

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"> Providing new value not found in the world Developing sustainable products Ensuring quality management Obtaining and protecting intellectual property Implementing and disseminating our management philosophy 	    
Environmental consideration	<ul style="list-style-type: none"> Reducing CO2 emissions Promoting the 3Rs Managing waste 	  
Promotion of diverse human resources	<ul style="list-style-type: none"> Ensuring labor health and safety Promoting diversity Cultivating human resources Promoting work-life balance 	   
Enhancement of governance	<ul style="list-style-type: none"> Ensuring compliance Performing risk management 	

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.

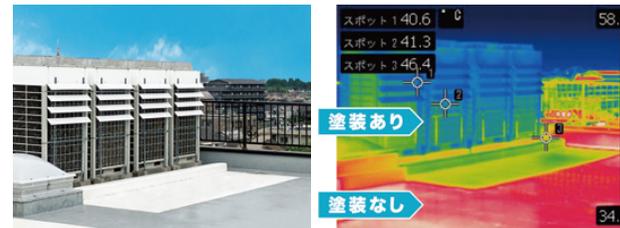
* This figure represents the proportion of recycled plastic used by mass relative to the total plastic used. The mass has been calculated based on the blending ratio for recycled materials.



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 CO₂ 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 CO₂ emissions and effective use of waste plastics.

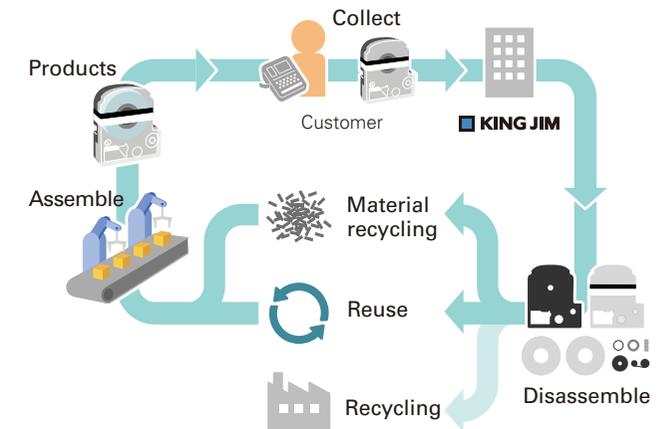
Reuse of plastic scraps

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 CO₂ 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 CO₂ emissions,” an important theme in materiality “Environmental Consideration” we identified, by setting metrics and targets.

Metric	CO ₂ emissions (Scope 1+2)
Scope	The King Jim Group
Base year	Fiscal year ended June 20, 2021
Target in 2030	7,985 t-CO ₂ (32% reduction compared to the base year)
Results for fiscal year ended June 20, 2025	8,062 t-CO ₂

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

Scope		FY6/24 (t-CO ₂)	FY6/25 (t-CO ₂)
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 ₂)	FY6/25 (t-CO ₂)
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 ₂ emission reduction targets and implementation of measures to reduce CO ₂ 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

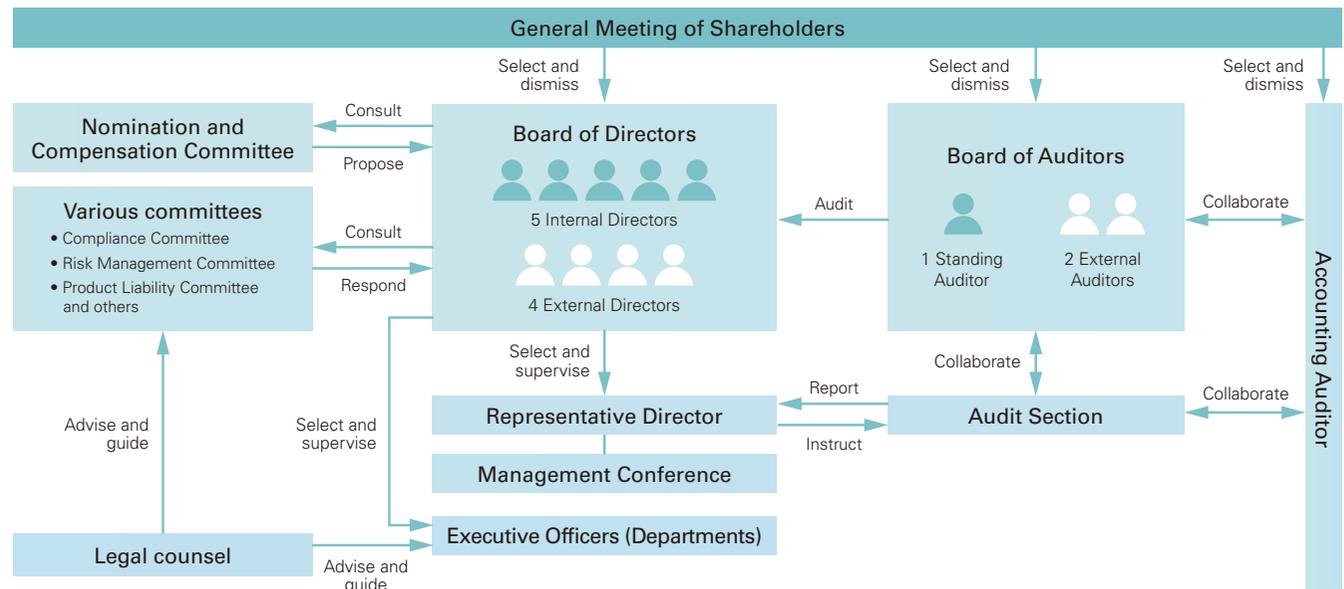
consists of Internal Directors and additional members, is held once a month, as a rule, as a body that conducts deliberations prior to the Board of Directors meetings. The Board of Directors currently consists of nine Directors and three Auditors, of which four are External Directors and two are External 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.

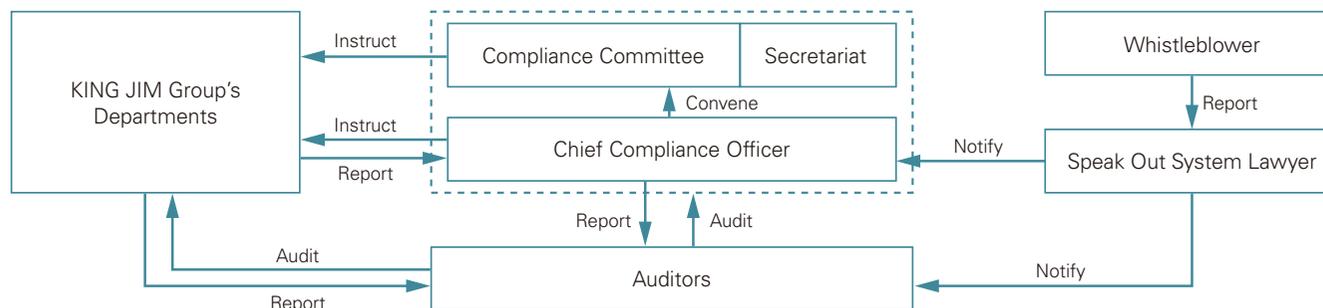
- Formulation and announcement of customer harassment policy, implementation of e-learning program
- Revision of detailed regulations relating to workplace harassment, implementation of e-learning program
- Raising awareness about the prevention of insider trading
- Raising awareness about the prevention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

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

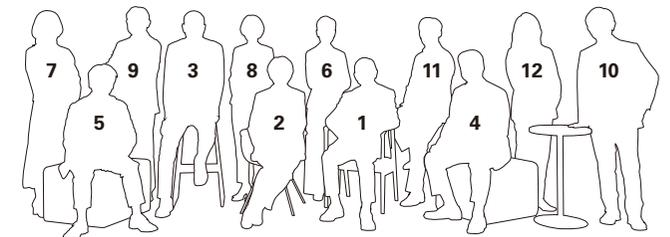
11 Katsuhiko Imabori
External Auditor

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.