

Kyodo Printing Group

ESG Report

2025

ESG REPORT

CONTENTS

P1	Contents
-----------	-----------------

P2	Sustainability
-----------	-----------------------

P5	Environment
	• Environmental Management P5
	• Climate Change P6
	• Recycling-oriented Society P11
	• Pollution Prevention P14
	• Biodiversity P16
	• Water Resources P17

P18	Society
	• Human Resource Strategy P18
	• Diversity & Inclusion P19
	• Human Resource Development and Training P22
	• Improving Engagement P24
	• Health and Safety P25
	• Consumer Safety and Product Quality P28
	• Human Rights P29

P31	Corporate Governance
	• Corporate Governance P31
	• Compliance P35
	• Communication P37
	• Information Security P38
	• Responsible Procurement P39
	• Risk Management P41

P43	ESG Data
	• Environmental Data P43
	• Social Data P45
	• Governance Data P47

P50	Corporate Information
------------	------------------------------

Editorial Policy

Based on knowledge gained through dialogue with institutional investors and other stakeholders, this report presents Kyodo Printing's activities and growth strategies from an integrated perspective that includes not only financial information but also non-financial information such as environmental, social, and governance (ESG) matters.

We hope this report facilitates an understanding of Kyodo Printing, which aims to solve social issues through corporate activities.

For more detailed information on financial status, please refer to the Annual Securities Report.

Scope of Reporting

Kyodo Printing Co., Ltd. and major subsidiary companies

- Environmental data covers ISO 14001-certified business sites in Japan, including consolidated subsidiary companies, as well as Kyodo and Kyodo Blow Bottle. Calculations for TOMOWEL Payment Service are combined into those of Kyodo Printing.
- Personnel data is for Kyodo Printing only.

Period of Reporting

April 2024 - March 2025 (including some information outside the period covered above)

Month of Publication

August 2025 (published once a year)

(Previous report was published in August 2024. Next report is scheduled to be published in August 2026)

Referenced Frameworks

In editing this report, we have referred to "Guidance on Integrated Disclosure and Dialogue for Value Co-creation" issued by the Ministry of Economy, Trade and Industry (METI) and the "International Integrated Reporting Framework" issued by the Value Reporting Foundation (VRF).

We have also referred to the Global Reporting Initiative (GRI) Standards for the disclosure of non-financial information.

Disclaimer Regarding Forward-Looking Statements, etc.

This report contains some future forecasts and plans. These are based on currently available information and may subsequently be affected by various factors.

Sustainability

Sustainability Management

We recognize sustainability issues as important management issues that lead to revenue opportunities and growth potential, and are promoting sustainability management aimed at realizing a sustainable society, as well as the Group's sustainable growth and enhancement of medium- to long-term corporate value. The growth of a company is supported by tangible and intangible resources provided by a diverse range of stakeholders, including shareholders and investors, client companies and consumers, business partners, employees, and local communities. We accurately

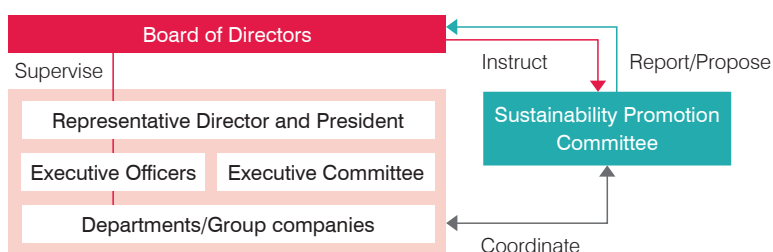
respond to both positive and negative impacts from the external environment and stakeholders, create new value by solving social issues through our business, and appropriately return that value to stakeholders, thereby supporting sustainable growth. We integrate the perspective of sustainability into management, promote sustainable value creation across the entire value chain, fulfill our corporate mission through dialogue and sincere communication with stakeholders, and aim to realize our Management Philosophy: "A Future Together."

Sustainability Governance

To consider and promote comprehensive measures for sustainability management, we have established the Sustainability Promotion Committee under the supervision and direction of the Board of Directors. Taking into account the impact of the external environment on the Group and the impact of corporate activities on society, the environment, and the economy, we discuss important issues that form the foundation for medium- to long-term growth, such as climate change response and investment in human capital, and report and make recommendations to the Board of Directors. In addition, the progress and results of important measures are reflected in the management team's compensation system through the Nomination and Compensation Committee,

aligning the sustainable enhancement of corporate value with management incentives. The Sustainability Promotion Committee consists of Managing Executive Officers and higher-level management with the Representative Director and President serving as Chair, and invites outside experts as necessary. The Committee evaluates the impact of external factors on management and deliberates on important policies, materialities, and comprehensive measures related to the Group's overall sustainability. The results and opinions from these deliberations are regularly reported and recommended to the Board of Directors, reflecting sustainability initiatives throughout the Group.

● Sustainability Framework



Board of Directors
Constituent personnel: Directors Frequency of convening: Two or more times a year Main roles: ● Promotion of sustainability management aimed at sustainable growth and enhancement of corporate value ● Deliberation on and making decisions based on the content of reports and recommendations from the Sustainability Promotion Committee, and supervision and instruction on business execution

Sustainability Promotion Committee
Constituent personnel: Managing Executive Officers and higher-level management with the Representative Director and President serving as Chair (with outside experts invited as necessary) Frequency of convening: Two or more times a year (FY2023: 8 times) Main roles: ● Preparation of sustainability-related policies and plans, including climate change action, and deliberation on materialities ● Deliberation on the Company's long-term value creation story and materialities

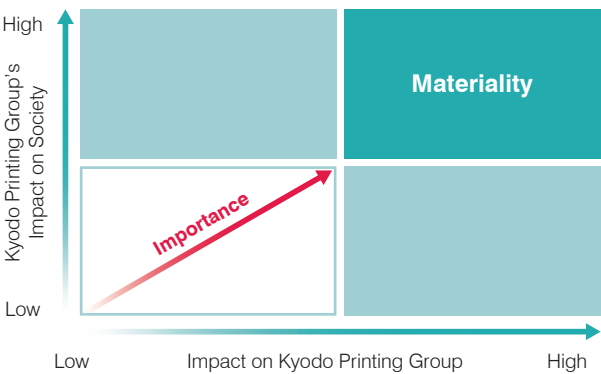
Risk Management

In the identification and evaluation of risks, we examine risks and opportunities on the basis of externally imposed impacts on management and impacts identified through normal work. The Sustainability Promotion Committee evaluates the impacts of the identified risks, examines and deliberates on countermeasures according to their degree of importance, and reports to the Board of Directors.

The Board of Directors engages in deliberation and decision-making concerning risks that have significant impacts on the group in terms of sustainability, and instructs relevant departments and Group companies regarding actions and target-setting. The Board of Directors also receives reports on the status of and responses to risk management and supervises these.

Materiality Identification Process

A Sustainability Promotion Team was established as an office for identifying materialities, and a list of issues was compiled based on various guidelines and frameworks, while accessing the knowledge of external advisors. Narrowing down the list, we prioritized those items that would have an important impact on our ability to create value over the medium- to long-term future, while taking into account their impact on society. In the meantime, a draft was prepared through repeated discussions at the Conference of Executive Officers consisting of Managing Executive Officers and above, as well as at the Board of Directors, while also considering input from each business and corporate division. Based on the draft, the Board of Directors also verified the appropriateness of the proposal from an objective, outside perspective through exchanges of opinions with experts and management, and passed a resolution on the proposal.



● Materiality Identification Steps



Indicators and Targets

Aiming for sustainable growth and the enhancement of our medium- to long-term corporate value, and taking into consideration the impacts we have on social issues, we have identified as materialities those issues that have a significant impact on our ability to create value over the medium to long term.

In the identification of materialities, we first evaluated the importance of issues on the basis of future megatrends, the SDGs as opportunities for business growth, the external environment including ESG issues that have significant impacts on our business, the Company's competitive advantages, market analyses, and

our management policies, among other factors. Following deliberations by the management team in Executive Committee and Board of Directors meetings and verification of appropriateness from the objective perspective of outside experts, the identification of materialities was resolved by the Board of Directors.

In fiscal 2023, the Board of Directors resolved themes of priority initiatives for materialities and KPIs. The Board of Directors will monitor and evaluate the status of these initiatives on a regular basis to strengthen future initiatives.

● Value Creation Areas

Materiality	Themes of priority initiatives	KPIs (to be achieved by FY2030)	FY2024 results
Diverse Lifestyles Creating a life of prosperity and happiness through information communication	Provision of an environment in which all can engage in rewarding work	Provision of smart work support solutions to at least 300 companies	22 companies
	Provision of opportunities for all to continue lifelong learning in preferred form	Provision of solutions for lifelong learning to at least 250 companies	15 companies
	Creation of experience values tailored to diverse lifestyles	At least 400 content items for experience value creation solutions	36
Smart Society Creating a safe and convenient society for everyone through information security	Provision of environment enabling easy handling of procedures and payments anytime, anywhere	A lineup of at least five next-generation financial solution services	Two next-generation financial solution services
	Provision of environment enabling easy handling of administrative procedures anytime, anywhere	Adoption of solutions for smart municipalities by at least 20 local government bodies Adopted by more than 20 local governments	1 organization
	Contribution to a society in which all people can live in good health	A lineup of at least 10 health care solution services	Three health care solution services
Recycling-oriented society Creating a sustainable future through innovative packaging and services	Provision of environmentally friendly products	100% sales ratio of environmentally friendly packaging materials and containers	39.0%
	Contribution to resource recycling systems	Construction of plastic resource recycling system (establishment of PIR* and start of full-scale use of recycled materials)	Start of plastic recycling within the Kyodo Printing Group
	Contribution to reduction of food loss	20% or higher sales ratio of food loss solution packaging for food packaging materials and containers	9.5%

* Post-industrial recycling (PIR): Recycling and reuse of wastes generated in product manufacturing processes before being sent to the market

● Management Foundation Area

Materiality	Themes of priority initiatives	KPIs (to be achieved by FY2030)	FY2024 results
Coexistence with the global environment	Mitigation of and adaptation to climate change	GHG emissions reduction rate of 42% or higher than fiscal 2022 levels	9.2%
	Conservation of biodiversity	FSC certified paper procurement ratio of 30% or higher (weight basis)	25.2%
		Procurement rate of 100% for paper made from verified legal wood (purchase amount basis)	81.2%
Activity by value-creating human resources	• Utilization of diverse values	Female managers ratio 10% or higher by FY2025	9.4% (Reference: 10.4% as of April 1, 2025)
	• Securing and strengthening of value-creating human resources	"Human resources able to leverage digital technologies" 15% or higher; "Human resources able to create digital technologies" 15% or higher*	Human resources able to leverage digital technologies: 1.9%, human resources able to create digital technologies: 10.0% ^{*1}
	• Creation of an environment enabling maximum demonstration of capabilities	Usage rate of childcare leave by male employees 80% or higher	103.1% ^{*2}
		Average rate of use of annual paid leave 70% or higher	65.6%
Responsible corporate behavior	Corporate ethics and fair operating practices	Compliance education attendance rate 100% every year	100%
	Respect for human rights	Human rights education attendance rate 100% every year	100%
		Promotion of human rights due diligence Establishment of a due diligence system by fiscal 2024 and continued implementation of human rights due diligence from that point forth	Promoted human rights due diligence centered on the Human Rights Subcommittee, identified and disclosed priority issues for action based on discussions by the management team, etc.
	Information security and privacy	Information security education attendance rate 100% every year	100%
	Integrated risk management	Implementation of cyber security training 1 time/year	Implemented 1 time
		Supplier coverage rate of 90% or higher in sustainable procurement assessment (transaction amount basis)	73.9%
		Enhancement of risk management activities (Enhancement of effectiveness of the Group's major risk response and expansion of risk management areas/ Enhancement of risk sensitivity in all employees)	• ERM education and risk assessment conducted for Kyodo Printing's standalone business divisions and other business units • Monitoring (PDCA) of the implementation status of major risk countermeasures

The scope of KPI in the management foundation areas is Kyodo Printing Co., Ltd. and consolidated subsidiary companies in Japan. However, overseas consolidated subsidiary companies are included in information concerning "GHG emissions reduction rate," "Promotion of human rights due diligence," "Supplier coverage rate in sustainable procurement assessment," and "Enhancement of risk management activities." Information concerning "FSC certified paper procurement ratio," "Procurement rate for paper made from verified legal wood," "Female managers ratio," and "Digital human resources" is for Kyodo Printing Co., Ltd. alone.

*1 Definition of digital human resources in the Group

◦ Human resources able to leverage digital technologies: Individuals who lead transformation in business models and business processes

◦ Human resources able to create digital technologies: Citizen developers, division analysts (in each division), system developers, and data scientists (in IT-related divisions), etc.

*2 Exceeds 100% because it includes employees whose child's year of birth and year of taking childcare leave, etc. differ

Environment

Basic Approach to Environmental Management

Economic activities have supported human living and provided prosperous lifestyles. At the same time, however, the dramatic expansion of economic activities has brought about climate change, loss of biodiversity, depletion of resources, increased waste, and pollution. Economic activities are based on the use of natural resources and the bounty of the ecosystem. We have a responsibility to pass on to future generations a society in which people and the Earth can live together in harmony.

However, environmental issues including the spread of ethical consumption due to growing environmental awareness among consumers, procurement screening from client companies on environmental aspects, ESG ratings from rating agencies, and investment decisions made by investors are having a significant impact on management in terms of both opportunities and risks. Under these circumstances, we are pursuing an environmental

growth strategy aimed at realizing a sustainable society and economic growth through the provision of products and services that leverage our strengths while accelerating the expansion of the Group's overall business domain. The Medium-term Management Plan therefore calls for the expansion of our scope of business in the environmental fields of climate change, recycling-oriented society, and healthy society. In addition, we have identified important management issues for a long-term environmental strategy for 2030, which are a recycling-oriented society as a growth strategy, and co-living with global environment with themes of "climate change mitigation and adaptation" and "biodiversity conservation" as countermeasures for environmental risks. We also have begun formulating a new long-term environmental vision for the year 2050.

Environmental Activity Targets 2025

Category	Purpose	Target	FY2024 Results and progress	In-house assessment
Climate Change	Decarbonization	Reduce the CO ₂ emissions from the business activities of the entire Group by 10% by fiscal 2025 compared to fiscal 2019 levels (10% reduction compared to FY2019 by FY2025 (CO ₂ emissions of the entire Group))	Compared to the base year (2019), CO ₂ emissions were 36,113t, a 15.6% reduction from 42,782t, achieving the target	☆☆
	Energy Conservation	Improve energy consumption basic unit for Group production sites by 5% by fiscal 2025 compared to fiscal 2019 levels (5% improvement compared to FY2019 by FY2025 (Energy usage / Equivalent production amount))	Although improved by 4.3%, further strengthening of activities is needed to achieve the target	☆
Recycling-oriented society	Resource Recycling	Improve waste disposal basic unit for Group production sites by 5% by fiscal 2025 compared to fiscal 2019 levels (5% improvement compared to FY2019 by FY2025 (Main material waste weight / Main material procurement weight))	Compared to the base year (FY2019) intensity of 0.1901, improved to 0.1753, a 7.8% improvement, achieving the target	☆☆
	Plastic Resource Recycling	Improve plastic waste disposal basic unit for Kyodo Printing (non-consolidated) by 6% by fiscal 2025 compared to fiscal 2019 levels (6% improvement compared to FY2019 by FY2025 (Weight of waste plastic disposed / Weight of plastic main material input))	Compared to the base year (FY2019) intensity of 0.3336, improved to 0.2863, a 14.2% improvement, achieving the target	☆☆
	Paperless	Decrease amount of copy paper used by our offices by 20% by fiscal 2025 compared to fiscal 2019 levels (20% reduction compared to FY2019 by FY2025 (Number of copy paper sheets procured))	Compared to the base year (FY2019) usage amount of 10,318 thousand sheets, reduced to 4,724 thousand sheets, a 54.2% reduction, achieving the target	☆☆
Pollution Prevention	Atmospheric Pollution Reduction	Reduce VOC emissions of the entire Group by 7% by fiscal 2025 compared to fiscal 2019 levels (7% reduction compared to FY2019 by FY2025 (Emissions of hazardous air pollutants, etc. indicated in the Air Pollution Control Act))	Compared to the base year (FY2019) VOC emissions of 47,703kg, increased to 50,221kg, a 5.3% increase, target not achieved. Measures are needed to reduce emissions relative to workload	★
Ensure Sustainable Consumption and Production Patterns	Environmentally Friendly Products	Increase sales of environmentally friendly products by 200% by fiscal 2025 compared to fiscal 2019 levels (200% compared to FY2019 by FY2025 (Green Products + Environmentally friendly printing products))	Sales of products developed for living and industrial materials and printing products using environmentally friendly paper and inks grew by 267.0% compared to fiscal 2019	☆☆

Evaluation Criteria ☆☆: Target achieved ☆: Progressing toward achieving the target ★: Target not achieved

Environmental Management System (EMS)

We operate an environmental management system promoted across the Group based on ISO14001:2015. The major Group

companies and all our sites are integrated and certified for promotion of group-wide environmental efforts.

Climate Change

Response to Climate Change

Against a backdrop of lifestyle changes and expanded consumption associated with economic development, global warming caused by emission of greenhouse gases (GHG) is exerting profound impacts on the global environment. Frameworks for climate change countermeasures have been formed within the international community, and companies face demands to work toward constraining atmospheric temperature rise to 1.5°C. Investors and other stakeholders have also come to hold expectations for companies' initiatives, including Task Force on Climate-related Financial Disclosure (TCFD) and other disclosure of climate-related information affecting finances, and the provision of products that reduce CO₂ in society against a backdrop of ethical consumption.

Taking the response to climate change as an important management issue that we must address, our Group has declared our aim to be carbon neutral by 2050. To make this a reality, we are advancing our analyses of climate change-related risks and opportunities for profit along with environmental strategies based on these. We will build a robust business structure enabling us to respond to climate change risks including risks of disaster induced by climate change, raw material procurement risks, the introduction of carbon pricing, and legal and regulatory compliance. We will strive to reduce CO₂ emissions throughout the product life cycle, from raw materials to product disposal, while advancing development that contributes to CO₂ reduction through products and services and connecting this to growth opportunities.

Declaration of Carbon Neutrality in 2050

The Kyodo Printing Group declares that we will reduce our greenhouse gas (GHG) emissions to effectively zero by 2050 in our aim to achieve a decarbonized society.

To achieve carbon neutrality, we will aim for effectively zero emissions from activities at our sites and will strive to reduce burdens in the supply chain.

Specific Initiatives

■ Reduction of environmental burdens at our sites (Scope 1+2)

We will reduce GHG emissions at our sites to effectively zero by 2050.

■ Reduction of environmental burdens in the supply chain (Scope 3)

We will collaborate with stakeholders to reduce GHG emissions in processes spanning materials procurement to disposal.

■ Reduction of environmental burdens through the development of environmentally friendly products and services

Through the development and provision of products and services that reduce environmental burdens, we will contribute to the reduction of GHG emissions from society overall.

Endorsement of the TCFD Recommendations

Recognizing climate change as an important management issue, we are promoting initiatives based on the TCFD* recommendations. To systematically identify and assess risks and opportunities related to climate change, we use scenario analysis to comprehensively examine the impacts on business activities and finances. Based on these analysis results, we formulate and implement specific measures to reduce risks and seize opportunities, while ensuring highly transparent information disclosure. Through these initiatives, we aim to achieve carbon neutrality by 2050, as well as realize a sustainable society and the sustainable growth of the Company.

TCFD | TASK FORCE ON
CLIMATE-RELATED
FINANCIAL
DISCLOSURES

 **TCFD**
Consortium

Governance

The Board of Directors has ultimate oversight responsibility for climate change issues, and deliberates and supervises policies, targets, and plans reported and recommended by the Sustainability Promotion Committee, to which authority has been delegated.

The Sustainability Promotion Committee is composed of Managing Executive Officers and above, with the President serving as Chair. The Committee examines and discusses specific targets, policies, and measures related to climate change issues, and regularly reports and makes recommendations to the Board

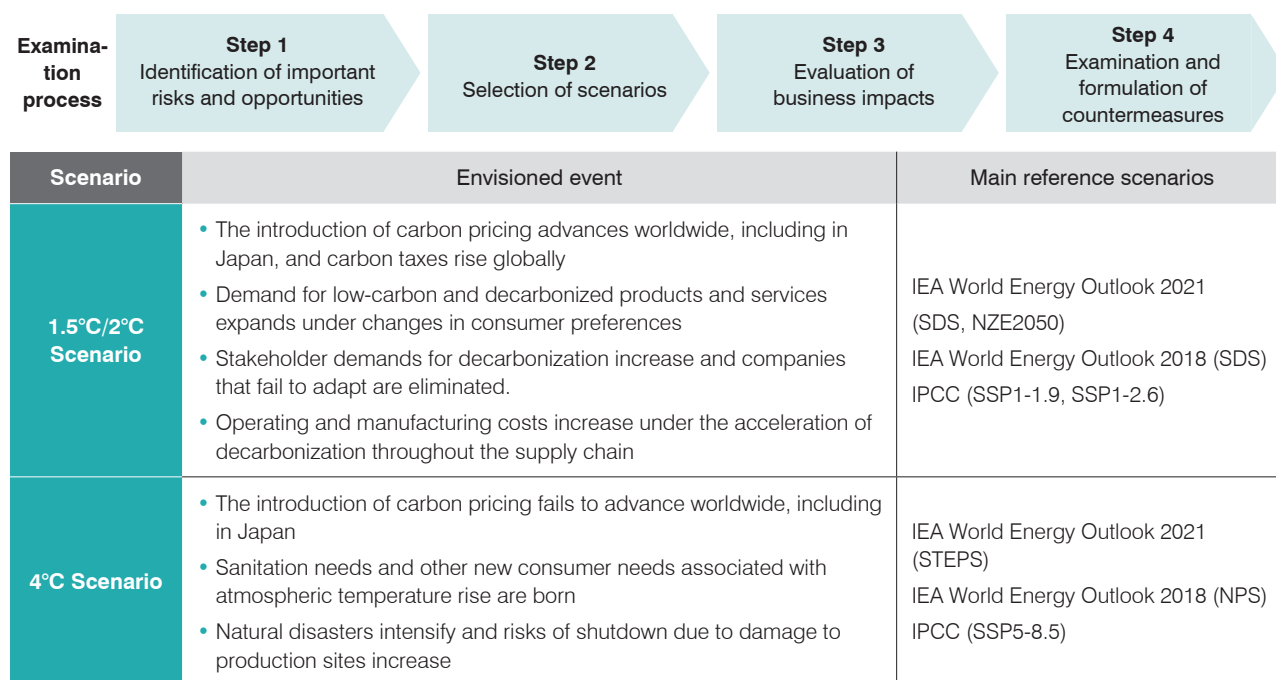
of Directors.

Initiatives related to climate change are promoted throughout the organization by sharing and disseminating information to each division and Group company in collaboration with the Executive Committee and various specialized committees. Furthermore, we reflect opinions obtained through dialogue with stakeholders, including customers, business partners, and employees, in various policies and plans, thereby enhancing the effectiveness and sophistication of our initiatives.

Strategy

We conducted a climate change scenario analysis based on TCFD recommendations, targeting business divisions and using two scenarios (1.5°C/2°C and 4°C). After broadly identifying potential future risks and opportunities, we held discussions and deliberations centered on the management team and each business

division, ultimately evaluating events with a high likelihood of significantly impacting the Group's business and their degree of impact, and examined and formulated countermeasures based on these evaluations.



As a result of the scenario analysis, we confirmed that under the 1.5°C/2°C scenario, the introduction of carbon taxes would significantly increase operating costs, and fluctuations in energy prices would have a major impact on raw material costs. To address these risks, we promote the reduction of greenhouse gas (GHG) emissions and the efficiency of business activities. On the other hand, we confirmed that accurately capturing new customer needs that contribute to reducing environmental burden, such as expanding sales of environmentally friendly products and services, can provide opportunities for business growth.

Under the 4°C scenario, physical risks associated with the intensification of natural disasters may become factors that impede

business continuity. However, as a result of the analysis, the risks at each production site were minor. We will continue to refine our risk analyses and advance proactive measures against disasters to minimize impacts.

Going forward, by regularly and continuously conducting scenario analyses, we will enhance their accuracy and flexibly respond to anticipated risks, aiming to build a sustainable and resilient management structure even in an uncertain future. On the other hand, regarding opportunities, while placing importance on climate change trends, market changes, and dialogue with customers, we will flexibly and strategically consider and develop initiatives that lead to the sustainable enhancement of corporate value.

● Risks and opportunities

	Type	Driver	Overview	Time frame	Impact under 1.5°C scenario	Impact under 4°C scenario	Countermeasures
Physical risks	Acute risks	Intensification of cyclones, floods, and other abnormal weather	Increase in risks affecting the operation of production sites due to flooding and inundation	Medium-to long-term	Low	Medium	● Promotion of risk management through the enhancement of BCP and implementation of disaster countermeasures at key sites ● Construction of a cooperative production structure through strengthening of relationships with suppliers ● Stabilization of manufacturing through inventory management, distributed procurement, and examination and preparation of alternatives
	Chronic risks	Changes in rainfall patterns Extreme variability in weather patterns	Increases in costs of disaster countermeasures due to changes in precipitation and weather patterns	Medium-to long-term	Low	Low	
Transitional risks	Policies, laws, and regulations	Progress in the pricing of GHG emissions (carbon pricing)	Increases in costs due to the introduction of carbon taxes and emissions trading schemes	Short term	High	Low	● Avoidance of carbon taxes and reduction of energy costs through the reduction of GHGs and adoption of energy-saving equipment ● Examination of implementation of transport streamlining in collaboration with logistics subsidiary companies and suppliers ● Examination of adoption of ICP and investigation of credit trends
		Strengthening of GHG emissions reporting obligations	Increase in capital investment through strengthening of energy-saving policies	Short term	Medium	Medium	● Early planning of investments in energy-saving-related equipment (shift to LED in drying devices and lighting, upgrading of air conditioning, etc.)
		Mandating/regulation of existing products/services	Increase in costs due to switch to low-environmental-burden plastics	Short term	Medium	Medium	● Promotion of wastefulness-free design including plastic usage reduction, recycling, and waste reduction ● Investigation and examination of alternative materials that can reduce costs; Development of low-cost new materials in cooperation with suppliers
	Technology	Replacement of existing products/services with low-carbon options	Loss of market and decrease in revenue due to delayed approach to shift to low carbon	Short term	Low	-	● Acceleration of replacement of existing products through the development of low-carbon products ● Through dialogue with customers, etc., promotion of efficient development through selection of product groups and timing that require a shift to low carbon
	Market	Soaring costs of raw materials	Acceleration of decarbonization throughout the supply chain	Short term	High	Low	● Reduction of energy costs through the installation of new and additional solar power generation facilities ● Appropriate passing on of manufacturing costs to prices through strengthening of collaboration in the supply chain
		Changes in customer behavior	Decrease in existing paper media associated with CO ₂ emissions	Short term	Medium	Medium	● Expansion of digital media in line with changes in customer behavior and promotion of support for customers' DX shifts ● Shift away from the business of manufacturing printed materials toward services with BPO and content themselves as the provided value
	Reputation	Increase in anxiety or negative feedback on the part of stakeholders	Fall in stock price, difficulty in securing financing, exclusion from targets of investment	Medium-to long-term	Medium	-	● Strengthening of communication on climate change with shareholders and promotion of timely and appropriate information disclosure ● Consideration of SBT^{*1} certification acquisition
Opportunities	Resource efficiency	Use of efficient production and distribution processes	Reduction of energy usage and of manufacturing costs	Short term	High	Low	● Adoption of printing machinery capable of lower-carbon manufacturing and of other low-carbon production equipment, and promotion of production process efficiency ● Enhancement of utilization rate and construction of an efficient production structure through review of production lines and adoption of automated facilities
	Products and services	Development and expansion of low-emission products and services	Securing of market competitive advantage through compliance with environmental requirements and calculation of CO ₂ emissions in the product life cycle	Short term	Medium	-	● Promotion of visualization of product LCA^{*2} and development and utilization of low-carbon products ● Promotion of initiatives using an enhanced primary data ratio in calculating the carbon footprint of publications and commercially printed materials
			Expansion of sustainability-oriented purchasing behavior by consumers	Short term	High	Low	● Promotion of information collection concerning reduced-environmental-burden raw materials and the development of environmentally friendly products
		Changes in consumer preferences	Expansion of digital media demand	Short term	Medium	Medium	● Growth of the streaming business overall through expansion of in-house content, and examination of commercialization of IP
	Market	Access to new markets	Changes in consumer needs due to atmospheric temperature rise	Short term	Medium	Medium	● Development of films and bottles with functions including oxygen adsorption and forms that aid in preserving foodstuff freshness ● Research and development of sanitary materials meeting needs including contagion prevention
			Promotion of low-carbon business model development	Short term	Medium	Medium	● Examination of service development and commercialization adapted to low-carbon lifestyles

*1 SBT: Medium- to long-term corporate GHG emission reduction targets that conform to levels required by the Paris Agreement

*2 LCA: A method of environmental impact evaluation that spans the entire life cycle from resource extraction to disposal and recycling

Time frame

Short term: From 2023 to around 2030/Medium to long term: From 2030 to around 2050

Degree of impact

Risks: Standards = Operating income impact of over 500 million yen (high)/over 200 million yen (medium)/200 million yen or lower (low)
Opportunities: Standards = Sales impact of over 1 billion yen (high)/over 300 million yen (medium)/300 million yen or lower (low)

Risk Management

In addressing climate change risks, the Sustainability Promotion Office of the Management Supervisory Headquarters, which serves as the secretariat of the Sustainability Promotion Committee, takes the lead in organizing and evaluating climate change-related risks identified by each division, from the perspectives of impact and probability of occurrence. The evaluation results are reported to the Sustainability Promotion Committee and,

as necessary, to the Board of Directors, where appropriate management and supervision are carried out.

These risks are incorporated into the enterprise risk management (ERM) framework, and transition risks to a decarbonized society due to climate change are identified as one of the Group's major risks, with cross-organizational responses being promoted.

Indicators and Targets

To achieve both long-term corporate value enhancement and the realization of a sustainable society, we have announced our Declaration of Carbon Neutral in 2050. This positions the response to a decarbonized society as a source of medium- to long-term competitiveness and serves as a management strategy guideline for reducing capital costs and improving profitability.

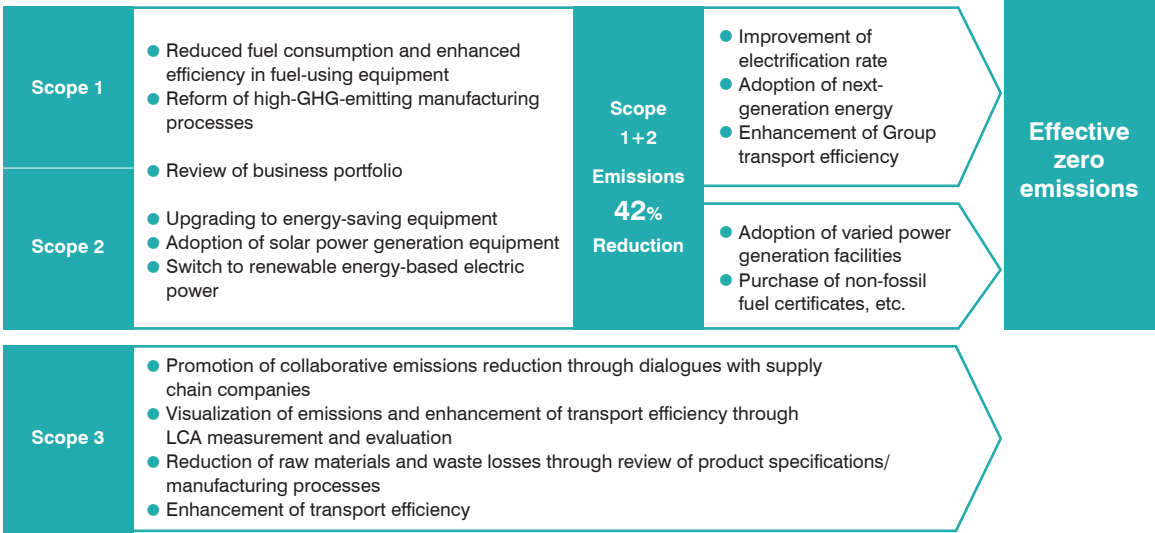
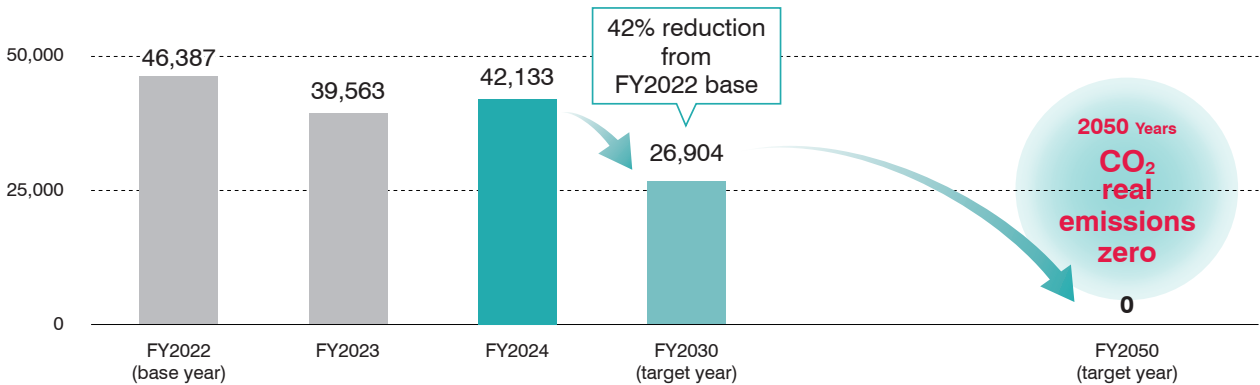
To achieve carbon neutrality by 2050, we have set a target to reduce GHG emissions (Scope 1+2) associated with business

activities by 42% by FY2030, using FY2022 as the base year. For Scope 3, we aim for 90% of suppliers (by expenditure) to set GHG emission reduction targets in line with SBT by FY2030, by strengthening collaboration with suppliers. These reduction targets were certified by the SBT Initiative in June 2025, confirming that they are science-based targets consistent with the Paris Agreement's 1.5°C goal.

* SBT: Abbreviation for Science Based Targets. This is an international certification framework indicating that science-based greenhouse gas emission reduction targets consistent with the Paris Agreement's goals have been set.

● Indicators and targets

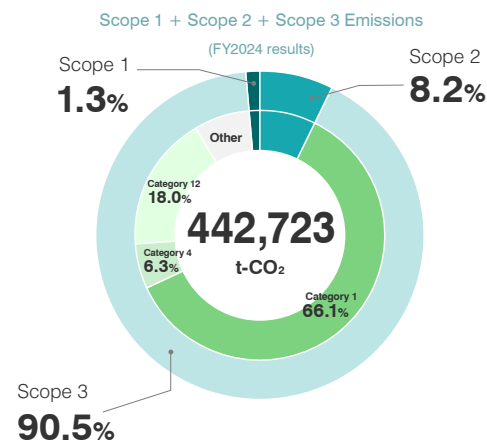
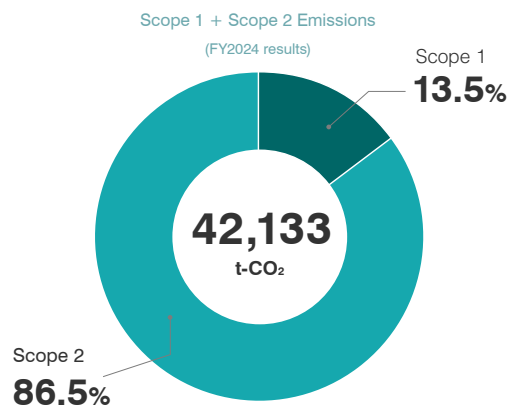
GHG emissions (Scope 1+2) (t-CO₂)



Results

In FY2024, the GHG emissions (Scope 1+2+3) for the entire Group were 441,489 t-CO₂. Of this total, Scope 1 emissions amounted to 5,674 t-CO₂, or about 1.3% of total emissions, Scope

2 emissions amounted to 36,460 t-CO₂, or about 8.3% of total emissions, and Scope 3 emissions amounted to 399,356 t-CO₂, or about 90.4% of total emissions.



Initiatives for Reducing Scope 1 Emissions

Direct GHG emissions (Scope 1) account for 13.5% of our own emissions (Scope 1+2). The main emission sources are fuels used by company vehicles and production equipment. We have set a target to reduce our own emissions (Scope 1+2) by 42% by FY2030 compared to FY2022 levels. To achieve our targets, we will work to reduce fuel usage, promote electrification, and further optimize our energy mix by considering environmental performance, economic efficiency, supply stability, and disaster risk countermeasures.

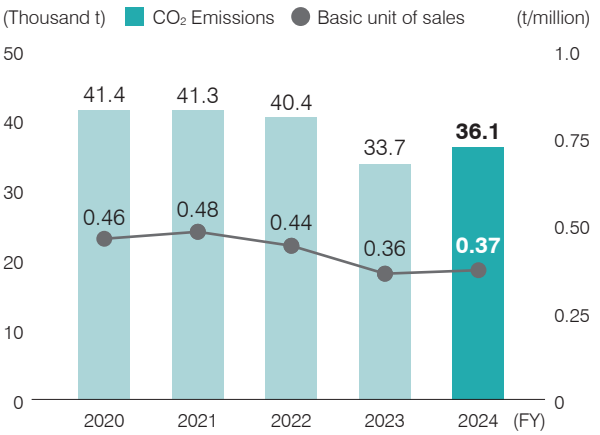
Initiatives for Reducing Scope 2 Emissions

Indirect GHG emissions (Scope 2) account for 86.5% of our own emissions (Scope 1+2). The main emission source is electricity used at manufacturing sites. We have set a target to reduce our own emissions (Scope 1+2) by 42% by FY2030, based on FY2022 levels. To achieve our targets, we will strengthen energy-saving measures at each plant, improve production efficiency, review our production system, and work to reduce electricity consumption. In addition, we will increase the ratio of renewable energy by introducing solar power generation equipment and other renewable energy sources.

Initiatives for Reducing Scope 3 Emissions

Supply chain emissions excluding our own company (Scope 3) were 400,589 t-CO₂, with Category 1 (purchased products and services) accounting for about 66.1% of the total. We are working at each stage to reduce raw material input by developing products that use less raw material, adopting raw materials with lower emission factors, reducing production losses during manufacturing, and promoting material recycling of waste. In addition to

CO₂ emissions (Scope 1+2) of the Domestic Group



requesting major suppliers to voluntarily set emission reduction targets in line with SBT certification standards, we are strengthening collaboration with the supply chain toward decarbonization by supporting suppliers through the provision of guidelines for emission calculation and target setting. Activities are monitored and progress is checked through regular surveys and individual dialogues

Recycling-oriented society

Basic Philosophy

The shift to a circular economy is expected to solve many social issues such as resource depletion, waste, food loss and other food disposal problems, and to help with CO₂ reduction, by recovering products and recycling them to create new products.

As a provider of paper media and other means of information communication, and as a supplier of flexible packaging, tubes, bottles, and other plastic packaging materials, we must actively strive for global environmental conservation and for secure and prosperous lives for people. With our accumulated core

technologies and our planning and development capabilities as a source of competitive advantage, we will invest in the development of environmental products that create new value and will strategize our business as a growth opportunity. In addition to product development, we will make efforts aimed at achieving a circular economy, including active involvement in the social implementation of recycling schemes, from collection to recycling, together with our customers and local governments.

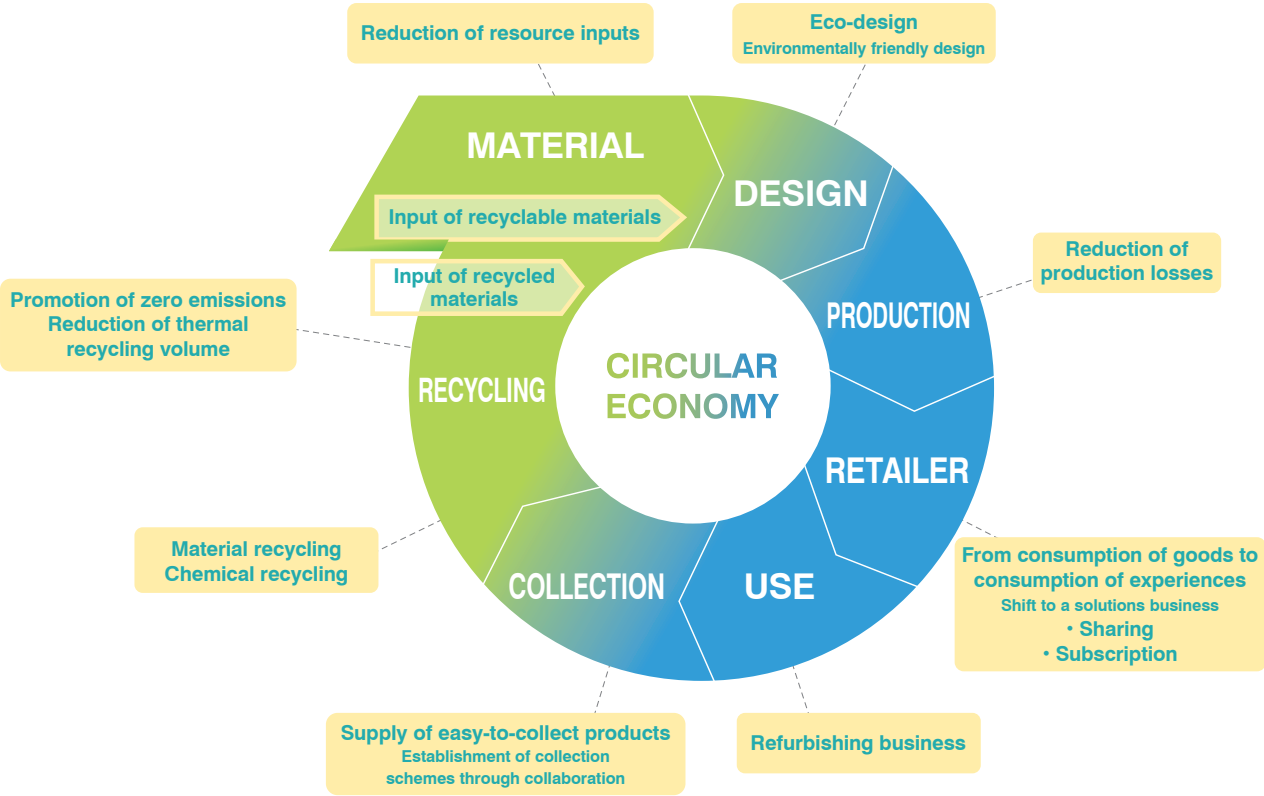
Implementation Framework

Based on the Guidelines to Promote Proper Treatment and Recycling of Waste and led by our Waste Management and Recycling Promotion Department, an expert subcommittee of our Environmental Committee, we engage in in-house resource recycling (zero emissions) activities.

In the area of contribution to a recycling-oriented society through environmental products and services, we launched the Eco-TO-MOWEL project, led by the Living & Industrial Materials Division

and the Research and Development Division. We are advancing strategic initiatives through the integration of development, manufacturing, and sales. In addition to recycling-oriented products, we will also address a wide range of environmental issues, including helping with the problem of food loss through high-barrier products and active barrier products, addressing climate change by reducing CO₂ emissions, and reducing VOCs, as well as developing universal products that are easy for everyone to use.

● Initiatives in the recycling cycle



Initiatives through Products and Services

For the TOMOWEL NEXT PACKAGING brand aimed at the realization of a sustainable society, we are developing a variety of environmentally friendly products and are proposing environmentally friendly specifications matched to customers' specific processes, from product design to manufacturing, logistics, sales, ease of use, and disposal. As an example, our PIR efforts to divert plastic waste generated in production into other products such as

bottle caps have been highly regarded by environment-oriented customers. In consumer packaging, the need for FSC paper is growing within customers' environmental strategies, and we are strengthening our ability to accommodate. We are also actively working on making tube rolls thinner and reducing the use of resin through smaller caps.



Packaging made with filmless paper packaging material



Paper laminated tube



Range-up carton made with zero plastics

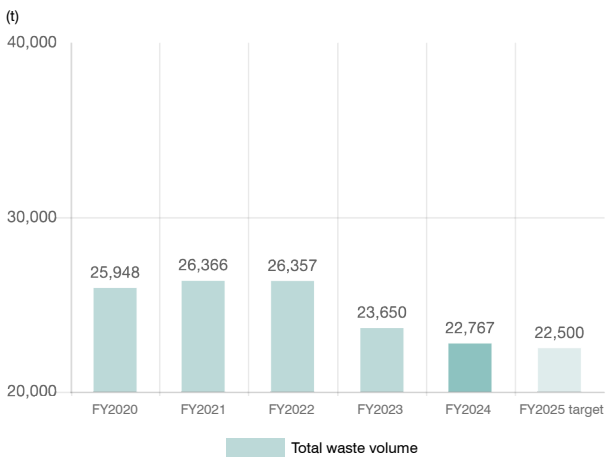
Efforts for Achieving Zero Emissions

In fiscal 2024, we continued our efforts to reduce and recycle waste, achieving a recycling rate of 99.9%, and zero emissions*

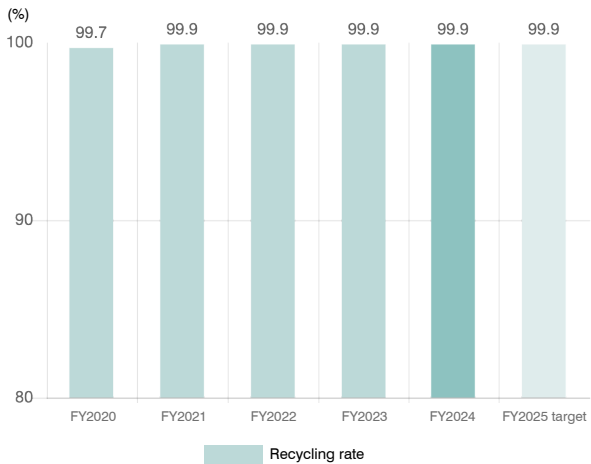
has been achieved 16 years consecutively at all the 8 major offices.

* The in-house standard of less than 1% of the total waste being the final disposal amount generated in factories, or recycling of 99% or more of the total amount generated.

● Total Waste Volume



● Recycling Rate



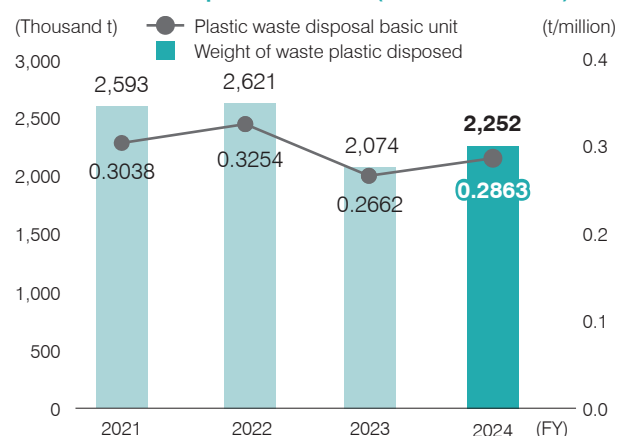
Disclosure based on the Act on Promotion of Resource Circulation for Plastics

In accordance with the Act on Promotion of Resource Circulation for Plastics, the Group is working to reduce plastic waste in consideration of production volume. We aim to improve the plastic waste disposal basic unit for Kyodo Printing (non-consolidated)*

by 6% by fiscal 2025 compared to fiscal 2019 levels and are working to achieve this target. In fiscal 2024, this value improved by 14.2%, which indicates good performance in this area.

* Weight of waste plastic disposed ÷ Weight of plastic main material input

● Plastic waste disposal basic unit (non-consolidated)



● Plastic Waste Disposal by Domestic Group Company

	2021	2022	2023	2024
Kyodo NPI Package	230	149	36	43
Jyoban Kyodo Printing	126	115	100	117
Kyodo Logistics	72	73	73	64
Kyodo Printing Media Products (Goka)	33	40	39	31
Kyodo Printing Nishinohon	6	6	12	4
Cosmo Graphic (Tomokomai)	5	0	1	2
Kyodo Blow Bottle	5	5	5	5
Kyodo Ftech	0	0	0	0

Waste Management

We manage the waste generated by our business activities in compliance with laws and regulations.

Generally speaking, waste-related risks become significant after waste has been outsourced to a disposal company. The Company has introduced electronic manifests at all of its sites

to improve the efficiency of checking the processing status and prevent illegal dumping and other misconduct related to waste transfer. We also regularly conduct on-site inspections of intermediate and final disposal contractors to ensure that recycling and final disposal are carried out appropriately.

Alliances

The formation of a recycling-oriented society cannot be achieved through our own efforts alone. We collaborate with other companies, local governments, and specialized institutions to develop and introduce new materials, recycle technologies, and recycle used products to build social systems to achieve a circular economy.

Main Alliances

- Clean Ocean Material Alliance (CLOMA)
- Circular Partners
- Capital participation in R Plus Japan

Pollution Prevention

Chemical Substance Management

Based on the Proper Chemical Management Guidelines for correct management and reduction of chemical substances, we have established a Chemical Substance Management Subcommittee at each of our business sites to carry out activities with the Green Procurement Department serving as the core organization for promoting chemical substance management. We create master data from 50,000 laws and regulations on chemical substances, centering around those related to printing, while we enter newly purchased materials in a Safety Data Sheet (SDS) to ensure compliance with laws and regulations, reduce product use,

provide information to customers and support the health and safety of our employees.

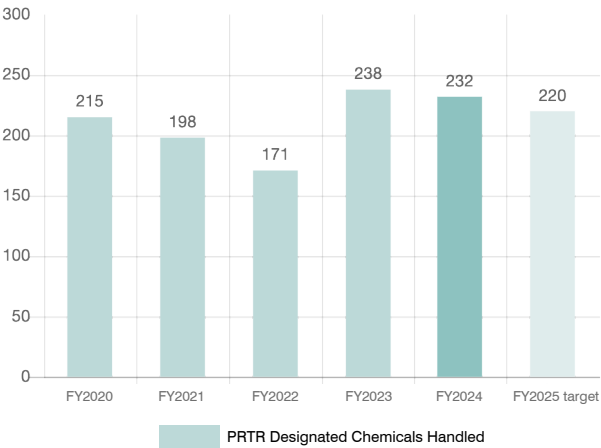
In terms of management in the supply chain, we released the Green Procurement Guideline and are requesting the establishment and operation of a chemical substance management system based on the environmental management system. We are promoting management base on management standards by designating substances as controlled substances in the Green Procurement Standards List in accordance with chemSHERPA.

PRTR Designated Chemicals

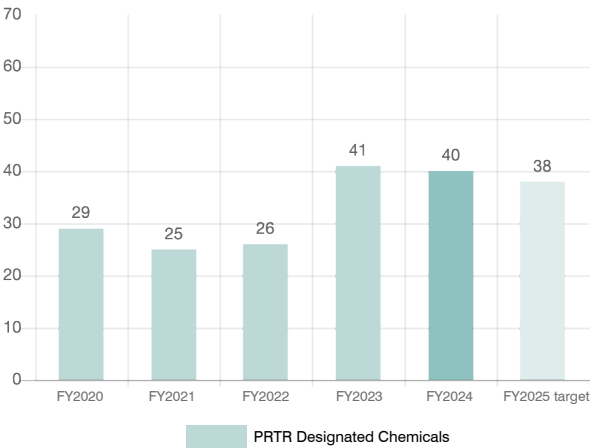
PRTR designated chemicals are harmful to humans and ecosystems, and many of them are VOCs. We have set targets and are working to reduce VOC emissions. We will continue to promote reduction activities for PRTR-designated substances other

than VOCs. Due to the addition of designated substances by legal revision, the amount handled by the Group has increased for PRTR emissions from FY2023 onward.

● Amount of PRTR Designated Chemicals Handled (thousand kg)



● Amount of PRTR Designated Chemicals (thousand kg)



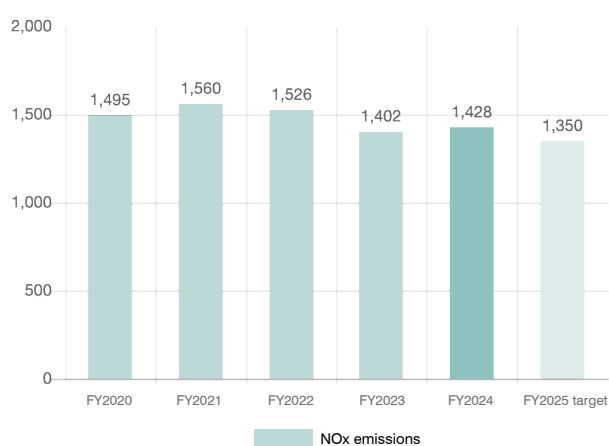
Prevention of Atmospheric Pollution

NOx and SOx Emissions

At facilities that generate soot and smoke, including boilers that generate nitrogen oxide (NOx), we control the temperature and air ratio so that they are at appropriate levels at the time of combustion in order to control NOx generation and also strive to control NOx generation by reducing the size of boilers, measuring the concentration of NOx regularly, and maintenance management.

With regard to SOx (sulfur oxide), we replaced air-conditioning equipment using liquefied gas, which emits less SOx emissions, and completely eliminated the use of heavy oil fired boilers. As a result, our only SOx emissions at this point are from transportation trucks operated by Kyodo Logistics, a Group company.

● NOx Emissions (kg)



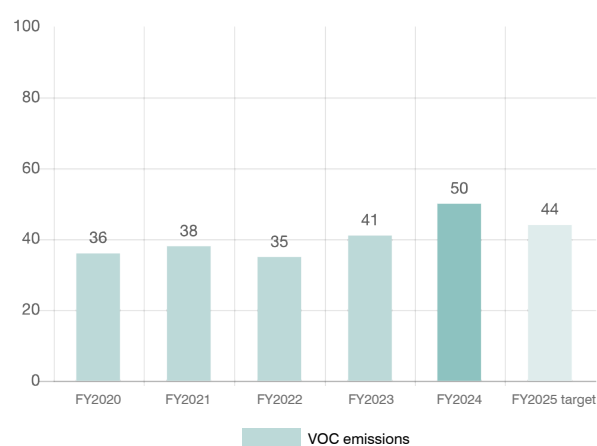
VOC Emissions

VOCs (volatile organic compounds) such as toluene and xylene are highly contained in the solvent components of inks and are emitted in large quantities in the printing process.

The Group has set reduction targets and is working to suppress atmospheric emissions by switching to alternatives such as low-VOC inks, reducing usage, and operating exhaust gas treatment equipment.

In fiscal 2024, VOC emissions increased due to an increase in operating volume.

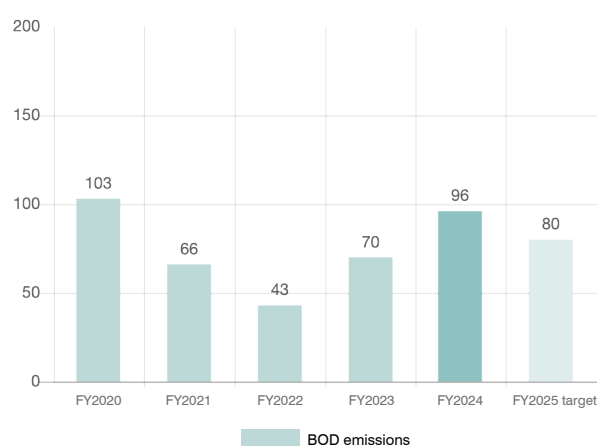
● VOC Emissions (1,000 kg)



Water Pollution Prevention

Each of our plants is equipped with wastewater treatment facilities to treat polluted water in order to prevent environmental pollution. We regularly monitor pH (hydrogen ion concentration), BOD* (biochemical oxygen demand), metal content, etc. to ensure proper management of wastewater.

● BOD Emissions (kg)



Biodiversity

Basic Philosophy

Our abundant lifestyles are supported by the blessings obtained from biodiversity (ecosystem services). Since the printing business, which is the Group's core business, also depends on many resources, such as forest resources and water, we believe that coexistence with the global environment is indispensable for

the sustainable growth of the Company.

We will work to protect biodiversity and the natural environment throughout our supply chain, from procurement of raw materials to disposal.

Biodiversity Risk Assessment

The Kyodo Group uses the WWF Biodiversity Risk Filter to assess the impact of its production sites on biodiversity and identify risks.

As a result, we have assessed that risks to biodiversity around our production sites are low level risks at present. We will continue our efforts to conserve biodiversity through continuous risk assessment and correctly identifying risks.

Sustainable Use of Forest Resources

Paper is an indispensable management resource for the Group's businesses. Forest resources, which are used as raw materials for paper, fix CO₂ in the atmosphere. By properly planting trees after logging, CO₂ absorption can be increased. Paper is also a highly recyclable, sustainable, and useful resource, but between 1990 and 2020, an average of 5.92 million hectares of forest was reduced annually with illegal logging being one of the

major causes. As an initiative to eliminate illegal logging, we aim to achieve a procurement rate for paper made from verified legal wood of 100% by 2030. In procuring printing paper, we are promoting activities such as requesting suppliers to submit certificates of use of legally harvested timber.

In fiscal 2024, we confirmed that 81.2% of paper came from legally harvested timber (purchase amount basis).

Conservation of biodiversity

In our Information and Communication Business, as part of our forest resource conservation activities, we support the environmental conservation activities of the Akagi Nature Garden, located at the foot of Mt. Akagi in Gunma Prefecture, in support of our desire "to create a prosperous society by allowing as many children as possible to come into contact with nature and nurture

their sensibilities."

In the Living and Industrial Materials Business, we conduct river and coastal cleanup activities at each production site as activities to reduce marine plastic pollution, a form of pollution where plastic waste discarded on land flows through rivers and accumulates in the sea.

Water Resources

Basic Philosophy

While the global demand for water is increasing due to population growth and economic development, the effects of droughts and floods caused by climate change are threatening stable water use.

Water is an indispensable resource, including for the paper printing business, which is the mainstay of the Group's information-

related businesses. We believe that measures for water-related risks that affect our business activities are also important from a BCP perspective. We will promote the sustainable use of water resources while taking into consideration the impact of water intake and drainage on the ecosystem.

Water Risk Assessment

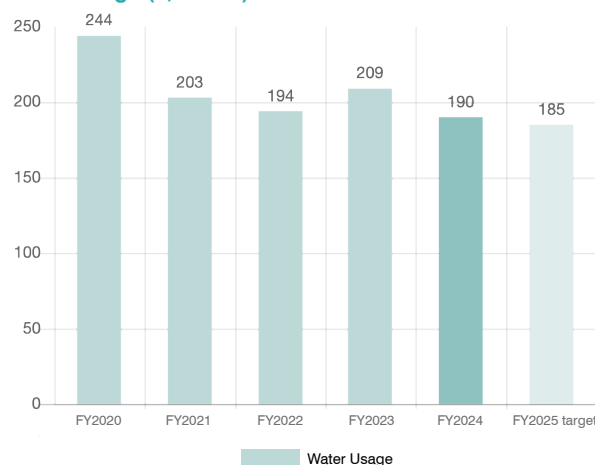
Since the depletion of water sources at the watersheds where our production sites are located and the occurrence of floods and other water-related disasters have a significant impact on business continuity, we regularly conduct risk assessments using the WWF Water Risk Filter to identify risks in advance and take measures.

At present, we recognize that the risk of water depletion at our major manufacturing sites in Japan and overseas is relatively low compared to other environmental risks. However, water stress intensity is expected to increase over the long term at some sites in Japan and overseas. Going forward, we will continue to evaluate risks, identify changes in risks, and strive to reduce risks.

Use of Water Resources

Primary uses of water include cooling production equipment, serving as a heat source for air conditioning equipment, and for health and sanitation. We use water resources efficiently and cut water usage by, for example, efficient use of water and introduction of common facilities in consideration of water-saving, and changing air conditioner cooling systems to avoid use of water. In the future, we will explore printing methods that do not use water during production and also focus on water reuse and other ways to save water.

● Water Usage (1,000 m³)



Water discharge

Each of our plants is equipped appropriate wastewater treatment facilities in accordance with regulatory standards for water pollution and regularly monitor water quality to prevent environmental pollution.

Additionally, ecological impacts to the watershed are periodically assessed using the WWF Water Risk Filter. At present, although we recognize that the impact on biodiversity in areas from which our main production sites obtain water is expected to be low, we will continue to promote ecosystem-friendly water use.

Society

Human Resource Strategy

Basic Philosophy

As the social environment continues to change amid a declining working-age population due to the falling birthrate and aging population and amid changing work styles due to diversifying lifestyles, it can be said that human resources are an important management resource for increasing the competitiveness of a company and realizing sustainable growth.

Having identified “Activity by value-creating human resources” as a materiality, the Kyodo Printing Group is working to secure

and utilize human resources with diverse values to flexibly respond to changes, strengthen capabilities for value creation, and promote the development of a work environment that allows employees to maximize their abilities.

By having all employees play active roles as “value-creating human resources” who grow autonomously and take on challenges, we will improve the competitiveness of the company and achieve sustainable growth.

Priority Issues

Utilization of diverse values

We will promote diversity and inclusion of knowledge and experience so that diverse human resources can fully demonstrate their abilities.

Securing and strengthening of value-creating human resources

We respond flexibly to changes in society and the business environment, and are promoting efforts to secure and strengthen the development of value-creating human resources in line with our management strategy.

Creation of an environment enabling maximum demonstration of capabilities

We promote flexible work styles, work-life balance, health and safety, and other work environment improvements that match the changing attitudes of workers.

Sustainable Enhancement of Corporate Value

Activity by Value-creating Human Resources

Utilization of
Diverse Values

Securing and
Strengthening of Value-creating
Human Resources

Creation of an
Environment Enabling Maximum
Demonstration of Capabilities

Development of Human Resource Infrastructure/
Corporate Climate Reform

Diversity & Inclusion

Basic Philosophy

The business environment surrounding us is changing drastically due to changes in the social environment, consumer values, and lifestyles. In order to create new value and continue sustainable growth, we believe that it is necessary to create an environment in which employees can respect each other's values and

ways of thinking and fully utilize their knowledge and experience. The Group is striving to create a corporate culture in which the Group can leverage the new innovations and value creation capability that result from such initiatives.

Diversification of Core Human Resources

In order to create new value for a company, it is important to utilize various values, experiences, and skills that go beyond the boundaries for corporate growth. In order to reflect diverse perspectives in corporate decision-making, the Group not only appoints excellent human resources, including managers who transcend the boundaries of age, gender, and nationality, but also

works to create an organization in which diverse human resources can play an active role. Furthermore, we will actively promote the hiring of external human resources who have values and skills based on their diverse experience and will foster a corporate culture that encourages new challenges and leads to corporate growth through the generation of innovations.

General Employer Action Plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace and the Act on Advancement of Measures to Support Raising Next-Generation Children

Based on the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on Promotion of Women's Participation and Advancement in the Workplace, the Group ascertains the status of and analyzes issues related to the advancement of women and support the development of the next generation, formulates action plans based on the results, and disseminates them both internally and externally.

Our targets for the period from April 2022 to March 31, 2026 are as follows.

In fiscal 2023, we received the highest ranking of three stars in the "Eruboshi Certification," which is based on the Act on Promotion of Women's Participation and Advancement in the Workplace.



● Promotion of Women's Participation and Advancement in the Workplace

Target

Achieve a female executive staff (manager level or above) ratio of **10% or higher** by FY2025



● Support for Balancing Work and Childcare

Target

Achieve a usage rate of childcare leave by male workers of **80% or higher** by FY2025.



● Work-Style Reform

Target

Reduce average monthly overtime work hours to **half** by FY2025 compared to FY2020 levels through the promotion of work-style reform



Training

As part of our efforts to create an environment where all employees can choose diverse ways of working and excel, we conduct "Diversity Management Training" once a year for all executives and senior staff, promoting a culture that appoints talented individuals without being influenced by unconscious biases.

In addition, as a place where employees who have taken childcare leave can easily communicate with each other, they participate in external communities and support the career development of employees who are taking childcare leave.

Work-Life Balance

For the development of the company over the medium to long term, we believe that it is important employees to have a work-life balance, aiming for the creation of a workplace where each employee can continue to work with peace of mind and maximize his/her abilities while choosing diverse and flexible work styles according to life stage.

Based on the human resources strategy in the Medium-term Management Plan, which is “Develop human resource infrastructure that encourages autonomous growth of diverse human

resources for sustainable growth in corporate value,” we are actively promoting various human resources system reforms, including the introduction of a side-job system, a teleworking allowance, and annual paid leave provided in hourly increments, abolition of core time in flexible workplaces, and are working to create an environment that realizes work-life balance. We will continue to respect the diversity of our workforce, improve productivity in line with the times, and promote measures that enable employees to work on their own initiative and with enthusiasm.

Childcare Support

In order to enable employees to continue working autonomously while raising children, we have implemented a variety of initiatives since 2005, including the introduction of a childcare leave system that allows employees to take up to two years of childcare leave and a shortened work hours program that can be utilized by employees until their child completes third grade of elementary school. In 2022, in addition to establishing a system to encourage

male participation in childcare, we established the “Life Support leave program,” which enables employees to balance work with infertility treatment and child truancy, which have become social issues, and realize seamless support for the development of the next generation from before pregnancy to adulthood, working to create an environment where everyone can work maintaining a good work-life balance.

● Main Childcare Support Measures

Item	Name of measure	Overview
Leave	Childcare Leave Program	Leave can be taken until the day the child reaches two years of age (the day before their birthday)
	Newborn Care Leave Program	Leave can be taken for up to 28 days within the eight-week period starting from the delivery date (or expected delivery date) of the child
	Life Support Leave Program	Leave can be taken for up to two years for infertility treatment or child truancy
Monetary benefit	Mother and Father Childcare Leave Support Program	Employees who take newborn care leave for five or more days will receive financial support of 50,000 yen
Reduced working hours	Reduced Working Hours Program	Working hours can be reduced by up to two hours per day in the following cases: 1. Raising a child up to the third grade of elementary school 2. When undergoing infertility treatment 3. When a child refuses to attend school
Other types of leave	Sick/Injured Child Care Leave Program	Employees with children up to third grade in elementary school can take up to ten days of special paid leave when their child requires nursing care
	Maternity Leave Program	Three days of special leave (paid leave) can be taken within two weeks from the date the employee's spouse gives birth
Other	Childcare Leave Supporter Program	A person in charge of support/support person is assigned to follow up with employees who wish to take childcare leave from before to after they return to work
	Expectant Father Meetings	Conduct interviews with male employees who are expecting a child and their superiors to introduce childbirth and childcare systems and confirm their intention to utilize such systems
Tool	Childcare Leave Handbook	We distribute a handbook that explains the various procedures performed before taking childcare leave and after returning to work in a way that is easy to understand

Nursing Support

Currently, Japan is entering an era in which the number of people requiring nursing care is rapidly increasing due to the rapid progress of the declining birthrate and aging population. To create an environment where employees who are caregivers can continue to thrive, we have established a Nursing Care Leave

Program that allows for up to one year of leave. For those who wish to take this leave, a three-party meeting involving the employee, their workplace supervisor, and the Personnel Division is conducted to deepen understanding of balancing caregiving and career responsibilities.

● Main Nursing Support Measures

Item	Name of measure	Overview
Leave	Nursing Care Leave Program	Leave can be taken for up to three different periods totaling an amount of time equivalent to one year
Monetary benefit	Nursing Care Leave Monetary Benefit	A monetary benefit is provided to employees who have worked for at least one year after returning to work
Reduced working hours	Reduced Working Hours Program	Working hours can be reduced by up to four hours per day (for up to three years from the point when an employee starts in the program)
Other types of leave	Special nursing care leave	Employees can take up to 10 days of special leave (paid leave) when they need to provide nursing care or other types of care

Utilization of Human Resources in a Manner That Respects Diversity

Mid-career Hiring

We are actively promoting the hiring of mid-career employees with diverse experience, values, and skills, aiming to continue and expand our business in the future. In addition, by proactively

developing and appointing mid-career hires as core human resources, we will encourage changes in our values which will lead to the creation of new value.

Second Career

Seniors are valuable human resources possessing a wide network of contacts and a wealth of knowledge and know-how. In anticipation of changes in the social environment, we have been implementing measures to continue the employment of seniors over the age of 60 who have reached retirement age. In 2022,

we extended employment to the maximum age of 70 to encourage the further utilization of senior employees in the workplace. In addition, in order to support diverse work styles during second careers, we are promoting the expansion of programs such as reduced working hours programs and the side-job system.

Employment of Employees with Disabilities

In March 2022, our Group company TOMOWEL Business Partner obtained certification as special subsidiary company, enabling people with disabilities to contribute to improving productivity and creating innovation, playing an active role. We have established an environment where dedicated instructors are stationed on-site,

which is a distinctive feature of a special subsidiary company, allowing employees to perform at their best while maintaining mental and physical stability. We have also introduced evaluation systems and training aimed at career advancement, promoting a rewarding and fulfilling work environment.

Employment of Foreigners

In order to create new value for a company, we believe it is also important to hire talented people regardless of nationality and incorporate diverse values in the Company that differ from conventional values. We recruit and train foreign employees with a view

to playing an active role on the global stage at overseas Group companies, such as accepting trainees from overseas and hiring graduates of schools based in Japan.

Work-Style Reform

As society demands a realization of diverse workstyles that accommodate various lifestyles, our Group also believes that ensuring the health and well-being of our employees and their families is essential for the sustainable growth of the Group. The Kyodo Printing Group promotes diversity, reduction of working

hours, and flexible work styles, and strives to create a foundation for maximizing employee productivity and motivation. In fiscal 2018, we announced the Work-style Reform Declaration and are working to create an environment where employees can work with motivation and energy.

Human Resources Development and Training

Basic Philosophy

We respond flexibly to changes in society and the business environment in accordance with our human resources development and internal environment improvement policies, and are promoting efforts to secure and strengthen the development of value-creating human resources in line with our management strategy.

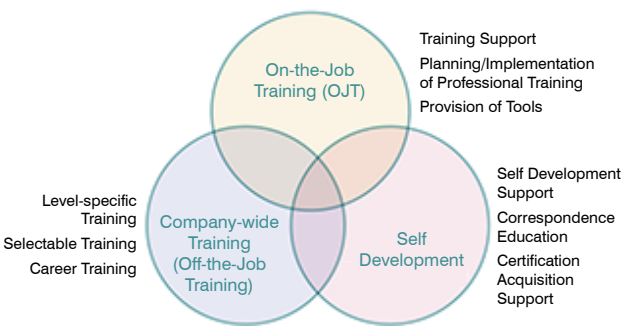
In particular, our management challenge is to secure and train digital human resources to expand new business areas in our Information Business, to reform production through IoT, and to strengthen our management base through the use of digital

tools and the advancement of business operation processes.

In promoting human resource management, we view the abilities and skills of our employees as a crucial management resource, and have introduced and have visualized a talent management system as the basis for strategic recruitment, placement, and training. In addition, we are strengthening our investment in human capital by expanding subsidies for the acquisition of relevant certifications to enhance our capabilities in line with the specialized nature of our business.

Human Resources Training

The personnel our Group and retain excellent human seeks are “employees who independently work to create even slightly greater value through their own roles or jobs.” To ensure the sustainable growth of both “people” and “companies,” we are building an training system that maximizes and enhances the capabilities of our employees.



	Level-specific Training	Training for Knowledge Acquisition	Self Development	Professional Training	Career/Diversity Training
For Executive Officers	Director Training				
For Management	Training for existing department head managers Training for new department head managers Training for existing section managers Training for third-year section managers Training for new section managers	Accounting/Finance training			
For leaders	Leader training				
For mid-level employees	Training for senior supervisors	Guidance/Training for junior employees			
For young employees	Training for new supervisors				
For new employees	Training for new employees Follow-up training Career advancement training				
For prospective employees	Training for prospective employees				
		Legal training/Intellectual property training Quality training Environmental education Information security education	Training for legal certification and recommended certification acquisition Language training Self development support/Interdisciplinary-based self development Correspondence education	Division-sponsored training (specialized knowledge/specialized skill training)	Career design seminar for young employees Career design seminar for mid-level employees Career design seminar for senior employees Training for next-generation leaders Management check-ups Diversity management training

Career Development Support

Aiming to secure and strengthen value-creating talent that can flexibly respond to changes in the social environment and think and act independently, our company conducts career design seminars for different age groups and conducts “Human Resources Career Interviews” to support the career development of all employees. Additionally, we strive to develop and nurture talent by promoting effective placement and rotation of personnel.

DX Human Resources Development and Training

We are working to develop and train human resources who will drive reforms autonomously, aiming to build a system that enables the Company and its employees to grow sustainably. In recent years, in response to changes in the business environment surrounding our group, we have been focusing on expanding new growth areas through digital solutions and improving the profitability of existing businesses through digital transformation (DX). We believe that strengthening digital talent is essential for this,

Self-development

To support the autonomous career development of employees, we are enhancing incentives such as allowances and lump-sum payments for those who obtain recommended qualifications. Furthermore, management diagnosis (multifaceted diagnosis) and feedback training are conducted to reinforce and develop management capabilities as a means of re-learning for executives,

Furthermore, as part of initiatives that emphasize the importance of employees autonomously designing their own careers, we hold an annual “Career Design” session. During this session, each employee is given the opportunity to think about their future career, including specific promotions and roles, and to share these plans with their supervisors and the Company.

and therefore, we are expanding support for obtaining recommended qualifications, including national certifications. Additionally, to secure digital talent, we are expanding our channels for talent acquisition by introducing new hiring methods, increasing career recruitment, and re-employing retirees. By increasing the number of digital personnel within the Group, we aim to realize our business strategies.

who are core human resources who support the realization of management strategies. By doing so, we will promote awareness and behavioral change among executives, respect diverse values within the organization, and lead to the creation of an environment in which diverse human resources can be utilized.

Human Resources System

The fundamental concept behind our human resources system is to achieve goals through sound corporate management while aiming to foster talent and build organizations that can promote the realization of our Group Management Vision.

To keep employees motivated, it is important to conduct fair and convincing evaluations. The Company is committed to promoting and ensuring a thorough understanding and implementation of the human resources system to evaluate and deal with personnel in an appropriate manner. Evaluator training is provided to executive

staff to improve their understanding of the human resources system and the knowledge and skills necessary for evaluation. Through training, we aim to develop employees' skills and train human resources by conducting fair and appropriate evaluations and correctly communicating evaluation results.

Furthermore, we have established a Human Resources System Opinion box to gather feedback from employees on operational issues related to evaluation and feedback in order to ensure the proper implementation of the human resources system.

Human Resources System Reform

We are revising our human resources system to support employees who take on challenges in order to establish a human resources infrastructure that encourages the autonomous growth of diverse human resources. We have introduced a defined contribution pension system based on a review of the retirement benefit

system to support the asset formation of employees for the future. In addition, we have revised our role grade system to better reward contributions to performance and roles, creating a system where employees find motivation through appropriate treatment and compensation.

Support for Challenges

From the perspective of supporting the autonomous career development of each employee, we are striving to revitalize the effective allocation and rotation of human resources. We create opportunities for employees to take on challenges of their own volition through systems such as the Career Challenge System

(in-house recruitment system) and the side-job system.

To respond to rapid changes in the business environment, we are focusing on acquiring new skills and strengthening expertise, and enhancing knowledge updates and support for obtaining qualifications through online learning services.

Improving Engagement

Basic Philosophy

In order to secure, train, and retain excellent human resources to improve productivity and corporate competitiveness, we believe that it is important to create an organization where employees feel motivated to work.

The Group is promoting initiatives that enhance employee motivation and engagement to improve productivity and corporate competitiveness through the establishment of flexible work styles unrestricted by time and place, work-life balance, health and safety, and other work environment improvements.

Major Initiatives

Promotion of Flexible Work Styles

We have introduced a coreless flex system and a system in which annual paid leave is provided in hourly increments to enable employees at various life stages to choose flexible work styles unrestricted by time or place.

Additionally, for positions and workplaces where telework is possible, we have implemented hybrid work, allowing employees to choose between commuting and telework based on their work conditions, thereby promoting smart work in which each employee can fully demonstrate their abilities.

Organizational Culture Reform

In order for a company to adapt to changes in the social environment and continue to grow sustainably, we believe it is important to create an environment in which each employee can express their own opinions voluntarily and create opportunities to take on innovation and change, thereby fostering an organizational culture that gives employees a sense of job satisfaction. To support individuals aiming to create a prosperous society and new value, and to contribute to the generation of new business for the Group, we

host the TOMOWEL Business Contest and conduct facilitation training through TOMOWEL Production Activities, mainly at manufacturing workplaces. These initiatives consider organizational psychological safety and lead to cultural reforms. We aim to increase corporate value by investing in human capital through both strengthening human resources and organizational culture reform.

Employee Benefits

We believe that it is an important corporate responsibility to ensure the stability and improvement of the lives of our employees and their families and to maintain and promote their health. In addition to various types of insurance, we are working to

improve employee engagement through the operation of cafeterias at business sites and manufacturing sites, the establishment of clinics, and the provision of comprehensive welfare services in partnership with external organizations.

Health and Safety

Health Management

Basic Philosophy

Declines in productivity and performance due to employee health conditions such as lifestyle diseases, mental health issues, and health challenges unique to women are being highlighted as important management issues that directly affect business operations. Employees are the source of sustainable growth for a

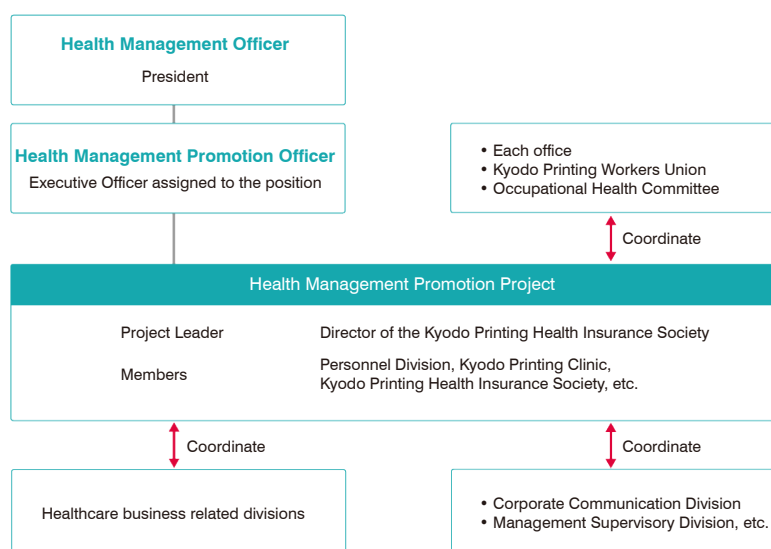
company, and supporting their physical and mental health is essential for improving productivity and revitalizing the organization. The Group is promoting health-related investments and, through collaborative health initiatives with the Kyodo Printing Health Insurance Society, is working to resolve employee health issues.



Implementation Framework

We have established the Health Management Promotion Project, which is led by the President. The Personnel Division and Kyodoprinting Health Insurance Society play a central role in promoting the project in cooperation with each department.

The project includes planning of health management measures, monitoring, and measuring the effects, which are reviewed annually through management reviews.



Third-party Evaluations

Kyodo Printing has been recognized for seven consecutive years since 2019 in the large enterprise category of the Ministry of Economy, Trade and Industry's Health and Productivity Management Organization Certification Program. This recognition is due to our efforts such as health guidance and follow-up measures by industrial physicians after regular health checkups, smoking cessation guidance, and initiatives to reduce long working hours.



Major Initiatives

Employee Health Management

As a health management measure for employees, we conduct a variety of health checkups, including regular medical examinations, collaborative health initiatives with the Kyodo Printing Health Insurance Society, and advice from industrial physicians. We actively support specific health guidance by creating an environment that makes it easy for employees to participate even during

working hours. At workplaces that handle chemical substances such as organic solvents, we are promoting initiatives to prevent health problems, such as ensuring an appropriate working environment, conducting special health examinations, and listening to opinions not only from industrial physicians but also from occupational health consultants depending on the situation.

Mental Health System

To prevent and detect mental health issues in the workplace at an early stage, we offer mental health consultations by occupational physicians and psychiatric specialists, online counseling services by certified psychologists and others outside the Company, line care training for managers, and self-care training for

employees themselves. Furthermore, the results of stress checks are used to improve the workplace environment. We also support employees returning to work after long-term medical leave by providing step-by-step assistance based on the workplace reintegration program.

Initiatives for Reducing Long Working Hours

The International Covenant on Economic, Social and Cultural Rights lists "Rest, leisure and reasonable limitation of working hours" as a right for everyone to enjoy fair and good working conditions.

The Kyodo Printing Group is working to prevent long working hours by promoting advanced business processes through digital transformation (DX) and efficiency through production process reforms, and has established a system on the intranet that allows

for monitoring working conditions in real-time. When overtime work exceeds a certain level, we alert supervisors and employees to prevent overwork. Employees who reach 75 hours of overtime per month are required to interview an industrial physician for dealing with fatigue. Furthermore, through the introduction of an inter-work interval system, we have created an environment in which employees can play active roles in a healthy state, such as by ensuring that they have time to sleep.

KPIs and Priority Measures

In order to achieve sustainable growth of the entire Group through the improvement of employee productivity and organizational revitalization, which are the objectives of health

management promotion, we are promoting initiatives with the following priority measures. KPIs are set to implement, evaluate, and improve measures.

Priority measure themes	Initiatives	KPI	FY 2024 Results
Improvement of health literacy	Health management initiatives and information dissemination	Number of times health information was disseminated internally	12 times a year
Holding of events for improving lifestyle habits	Implementation of KP Health 21 as a measure to establish exercise habits	Number of participants in the KP Health 21 initiative	755
Implementation of smoking cessation measures	Implementation of smoking cessation measures (including events and campaigns)	Number of times smoking cessation measures are implemented annually	4 times a year
	Efforts to reduce smoking rates	Smoking rate	23.8%
Enhancement of disease prevention	Strengthening recommendations for secondary checkups	Rate of recommendations for further examination after regular health checkups	100%
Mental health	Protecting mental health and preventing disorders	Percentage of employees with high stress levels in stress checks	21.9%
Health promotion and maintenance for women	Seminars on women's specific health issues.	Seminar participation rate	86.0%

* Sotsuen is a term used to describe the process of quitting smoking.

● Status of Achievement of Final Health-related KPIs

	KPI	Description	FY 2024 Results
Organizational revitalization	Work engagement	An indicator to evaluate how engaged and energized employees are at work	45.2%
Improving productivity	Presenteeism	An indicator that shows the number of days an employee is present at work but not fully functioning due to some sort of problem. Number of days when an employee was present at work but not fully functioning (average per employee per year)	29.8 days per employee
	Absenteeism	An indicator that shows the number of days an employee is forced to rest due to illness. Average number of days of sick leave/absenteeism per employee	3.2 days

Occupational Health and Safety

Health and safety is a fundamental human right in labor. The Universal Declaration of Human Rights defines health and safety as the “right to life, freedom and physical safety”, and in 2022, “safe and healthy working conditions” was added to the core labor standards of the ILO Declaration, regarded as the foundation of decent work.

For the sustainable growth of a company, it is crucial to create

a workplace environment where all employees can improve their productivity, work in good physical and mental health, and maintain high levels of engagement. Understanding that the safety and health of employees is the foundation of sound business activities, we comply with the standards set by the laws and regulations of each country and promote safety and health initiatives not only within the Group but also with partner companies.

Safety and Health Management System

Based on the Group Safety and Health Policy, our activities are centered on the Safety and Health Committee chaired by the executive officer in charge to ensure a safe and comfortable working environment for employees.

As part of our hazard prediction activities, we conduct risk assessments for all employees working on site and horizontally

deploy information on occupational and commuting accidents. We also work to reduce disaster risks through regular safety and health patrols and 5S patrols. In addition, we strive to maintain and improve our safety and health management system through safety and health education and obtaining opinions and advice from industrial physicians and other experts.

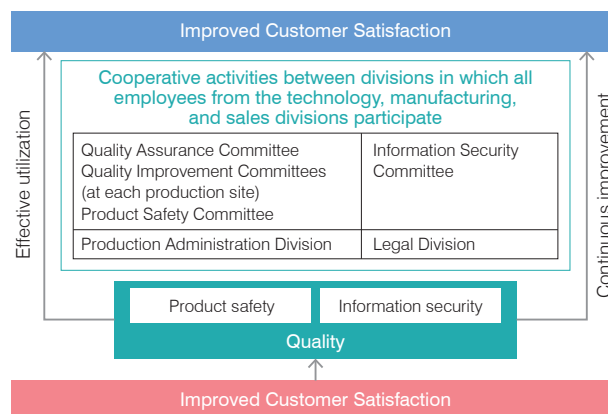
Consumer Safety and Product Quality

Providing High-quality, Safe Products

In order to provide products and services that customers can trust, we are working on continuous improvement activities based on the Kyodo Printing Group Quality Policy.

Quality Assurance Framework

Based on the Kyodo Printing Quality Policy, we established the Quality Assurance Committee chaired by a managing executive officer to promote quality assurance activities and are committed to continuous quality improvement from a customer-first perspective. The committee carries out activities to continuously improve quality through the PDCA cycle, as well as conducts a review each year via a management review.



Quality Assurance Education

In order to improve the quality of our products and services to a higher level, we provide various types of quality assurance education from the time an employee joins the company.

We are committed to improving quality by conducting training

for managers who are closest to general staff at each factory, providing education through manufacturing advisors, and implementing unique training tailored to the specific circumstances of each manufacturing departments.

Quality Audit System

We regularly conduct workplace patrols and audits of the manufacturing (production) departments of each business division. We have established an effective system for not only products

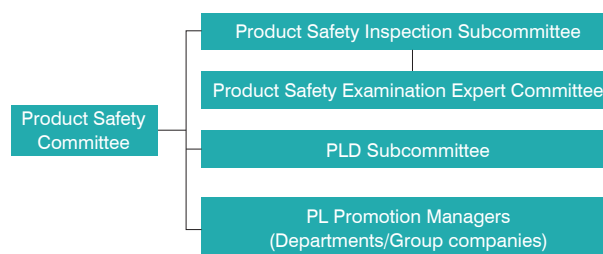
but also services, such as reviewing management guidelines and establishing specialized subcommittees.

Product safety

Product Safety Promotion Framework

The Kyodo Printing Group aims to manufacture products that customers can use with peace of mind throughout the product lifecycle. In order to promote product liability (PL) and product safety (PS), we established a Product Safety Committee chaired by the managing corporate executive officer, for evaluating product safety from newly developed products to the proposed products, including promotional materials. We have also been working on examination and management of specialized safety through subcommittees and expert committees. The activities are aimed at the entire Group and are reviewed annually through management reviews.

● Product Safety Promotion Framework



External Certification Acquisition

To provide customers with peace of mind and safety, we have acquired various certifications related to advanced information security systems, environment, and quality, such as the Privacy

Mark and the ISMS (currently ISO/IEC27001), the first to do so at a printing plant.

Respect for human rights

Human Rights Management

Basic Philosophy

In the international community, addressing various human rights issues such as discrimination and harassment in employment, health and safety, personal information protection, forced labor and child labor has become a management issue for companies.

Based on the belief that all business activities are built on people, the Kyodo Printing Group considers addressing human rights risks in business activities and raw material procurement

both in Japan and overseas to be essential for strengthening the management foundation and achieving sustainable growth. The Group supports international standards such as the International Bill of Human Rights, ILO core labor standards, and the UN Guiding Principles on Business and Human Rights, and fulfills its corporate responsibilities by respecting the human rights of all employees, customers, and business partners involved.

Implementation Framework

The promotion of initiatives to respect human rights is overseen by the Human Rights Subcommittee, which is established under the Sustainability Promotion Committee chaired by the President

and Representative Director. The Subcommittee Chairperson is the Vice President Executive Officer, and a system has been established to promote group-wide initiatives across the organization.

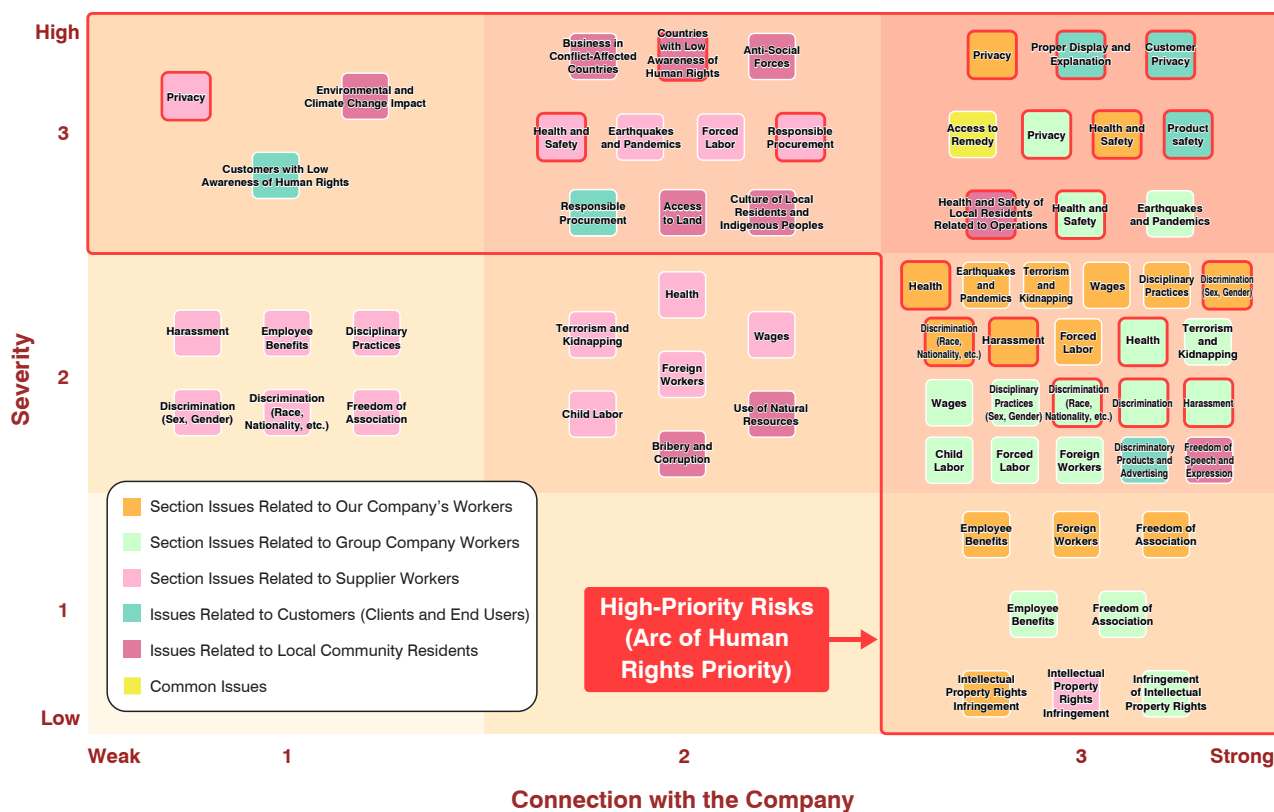
Human rights due diligence

Based on the Human Rights Policy formulated in 2023, we conduct human rights due diligence to identify, prevent, mitigate, and remedy negative impacts on human rights in accordance with the United Nations Guiding Principles on Business and Human Rights.

In FY2024, we conducted a human rights risk assessment and identified six priority issues to be addressed in the Group's business activities. Going forward, we will conduct impact assessments and consider countermeasures and improvement initiatives.

Human rights risk assessment and identification of priority issues for countermeasures

Human Rights Risk Map



● Priority Issues for Countermeasures

Priority Issues for Countermeasures	Human Rights Risks	Stakeholders Affected
(1) Health and Safety	Health and safety (occupational health and safety)	Kyodo Printing Group workers
	Health and safety (health)	
(2) Discrimination and Harassment	Discrimination based on sexual orientation or gender	Kyodo Printing Group workers
	Discrimination based on race, skin color, religion, political views, (national or social) origin, disability, etc.	
	Harassment	
(3) Leakage of Personal Information/ Invasion of Privacy	Leakage of personal information or invasion of privacy	Kyodo Printing Group workers Suppliers Customers and consumers
(4) Human Rights Issues Related to Products	Product safety (including misuse of products)	Customers and consumers
	Appropriate labeling and explanation	
(5) Human Rights Issues in Local Communities	Health and safety of local residents related to operations	Community and society
	Relations with countries and regions with low awareness of human rights	
(6) Human Rights Issues of Suppliers	Responsible procurement (conflict minerals/timber, etc.) * Ensuring suppliers' working environments as required by ILO core labor standards	Suppliers

Human Rights Education

We continuously provide various education and training programs to deepen understanding of respecting employees' human rights. We conduct harassment prevention training for all Group officers and employees and provide e-learning on business and

human rights, with a 100% participation rate in e-learning every year. We are working to prevent the occurrence of human rights violations and to ensure that respect for human rights becomes firmly established as part of our corporate culture.

Access to Remedy (Contact Point)

We have established an Ethics Consultation Office consisting of an internal help desk and an external help desk for consultations, anonymous or otherwise. Furthermore, reports are available not only to our employees but also to employees working at companies with which the Group has business relationships, establishing a system for early detection, correction, and remedy

of human rights violations. In addition, to protect whistleblowers, we stipulate the prohibition of disadvantageous treatment and searches.

In 2024, we launched a multilingual reporting hotline for employees both in Japan and overseas, improving accessibility for users.

Corporate Governance

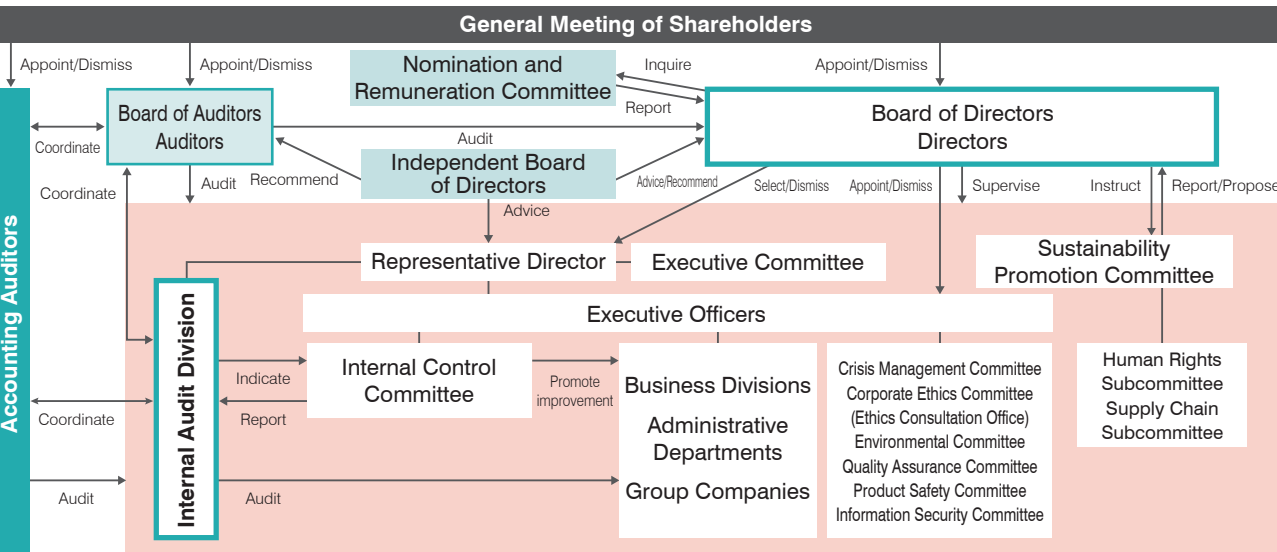
Basic Philosophy

The Company has established a new Group Management Philosophy: "Creating new value with creativity and enthusiasm to realize a future together." Based on this philosophy, we believe that enhancing management efficiency, soundness, and transparency,

as well as strengthening corporate governance, are the most important issues for achieving sustainable growth and increasing corporate value.

Corporate Governance Structure

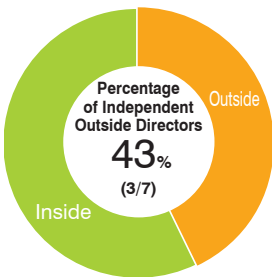
As of June 25, 2025



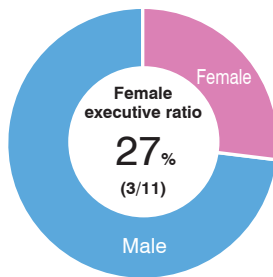
Governance Highlights

As of June 25, 2025

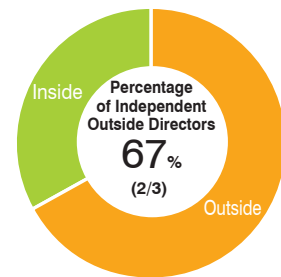
Composition of the Board of Directors



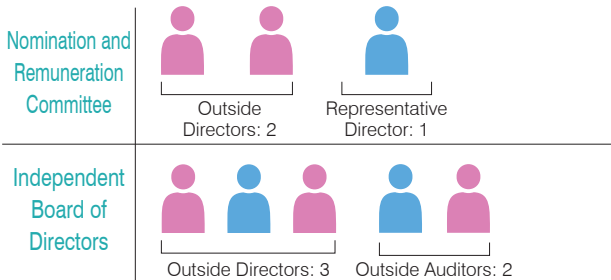
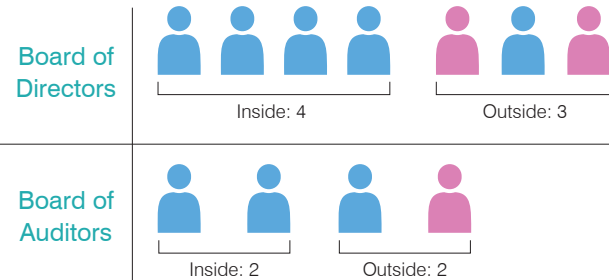
Female Executive Ratio



Composition of the Nomination and Remuneration Committee



Clarification in the Nomination and Remuneration Committee Regulations that the Chair and a majority of committee members will be Independent Outside Directors



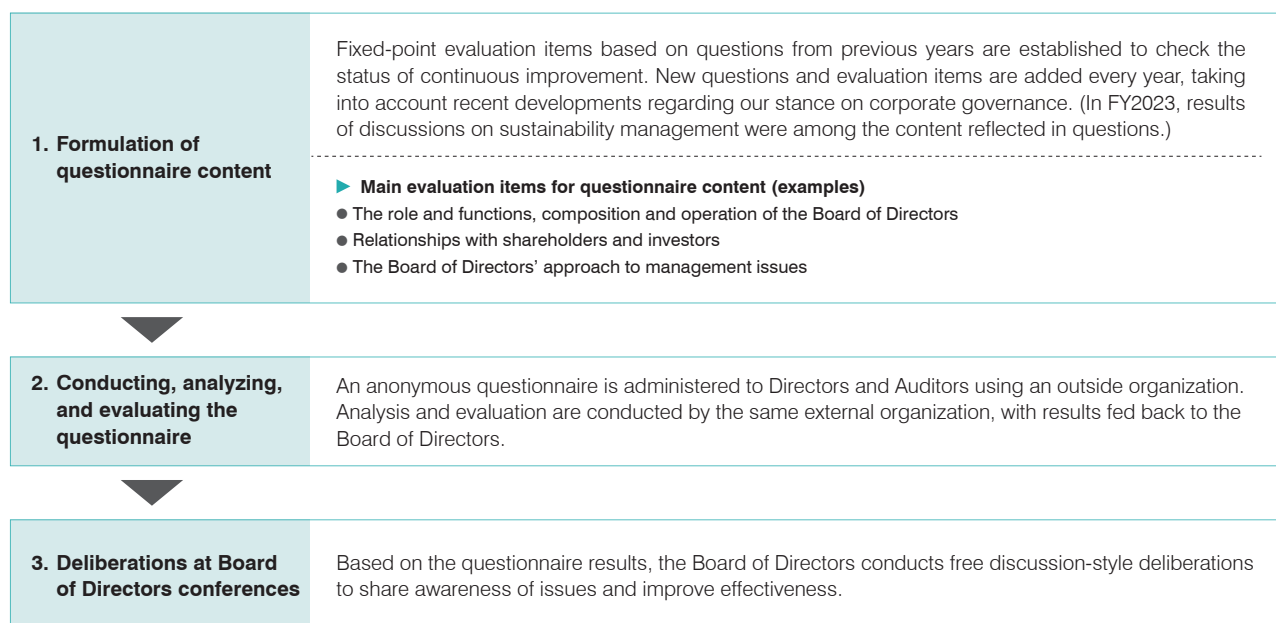
Board of Directors Effectiveness Evaluation

With the aim of continuously strengthening governance and increasing our value over the medium- to long-term, since FY2016 the Company has conducted annual effectiveness evaluations to ensure the effectiveness of high-level decision-making and

supervision of execution by the Board of Directors.

From FY2021, we conduct this evaluation together with evaluation of the effectiveness of the Nomination and Remuneration Committee.

Effectiveness Evaluation Process



Summary of Evaluation Results

The composition of the Board of Directors, including the number of members, the ratio of internal and external members, and the balance of knowledge, experience, and abilities, has been highly evaluated. We have also reviewed the skill matrix and continue to strive for an appropriate balance in the Board of Directors, with an

awareness of diversity. Furthermore, the atmosphere that encourages open and lively discussion has also been highly evaluated.

Based on the effectiveness assessment, we will work to address the issues identified and further improve the effectiveness of the Board of Directors.

Key Issues	Main Results	Key Future Issues
Response to Medium- to Long-term Issues	● Continuing to set up opportunities for focused discussions among Board of Directors members to deepen debate. ● Held multiple discussions for the formulation of long-term strategies and the new medium-term management plan, and executed the formulation of Management Philosophy, long-term vision, and review of materiality.	● Further enhancement of discussions on management strategies, etc. ● Supervision of progress, etc. of the new medium-term management plan started in 2025 ● Follow-up on matters mainly related to investment projects resolved by the Board of Directors
Nomination and Remuneration Process Initiatives	● Selection of the President in accordance with guidelines related to the appointment of the President. ● Changed evaluation indicators for executive compensation and revised the system. ● For performance-linked stock compensation, adopted TSR as an evaluation indicator to place greater emphasis on shareholder interests.	● Formulation of succession plan for top management ● Discussion on reviewing the compensation system for Directors ● Enhancement of reports from the Nomination and Remuneration Committee to the Board of Directors

Executive Officer Remuneration System

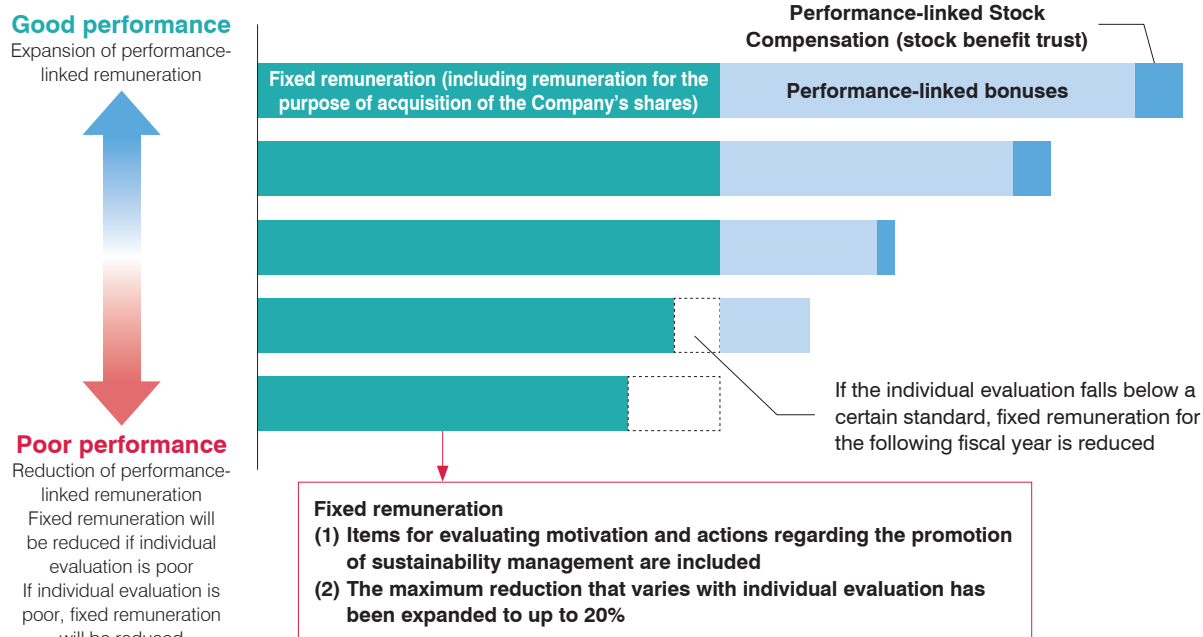
The Group regards the Executive Officer Remuneration System as one of the crucial mechanisms essential for proper corporate governance and the sustainable growth of the Group as a whole. We have clearly documented policies concerning the system (the remuneration system, remuneration-specific composition ratios, the remuneration determination process, etc.) in the form of the Executive Officer Remuneration System Regulations.

Excluding Outside Directors, remuneration for Directors consists of fixed remuneration and performance-linked remuneration. Performance-linked remuneration includes bonuses linked to short-term performance and stock compensation (stock benefit trust) linked to medium- to long-term performance. The amounts of fixed remuneration and performance-linked remuneration based on the Executive Officer Remuneration System Rules are determined by the Nomination and Remuneration Committee, which is authorized by the Board of Directors, within the limits of the total remuneration amounts determined at the shareholders general meeting.

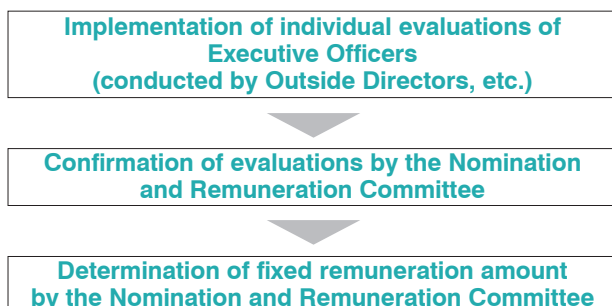
The Nomination and Remuneration Committee conducts ongoing reviews of the Executive Officer Remuneration System to ensure that it functions as a healthy incentive for sustainable growth.

From FY2024, we have decided to incorporate items evaluating the motivation and actions regarding the promotion of sustainability management into the individual evaluation for fixed remuneration for all Executive Officers, with the aim of strengthening the awareness of Executive Officers at the forefront of sustainability management initiatives. Fixed remuneration at the Company is a mechanism by which remuneration for the following fiscal year is reduced if the individual evaluation conducted every year falls below a certain standard, for the purpose of ensuring a positive pressure and spurring motivation among Executive Officers. Evaluations are carried out by the Chair of the Nomination and Remuneration Committee (an Outside Director) and other parties. Of the evaluation items, the evaluation weighting for sustainability was set at 10%. The maximum reduction of fixed remuneration was raised from 10% to 20%, enhancing the keenness of the remuneration system.

● Overview of Remuneration Composition



Fixed remuneration



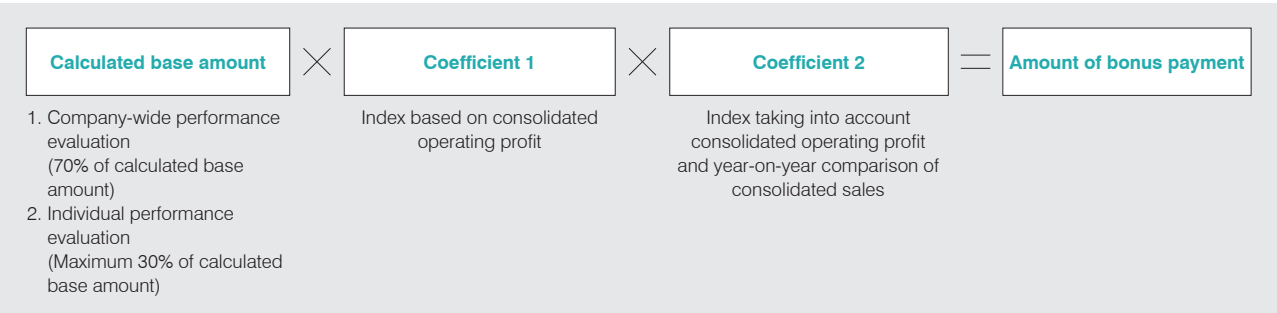
Key Points

- Outside Directors are involved from the individual evaluation stage onward
- All contents of individual evaluations are shared among the Nomination and Remuneration Committee
- Specific remuneration amounts are decided by the Nomination and Remuneration Committee, with an Outside Director as Chair, based on evaluation
- If the individual evaluation falls below a certain standard, remuneration in the following fiscal year is reduced and reasonable measures are implemented, including interviews with the Nomination and Remuneration Committee or resignation

Performance-linked bonuses

The base amount (calculation standard amount) is calculated from the amounts on the bonus payment table set for each position by the Nomination and Remuneration Committee, according to the achievement rate of the consolidated operating profit plan (with some variation depending on individual performance evaluation).

The payment amount is calculated by multiplying the calculated base amount by a coefficient that takes into account the absolute amount of consolidated operating profit and the year-on-year comparison of consolidated sales.

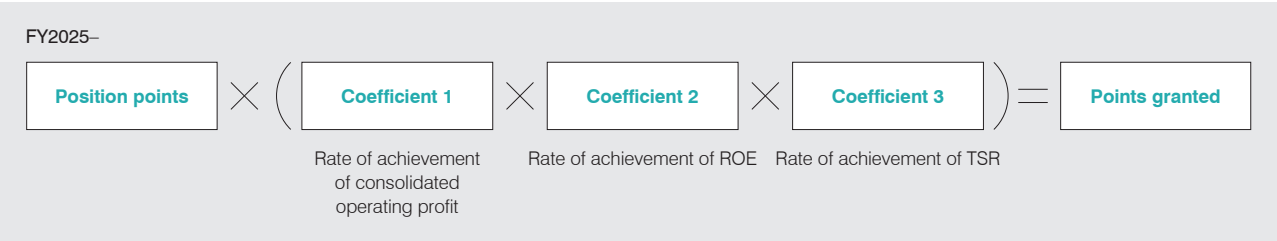


Performance-linked Stock Compensation (stock benefit trust)

The points set for each position (position points) are multiplied by a coefficient calculated from the rate of achievement and absolute value of the performance evaluation indicator to determine the position points to be granted. The granted position points are converted to one share of common stock of the Company per point when shares of the Company or other benefits are granted. In FY2025, we revised the indicators to align with the new

medium-term management plan and to enhance shareholder value.

Type of indicator	Reason for selecting the indicator
Consolidated operating profit	To link management indicators targeted in the medium-term management plan with shareholder interests, thereby functioning as an incentive to achieve these goals
ROE	
TSR (Total Shareholder Return)	



Appoint/Dismiss

The Board of Directors regards the replacement of the Chief Executive Officer (President and Representative Director) and the nomination of their successor as one of the most important strategic decisions. When appointing or dismissing the President and Representative Director, the Board of Directors consults with the Nomination and Compensation Committee. The Nomination and Compensation Committee is chaired by an independent outside director, with the majority of members being independent outside directors, and diversity and skills are considered in member selection to ensure independence and objectivity. The Committee deliberates thoroughly on successor candidates based on guidelines established by the Board of Directors regarding the qualities required of the President and Representative Director, and

submits its recommendations to the Board of Directors. The Board of Directors respects the recommendations of the Nomination and Compensation Committee and evaluates and decides on successor candidates based on the guidelines, ensuring an objective and transparent decision-making process. In the event of dismissal, the Nomination and Compensation Committee submits its recommendations after comparing with the guideline criteria, and the Board of Directors passes a resolution for dismissal.

Regarding the appointment and dismissal of senior management, as with the Chief Executive Officer, decisions are made by the Board of Directors, respecting the recommendations of the Nomination and Compensation Committee.

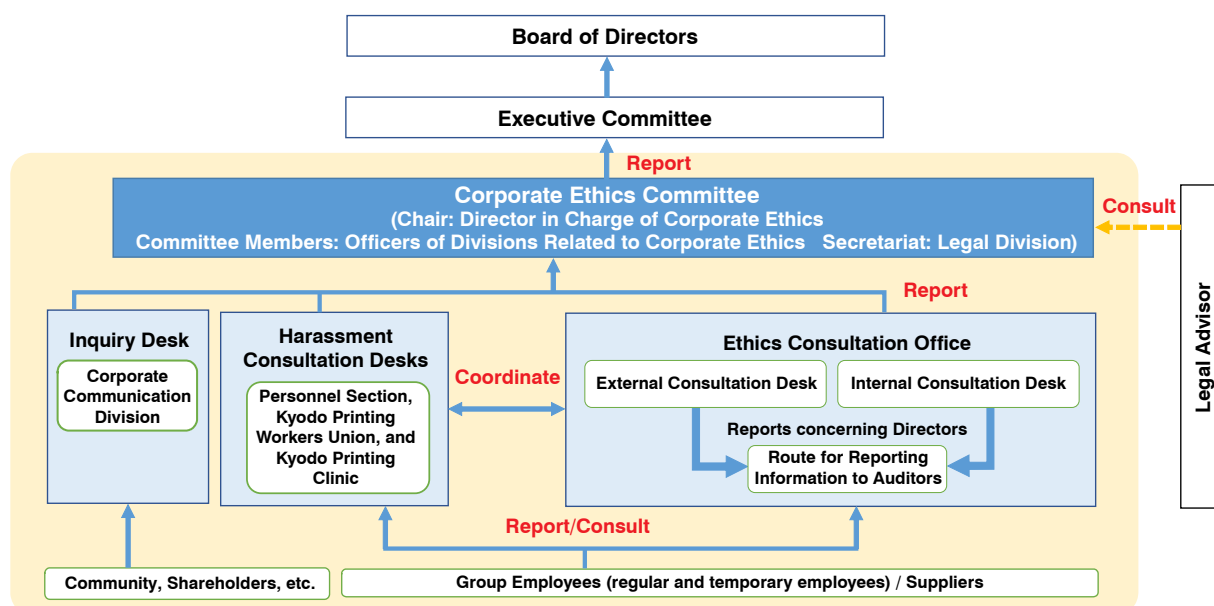
Compliance

Compliance Promotion Framework

Based on the Group Ethics Charter, a code of conduct for corporate ethics, we have established the Corporate Ethics Committee, chaired by the Executive Officer in charge of corporate ethics. Aiming to establish the Group's corporate ethics, we are working to promote awareness of corporate ethics through the formulation and promotion of company-wide policies and measures.

Additionally, under the Corporate Ethics Committee, compliance officers and compliance leaders have been appointed in all divisions for and Group companies to implement measures and raise awareness of compliance within the organization. The activities of the Corporate Ethics Committee are reviewed annually through management reviews.

● Number of Whistleblowing Reports



Whistleblowing System

We have established an Ethics Consultation Office to enable early detection and correction of misconduct by directors and employees. In addition to internal and external whistleblowing hotlines, in 2024, we launched multilingual whistleblowing hotlines both domestically and internationally. In addition, we have established an Auditor's Route, a reporting channel independent of management, to receive reports concerning directors. The

Whistleblower Regulations stipulate the prohibition of disadvantageous treatment and searches to protect whistleblowers. To raise awareness of the system, we distribute leaflets and post information for awareness on our internal website.

Reports are handled sincerely and appropriately, and recurrence prevention measures are implemented as necessary.

● Number of Whistleblowing Reports

	2020	2021	2022	2023	2024
Cases	22	38	26	31	46

Compliance Education

To raise compliance awareness among Directors and employees throughout the Group, we utilize e-learning on legal compliance, human rights education, and employee level-specific compliance education. These efforts to raise group-wide awareness

also include distributing to all Group employees our Corporate Ethics Handbook, which compiles important key points and self-checklists that must be observed during daily work, and publishing educational articles in the Group newsletter.

Anti-Corruption and Bribery Countermeasures

The Ethics Charter of the Group prohibits the exchange of gifts or hospitality that deviate from general business customs and social norms, and promotes the maintenance of sound and transparent relationships with public officials. Based on these ethical standards, we have established a hospitality and gift-giving/receiving policy as an internal regulation regarding entertainment and gifts, and are implementing appropriate management through a record management system. We also request suppliers to cooperate in complying with anti-corruption measures, and by confirming their

compliance status, we are working on these initiatives throughout the entire supply chain.

These initiatives are promoted under the supervision of the Board of Directors, and for significant corruption risks or violations, the management team regularly reviews and confirms the response status.

In FY2024, there were no cases of disciplinary dismissal due to corruption-related incidents or violations of the hospitality and gift-giving/receiving policy.

Respect for Intellectual Property Rights

For the Kyodo Printing Group, initiatives related to intellectual property play an important role in fostering and expanding our strengths and growing them. Patent information is used from the first stage of product and service development to conduct activities aimed at acquiring patents to contribute to business profits.

In addition, respect for the intellectual property of others and non-infringement of the rights of others are regarded as one of the quality of the Group's products and services. A patent search system was established to avoid the risk of infringing upon others' rights. A patent search and analysis were conducted at various

stages, ranging from product and service development to customer presentation.

In order to promote these initiatives, it is also important to raise awareness about intellectual property rights among employees. We provide basic education for all employees and highly specialized education for the development division using actual products on an ongoing basis so that they can pay attention to and raise awareness of intellectual property in their daily work. Furthermore, we have established a reward system for inventions, etc. to stimulate employees' incentives for activities to create intellectual property.

Export Management Framework

Export of cargo related to weapons of mass destruction or provision of technology require strict export control based on foreign exchange law, by international agreement. We have enhanced the export Management Framework by enacting Export Management

Regulations, and establishing a framework consisting of a first check by the Export Trading Division and a second check by the Export Management Secretariat (Legal Division).

Dealing with Antisocial Forces

The Group Business Behavior Charter stipulates that the Group shall thoroughly implement crisis management in preparation for actions by antisocial forces that threaten corporate activities. We are strengthening close cooperation with external specialized agencies including law firms and police departments, working to thoroughly

eliminate antisocial forces through the Group Ethics Charter.

For our business partners, we are also making efforts throughout the supply chain, such as establishing provisions to exclude antisocial forces in the Basic Transaction Agreement concluded at the time of the commencement of business transactions.

Compliance with Antimonopoly Act

In March 2022, we received a cease-and-desist order and a surcharge payment order from the JFTC under the Antimonopoly Act. We take the situation very seriously and are working to promote understanding of laws and regulations and strengthen our internal check system. Regarding measures to prevent recurrence, the Board of Directors regularly checks the status of implementation to ensure thorough compliance with laws and regulations.

Overview of Main Recurrence Prevention Measures

Countermeasures	Implementation
Stricter control system	- Mandatory maintaining of records of contact with competitors - Monitoring through e-mail monitoring system
Understanding of relevant laws and regulations	Seminars conducted by the Legal Division
Prevention of holding same position for extensive period	Regular job rotation
Improvement of corporate culture	- Promotion of internal communication through interviews with supervisors and subordinates - Implementation of compliance awareness surveys to identify issues

Communication

Stakeholder Communication

Timely Disclosure System

With the aim of “fair information disclosure and communication with stakeholders” as stated in the Group Business Behavior Charter, we actively disclose useful and reliable information and conduct IR activities that emphasize communication with shareholders, investors, and society at large.

Information that is required to be disclosed under the Timely Disclosure Rules of the Tokyo Stock Exchange is disclosed in a

timely and appropriate manner by the officer in charge, who is responsible for information disclosure, after obtaining approval from the Board of Directors. This information is also available on our website. Furthermore, even if the information does not fall under the category of timely disclosure, we actively disclose information that is useful to shareholders and investors on our website.

Dialogue with Shareholders and Investors

We consider the ordinary shareholders general meeting to be a forum for constructive dialogue with our shareholders. In order to enable shareholders to fully consider proposals, the Company discloses information about the shareholders general meeting on its website, TDnet on the Tokyo Stock Exchange, etc. (as early as four weeks before the date of the meeting), and sends out convocation notices (as early as three weeks before the date of the meeting). In addition to developing a system that allows shareholders who do not attend the general meeting of shareholders to exercise their voting rights in writing as well as via PC or

smartphone, we also participate in ICJ's electronic voting platform for institutional investors.

The Company also prepares the notice of convocation in English for overseas institutional investors and posts it on the Company's website and TDnet so that those investors can use the voting platform.

We also hold financial results briefings, meetings with institutional investors, and company briefings for individual investors, and work to deepen communication with shareholders through direct dialog in an effort to enhance IR activities.

Stakeholder Communication

In order to be a company that is trusted by society, it is important to be aware of society's needs and expectations for the Kyodo Printing Group and conduct business activities that meet those

needs and expectations. We endeavor to reflect this in our corporate activities through communication with all our stakeholders.

● The Kyodo Printing Group Stakeholder Communication

Shareholders and Investors	Customers	Employees
• Shareholders general meeting • Information disclosure via investor relation websites • Investor relation interviews for institutional investors • Issuance of shareholder correspondence • Financial results briefing • Company briefings for individual investors	• Sharing information via websites, e-mails, and social networking sites • Customer correspondence from sales divisions • Exhibitions and seminars • Customer satisfaction surveys	• Compliance awareness surveys • Information disclosure via company newsletter and intranet • Internal reporting and consultation • Interviews • Employee engagement surveys
Business Partners	Community and Society	
• Holding events to convey gratitude • Awards system • Sustainable procurement survey • Reporting desk for suppliers	• Cooperation and participation in regional activities • Regional contribution activities • Collaboration with government	

Information Security

Information security

Basic Philosophy

In today's society, where people are connected with other people and with things through information and communication networks that transcend national borders, the threat of cyber attacks, the growing importance of protecting personal information, and the assurance of data privacy have become issues for society as a whole.

As a Group, we consider the establishment of an information

security system that firmly protects personal and corporate information and other information assets entrusted to us by our customers to be a crucial management issue. In response to the trust society places in us, we will strive to reduce corporate risk and, as a foundation for growth, will create new value through the provision of digital services that provide safety and a sense of security, accessibility, and convenience for everyone.

Implementation Framework

In order to respond to the ICT era and ensure a high level of information security, we have established an Information Security Basic Policy and set up an Information Security Committee chaired by the managing corporate executive officer to take measures that protect information assets. The committee develops regulations, auditing and training systems, as well as equipment, and performs annual oversight through management reviews. In addition, the Business Media Division has obtained ISO/IEC27001 certification, the international standard for information security management systems (ISMS), for the Kawajima Solution Center and the Tsurugashima Plant. It has also obtained ISO22301 certification, the international standard for business continuity management systems (BCMS), to minimize damage and promptly restore operations in the event of an emergency.

Incident Response

We have established TOMOWEL-CSIRT as a specialized organization to provide agile response direction and technical measures in the event of an emergency. During normal times, this body

Personal Information Protection (Privacy Mark)

In utilizing personal data to provide products and services, due consideration for consumer privacy is the foundation of business continuity. Acting under our Personal Information Protection Policy as a business operator awarded the Privacy Mark, the Company has created and operates a Personal Information Protection

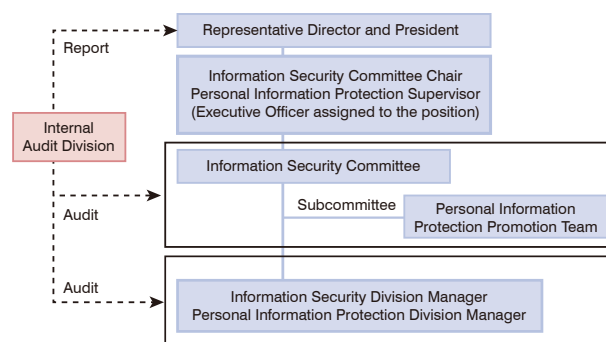
Audit System

We conduct internal audits of personal information protection and information security for all departments. The audits are updated according to the latest status, and if there is a problem, the operation, system, and hardware are promptly corrected to maintain strict and appropriate management and operation.

Education System

In order to protect personal information and other important information assets, we provide education from management to all Group employees, including contract employees, temporary employees, and resident subcontractors. We also provide specialized education tailored to each level and responsibilities.

◆ Information Security and Personal Information Protection System



engages in countermeasure training and educational activities to combat targeted e-mail attacks in cooperation with our existing information security system and thereby prevent emergencies.

Management System conforming to the Personal Information Protection Management System requirements of JIS Q 15001.

We are working on raising awareness throughout the Group through means including regular education for all employees.

We also keep our audit items up-to-date by revising them in response to revisions of laws and regulations, such as measures to prevent e-mail miscommunication and My Number related measures.

After providing education, e-learning and tests are conducted to confirm the level of employees' understanding.

In addition, we are working to raise security awareness by conducting response training and Group training for targeted e-mails.

Responsible Procurement

Basic Philosophy

The Group's products and services are made possible through the cooperation of excellent technology, human resources, and equipment provided by its suppliers. As suppliers are indispensable to improving our ability to create value, our basic stance is to have fair and free business relationships based on the principle of mutual benefit. Furthermore, we aim to realize a sustainable society and mutually develop the entire supply chain by appropriately

responding to social issues with shared values and co-creating new value.

Based on the above approach, we are revising the Basic Policy on Sustainable Procurement and Sustainable Procurement Standards, and strengthening the promotion system to build a sustainable procurement framework.

Sustainable Procurement

In order to provide products and services to society, we believe it is necessary to promote sustainable initiatives not only in the Group but also throughout the entire supply chain, from procurement of raw materials to delivery of products. By working with our

suppliers to address issues such as human rights, the environment, and corporate ethics, we aim to respond to the demands of society and achieve mutual development through the creation of new value through collaboration.

Procurement Governance

Centered on the Supply Chain Subcommittee established within the Sustainability Promotion Conference chaired by the President, we are building a procurement governance system together with departments involved in group-wide procurement. Under the responsible Executive Officer, we formulate important policies

and strategies, monitor their implementation, and report to the Board of Directors through the Sustainability Promotion Committee. The Board of Directors enhances effectiveness by conducting management reviews.

Supplier Surveys

We survey major suppliers, including overseas Group companies that account for the top 90% of annual procurement value, regarding their compliance with the Group Sustainable Procurement Standards. Survey results are fed back to each company to help them understand the progress of their initiatives and

cooperate in making improvements. If the survey results reveal insufficient efforts, we provide guidance for improvement through written communication or interviews, and implement corrective measures such as on-site inspections as necessary, aiming to raise the overall level of the supply chain.

Green Procurement

The Green Procurement Guidelines were defined to promote green procurement related to reduction of global environmental burden and advancement of product safety related to chemical substances with the Environmental Committee and Green

Procurement Department at the center of activities.

We ask our business partners to understand and cooperate with the Group's environmental policy at the time of contracting, and work to reduce the environmental burden of the entire supply chain.

Climate change initiatives

To address climate change issues, we are working not only on our own GHG emissions (Scope 1+2) but also on supply chain emissions (Scope 3).

We ask major suppliers to understand and agree to the "Kyodo Printing Group Sustainable Procurement Standards, and request

their cooperation in setting GHG emission reduction targets in line with SBT levels. Through these initiatives, we aim to reduce GHG emissions throughout the supply chain and promote mutual development across the supply chain, such as by advancing the development of low-carbon products through open innovation.

Sustainable Use of Forest Resources

In the paper printing business, the legal and stable supply of forest resources, which are used as raw materials for paper, is essential for business continuity. To ensure the sustainable use of forest resources, in order not to be complicit in the use of illegal timber due to illegal logging, which is a major cause of deforestation,

we are promoting activities such as requesting suppliers to submit certificates of use of legally logged timber when procuring printing paper.

In fiscal 2024, we confirmed that 81.2% of paper came from legally harvested timber (purchase amount basis).

Fair Trade

The Group Ethics Charter stipulates that we will conduct business with suppliers and other business partners on fair terms and conditions based on the principle of free competition, and that we will not engage in unfair dealings such as abuse of a superior bargaining position. Furthermore, the Basic Procurement Policy

and the regulations on business transactions state that ensuring fair and free competition based on the principle of mutual benefit is a basic rule, and we are working to build even more trusting relationships with our business partners.

Establishment of a Supplier Helpline

To enable transparent and fair trading with suppliers, we set up a Supplier Helpline (operated by the Ethics Consultation Office). Reports through the hotline notify us about legal violations or

behavior deviating from the Basic Procurement Policy to help solve problems.

Promotion of Compliance with the Subcontract Act

Compliance with the Subcontract Act serves as a basis for transactions with our suppliers. In addition to establishing rules on compliance with the Subcontract Act, we are working to raise awareness by providing management and supervisory training,

as well as training for purchasing, sales, and development divisions, and dispatching employees to seminars to deepen their understanding.

Declaration of Partnership Building

We have formulated the Partnership Building Declaration in order to promote fair and sound transactions with business partners and businesses that seek to create value and to clearly demonstrate that intention.



Risk Management

Risk Management

Basic Philosophy

We recognize that it is the Group's social responsibility to provide a stable supply of its products and services and to ensure the continuity of its business amid the growing and diversifying risks surrounding the company. In order to fulfill this responsibility, it is important to correctly recognize various risks in our business activities, to minimize their occurrence as much as possible, and

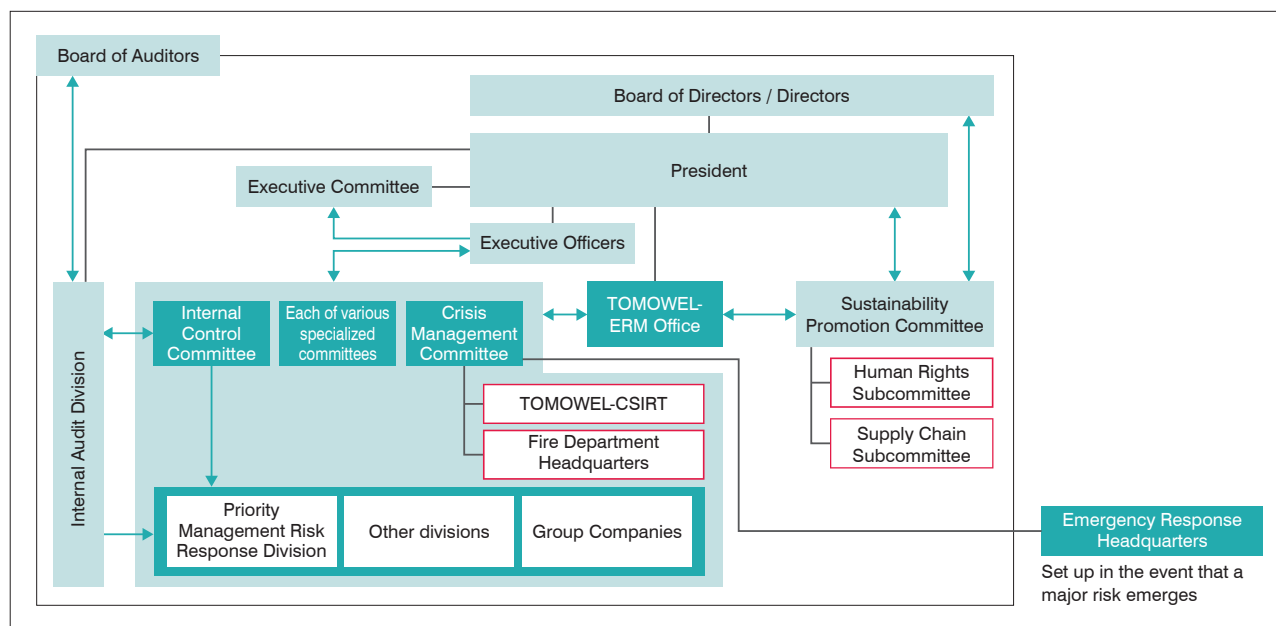
to minimize any losses if they should occur. The Group has established a risk management system to prevent management risks that may hinder the achievement of business plans, and a crisis management system to respond to unforeseen circumstances, enabling proactive and agile risk management.

Implementation Framework

Under the supervision of Directors, the Risk Management System consists of day-to-day management by departments to prevent the manifestation of risks in the normal course of business execution, as well as by specialized committees, each led by the managing corporate executive officer, including the Internal Control Committee, Quality Assurance Committee, Product Safety Committee, Information Security Committee, and Environmental Committee. These work together to identify, analyze, evaluate,

and respond to risks from a company-wide perspective and to resolve issues. In the event of an unforeseen situation, the Crisis Management Committee takes the lead in information management and information sharing, and responds in cooperation with related departments. We have formulated a Crisis Management Manual that outlines the response flow for typical crisis situations, and we prepare for contingencies by reviewing it as needed in response to changes in the business environment.

● Risk Management System



Business Continuity Plan (BCP) structure

Under the Kyodo Printing Group Basic BCP Policy, the Group prioritizes the protection of life and safety in the event of a major disaster, strives to continue product supply, fulfills its responsibilities to customers, resumes and restores operations as quickly as possible, and promotes the establishment of a system to

minimize the impact on management. We have also expanded the scope of certification under our Business Continuity Management System (BCMS)/ISO22301 to strengthen our business continuity system, and are striving to create a system that will earn even greater trust from our customers and society.

● Major Business Risks

* Key management risks

Risk Items	Recognized risks and impacts	Main countermeasures
Human resource foundation*	Risks of securing labor due to declining birthrate and changes in the employment environment, and the inability to retain and develop diverse talent, which may hinder corporate growth - Slowing of corporate growth due to insufficient human resource resources - Decline in competitiveness due to insufficient utilization of internal talent - Decline in motivation and occurrence of moral hazard due to staff shortages	Development of systems and environments to create value-creating talent - Efficiently securing diverse talent by expanding and diversifying recruitment channels - Organizing and reviewing personnel structures and business processes - Strengthening talent to create new businesses and developing careers - Implementing HR measures, monitoring effectiveness, and fine-tuning
Climate change*	Transition risks to a decarbonized society due to climate change - Increase in costs due to the introduction of carbon taxes and emissions trading schemes - Acceleration of decarbonization throughout the supply chain - Exclusion from investment targets, decline in stock prices, and increased difficulty in securing financing	Building a resilient management system that can flexibly respond to multiple scenarios - Reducing GHG emissions and energy costs by reviewing efficient production and distribution processes - Developing and expanding environmentally friendly products and services with high customer demand through dialogue with customers - Strengthening response to ESG issues throughout the supply chain
Disaster and pandemic*	Risk of employees, facilities, or equipment suffering greater-than-expected damage due to major natural disasters or outbreaks of infectious diseases - Disruption of product supply due to stagnation of business activities - Significant cost burden for recovery - Loss of trust from society and customers, suspension of transactions	Strengthening crisis prevention and response capabilities in emergencies - Implementing disaster countermeasures (seismic reinforcement, flood control, stockpile management, redundancy, etc.) at each site - Construction of a cooperative production system through strengthened collaboration with partner factories and others - Formulating plans and promoting various drills to ensure business continuity and early recovery - Establishing diverse work styles and reviewing business flows by utilizing remote work, etc.
Legal and regulatory compliance*	Risk of legal violations due to weakened compliance awareness or hollowed-out governance systems - Incurrence of large financial penalties due to administrative sanctions, etc. - Hindrance to securing talent due to decline in corporate image - Loss of trust from society and customers, suspension of transactions	Company-wide integrated management (ERM) of compliance risks and embedding into corporate culture - Ongoing education on compliance with relevant laws and regulations - Appointment of compliance promotion officers and leaders in each Department and company - Regular monitoring and effectiveness evaluation of recurrence prevention measures for antitrust law violations - Regular compliance awareness surveys, setting and addressing key policy issues - Proper operation of internal reporting channels
Business environment	Risk of business scale shrinking due to inability to respond to environmental changes (digitalization, declining birthrate, technological innovation, changes in consumer behavior, etc.) - Shrinking of business areas due to decline of existing markets - Decline in competitiveness in terms of quality, technology, price, etc. - Decline in market prices	Structural transformation to improve profitability of existing businesses and exploration of new business areas - Shift to business centered on content and solutions (information-related business) - Strengthening development of environmentally friendly products and high-performance packaging materials (living and industrial materials business) - Active investment in new business areas and growth sectors - Streamlining of structure in low-profit businesses, reorganization of manufacturing sites, and rationalization through reduction of fixed costs, etc.
Information security	Risk of loss, falsification, or leakage of information due to intentional acts or negligence, including cyber attacks - Business suspension due to cyberattacks, etc., and disruption of the supply chain - Occurrence of damages such as compensation due to information leaks (increased costs) - Loss of trust from society and customers, suspension of transactions	Improvement of management level and enhancement of response capabilities in information security - Strengthening of response system through specialized committees and the incident response organization TOMOWEL-CSIRT - Maintenance and operation of various external certifications (Privacy Mark, ISO 27001) - Technical preventive measures against external cyberattacks, etc. (introduction of monitoring systems, multi-layered defense with unified threat management devices and EDR) - Creation of incident response flow and implementation of simulations - Regular implementation of information security education and targeted email attack training, etc.
Raw materials procurement	Risk of procurement delays due to soaring prices caused by intensified procurement competition and stagnation or disruption of the supply chain due to social issues - Profit squeeze due to insufficient price pass-through or cost reduction - Loss of market share, loss of trust from customers, suspension of transactions	Strengthening of supply chain management and stabilization of product supply - Revision of group procurement standards (strengthening BCP system and response to ESG issues such as human rights and environmental problems) - Securing stable procurement routes based on decentralized purchasing, consideration of alternatives - Procurement of overseas materials with price advantages
Human rights	Risk of issues such as discrimination, excessive or unfair labor, harassment, gender, and child labor occurring within the Company and supply chain - Increase in health damage and turnover due to deterioration of working environment - Loss of trust from customers and suspension of transactions due to discovery of human rights violations	Development of human rights management system - Strengthening initiatives to respect human rights based on the Kyodo Printing Group Human Rights Policy - Promotion of human rights due diligence (Impact assessment, education, improvement of internal environment, supply chain management, monitoring, information disclosure to external parties, etc.) - Development of grievance mechanisms (establishment of consultation desks, etc.)
Product quality	Risk of defects in products and services due to design or manufacturing process deficiencies - Occurrence of damages such as compensation for personal injury, including health effects - Loss of trust from society and customers, suspension of transactions	Establishment of product safety promotion system and thorough quality control - Promotion of company-wide measures related to product liability and product safety (PL) (Design and review related to product safety, PL diagnosis of factories, quality document management, etc.) - Implementation of quality audits, management of chemical substances contained in products in accordance with chemSHERPA - Maintenance and operation of various external certifications including ISO

Environmental Data

Item	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Climate change: greenhouse gases^{*1}						
Greenhouse gas emissions (in-house emissions) (domestic Group only)						
Scope 1+2 emissions	t-CO ₂	41,350	41,298	40,352	33,732	36,113
Scope 1 emissions	t-CO ₂	6,853	7,029	6,390	5,798	5,635
Scope 2 emissions	t-CO ₂	34,497	34,269	33,962	27,934	30,478
Greenhouse gas emissions basic unit (domestic Group only)						
Scope 1+2 emissions basic unit (sales)	t/million yen	0.46	0.48	0.44	0.36	0.37
Greenhouse gas emissions (in-house emissions) (entire Group, including overseas)						
Scope 1+2 emissions	t-CO ₂	-	-	46,387	39,563	42,133
Scope 1 emissions	t-CO ₂	-	-	6,390	5,798	5,674
Scope 2 emissions	t-CO ₂	-	-	39,997	33,765	36,460
Greenhouse gas emissions basic unit (entire Group, including overseas)						
Scope 1+2 emissions basic unit (sales)	t/million yen	-	-	0.50	0.41	0.42
Greenhouse gas emissions (outside the organization) (Kyodo Printing non-consolidated up to FY2021; entire Group, including overseas, from FY2022)						
Scope 3 emissions	t-CO ₂	442,779	435,415	447,933	412,987	400,589
Category 1. Purchased goods and services	t-CO ₂	308,739	274,244	291,213	273,123	264,775
Category 2. Capital goods	t-CO ₂	6,772	38,253	9,208	6,414	11,388
Category 3. Fuel- and energy-related activities not included in Scope 1 or 2	t-CO ₂	7,839	7,828	9,148	8,394	8,433
Category 4. Upstream transportation and distribution	t-CO ₂	31,248	30,291	27,870	25,568	25,257
Category 5. Waste generated in operations	t-CO ₂	4,197	4,525	5,543	4,633	4,449
Category 6. Business travel	t-CO ₂	163	175	393	409	430
Category 7. Employee commuting	t-CO ₂	3,329	2,839	4,283	4,401	4,270
Category 8. Leased assets, upstream	t-CO ₂	115	110	177	203	171
Category 9. Downstream transportation and distribution	t-CO ₂	11,991	10,585	12,428	9,341	8,202
Category 10. Processing of sold products	t-CO ₂	762	780	1,262	1,253	1,142
Category 11. Use of sold products	t-CO ₂	-	-	-	-	-
Category 12. End-of-life treatment of sold products	t-CO ₂	67,624	65,785	86,408	79,249	72,073
Category 13. Downstream leased assets	t-CO ₂	-	-	-	-	-
Category 14. Franchises	t-CO ₂	-	-	-	-	-
Category 15. Investments	t-CO ₂	-	-	-	-	-
Greenhouse gas emissions reduction (domestic Group only)						
Direct reduction (base year: FY2019 ^{**})	t-CO ₂	(1,432)	(1,484)	(2,430)	(9,050)	(6,669)
Scope 1	t-CO ₂	(622)	(446)	(1,085)	(1,677)	(1,840)
Scope 2	t-CO ₂	(810)	(1,038)	(1,345)	(7,373)	(4,829)
Scope 3	t-CO ₂	-	-	-	-	-
Greenhouse gas emissions (by category) (domestic Group only)						
CO ₂ emissions	t-CO ₂	41,350	41,298	40,352	33,732	36,113
CH ₄ emissions	t-CO ₂	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
N ₂ O emissions	t-CO ₂	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
HFC emissions	t-CO ₂	112	75	25	71	92
PFC emissions	t-CO ₂	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
SF ₆ emissions	t-CO ₂	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
NF ₃ emissions	t-CO ₂	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
Other	t-CO ₂	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
Ozone-depleting substances (ODS) (domestic Group only)						
ODS emissions	t-CO ₂	42	0	7	0	0
Climate change: Energy (domestic Group only)						
Energy input (in-house)						
In-house total energy input	MWh	92,155	92,514	88,621	83,787	89,569
Electric power input	MWh	78,509	78,529	75,905	72,262	78,330
Renewable electric power (in-house generated amount)	MWh	309	474	751	1,558	1,570
Non-renewable electric power	MWh	78,200	78,055	75,154	70,704	76,760

Environmental Data

Item	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Fossil fuel consumption	MWh	13,646	13,985	12,716	11,525	11,239
City gas	MWh	11,818	12,021	10,962	9,895	9,482
LPG	MWh	1,314	1,458	1,271	1,160	1,246
Heavy oil	MWh	0	0	0	0	0
Diesel oil	MWh	489	471	414	404	411
Gasoline	MWh	0	13	46	42	82
Other	MWh	25	22	23	24	19
Energy input (outside the organization)						
Total energy input outside the organization	MWh	963,525	968,629	973,004	1,051,387	947,019
Energy consumption basic unit						
Energy consumption basic unit (sales)	MWh/million yen	0.9218	0.9254	0.8864	0.8381	0.8959
Energy consumption reduction						
Reduction (base year: FY2019 ⁽²⁾)	MWh	(1,561)	(1,202)	(5,095)	(9,929)	(4,147)
Electric power	MWh	(343)	(323)	(2,947)	(6,590)	(522)
Fossil fuel	MWh	(1,218)	(879)	(2,148)	(3,339)	(3,625)
Water resources (domestic Group only)						
Water intake						
Total water intake	1,000 m ³	243.5	202.7	194.0	208.8	192.5
Tap water	1,000 m ³	116.0	97.3	84.9	90.8	86.6
Industrial water	1,000 m ³	121.1	104.9	107.1	115.3	103.6
Groundwater	1,000 m ³	6.4	0.5	0.6	0.4	0.2
Rainwater	1,000 m ³	Not applicable	Not applicable	1.4	2.3	2.0
Water discharge						
Total water discharge	1,000 m ³	237	199	193	205	192
Public water area	1,000 m ³	59	50	54	55	49
Sewerage	1,000 m ³	178	149	139	150	143
Water consumption						
Water consumption (total water intake - total water discharge)	1,000 m ³	7	4	1	4	1
Water resource input base unit						
Water resource input base unit (sales)	1,000m ³ /billion yen	2.68	2.30	2.08	2.15	1.93
Water stress						
Water intake from water stress areas	1,000 m ³	-	-	Not applicable	Not applicable	Not applicable
Water discharge to water stress areas	1,000 m ³	-	-	Not applicable	Not applicable	Not applicable
Water consumption in water stress areas	1,000 m ³	-	-	Not applicable	Not applicable	Not applicable
Water circulation						
Water reuse		-	-	-	-	-
Resource recycling (domestic Group only)						
Raw materials						
Resource input	t	194,520	186,859	181,105	168,200	159,393
Recyclable resources input	t	179,237	170,227	165,275	152,301	141,765
Non-recyclable resources input	t	15,283	16,632	15,830	15,899	17,628
Recycle use material input	t	8,284	8,244	7,775	7,352	7,749
Recycling ratio (recycled materials/resources input × 100)	%	4.26	4.41	4.29	4.37	4.86
Waste						
Waste emissions	t	25,948	26,366	26,357	23,650	22,767
Recycling	t	25,883	26,358	26,349	23,644	22,751
Final waste disposal amount	t	65	8	8	6	16
Hazardous waste						
Specialty controlled industrial waste	t	217	211	192	163	163

Item	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Recycling (by category)						
Material recycling	t	22,167	22,123	21,746	19,992	18,532
Chemical recycling	t	0	0	0	0	2
Thermal recycling	t	3,291	3,813	4,154	3,087	3,943
Recycling rate						
Recycling Rate	%	99.7	99.9	99.9	99.9	99.9
Recycling rate (by thermal recovery)						
Recycling rate (with thermal recovery)	%	12.7	14.4	15.7	13.1	17.3
Recycling rate (without thermal recovery)	%	87.0	85.5	84.2	86.8	82.7
Chemical substances (PRTR) (domestic Group only)						
Chemical substances handled (produced+used)	t	215.0	198.0	171.2	238.3	234.1
(in above) Chemical substances produced	t	0.0	0.0	0.0	0.0	0.0
Chemical substance discharge	t	29.0	25.0	25.9	40.9	39.7
Chemical substance transfer	t	18.0	18.6	17.0	23.3	22.9
Pollution prevention (domestic Group only)						
Atmospheric pollutants						
NOx emissions	t	1.5	1.6	1.5	1.4	1.4
SOx emissions	t	0.5	0.5	0.4	0.4	0.4
VOC emissions	t	36.4	37.8	35.0	40.7	50.2
Water pollutants						
BOD emissions	t	0.1	0.1	0.0	0.1	0.1
Environmental compliance (domestic Group only)						
Major environmental legal/regulatory violations	Cases	0	0	0	0	0
Supplier environmental assessments (non-consolidated)						
New supplier assessments	%	100	100	100	100	100

* • The figures for each item are calculated by rounding, so the total may not match.

• For some categories of Scope 2 and Scope 3, resource input volume, and PRTR handling volume, some past figures have been revised due to a review of calculation methods to ensure data consistency. The impact of these changes is negligible.

*1 Based on GHG protocols, some gases with extremely low GHG emissions are excluded.

*2 Based on the base year in Environmental Activity Targets 2025.

Social data

Human Resources

Item	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees						
Number of employees* ¹						
Consolidated	people	3,224	3,232	3,208	3,227	3,215
Non-consolidated	people	1,836	1,822	1,893	1,872	1,907
by gender (non-consolidated)						
Male	people	1,417	1,393	1,416	1,391	1,400
Female	people	419	429	477	481	507
Percentage of women	%	22.8	23.5	25.2	25.7	26.6%
Average number of temporarily hired persons						
Consolidated	people	519	467	432	425	406
Non-consolidated	people	185	170	157	155	136
Core human resources composition (non-consolidated)						
Number of managerial positions* ²						
Male	people	362	377	407	422	435
Female	people	19	25	30	38	41
Percentage of women	%	5.2	6.6	7.4	9.0	9.4

Item	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Hiring (non-consolidated)						
Total number of new hires	people	39	39	54	50	50
Number of new graduate hires	people	34	30	36	34	40
Male	people	21	16	20	17	20
Female	people	13	14	16	17	20
Percentage of women	%	38.2	46.7	44.4	50.0	50.0
Number of mid-career hires	people	5	9	18	16	10
Male	people	3	5	12	10	5
Female	people	2	4	6	6	5
Percentage of women	%	40.0	44.4	33.3	37.5	50.0
Average years of service (non-consolidated)	Years	16.6	16.9	16.0	16.2	16.4
Male	Years	18.0	18.3	17.9	18.1	18.2
Female	Years	11.8	12.3	10.4	10.8	11.4
Retirement (non-consolidated)						
Number of persons retiring	people	66	61	80	56	69
Turnover rate	%	3.5	3.3	4.1	2.9	3.6
Persons with disabilities (non-consolidated)						
Number of persons with disabilities employed	people	43	47	47	50	55
Employment rate ^{*3}	%	2.10	2.51	2.55	2.69	2.95
Wages (non-consolidated)						
Employee average annual bonus	1,000 yen	5,552	5,563	5,826	6,272	6,375
Men, average	1,000 yen	5,956	5,967	6,279	6,698	6,834
Women, average	1,000 yen	4,111	4,172	4,381	4,894	5,011
Training and education (non-consolidated)						
Average annual training expenses per employee	Yen	12,645	11,297	18,823	27,146	34,229
Work-life balance (non-consolidated up to FY2022, consolidated from FY2023)						
Average annual number of days of paid leave used	Days	11.0	12.9	13.7	12.9	12.4
Average annual rate of paid leave used	%	60.8	67.9	72.6	68.5	65.6
Total number of employees using childcare leave ^{*4}	people	52	52	68	71	75
Male	people	4	4	20	25	33
Female	people	48	48	48	46	42
Childcare leave acquisition rate ^{*5}	%	37.0	39.0	68.6	96.2	102.7
Men ^{*6}	%	8.0	5.4	82.9	94.6	103.1
Female	%	100.0	95.0	100.0	100.0	102.4
Total number of employees returning to work after childcare leave ^{*7}	people	25	20	39	39	46
Male	people	2	3	19	24	29
Female	people	23	17	20	15	17
Employees using childcare short reduced working hours program	people	96	101	107	122	105
Male	people	1	2	3	2	1
Female	people	95	99	104	107	104
Employees using nursing care leave	people	1	0	0	0	3
Male	people	0	0	0	0	0
Female	people	1	0	0	0	3
Employees using nursing care short-hour reduced working hours program	people	3	1	1	1	2
Male	people	3	1	0	1	1
Female	people	0	0	1	0	1
Employees using life support leave ^{*8}	people	-	-	2	2	4
Male	people	-	-	0	0	0
Female	people	-	-	2	2	4
Labor safety-related data (non-consolidated)						
Frequency rate for accidents resulting in leave (leave of 4 day or more) ^{*9}	%	0.63	0.63	0.63	0.83	0.63
Frequency rate for accidents resulting in leave (leave of 1 day or more) ^{*10}	%	0.83	1.04	0.83	1.25	1.04
Number of deaths due to industrial accidents	people	0	0	0	0	0
Average monthly overtime work hours	Hours	26.0	23.5	22.0	19.3	19.3

Item	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Freedom of association and collective bargaining (non-consolidated)^{*11}						
Labor union membership rate	%	97.9	97.7	97.7	94.6	95.7
Collective bargaining coverage rate	%	100	100	100	100	100

*1 Number of employees and related items are calculated based on the number of persons including executive officers.

*2 Calculation requirements

FY2020 & FY2021: Excludes employees seconded from the Company to other companies, includes employees seconded from other companies to the Company

FY2022 onward: Includes employees seconded from the Company to other companies, excludes employees seconded from other companies to the Company

Elder employees (re-employed after retirement) and contract employees (excluding temporary employees) are not included.

*3 From FY2021, combined with special subsidiary companies.

*4 The number of employees who took newborn care leave or childcare leave during the period.

*5 If there are employees whose year of childbirth and year of childcare leave differ, the childcare leave acquisition rate may exceed 100%.

*6 From FY2022, includes persons who took spousal maternity leave, a unique leave program of the Group.

*7 The number of employees who returned to work during the period after taking newborn care leave or childcare leave.

*8 A leave and shortened-hours program for employees dealing with infertility treatments or child truancy, introduced as a unique

*9 Frequency rate for accidents resulting in leave = number of deaths and injuries due to industrial accidents (with leave of 4 day or more)/total working hours x 1,000,000

*10 Frequency rate for accidents resulting in leave = number of deaths and injuries due to industrial accidents (with leave of 1 day or more)/total working hours x 1,000,000

*11 Figures are provided by the Kyodo Printing Workers Union.

Society

Item	Unit	FY2020	FY2021	FY2022	FY2023*	FY2024*
Customer privacy (non-consolidated)						
Number of complaints received regarding personal information	Cases	0	0	0	0	0
Number of incidents of customer data leak or loss	Cases	0	0	0	0	0
Community (non-consolidated)						
Social contribution activity expenses	million yen	6	6	11	7	6
Suppliers (non-consolidated)						
New supplier assessments	%	100	100	100	100	100
Assessed transaction amount coverage rate (excluding inter-Group transactions)*	%	68.2	64.3	62.3	54.3	73.9
Product safety (non-consolidated)						
Health and safety impact evaluation ratio for new products	%	100	100	100	100	100
Number of product health and safety violations	Cases	0	0	0	0	0
Marketing and labeling (non-consolidated)						
Number of violations concerning product and service information and labeling	Cases	0	0	0	0	0
Number of violations concerning marketing and communication	Cases	0	0	0	0	0

Note: Consolidated figures since FY2023.

Governance Data

Corporate Governance

Item	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Executive Officers (Directors + Auditors) (non-consolidated)						
Number of Executive Officers	people	11	12	11	11	11
Male	people	10	11	10	9	9
Female	people	1	1	1	2	2
Percentage of female Executive Officers	%	9.1	8.3	9.1	18.2	18.2
Percentage of Outside Executive Officers	%	36.4	41.7	45.5	45.5	45.5
Number of Outside Executive Officers designated Independent Executive Officers	people	4	5	5	5	5

Item	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Board of Directors (non-consolidated)						
Number of Directors	people	7	8	7	7	7
Male	people	6	7	6	6	6
Female	people	1	1	1	1	1
Percentage of female Directors	%	14.3	12.5	14.3	14.3	14.3
Percentage of Outside Directors	%	28.6	37.5	42.9	42.9	42.9
Number of Outside Directors designated Independent Executive Officers	people	2	3	3	3	3
Number of Board of Directors meetings held	times	18	19	18	20	19
Attendance rate at Board of Directors meetings	%	94.4	99.3	99.2	100.0	100.0
Average number of years as Director	Years	8	6	6	7	8
Term of office of Directors	Years	1	1	1	1	1
Board of Auditors (non-consolidated)						
Number of Auditors	people	4	4	4	4	4
Male	people	4	4	4	3	3
Female	people	0	0	0	1	1
Percentage of female Auditors	%	0.0	0.0	0.0	25.0	25.0
Percentage of Outside Auditors	%	50.0	50.0	50.0	50.0	50.0
Number of Outside Auditors designated Independent Executive Officers	people	2	2	2	2	2
Number of Board of Auditors meetings held	times	14	15	15	14	14
Attendance rate at Board of Auditors meetings	%	98.2	100.0	98.2	100.0	100.0
Executive Officer remuneration (non-consolidated)*1						
Total Directors' remuneration (excluding Outside Directors)	million yen	207	213	178	192	222
Number	people	5	6	5	5	4
Fixed remuneration	million yen	158	160	143	138	160
Performance-linked bonuses	million yen	49	48	35	51	58
Performance-linked stock remuneration	million yen	0	4	0	3	4
(in above) Non-monetary remuneration	million yen	0	4	0	3	4
Total Outside Directors' remuneration	million yen	16	23	25	27	27
Number	people	2	3	3	3	3
Fixed remuneration	million yen	16	23	25	27	27
Performance-linked bonuses	million yen	-	-	-	-	-
Performance-linked stock remuneration	million yen	-	-	-	-	-
(in above) Non-monetary remuneration	million yen	-	-	-	-	-
Total Auditors' remuneration (excluding Outside Auditors)	million yen	28	29	29	31	32
Number	people	2	2	3	2	3
Fixed remuneration	million yen	28	29	29	31	32
Performance-linked bonuses	million yen	-	-	-	-	-
Performance-linked stock remuneration	million yen	-	-	-	-	-
(in above) Non-monetary remuneration	million yen	-	-	-	-	-
Total Outside Auditors' remuneration	million yen	14	14	14	15	15
Number	people	2	2	2	3	2
Fixed remuneration	million yen	14	14	14	15	15
Performance-linked bonuses	million yen	-	-	-	-	-
Performance-linked stock remuneration	million yen	-	-	-	-	-
(in above) Non-monetary remuneration	million yen	-	-	-	-	-

*1. As Directors and Auditors who have resigned or retired due to the expiration of their term of office during the fiscal year are also included in tabulation, numbers of Directors and Auditors may not match numbers of Directors and Auditors in the above table.

Compliance

Item	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Compliance (consolidated)						
Compliance training (education) attendance rate (%) ^{*2}	%	95.1	99.3	99.5	100.0	100.0
Number of whistleblowing reports/consultations	Cases	22	38	26	31	46
Violations of laws and regulations in the socio-economic field (consolidated)						
Number of violations of laws and regulations in the socio-economic field ^{*3}	Cases	0	0	0	0	0
Total monetary amount of fines in the socio-economic field	Yen	0	0	0	0	0
Anti-corruption (consolidated)						
Cases of corruption	Cases	0	0	0	0	0
Anti-corruption training attendance rate ^{*2}	%	95.1	99.3	99.5	100.0	100.0
Anti-competitive conduct (consolidated)						
Cases of anti-competitive conduct	Cases	0	1	0	0	0
Anti-competitive conduct prevention training attendance rate ^{*2}	%	95.1	99.3	99.5	100.0	100.0
Donations (non-consolidated)						
Total political donations (including lobbying expenses)	million yen	0.0	0.0	0.0	0.0	0.0

*2 For FY2023, the number of employees who took a leave of absence is excluded from the target number.

*3 The case involving the bidding for the preparation of forms and other services for the Japan Pension Service, for which a cease-and-desist order was issued by the Japan Fair Trade Commission for violating the Antimonopoly Act, is reported in the "Anti-competitive conduct" section.

Corporate Information

As of March 31, 2025

Corporate Profile

Company name	Kyodo Printing Co., Ltd.
Head Office location	4-14-12 Koishikawa, Bunkyo-ku, Tokyo, 112-8501
Founded	June 25, 1897
Established	December 26, 1925
Capital	4.51 billion yen
Number of employees	Non-consolidated 1,907 (not including contract employees) Consolidated 3,215 (excluding contract employees)
Main manufacturing bases	11 locations in Japan, 3 locations overseas

Stock Information

Stock exchange listings	Tokyo Stock Exchange Prime Market
Securities code	7914
Total number of issuable shares	36.08 million shares*
Total number of issued shares	8.37 million shares*
Number of shareholders	4,784
Shareholder registry administrator	Sumitomo Mitsui Trust Bank, Limited 1-4-1 Marunouchi, Chiyoda-ku, Tokyo
Account settlement date	March 31 of each year
Ordinary shareholders general meeting	June

* A stock split was conducted at a ratio of four shares for each share of common stock as of April 1, 2025.

Corporate Website Information

As a communication tool, we disseminate a variety of information through our corporate website.

Corporate Information



Information for shareholders/investors



Sustainability Information



Inquiries about this report

Kyodo Printing Co., Ltd.

Corporate Communications Department, Group Corporate Headquarters

4-14-12 Koishikawa, Bunkyo-ku, Tokyo, 112-8501 TEL: +81-3-3817-2525 FAX: +81-3-3816-5003
<https://www.kyodoprinting.com/inquiry/>

