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Notice Regarding the Establishment of an Integrated Framework for Sustainable Corporate Value Creation

The Kyodo Printing Group has organized the overall structure of value creation based on its Long-Term Vision and systematized it as the “Value Creation Process” to enhance consistency with its management strategy and promote the sustainable enhancement of corporate value.

At the same time, we have established key management indicators to effectively advance initiatives addressing materiality.

This initiative serves as a foundation for sharing the Group-wide mechanism of value creation and continuously enhancing both economic and social value generated through our business activities.

Going forward, we will link these efforts with key initiatives under our Long-Term Strategy and Medium-Term Management Plan, strengthen our cycle of value creation, and steadily achieve sustainable growth and corporate value enhancement.

Our initiatives in the Long-term strategy
Kyodo Printing Group's Value Creation Process

Kyodo Printing Co., Ltd.

November ,10, 2025

TOMOWEL
Future creation for all

- 01 Kyodo Printing Group's Value Creation Process**
- 02 Establishment of Materiality KGIs and KPIs**

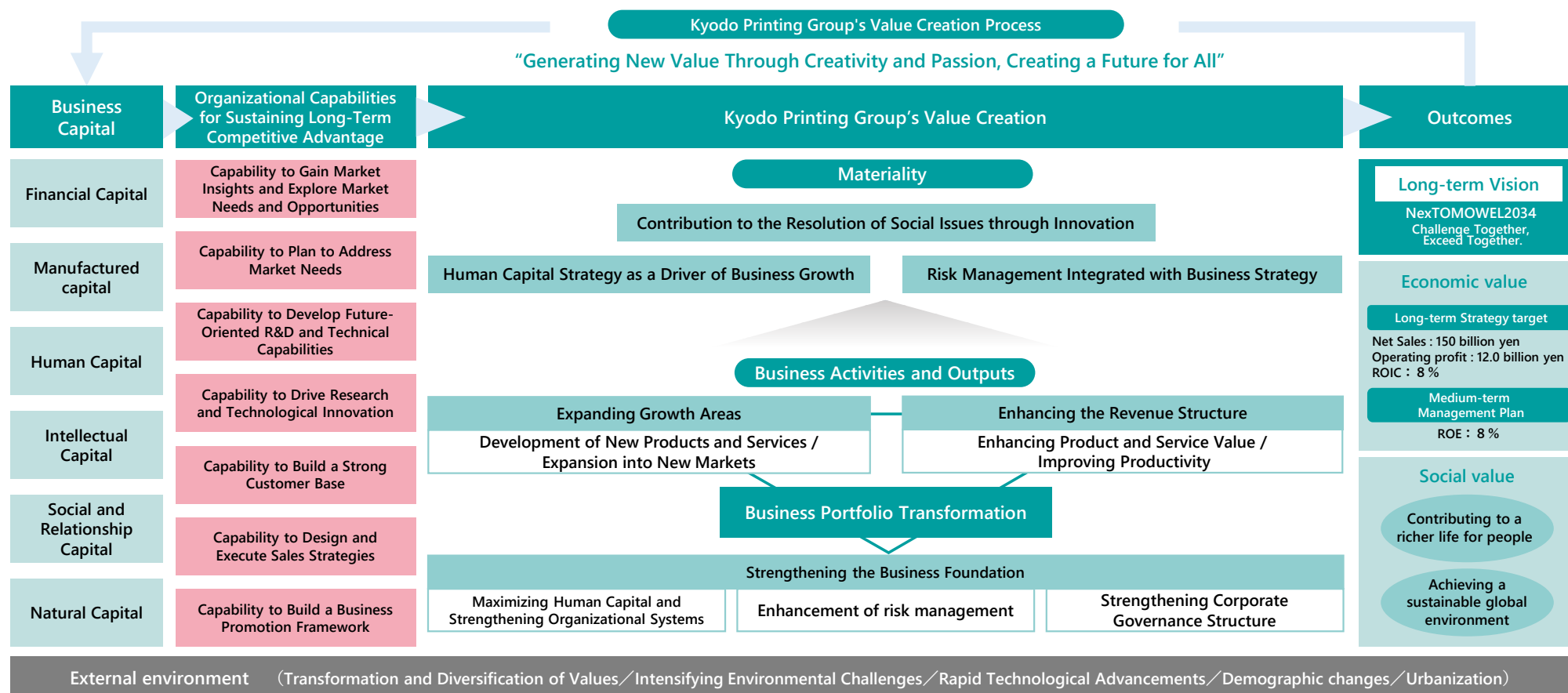
01

Kyodo Printing Group's Value Creation Process

Initiatives under the Long-Term Strategy

Kyodo Printing Group's Value Creation Process

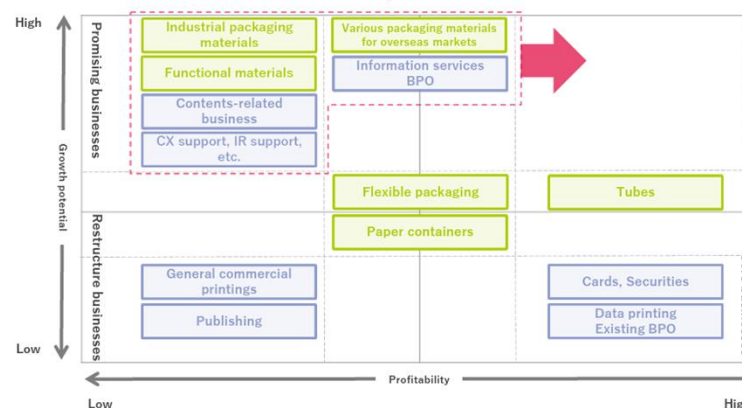
Based on our Long-term Vision, we have visualized our unique cycle of value creation, which generates value by strengthening “Organizational Capabilities” built on management capital and drives growth. Moving forward, we will continue to further refine this system.



Initiatives to Strengthen Organizational Capabilities

As the foundation supporting sustainable value creation, we have organized key initiatives to strengthen organizational capabilities from the perspectives of “Expanding Growth Areas” and “Enhancing the Revenue Structure.”

Expanding Growth Areas		Enhancing the Revenue Structure	
Action Level 1	Action Level 2	Action Level 1	Action Level 2
Development of New Products and Services Expansion into New Markets	Gaining Market Insights and Identifying Needs and Opportunities	Enhancing Product and Service Value	Deepening the Existing Customer Base
	Enhancing Planning to Meet Market Needs		Enhancing Brand Value
	Enhancing R&D and Technical Capabilities		Visualizing the Revenue Structure
	Enhancing Revenue Model Design		Optimizing Pricing Based on Value Delivered and Cost Pass-Through
	Building a Strong Customer Base		Strengthening Price Negotiation Capabilities
	Enhancing Sales Strategy Design and Execution		Accelerating Investment Decisions
	Building a Business Promotion Framework	Improving Productivity	Standardizing and Streamlining Operations
			Reviewing the Indirect Cost Structure



Kyodo Printing Group's Business Portfolio
From the "Long-term Strategy and Medium-term Management Plan (FY 2025 – FY 2027)"

02

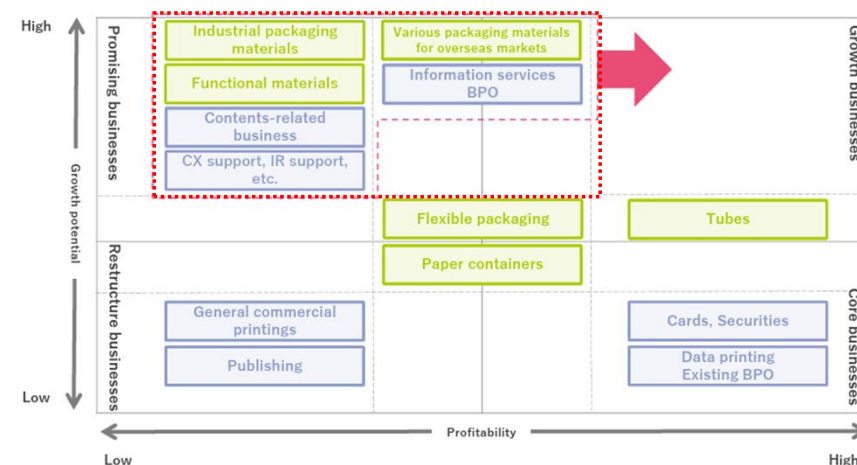
Establishment of Materiality KGIs and KPIs

Establishment of Materiality KGI and KPIs

① Contribution to the Resolution of Social Issues through Innovation

Materiality	Priority themes	Ideal state 2034	Key Indicators (KGI/KPI)
Contribution to the Resolution of Social Issues through Innovation	Provision of products and services that contribute to a richer life for people	Providing products and services that support diverse lifestyles and contribute to safe, secure, and comfortable living.	Percentage of consolidated sales from growth businesses※ (40% or more by FY2034) ※Total of six business themes expected to grow and contribute to a richer life for people.
	Provision of products and services that contribute to achieving a sustainable global environment	Providing products and services that reduce environmental impact and contribute to a sustainable global environment.	Number of new environmentally friendly products and services developed (Cumulative total of 25 or more from FY2025 through FY2030)
	Strengthening intellectual capital to promote innovation	Continuously creating new value by strategically leveraging intellectual capital and integrating internal and external knowledge.	Status of systems and mechanisms for promoting Innovation

※Six business themes expected to grow and contribute to a richer life for people.



Initiatives under the Long-Term Strategy

Establishment of Materiality KGIs and KPIs

② Human Capital Strategy as a Driver of Business Growth

Materiality	Priority themes	Ideal state 2034	Key Indicators (KGI/KPI)
Human Capital Strategy as a Driver of Business Growth	Strengthening human resource management based on talent portfolios	Driving business portfolio transformation with the right talent—both in quality and quantity—to realize its business strategy.	Digital HR ratio* "Human resources able to leverage digital technologies" (15% or higher by FY2030); "Human resources able to create digital technologies"* (by 15% or higher by FY2030)
	Strengthening of institutional frameworks and organizational capabilities to maximize human potential	Enabling a diverse workforce to remain physically and mentally healthy, and to experience challenge and growth within the organization.	Female managers ratio (20% or higher by FY2034)
			Engagement survey response rate (90% or higher)

The scope of each KPI under the Human Capital Strategy as a Driver of Business Growth covers Kyodo Printing Co., Ltd. and its domestic consolidated subsidiaries. However, the "Engagement Survey Response Rate" applies only to Kyodo Printing Co., Ltd. on a non-consolidated basis.

* Definition of digital human resources in the Group

- Human resources able to leverage digital technologies: human resources who lead transformation in business models and business processes
- Human resources able to create digital technologies: citizen developers, department analysts (each division), system developers, data scientists (IT divisions), etc.

Initiatives under the Long-Term Strategy

Establishment of Materiality KGIs and KPIs

③ Risk Management Integrated with Business Strategy

Materiality	Priority themes	Ideal state 2034	Key Indicators (KGI/KPI)
Risk Management Integrated with Business Strategy	Preservation of the global environment	Promoting understanding among all employees of the importance of environmental conservation, reducing environmental impact, and contributing to biodiversity preservation and the realization of a decarbonized, circular society.	Decarbonized Society : GHG emissions reduction rate (42% or higher by FY2030 from the FY2022 level) ※Scope1+2 Recycling-oriented Society : Waste Generation Intensity Reduction Rate (10% or higher by FY2030 from the FY2022 level) Conserving Biodiversity : ●Procurement rate of paper sourced from legally verified wood<purchase amount basis> (100% by FY2030) ●Water consumption intensity reduction rate (25% or higher by FY2030 from the FY2022 level)
	Corporate ethics and fair business practices	Maintaining high ethical standards across the organization, eliminating fraud and unfair transactions, and upholding transparent and fair business practices to ensure corporate integrity and sustainable growth.	Compliance training completion rate (100% annually)
	Information security and privacy protection	Protecting the privacy of customers and employees while addressing diverse security threats to remain a trusted organization.	Information security training completion rate (100% annually) Cybersecurity drills: Conducted once per year (once per year)
	Respect for human rights	Continuing to implement human rights due diligence, respecting the rights of all individuals involved in business activities, and building mutual trust and positive relationships as a foundation for sustainable growth.	Human rights training completion rate (100% annually)
	Building a resilient supply chain	Strengthening collaboration with business partners based on responsible procurement to build a resilient and sustainable supply chain that can withstand change and risk.	Supplier coverage for sustainable procurement assessment < based on transaction value > (90% or more by FY2030)
	Strengthening and enhancing the risk management system	Embedding effective management practices that enhance corporate value across the group.	Risk management training participation rate (100% annually) Advancing Enterprise Risk Management (ERM)

The scope of each KPI for Risk Management Integrated with Business Strategy covers Kyodo Printing Co., Ltd. and its consolidated subsidiaries, including those overseas.

However, the following KPIs — “Procurement rate of paper sourced from legally verified wood,” “Compliance training completion rate,” “Information security training completion rate,” “Cybersecurity drills: Conducted once per year,” and “Human rights training completion rate” — apply to Kyodo Printing Co., Ltd. and its domestic consolidated subsidiaries.

These materials are intended to provide management and financial information to investors to help them better understand Kyodo Printing Co., Ltd.

Please use them with the understanding that the following points may apply.

- Financial results forecasts and other forward-looking information is based on the information available to the Company at the time of preparing the materials.
- Please note that actual results may differ from the forecasts and other statements contained herein.
- All investment decisions should be made at the investor's own discretion.
- Although every effort has been made to ensure the accuracy of the information contained herein, information may be incorrect due to circumstances beyond our control.

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