

Corporate Governance/Corporate Information

Corporate Governance Concepts

The PLUS Group conducts business that emphasizes sound management, transparency and compliance. We recognize the importance of establishing a management system that can flexibly respond to changes in the business environment, and we endeavor to strengthen corporate governance. In addition, we are working on proper management of various compliance and risk issues in our business environment, and appropriate responses to them in the event of a crisis.

Corporate Governance System

The Board of Directors of PLUS CORPORATION, composed of 10 directors, deliberates on important management matters and reports on business overviews. In addition, we have established the Corporate Council as a body to discuss matters delegated by the Board of Directors and other important business matters, in order to expedite decision-making and engage in active discussions on management issues as

appropriate. Two Auditors attend meetings of the Board of Directors and of Corporate Council, and exchange opinions with President, directors and presidents of subsidiaries on a periodic basis. Reports on important issues related to audits are received from accounting auditors and the Audit Department, and on-site audits are performed on a regular basis.

Internal Control System

In addition to the Board of Directors and Auditors, PLUS CORPORATION has established an Audit Department to conduct a wide range of business management audits and

internal audits in cooperation with the Auditors and the Audit Department, and to strengthen the system to ensure the effectiveness of internal control.

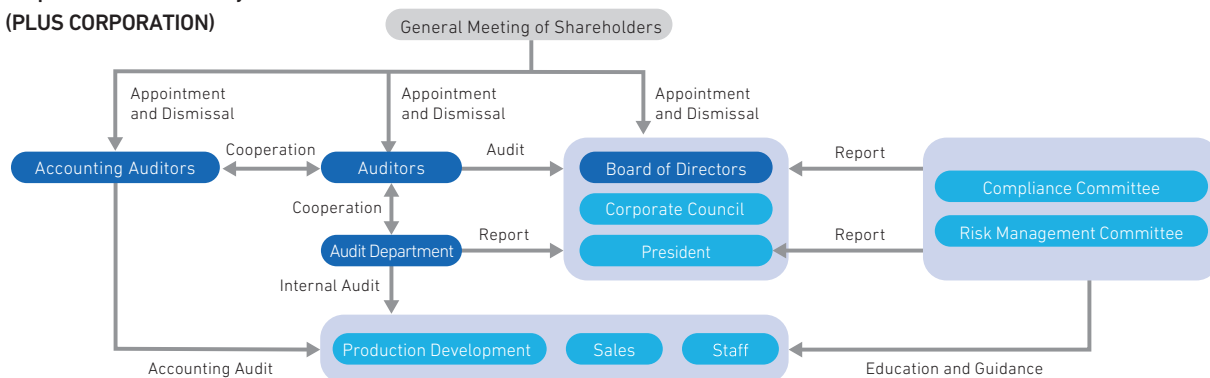
Compliance Committee/Risk Management Committee

At the PLUS CORPORATION, the Board of Directors, President, Compliance Committee, and Audit Department are authorized and responsible for carrying out decision-making, auditing of observance status, and making instructions for improvements with regards to various compliance-related matters.

Basic Risk Management Guidelines have also been established to enable appropriate management and action concerning the various risks encountered during our business activities. A Risk Management Committee and Crisis

Management Office report directly to the Managing Directors and address the following risks: (1) risks of violations of laws, (2) product and service related risks, (3) credit related risks, (4) information related risks, (5) employment and human resource related risks, (6) risks of crime or other foul play in our companies, (7) risks of disasters and accidents, (8) environmental risks and (9) other relevant risks.

Corporate Governance System Chart (PLUS CORPORATION)



The PLUS Group Compliance Policy

In June 2006, the PLUS Group established the PLUS Group Compliance Policy as a guide for thorough implementation of compliance practices. This policy establishes the basic matters

Compliance Education and Training for Everyone Working in the Group

In order to raise awareness of compliance in general, the PLUS Group endeavors to instill compliance throughout the company by measures such as regularly providing education and training on laws and regulations. In fiscal year 2024, we implemented measures for realizing a work environment that is free of improper behavior and harassment within the entire Group. For example, we conducted four training seminars, such as privacy seminars and IT security seminars, for the Group employees.

Fair Competition and Trade

The PLUS Group complies with laws and regulations such as the Antimonopoly Act and the Subcontract Act, and thoroughly implements measures to ensure fair trade. In addition to formulating the Action Guidelines for Compliance with the Antimonopoly Act and the Manual for Compliance with the Antimonopoly Act, we have established the Antimonopoly Act and Subcontract Act Subcommittee within the Risk Management Committee to disseminate information about the action guidelines and compliance manual. In addition to the various guidelines, we have posted resources such as a collection of questions submitted in-house and a link to the

Establishment and Operation of a Whistle-blower System (Helpline)

The PLUS Group has formulated Compliance Helpline Regulations and put in place an internal reporting system whereby any PLUS Group employee can consult about and report conduct that is questionable in terms of compliance, and have set up two reporting points, both external (reporting to consulting lawyer of PLUS CORPORATION) and internal

Information Security Management

The PLUS Group has established the "PLUS Group Information Security Policy," "Information Security Management Regulations," and "Data Governance Regulations" to help us tackle information security measures.

We have not experienced any cases of theft or leakage of customer data or personal information. However, if such an incident occurs, we cooperate with the Risk

Responding to Customer Harassment

The driving force of the PLUS Corporation for realizing our corporate philosophy of "Unique Values - Higher Satisfaction" and creating a sustainable future is all the employees who work for our Group. With this in mind, we established the "Customer Harassment Prevention Basic Policy" in September 2024 to create a company where each one of them can work vigorously with good mental and physical health and experience fulfilling personal and private lives every day.

that allow everyone in the Group to act while complying with laws and regulations and with a high sense of ethics.

Prevention of Sexual and Power Harassment

To prevent sexual or power harassment at workplaces and realize a working environment where every person is respected as an individual and able to work in equal relationships with others in a comfortable way, the PLUS Group established rules to prevent sexual and power harassment. In order to prevent any harassment from reoccurring, we inform every employee of the rules and offering sexual and power harassment prevention courses as part of the internal training given by external trainers. This training mainly targets managerial staff, helping them learn from previous cases of harassment which occurred in the Group.

Fair Trade Commission FAQ on the company intranet so that all employees can check them immediately when necessary. In addition, e-learning compliance seminars are always available throughout the Group for employees to learn about topics such as the Product Liability Act and the Act against Unjustifiable Premiums and Misleading Representations, and we regularly hold study meetings on various laws and regulations.

We will continue to expand these seminars throughout the PLUS Group and ensure compliance with the laws and regulations of each region across the world where we conduct business.

(reporting to Compliance Committee Office). If a report is submitted, we pay due consideration to preventing any disadvantage being incurred by the whistle-blower. We strive to prevent any harassment, misconduct, or the like, and if it does occur, to detect it at an early stage and correct it.

Management Committee, per our "Confidential Information Leakage Prevention Policy," to investigate causes, survey the scope of effect, and provide explanations and support for stakeholders. Those results are reported to our Board of Directors and disclosed inside and outside the company where appropriate.

Our contact center responds to customer comments about our products and services. However, when we have identified behavior that may be considered customer harassment, we resolutely respond to the issue and may stop providing products or services or working with the customer in question if necessary. Also, in cases where customer harassment persists or we have identified highly malicious or criminal behavior, we will take strict action, including legal action, in cooperation with police and lawyers.

Corporate Governance/Corporate Information

Respect for Human Rights

■ Formulation of Human Rights Policy

The PLUS Group has pursued respect for human rights in business activities together with our stakeholders such as Group employees and business partners, through our “PLUS Group Compliance Policy” and “PLUS Group Procurement Policy.” In March 2025, in order to further promote initiatives for human rights in response to changes in and heightening of social requirements, we revised, organized, and stipulated the Group’s approach to respect for human rights and formulated human rights policies in line with international norms, such as the United Nations’ “Guiding Principles on Business and Human Rights.”

The “PLUS Group Human Rights Policy” details the following primary themes in order to achieve specific and effective functioning: 1. Fundamental perspectives related to human rights, 2. Scope of application, 3. Responsibility for respecting human rights, 4. Human rights due diligence, 5. Correction and relief, 6. Education and training, 7. Person responsible, 8. Conversations and discussions, 9. Information disclosure, and 10. Important initiative themes.

Also, for our key action themes, we engage in the following activities in order to create a corporate culture full of spirit of respect for human rights, which cherishes everyone’s personality and characteristics.

- Prohibition of inhumane treatment and forced labor
- Prohibition of child labor
- Prohibition of discrimination
- Prohibition of illegal employment of foreign workers
- Respect for individuals dignity
- Appropriate wages and work hours, and respect for the right to organize
- Occupational safety and health, and appropriate handling of work-related accidents and illnesses
- Creation of a healthy and uninhibited workplace environment

▶ The PLUS Group Human Rights Policy
<https://www.plus.co.jp/en/sustainability/policy/>

■ Fundamental Approach to Human Rights

The PLUS Group is aware that its business activities may directly and indirectly affect human rights, and believes that it is important and necessary to respect the fundamental, inherent, and inalienable human rights of everyone.

Since our foundation in 1948, we at PLUS Corporation have aimed to be “a company that is a plus to society.” Also, based on our philosophy of “Unique Values - Higher Satisfaction” to our customers, we strive to embody our Sustainability Policy of “Create social optimality with our unique ideas. Opening up the way to a sustainable future.” Through novel and unique thinking, we work to solve social issues with the aim of providing abundance, safety, and security in everyday living and creating a society that provides enjoyable, exciting, and bright work and living

environments for everyone. Therefore, the “PLUS Group Human Rights Policy” and “PLUS Group Compliance Policy” support and adhere to international norms concerning human rights and labor, such as the United Nations’ “Universal Declaration of Human Rights,” the International Labour Organization’s “ILO Declaration on Fundamental Principles and Rights at Work,” and the United Nations’ “Guiding Principles on Business and Human Rights.” We will not engage in any inhumane act or treatment that would harm the dignity of individuals, including discrimination and harassment, for any reason, such as gender, nationality, ethnicity, race, religion, or disability. We also prohibit others from engaging in such acts. Moreover, we clearly state that we prohibit and disallow child labor and forced labor.

■ Implementation of Human Rights Due Diligence

In order to respect the human rights of all stakeholders who are impacted by the business activities of the PLUS Corporation, we have started human rights due diligence initiatives based on the United Nations’ “Guiding Principles on Business and Human Rights.” Through this due diligence, we identify human rights risks including negative effects on human rights through forced labor or harassment, and then analyze and assess such human rights risks, and formulate and carry out the appropriate countermeasures. In fiscal year 2024, we conducted questionnaire surveys for overseas

stationery plants of three major suppliers of our company. The analysis results of the responses show that these companies have frameworks for protecting human rights and are at a low risk of infringement on human rights. We will continue to tackle human rights due diligence while striving to discover and resolve issues through our efforts to expand the scope of respondents and ascertain the conditions of human rights issues in the supply chain.



Corporate Profile

Company Name	PLUS CORPORATION
Headquarters	12F, Toranomon Towers Office, 4-1-28, Toranomon, Minato-ku, Tokyo 105-0001, Japan +81-3-5860-7000
Founded	February 16, 1948
Capital and others	9,867 million yen (total amount of capital stock and capital surplus)
Representative	President & Chief Operating Officer: Tadahisa Imaizumi
Number of employees	Non-consolidated: 1,483; Consolidated: 8,070 (as of December 31, 2024)
Consolidated Subsidiaries	47 companies (as of December 31, 2024)

Major Businesses	Manufacture and sales of office furniture, and office interior goods Manufacture and sales of stationery, office supplies, OA and PC related products, and office equipment Design, construction, and interior design of office environments Manufacturing and sales of electro-optical equipment and educational equipment Sales of daily commodities, food products, software and books Online sales of the above-mentioned products Overseas business related to the above-mentioned products
Sales	95.3 billion yen (January 1, 2024 to December 31, 2024, non-consolidated) 236.6 billion yen (January 1, 2024 to December 31, 2024, consolidated)



The PLUS Network

PLUS Corporation and our group companies operate mainly in the stationery business field, furniture business field, distribution business field and logistics/service business field. Our companies have an impact on one another, sometimes as network companies and sometimes as good rivals. In order to create customer satisfaction with our original methods, we are developing a unique business based on the flexible approach of undergoing various transformations in response to social changes and customer needs.

- Stationery business field
- Furniture business field
- Distribution business field
- Logistics/service business field
- Other (consulting etc.)

PLUS PLUS CORPORATION

(As of April, 2025)

■ Global Stationery Company ■ Stationery Company ■ Furniture Company ■ JOINTEX Company

Domestic Group Companies

- Nippon Notebook Corporation
- THE SAILOR PEN CO., LTD.
- PENTEL CO., LTD.
 - Pentel Chemical Corporation
 - ORIENT ENTERPRISE Co., Ltd.
- OFFICECOM CO., LTD
- MYOKO CORPORATION CO., LTD
- TAIHEI SHIGYOU CO., LTD.
- Biznet Corporation
- PLUS Logistics Corporation
 - PLUS Cargo Service Co., Ltd.
 - NSK Corporation
 - Town Service Corporation
- Institute of Educational Environment
- Future Creation & Development Center LLC.
- TABERERU Corporation

Overseas Group Companies

- PLUS VIETNAM INDUSTRIAL Co., LTD.
- PLUS Stationery Shanghai Co., Ltd.
- Shantou PLUS Instruments Co., Ltd.
- TAIWAN PLUS Corporation
- PLUS Corporation of America
- PLUS Europe GmbH
- 22 overseas group companies of PENTEL CO., LTD.
- THE SAILOR(THAILAND)CO., LTD.
- SAILOR PEN EUROPE SAS
- Nippon Notebook Vietnam Co., Ltd.
- DELI-PLUS OFFICE TECHNOLOGY CO., LTD.