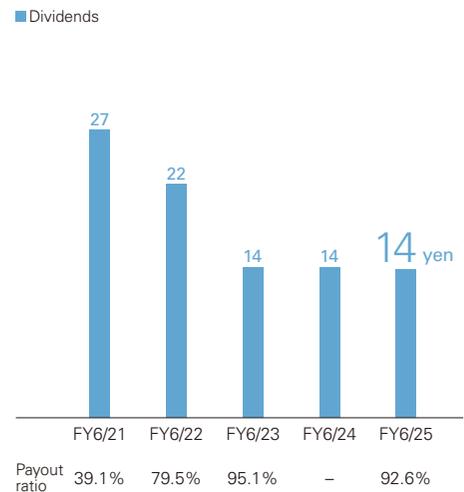
Selling, General and Administrative Expenses



Ordinary Profit / Ordinary Profit Ratio



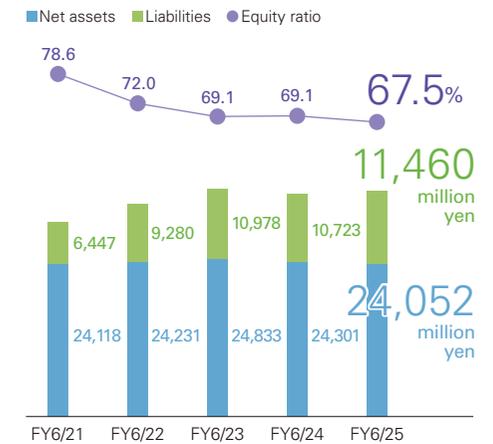
Dividends / Payout Ratio



ROE

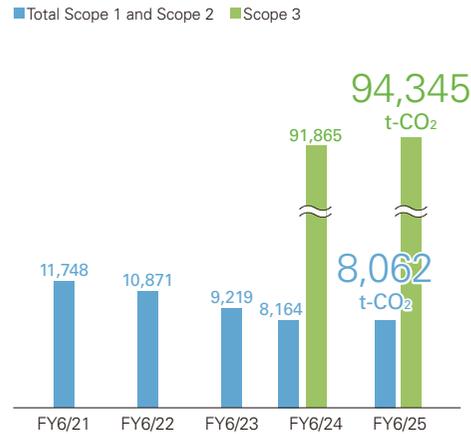


Net assets / Liabilities / Equity Ratio



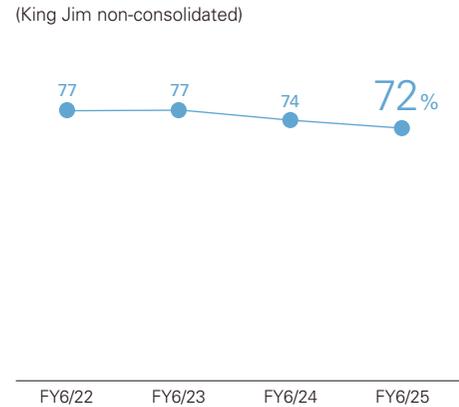
# Non-Financial Highlights

## CO2 Emissions



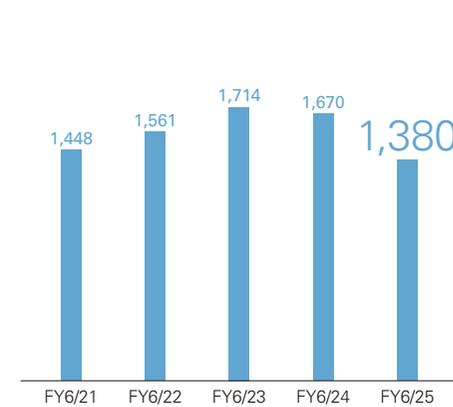
\* Calculation of Scope 3 began in the fiscal year ended June 20, 2024.

## Percentage of Net Sales of Eco-Friendly Products

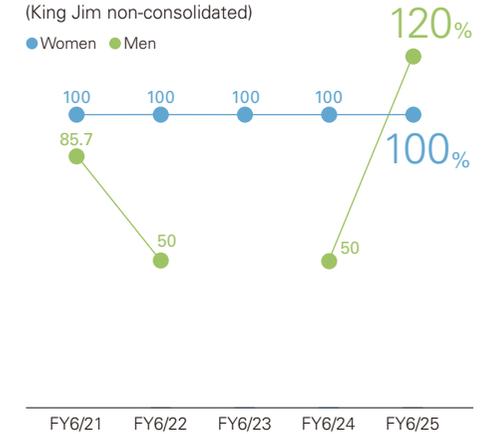


\* Calculation began in the fiscal year ended June 20, 2022.

## Number of patents, designs, and trademarks

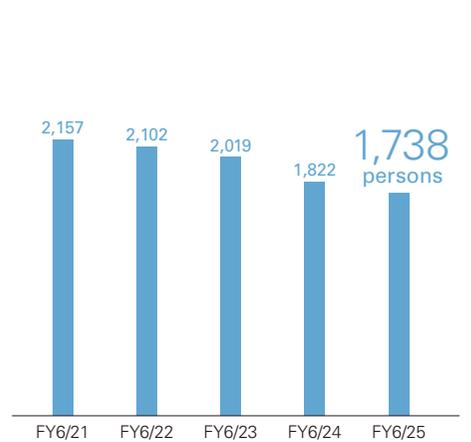


## Rate of Employees Taking Childcare Leave

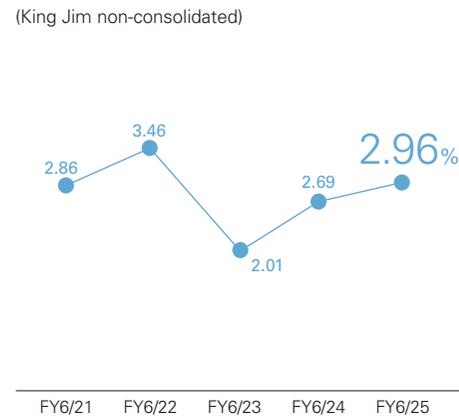


\* If the date of birth and time when childcare leave is taken span two fiscal years, the leave is not necessarily counted in a single fiscal year. That is why the leave uptake rate for males in the fiscal year ended June 20, 2025 was over 100%. The childcare leave uptake rate is not calculated in years when no employees use the system.

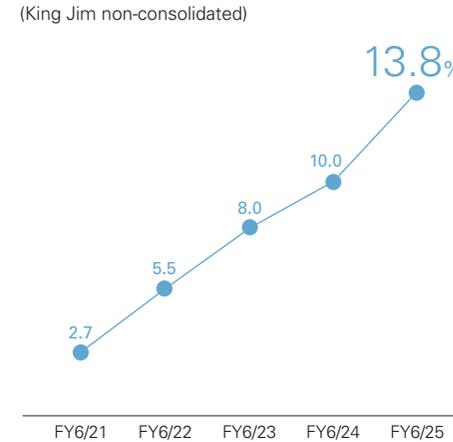
## Number of Employees



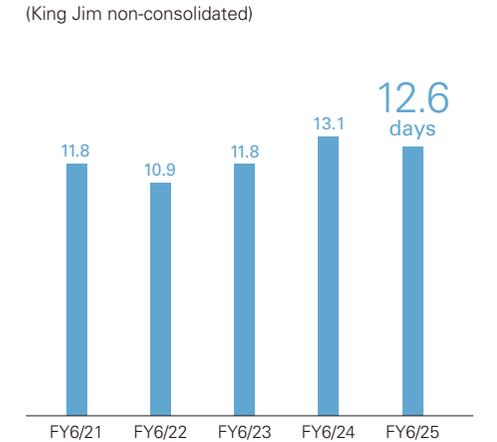
## Employment Rate of People with Disabilities



## Percentage of Female Managers



## Average Days of Paid Leave Taken



## 11-Year Summary

King Jim and consolidated subsidiaries

(Millions of yen)	FY6/15	FY6/16	FY6/17	FY6/18	FY6/19	FY6/20	FY6/21	FY6/22	FY6/23	FY6/24	FY6/25
<b>Financial results</b>											
Net sales	33,184	34,138	34,627	34,788	34,329	33,455	36,319	36,636	39,393	39,553	39,639
Cost of sales	21,317	21,583	21,653	21,198	21,146	20,554	21,880	23,159	25,203	25,236	24,774
Gross profit	11,867	12,554	12,974	13,589	13,183	12,901	14,438	13,477	14,190	14,316	14,865
Selling, general and administrative expenses	10,819	11,316	11,283	11,676	11,788	11,668	12,021	12,469	13,822	14,558	14,327
Operating profit	1,047	1,238	1,690	1,912	1,395	1,232	2,416	1,007	368	(241)	537
Ordinary profit	1,212	1,313	1,828	2,089	1,636	1,489	2,755	1,338	637	130	836
Ordinary profit ratio (%)	3.7	3.8	5.3	6.0	4.8	4.5	7.6	3.7	1.6	0.3	2.1
Profit attributable to owners of parent	918	809	1,204	1,402	963	1,081	1,963	788	419	(318)	424
ROE [Return on equity] (%)	4.9	4.2	6.1	6.7	4.5	5.0	8.6	3.3	1.7	(1.3)	1.8
ROA [Return on assets] (%)	3.3	3.0	4.5	5.2	3.6	4.0	6.7	2.5	1.2	(0.9)	1.2
Cash flows from operating activities	1,250	460	3,916	1,518	1,323	1,989	3,108	(1,278)	166	1,047	1,468
Cash flows from investing activities	613	(431)	(463)	(487)	(504)	(1,357)	(492)	(3,578)	(1,234)	(444)	(825)
Cash flows from financing activities	(2,335)	314	(2,464)	(1,574)	(900)	456	(1,382)	3,206	1,065	(1,071)	175
<b>Financial position</b>											
Total assets	27,608	26,993	26,971	26,979	26,132	28,051	30,565	33,512	35,812	35,025	35,513
Total liabilities	7,828	7,745	6,406	5,320	4,798	6,141	6,447	9,280	10,978	10,723	11,460
Net assets	19,780	19,247	20,564	21,659	21,334	21,910	24,118	24,231	24,833	24,301	24,052
Equity	19,453	18,974	20,262	21,314	21,244	21,794	24,022	24,135	24,746	24,214	23,965
Equity ratio (%)	70.5	70.3	75.1	79.0	81.3	77.7	78.6	72.0	69.1	69.1	67.5
<b>Other major financial and non-financial data</b>											
Capital expenditures	484	933	427	519	429	734	496	641	687	558	868
Depreciation	661	708	680	641	650	643	628	658	631	655	744
Cash and cash equivalents	3,818	4,032	5,007	4,466	4,368	5,410	7,032	5,637	5,923	5,689	6,399
Earnings per share (yen)	32.35	28.47	42.36	49.36	33.88	38.06	68.99	27.69	14.72	(11.16)	15.12
Dividend per share (yen)	14	14	20	17	14	17	27	22	14	14	14
Payout ratio (%)	43.3	49.2	47.2	34.4	41.3	44.7	39.1	79.5	95.1	-	92.6
Number of employees (persons)	2,335	2,464	2,334	2,172	2,307	2,239	2,157	2,102	2,019	1,822	1,738

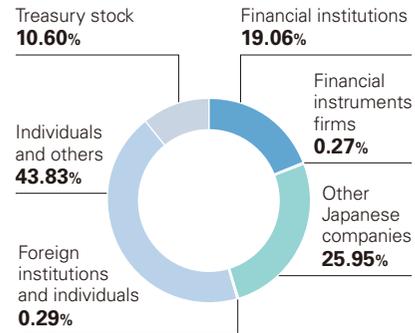
# Stock Information / Corporate Profile

## Stock Information (As of June 20, 2025)

### Stock overview

Total number of shares authorized	100,000,000 shares
Total number of shares outstanding	31,459,692 shares
Number of shareholders	23,158 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.	2,139	7.61
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,513	5.38
Sumitomo Mitsui Banking Corporation	1,306	4.65
King Jim Dai-ichi Kyoei Shareholding Association	1,024	3.64
MUFG Bank, Ltd.	969	3.45
Yodobashi Camera Co., Ltd.	944	3.36
Sumitomo Mitsui Trust Bank, Limited.	898	3.19
Mayfair Creation Co., Ltd.	853	3.03
Akira Miyamoto	831	2.96
MK Jim Co., Ltd.	775	2.76

\* In addition to the above, there are 3,333,516 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, 2025)

### 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: 1,738 Non-consolidated: 366		

### 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
Wincess 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.	Ho Chi Minh, 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](#)

