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Corporate Governance Report

Last Update: December 2, 2025

PRESS KOGYO CO., LTD.

President & CEO, Yuki Shimizu

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Securities Code: 7246

<https://www.presskogyo.co.jp/en/>

The corporate governance of PRESS KOGYO CO., LTD. (the “Company”) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information

1. Basic Views

The Company is committed to enhancing corporate governance on an ongoing basis for the purpose of seeking sustainable growth and increased corporate value over the mid- to long-term, based on the Press Kogyo Group’s “Vision / Mission / Values”.

Press Kogyo Group “Vision / Mission / Values”

■ Vision (What we strive to be)

With pride and self-belief, we will continue to grow together with our stakeholders as a positive presence in our society.

For development of automotive and construction/industrial machinery parts, Press Kogyo Group has the full range of capabilities as follows:

- Development/design
- Analysis
- Experiments
- Manufacturing
- Quality assurance
- Design/manufacturing of tools, jigs and equipment

We continue to look toward the future and will grow with confidence and pride. This spirit comes from our history of overcoming challenges and from the refinement of our expertise to better serve society.

■ **Mission** (Promise to society and reason for being)

Through empathy and harmony with society, our “Monozukuri” (manufacturing) will continue to be a force that better serves people, automobiles and machines.

■ **Values** – Codes of conduct for realizing our vision and mission –

◇ **Safety, Security and Compliance**

Safety, security and compliance form the basis of our actions. We uphold these values honorably and responsibly for all of our stakeholders.

◇ **Integrity and Effort**

People are the foundation of our business.

Our greatest fundamental and most important belief is trust which is gained through integrity and persistent effort.

◇ **Power to carry through**

We act upon and accomplish our goals with a commitment to make it happen.

◇ **Creativity**

We question the status quo with curiosity and a will to find and try new solutions. We enjoy the journey of creating the future.

◇ **Diversity**

We honor and embrace the uniqueness of everyone’s ideas and thoughts, and collaborate together.

[Reasons for Non-compliance with the Principles of the Corporate Governance Code]

[Principle 1.4]

While the Company holds strategic-shareholdings, it verifies the propriety of holding individual strategic-shareholdings and considers reducing them as needed.

The Company holds shares of strategic-shareholdings based on Article 6 of the Company’s Corporate Governance Guidelines and exercises voting rights regarding shares held by strategic-shareholdings based on Article 7 of the same Guidelines.

Although, the Company held 4 stocks of strategic shareholdings as of the end of March 2025, it has reduced 2(two) stocks and holds 2 (two) stocks at the current time.

Article 6 (Policy on Strategic-Shareholdings)

1. The Company shall hold shares by strategic-shareholdings when it judges in a comprehensive manner that this contributes to improving corporate value over the mid- to long-term for the purpose of facilitating business transactions and strengthening business relationships.
2. The Company shall confirm the objective and the like for and verify the propriety of holding individual strategic-shareholdings upon verification of the economic rationality and future prospects thereof over the mid- to long-term at meetings of the Board of Directors, on an annual basis.
3. The Board of Directors shall disclose an overview of the results of verifications of the propriety of shareholdings in a timely and appropriate manner.

Article 7 (Standards for Exercising Voting Rights regarding Shares Held by Strategic-shareholdings)

The Company, when it exercises voting rights regarding shares held by strategic-shareholdings, shall determine whether or not to approve matters to be resolved after careful examination, taking into consideration whether such matters contribute to improving shareholder value or whether such matters do not impair shareholder value in a significant way.

[Disclosure Based on the Principles of the Corporate Governance Code]

The Company formulated “Corporate Governance Guidelines,” which provides for the Company’s concept and system of corporate governance, progress of the establishment thereof and operating policies therefor, etc.

“Corporate Governance Guidelines” can be seen on the Company’s website.

(https://www.presskogyo.co.jp/en/sustainability/governance/governance_system/)

[Principle 1. 7]

It is disclosed in Article 8 of the Company’s Corporate Governance Guidelines.

Article 8 (Related Party Transactions)

When the Company engages in transactions with an Officer or principal shareholders, etc. (i.e., related party transactions), in order to ensure that such transactions do not harm the common interests of its shareholders, the Company shall confirm the contents of such transactions and obtain the Board of Directors’ approval thereof before engaging in such transactions as well as report the results of such transactions.

[Supplementary Principle 2. 4. 1]

It is disclosed in Article 11 of the Company’s Corporate Governance Guidelines.

Article 11 (Ensuring Diversity, Including Active Participation of Women)

The Company shall endeavor to develop a workplace environment that enables a diverse workforce to play an active role to the fullest extent. To that end, the Company shall respect individual standpoints and views irrespective of national origin, gender, or creed, and also abide by the Labor Standards Act and other relevant laws and regulations.

Ensuring Diversity of core human resources are as follows:

1.Approach to Ensuring Diversity

The Company respects each individual’s standpoint and views, regardless of his/her nationality, gender or belief, and complies with the Labor Standards Act and other relevant laws and regulations. The Company has been striving to create an employee-friendly workplace environment where employees with diverse backgrounds can utilize their abilities to the maximum extent.

2.Voluntary and Measurable Target for Ensuring Diversity and Current Status

The Company actively recruits female employees, and has been working towards the goal of increasing the percentage of female employees in career track positions and clerical positions to 20 percent or more. Such goal is included in the Company’s five-year action plan (five years from April 2023) based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace.

As of April 1, 2025, the Company has two female director, two female executive officer and four female managers. Based on the above goal, we will further increase the percentage of female employees and promote women to managers.

The Company employs foreign nationals as needed based on its overseas business expansion. As of April 1, 2025, the Company has foreign national manager(s). In the Group's overseas subsidiaries, many foreign nationals are working as officers and managers.

The Company hires as needed mid-career employees who are immediately ready to take on work. As of April 1, 2025, there are more than 20 mid-career employees who are working as executive officers and managers.

When conducting performance evaluation or promoting employees to the position of officer or manager, the Company fairly evaluates the employees' abilities, knowledge and personality, regardless of their nationality, gender or belief.

3. Policies on Human Resources Development and Improvement of Office Environment to Ensure Diversity, and Status of Implementation

It is disclosed in Schedule, "3. Policies on Human Resources Development and Improvement of Office Environment to Ensure Diversity, and Status of Implementation" of the Corporate Governance Report.

[Principle 2.6]

The Company offers retirement benefit plans in the form of defined contribution pension plans and contract-type defined benefit corporate pension plans.

Regarding defined contribution pension plans, the Company provides employees with explanations of said system, educational opportunities related to the asset management, and the like.

Regarding contract-type defined benefit corporate pension plans, as the asset owner, the Company has established a strategic asset mix that takes into consideration risk and return in order to provide stable benefits to corporate pension fund recipients into the future.

Also, the situation regarding the management of plan assets is regularly monitored and if necessary, the Pension Plan Asset Management Committee will change the strategic asset mix and pick or change products under management in accordance with the Fundamental Pension Plan Asset Management Policy. Results of the management of plan assets are disclosed to employees.

Furthermore, the management of plan assets is entrusted to multiple plan trustees. The selection of individual investment destinations and exercise of voting rights is left entirely up to each trustee which ensures there are no conflicts of interest between corporate pension fund recipients and the Company.

[Principle 3.1]

(i) It is disclosed in the "materials for Financial Statement briefings" on the Company's website and Article 1 of the Company's Corporate Governance Guidelines.

(<https://www.presskogyo.co.jp/en/ir/library/presentation/>)

Article 1 (Basic Concept of Corporate Governance)

The Company is committed to enhancing corporate governance on an ongoing basis for the purpose of seeking sustainable growth and increased corporate value over the mid- to long-term, based on the Press Kogyo Group's "Vision / Mission / Values"

(ii) It is disclosed in Article 1 of the Company's Corporate Governance Guidelines.

(iii) It is disclosed in Articles 28 and Schedule 3 of the Company's Corporate Governance Guidelines, and "II .1.[Director Remuneration] Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods" of the Corporate Governance Report.

Article 28 (Remuneration, etc., for Directors)

The Company shall be determined the remuneration, etc., for Directors, based on Policy for Determining Directors' Remuneration, etc. provided for in Schedule 3.

Schedule 3 : Policy for Determining Directors' Remuneration, etc.

<Matters pertaining to policy regarding the determination of officer remuneration, etc. and its calculation method>

The Company will determine the policy for remuneration, etc. for Executive Directors, Non-executive Directors and Directors who are Audit & Supervisory Committee Members as follows.

Directors' (excluding Directors who are Audit & Supervisory Committee Members) remuneration, etc. is determined upon ensuring objectivity and transparency through deliberation with the Nomination & Remuneration Committee, in which majority of the members are External Directors, and opinions from the Audit & Supervisory Committee each fiscal year.

<Remuneration, etc., for Executive Directors>

- 1 Remuneration, etc., for Executive Directors, from among the Company's Directors (excluding Directors who are Audit & Supervisory Committee Members), shall be determined taking into consideration the ratio of fixed compensation and performance-based compensation (bonuses for Officers as a short-term incentive) and non-monetary remuneration (restricted share-based remuneration as a medium- to long-term incentive). The ratio of fixed compensation, performance-based compensation and non-monetary remuneration shall be properly determined to allow them to function as sound incentives, while being based on policies for determining each type of remuneration.
- 2 The allocation of remuneration, etc., for individual Executive Directors, fixed compensation and performance-based compensation (bonuses for Officers) is determined by the Board of Directors within the limits of the aggregate amount resolved at the Shareholders' meetings. For non-monetary remuneration (restricted share-based remuneration), each number of shares to be allotted is determined by the Board of Directors within the limits of the aggregate amount and the number of shares resolved at the Shareholders' Meeting.

<Remuneration, etc., for Non-executive Directors>

- 1 Remuneration, etc., for Non-executive Directors who will advise and supervise the management of the Company from an independent standpoint shall only be fixed compensation from the viewpoint of securing independence.
- 2 The allocation of remuneration, etc., for individual Non-executive Directors is determined by the Board of Directors, within the limits of the aggregate amount resolved at the Shareholders' Meeting .

<Remuneration, etc., for Directors who are Audit & Supervisory Committee Members>

- 1 Remuneration, etc., for Directors who are Audit & Supervisory Committee Members shall only be fixed compensation from the viewpoint of securing the appropriateness of their duties including conducting audits and supervising the execution of business.
- 2 The allocation of remuneration, etc., for individual Directors who are Audit & Supervisory Committee Members shall be determined by consultation of Audit & Supervisory Committee Members, within the limits of the aggregate amount resolved at the Shareholders' Meeting.

<Policy regarding the determination of the amount of personal compensation, etc. for fixed compensation>

Fixed compensation is based on the basic compensation decided by position, and is paid monthly upon its resolution within the scope of the maximum amount of monetary remuneration (including fixed compensation and bonuses for Officers) of 500 million yen per year for Directors (excluding Directors who are Audit & Supervisory Committee Members) (resolved at the 120th Annual Shareholders' Meeting held on June 29, 2022), and 60 million yen per year for Directors who are Audit & Supervisory Committee Members (resolved at the 114th Annual Shareholders' Meeting held on June 29, 2016).

<Policy regarding the determination of the calculation method for performance-based compensation, and policy regarding the determination of the amount of their personal compensation, etc. for performance-based compensation>

The payment of bonuses for Officers as performance-based compensation (short-term incentive) for Executive Directors is considered each fiscal year, and if they are paid, they will be paid at a certain period of time every fiscal year upon a resolution within the scope of the maximum amount of monetary remuneration (including fixed compensation and bonuses for Officers) of 500 million yen per year for Directors (excluding Directors who are Audit & Supervisory Committee Members) (resolved at the 120th Annual Shareholders' Meeting held on June 29, 2022).

The total amount of bonuses for Officers takes performance and other factors for each fiscal year into consideration. However, the main reference indicators pertaining to bonuses for Officers include financial indicators (net sales, operating profit ratio, and ROE) and non-financial indicators (CO2 emission reduction and initiative target of human capital strategies) and the total amount of bonuses for Officers is determined based on factor such as profit attributable to owners of parent and total return ratio. Furthermore, bonuses will be paid to eligible Directors upon consideration of position and personal level of contribution.

<Policy regarding the determination of the calculation method for non-monetary remuneration, and policy regarding the determination of the amount of personal remuneration, etc. for performance-based compensation>

Restricted share-based remuneration shall be provided as non-monetary remuneration (medium- to long-term incentive) for Executive Directors for each fiscal year.

Restricted share-based remuneration shall be based on the standard amount decided by position and provided at a certain period of time every fiscal year upon the resolution of each number of shares to be allotted within the scope of the amount of 60 million yen and 300,000 shares per year (resolved at the 120th Annual Shareholders' Meeting scheduled for June 29, 2022).

(iv) It is disclosed in Articles 18 and 19 of the Company's Corporate Governance Guidelines.

Article 18 (Qualifications for and Designation Procedures for Directors)

1. A Director should be a person with superior character, knowledge, ability and sufficient experience as well as high ethical standards.
2. A Director shall serve concurrently as a director, audit & supervisory committee member or Executive Officer in no more than five (5) listed companies including the Company in order to perform his/her duties in the Company in an appropriate manner.

3. Candidates for Director shall be determined at the meeting of the Board of Directors, taking into consideration the standards provided for in Paragraphs 1 and 2 of this Article. Candidates for Directors Who Are Audit & Supervisory Committee Members shall be determined upon agreement of the Audit & Supervisory Committee.
4. The Board of Directors shall disclose reasons for election of individual Director Candidates.

Article 19 (Criteria and Procedures for Dismissing Directors)

1. In cases where a Director of the Company has committed actions that violate public order and standards of decency, is having difficulty continuing their duties due to health reasons, has significantly damaged corporate value due to negligence in their duties, or does not meet the criteria stipulated in Paragraphs 1 and 2 of Article 18, the Board of Directors shall, following considerations, decide whether to propose a resolution for dismissing said Director to the Shareholders' meeting.
2. The Board of Directors shall disclose reasons for dismissing a Director.

(v) It is disclosed in Schedule, "Reasons for Election of Directors and Significant Concurrent Positions outside the Company (as of December 23, 2025)" of the Corporate Governance Report. Reasons for appointments are stated in reference documents for the notice of the Annual shareholders' meeting. In cases involving dismissals, the reasons for the dismissal shall be disclosed.

[Supplementary Principle 3.1.3]

It is disclosed in Article 10 of the Company's Corporate Governance Guidelines.

Article 10 (Dealing with Sustainability Issues)

With the recognition that dealing with sustainability issues (mid- to long-term sustainability including ESG elements), is an important element of management issue, the Board of Directors will take positive and proactive measures from the perspective of enhancing the Company's corporate value over the mid- to long-term.

Dealing with Sustainability Issues are as follows:

(Press Kogyo Group's Basic Policy on Sustainability)

The Press Kogyo Group seeks increased corporate value over the mid- to long-term through positive initiatives on ESG issues based on "Vision / Mission / Values" towards realization of sustainable society.

(Status of Initiatives on Sustainability)

The Group is actively addressing the four material issues ("Materiality") of "Strengthening corporate governance," "Diversity and revitalization of human capital," "Contribution to the global environment and society," and "The quality growth of the Group," Incorporating them into the medium-term business plan and business strategies.

The details of the Group's initiatives for sustainability are available on our website at the following link.
(<https://www.presskogyo.co.jp/en/sustainability/>)

(Disclosure Based on TCFD Recommendations or Equivalent Frameworks)

The Group discloses information related to climate change based on the TCFD recommendations, and this information is provided in the end of the Corporate Governance Report and our website at the following link.

(https://www.presskogyo.co.jp/en/sustainability/environment/climate_change/)

(Investment in Human Capital and Intellectual Property)

- Human capital

From a mid- to long-term perspective, the Company has developed and is improving a variety of education systems, including a position-based education system, education to cultivate expertise and promote practices and operation, utilization of interview systems, as well as skills training, 5S training and safety training. We also encourage self-development of employees by providing subsidies for PKSD (Presskogyo Self-Development), an in-house remote education course and offering allowance for obtaining official certification. We also have the Press Kogyo Training School (established in 1939) inside the Company to pass down Monozukuri (manufacturing) skills and develop core personnel who will lead the future of manufacturing. In addition, we are actively and systematically working to improve the work environment mainly at our manufacturing plants and make investments to promote the creation of safe and secure workplace.

The details of the Group's initiatives for human capital development are available on our website at the following link.

(<https://www.presskogyo.co.jp/en/sustainability/social/>)

- Intellectual property

The Group has a development system integrating R&D, tooling & machinery and production engineering, and has been engaging in the business of core products (chassis frames, axles and cabins for construction machinery) utilizing capability of its development system.

We have been promoting design development to realize targeted lightness, strength, and multifunction for automotive parts, and improved visibility and new functions for construction machineries, fulfilling laws/regulations and market/customer needs.

In addition, we have been working to enhance competitiveness and further advance and deepen monozukuri, including the development of new technologies and new methods for practical application, productivity improvement such as automation, and the use of digital technologies for productivity and quality assurance, which we have reflected in the current medium-term business plan. Knowledge and know-how accumulated through R&D and technology development are the source of the Group's competitiveness, and we will continue to actively invest resources in development projects and appropriately manage and utilize them.

The details of the Group's technology and development are available on our website at the following link.

(<https://www.presskogyo.co.jp/en/technology/>)

[Supplementary Principle 4.1.1]

It is disclosed in Article 13 of the Company's Corporate Governance Guidelines.

Article 13 (Responsibilities of the Board of Directors)

Article 13 (Responsibilities of the Board of Directors)

1. Given its fiduciary responsibility to shareholders, the Board of Directors shall establish efficient and effective corporate governance and be responsible for promoting sustainable growth and the increase of corporate value over the mid- to long-term.
2. The Board of Directors shall secure fairness and transparency of its management by exercising its supervisory function regarding management as well as make the best decisions for the Company through constructive discussions with respect to business strategies and business plans, designation of senior management and remuneration decisions for senior management, organization of the internal control system and decisions on the execution of important business.

[Principle 4.9]

It is disclosed in Article 24 and Schedule 1 of the Company's Corporate Governance Guidelines, and "II.1.[Independent Officers] Matters relating to Independent Officers" of the Corporate Governance Report.

Article 24 (Standards for Electing Independent External Directors)

The Company shall elect External Directors independent from the senior management, controlling shareholders, etc., according to Standards for Electing Independent External Directors provided for in Schedule 1 based on independence standards stipulated by the Financial Instruments Exchange.

Schedule 1 : Standards for Electing Independent External Directors

Article 1 (Purpose)

The Standards define the standards for electing External Directors independent from the senior management, controlling shareholders, etc., for the purpose of strengthening and enhancing the Company's corporate governance system.

Article 2 (Standards for Independence)

A person who falls under any of the paragraphs below shall not have independency:

1. An executing person (executive director, Executive Officer and equivalents to each of the foregoing, and employee; the same hereinafter) of the Press Kogyo Group
2. An executing person of any company, etc., who falls under any of the subparagraphs:

(1) Major business partner of the Press Kogyo Group

If its transaction amount with the Press Kogyo Group for any business year in the latest three (3) fiscal years exceeds 2% of the Company's or the transaction counterparty's consolidated sales amount, provided that, major business partners include all companies which belong to the Association for Business Partner Cooperation of the Company, regardless of the size of the transaction amount

(2) Major lender of the Press Kogyo Group

If the outstanding debt of the Press Kogyo Group at the end of any business year in the latest three (3) fiscal years exceeds 2% of the Group's or lenders' total consolidated assets amount

(3) Major shareholder of the Company

If it is ranked in the top 10 with respect to shareholdings for any business year in the latest three (3) fiscal years

3. A person who belongs to any audit firm that acts as the Press Kogyo Group's Accounting Auditor
4. A consultant or accounting or legal specialist who receives a substantial amount of money or any other property (i.e., an average payment of JPY 10 million or more in the latest three (3) fiscal years) in addition to compensation to be paid to Officers from the Press Kogyo Group (if an entity including a corporation and association receives such money or property, a person who belongs to such entity)
5. An executing person of any managing securities company of the Press Kogyo Group
6. An executing person of any cross-shareholding company of the Press Kogyo Group
7. When an executing person of the Press Kogyo Group currently assumes or assumed any time in the latest three (3) years the office of external officer in any other company, the executing person of such company
8. A person who fell under any of Paragraphs 2 through 6 above any time in the latest three (3) years
9. A relative within the second degree of relationship of a person who falls under any of Paragraphs 1 through 7 above
10. Notwithstanding Paragraphs 1 through 9 above, a person who is considered to have a special reason for which his/her conflict-of-interest relationship between the Company and general shareholders may be formed.

Article 3 (Organization in Charge of Improvement or Elimination)

The improvement or elimination of the Standards shall be drafted by the department in charge of IR (General Affairs Dept.), and determined at the meeting of the Board of Directors.

[Supplementary Principle 4. 10. 1]

It is disclosed in Article 17 of the Company's Corporate Governance Guidelines.

Article 17 (Nomination & Remuneration Committee)

1. The Company shall establish the Nomination & Remuneration Committee as a voluntary advisory committee to strengthen transparency and objectivity regarding the decision process of the nomination and remuneration for Directors.
2. The Nomination & Remuneration Committee shall deliberate the consultations determined by the Board of Directors and submit the proposals to the Board of Directors.
3. The majority of the Nomination & Remuneration Committee Members shall be External Directors.

The concept, authority, role, etc. regarding the independence of the composition of the Nomination and Remuneration Committee are as follows:

The Company has the Nomination & Remuneration Committee as a voluntary advisory committee for the Board of Directors to strengthen transparency and objectivity regarding the decision process of the nomination and remuneration for Directors, and to further enhance corporate governance.

The Committee deliberates the following consultations determined by the Board of Directors and submits the proposals to the Board of Directors.

- (1) Fundamental policy on nomination including succession plan and remuneration of Directors (including Directors Who Are Audit & Supervisory Committee Members).

- (2) Draft of proposals for the election and dismissal of Directors (including Directors Who Are Audit & Supervisory Committee Members) to be submitted to the Shareholders' meeting.
- (3) Proposals for election and dismissal of Representative Directors and Executive Directors to be submitted to the Board of Directors.
- (4) Draft of proposals for the remuneration of Directors (including Directors Who Are Audit & Supervisory Committee Members) to be submitted to the Shareholders' meeting.
- (5) Other consultations determined by the Board of Directors.

The Committee consists of seven (7) Directors (which includes four (4) External Directors), Yasuo Yamane (Chairman, External Director), Kenji Furusato (External Director), Yuki Okabe (External Director), Kayo Murakami (External Director) Yuki Shimizu, Noboru Masuda, Takekazu Karaki.

[Supplementary Principle 4.11.1]

It is disclosed in Article 14 of the Company's Corporate Governance Guidelines.

"Skill Matrix of Directors" is available on our website at the following link or the end of the Corporate Governance Report.

(https://www.presskogyo.co.jp/en/sustainability/governance/governance_system/)

Article 14 (Makeup of the Board of Directors)

1. The Company shall have no more than nine (9) Directors (excluding Directors Who Are Audit & Supervisory Committee Members) and no more than five (5) Directors Who Are Audit & Supervisory Committee Members, in order to ensure effective operation and active discussion.
2. The Company shall take into consideration the diversified makeup of the Board of Directors, including gender, age, nationality, Internationality, skill, whether the Directors have the knowledge and experience necessary for the Company's management and business activities, and whether the Directors are internal or external.
3. At least one (1) of the Directors Who Are Audit & Supervisory Committee Member must have appropriate knowledge on finance and accounting.

[Supplementary Principle 4.11.2]

It is disclosed in Article 18 and Schedule, "Reasons for Election of Directors and Significant Concurrent Positions (as of June 27, 2024) outside the Company" of the Corporate Governance Report.

Article 18 (Qualifications for and Designation Procedures for Directors)

1. A Director should be a person with superior character, knowledge, ability and sufficient experience as well as high ethical standards.
2. A Director shall serve concurrently as a director, audit & supervisory committee member or Executive Officer in no more than five (5) listed companies including the Company in order to perform his/her duties in the Company in an appropriate manner.
3. Candidates for Director shall be determined at the meeting of the Board of Directors, taking into consideration the standards provided for in Paragraphs 1 and 2 of this Article. Candidates for Directors Who Are Audit & Supervisory Committee Members shall be determined upon agreement of the Audit & Supervisory Committee.
4. The Board of Directors shall disclose reasons for election of individual Director Candidates.

[Supplementary Principle 4.11.3]

It is disclosed in Article 22 and “Effectiveness of the Company’s Board of Directors – Summary of Evaluation Results for Fiscal 2024” described as below.

Article 22 (Evaluation of Board of Directors Effectiveness)

1. Directors shall evaluate the effectiveness of the Board of Directors on an annual basis and submit the results thereof to the Board of Directors. The Board of Directors shall analyze and evaluate the effectiveness of the entire Board of Directors on an annual basis, based on such results by each Director and shall work toward finding solutions and making improvements in that regard, upon establishing issues to be addressed considering results of the aforementioned analysis and evaluation.
2. The Board of Directors shall disclose a summary of the effectiveness evaluation results in a timely and appropriate manner.

Effectiveness of the Company’s Board of Directors - Summary of Evaluation Results for Fiscal 2024

The Company analyzed and evaluated the effectiveness of its Board of Directors in fiscal 2024 to improve the board’s functionality. A summary of those results is provided as follows.

I. Evaluation methodology and schedule

On March 2024, based on the survey prepared by the secretariat of the Board of Directors, all Directors (including Audit & Supervisory Committee Members) conducted self-evaluations. Results of the completed surveys were then reported and discussed at the meeting of the Board of Directors held on April 25, 2024 and May 16, 2024.

The survey focused mainly on the following categories of information.

1. Status of the Board of Directors’ success in addressing issues in fiscal 2024
 - 1. Sustainability management : Promoting to address the materiality
 - 2. Status of addressing management with awareness of cost of capital and stock price
2. Working of managerial issues
3. Operation of the Board of Directors
4. Makeup of the Board of Directors
5. Acquisition of knowledge as a director
6. Summary of the Board of Directors in fiscal 2024 and Issues for the Board of Directors to address in fiscal 2025

II. Schedule

- 1) In March 2025 --- Conducted a questionnaire survey for all Directors
- 2) At the meeting of the Board of Directors held on April 24, 2025 --- Reported to the Board of Directors regarding the survey results
- 3) At the meeting of the Board of Directors held on May 15, 2025 --- Identified future issues to be addressed based on the survey results

III. Initiatives based on evaluation results for fiscal 2023

For the issues identified in the effectiveness evaluation for fiscal 2023, we carried out the following initiatives.

<Promoting sustainability management>

- 1) Setting of KPIs for four material issues
- 2) Issuance of the Integrated Report
- 3) Implementation of the disclosure of Scope 3 reduction targets, etc., as an initiative towards the realization of carbon neutrality
- 4) Conducting of ecosystem surveys and monitoring, etc., as a response to biodiversity conservation and water security at domestic plants
- 5) Implementation of training on improving employees' problem-solving skills and enhancing coaching, formulation of human rights policies, and human rights due diligence, etc., as initiatives to promote human capital strategy.
- 6) Renewal of buildings as a BCP response
- 7) Establishment of the Risk Management Committee

<Management with awareness of cost of capital and stock price>

- 1) Analysis and evaluation of the current status of capital cost and capital profitability at the Board of Directors meeting, and promotion of measures. Please refer to [Measures toward achieving management with awareness of cost of capital and stock price].
- 2) Quarterly report of the status of dialogue with institutional investors at the meeting of the Board of Directors
- 3) Formulation and announcement of the new medium-term business plan
- 4) Expansion of information disclosure (enhancement of materials for financial statements briefings, distribution of archived videos of financial statements briefings, distribution of IR videos for individual investors, expansion of English disclosures, and website renewal)
- 5) Acquisition and cancellation of treasury stock
- 6) Reduction of strategic-shareholdings
- 7) Holding a seminar related to "management with awareness of cost of capital and stock price" for officers
- 8) Introduction of financial indicators (new medium-term business plan targets) and non-financial indicators (CO2 emissions reduction and human capital strategy) in the performance-linked indicators for bonuses for officers.
- 9) Establishment of IR Team

IV. Results of evaluation and analysis of Board of Director effectiveness

After analyzing and evaluating the results of the survey by our board of directors, we have concluded that the Board of Directors operates in a manner that largely ensures its effectiveness.

V. Future initiatives

At the meeting of the Board of Directors held on May 15, 2025, we identified the following issues from the perspectives of further improving the board's functionality and ensuring its effectiveness.

- 1) Promotion of sustainability management

We conduct progress follow-up and discussions towards long-term goals, activity items, and KPIs for the four material issues.

- 2) Management with awareness of cost of capital and stock price

We implement measures to improve stock price through IR activities.

In fiscal 2024, based on the above issue, company will act to ensure that Board of Directors operates more effectively.

[Supplementary Principle 4.14.2]

It is disclosed in Article 27 of the Company's Corporate Governance Guidelines.

Article 27 (Policy on Training for Directors)

1. Newly appointed Directors shall attend seminars on management, finance, internal control, legal affairs, etc., promptly after taking office in order to acquire the necessary knowledge.
2. Newly appointed External Directors shall visit major sites and receive explanations on the Company's business outline, Vision / Mission / Values and management strategy, where necessary, in order to deepen the understanding of the Company and acquire the knowledge necessary for management.
3. Directors shall make a detailed study into, and at all times actively collect information on the Company's financial situation, compliance, corporate governance and other matters, in order to perform their duties.

[Principle 5.1]

It is disclosed in Article 29 and Schedule 2 of the Company's Corporate Governance Guidelines and "IR/Disclosure Policy" on the Company's website.

(https://www.presskogyo.co.jp/en/sustainability/governance/governance_system/)

Article 29 (Dialogue with Shareholders)

1. The Company shall work to ensure that shareholders' opinions are shared with the entire Board of Directors, ensuring the senior management, including top-level executives, actively hold dialogues with shareholders as well as designating an Officer who is responsible for constructive dialogue with shareholders (Chief IR Officer).
2. The Chief IR Officer shall, as the Officer who is responsible for constructive dialogue with shareholders, from time to time hold dialogues on corporate governance and important management policies with principal shareholders who have investment policy which accords with shareholders' interests over the mid- to long-term and External Directors or Audit & Supervisory Committee Members will participate in such dialogues with such principal shareholders to a reasonable extent, taking into consideration requests from the shareholders and the main focuses of the meetings. When holding such dialogue, it should be ensured that a substantial information gap between shareholders does not arise.
3. The Company shall organize the system that promotes constructive dialogue with shareholders and make efforts to promote the same, based on fundamental IR policy provided for in Schedule 2.

Schedule2 : Fundamental IR Policy

1. Policy on Constructive Dialogue with Shareholders and Investors

The Company shall also hold constructive dialogue proactively with shareholders and investors on occasions other than the Shareholders' meetings for the purpose of seeking sustainable growth and increased

corporate value over the mid- to long-term. Through dialogue with shareholders and investors, the Company shall accurately and timely provide information on the Company's management policy, business outline, performance, etc., and explain the same specifically and in a comprehensible way, reflecting their interest and concern.

2. System of IR Activities

The Company shall designate the CFO as the Officer who is responsible for all the IR activities (Chief IR Officer) in order to promote constructive dialogue with shareholders and investors. IR Team (the Management Planning Dept., the Accounting Dept. and the General Affairs Dept.) shall organize a system that enables a smooth response to shareholders and investors, including sharing information with all departments concerned in an intimate way.

3. Efforts with Respect to Enhancement of IR Activities

The Company shall conduct the following activities throughout the year:

- To hold a financial statements briefing (mainly for analysts, institutional investors and mass media)
- To hold a small meeting after the announcement of financial statements
- To issue the Shareholder Newsletters and integrated reports
- To hold a field trip to factories
- To respond to management interviews for the mass media
- To provide various release information through the Company's website

In addition to the foregoing, the Company shall hold constructive dialogues with shareholders and investors through many kinds of ways and means, where necessary.

4. Feedback to Management

Opinions, etc., from shareholders and investors at a financial statements briefing, a meeting, etc. shall be reported to the senior management. The Company shall seek increased corporate value, using the same as a reference when it conducts business activities.

5. Dealing with Insider Information

The Company shall present its fundamental policies for information disclosure in "Disclosure Policy." The Company shall refrain from answering questions on a meeting with shareholders and investors and on material facts by setting a quiet period, from the viewpoint of the prevention of the leakage of and the fairness of material facts including information on financial statements. In a meeting with shareholders and investors, the Company shall only deal with information that has been disclosed through the announcement of financial statements, etc. in principle and shall not refer to undisclosed material facts.

6. Matters Related to Fair Disclosure Rule

The Company complies with the Fair Disclosure Rule based on Article 27-36 of the Financial Instruments and Exchange Act, and provides fair and appropriate information disclosure to shareholders and investors.

When officers of the Company or the department in charge of IR, etc. have disclosed important information (important information yet to be publically disclosed that relates to the running, operations or assets of the Company that may have a significant impact on the investment decisions of investors) to a related party of a transaction, etc. (financial instruments business operator, registered financial institution, credit rating agency, investment corporation, or other party specified by Cabinet Office Ordinance, or an officer of such party, etc.), the Company shall provide public disclosure of the pertinent information swiftly by using the Timely Disclosure network (TDnet) provided by the Tokyo Stock Exchange or the Company's website, etc.

7. Organization in Charge of Improvement or Elimination

The improvement or elimination of the Policy shall be drafted by the General Affairs Dept. and put into operation upon a resolution at the meeting of the Board of Directors.

[Measures toward achieving management with awareness of cost of capital and stock price]

Content of Disclosure	Disclosure of Initiatives (Update)
Availability of English Disclosure	Available
Date of Disclosure Update	December 2, 2025

Explanation

(Current situation recognition)

The Group's PBR as of March 31, 2025 is below 1.0x. The Group recognizes the main causes for this situation as described below:

1. The Group has yet to achieve profitability that exceeds its cost of equity.※)

※) The actual ROE for FY2024 is 5.5% whereas the cost of capital estimated by the Group is in the range of early 7% to late 8%.

2. The future growth potential of the Group has not been evaluated higher enough by the market.

(Actions and initiatives progress)

Based on the current situation recognition above, the Group has formulated the new medium-term business plan (the new plan; the same hereinafter) for five years from FY2024 to FY2028 with the basic policy of "Pursuing quality and enhancing presence." This policy consists of three themes which are "1) Expanding and challenging strategies in core business", "2) Evolving core products toward electrification" and "3) Promoting sustainability management." Under each theme, the business strategies are laid out for the future growth. In the new plan, the Group aims to achieve 240 billion yen of net sales, 8% or higher of operating profit ratio and 9.0% or higher of ROE which exceeds the estimated cost of capital. The Group sets the targets even higher than the results of FY2023 (Net sales:197.8 billion yen / Operating profit ratio:6.5% / ROE:7.8%)

to represent the growth through business expansion and improved profitability. As the capital and financial strategy, the Group strives for generating 120 billion yen of operating cash flow, investing 100 billion yen of capital investments and ensuring 60% or higher of shareholder returns.

Furthermore, the Group commits to pay 32yen or higher of annualized dividend per share during the Medium-term business plan, aiming for 3.0% or higher of DOE.

The Group will further improve profitability by appropriately allocating the created cash to the area of growth investments, strengthening business foundation and shareholder returns. The Group will be further committed to improving profitability and achieving growth by thorough implementing the new plan stated above to achieve each strategy and target. Additionally, through strengthened IR activities (with the IR team established on March 11, 2025), we will strive to resolve the issue of PBR below 1.0x.

Details of the new plan is provided in the " Financial Results Briefing" on the Group's website.

(<https://www.presskogyo.co.jp/en/ir/library/presentation/>)

In order to achieve profitability that exceeds the cost of equity, the Company has selected ROE as one of the reference indicators for performance-based compensation to serve as an incentive to improve corporate value, and conducts deliberations through the Nomination & Remuneration Committee, in which the majority of the members are External Directors and an External Director serves as chairman.

(Status of dialogue with shareholders, etc.)

In accordance with our Fundamental IR Policy, we hold financial statements briefing (twice a year in May and November) mainly for analysts, institutional investors and mass media, field trips to factories, and individual meetings with analysts and institutional investors upon request, in order to help shareholders and investors better understand the Company. The Company has also established an IR page on our website, and works to disclose information appropriately based on the Fair Disclosure Rule. In FY 2024, we provided materials for financial statements briefings, including scripts and videos of financial statements briefings, and English materials (such as consolidated financial results and materials for financial statements briefings) at an earlier stage. We will strive to further enhance our disclosures.

2. Capital Structure

Foreign Shareholding Ratio	From 20% to less than 30%
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[Status of Major Shareholders]

Name / Company Name	Number of Shares Owned	Percentage (%)
ISUZU MOTORS LTD.	10,151,185	10.20
THE MASTER TRUST BANK OF JAPAN, LTD. (TRUST ACCOUNT)	10,075,200	10.13
NIPPON STEEL TRADING CORPORATION	5,020,000	5.05
STATE STREET BANK AND TRUST COMPANY 505223	3,406,175	3.42
MARUBENI-ITOCU STEEL INC.	3,300,000	3.32
CUSTODY BANK OF JAPAN, LTD. (TRUST ACCOUNT)	2,863,400	2.88
PRESS KOGYO SUPPLIERS' SHAREHOLDINGS	2,594,011	2.61
PRESS KOGYO EMPLOYEES' SHAREHOLDINGS	2,582,567	2.60
RE FUND 107-CLIENT AC	2,479,000	2.49

MURAKAMI TAKATERU	2,445,100	2.46
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Controlling Shareholder (except for Parent Company)	—
Parent Company	None.

Supplementary Explanation
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3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange, Prime Market
Fiscal Year-End	March
Type of Business	Transportation Equipment
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	More than 1000
Sales (consolidated) as of the End of the Previous Fiscal Year	From ¥100 billion to less than ¥1 trillion /
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	From 10 to less than 50 /

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

—

5. Other Special Circumstances which may have Material Impact on Corporate Governance

—

II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation

Organization Form	Company with Audit & Supervisory Committee
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[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	14
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	President & CEO
Number of Directors	12
Number of External Directors	4

Number of Independent Director	4
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External Directors' Relationship with the Company (1)

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
	From another company / Lawyer / CPA / Tax Accountant / Academic / Other											
Yasuo Yamane	Academic											
Kenji Furusato	Lawyer											
Yuki Okabe	CPA											
Kayo Murakami	From another company											

* Categories for "Relationship with the Company"

- * "○" when the director presently falls or has recently fallen under the category;
"△" when the director fell under the category in the past
- * "●" when a close relative of the director presently falls or has recently fallen under the category;
"▲" when a close relative of the director fell under the category in the past

- a. Executive of the Company or its subsidiaries
- b. Non-executive director or executive of a parent company of the Company
- c. Executive of a fellow subsidiary company of the Company
- d. A party whose major client or supplier is the Company or an executive thereof
- e. Major client or supplier of the Company or an executive thereof
- f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a director/*kansayaku*
- g. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)
- h. Executive of a client or supplier company of the Company (which does not correspond to any of d, e, or f) (the director himself/herself only)
- i. Executive of a company, between which and the Company External directors/*kansayaku* are mutually appointed (the director himself/herself only)
- j. Executive of a company or organization that receives a donation from the Company (the director himself/herself only)
- k. Others

External Directors' Relationship with the Company (2)

Name	Membership of Audit & Supervisory Committee	Designation as Independent Officer	Supplementary Explanation of the Relationship	Reasons of Appointment
Yasuo Yamane	○	○	—	Dr. Yamane has a career history that includes Executive and Vice President of a national university, and he possesses extensive specialist knowledge regarding technology and human resource training that he has accumulated over many years as a professor in the faculty of engineering of a national university. Based on such experience and knowledge, the Company has judged that he is able to appropriately advise and supervise the management of the Company, and has elected him as an External Director who is an Audit & Supervisory Committee Member. Because Dr. Yamane has no relationship with the Press Kogyo Group other than the election as an External Officer and satisfies the requirements for independence criteria set by the Tokyo Stock Exchange, Inc., and for Standards for Electing Independent External Directors set by the Company, the Company has judged that there is no possibility of conflict of interest between Dr. Yamane and general shareholders and has designated him as an Independent Officer.
Kenji Furusato	○	○	—	Mr. Furusato has abundant experience in law office and has served consecutively as professor in law school with specialized expertise as a lawyer. Based on such experience and knowledge, the Company has judged that he is able to appropriately advise and supervise the management of the Company, and has elected him as an External Director who is an Audit & Supervisory Committee Member. Because Mr. Furusato has no relationship with the Press Kogyo Group other than the election as an External Officer and satisfies the requirements for independence criteria set by the Tokyo Stock Exchange, Inc., and for Standards for Electing Independent External Directors set by the Company, the Company has judged that there is no possibility of conflict of interest between Mr. Furusato and general shareholders and has designated him as an Independent Officer.

Yuki Okabe	○	○	—	Ms. Okabe has expert perspective and abundant experience as a certified public accountant. Based on such experience and knowledge, the Company has judged that she is able to appropriately advise and supervise the management of the Company, and nominates her as candidate for External Director who is an Audit & Supervisory Committee member. Because Ms. Okabe has no relationship with the Press Kogyo Group other than the election as an External Director and satisfies the requirements for independence criteria set by the Tokyo Stock Exchange, Inc., and for Standards for Electing Independent External Directors set by the Company, the Company has judged that there is no possibility of conflict of interest between Ms. Okabe and general shareholders and plans to designate her as an Independent Officer.
Kayo Murakami	○	○	—	Based not only on her professional perspective and extensive experience in corporate management as a director, but also her expert experience and knowledge of digital transformation (DX), the Company has judged that she is able to appropriately advise and supervise the management of the Company, and nominates her as candidate for External Director who is an Audit & Supervisory Committee member. Ms. Murakami serves concurrently as an Outside Director of Bunka Shutter Co., Ltd. Although the Company has a business relationship with Bunka Shutter Co., Ltd. regarding purchasing equipment, the transaction amount in the current fiscal year was insignificant, accounting for less than 0.003% of the consolidated sales amount of the Company and less than 0.003% of that of Bunka Shutter Co., Ltd. Accordingly, these facts are deemed not to affect the independence of Ms. Murakami. Because Ms. Murakami has no relationship with the Press Kogyo Group other than the election as an External Director and satisfies the requirements for independence criteria set by the Tokyo Stock Exchange, Inc., and for Standards for Electing Independent External Directors set by the Company, the Company has judged that there is no possibility of conflict of interest between Ms. Murakami and general shareholders and plans to designate her as an Independent Officer.

[Audit & Supervisory Committee]

Committee's Composition and Attributes of Chairperson

	All Committee Members	Full-time Members	Internal Directors	External Directors	Chairperson
Audit & Supervisory Committee	5	1	1	4	Internal Director

Appointment of Directors and/or Staff to Support the Audit & Supervisory Committee	Appointed
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Matters Related to the Independence of Such Directors and/or Staff from Executive Directors

Employees who should support duties of the Audit & Supervisory Committee are accordingly assigned thereto (as Audit & Supervisory Committee staff members serving concurrently in other departments), and personnel affairs matters in that regard are determined upon consultation between Representative Directors and the Audit & Supervisory Committee. Directors are not assigned to assist in duties of the Audit & Supervisory Committee.

Moreover, Audit & Supervisory Committee staff members must comply with the Audit & Supervisory Committee's orders and instructions with respect to providing assistance as instructed by the committee.

Cooperation among Audit & Supervisory Committee, Accounting Auditors and Internal Audit Departments

With respect to internal controls, the Internal Control Dept. conducts audits targeted at principle departments and works to increase the effectiveness of internal control, including pointing out and giving guidance on matters to be improved to audited departments in collaboration with the Audit & Supervisory Committee. With respect to auditing and oversight performed by the Audit & Supervisory Committee, mainly Full-time Audit & Supervisory Committee Members attend important meetings including the meeting of the Board of Directors, and also conduct audits on operations and properties according to the annual audit plan. Audit & Supervisory Committee Members hold meetings with Accounting Auditors on a regular basis, receive reports from them and exchange opinions with them, as well as confirm the appropriateness of the performance of operations by such Accounting Auditors, including witnessing site visits. Audit & Supervisory Committee Members also work to enhance audits, exchanging opinions on matters of significance including the formulation and evaluation of internal control, with the Internal Control Dept.

[Voluntary Establishment of Nomination/Remuneration Committee]

Voluntary Establishment of Committee(s) Corresponding to Nomination Committee or Remuneration Committee	Established
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Committee's Name, Composition, and Attributes of Chairperson

	Committee Corresponding to Nomination Committee	Committee Corresponding to Remuneration Committee
Committee's Name	Nomination & Remuneration Committee	Nomination & Remuneration Committee
All Committee Members	7	7
Full-time Members	0	0

Internal Directors	3	3
External Directors	4	4
External Experts	0	0
Other	0	0
Chairperson	External Director	External Director

Supplementary Explanation

The Company has the Nomination & Remuneration Committee as a voluntary advisory committee for the Board of Directors.

The Committee holds a meeting five (5) times a year in principle, and deliberates the following consultations determined by the Board of Directors and submits the proposals to the Board of Directors.

- (1) Fundamental policy on nomination including succession plan and remuneration of Directors (including Audit & Supervisory Committee Members).
- (2) Draft of proposals for the election and dismissal of Directors (including Audit & Supervisory Committee Members) to be submitted to the Shareholders' meeting.
- (3) Proposals for election and dismissal of Representative Directors and Executive Directors to be submitted to the Board of Directors.
- (4) Draft of proposals for the remuneration of Directors (including Audit & Supervisory Committee Members) to be submitted to the Shareholders' meeting.
- (5) Other consultations determined by the Board of Directors.

In FY2024, the Nomination & Remuneration Committee held meetings five (5) times. In relation to the above, the committee also deliberated on the medium- to long-term succession plan, the appointment of the committee chairman from External Directors, the resolution by the Board of Directors regarding the allocation of fixed compensation and bonuses for officers for individual Executive Directors, and the introduction of financial indicators (new medium-term business plan targets) and non-financial indicators (CO2 emissions reduction and human capital strategy) in the performance-linked indicators for bonuses for officers.

The Committee consists of seven (7) Directors (which includes four (4) External Directors), Yasuo Yamane (Chairman, External Director), Kenji Furusato(External Director), Yuki Okabe (External Director), Kayo Murakami(External Director) Yuki Shimizu, Noboru Masuda, Takekazu Karaki.

[Independent Officers]

Number of Independent Officers	4
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Matters relating to Independent Officers

The Company has established standards for independence of External Directors as follows.

《Standards for Electing Independent External Directors》

A person who falls under any of the paragraphs below shall not have independency:

1. An executing person (Executive Director, Executive Officer and equivalents to each of the foregoing, and employee; the same hereinafter) of the Press Kogyo Group
2. An executing person of any company, etc., who falls under any of the subparagraphs:
 - (1) Major business partner of the Press Kogyo Group

If its transaction amount with the Press Kogyo Group for any business year in the latest three (3) fiscal years exceeds 2% of the Company's or the transaction counterparty's consolidated sales amount, provided that, major business partners include all companies which belong to

the Association for Business Partner Cooperation of the Company, regardless of the size of the transaction amount
(2) Major lender of the Press Kogyo Group
If the outstanding debt of the Press Kogyo Group at the end of any business year in the latest three (3) fiscal years exceeds 2% of the Group's or lenders' total consolidated assets amount
(3) Major shareholder of the Company
If it is ranked in the top 10 with respect to shareholdings for any business year in the latest three (3) fiscal years
3. A person who belongs to any audit firm that acts as the Press Kogyo Group's Accounting Auditor
4. A consultant or accounting or legal specialist who receives a substantial amount of money or any other property (i.e., an average payment of JPY 10 million or more in the latest three (3) fiscal years) in addition to compensation to be paid to Officers from the Press Kogyo Group (if an entity including a corporation and association receives such money or property, a person who belongs to such entity)
5. An executing person of any managing securities company of the Press Kogyo Group
6. An executing person of any cross-shareholding company of the Press Kogyo Group
7. When an executing person of the Press Kogyo Group currently assumes or assumed any time in the latest three (3) years the office of external officer in any other company, the executing person of such company
8. A person who fell under any of Paragraphs 2 through 6 above any time in the latest three (3) years
9. A relative within the second degree of relationship of a person who falls under any of Paragraphs 1 through 7 above
10. Notwithstanding Paragraphs 1 through 9 above, a person who is considered to have a special reason for which his/her conflict-of-interest relationship between the Company and general shareholders may be formed.

[Incentives]

Incentive Policies for Directors	Performance-based compensation
Supplementary Explanation	
It is disclosed in "II .1.[Director Remuneration] Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods" of the Corporate Governance Report.	
Recipients of Stock Options	None
Supplementary Explanation	
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[Director Remuneration]

Disclosure of Individual Directors' Remuneration	No Individual Disclosure
Supplementary Explanation	

The total remuneration of the director is 472 million yen. (fiscal 2024)
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Policy on Determining Remuneration Amounts and Calculation Methods	Established
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Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods
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It is disclosed in Article 28 and Schedule 3 of the Company's Corporate Governance Guidelines, and " I .[Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information] Disclosure Based on the Principles of the Corporate Governance Code" of the Corporate Governance Report.

Article 28 (Remuneration, etc., for Directors)

The Company shall be determined the remuneration, etc., for Directors, based on Policy for Determining Directors' Remuneration, etc. provided for in Schedule 3.

Schedule 3 : Policy for Determining Directors' Remuneration, etc.

<Matters pertaining to policy regarding the determination of officer remuneration, etc. and its calculation method>

The Company will determine the policy for remuneration, etc. for Executive Directors, Non-executive Directors and Directors who are Audit & Supervisory Committee Members as follows.

Directors' (excluding Directors who are Audit & Supervisory Committee Members) remuneration, etc. is determined upon ensuring objectivity and transparency through deliberation with the Nomination & Remuneration Committee, in which majority of the members are External Directors, and opinions from the Audit & Supervisory Committee each fiscal year.

<Remuneration, etc., for Executive Directors>

- 1 Remuneration, etc., for Executive Directors, from among the Company's Directors (excluding Directors who are Audit & Supervisory Committee Members), shall be determined taking into consideration the ratio of fixed compensation and performance-based compensation (bonuses for Officers as a short-term incentive) and non-monetary remuneration (restricted share-based remuneration as a medium- to long-term incentive). The ratio of fixed compensation, performance-based compensation and non-monetary remuneration shall be properly determined to allow them to function as sound incentives, while being based on policies for determining each type of remuneration.
- 2 The allocation of remuneration, etc., for individual Executive Directors, fixed compensation and performance-based compensation (bonuses for Officers) is determined by the Board of Directors within the limits of the aggregate amount resolved at the Shareholders' meetings. For non-monetary remuneration (restricted share-based remuneration), each number of shares to be allotted is determined by the Board of Directors within the limits of the aggregate amount and the number of shares resolved at the Shareholders' Meeting.

<Remuneration, etc., for Non-executive Directors>

- 1 Remuneration, etc., for Non-executive Directors who will advise and supervise the management of the Company from an independent standpoint shall only be fixed compensation from the viewpoint of securing independence.
- 2 The allocation of remuneration, etc., for individual Non-executive Directors is determined by the Board of Directors, within the limits of the aggregate amount resolved at the Shareholders' Meeting.

<Remuneration, etc., for Directors who are Audit & Supervisory Committee Members>

- 1 Remuneration, etc., for Directors who are Audit & Supervisory Committee Members shall only be fixed compensation from the viewpoint of securing the appropriateness of their duties including conducting audits and supervising the execution of business.
- 2 The allocation of remuneration, etc., for individual Directors who are Audit & Supervisory Committee Members shall be determined by consultation of Audit & Supervisory Committee Members, within the limits of the aggregate amount resolved at the Shareholders' Meeting.

<Policy regarding the determination of the amount of personal compensation, etc. for fixed compensation>

Fixed compensation is based on the basic compensation decided by position, and is paid monthly upon its resolution within the scope of the maximum amount of monetary remuneration (including fixed compensation and bonuses for Officers) of 500 million yen per year for Directors (excluding Directors who are Audit & Supervisory Committee Members) (resolved at the 120th Annual Shareholders' Meeting held on June 29, 2022), and 60 million yen per year for Directors who are Audit & Supervisory Committee Members (resolved at the 114th Annual Shareholders' Meeting held on June 29, 2016).

<Policy regarding the determination of the calculation method for performance-based compensation, and policy regarding the determination of the amount of their personal compensation, etc. for performance-based compensation>

The payment of bonuses for Officers as performance-based compensation (short-term incentive) for Executive Directors is considered each fiscal year, and if they are paid, they will be paid at a certain period of time every fiscal year upon a resolution within the scope of the maximum amount of monetary remuneration (including fixed compensation and bonuses for Officers) of 500 million yen per year for Directors (excluding Directors who are Audit & Supervisory Committee Members) (resolved at the 120th Annual Shareholders' Meeting held on June 29, 2022).

The total amount of bonuses for Officers takes performance and other factors for each fiscal year into consideration. However, the main reference indicators pertaining to bonuses for Officers include financial indicators (net sales, operating profit ratio, and ROE) and non-financial indicators (CO2 emission reduction and initiative target of human capital strategies) and the total amount of bonuses for Officers is determined based on factor such as profit attributable to owners of parent and total return ratio. Furthermore, bonuses will be paid to eligible Directors upon consideration of position and personal level of contribution.

<Policy regarding the determination of the calculation method for non-monetary remuneration, and policy regarding the determination of the amount of personal remuneration, etc. for performance-based compensation>

Restricted share-based remuneration shall be provided as non-monetary remuneration (medium- to long-term incentive) for Executive Directors for each fiscal year.

Restricted share-based remuneration shall be based on the standard amount decided by position and provided at a certain period of time every fiscal year upon the resolution of each number of shares to be allotted within the scope of the amount of 60 million yen and 300,000 shares per year (resolved at the 120th Annual Shareholders' Meeting scheduled for June 29, 2022).

[Supporting System for External Directors]

The General Manager of the General Affairs Dept. provides support by regularly holding one (1) or more meetings on a monthly basis and distributing information.

2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)

The Company is a company with Audit & Supervisory Committee and makes efforts to increase the effectiveness of corporate governance, ensuring the Board of Directors makes important decisions and supervises the execution of operations or promoting efficient management and accelerated execution of operations by introducing the Executive Officer System, as well as enhancing the Internal Auditing System for the purpose of strengthening the functions of the Audit & Supervisory Committee. The operations by, functions of and activities of each organization, etc. are as follows:

1. Executive Officer System

The Company has introduced the Executive Officer System and promotes efficiency and acceleration of management decision-making and execution of operations, separating management functions from operation execution functions as well as ensuring the small size of the Board of Directors.

2. Management Meeting

Management Meeting holds a meeting twice a month in principle and reports and discusses matters of significance with respect to each of departments which such Executive Officer are in charge of, as needed. The Management Meeting consists of eight (8) Directors, Yuki Shimizu (Chairman), Noboru Masuda, Takekazu Karaki, Masahiko Sato, Harumasa Nikkawa, Kyoko Okada, Kan Okugakiuchi Masanori Sakano (Full-time Audit & Supervisory Committee Member) and eighteen (18) Executive Officers, Hiroshi Yahara, Toshihiro Ogawa, Hiromichi Tachiiri, Shunsuke Takagi, Hitoshi Kondo, Satoshi Kagatsume, Atsushi Kawamoto, Masakazu Ito, Tsuyoshi Yamakawa, Fujie Kato, Hiroshi Shioda, Takanori Sasaoka, Kazuki Uchida, Kiyoshi Yagyu, Hajime Kurumisawa, Mitsuyoshi Ozawa, Toshiyuki Harada, Koshi Fujimoto. Full-time Audit & Supervisory Committee Members attend the Management Meeting and express their opinions, as needed.

3. Board of Directors

The Board of Directors holds a meeting once a month in principle and supervises the execution of operations and makes important decisions. The Board of Directors consists of twelve (12) Directors (which includes four (4) External Directors), Yuki Shimizu (Chairman), Noboru Masuda, Takekazu Karaki, Masahiko Sato, Harumasa Nikkwa, Kyoko Okada, Kan Okugakiuchi, Masanori Sakano (Full-time Audit & Supervisory Committee Member), Yasuo Yamane (External Director, Audit & Supervisory Committee Member), Kenji Furusato (External Director, Audit & Supervisory Committee Member), Yuki Okabe (External Director, Audit & Supervisory Committee Member) and Kayo Murakami (External Director, Audit & Supervisory Committee Member).

4. Audit & Supervisory Committee

The Audit & Supervisory Committee holds a meeting once a month in principle and audits and supervises Directors' execution of operations. The Audit & Supervisory Committee consists of five (5) Directors (which includes four (4) External Directors), Masanori Sakano (Chairman, Full-time Audit & Supervisory Committee Member), Yasuo Yamane (External Director), Kenji Furusato (External Director), Yuki Okabe (External Director) and Kayo Murakami (External Director).

5. Nomination & Remuneration Committee

The Nomination & Remuneration Committee, as a voluntary advisory committee, holds a meeting five (5) times a year in principle, and deliberates the following consultations determined by the Board of Directors and submits the proposals to the Board of Directors.

- (1) Fundamental policy on nomination including succession plan and remuneration of Directors (including Audit & Supervisory Committee Members).
- (2) Draft of proposals for the election and dismissal of Directors (including Audit & Supervisory Committee Members) to be submitted to the Shareholders' meeting.
- (3) Proposals for election and dismissal of Representative Directors and Executive Directors to be submitted to the Board of Directors.
- (4) Draft of proposals for the remuneration of Directors (including Audit & Supervisory Committee Members) to be submitted to the Shareholders' meeting.
- (5) Other consultations determined by the Board of Directors.

The Committee consists of seven (7) Directors (which includes four (4) External Directors), Yasuo Yamane (Chairman, External Director), Kenji Furusato (External Director), Yuki Okabe (External Director) and Kayo Murakami (External Director), Yuki Shimizu, Noboru Masuda and Takekazu Karaki.

6. Internal Control System

The Company established the Internal Control Dept. in October 2005 for the purpose of ensuring thorough compliance and strengthening internal control. The Company established the Internal Control Committee consisting of all Directors in May 2006 and is formulating internal control as well as supervising compliance of the execution of operations with laws and regulations and the Company's Articles of Incorporation.

The Internal Control Committee holds a meeting four (4) times a year in principle and consists of twelve (12) Directors (which includes four (4) External Directors), Yuki Shimizu (Chairman), Noboru Masuda, Takekazu Karaki, Masahiko Sato, Harumasa Nikkawa, Kyoko Okada, Kan Okugakiuchi, Masanori Sakano (Full-time Audit & Supervisory Committee Member), Yasuo Yamane (External Director, Audit & Supervisory Committee Member), Kenji Furusato (External Director, Audit & Supervisory Committee Member), Yuki Okabe (External Director, Audit & Supervisory Committee Member) and Kayo Murakami (External Director, Audit & Supervisory Committee Member).

7. Risk Management System

The Group advances the risk management activities under the leadership of the President, who holds the highest responsibility for risk management, in accordance with the Risk Management Basic Policy and Risk Management Regulations. Additionally, the Group has established the Risk Management Committee (Chairperson: President, Committee members: Executive officers at the level of executive managing officer or higher, Frequency: Once per quarter) and assesses the materiality of risks identified by each division and subsidiary, decides on response policies, and manages the progress of addressing these risks.

8. Internal Audits, and Audit and Oversight by the Audit & Supervisory Committee

About the internal audit, The Internal Control Dept. conducts an audit targeted at principle departments and works to increase the effectiveness of internal control, including pointing out and giving guidance on matters to be improved to an audited department in collaboration with the Audit & Supervisory Committee.

With respect to auditing and oversight performed by the Audit & Supervisory Committee, mainly Full-time Audit & Supervisory Committee Members attend important meetings including the meeting of the Board of Directors and conduct audits on operations and properties according to the annual audit plan. Audit & Supervisory Committee Members hold meetings with Accounting Auditors on a regular basis, receive reports from them and exchange opinions with them, as well as confirm the appropriateness of the performance of operations by such Accounting Auditors, including witnessing site visits. Audit & Supervisory Committee Members also work to enhance audits, exchanging opinions on matters of significance including the formulation and evaluation of internal control, with the Internal Control Dept.

External Director Yuki Okabe is a certified public accountant, and has considerable knowledge regarding finance and accounting. And External Director Kenji Furusato is a certified lawyer, and has considerable knowledge regarding law. External Director Kayo Murakami has a Master of Business Administration (MBA) degree, and has systematic knowledge regarding management, finance, marketing and organizations.

9. Status of Accounting Audit

With respect to accounting audits, the Company is subject to accounting audit by KPMG AZSA LLC. Two (2) certified public accountants, Hiroyuki Hirakiuchi and Koichiro Takano, are primarily responsible for executing accounting audit operations. Also, six (6) certified public accountants and twelve (12) other persons provide support pertaining to the Company's accounting audit operations.

3. Reasons for Adoption of Current Corporate Governance System

The Company has set its sights on achieving its corporate vision and has accordingly adopted the company with Audit & Supervisory Committee structure with the aims of making decisions more swiftly and resolutely, achieving greater efficiency and flexibility with respect to business execution, strengthening supervisory functions of such execution, and further enhancing its corporate governance practices.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the Shareholder's Meetings and Smooth Exercise of Voting Rights

	Supplementary Explanations
Early Notification of Shareholder's Meetings	The Company sends a notice of the Shareholder's Meetings to shareholders three weeks prior to the date thereof in order for such shareholders to have sufficient time to review matters to be resolved at such Meeting
Allowing Electronic Exercise of Voting Rights	The Company has judged that increased tools for exercising voting rights can improve convenience for shareholders and has been introducing the exercise of voting rights in an electromagnetic means since 2003.
Participation in a Platform for the Electronic Exercise of Voting Rights and Other Initiatives to Enhance Environment for Institutional Investors to Exercise Voting Rights	The Company has been introducing the Electronic Voting Platform targeted at institutional investors, which is operated by ICJ, Inc., since 2008 in order to improve convenience of exercising voting rights for institutional investors in Japan and overseas.
Providing Convocation Notice in English	The Company discloses an English version of the notice on the Company's website, etc., in order to improve convenience of exercising voting rights for institutional investors overseas

2. IR Activities

	Supplementary Explanations
Preparation and Publication of Disclosure Policy	"Fundamental IR Policy" and "Disclosure Policy" that the Company has formulated are disclosed on the Company's website (https://www.presskogyo.co.jp/en/ir/management/disclosure/).
Regular Investor Briefings for Individual Investors	The Company holds a financial statement briefings targeted at analysts and institutional investors twice a year (for the second quarter and the fourth quarter).
Posting of IR Materials on Website	IR materials including information on financial statements, materials on any other information which is disclosed in a timely manner, securities reports, materials for financial statements briefings, Shareholder Newsletters and integrated report can be seen on the Company's website (https://www.presskogyo.co.jp/en/ir/library/).
Establishment of Department and/or Manager in Charge of IR	Establishment of IR Team (the Management Planning Dept., the Accounting Dept. and the General Affairs Dept.) The IR team comprises Takekazu Karaki (CFO, Director and Senior Executive Managing Officer and Chief IR Officer), Kyoko Okada (Director, Executive Officer and In charge of IR), Takanori Sasaoka (Executive Officer, General Manager of General Affairs Dept. and IR Team Leader), Fujie Kato (Executive Officer and General Manager of Management Planning Dept. and IR Team Sub-leader), Executive Officer and Accounting Department Manager Hiroshi Shiota (IR Team Assistant Leader), and other members appointed by the Chief IR Officer.

	There is an inquiry form on the Company's website. Tel: 050-3205-3549 https://reg34.smp.ne.jp/regist/is?SMPFORM=qgoa-mcmjof-c517ec36f1c31e58f7d0ddd058b7a595
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3. Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanations
Stipulation of Internal Rules for Respecting the Position of Stakeholders	The Press Kogyo Group specifies stakeholders' positions in "Vision / Mission / Values" and "Code of Ethics."
Implementation of Environmental Activities, CSR Activities etc.	[Environmental Activities] Based on our Basic Policy on Sustainability and Environment Policy, we are working on environmental preservation activity by setting a Basic Environmental Management Philosophy and the promotion system necessary to achieve it. Specifically, with respect to climate change, seeking to realize carbon neutrality by FY2050, we set the target of reducing CO₂ emissions from Scope 1 and 2 as "Reducing 41% by FY2030 based on FY2019," also Scope 3 as "Reducing 20% by FY2030 based on FY2019," and we are working on the targets as a whole group. Furthermore, with respect to initiatives for biodiversity and water security going forward, we identify the current situation, narrow down the issues and the risks and work on formulating policies and guidelines among other activities. We will continue to promote environmentally friendly <i>Monozukuri</i> (manufacturing) in all fields of corporate operations, to contribute to the development of a sustainable and prosperous society, and to strive for environmental preservation activity. It is disclosed on the Company's website (https://www.presskogyo.co.jp/en/sustainability/environment/). [Community Contribution Activities] Our activities are focused on coexistence and contribution to local communities. We will continue to contribute to the continuous development of a prosperous society in all fields of corporate operations. It is disclosed on the Company's website (https://www.presskogyo.co.jp/en/sustainability/social/community/).
Development of Policies on Information Provision to Stakeholders	The Company works to provide information, establishing a system with respect to timely disclosure.
Other	The Company respects each individual's standpoint and views, regardless of his/her nationality, gender or belief, and complies with the Labor Standards Act and other relevant laws and regulations. The Company has been striving to create an employee-friendly workplace environment where employees with diverse backgrounds can utilize their abilities to the maximum extent. Specifically, following enhancement of the Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members Act in April 2025, the Company has enhanced sick/injured childcare leave and childcare leave. Additionally, it has increased the "work-from-home" limit to 10 days per month for employees engaged in childcare or nursing care, and introduced the new system (10 days per year) for employees undergoing infertility treatment. Also the Company enhanced the welfare plan that accommodates various events that may occur

	in a person's life, with the goal of having 100% of female employees and at least 50% of male employees taking childcare leave. The Company actively recruits female employees. Since April 2023, the Company has been working towards the goal of increasing the percentage of female employees in career track positions and clerical positions to 20% or more. Such goal is included in the Company's five-year action plan.
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IV. Matters Related to the Internal Control System

1. Basic Views on Internal Control System and the Progress of System Development

- (1) System to ensure that the execution of duties by Directors and employees comply with laws, regulations, and with the Company's Articles of Incorporation
 - 1) The Company ensures that Directors and employees are kept informed of the Press Kogyo Group's Vision and Code of Ethics.
 - 2) The Internal Audit Department audits the execution of operations for conformance with laws and regulations and with the Company's Articles of Incorporation. In addition, this department monitors the progress of setting up the internal control system and delivers reports to the Internal Control Committee, made up of all Directors.
 - 3) The Internal Control Committee receives reports on the operation of the internal control system and monitors the execution of operations for conformance with laws and regulations and with the Company's Articles of Incorporation.
 - 4) The Company works to prevent scandals by using the Hotline (whistleblower) System, deterring illegal or unethical acts in the Company. The Hotline System enables Press Kogyo Group employees to communicate with, and receive advice directly from, those designated to deal with these situations.
- (2) System to ensure that Directors' duties are executed efficiently
 - 1) The Company will continue to promote more efficient management and accelerated execution of operations by improving the Executive Officer system that is now in use.
 - 2) The execution of important operations is deliberated on at the Management Meeting, made up of full-time executive officers and full-time Audit & Supervisory Committee members. Matters to be resolved by meetings of the Board of Directors are deliberated on and actions decided at meetings of the Board of Directors.
 - 3) The Company works to efficiently use management resources by drawing up a medium-term business plan to clearly define the goals to be achieved.
- (3) Regulations covering risk management and other systems
 - 1) The Group designates the highest responsibility for the risk management and promotes risk management activities in accordance with the Risk Management Regulations.
 - 2) The Group establishes the Risk Management Committee to identify, analyze and assess the Group-wide risks as well as review and give feedbacks regarding the risk management activities.
 - 3) The Risk Management Committee periodically reports the Group-wide risk management activities to the management meeting and the board of directors.
- (4) System management and information storage related to the execution of Directors' duties

In accordance with laws, regulations, and the Company's own regulations, the Company manages and

stores documents related to important reports and decisions made in relation to the execution of Directors' duties.

(5) System to ensure the appropriateness of operations in the Press Kogyo Group (the Company and subsidiaries).

1) Every department in the Company and all subsidiaries establish an internal control system based on the formulation plan prescribed by the Internal Control Committee. The Internal Audit Department regularly audits the internal control systems of every department of the Company and all subsidiaries, and then delivers reports to the Internal Control Committee.

2) The department in charge of managing subsidiaries works in concert with various other departments and is guided by Regulations on Management of Affiliates.

3) The Company receives reports on the significant concerns of subsidiaries, and may discuss these concerns, as appropriate, while respecting the individual initiative and independence of the subsidiaries.

4) Each subsidiary advances their risk management activities and report them to the Risk Management Committee.

5) In addition to the supervisory departments managing and guiding the operations of subsidiaries, the Directors or the Auditors of the subsidiaries, as a rule, are dispatched from the company to ensure that all operations are being handled appropriately.

(6) Matters related to Directors or employees who support the duties of the Audit & Supervisory Committee; matters related to the independence of these employees from Directors (excluding Directors who are Audit & Supervisory Committee members); and matters related to ensuring the effectiveness of instructions to these employees

1) Employees are assigned to support the duties of the Audit & Supervisory Committee, and related HR issues are determined by consulting with Representative Directors and the Audit & Supervisory Committee. Note that Directors are not assigned to support the duties of the Audit & Supervisory Committee.

2) Employees who support the duties of the Audit & Supervisory Committee must obey instructions and orders from the Audit & Supervisory Committee in relation to the support operations.

(7) System whereby Directors (excluding Directors who are Audit & Supervisory Committee members) and employees report to the Audit & Supervisory Committee; other system related to the report to the Audit & Supervisory Committee; and the system to ensure that Directors and employees are not unfavorably treated for making reports

1) Directors (excluding Directors who are Audit & Supervisory Committee members) and employees of the Company and employees of subsidiaries report to the Audit & Supervisory Committee if there is an incident, or the risk of an incident, that could seriously harm the Press Kogyo Group. Specific matters to be reported are subject to discussion between Representative Directors and the Audit & Supervisory Committee.

2) Unfavorable treatment of anyone who has made a report to the Audit & Supervisory Committee is prohibited.

3) The Internal Audit Department regularly reports on the results of audits to the Full-time Audit & Supervisory Committee Member.

- (8) Matters related to the policy for processing expenses or debts resulting from the execution of duties by Audit & Supervisory Committee members (limited to matters related to the execution of the duties of the Audit & Supervisory Committee)

When, in relation to the execution of duties by Audit & Supervisory Committee members, any committee member asks the Company to pay expenses in advance, etc. or requests advice from an external expert, etc., any expenses or debts resulting from requests are promptly processed and borne by the Company, except in cases where they are not recognized as necessary for the duties of Audit & Supervisory Committee members.

- (9) Other systems to ensure that audits by the Audit & Supervisory Committee are executed effectively

1) Full-time Audit & Supervisory Committee members may attend important meetings, including management meetings, and can express their opinions.

- 2) Audit & Supervisory Committee members perform audit operations in cooperation with the Internal Audit Department and the Accounting Auditors.

2. Basic Views on Eliminating Anti-Social Forces

The Company resolutely responds to anti-social forces that threaten social order and sound corporate activities. The Company specifies that effect in its “Code of Ethics” and works to ensure that all employees of the Press Kogyo Group, including Officers of the Company, are informed of said effect.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted
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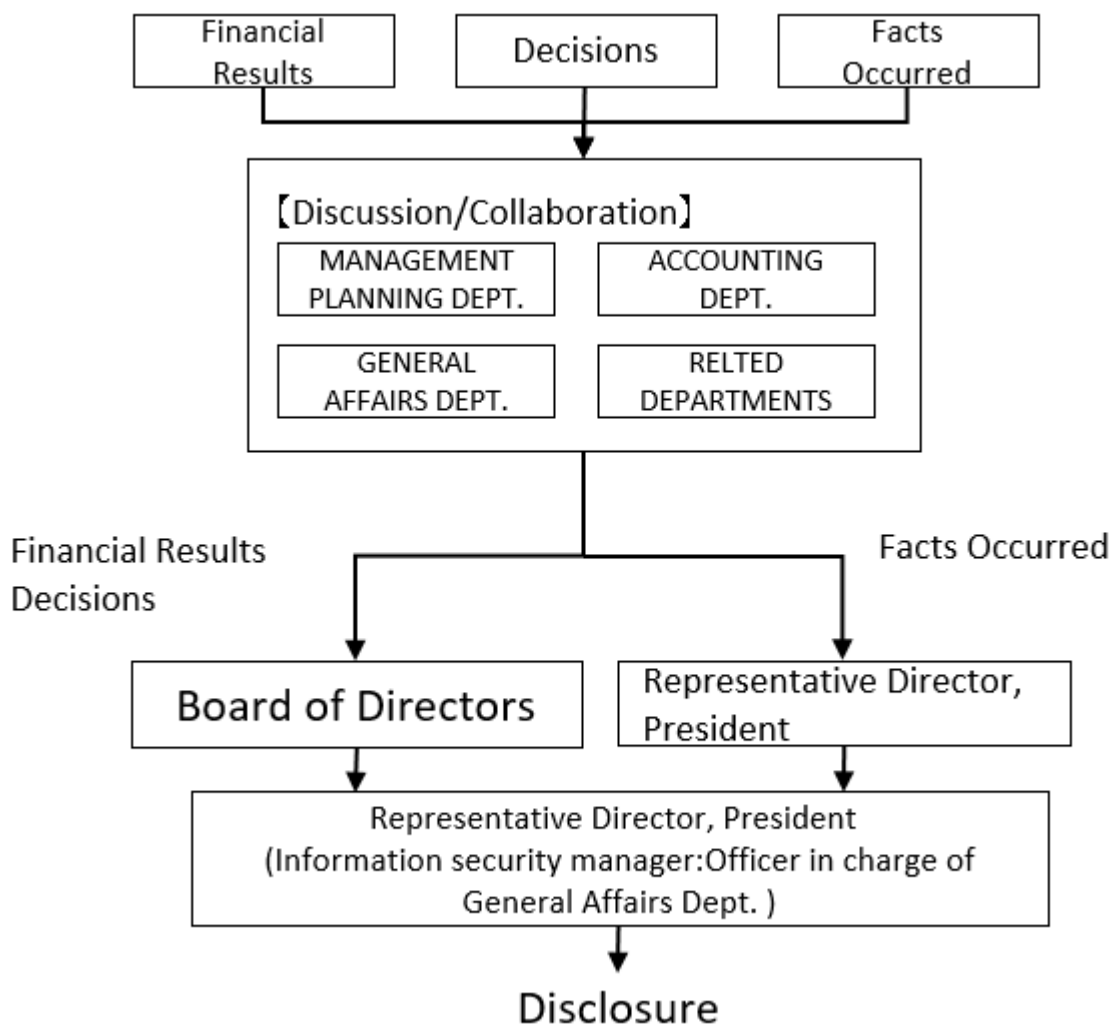
Supplementary Explanation

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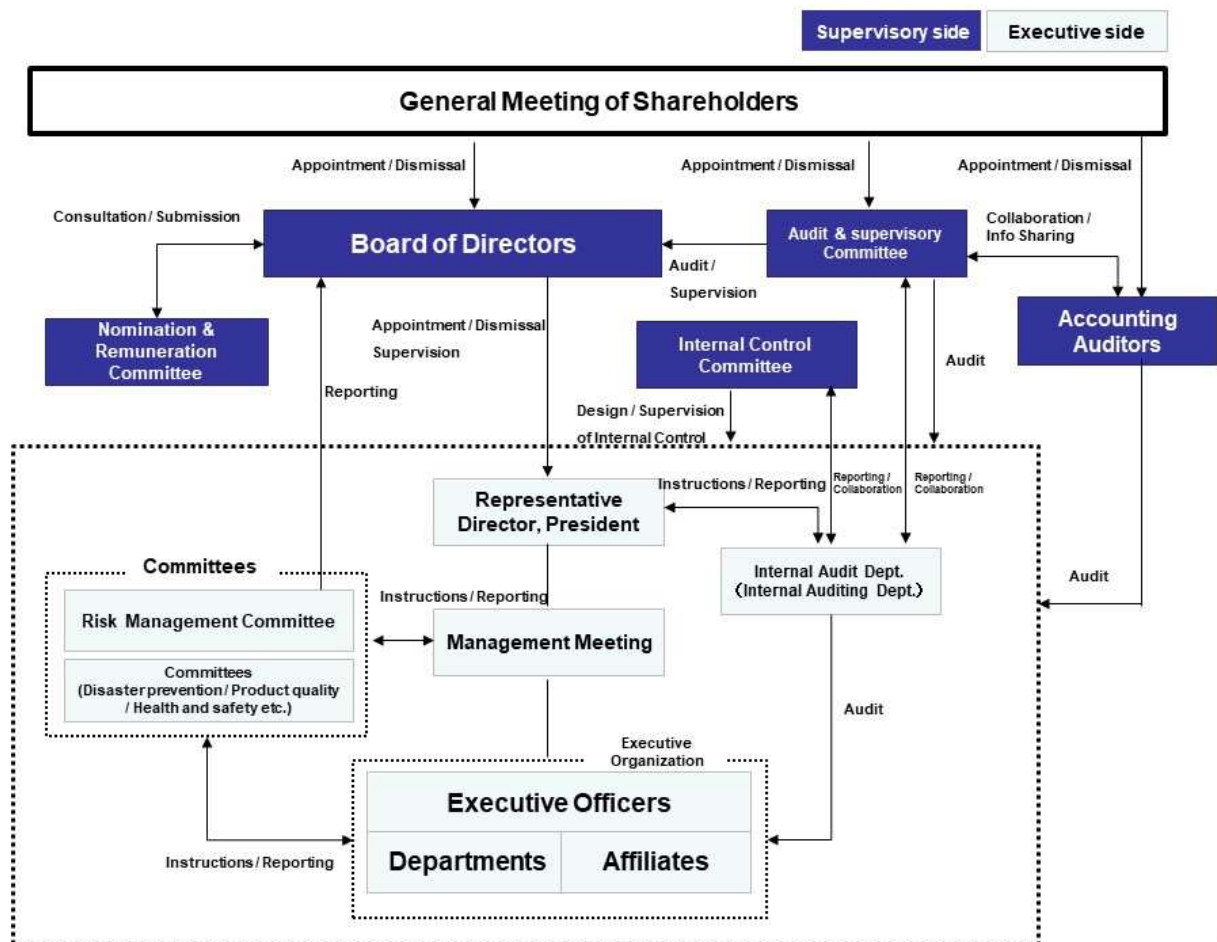
2. Other Matters Concerning to Corporate Governance System

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Summary of timely disclosure system



Corporate Governance Structure



Schedule

Reasons for Election of Directors and Significant Concurrent Positions outside the Company (as of June 26, 2025)

Name	Job title	Reasons for election and significant concurrent positions outside the Company
Yuki Shimizu	Representative Director, President & CEO of the Company	Mr. Shimizu has mainly held key positions in the Sales and Purchasing Departments of the Company, and has been responsible for the overall management of the Company and the Group as Representative Director and President since April 2024. Based on such experience and considerable insight, the Company has judged that he is able to make decisions relating to execution of important business and supervise the management, and has elected him as a Director.
Noboru Masuda	Representative Director, Executive Vice President & CTO of the Company	Mr. Masuda has mainly held key positions in the Tool & Machinery Engineering and Factory Departments of the Company, and has been responsible for the management of the Company and the Group as Representative Director and Senior Executive Managing Director since April 2023 and as Representative Director and Executive Vice President since April 2024. Based on such experience and considerable insight, the Company has judged that he is able to make decisions relating to execution of important business and supervise the management, and has elected him as a Director.
Takekazu Karaki	Director, Senior Executive Managing Officer & CFO of the Company	Mr. Karaki has experience mainly in the Overseas Operations and Accounting Departments of the Company and has deep knowledge and achievements in the Company's overseas and accounting business. Based on such experience and considerable insight, the Company has judged that he is able to make decisions relating to execution of important business and supervise the management, and has elected him as a Director.
Masahiko Sato	Director, Senior Executive Managing Officer of the Company	Mr. Sato has experience mainly in the Production Engineering and Engineering Departments of the Company and has deep knowledge and achievements in the Company's engineering & development and manufacturing business. Based on such experience and considerable insight, the Company has judged that he is able to make decisions relating to execution of important business and supervise the management, and has elected him as a Director.
Harumasa Nikkawa	Director, Executive Managing Officer of the Company	Mr. Nikkawa has experience mainly in the Factory Department of the Company and has deep knowledge and achievements in the Company's manufacturing operation. Based on such experience and considerable insight, the Company has judged that he is able to make decisions relating to execution of important business and supervise the management, and has elected him as a Director.
Kyoko Okada	Director, Executive Managing Officer of the Company	Ms. Okada has experience mainly in the Overseas Operations, Management Planning and Personnel Departments of the Company and has deep knowledge and achievements in the Company's overseas business, management planning and personnel operation. Based on such experience and considerable insight, the Company has judged that she is able to make decisions relating to execution of important business and supervise the management, and has elected her as a Director.
Kan Okugakiuchi	Director, Executive Managing Officer of the Company	Mr. Okugakiuchi has experience mainly in the Sales and Purchasing Departments of the Company, has been in charge of the management of a Chinese subsidiary, and has deep knowledge and achievements in the Company's sales and purchasing operation. Based on such experience and considerable insight, the Company has judged that he is able to make decisions relating to execution of important business and supervise the management, and has elected him as a Director.

Name	Job title	Reasons for election and significant concurrent positions outside the Company
Masanori Sakano	Director, Full-time Audit & Supervisory Committee Member of the Company	Mr. Sakano has abundant and broad-ranging insights regarding finance and accounting as well as corporate management from his many years of experience at financial institutions in Japan and overseas. Based on such experience and knowledge, the Company has judged that he is able to appropriately supervise the management of the Company, and has elected him as a Director who is an Audit & Supervisory Committee member.
Yasuo Yamane	External Director, Audit & Supervisory Committee Member of the Company	Dr. Yamane has a career history that includes Executive and Vice President of a national university, and he possesses extensive specialist knowledge regarding technology and human resource training that he has accumulated over many years as a professor in the faculty of engineering of a national university. Based on such experience and knowledge, the Company has judged that he is able to appropriately advise and supervise the management of the Company, and has elected him as External Director who is an Audit & Supervisory Committee member. Because Dr. Yamane has no relationship with the Press Kogyo Group other than the election as an External Director and satisfies the requirements for independence criteria set by the Tokyo Stock Exchange, Inc., and for Standards for Electing Independent Officers set by the Company, the Company has judged that there is no possibility of conflict of interest between Dr. Yamane and general shareholders and has designated him as an Independent Officer.
Kenji Furusato	External Director, Audit & Supervisory Committee Member of the Company	Mr. Furusato has abundant experience in law office and has served consecutively as professor in law school with specialized expertise as a lawyer. Based on such experience and knowledge, the Company has judged that he is able to appropriately advise and supervise the management of the Company, and has elected him as External Director who is an Audit & Supervisory Committee member. Because Mr. Furusato has no relationship with the Press Kogyo Group other than the election as an External Director and satisfies the requirements for independence criteria set by the Tokyo Stock Exchange, Inc., and for Standards for Electing Independent Officers set by the Company, the Company has judged that there is no possibility of conflict of interest between Mr. Furusato and general shareholders and has designated him as an Independent Officer. <i>(Significant concurrent positions outside the Company)</i> Attorney of Tokyo Fuji Law Office Professor of Nihon University Law School
Yuki Okabe	External Director, Audit & Supervisory Committee Member of the Company	Ms. Okabe has expert perspective and abundant experience as a certified public accountant. Based on such experience and knowledge, the Company has judged that she is able to appropriately advise and supervise the management of the Company, and elected her as External Director who is an Audit & Supervisory Committee member. Because Ms. Okabe has no relationship with the Press Kogyo Group other than the election as an External Director and satisfies the requirements for independence criteria set by the Tokyo Stock Exchange, Inc., and for Standards for Electing Independent External Directors set by the Company, the Company has judged that there is no possibility of conflict of interest between Ms. Okabe and general shareholders and plans to designate her as an Independent Officer. <i>(Significant concurrent positions outside the Company)</i> External Director (Audit & Supervisory Committee Member) of DIGITAL HOLDINGS, Inc.

Name	Job title	Reasons for election and significant concurrent positions outside the Company
Kayo Murakami		Based not only on her professional perspective and extensive experience in corporate management as a director, but also her expert experience and knowledge of digital transformation (DX), the Company has judged that she is able to appropriately advise and supervise the management of the Company, and elected her as External Director who is an Audit & Supervisory Committee member. Ms. Murakami serves concurrently as an Outside Director of Bunka Shutter Co., Ltd. Although the Company has a business relationship with Bunka Shutter Co., Ltd. regarding purchasing equipment, the transaction amount in the current fiscal year was insignificant, accounting for less than 0.003% of the consolidated sales amount of the Company and less than 0.003% of that of Bunka Shutter Co., Ltd. Accordingly, these facts are deemed not to affect the independence of Ms. Murakami. Because Ms. Murakami has no relationship with the Press Kogyo Group other than the election as an External Director and satisfies the requirements for independence criteria set by the Tokyo Stock Exchange, Inc., and for Standards for Electing Independent External Directors set by the Company, the Company has judged that there is no possibility of conflict of interest between Ms. Murakami and general shareholders and plans to designate her as an Independent Officer. <i>(Significant concurrent positions outside the Company)</i> Partner & CEO of Kazu and Company LLC External Director of SANYO SHOKAI LTD. Outside Director of Bunka Shutter Co., Ltd. Advisory Fellow of IT Innovation and Strategy Center Okinawa

Skill Matrix of Directors

Name (Gender)	Expertise/Experience of Directors									
	 Corporate Management	 Sales/ Purchasing	 Technology/ Development	 Manufac- turing	 IT/Digital	 Finance/ Accounting	 Overseas Business	 E (Environ- ment)	 S (Society including Human Resources)	 G (Governance including Legal/Risk Management)
Yuki Shimizu (Male)	●	●					●			●
Noboru Masuda (Male)	●		●	●			●	●		●
Takekazu Karaki (Male)	●					●	●			●
Masahiko Sato (Male)	●		●	●	●		●	●		●
Harumasa Nikkawa (Male)	●		●	●				●		●
Kyoko Okada (Female)	●						●	●	●	●
Kan Okugakiuchi (Male)	●	●					●			●
Masanori Sakano (Male)						●				●
Yasuo Yamane (Male) External			●							●
Kenji Furusato (Male) External										●
Yuki Okabe (Female) External					●	●				●
Kayo Murakami (Female) External	●	●			●				●	●

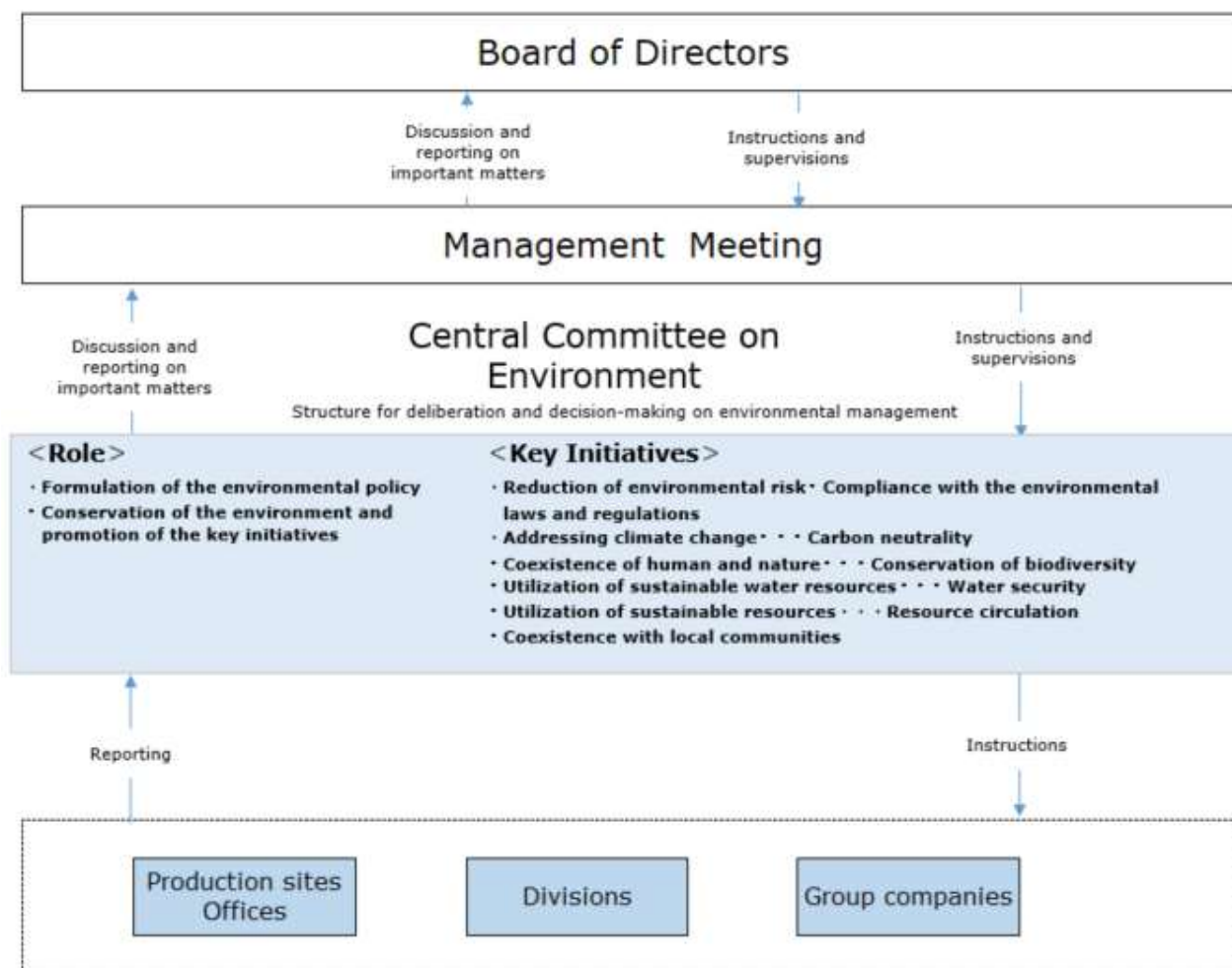
Information Disclosures Based on TCFD Recommendation

<Governance>

The Press Kogyo Group has positioned the climate change issue as one of the important management challenges and works positively and proactively based on the Environment Policy under the supervision of the Board of Directors.

The Central Committee on Environment (held four times a year), which is led by the officers in charge of the Manufacturing Department and the Human Resources, manages and responds to environmental issues overall, including climate change and strongly promotes CO₂ emission reduction (target setting, measures and implementation).

The Central Committee on Environment reports details of its activities to the Management Meeting and important items are discussed and determined at the Management Meeting and the Board of Directors as needed.



<Strategy>

Following the TCFD recommendations and its framework, the Group performs scenario analyses of risks and opportunities in order to evaluate the level of impact of climate change on the Group's business activities. When performing these analyses, the Group considers a set of climate-related scenarios (4°C scenario, 2°C or lower scenario, etc.) of the IPCC (Intergovernmental Panel on Climate Change).

The actions against risks/opportunities are determined considering current/future issues and viewpoint of new-value creation of the Group.

The details and evaluation results of the scenario analyses are given below.

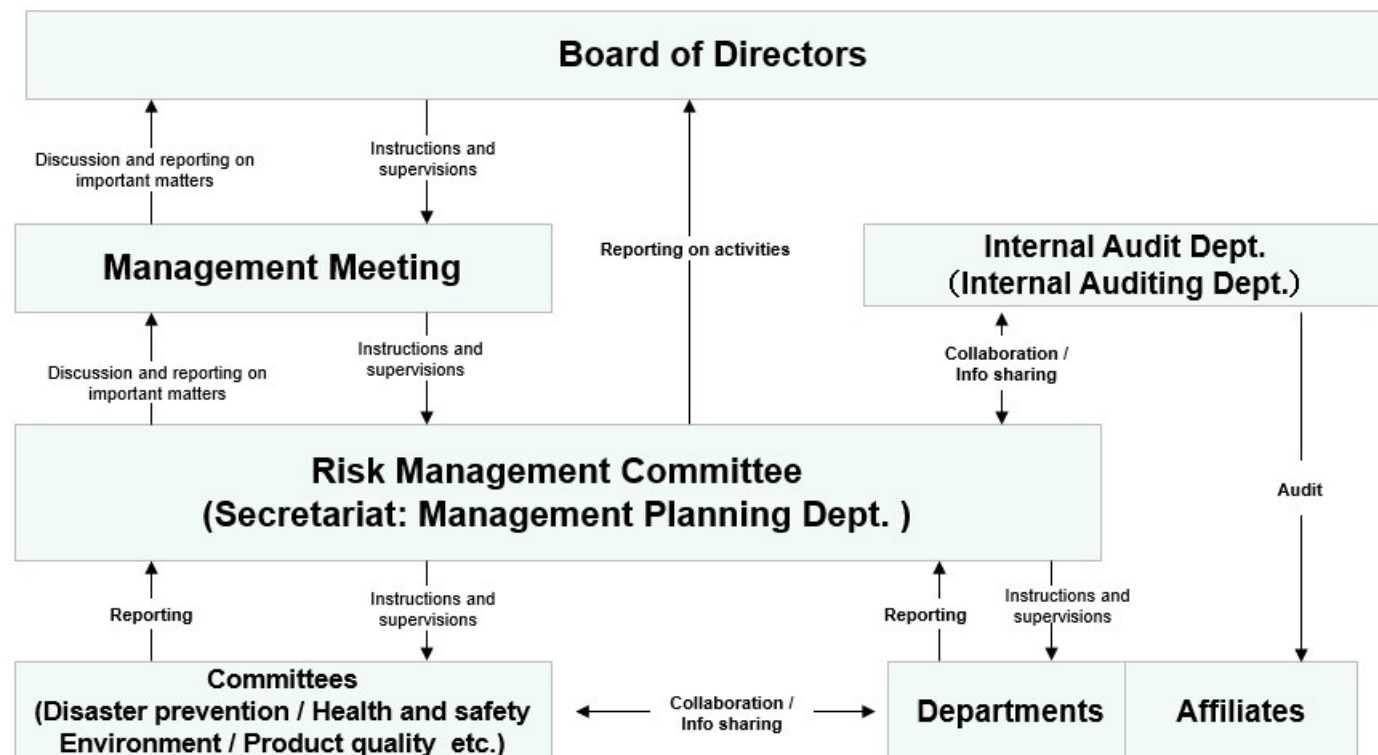
Risks/Opportunities				Business Impact	Index	Time horizon	Assessment	Action
Risks	Transition	Policy and Legal	Enhanced regulation of Greenhouse Gas emissions	- Loss of business opportunities due to delay in responding to the market introduction of EV/FCV. - Increase in capital investment.	Revenue Cost Asset	Medium-term Long-term	High	- Development of low carbon products. - Conversion of manufacturing process which optimized for EV/FCV. - Creation of low carbon production line.
			Carbon pricing mechanisms	Increase in raw material costs and energy costs.	Revenue Cost	Short-term Medium-term	High	- Use of low carbon material. - Development of weight-saving products. - Promotion of energy saving
		Technology	- Risk of delay in responding to carbon-neutral technology - Customer demands due to development of carbon neutral	Loss of growth opportunities due to delay in responding to new technologies.	Revenue	Medium-term Long-term	High	- Development of products using new materials and new low carbon manufacturing process. - Development of new technologies in line with the customer's development schedule.
			Incompatible of The supplier's technology	- Difficult to maintain supply chain. - Decline of competitiveness.	Cost	Medium-term	Medium	Engineering support and encouragement for existing suppliers.
		Market	Increase of raw materials cost and operation cost.	Increase in manufacturing costs due to rising prices of fossil fuels and renewable energy.	Cost	Short-term Medium-term	Medium	- Switching to the optimal energy. - Investment of highly efficient and energy saving equipment.
				Increase of purchasing costs due to shift to low carbon steel.	Cost	Medium-term Long-term	Medium	- Advance design development for weight saving and material saving. - Study for alternative raw materials.
		Reputation	Reputational risk from stakeholders	Decline in corporate value due to loss of trust.	Cost Asset	Medium-term Long-term	High	- Steady promotion towards CO₂ zero emissions. - Enhancement of ESG disclosure.

Risks/Opportunities				Business Impact	Index	Time horizon	Assessment	Action
Risks	Physical	Acute	•Frequent occurrence of abnormal weather	•Shutdown and recovery cost for damages to business operations. •Damages to employee's property •Increase in cost of disaster measures.	Revenue Cost Asset	Short-term Medium-term Long-term	High	•Improvement and enhancement of Business Continuity Plan.
		Chronic	•Increase in the average temperature	•Increase in cost of air conditioning, etc. •Decline in productivity due to worse working environment. •Depletion risk in water resources.	Revenue Cost Asset	Medium-term Long-term	High	•Replacement to energy saving equipment/system. •Investment related to the work environment. •Water saving, reuse & recycle.
Opportunities	Resource efficiency		•Efficiency for production and distribution processes	•Reduction of manufacturing and distribution costs.	Cost	Medium-term Long-term	Medium	•Optimal production methods. (suitable location, equipment, process)
			•Use of renewable energy	•Lower energy costs due to widespread of renewable energy.	Cost	Medium-term Long-term	High	•Introduction of green energy.
	Products and services		•Development of EV/FCV	•Business expansion opportunities for new automotive parts of EV/FCV.	Revenue	Short-term Medium-term	Medium	•Product/technology development for EV/FCV.
			•Specification change of current products to lower carbon thoroughly	•Enhancement of development capabilities.	Revenue Asset	Medium-term Long-term	High	•Advance the innovative design/engineering. •Development strengthening competitiveness which create an entry barrier.
	Markets		•Access to new markets	•Opportunities to newly enter the environmentally-friendly business.	Revenue	Short-term Medium-term	Medium	•Development of environmentally-friendly products.
			•Initiatives of National Resilience	•Increase in demand for construction machineries and commercial vehicles due to infrastructure development.	Revenue	Short-term Medium-term Long-term	High	•Establishment of flexible production system and solid supply-chain management.
				•Increase in demand for disaster proof vehicles.	Revenue	Short-term Medium-term Long-term	High	

<Risk Management>

The Group advances our risk management activities under the leadership of the Representative Director and President, who holds the highest responsibility for risk management, in accordance with our Risk Management Basic Policy and Risk Management Regulations. Additionally, the Group has established the Risk Management Committee (Chairperson: Representative Director, Committee members: Executive officers at the level of executive managing officer or higher, Frequency: Once per quarter) and assesses the materiality of risks identified by each division and affiliate, decides on response policies, and manages the progress of addressing these risks.

The climate change-related risks are also identified as the important risk of the Group and are to be managed in the risk assessment & management process given above.



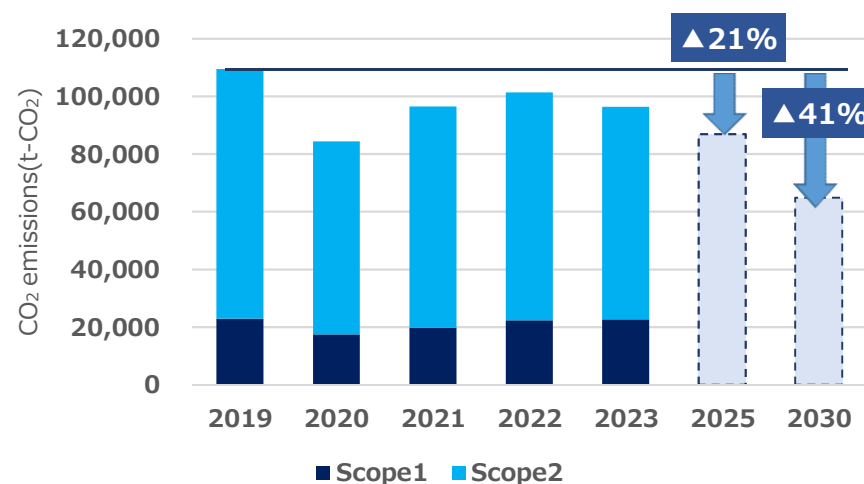
<Metrics and Targets>

The Company has set emission reduction targets as follows for the short term, medium term and long term.

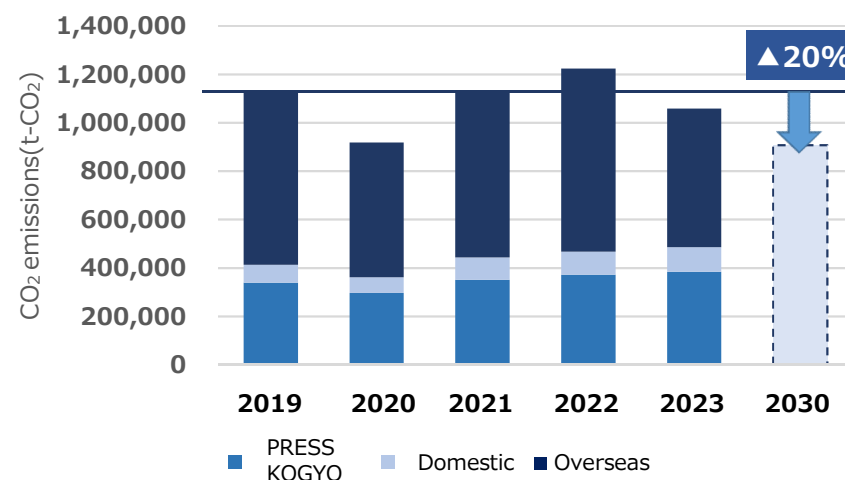
To achieve each reduction targets towards realization of carbon neutrality, the Group proceeds various measures including introduction of highly efficient facilities, revision of production processes, increase of productivity, new technology, streamlining operations, and the utilization of green energy such as photovoltaic power generation system based on the perspectives of “quit, fix, stop, reduce, reuse, and change”.

Metrics	Scope	Base Year	Emissions in Base Year	Target Year	Target
CO2 emissions	Scope1,2 (Consolidated)	FY2019	110,000 t-CO2	FY2025	86,900 t-CO2, down 21% compared to FY2019
				FY2030	64,900 t-CO2, down 41% compared to FY2019
				FY2050	Net zero emissions
	Scope3 (Consolidated)		1,134,000 t-CO2	FY2030	907,200 t-CO2, down 20% compared to FY2019 (based on C1,3,5)
				FY2050	Net zero emissions

Scope1·2



Scope3



Scope 3 Emissions*1 of the Company (Consolidated)

 (Units: t-CO_{2e})

Category		Category Overview	FY2019	FY2022	FY2023
1	Purchased goods & services	Emissions from resource extraction, manufacturing, and transportation of purchased raw materials and other resources	1,054,762	1,118,177	954,216
2	Capital goods	Emissions from manufacturing and transportation of purchased property, plant and equipment	29,774	54,888	53,973
3	Fuel- and energy-related activities (Not including scope1 & 2)	Emissions from resource extraction, manufacturing, and transportation of purchased fossil fuels and electricity	15,816	15,125	15,147
4	Upstream transportation & distribution	Emissions from transportation and delivery, including raw material purchases and product shipments	21,009	21,053	22,510
5	Waste generated in operations	Emissions from processing and transportation of waste produced by business sites	3,847	4,290	4,213
6	Business travel	Emissions associated with employees' business travel	696	628	752
7	Employee commuting	Emissions associated with employees' commuting	2,736	2,397	2,967
8	Upstream leased assets	Emissions associated with the operation of assets leased in	414	281	700
9	Downstream transportation & distribution	Emissions associated with distribution of sold products to final consumers	N/A*2	N/A*2	N/A*2
10	Processing of sold products	Emissions associated with the processing of sold products	N/A*2	N/A*2	N/A*2
11	Use of sold products	Emissions associated with the use of products by final consumers	N/A*3	N/A*3	N/A*3
12	End of life treatment of sold products	Emissions associated with the disposal of products by final consumers	5,016	4,783	4,639
13	Downstream leased assets	Emissions associated with the operation of assets leased out	N/A*2	N/A*2	N/A*2
14	Franchises	Emissions by franchisees	N/A*2	N/A*2	N/A*2
15	Investments	Emissions associated with asset management	N/A*2	N/A*2	N/A*2
		Total	1,134,070	1,221,622	1,059,117

*1: If the calculation method or unit of emissions is revised for the purpose of improving the accuracy of calculation, or if an error in calculation is found, the calculation results will be revised retroactively.

*2: Excluded from the scope of calculation because the Company has no applicable business activities.

*3: Excluded from the scope of calculation due to the difficulty of influencing emission reductions.

3. Policies on Human Capital Development and Improvement of Office Environment to Ensure Diversity, and Status of Implementation

1. Human Capital Strategy

1) Human Capital Strategy

People are the foundation of the Group's business and trust with all stakeholders nurtured through integrity and effort is great asset of the Group. We are working to create a comfortable workplace and work environment where diverse human capital can maximize their abilities by employing diverse human capital and developing education and training systems and human resource management systems. We have identified "diversity and revitalization of human capital" our materiality, and have set goals and aspirations and action items to achieve them.

(1) Goals and Aspirations

- Continuous growth for every person through the experience of "thinking, acting, and carrying through for oneself."
- People with diverse backbones and values respecting each other, bouncing ideas off each other, and creating new value.
- All people working and succeeding together with reassurance and vitality.

(2) Action Items

- Encouraging people's power to go through and creativity
- Promotion of diversity and equal opportunity
- Safety and security of workplace environment
- Creating employee-friendly working environment
- Respect for human rights

2) Policy and Action Framework

(1) Human Capital Development Policy

- Develop human capital that think for themselves and carry through, and create new value
- Develop human capital capable of adapting to change

(2) Improvement of Office Environment Policy

Develop an environment, in terms of both hard and soft elements, that nurtures human capital and enables them to maximize their abilities

(3) Action Framework

Keyword	Carrying Through	Creativity	Diversity	Safety and Security
Details of Measures	• Improve problem-solving skills • Enhance coaching	• Expand and reinforce basic and specialist training (Multidimensional evaluation training and reskilling promotion) • Interact with different fields and industries • Diversify skillsets	• Diversify recruitment • Promote self-actualization measures • Establish human resource management systems adapted to diverse work styles	• Ongoing promotion of health management • Promote intrinsic safety (Reduction of disaster risk) • Enhancement of facilities (diversity, seismic resistance, digital, renewable energy) • Enhancement of compliance/harassment training

(4) Content of Efforts and Targets (Non-consolidated statements of the Company)

Regarding the following targets, the results of PRESS KOGYO CO., LTD. are presented below, as these initiatives are being mainly advanced by the Company, though not yet implemented across all the Group companies.

(i) Carrying Through

In addition to the existing position-based education system, the Company will work to develop human capital with the aim of strengthening the ability to set issues to be solved and realize them toward its future goals and aspirations.

“Carrying Through”-Related Targets

Target	FY2022 Actual	FY2023 Actual	FY2024 Actual	
Attending the problem solving skills development program	-	18.8%	98.5%	*
10% increase in the number of persons certified under the national trade skill test	9.2%	9.0%	5.8%	

* No data available for FY2022 as this program commenced in FY2023.

* This is the rate of training participation for the employees in career track.

(ii) Creativity

The Company has been operating PKSD (Presskogyo Self-Development), a skill development program based on self-development, for some time.

It consists mainly of correspondence courses for specialized knowledge, management skills, and the like according to the position, but we will further enhance this program by increasing the number of courses (147 courses as of March 31, 2025) and improve convenience by adopting e-learning in order to encourage acquisition of new knowledge and self-directed learning.

“Creativity”-Related Targets

Target	FY2022 Actual	FY2023 Actual	FY2024 Actual	
PKSD participation rate of at least 30%	8.1%	13.2%	19.4%	*
Rate of skillset diversification plans implemented	-	99.0%	98.0%	

* No data available for FY2022 as the calculation commenced in FY2023.

(iii) Diversity

The Company respects each individual’s standpoint and views, regardless of his/her nationality, gender or belief, and complies with the Labor Standards Act and other relevant laws and regulations. The Company has been striving to create an employee-friendly workplace environment where employees with diverse backgrounds can utilize their abilities to the maximum extent.

In addition, we have a self-reporting system through which employees report once a year on their mid-to long-term career plans and skill development efforts.

“Diversity”-Related Targets

Target	FY2022 Actual	FY2023 Actual	FY2024 Actual	
At least 20% of career-track and clerical hires to be female	31.5%	17.1%	12.9%	
At least 2.5% employment rate of persons with disabilities(Achievement of statutory employment rate)	2.6%	2.6%	2.9%	*

* Following the revision of the Act on Employment Promotion etc. of Persons with Disabilities, the statutory employment rate was raised from 2.3% to 2.5% as of April 2024.

(iv) Safety and Security

Based on the basic principle that health and safety takes precedence over all else, we are promoting industrial injury prevention and the creation of safe and secure workplace.

“Safety and Security”-Related Targets

Target	FY2022 Actual	FY2023 Actual	FY2024 Actual	
The frequency rate of lost work time accidents of 0	0	0.21	0.66	
Health & Productivity Management Outstanding Organization total score (at least 50.0)	49.1	—	52.0	*1
Rate for average paid leave usage of at least 12 days 100% (Avarage usage days)	—% (14.2 days)	—% (15.0days)	91.7% (15.2days)	*2

*1. There are no achievements for the FY2023 as we returned the Certified Health & Productivity Management Outstanding Organizations 2024 recognition.

*2. The target value has been revised since FY2024.