KOKUYO

コクヨのヨコク

SUSTAINABILITY REPORT

KOKUYO Group
Website Sustainability
PDF version

2025



Information on items listed in the PDF version

Leadership's commitment to sustainability

Message from the CEO 05
Message from the CSO 09
Message from the Managing Officer, Manager of the CSV Division 13
Message from the Manager of the Human Talent & Culture Division 15

KOKUYO Sustainability

Sustainable Management 18
Organizational framework for sustainability 20
Sustainability Policies and Guidelines 23
Logic Model for Social Value Creation 25
Process for Identifying Material Issues 27
Process for Identifying Material Issues in 2020 29
Material issues and performance 32
Balancing Social Value with Economic Value 37
Balancing Social Value with Economic Value: Actions 39

ESG actions

Environmental action

Environmental management 43
Environmental management: Actions 46
Climate change 50
Disclosures Aligned with the TCFD Recommendations 51
Climate change: Actions 55
Carbon Footprint Actions (2010) 59
Recycling 66
Recycling: Actions 70
Coexistence with nature 76
Disclosures Aligned with the TNFD Recommendations 80
Coexistence with nature: Actions 90
Legal Compliance and Pollution Prevention 96

Information on items listed in the PDF version

Social action

Respect for Human Rights 98
Respect for Human Rights: Actions 101
Wellbeing among Communities 104
Together with Employees 107
Health and Productivity 110
Wellbeing among Employees 115
Human Resources Management 119
Occupational Health and Safety 122
Dialogue with Employees 125
Together with Customers 127
Providing Peace of Mind and Safety 129
Dialogue with Our Customers 134
With Communities 136

Actions for Governance

Risk Management 139
Risk Management: Actions 142
Compliance, Anti-Corruption 144
Intellectual Property (IP) 149

Supply Chain Management

Supply Chain Management 152
Supply Chain Management: Actions 158
KOKUYO Group Hotline for Supply Chain Partners 160

External engagement, recognition

Endorsement of International Initiatives 162
External Partnerships 166
Awards and accolades 169

Information on items listed in the PDF version

ESG data

ESG data: Environment 172

ESG data: Social 198

ESG data: Governance 212

Reports on Business Sites in Japan

KOKUYO (MIE PLANT) 214

KOKUYO (SHIBAYAMA PLANT) 216

KOKUYO PRODUCT SHIGA 218

KOKUYO MVP (TOTTORI FACTORY) 220

KOKUYO MVP (AOYA FACTORY) 222

Origin Co., Ltd. (Donari Factory) 224

Origin Co., Ltd. (Headquarters Factory) 226

Reports on Business Sites Overseas

KOKUYO-IK (Thailand) 228

KOKUYO (Malaysia) 230

KOKUYO Vietnam 232

Lamex (Dongguan Plant) 234

KOKUYO COMMERCE (SHANGHAI) CO.,LTD SHANGHAI FACTORY 236

KOKUYO Camlin (Patalganga Factory, India) 238

KOKUYO Camlin (Samba Factory, India) 240

KOKUYO Camlin (Tarapur Factory, India) 242

Mapping to other guidelines 244

Third-party Audit Certification 257

Website Curation Policy 258

MESSAGE FROM THE CEO



Going Global in Experience Value—

KOKUYO Will Look Very Different in 2027

Hidekuni Kuroda President and CEO

My Task as CEO

KOKUYO Group is now on its 4th medium-term plan, Unite for Growth 2027, which runs from 2025 to 2027. Let me tell you about the background and strategic context in which we developed this plan.

KOKUYO traces its history back to 1905, when Zentaro Kuroda opened a shop selling binders for Japanese-style ledgers (wacho). Initially producing just binders, Kuroda started producing his own wacho with built-in binders and then started producing Western-style ledgers. After Japan entered its period of high economic growth, Kuroda launched a range of other products, including the iconic Campus notebooks and other stationery. He also expanded into office design and installation, offering goods such steel cabinets. As Kuroda's company expanding in this way, it remained true to its underlying ethos—Kuroda's belief in creating a positive social impact, encapsulated in his maxim that any business will succeed as long as it provides something useful. This ethos was then incorporated into KOKUYO's code of conduct, which emphasized listening to customers and empathizing with their needs. This philosophy inspired KOKUYO to create unique products. However, it started becoming overshadowed by something else: In the process of prioritizing business expansion and competitiveness, KOKUYO established a business model that involved selling through a distribution network across Japan. This model served the company well for many years, but it also meant that KOKUYO became a little too focused on the needs and competition trends among its retail partners, and not focused enough on end users. The problem with this approach became apparent in the 2008 financial crisis. Amid the crisis, office furniture and stationery became increasingly homogenous, leading to intense price competition that narrowed profit margins.

When I became president of KOKUYO in 2015, I was assigned a tough task by the Nominating & Compensation Committee at that time: I was to lead a radical transformation in KOKUYO to create a high-profit business portfolio that would deliver sustained growth in the long-term value of our organization—and I was to do so without damaging the confidence of employees and supply chain partners. I had no illusions about the toughness of such an undertaking, as I knew just how conservative the company's culture was and how its Campus notebooks had delivered stable sales for many years. I started by reorganizing our corporate structure in Japan. Back in 2004, KOKUYO had formed a corporate group by spinning off its businesses and establishing a holdings company. This structure had left us in a suboptimal situation, impeding effective communication and decision-making. I believed that unifying KOKUYO into one organization would help us coordinate resources and pursue a bolder vision. On this basis, I adopted a policy of focusing on adding value to avoid price wars and focusing on gross profit ratio as the key performance indicator. The first stop in this agenda was to understand our customers.

A new corporate culture to support business transformation

We could never avoid a price war just by targeting the obvious needs. I decided that the secret to stimulating customers' creativity would be to target niche unmet needs along with ones that are emerging but not yet prevalent. For these needs, we would deliver experience value—an added value proposition that would set apart the KOKUYO brand. To deliver experience value, we would need to shift our focus from our sales channels to the end user. Needless to say, committing to this approach would also benefit our retail partners.

It had become apparent that a top-down approach was ill-suited to the challenges of the new age of uncertainty. Believing that employee autonomy would be the driving force of experience value, I focused on ending the insular, conservative, and top-down culture and building in its place a culture that would unleash each employee's creativity. I particularly wanted to create an open, speak-up culture.

When the COVID-19 pandemic struck in 2020, it sparked rapid changes in people's values and workstyles along with calls for an end to office attendance. Many spoke of a decline in demand for stationery. A sense of alarm rose in KOKUYO too, and this alarm motivated everyone in the company to commit to my program of reform. Employees shared their perspectives and ideas, and we incorporated this feedback into a long-term vision, which we unveiled in 2021 under the title CCC 2030.

CCC 2030 committed us to building a world that is self-directed and collaborative. Suited to an age of diversity, this is a world that celebrates people's independence and individuality but in which everyone respects each other and works together as a community. Guided by this vision, we committed to a business model suited to delivering experience value. Under this deepened model, known as the Forest-Like Management Model, employees were to act autonomously and reach out across divisional boundaries to create one example of value after the other. CCC 2030 included a financial goal for 2030: 500 billion yen in net sales. The vision presented two challenges: First, if we were to meet the need for unique value in an age that celebrates individuality, then KOKUYO employees would have to be unique themselves. Second, if we were to shift from a business model focused on mass producing a small number of items to one focused on mass producing a wide variety of items, then we would have to do something to prevent inefficiencies. The solution, I concluded, was to change practices right across the value chain—including production and sales as well as planning, design, and development. That is why we updated our philosophy, which had remained the same for over a century, to the new philosophy statement, "be Unique."

The first part of this long journey was our 3rd medium-term plan, called Field Expansion 2024, which ran from 2022 to 2024.

3rd medium-term plan: Laying the foundation for a more adventurous KOKUYO

The 3rd medium-term plan had set two strategic priorities: improving profit growth and efficiency in our existing businesses in Japan and expanding our revenue streams overseas. We fell short of our targets for FY 2024, the final year of the plan, after experiencing headwinds from economic adversities in China. However, we did make headway in gearing up our corporate resources for going forward in the Forest-like Management Model. We grew net sales and improved profitability in our furniture business and other businesses and used M&As and other means to build stronger business assets overseas. In 2022, we made Hong Kong furniture maker HNI Hong Kong Limited (now KOKUYO Hong Kong) a fully consolidated subsidiary. This acquisition gave us furniture production function targeting Mainland China and other markets. It also gave us Lamex, a popular furniture brand in the region. By transferring production to Lamex, we expanded our production capacity. By gaining Lamex's knowhow, we improved production efficiency. In this way, we have gained a firm foothold for further global expansion. We have also hired outside experts in business administration to gear up our corporate functions for the next step.

The cultural transformation now has tangible manifestations. In one example, we renovated a disused company dormitory into THE CAMPUS FLATS TOGOSHI. KOKUYO's first co-living space, THE CAMPUS FLATS TOGOSHI embodies our new organizational culture in which employees think and act independently and proactively. Employees have spontaneously developed ideas for business projects. One is the Office Renovation Project and another is the Tokushima Future Convenience Store, but there are many other examples, too numerous to list. I also have a palpable sense of the progress we have made toward a more open culture. The change is clear from our monthly questionnaire on employee engagement. Most strikingly, for the item measuring the degree to which employees feel we have a culture that empowers challenge-taking, the score has gone from 63 in 2021 to as high as 71 in March 2025. This finding reinforces my faith in the actions we have taken. By reinforcing our corporate assets, we have created a solid platform for going forward in the 4th medium-term plan.

Updating the Forest-Like Management Model for Better Group Coordination

Back in 2021, we renovated our office in Shinagawa, Tokyo, turning it into THE CAMPUS. To date, THE CAMPUS has received some 270,000 visitors. We keep tweaking and improving the site, including its greenery, lighting, and size of art installations. We also keep monitoring data on how employee-friendly the environment is and the extent to which it is facilitating communication. THE CAMPUS serves as a laboratory in which employees, taking a customer perspective, experiment with interior design ideas for workstyles and organizational setups that align with our vision of a self-directed, collaborative society.

We apply this culture in our strategy for tangible products, including our iconic, long-selling Campus notebooks. Listening to customer feedback, we identify unmet needs, experiment with product samples, and observe the settings in which customers use the products, with a view to refining the products. We take the same approach when designing office furniture. Taking the perspective of the person who will use the furniture, we consider subtle design touches in areas that might not be obvious but that will make a big difference to the user.

As these examples illustrate, we develop future-oriented experience value through a culture of experimentation underpinned by emotional empathy and co-creation with the customer. Our longstanding commitment to this creative cycle has enabled us to expand the reach of our business fields. The 4th medium-term plan uses the phrase “wow-factor creation cycle” to describe this cycle and identifies it as a forte of KOKUYO Group. The plan also commits us to using this cycle to expand the scope of the experience value we offer. In overseas markets, we can draw on our experience value to differentiate ourselves from the competition, enabling us to expand overseas without getting dragged into price wars over tangible products.

While each of our businesses has its own separate set of products, each also has a body of best practices and knowledge in relation to the same wow-factor creation cycle. If such business-level knowledge is shared and channeled, we can update our Forest-Like Management Model (incorporating the idea of the wow-factor creation cycle) and identify specific ways to transform our business portfolio. That is exactly what we have committed to doing in the 4th medium-term plan.

4th medium-term plan: The phase for portfolio transformation

Over the years, we have built up our business assets and have seen decent growth in our performance. However, our portfolio has remained largely the same, and overseas sales have only ever represented only a small share of total revenue. The three years of the 4th medium-term plan will be a phase for far-reaching changes in the portfolio. With these changes, KOKUYO will look very different in 2027 to how it looks now. For this transformation, we have increased the growth investment budget from 30 billion yen of the previous medium-term plan to about 70 billion yen. We will spend this budget both on projects to fortify our existing businesses in Japan and overseas markets and on inorganic, M&A-led growth. To give our shareholders and other investors confidence in our commitment to increasing the value of our stock, we have made our quantitative targets as precise as possible and established a framework for improving the value of our organization. Instead of prioritizing annual operating income as we have done previously, we will focus on minimizing capital costs while also prioritizing the medium- and long-term cashflows (or EBITDA) to support our investing activities. For 2027, the final year of the plan, our targets are as follows: Net sales of 430 billion yen (27% higher than in 2024), an EBITDA of 43 billion yen (39% higher than in 2024), and an EBITDA margin of 10%.

With these targets in mind, we clarified our portfolio strategy. That is, we plotted our businesses onto a matrix of four quadrants and committed to two modes of growth for each business: top-line growth (growth in net sales) and bottom-line growth (improvement in profitability). As the matrix indicates, the business with the highest strategic priority is the furniture business. KOKUYO entered the interior design market as early as 1969, with a nationwide network of live offices. Over the decades since then, we have accumulated industry-leading expertise in interior design. Harnessing this expertise, we will create synergies between interior design, human capital, renovation, and other upstream needs in order to expand the scope of our experience value. Likewise, in our investment strategy, we will focus on generating cash flows from our existing businesses in the Japanese furniture market and then use these cash flows to fund adventurous growth opportunities such as M&A deals and new business ventures. A key theme for such adventurous growth opportunities will be overseas businesses.

Going global in experience value

In our global expansion, we will focus resources on Asian and ASEAN markets. These markets will continue to enjoy economic growth, but we can only achieve business growth in them if we understand what the consumers want and then add distinctive value. Part of our value proposition is the quality associated with our brand. In Japan, KOKUYO has history of craftsmanship going back over a century. In overseas markets, we will uphold this heritage to build a brand identity and penetrate the market. However, no matter how high the quality of our products is, we will succumb to price competition if we rely on exporting the products from Japan. We must therefore localize production. There are several options for localizing production, including establishing our own plants, closing M&A deals, and collaborating with local partners. We will pick the options that are best suited to the markets in question. Such localization will enable us to deliver differentiated experience value. CSO Toshio Naito will explain our business-specific strategies for overseas markets. I will therefore briefly discuss the strategic backdrop to the stationery business, which has a key role to play in our global expansion.

With Chinese consumers increasingly prizing design flare and functionality, Japanese stationery has grown popular among Chinese schoolgirls thanks in part to social media. Meanwhile, the student market in China has diversified, with a rise in exploratory learning, cooperative learning, and individualization. To respond to these diversified needs, we shifted to a direct-to-consumer model, in which we bypass retailers and sell directly to consumers online or at directly run stores, increasing our touchpoints with end users. This approach proved successful. Between 2017 and 2023, we achieved an annual growth rate of 15% and increased our gross profit margin by 10 percentage points.

But the thing is, this kind of student market for stationery exists only in Japan, China, and South Korea, which have similar exam prep practices. Student markets around the world remain largely untouched. We made a start in targeting India’s student market in 2011 with the acquisition of Camlin Limited (present KOKUYO Camlin), a company covering the whole of India. By replicating this process in ASEAN markets, we can steal a march from our competitors in building global business assets. We will insource a higher percentage of stationery products for global markets, with a focus on writing and drawing tools, and build up our overall momentum with a view to becoming the top player in Asian student markets by 2027.

To enable such global expansion, we need a workforce savvy in the global markets concerned. We can go some way in acquiring local talent through M&As, but we will also hire such talent and train up a globally fluent workforce.

Diversity as driving force toward a self-directed, collaborative society

I always keep two things in mind. The first is the need to keep listening to objective opinions. In 2024, we transitioned our governance structure to that of a “company with a nominating committee and other committees.” Such a structure is globally standard and befits an organization committed to going global. Another reason we shifted to this structure is that it more clearly separates monitoring from business execution, enabling swifter decision-making. On our Board of Directors, five of the eight members are company outsiders. These outside directors bring a range of professional insights and are unafraid of giving constructive criticism. I listen to their feedback. Such company outsiders tend to raise many concerns when the company is about to take a risk. I welcome such constructive criticism because it increases our chance of success. Let me share an example. For the 3rd medium- term plan, we had a growth investment budget of 30 billion yen. Ultimately, we spent only 11 billion yen of the budget. We were considering some potential M&A deals that would have put us over budget. However, we decided against these deals following a multiangled, intricate risk analysis, which considered the valuation of the companies in question as well as the prospects for a return on investment and post-merger integration. We could only have undertaken such a rigorous analysis because we were able to draw on the expertise of the outside directors.

Another example is embedding a long-term perspective in our business strategy. A long-term perspective is crucial in creating sustained value for our organization and all our stakeholders. It is my duty as a leader to take a long-term perspective, review the longstanding culture and practices that an organization with a long history as ours has, and then clear away that which is not worth keeping while retaining and upholding that which is. One thing I certainly want to keep is KOKUYO’s unique workforce, which is full of what I call “diligent and quirky” employees—employees who are diligent about meeting the customer’s needs and who will engage their creative thinking to the full in order to do so. Such a workforce is a core asset for the sustained creation of experience value. I respect the ideas and opinions of the employees and want to build the world’s most open, speak-up corporate culture so that employees feel confident about taking challenges.

The year 2025 marks KOKUYO’s 120th anniversary. With diversity as our driving force, we envisage the shape of world in the next 100 years and press on in our journey toward the self-directed, collaborative society we believe in. I hope you will share in this journey.

MESSAGE FROM THE CSO



Bold Investment for Powerful Growth

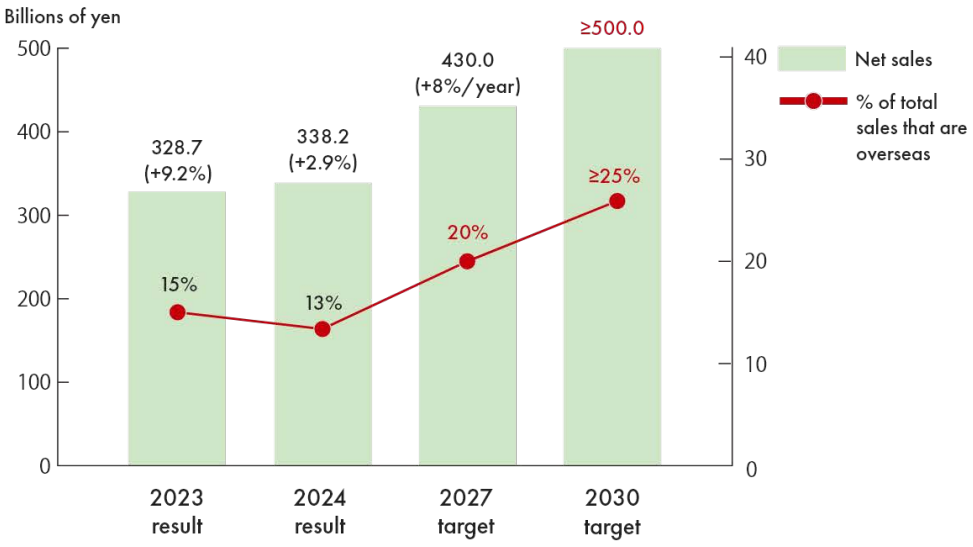
Toshio Naito

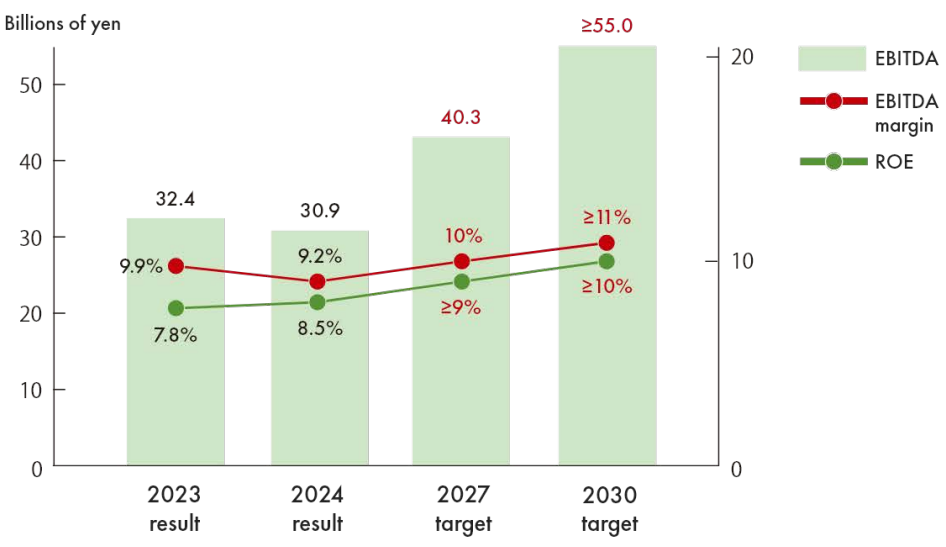
Director,
Corporate Officer Division Manager
of the Corporate Planning Division CSO
Chair of Forest Model Subcommittee

3rd medium-term plan: Effective in gearing up for growth

During the three years of our 3rd medium-term plan, Field Expansion 2024, our financial performance improved. We achieved growth in net sales, gross profit, and operating profit, and our gross margin, a measure of profitability, increased 0.5 percentage points over the three years. On the other hand, we struggled to grow sales in China, a market we were focusing on. Crucially, demand for value- added stationery diminished amid the economic downturn China experienced in 2024. We also struggled to grow sales of office furniture amid the slumping real-estate market. With these headwinds, we fell short of the initial targets in Field Expansion 2024. We did, however, achieve strong results in other key indicators. ROE exceeded the initial target of 8.0%, reaching 8.5%. This accomplishment partly reflects the gain on sale of investment securities that we recorded after bringing forward the sale of cross shareholdings. Another indicator we performed well in was gross margin, which was particularly relevant to our strategy of focusing on added value. Gross margin reached 39.3%, an increase of 4.6 percentage points from the level in 2015 (34.7%). The results for ROE and gross margin suggest that our operations have become much more profitable.

On the qualitative side, we made palpable progress in our growth strategies aligned with our long-term vision, CCC 2030. We improved the profitability of our existing businesses and sowed seeds of new business growth. We also geared up our corporate-level assets (corporate functions, IT system, strategic investments) for the next stage of growth.



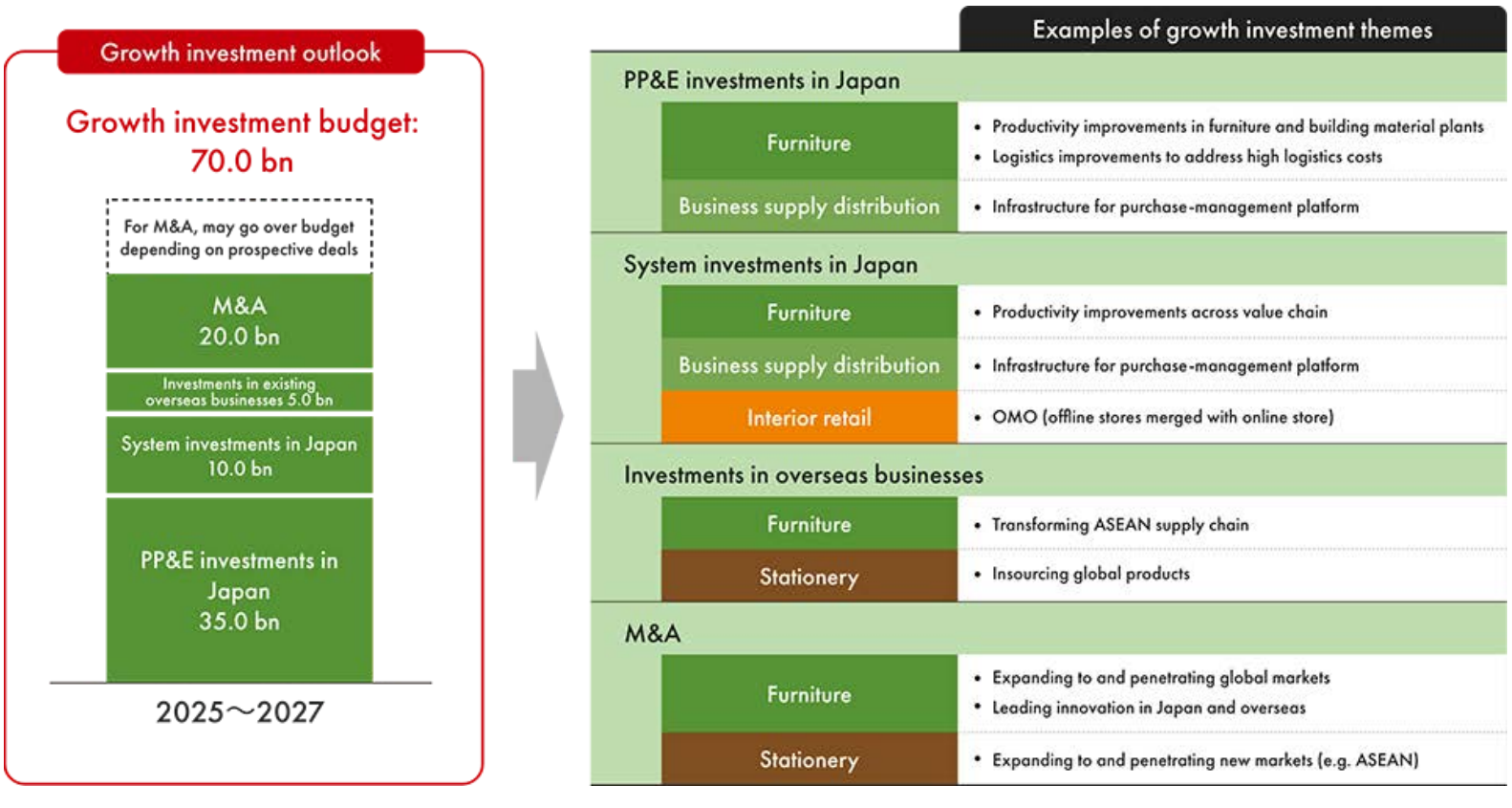


4th medium-term plan: Committing to bolder growth

The 4th medium-term plan, Unite for Growth 2027, envisages three years of powerful growth, with a strategic investment budget for growth at least twice the size of that in the previous medium-term plan.

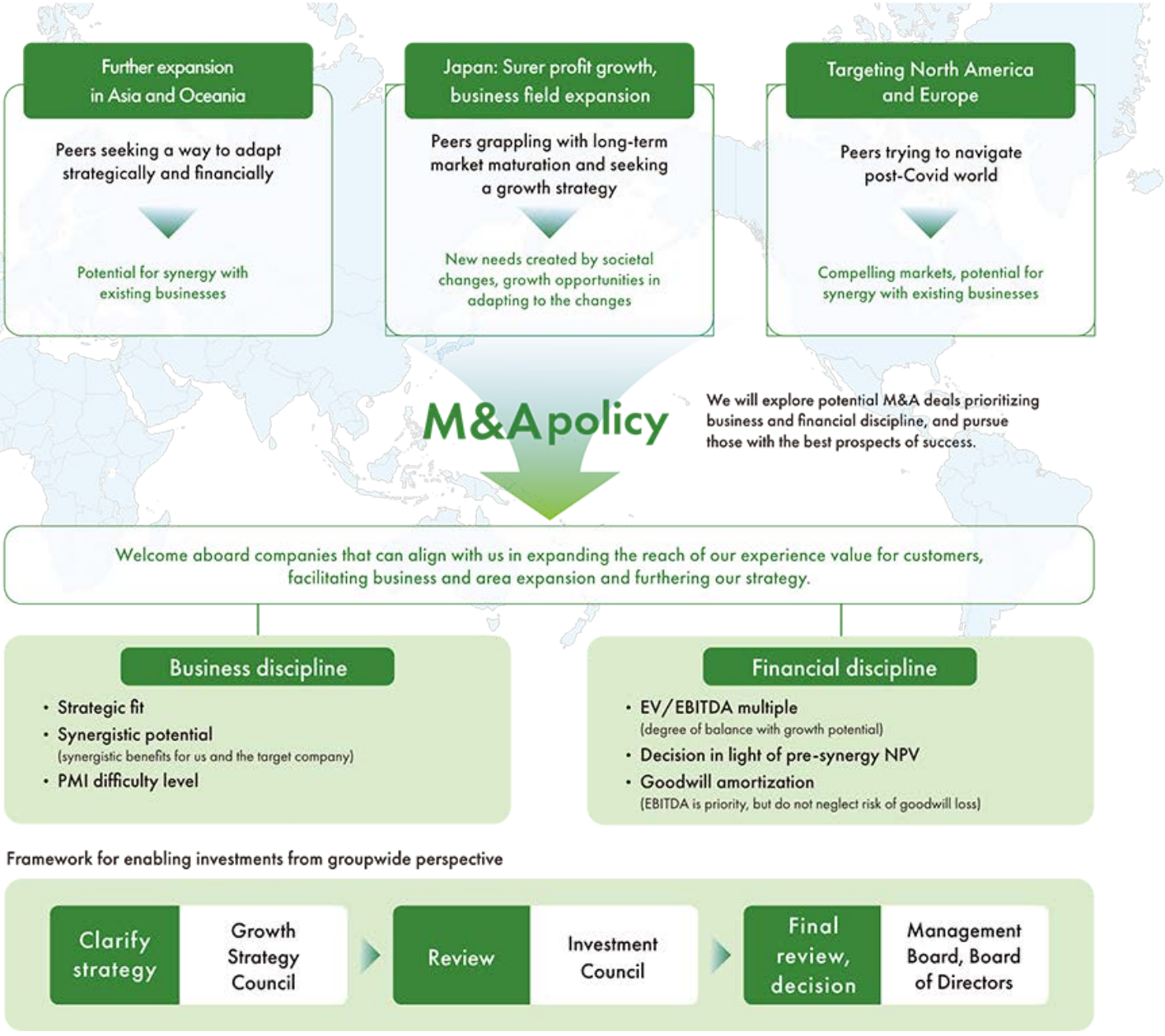
In our investment activities, we will focus on projects related to existing businesses with low risk and high return prospects. Such investments will generate stable cash flows. These cash flows will fund riskier investments such as M&A deals and new business ventures, which in turn will accelerate the shift in our business portfolio. Even in these comparatively riskier investments, we will minimize the risk by targeting investments into areas that are adjacent to, or are likely to generate synergies with, our existing businesses. We will also invest actively in digital innovations to develop a new service- or subscription- based model for recurring revenue, driving the transition to a new business model for the whole of KOKUYO Group by 2030.

In the Japanese furniture business, our investments in tangible production assets have mainly involved updating existing assets. This implies that we could do a lot more to improve productivity. We will therefore invest in a productivity transformation to further improve gross margin. We will then combine high added value with competitive pricing to create a clear differentiation from competitors. Logistics is another area where we will create more efficiencies. These areas will account for a large portion of our maintenance capital-expenditure budget of 19 billion yen and our growth capital-expenditure budget of 70 billion yen, and the fund allocations will improve our competitiveness.



In our M&A strategy, we will focus on penetrating or expanding in ASEAN markets and in India and Australia. To that end, we will acquire assets that will enable us to localize production and sales operations in these markets. We will accumulate potential M&A leads and consider a range of possibilities, including contributing to an industry shakeup in Japan and overseas markets.

After investing in a project related to an existing business, we will closely monitor the performance of the investment using our internal profit standards. When it comes to investing in IT systems, we will invest in projects for adapting to increasingly complex business flows and in projects for updating basic automatization platforms. Likewise, in our M&A activities, we will use rigorous valuation methods and assess strategic alignment in order to increase the odds of success.



Greater experience value across our global operations

Furniture

For the Japanese furniture business, our medium-term targets are as follows: an average annual growth rate in net sales of 5% and an EBITDA margin of 19.3%, an increase of 1.9 percentage points from the 2024 level.

With more women in the workforce and higher retirement ages helping to curb the decline in Japan's working population, we anticipate a higher supply of office spaces in the Tokyo Metropolitan Area and, commensurate with this, brisk demand for office relocations and office renovation. KOKUYO, ahead of its competitors, upgraded its operations to take on office interior design services. Consequently, we now have more than 300 experts in office interior design, one of the highest in the industry. This gives us a competitive advantage that we can flex to the full to beat any competition in this area. Having forged a relationship with many large-size enterprises, we can leverage our interior design prowess to expand into office renovation services and meet the demand among these large enterprises for utilizing idle real-estate. We can also improve services we have already launched, including a service that evaluates the effects of office designs upon employee performance and an implementation-phase service that helps employers empower and deploy their talent effectively. Having integrating our operating companies in 2015, we now have much better coordination between sales, production, and development. After becoming less product-focused and more market-focused, we have optimized our products and services to market needs while also improving productivity, which has been a driving force behind the increase in gross margin. We will improve our gross profit margin further by continuing to invest in projects to transform productivity and by tightening coordination across the value chain. We will also improve our capacity to take on contracts and develop global products to improve our competitiveness in Japan and overseas markets.

As for overseas markets, success here requires us to reduce lead times and improve cost competitiveness. To that end, we will transform our supply chain for ASEAN markets by localizing and concentrating production on a component basis and establishing localized sites dedicated to component assembly. We will also start taking orders from markets in the Asia-Oceania region. To differentiate our products, we will localize them to the demand landscape particular to the country or territory in question. In ASEAN markets, we will target middle and high market segments and offer experience value across the whole of the office cycle, from design to implementation, thereby building a business model that delivers recurring revenue. Through these measures, we can achieve the following medium-term targets for the overseas furniture business: an average annual growth rate in net sales of 16% and an EBITDA margin of 13.4%, an increase of 3.7 percentage points from the 2024 level.

Business supply distribution

For business supply distribution, our medium-term targets are as follows: an average annual growth rate in net sales of 8% and an EBITDA margin of 7.0%, an increase of 0.7 percentage points from the 2024 level. The B to B e-commerce market is set to grow, and AI innovations will improve customer experience and productivity. To capitalize on the opportunities, we will develop platform- based services that are differentiated from the competition in how they deliver services optimized to the needs of individual users. We have two platform-based services for purchase management (Benri Net and With Kaunet) and we inherited part of Fujitsu Coworco Limited's business in October 2024. These assets give us access to a clientele consisting of more than 6,000 large enterprises and links with some 700 e-commerce websites. Adding to these assets, we will link up with big-name e-commerce players, dedicated suppliers, and local suppliers to offer an

overwhelming range of products and a smooth user experience. We will also use AI to provide customized recommendations, reducing the stress associated with purchase management, and deliver services for improving risk management. Leveraging a multi-business model that combines e-commerce with our nationwide network of offline retail stores, we will keep growing our clientele of large enterprises. Eventually, we will develop services that use data analytics to optimize supply chains.

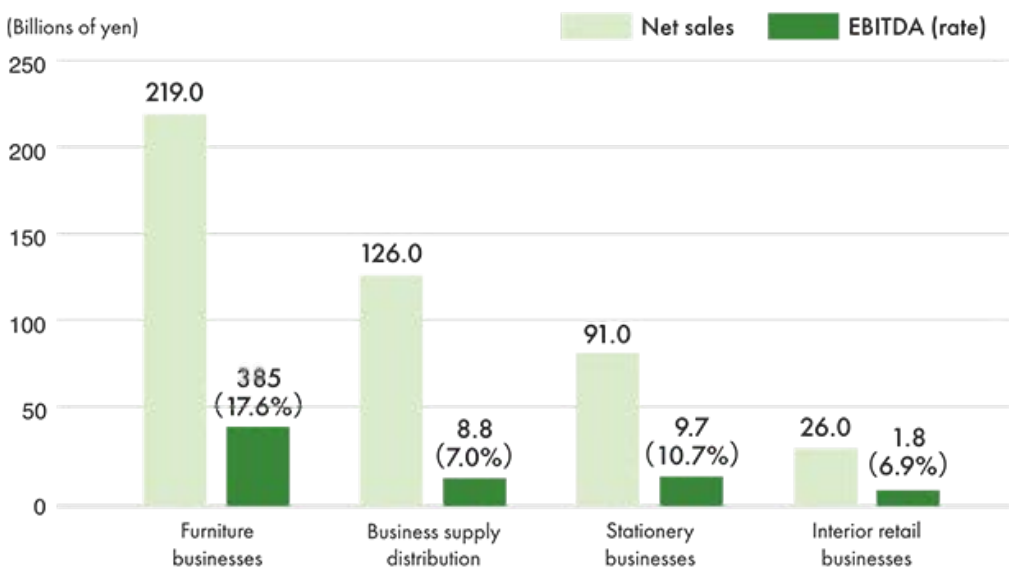
Stationery

Japan's stationery market will continue to shrink, and adversities will persist in the Chinese market. The outlook is more favorable in India and ASEAN markets, where population growth and higher incomes will create brisk demand for stationery. Given these projections, our medium-term targets are as follows: an average annual growth rate in net sales of 3% and an EBITDA margin of 10.6%, an increase of 0.9 percentage points from the 2024 level.

In the Indian and ASEAN markets, we will place weight on the B to C sector, leveraging the expertise we developed in the Chinese market. Part of this will involve building the global brand identity of Campus, which commands a strong brand identity in Japan. It will also involve differentiating our products by ensuring that they deliver experience value. In the writing and drawing tool category and in other stationery categories, we will insource global products to improve profitability and increase the ratio of global products to products for the Japanese market. Insofar as our B to C stationery operations target the student demographic, we will need localized branding and localized production. Likewise, our sales channels will need to consist of local retail partners as well as an online channel. Accordingly, we will invest to develop such assets.

Interior retail

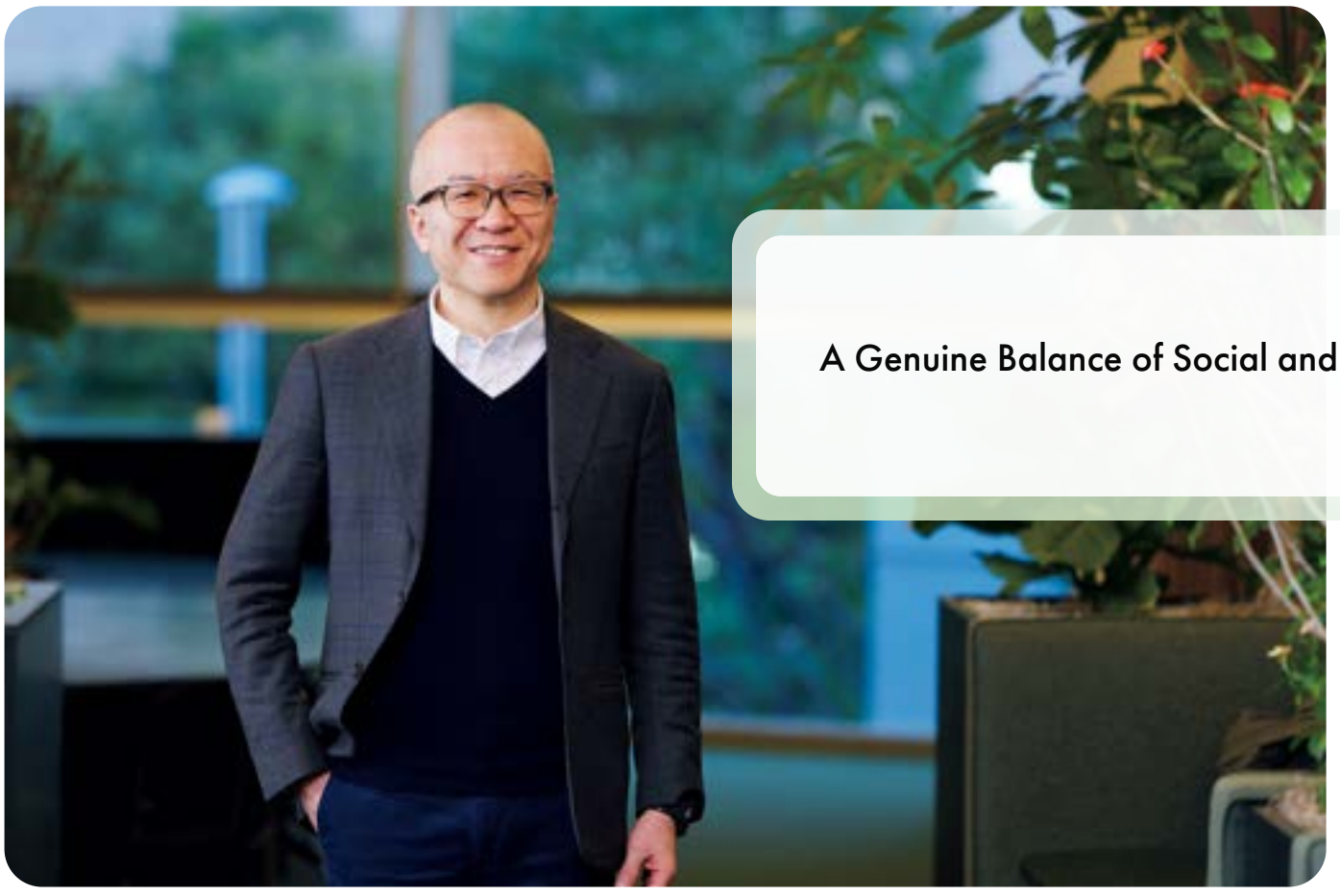
As in other markets, e-commerce is accounting for an ever-larger share of the residential furniture market. Our growth strategy for this market will involve linking offline stores with the online store in our existing business. It will also involve KOKUYO and Actus working closer with external partners to extend our reach into the B2B sector. We can market Actus's upmarket European furniture to owners of high-class apartment blocks and hotels to expand our reach to the residence sector, as part of our portfolio transition.



Driving further transformation

I joined KOKUYO in 1985. Over the years, I have seen KOKUYO adapt to the changing times by shifting from a model of mass-producing high-quality goods at low cost to a model that targets more precisely a range of unmet needs. KOKUYO now has a more diverse range of individualist employees and a flatter organizational structure. Staying true to the founder's belief in providing something useful, we will uphold our organizational culture and values while embarking on bold reforms. I look forward to helping President Hidekuni Kuroda drive this agenda of transformation.

MESSAGE FROM THE DIVISION MANAGER OF CSV



A Genuine Balance of Social and Economic Value

Naotaka Umeda

Managing Officer

Division Manager of Audit Committee Office and CSV Division

Balancing social value with economic value

Throughout its long history, KOKUYO has maintained the same stance of addressing societal needs through its business activities. Compared to its early years, KOKUYO now has a wider range of business operations, including stationery, furniture, business supply distribution, and interior retail. These business domains might seem disconnected from each other at first glance, but they all have something in common: a constant focus on adapting to a changing social landscape and addressing the latest needs among customers and society at large. This enduring principle is what has culminated in KOKUYO's current business portfolio. In my daily interactions with employees, I get a palpable sense of how this philosophy of making a positive social impact has become part of the culture and lifeblood of KOKUYO.

Losing none of its passion for producing and delivering products and services that address societal needs, KOKUYO now takes a longer view by envisaging an ideal future scenario and back-casting from that future to today in order to determine what needs to be done to get from here to there. The ideal future scenario is a self-directed, collaborative society. Back-casting from that scenario, we have identified material tasks to accomplish over the medium term. In our last materiality analysis, we plotted a number of issues onto a graph with one axis describing their social relevance and the other describing their economic relevance. We then picked out those issues that had the highest relevance in both indices.

By incorporating the need for sustained business growth (economic relevance) into our materiality analysis, we ensured that the material issues we defined would be more authentic and compelling. Take for example, the strategy to expand business fields through the Forest-Like Management Model. This strategy involves expanding the delivery of experience value to contribute toward a self-directed, collaborative society. This social value is balanced with economic value: building more sources of earnings for KOKUYO. As such, it is a core strategic task for building KOKUYO's value over the medium and long term.

While this materiality analysis has helped, it does not go far enough in communicating the extent to which social value is balanced with economic value in our business activities. An example is the strategy to transition to a management system that creates social value. One of the 2030 goals for this material issue is to have 100% of our net sales coming from activities that combine social and economic value. While this goal statement emphatically declares our commitment to building a self-directed, collaborative society, it falls short in presenting the business logic—it does not show how pursuing this social value will also create economic value. We have started producing a number of examples that align with this goal, but we still need to do more to create a compelling materiality narrative.

Representing impacts in a logic model

On this basis, a key priority in the 4th medium-term plan, Unite for Growth 2027, is to ensure that internal and external stakeholders have a clear idea about the future scenario we envisage and about our material issues. We have created a logic model to visually represent how KOKUYO's business operations, sustainability initiatives, and talent development strategy are causally related to the creation of social value. We now need to refine this.

KOKUYO's business, at its core, involves using co-creation with empathy and using our culture of experimentation to design new experience value. The driving force behind this process is the abstract concept of creativity. If we can give a compelling account of the causal relationship between our business activities and the abstract concept of social value and the casual relationship between our core competences and economic value, then we can instill greater confidence in our shareholders and many other stakeholders and inspire greater passion, belonging, and motivation in our employees.

To that end, we are developing visual representations of the social value and economic value KOKUYO is seeking to create as part of its long-term vision, CCC 2030. So far, we have clarified three examples: more people who keep pushing themselves to a higher level, more opportunities for social interaction, and more teams committed to creative solutions for societal issues. These examples represent important outcomes aligned with the impact we ultimately want to produce: a self-driven collaborative society, where one socioenvironmental issue after another is solved. We will incorporate these three categories into the logic model so that people can see at a glance what type of impact a given product or business is creating and what economic value it is producing. Having created the logic model, we are now in the phase of refining it. Eventually, we will use the logic model as a tool to monitor the economic and social value of each business unit and then incorporate the findings into business strategy in a cyclical process.

Dynamic materiality: Evaluating and adapting

As to whether our material sustainability initiatives for the goal of a self-directed, collaborative society really resonate with stakeholders, the acid test will be whether KOKUYO continues on the path of sustained business growth. We can boast about our social value as much as we like, but unless we stay relevant and essential to the public, no economic value will emerge. To ensure that our sustainability initiatives contribute to sustained business growth, we must periodically review our material issues and monitor progress using effective KPIs. We engage in dynamic materiality, meaning that we periodically update our material issues to reflect changes in the external business environment and in our business strategies.

When we specify our material issues and visually represent their impacts, we do so not just for the purpose of meeting disclosure standards and getting favorable ratings. We will keep communicating our values internally and externally and linking them with our business activities. We also keep up efforts to embed sustainability in our business operations and in the behavior of every employee.

Communicating our values and disseminating materiality

To ensure that KOKUYO's initiatives resonate with internal and external stakeholders, we have to keep communicating the values we believe in and keep rectifying behaviors and practices that do not align with these values. We aspire to build a self-directed, collaborative society, we develop plans and initiatives to build such a world, and we use material issues (materiality) to measure the progress. These three elements are always central to our organization. As Division Manager of CSV Division, I will continue to spearhead actions for disseminating our materiality and communicating our impacts among our businesses and employees.

MESSAGE FROM THE MANAGER THE HUMAN TALENT & CULTURE DIVISION



Unleashing Employees' Creativity to Take KOKUYO to the New Frontier

Yasunari Koshikawa

Managing Officer

Division Manager of Human & Culture Division

Chair of Wellbeing Subcommittee

Empathy and humanistic creativity

Over the years, KOKUYO has expanded from stationery into office furniture and interior design, but one thing has remained constant ever since the organization was first founded: KOKUYO has always been sensitive to the needs of its customers and created solutions that make customers' study lives and work lives better. Alongside this tradition, we have a workforce that takes pride in honing their empathy and humanistic creativity. KOKUYO is an organization of people who are driven most of all by the desire to create something that will delight the customer. This body of people is the source of inimitable ideas that help differentiate our business. Our long-cherished corporate culture and unique approach to value creation constitute core competences that we will continue to cherish and hone.

As empathetic and creative as KOKUYO employees are, when I joined in 2022, I got the impression that the employees, individually and collectively, were enclosed in an invisible cage. As is often the case for companies with a long history, the business model was a little too rigid and employees were limiting themselves and their potential to their particular business domains. It was also true, though, that everyone was passionate about delivering new value in whatever business domain they were in. Over the past 20 years, KOKUYO's consolidated net sales have trended at 300 billion yen. KOKUYO has potential to increase its revenue growth if it deploys its talent in new business domains and global markets. My role is to prepare the organizational structures that will unleash every employee's potential. To execute this task, KOKUYO needs an injection of fresh ideas. Drawing on my experience working for a growing company, I will channel my cumulative career experience into KOKUYO with a view to empowering employees and unlocking powerful business growth.

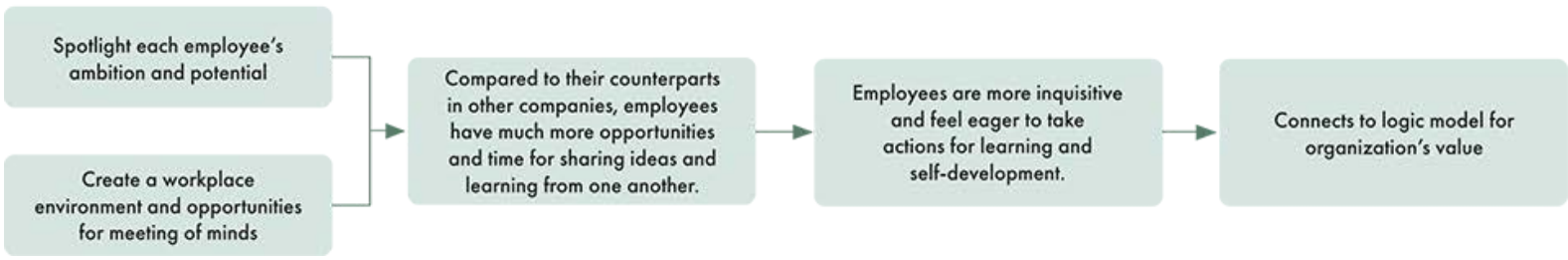
The 4th medium-term plan, Unite for Growth 2027, sets out a basic approach of updating the Forest-Like Management Model and expanding the delivery of experience value in Japan and overseas. This approach requires us to venture into new frontiers, and we cannot do so if we remain constrained by past practices. That is why, in our talent development strategy, we will develop actions for maximizing KOKUYO-style creativity.

Uncovering and unleashing every employee's creativity

Our talent development strategy identifies creativity as the source of KOKUYO's value creation. It also identifies the need for stronger leadership to further empower this creativity.

Aligned with KOKUYO's vision of a self-directed, collaborative society, the talent development strategy sets the goal of cultivating a workforce that has a singular passion for building a humanistic world. The first step is to have a workforce that embodies the ideal of everyone acting autonomously but also interdependently with others. To that end, we take a range of actions to spotlight each employee, uncovering their hidden talents and inspiring them to excel. These actions include discussing individual employees' potential, from multiple perspectives, at the Talent Development Committee. They also include one-on-one consultations between an employee and the employee's supervisor for discussing the employee's creative ideas and future career. Such measures link KOKUYO's growth with employees' personal growth.

Talent strategy and talent investment story



Past programs introduced to enhance the talent strategy

Before 2022

- The disparate HR systems among the group companies were unified under the slogan One Kokuyo. We shifted from an occupation-based grade system and introduced job-based employment among core (career-track) employees.
- In 2018, we opened the Career Center as part of new organizational infrastructure for clarifying employees' career and skills direction over the medium and long term.

2023

- We launched the Kokuyo Digital Academy, a program for training and deploying a digitally savvy workforce. The purpose was to use data- and tech-driven approaches to address existing problems and create new business opportunities.
- We systematically integrated our initiatives to date and established a new talent management policy to better support each employee's career potential.

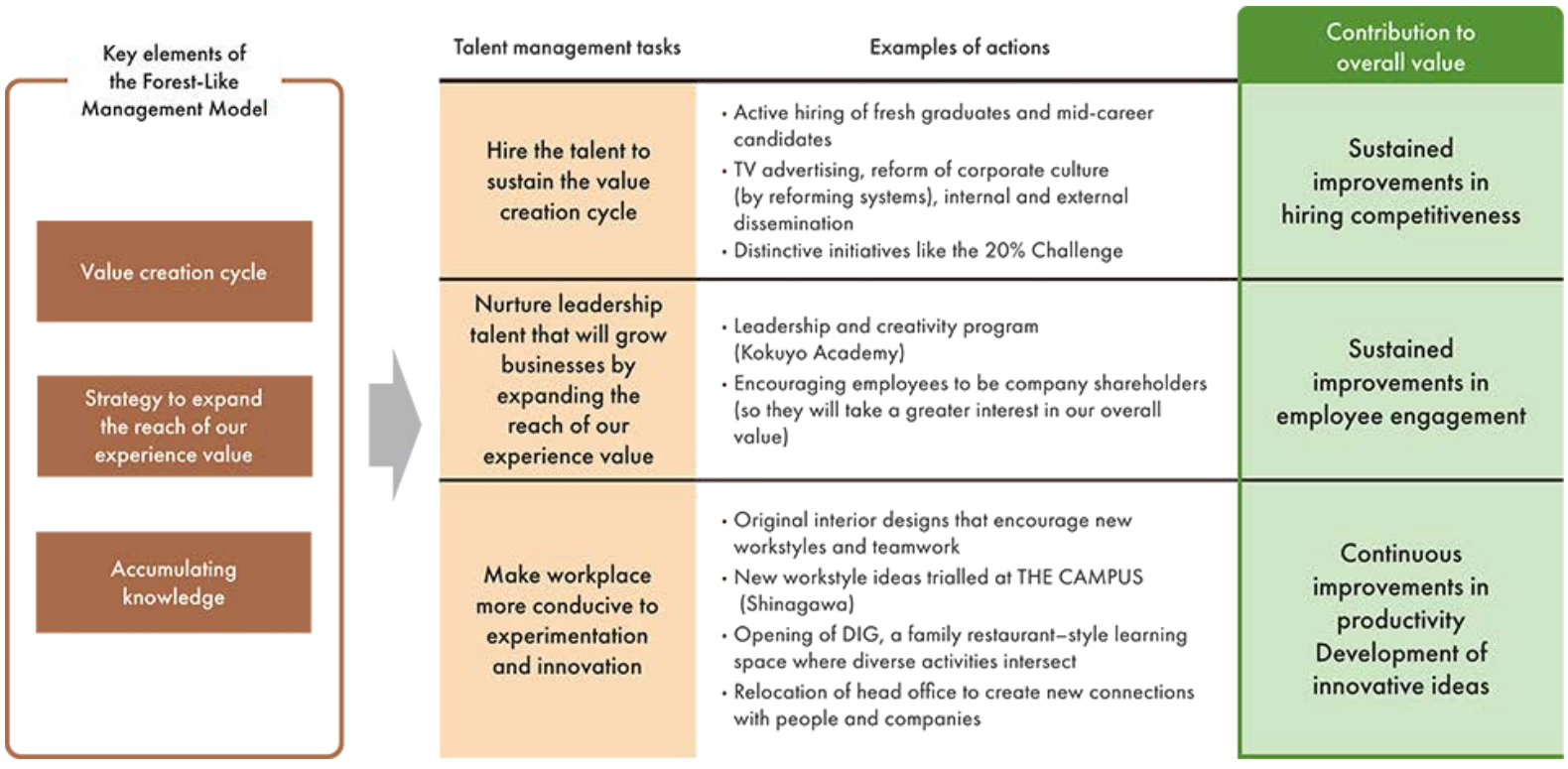
2024

- To further empower women in the workplace, we updated our set of measures to help employees balance work with family care commitments. Our support measures include an in-office playschool, vouchers for discounted babysitting services, a program of leave to care for a sick or injured child, and a program of leave to care for an adult-dependent.
- We launched the Kokuyo Academy to support employees' potential and encourage challenge-taking behavior. The Kokuyo Academy emphasizes our concept of yokoku (presenting a tomorrow you can't wait for) as the source of corporate and personal growth.

At our company, we conduct the employee engagement survey "wevox" on a monthly basis to monitor changes.

As a result of our ongoing talent strategy measures, the engagement score has risen three points over the past two years. This is an impressive accomplishment. Alongside the improvement in engagement, the organizational culture has become more future-oriented. With the update to the Forest-Like Management Model, managers and other employees have started thinking more about the future of the business, rather than just the present situation or what happened in the past. Alongside this change, KOKUYO has introduced performance-linked stock compensation. The stock compensation plan, initially for just "core employees" (career-track employees of a certain rank upward), will encourage the recipients to take an interest in building KOKUYO's value over the medium and long term. As with the use of EBITDA as a performance metric in the 4th medium-term plan, this measure is designed to instill confidence in the company's medium- and long-term growth prospects by linking part of the compensation to KOKUYO's value over the medium and long term.

The seeds of creativity in employees can only be nourished into mighty trees if KOKUYO has strong leadership. A clearer understanding of the need for leadership is now taking root among employees thanks to the updated Forest-Like Management Model. To drive KOKUYO's global expansion, we need leaders who can brave the challenges of an uncertain future, who can take decisions at critical junctures, and who can work with a team of diverse cultural backgrounds. KOKUYO's leadership team increasingly understands that such leadership skills are essential for the company's strategy of expanding the delivery of experience value.



Talent management tasks	Examples of actions	Contribution to overall value
Hire the talent to sustain the value creation cycle	• Active hiring of fresh graduates and mid-career candidates • TV advertising, reform of corporate culture (by reforming systems), internal and external dissemination • Distinctive initiatives like the 20% Challenge	Sustained improvements in hiring competitiveness
Nurture leadership talent that will grow businesses by expanding the reach of our experience value	• Leadership and creativity program (Kokuyo Academy) • Encouraging employees to be company shareholders (so they will take a greater interest in our overall value)	Sustained improvements in employee engagement
Make workplace more conducive to experimentation and innovation	• Original interior designs that encourage new workstyles and teamwork • New workstyle ideas trialled at THE CAMPUS (Shinagawa) • Opening of DIG, a family restaurant–style learning space where diverse activities intersect • Relocation of head office to create new connections with people and companies	Continuous improvements in productivity Development of innovative ideas

Further transformation in the organizational culture

Once an employee's creativity has been uncovered, it needs to be channeled into business activities. One way of doing that is through meaningful redeployments. Purposeful redeployments is a key task for this year. Last year, we attempted a number of redeployments with a view to unleashing employees' potential. The problem was that our organization had limited experience in redeploying staff for the purpose of upskilling. This year, we will take a more flexible approach and accumulate a body of best practices in redeployment. Meaningful redeployments will be an effective practical measure in disseminating business-level knowledge, as envisaged in the Forest-Like Management Model. By transcending boundaries between business units, and especially with redeployments among the leadership class, leaders will gain opportunities for encountering effective practices in other business units. It will also increase the number of cases where employees, through a redeployment, walk a different path from the path they normally walk and gain successful experiences from such. This will create an appetite within the organization for more redeployments and challenge- taking behavior, which will be crucial in driving further transformation in our organizational culture.

A globally esteemed organization

The actions we have taken in our quest for a self-directed, collaborative society are starting to produce results. As more employees begin to discover their potential and take on challenges, we will start seeing palpable differences in business outcomes. I feel confident and excited about the limitless possibilities that KOKUYO's humanistic creativity can produce. With a talent strategy that focuses on each employee, I will continue to serve my role in forging a future in which KOKUYO is a globally esteemed organization.

SUSTAINABLE MANAGEMENT

Policy

In 2025, we enhanced our organizational framework for sustainability and, to reflect the new organizational design, updated our Sustainable Management Policy.

KOKUYO Group Sustainable Management Policy

In 2025, we enhanced our organizational framework for sustainability and, to reflect the new organizational design, updated our Sustainable Management Policy.

KOKUYO Group Sustainable Management Policy

The Kokuyo Group, to present a tomorrow you can't wait for, is helping to build through its business activities a self-directed, collaborative society that keeps addressing socioeconomic issues.

A self-directed, collaborative society is one where self-disciplined individuals recognize each other and collaborate, thereby creating new value. Diverse individuals find their own sense of fulfillment, mutually enhancing each other's creativity within close-knit relationships rather than conformity. We believe that realizing such a society will lead to the resolution of numerous socioeconomic issues.

We define this as the social impact (social value) that Kokuyo should create. To achieve this society, we will implement sustainable management based on a Forest-Like Management Model and a logic model, and collaborate with all stakeholders, including our customers, supply chain partners, members of the local community, shareholders and investors, and Kokuyo Group officers and employees, as well as future generations.

1. **Environment**
   A healthy global environment is an essential foundation for work, learning, and daily life.
   The Kokuyo Group recognizes global environment issues such as climate change, depletion of resources, loss of biodiversity, and pollution as perpetual issues shared by the whole world. We will assume the lead in taking action to resolve these issues by bringing together the wisdom of various people involved in our business activities.

2. **Society**
   Protecting people's dignity and respecting their rights allows individuality in the world to shine and forms the foundation for sustainable development. The Kokuyo Group will respect the human rights of all people involved in every aspect of its business activities and will not engage in discrimination, harassment, and will not tolerate child labor, or forced labor.
   Furthermore, we will foster wellbeing both within and outside the Group by promoting new ways of working and creating innovation through building diverse organizations.

3. **Corporate Governance**
   The Kokuyo Group has established the Kokuyo Group's Code of Conduct which commits us to acting with high ethical standards, as well as complying with laws and regulations.
   Furthermore, corporate governance is one of our strategic priorities. We will make ongoing efforts to improve management efficiency, transparency, and fairness, in order to build long-term value in a sustainable manner and in a way that reflects the Kokuyo identity.

4. **Supply Chain**
   With the rapid progress of economic globalization, risks such as human rights violations, widening wealth disparities, and environmental degradation are increasing in supply chains, including in developing countries. To ensure that the earth and society remain sustainable, the Kokuyo Group will strive to build mutual understanding and trust with our supply chain partners with shared understanding of the Kokuyo Group's value of co-creation with empathy, work together to fulfill our social responsibilities, and continue contributing to social development.

Revised: December 1, 2025

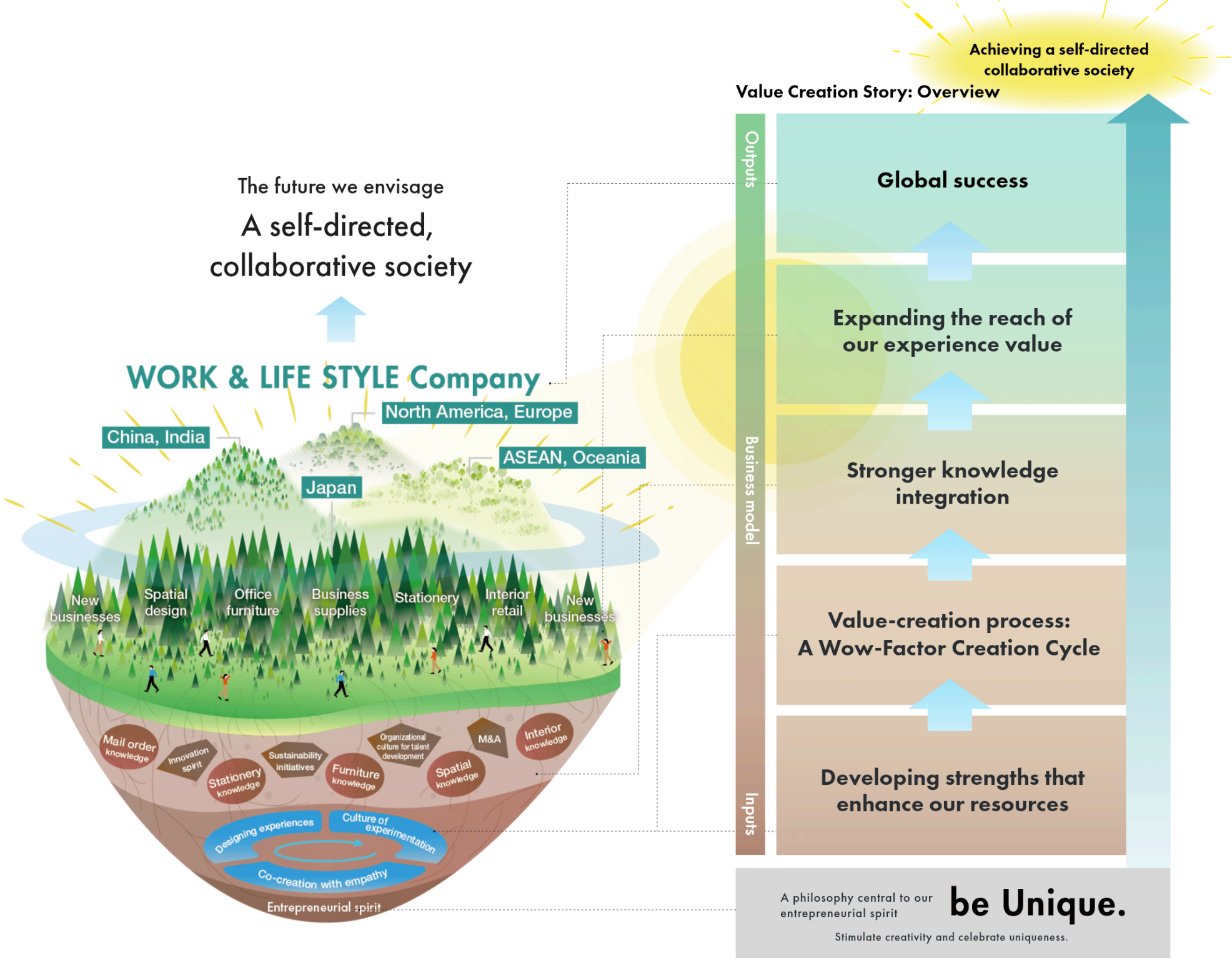
KOKUYO CO., LTD.
Director,

Representative Corporate Officer,
President and CEO
Hidekuni Kuroda

KOKUYO Group Sustainable Management Policy [PDF:108KB]

Creating Value Through the Forest-Like Management Model

Our long-term vision, CCC 2030, commits us to achieving net sales of ¥500 billion in 2030. Central to this vision is the Forest-Like Management Model, which encapsulates the kind of value KOKUYO creates. KOKUYO excels in designing experiences, has a culture of experimentation, and combines co-creation with empathy. We will flex these three strengths to integrate knowledge between our businesses, mount a strategy to expand the reach of experience value we offer, grow our businesses in Japan, and expand in Asia and other global markets.
Having identified sustainability action as one of our processes of value creation, we try to ensure that all value we create through our business activities represents a balance of social value and economic value.



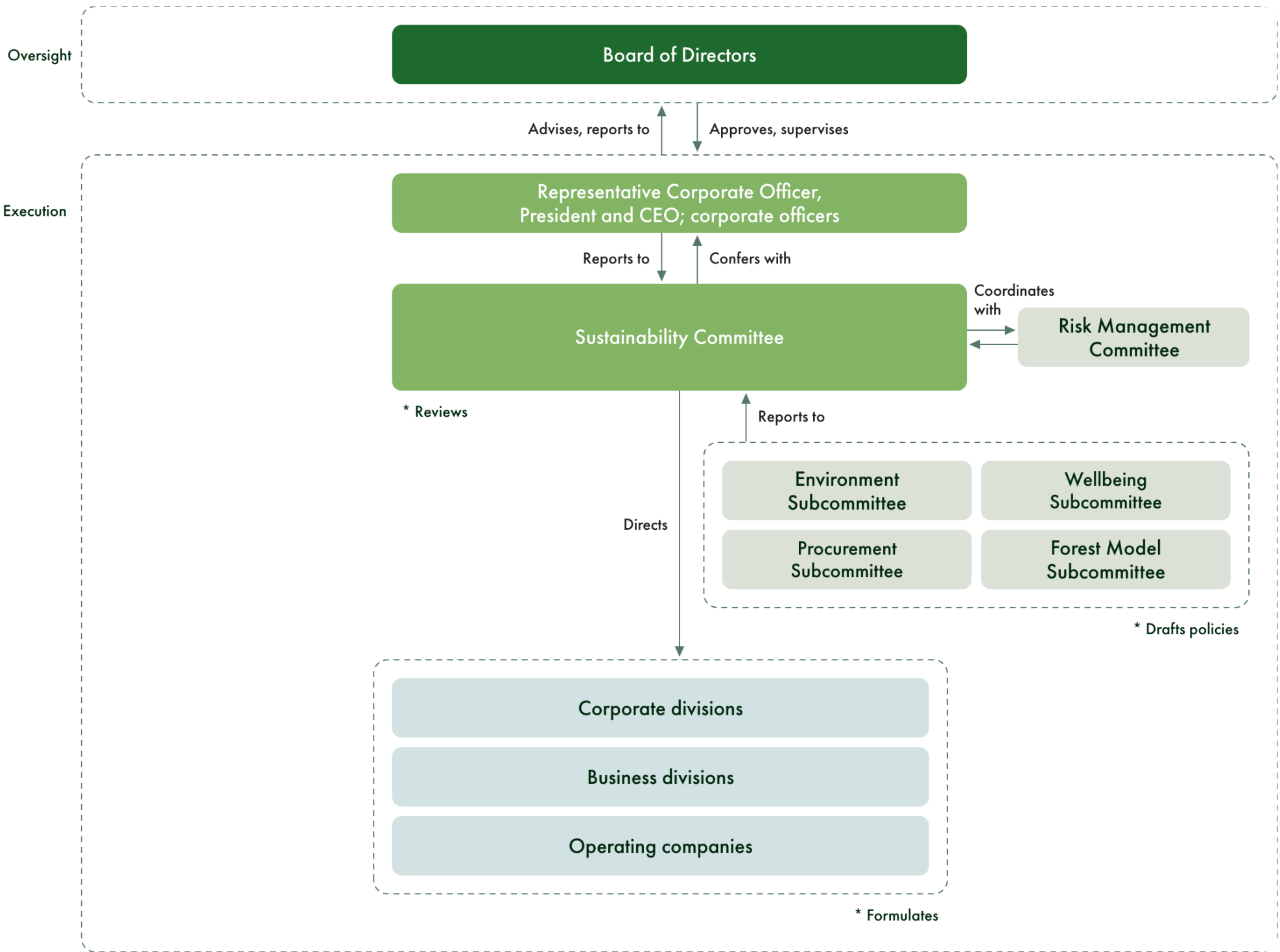
Organizational Framework for Sustainability >
Sustainability Policies and Guidelines >
Logic Model for Social Value Creation >
Process for Identifying Material Issues >
Material Issues and Performance >
Balancing Social Value with Economic Value >

Reference: Medium-term plan >
Reference: Value System >

ORGANIZATIONAL FRAMEWORK FOR SUSTAINABILITY

Organizational framework for sustainability, decision-making process

Our framework for sustainability includes the Sustainability Committee. This committee deliberates on our overall sustainability strategy, how to address the material issues, and how to generate positive social impacts.
The committee is chaired by the person who is Director, Representative Corporate Officer, President and CEO. Its secretariat is headed by the managing officer in charge of sustainability and its membership comprises every corporate officers and managing officer. The committee consists of four subcommittees, each of which examines a particular area of sustainability and reports its findings to the main committee. The subcommittees are the Environment Subcommittee, Wellbeing Subcommittee, Procurement Subcommittee, and Forest Model Subcommittee.
The committee regularly reports to and advises the Board of Directors regarding the sustainability-related matters (risks, opportunities, strategies, and goals) it has discussed (or that any of the four subcommittees has discussed) in order to obtain the necessary board approval and facilitate supervision.
In this way, the committee structure facilitates action on sustainability with a view to sustaining value creation.



Committee membership, role

Deliberative body	Chairperson	Membership	Function/role, relevance to material issues	
Board of Directors	Outside Director Takehiro Kamigama	Outside directors Inside directors	The Board of Directors approves the sustainability strategy, medium-term plans, and annual plans and supervises progress toward goals. It also approves and supervises the basic sustainability policy and proposed non-financial disclosures.	• Approves and supervises sustainability strategy • Approves and supervises basic sustainability policy • Approves proposed non-financial disclosures
Sustainability Committee	(Director, Representative Corporate Officer, President and CEO) Hidekuni Kuroda	All corporate officers Head of secretariat: Managing Officer Naotaka Umeda	The committee identifies sustainability-related risks and opportunities and formulates a sustainability strategy that defines material issues and goals related to such. It reviews sustainability policies, sustainability guidelines, and proposed non-financial disclosures. With the approval of the Board of Directors, it develops sustainability action plans.	• Formulates and executes a sustainability strategy • Develops sustainability policies and guidelines • Reviews proposed non-financial disclosures • Reports to the Board of Directors, submits proposals for board approval
Environment Subcommittee	Managing Officer Masahiro Fukui	Corporate divisions Business divisions Members of operating companies	The subcommittee focuses on environmental issues relevant to KOKUYO Group as a whole. It has three taskforces for leading cross-organizational efforts to accomplish the goals for the following material issues: the Climate Crisis Taskforce, the Circular Economy Taskforce, and the Taskforce for Coexistence with Nature.	• Applies ISO 14001 • Respond to the climate crisis • Contribute toward a circular economy • Contribute toward a society that coexists with nature
Procurement Subcommittee	Managing Officer Koji Morita	Same as above	To facilitate sustainable procurement, the subcommittee engages with suppliers to ensure that they share our commitment to co-creation with empathy. It applies a plan-do-check-act cycle among suppliers. The scope of the cycle is initially limited to tier-1 suppliers of materials used in KOKUYO products and distributors' private brands, but it will be expanded to include other suppliers.	• Engages in supply chain management • Applies KOKUYO Group Paper and Timber Procurement Standards
Wellbeing Subcommittee	Managing Officer Yasunari Koshikawa	Same as above	The subcommittee facilitates efforts to pitch ideas for new ways of working and promote diversity, inclusion, and innovation. To achieve the goals set for material issues, the subcommittee will establish two inter-divisional taskforces, one devoted to promoting wellbeing among employees and the other devoted to promoting wellbeing among external stakeholders.	• Improve wellbeing among employees and external stakeholders

Deliberative body	Chairperson	Membership	Function/role, relevance to material issues	
Forest Model Subcommittee	Corporate Officer Toshio Naito	Same as above	The subcommittee works to disseminate across KOKUYO Group the Forest-like Management Model for creating value. To help balance social value with economic value, the subcommittee encourages more employees to identify in their current jobs ways to address social issues and to develop visionary ideas (Mirai Yokoku).	• Transition to a management system that creates social value

SUSTAINABILITY POLICIES AND GUIDELINES

Listed below are sustainability policies and guidelines that we have established to ensure that our business activities create social value.

Category	Policy or guideline	PDF
Environmental	KOKUYO Group Sustainable Management Policy	Japanese [PDF:463KB] English [PDF:108KB]
	KOKUYO Group Environmental Policy	Japanese [PDF:541KB] English [PDF:135KB]
	Circularity Guidelines (SUTENAI CIRCLE)	Japanese [PDF:431KB] English [PDF:125KB]
	KOKUYO Group Timber Procurement Policy	Japanese [PDF:219KB] English [PDF:69.4KB]
	KOKUYO Group Paper and Timber Procurement Standards	Japanese [PDF:341KB] English [PDF:86.5KB]
Social	KOKUYO Group Human Rights Policy	Japanese [PDF:603KB] English [PDF:153KB]
	KOKUYO Group Quality Policy	Japanese [PDF:229KB] English [PDF:81.9KB]
	KOKUYO Group Safety and Health Policy	Japanese [PDF:223KB] English [PDF:81.4KB]
	KOKUYO Group Health and Productivity Declaration	Japanese [PDF:250KB] English [PDF:102KB]
Governance	KOKUYO Group Anti-Bribery and Anti-Corruption Policy	Japanese [PDF:590KB] English [PDF:89.8KB]
	KOKUYO Group Competition Law Policy	Japanese [PDF:502KB] English [PDF:82.9KB]
Supply Chain Management	KOKUYO Group Sustainable Procurement Policy KOKUYO Group Sustainable Procurement Standards	Japanese [PDF:737KB] English [PDF:167KB]
	KOKUYO Group Responsible Minerals Procurement Policy	Japanese [PDF:336KB] English [PDF:84.3KB]
	Partnership Building Declaration	Japanese [PDF:421KB]

Category	Policy or guideline	PDF
	Multi-Stakeholder Policy	**Japanese** [PDF:481KB]

LOGIC MODEL FOR SOCIAL VALUE CREATION

We have identified material issues aligned with our general strategies. We address these material issues through our business activities. In December 2024, we established a logic model to represent the social and economic value impacts of efforts to address material issues and how such efforts contribute to our long-term vision of a self-directed, collaborative society.

Our fourth medium-term plan includes a process for quantifying these impacts and sets out a logic model showing the causal relationship between our business activities and socioeconomic value creation, linking them with long-term overall value creation.

The Social Value We Create, Our Logic Model

In a self-directed collaborative society, people embrace their individuality but respect each other and work together as a community to create new value.

Everyone goes beyond their boundaries, not to conform, but to share diverse ideas and perspectives and positively influence one another, allowing creativity to flourish. That is the kind of society that can take on plethora of socioeconomic challenges this world faces.

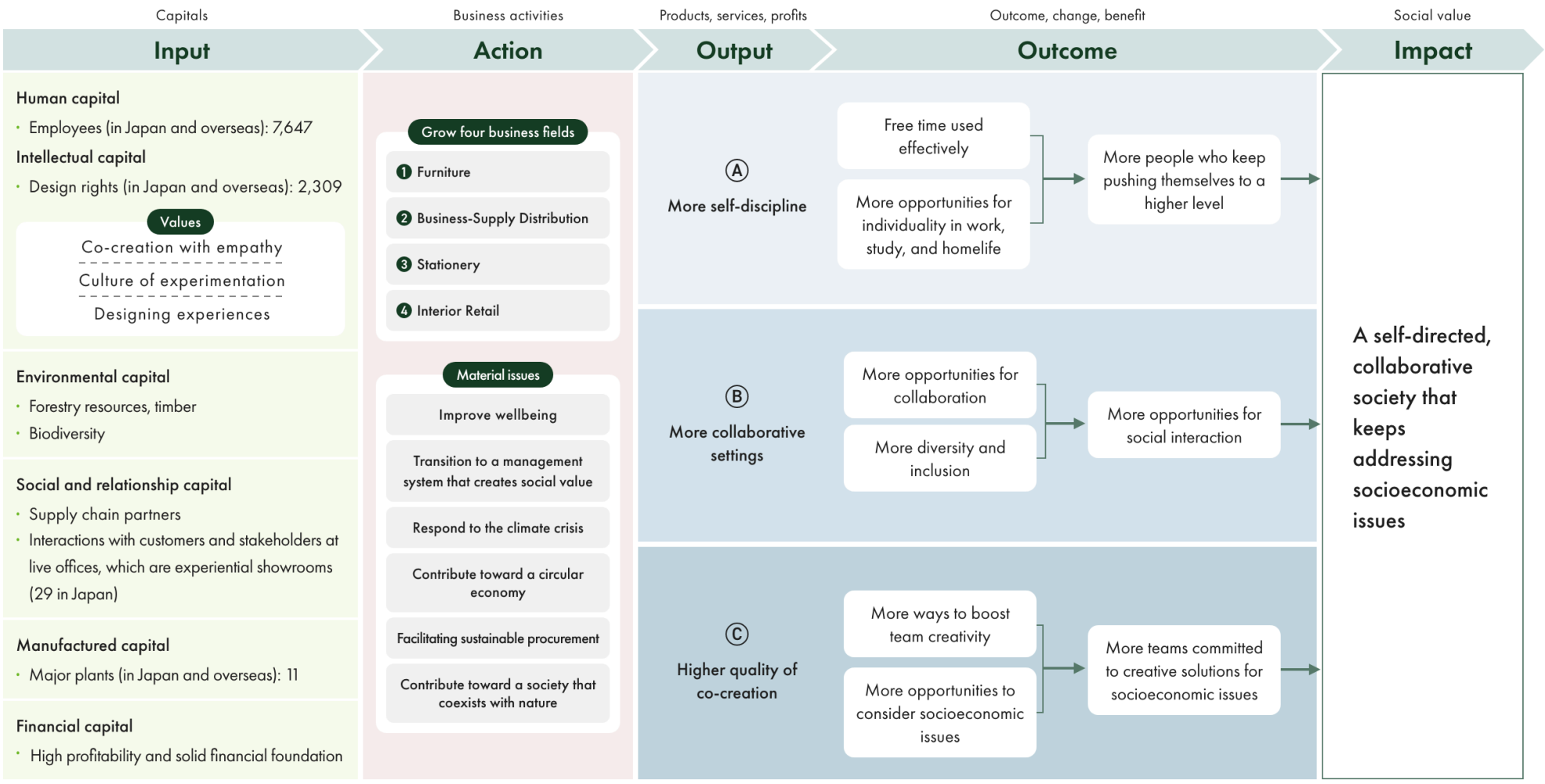
To create this self-directed, collaborative society, where socioeconomic issues can continually be addressed, we need to show how our business activities contribute to this goal. That is why we established a logic model. Guided by the evidence from this logic model, we will increase the positive social impacts of our businesses.

The Social Value We Create



Our Logic Model

The logic model defines two broad actions: 1) to grow our four business fields and 2) to address our material issues. These actions generate outputs (products, services, profits) in three ways, labeled Ⓐ, Ⓑ, and Ⓒ. The outputs, in turn, lead to three types of outcome: more people who keep pushing themselves to a higher level, more opportunities for social interaction, and more teams committed to creative solutions for socioeconomic issues. The ultimate impact in terms of social value is the creation of a self-directed, collaborative society that keeps addressing socioeconomic issues.



KPIs to Measure Impact

Theme	Impact KPI
Ⓐ More self-discipline	(Individuality in work, study, and homelife) **1.More opportunities for individuality in work, study, and homelife**
Ⓑ More collaborative settings	(More opportunities for collaboration) **2.More collaborative spaces or areas and people participating in communities**
	(More diversity and inclusion) **3.Types of barriers to reduce from society**
ⓒHigher quality of co-creation	(More team creativity) **4.More teams becoming successful at co-creation**
	(More opportunities to consider socioeconomic issues) **5.More people addressing socioeconomic issues**
	(More opportunities to consider socioeconomic issues) **6.More products that contribute to solving socioeconomic issues**

PROCESS FOR IDENTIFYING MATERIAL ISSUES

Process for Identifying Material Issues

We follow the principle of dynamic materiality. This means we recognize that our material (sustainability) issues will change over time and periodically review and update them. We conducted one such review in 2022. In that review, we decided to radically update the set of material issues, aligning them closer with our general strategies. During the review, we analyzed the gap between the future we envisage in our long-term vision and third medium-term plan and the current situation to identify the issues to be addressed. We then evaluated each issue's economic and social importance to identify the material issues. In 2025, we conducted another review to align the material issues with the fourth medium-term plan. In this review, we reassessed the activities we undertake for each material issue, the coverage of the actions, and the relative importance of each issue.

2020 materiality analysis

Learn about the process through which we identified material issues in 2020 and 2021.

Step 1: **Identify ESG issues**

Step 2: **Analyze each issue's impact on stakeholders**

Step 3: **Submit to management for review**

Step 4: **Define material issues and goals**

2022 revision

Step 1:

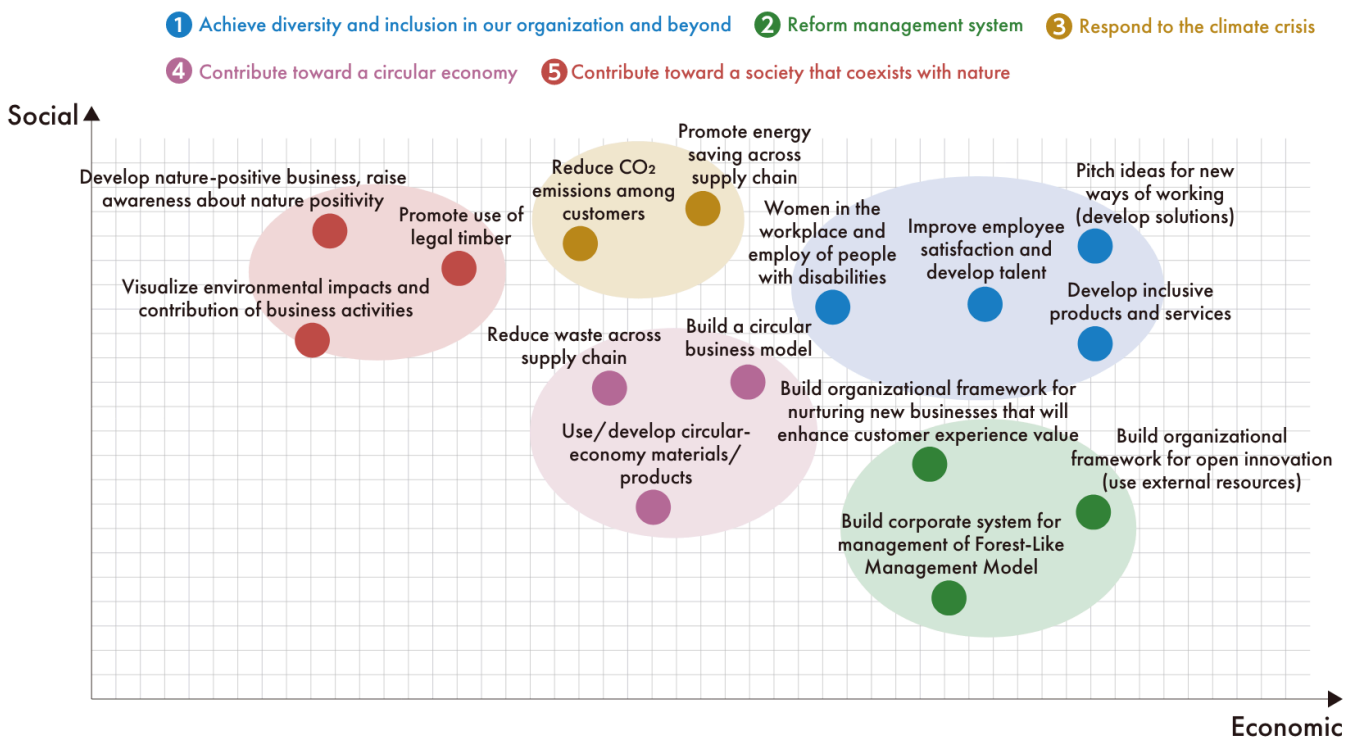
Identify issues

The process of updating the material issues began with a review of the existing issues we had defined in 2020. In that review, we thought about the strategic issues we will need to address if we are to lead the way toward a self-directed, collaborative society and become a company in which no idea goes to waste. Through the review, we sought to identify a new set of material issues.

Step 2:

Divide issues into economic and social categories

In light of the findings of the review conducted in Step 1 and the strategic themes outlined in the medium-term plan, we identified specific issues to make up for the inadequate elements in the previous materiality analysis.
We mapped out the material issues in the following process. First, we divided these issues into economic and social categories and plotted these issues onto the graph shown below. Then, we abstracted higher-level issues from clusters of the plotted issues.



Step 3:

Consider realigning material issues

Previously, our material issues were aligned with the SDGs. However, in this stage, we realigned them with the society we envisage. We then built an organizational framework for these realigned issues. We have set KPIs for our new set of material issues. For the time being, the KPIs are based on our vision for 2030.

2025 revision

We reviewed the scope of activities for “building a circular business model” previously grouped in the fourth material issue (“contribute toward a circular economy”) and separated it out as “promoting sustainable procurement”.

PROCESS FOR IDENTIFYING MATERIAL ISSUES IN 2020

Process for Identifying Material Issue (2020-2021)



* ESG: Environmental, Social, Governance

Step 1 Identify ESG issues

First, we identified 34 potential environmental, social, and governance issues by referring to the SDGs and to data from MSCI Inc. and the Sustainability Accounting Standards Board (SASB).

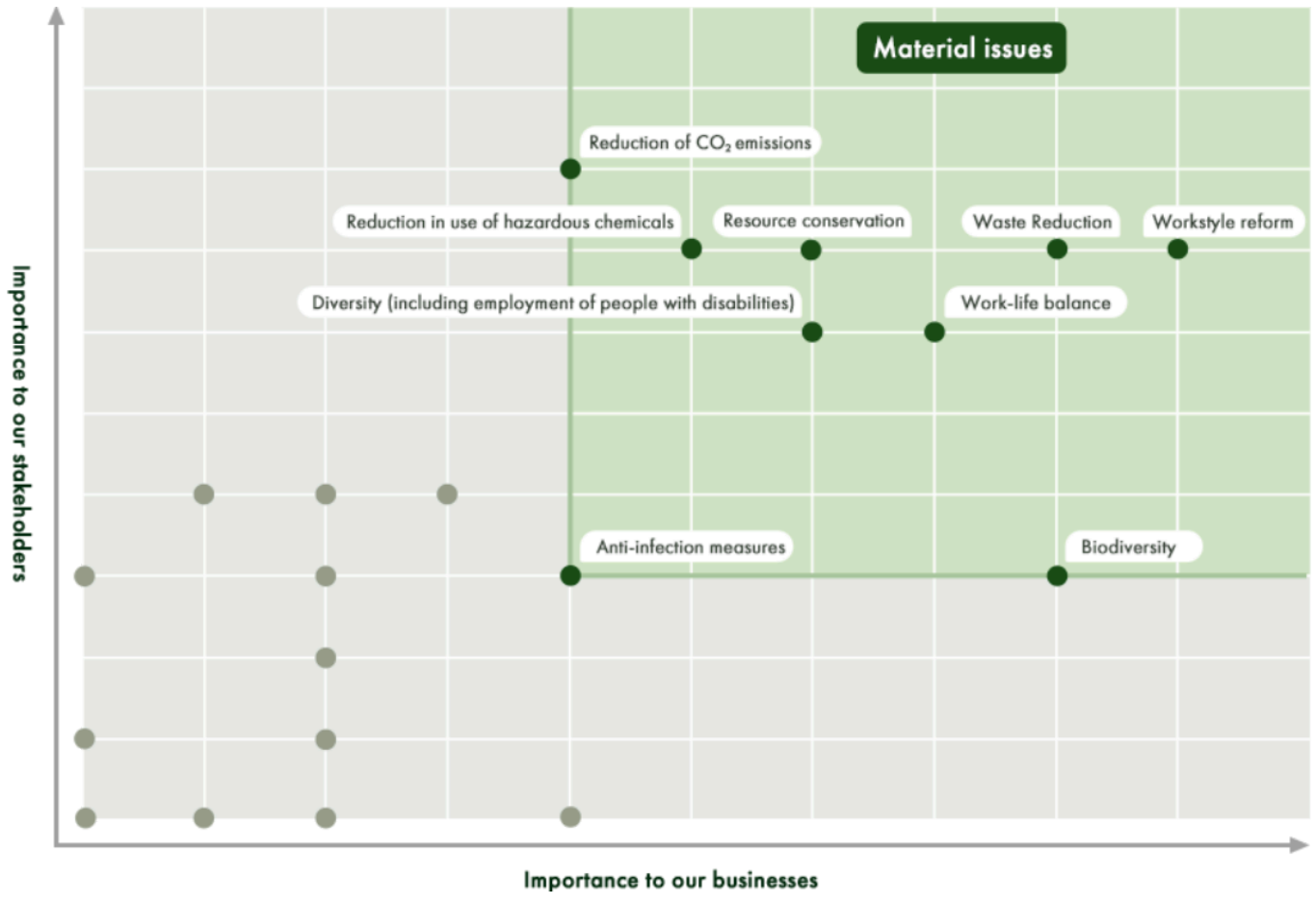
	Perspective	Was a survey conducted?	Was desk research (secondary research) conducted?
Stakeholders	Consumers	Yes	No
	Key clients	Yes	No
	Investors (MSCI, SASB)	No	Yes
	National and local governments (growth strategy)	No	Yes
Our businesses	SDG contribution from products, services, and CSR items	No	No
	Development divisions	Yes	No
	Senior management	No, but a discussion was held	No

* SDGs: Sustainable Development Goals　MSCI: Morgan Stanley Capital International
SASB: Sustainability Accounting Standards Board　CSR: Corporate Social Responsibility

Step 2 Analyze each issue's impact on stakeholders

Having identified potential issues, we then rated each issue in terms of how much it matters to stakeholders and how much it impacts our business. Issues that had a high score on both metrics were defined as material.

Materiality matrix



Step 3 Submit to management for review

The issues rated as material were then reviewed by the management to determine whether the materiality designation was valid.



Step 4 Define material issues and goals

Finally, in regard to the material issues, we set goals/targets for 2030.

Material issue		2030 goal
Material issue 1 Pitch ideas for new workstyles	Pitch ideas for ways of working in the new normal, support work-life balance	Employees act on their initiative and solve problems through teamwork
Material issue 2 Promote diversity and inclusion	Build a diverse, innovative workplace that is inclusive of gender, disability, and nationality	Workforce is diverse, individual differences are respected, and employees feel empowered
Material issue 3 Respond to the climate crisis	Reduce CO_2 emissions through energy efficiency and renewable energy. Use forests to offset emissions.	Carbon absorption: At least 6,000 t-CO_2 absorbed a year
		Reduce CO_2 emissions: Emissions down by 26% from 2013 level in 2030
Material issue 4 Contribute toward a circular economy	Promote human rights and resource conservation / waste reduction in the entire supply chain	100% of waste (office, buildout services, inventory) recycled
		Procurement guidelines applied throughout corporate group
Material issue 5 Contribute toward a society that coexists with nature	Protect biodiversity and reduce use of hazardous chemicals to minimize environmental impacts	Promote use of legal timber
		Forest conservation: Forests thinned at 150 hectares a year
		Reedbed conservation: Reeds trimmed at 1.5 hectares a year

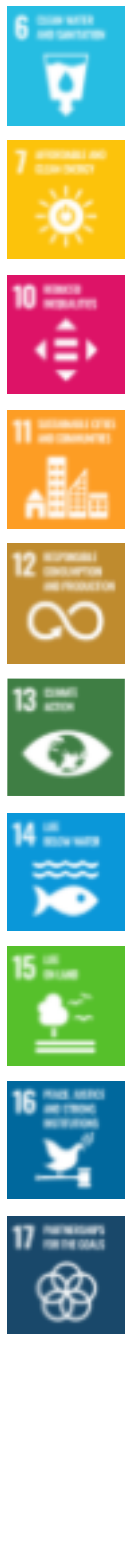
As of 2020

MATERIAL ISSUES AND PERFORMANCE

KOKUYO's Material Issues

We have identified six material issues for KOKUYO Group. Under these six themes, we create social value through our businesses.
The six material issues are shown below along with our basic policy for the material issue and the risks and opportunities we have identified.

Material Issues (materiality)		Basic Policy	Risks and Opportunities	Linked SDGs
Strategy 1 **Improve Wellbeing among Employees and External Stakeholders**	 1-1. Pitch ideas for new workstyles 1-2. Promote diversity, inclusion, and innovation	We will promote work-life balance, new workstyles, and a diverse workplace (inclusive of gender, disability, and nationality) that produces innovation, so that our corporate group develops products with inclusive design, contributing to wellbeing within our organization and wellbeing in society at large. For this, we have two challenge goals: pitch ideas for new ways of working, and promote diversity, inclusion, and innovation.	Improving the wellbeing of our employees will help us to hire and retain a diversity of creative individuals who are the wellspring of our competitiveness. Supporting these individuals to reach their full potential will enable us continually to create new value and to boost our productivity. Improving the wellbeing of society involves the provision of products and services needed to realize a society in which every individual can play an active role, including those with disabilities. We believe this will enhance our reputation and expand our networks, bringing us more earnings opportunities.	
Strategy 2 **Expand Business Fields through the Forest-Like Management Model**		Over the years, we've offered solutions for new ways of working, learning, and living through a process of first-hand experimentation in which we design experiences for customers through products and services. Amid the plethora of socioenvironmental issues, we want to transform management systems and lead the way to a sustainable future with the support of all employees and businesses.	We will transform our business portfolio by identifying unmet needs and continually creating value aligned with our other material issues (materiality). This will enable us to respond to changes in our operating environment and to continually enhance our corporate value. Evolution of our management system to the Forest-Like Management Model is essential to this endeavor.	

Material Issues (materiality)		Basic Policy	Risks and Opportunities	Linked SDGs
Strategy 3 **Safeguard the Planet as a Place for Work and Life**	Material Issue 3-1 Respond to the climate crisis	Over 90% of our CO_2 emissions are from our value chain (scope 3), meaning that we can't contribute to carbon neutrality on our own. Rather, we work with our supply chain partners on initiatives such as switching to more sustainable raw materials and delivery methods to contribute toward carbon neutrality.	Addressing climate change reduces and prepares us for not only short-term financial risks, such as higher energy or transportation costs, but also future physical risks and the risk of rising environmental costs. We expect that the supply of low-emissions products and solutions and the enhancement of our brand image will increase our earnings opportunities and boost our external valuation, and that this will support our share price.	
	Material Issue 3-2 Contribute toward a circular economy	We want to use the planet's limited resources efficiently. Accordingly, we've been working to recycle more of our waste and to develop ecologically sustainable products and services. As an organization that provides products that are as accessible to as many people as possible, we also aim to promote individuated zero-waste lifestyles.	We will reduce risk from resource procurement and reputational damage by recovering and reusing resources. Winning the support of consumers looking for more sustainable products will increase our business opportunities while resource recycling will help us build a lasting relationship with many customers. This should increase our earnings from maintenance, updating and other services.	
	Material Issue 3-3 Promote sustainable procurement	With the rapid progress of economic globalization, multinational corporations have grown massive, while human rights issues such as forced labor and child labor in supply chains extending to developing countries in pursuit of low costs, widening wealth disparities and environmental degradation have become more and more serious. Our group will fulfill its social responsibilities together with suppliers and continue contributing to social development.	Avoiding consumer boycott and similar risks by addressing human rights and environmental risks in our supply chains is essential to the sustainability of our business. Communicating such initiatives to our customers will enable us to market products at prices that fairly reflect the costs of addressing these risks.	
	Material Issue 3-4 Contribute toward a society that coexists with nature	Conservation of forests is a major imperative for us since we use plenty of timber (not least in our mainstay products of notebooks and office furniture). Over the years, we have worked to conserve biodiversity and reduce our use of hazardous materials in order to minimize our impact on the environment. We will monitor and take steps to improve our impact on the environment so that we can balance business activities with natural capital for a healthier planet.	We strive to understand biodiversity as well as the risks relating to our raw materials and the environmental risks to our business sites and their surrounds. We aim thereby to achieve business operations in balance with natural capital and hence stable raw material procurement and sustainable business. We believe this will resonate with our customers and maintain, if not strengthen, our brand image, feeding through into increased earnings.	

Material Issues and Performance

In December 2024, we set targets for 2027 to guide us in materiality actions aligned with our corporate strategies (as set out in our long-term vision and fourth medium-term plan). Shown below are the targets and results for each material issue.

Strategic Theme	Material Issue	target 2024	result 2024	Key actions taken in 2024	target 2027	challenge-target 2030
1. Improve Wellbeing among Employees and External Stakeholders	1-1 Pitch ideas for new workstyles	1) Shift to mindset that values employees' disposable time • Take-up of paid leave by managers and employees: 100%	• 71.1% (five group companies)	• Provided programs to empower diverse employees	• Take-up of paid leave: 100%	Challenge goals for flexible and diverse work options: 27 challenge goals (three per year for nine years)
		• Percentage of leadership roles occupied by women: 12%	• 10.9% (five group companies)		• Percentage of management posts held by women: 16%	
	1-2 Promote diversity, inclusion, and innovation	2) • Percentage of new product series that incorporate inclusive design: At least 20%	• 26.6%	• Developed products with inclusive design	• Percentage of new products that incorporate inclusive design: At least 35%	Percentage of new product series that incorporate inclusive design: At least 50%
2. Expand Business Fields through the Forest-Like Management Model	Transforming management systems for social value creation	3) • Number of visionary idea (Mirai Yokoku) experiments (3rd medium-term plan total): 30 or more	• 11 (3rd medium-term plan total:33)	Ran organization-wide events for learning about sustainability	• Number of visionary idea (Mirai Yokoku) experiments (4th medium-term plan total): 30	Percentage of sales with balanced social value and economic value: 100%
		• Rate of participation in sustainability initiatives: 100%	• 90.2%		• Percentage of employees addressing socioeconomic issues through their job: 100%	Percentage of employees addressing social issues: 100%

Strategic Theme	Material Issue	target 2024	result 2024	Key actions taken in 2024	target 2027	challenge-target 2030
3. Safeguard the Planet as a Place for Work and Life	3-1 Respond to the climate crisis	4) • Reduce CO_2 emissions: Reduce CO_2 emissions in Japan by 50% compared to 2013	• 54.1%	• Shifted workplaces (offices and plants) to renewables energy • Obtained SBTi validation	Scopes 1 and 2 • 35% reduction in CO_2 emissions from 2022 level	Scopes 1 and 2 Reduce Scope 1 & 2 greenhouse gas emissions by 42% between 2022 and 2030 Scope 3 • Reduce greenhouse gas emissions from the Scope 3 category "purchased goods and services" by 25% between 2022 and 2030 • Have suppliers, responsible for 12.5% of our emissions from "purchased goods and services," set SBTi goals by 2028
					Scope 3 • Set SBTi goals with suppliers (responsible for 125,000 t-CO_2) • Complete formulation of action plan for achieving 2030 goals	
						Carbon absorption: At least 6,000 t-CO_2 absorbed a year
	3-2 Contribute toward a circular economy	5) • Percentage of new products incorporating circular-business guidelines: 100%	• 100%	• Developed products aligned with circular-business guidelines • Developed services related to the transition to a circular economy	• Percentage of net sales attributable to products that incorporate circular-business guidelines: 40%	Percentage of net sales attributable to products sold by group (including overseas companies) that support a transition to a circular economy: At least 80%
					• Recycling rate for general business waste (including dead stock): 97%	
					• Recycling rate for plastic waste: 100%	Recycling rate for waste (from offices, worksites, and warehouses): 100%
					• Reduction in mixed construction waste from 2023 level: 75%	
	3-3 Facilitating sustainable procurement	6) • Percentage of key suppliers (some 400 companies) providing feedback (evaluations, issues to address) in supplier evaluation survey: 100%	• We surveyed 566 suppliers and supplied feedback to the 501 that responded (88.5% response rate)	• Conducted questionnaire survey among suppliers and engaged with them to address the issues identified in survey	• Percentage of products sourced from suppliers ranked B or above: At least 75%	• Percentage of products sourced from suppliers ranked B or above: 100%

Strategic Theme	Material Issue	target 2024	result 2024	Key actions taken in 2024	target 2027	challenge-target 2030
	3-4 Contribute toward a society that coexists with nature	-	-	• Established KOKUYO Group Paper and Timber Procurement Standards • Contributed to forest and reedbed conservation	• Percentage of net sales attributable to products that satisfy KOKUYO Group Paper and Timber Procurement Standards: 75%	Carbon footprint of business activities visualized and carbon neutrality achieved
					• Visually representing environmental impacts: Complete visualization process in all major businesses	
					• Number of environmental conservation projects: 3	Forest conservation: Forests thinned at about 150 hectares a year
						Reedbed conservation: Reeds trimmed at about 1.5 hectares a year

* 1) applies to the following entities: Kaunet, KOKUYO Marketing, KOKUYO Supply Logistics, and KOKUYO Logitem Co., Ltd.

* 2)3)5)6) have a smaller coverage. In future reporting, we will standardize the coverage to encompass consolidated subsidiaries inside and outside Japan.

Sustainable Management

BALANCING SOCIAL VALUE WITH ECONOMIC VALUE

Over the years, we've offered solutions for new ways of working, learning, and living through a process of first-hand experimentation in which we design experiences for customers through products and services. Amid the plethora of socioenvironmental issues, we want to transform management systems and lead the way to a sustainable future with the support of all employees and businesses. As more partners and customers engage with us, the circle of empathy will expand, sparking more innovation and solving more socioeconomic issues.

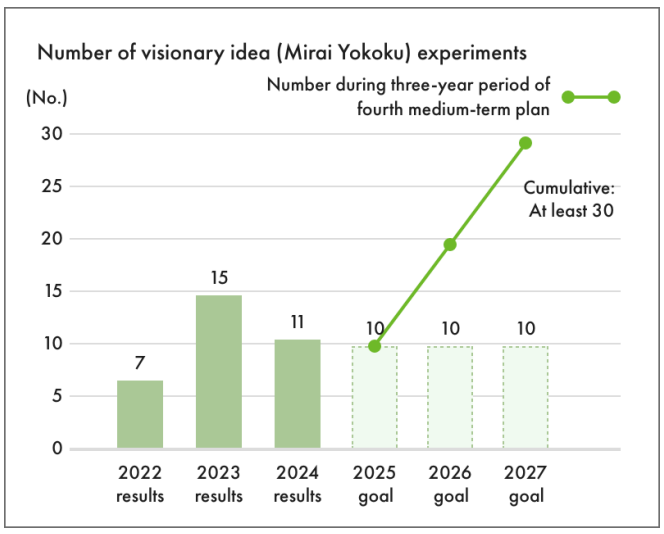
Material Issues and Performance

See Goals and Results: Strategic Theme 2.

Goals and Results >

Seeds of social value sown: Visionary idea (Mirai Yokoku) experiments

By 2030, we aim to have all of our new and existing businesses contributing to the solution of socioeconomic issues. To that end, the fourth medium-term plan commits us to raising the number of visionary idea (Mirai Yokoku) experiments we produce. In line with this goal, we will commit resources in a sustained manner toward new experiments and entrepreneurship that will resonate with an increasing number of stakeholders and lead the way in tackling socioeconomic issues. We will disseminate a logic model to give a clearer idea of how employees create, in their jobs, social value as well as economic value.
Over the three years of the fourth medium-term plan, we will take actions to achieve the following two goals: to produce 30 visionary idea (Mirai Yokoku) experiments and to have 100% of employees creating positive social impacts through their job.
In 2024, we took a step into new territory by pre-releasing Pandoor, a support service for people working multiple jobs. Pandoor matches employees who want opportunities to work outside their usual job with companies that need help with challenging tasks such as developing a new business and formulating and implementing business and function strategies. We will keep rolling out new initiatives. In 2025, for instance, we plan to launch a digital service to support junior-high and high school students and a service to support organizational growth in workplaces.



* Entities assessed: Domestic consolidated group companies, KOKUYO K Heart Co., Ltd., Heartland Co., Ltd.

Mirai Yokoku >

Actions

KOKUYO Marketing University and KOKUYO Marketing Graduate School

We developed these educational programs to help meet our goal of at least 30 visionary idea (Mirai Yokoku) experiments. KOKUYO Marketing University gives younger employees a chance to learn customer-oriented problem-solving skills. KOKUYO Marketing Graduate School gives older (or mid-ranking) employees a chance to develop their long-term strategic thinking skills. Attendees, by honing their practical marketing skills, finish the course with the ability to lead new business projects that will be the seeds of our future success. More than 320 employees have graduated from one of the two programs. Since graduating, they have taken on fresh challenges, driving our growth as an organization.

KOKUYO Marketing University and KOKUYO Marketing Graduate School >

Education for Sustainability

We invest heavily in sustainability education with a view to achieving our 2027 goal to have 100% of employees creating positive social impacts through their job. We have a sustainability education program called Sustainable Academia. This program conveys foundational sustainability knowledge and information about our sustainability initiatives through media most appropriate to the content in question, with examples including email newsletters, signage, and events.

In fiscal 2025, the first year of the fourth medium-term plan, Sustainable Academia conveyed foundational knowledge about what sustainable management is and what sustainability initiatives we are undertaking for each material issue. It also included case studies illustrating best practices for creating social value through business activities. To put theory into practice, we have established the Sustainable Lab. Through Sustainable Lab, employees identify sustainability issues in their business unit or organizational unit and take the initiative in experimenting with solutions.

Sustainable Academia

Sustainable lab

Employee survey

BALANCING SOCIAL VALUE WITH ECONOMIC VALUE: ACTIONS

Mirai Yokoku
Sustainable Academia
Sustainable lab
Employee survey

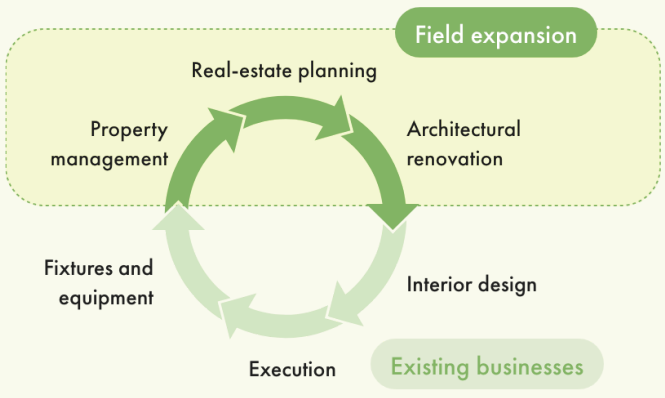
Mirai Yokoku

Mirai Yokoku 2024

CASE | A Project to Make Buildings Profitable Again (Increasing the Value of Vacant Buildings)

We have defined our social role as that of a work and lifestyle company. This means that we now transcend our traditional categories of furniture and stationery and expand the reach of our business fields. The strategy for the furniture business as set out in the fourth medium-term plan, Unite for Growth 2027, is to leverage our strengths to expand the business fields and generate synergies with existing businesses. Part of this strategy involves increasing the value of spaces by applying our expertise in delivering value in furniture, fixtures, equipment, and interior design for offices. Increasing the value of spaces means interior renovation work that incorporates the functions people demand and ensures that the space is commercially viable. An example of increasing the value of spaces is Creative Lounge Mov, a members-only co-working lounge that opened in Shibuya Hikarie in 2012. Another example is The Campus Flats Togoshi. Opened in 2023 in the Togoshi area of Tokyo, The Campus Flats Togoshi is an apartment building that once served as a company dorm. We renovated the building, converting it into a co-living space.

Drawing on the spatial design expertise we developed in our existing businesses, we established the Asset-Value-Up Office to meet emerging demand related to spatial assets. For example, we anticipate a growing demand for addressing the problem of vacant office space in small- and medium-sized office buildings. We also expect that the rising cost of constructing office buildings will drive demand for increasing the value of office space in existing office buildings. In March 2025, we took the first step in this new business by acquiring a vacant office building in the Kuramae district of Taito-ku, Tokyo.
We will build our track record in increasing the value of spaces by engaging in real-estate planning for investment, engaging in architectural renovation, and creating a model for managing the property once it enters service. In this way, we will expand the reach of our field into real-estate renovation.







First real-estate renovation project: A shared office (Mov Kuramae)

Repurposing a dilapidated building: Project to renovate a Kokuyo office building in its entirety* ›

* Japanese Only

CASE | Contributing Toward a Circular Economy: Promoting Use of Sustainable Materials through Loopla for Office Furniture

With growing public interest in the environment and with companies increasingly expected to engage in sustainability, we follow a set of guidelines titled Sutenai Circle, which guides us in recycling resources and contributing to a circular economy. One of our circular-business initiatives is Kaunet's Loopla service. This service collects used plastic folders from offices and other workplaces and recycles them into new products, without burdening the users. Through Loopla, KOKUYO recycles the used folders into office chairs. In another example of our range of circular-business initiatives, paper offcuts generated during the production of notebooks and other products are reused as material for a line of office chairs called Kamikara. Kamikara fabric is made from 20% paper and provides the durability and other physical properties that office furniture requires.



An office chair (Picora Livina)

Loopla: A project to re-use recyclable, sustainable materials in office furniture* ›

* Japanese Only

Collaboration between Yokoku Research and Kyoto University: Enhancing wellbeing in the workplace* ›

Pandoor: A service for people working multiple jobs whereby companies and workers seeking growth opportunities are matched with companies seeking solutions for business challenges* ›

Using the "Hello! Family." tool to test out ideas for empowering people with disabilities* ›

A testing ground for post-pandemic workstyles: The Campus reopened* ›

How We Live (a global lifestyle brand): Kokuyo and Actus's collaboration for work-life integration* ›

Culture Snack: A culture festival for revitalizing local communities* ›

Piloting the re-use of acrylic panels: A collaboration with Sumitomo Chemical Company* ›

Accessible packaging: On-pack QR code for accessing multilingual and audio product information* ›

Harakado: A community factory for creating new value in household goods* ›

* Japanese Only

Mirai Yokoku 2023

"Hello! Family.": An IoT-driven child-monitoring tool that stimulates new parent-child conversations* ›

The Campus Flats Togoshi: A residential complex for prototyping lifestyle ideas* ›

Sauna Bu: A new lifestyle brand from Kokuyo's sauna club* ›

Study With Campus: A self-study space for students in junior-high and high schools* ›

Sutenai Circle and Hows Design: Supporting a circular economy and using inclusive design to promote wellbeing among the public* ›

"Tsunage Loopa!": Learning about the environment through a practical experience in recycling notebooks* ›

Kokuyo Haku Shanghai 2023: A summer life-themed event in China conjuring up memories of summer days during one's student years* ›

Pop-up shops in Thailand and Malaysia featuring Kokuyo stationery* ›

KokuyoDoors: A try-out shop where people can discover how great Japanese stationery is* ›

Another Store: Delivering futuristic customer experiences in a real-life store space* ›

Campus for Schools: Adjustable school desks and chairs optimized for GIGA schools*

Kokuyo Digital Academy: A program for cultivating a digitally savvy workforce through education and practice*

Core: A hall for open communication, maximizing the value of in-person gatherings*

Baton no Yokoku: Developing unique, creative solutions to the problems faced by communities*

Sustainable Academia Weeks: An event to raise sustainability awareness among all employees*

* Japanese Only

Mirai Yokoku 2022

Carry Campus: A study app for junior-high and high school students*

Zaitaku Hyakka: Web media for working at home*

The Campus hosts future-school festival by Kamiyama Marugoto College of Design, Technology, and Entrepreneurship*

Wellness program One Tap Sports for Biz launched with Euphoria*

Kokuyo trials oVice, a new kind of virtual sensory space*

"Kokuyo Open Lab.": Combining spaces with digital transformation to experiment with new workstyles*

Kaunet Loopa Paper Resource Recycling Service*

* Japanese Only

Sustainable Academia

Wellbeing among Communities

We held an educational event comprising a range of activities, including discussion sessions, workshops and exhibitions, on the theme of supporting innovation based on an understanding of disability and awareness of social barriers. Activities included an "ABC of Hows" exhibition explaining the background to, and letting employees experience, the stationery, office supplies, furniture and other products developed through our Hows Design inclusive design process; a hands-on workshop with experts, including Professor Shinichiro Kumagaya of Tokyo University's Research Center for Advanced Science and Technology; immersive training to understand the world from the perspective of a person with disabilities, led by Heralbony Co., Ltd; and a boccia ball game session for all, whether able-bodied or disabled. Around 800 of our employees participated in this event.

This was an opportunity for our employees to understand what kind of society we are aiming for and to discover how to act. 88% of participants said they felt they had learned something from the event.



December 2024

ABC of Hows: An event introducing Hows Design to employees

Circular economy

Because our business activity connects with recycling in so many ways, it is vital that most of our employees understand what is meant by the circular economy and know what they need to do in their own job areas to realize it. To this end, in 2024 we held three educational events on the theme of thinking how we can continue as a business sustainably, which delved into this issue more deeply than ever before and enabled our employees to experience recycling for themselves.
We invited ECommit CEO Teruyuki Kawano to our “thinking about recycling from a business perspective” event, where he had a discussion with the heads of Kokuyo logistics subsidiaries about how and why we should recycle resources. The other events were an office away-day to visit an industrial waste processing site and a workshop on how to design a circular business. A total of 540 employees participated across these three events.



October 2024
A talk session with ECommit CEO Kawano and the heads of two logistics subsidiaries (part of the “thinking about recycling from a business perspective” seminar)

Sustainable lab

Sustainable lab is a platform for employees to develop and implement their own plans towards solving the KOKUYO Group’s material issues. During FY2024, a total of nine teams throughout the group challenged themselves to find solutions in areas such as improving wellbeing and contributing toward a circular economy, and shared their results. This provided a forum for employees to take ownership of and rethink familiar issues and for related parts of our business to benefit from new insights into issue resolution.



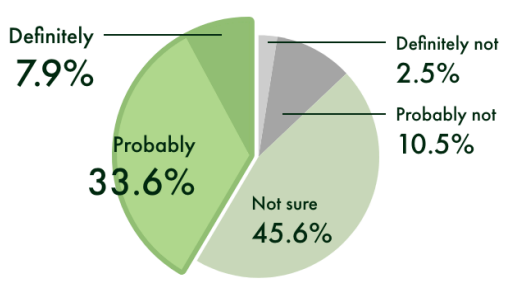
March 2025
Sustainable Lab participants present their work

Employee survey

We carried out a survey to understand the current level of awareness among our employees and to provide a reference point for future initiatives towards achieving our 2027 goal for 100% of employees addressing socioeconomic issues through their job.

A total of 41.5% of our employees responded “definitely” or “probably” to a question asking whether they believe they are creating social value through their own job. We will implement measures to achieve the 2027 100% target and carry out further surveys to understand how far awareness of addressing socioeconomic issues through their job has permeated our organization.

Do you think you are creating social value through your job?



Results in March 2025
*The percentages shown above may not add up to 100% because they have been rounded.

ENVIRONMENT

ENVIRONMENTAL MANAGEMENT

KOKUYO recognizes that environmental problems, including global warming and the reduction of forest resources, are pressing issues. We will bring together the best business brains to develop sustainable solutions.

Environmental Management Goals and Results for 2024

Environmental Policy	2024 goals and results		Score
	Goals	Results	
Respond to the climate crisis * Domestic consolidated subsidiaries, KOKUYO K Heart Co., Ltd., Heartland Co., Ltd.	Reduction of CO_2 emissions Total year-on-year change in volume: +12.8% (when production is excluded: -1.1%)	Year-on-year change: +16.1% (reduction efforts changed emissions by -0.4%)	×
	Reduction of unit energy consumption Year-on-year change: -1.0%	Year-on-year change per unit of sales: -2.5%	○
Contribute toward a circular economy	Improve recycling rate in relation to total waste volume ·Business offices: At least 93.8% ·Construction sites: At least 81.8%	·Business offices: 95.7% ·Construction sites: 82.9%	○
	Maintain eco x zero	Maintained	○
Widening the scope of empathy,collaboration, and co-creation	Publication of CSR report 2024	Publication of CSR report 2024	○
Ensuring robust management	ISO 14001 : 2015 Recertification audit	Results of surveillance audit ·Excellent aspects: 0 ·Good aspects: 21 ·Minor nonconformities: 1 ·Opportunities for improvement: 23	×

Policy

KOKUYO Group Environmental Policy

To build a “sustainable society,” it is necessary to implement integrated activities aimed at achieving a decarbonized society, a circular economy, and a nature-positive society. The KOKUYO Group Environmental Policy sets out specific actions to that end. The policy is updated yearly. Following an update in April 2025, the policy identifies four environmental challenges: 1) responding to the climate crisis, 2) contributing to a circular economy, 3) contributing to a society that coexists with nature, and 4) legal compliance and pollution prevention. The first three are material issues, while the fourth was already part of our policy on protecting the environment. It also sets out three types of actions, which align with our

code of conduct: 1) unleashing creativity and innovation, 2) widening the scope of empathy, collaboration, and co-creation, and 3) ensuring robust management. The policy was further updated in December 2025 to clarify our commitment to net zero. Guided by this policy, each operating company sets its own environmental target, taking into account the nature of its businesses, and then takes actions to improve its environmental performance.

KOKUYO Group Environmental Policy

A healthy global environment is an essential foundation for work, learning, and daily life. The Kokuyo Group recognizes global environment issues such as climate change, depletion of resources, loss of biodiversity, and pollution as perpetual issues shared by the whole world. We will assume the lead in taking action to resolve these issues by bringing together the wisdom of various people involved in our business activities.

■Environmental challenges

1. **Responding to the climate crisis**
   To support the net-zero transition, we will work toward net-zero greenhouse emissions throughout our supply chains by shifting fully to renewable energy, committing to energy efficiency, and engaging in environmental conservation initiatives that increase carbon sequestering.

2. **Contribute toward a circular economy**
   To support the transition to a circular economy, across our supply chain, we will use less resources, recycle more waste, develop products and services that are recycling-friendly in each stage of their life cycle, and pitch ideas for waste-free lifestyles, contributing to a waste-free world.

3. **Contribute toward a society that coexists with nature**
   To help restore biodiversity and other forms of natural capital, we commit to legal, transparent, and sustainable procurement of forest resources. To minimize negative impacts to ecosystems, across our supply chain, we will reduce the use of harmful chemical substances, improve resource productivity, and use water more efficiently.

4. **Legal compliance and pollution prevention**
   As well as complying with environmental regulations by country and region, we will follow the environmental policies set out in industry guidelines we have endorsed, meet stakeholders' expectations regarding the environment, and adhere to global environmental initiatives we have endorsed. We also strive to prevent air, water, and soil pollution.

■Actions

5. **Unleashing creativity and innovation**
   We will contribute toward solving the environmental issues of local communities and society in general by proposing environmentally sustainable products and services along with channeling our creativity toward technological pursuits, workstyles, and lifestyles that improve environmental performance.

6. **Widening the scope of empathy, collaboration, and co-creation**
   To collaborate with a wider body of stakeholders in protecting the environment, we will communicate our environmental commitments and performance with customers through active disclosures of our environmental data, endorse more global environmental initiatives, and work closer with industrial associations and stakeholders.

7. **Ensuring adaptable management**
   To ensure sustain positive environmental impacts, we commit to an ongoing cycle for improving environmental management. This includes setting policies and targets and improve environmental performance. It also includes building and applying a database of knowledge and best practices and educating employees in such.

Revised Date: December 1, 2025

KOKUYO Co., Ltd.
Director,
Representative Corporate Officer,
President and CEO
Hidekuni Kuroda

KOKUYO Group Environmental Policy　Japanese [PDF:554KB]

KOKUYO Group Environmental Policy　English [PDF:139KB]

Processes in place

Obtaining ISO 14001 certification

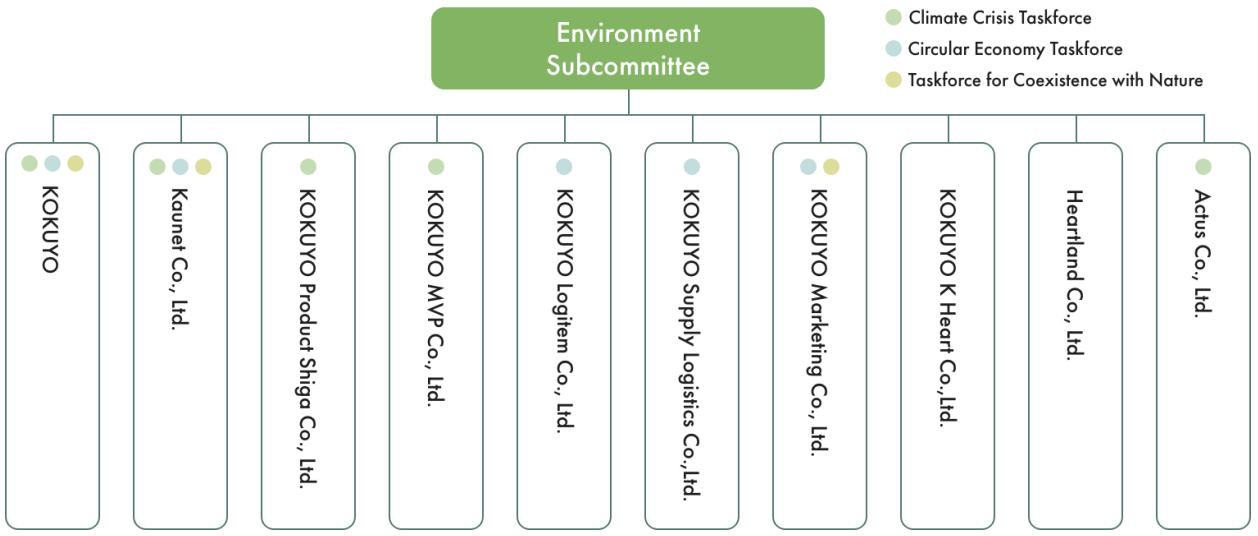
Seventy-four (approximately 50%) of the 155 sites in KOKUYO and its consolidated subsidiaries have received ISO 14001 certification.

Sites with ISO 14001 Certification >

Environmental Management System (EMS) (Japan)

Our Environmental Management System (EMS) is certified to ISO 14001. It consists of an integrated accreditation system for planning, R&D, production, marketing, sales, services, storage, and shipment. Since 2004, the system has covered KOKUYO and all major subsidiaries in Japan. While keeping the core elements of the EMS consistent across the group, we differentiate according to the scale of the environmental impact. Specifically, operating companies and plants with a relatively large environmental impact get case-specific treatment, while those with less environmental impact get standard treatment. We also try to give the companies sufficient leeway to manage their environmental impacts in a manner that suits the nature of their businesses. For example, we allow the companies to set environmental targets in line with their business strategies.

Previously, our environmental initiatives were led by the Environment Committee. This committee coordinated efforts to address environmental issues and monitored socioenvironmental trends. However, we later decided that a more group-wide approach was necessary to deal with the increasingly diverse and complex environmental issues in Japan and around the world. In 2022, we reorganized the committee into a subcommittee (Environmental Subcommittee) of the new Sustainability Committee and increased its membership to include Actus (our interior retail business) and Heartland Co., Ltd. (a special subsidiary—a company focused on employing people with disabilities). The Environmental Subcommittee has three taskforces for leading cross-organizational efforts to accomplish the goals for the three material issues: the Climate Crisis Taskforce, the Circular Economy Taskforce, and the Taskforce for Coexistence with Nature.



Actions

Environmental Education >

Internal (First- and Second-Party) Auditing and Third-Party Auditing >

Overview of Third-party Reviews of Environmental Performance Data >

Related data

Sites with ISO 14001 Certification >

ENVIRONMENTAL MANAGEMENT: ACTIONS

Environmental Education
Internal (First- and Second-Party) Auditing and Third-Party Auditing
Overview of Third-party Reviews of Environmental Performance Data

Environmental Education

We provide training opportunities to raise employees' awareness about environmental conservation, learn the knowledge necessary for accomplishing our environmental goals, and gain the expertise to deal with emergencies. These opportunities include briefing sessions about environmental law, which are provided by the ISO Promotion Office, workshops for training the auditing team, and an assortment of training provided by each corporate division. In fiscal 2024, as in fiscal 2023, we saw an increase in employees attending general environmental training as a result of organizing an internal event called Sustainable Academia Weeks. The event, designed to improve sustainability awareness among all employees, included a seminar on the circular economy, which was attended (in some cases online) by 359 employees. The 2024 result for briefings on environmental targets and legislation represented an increase because we held more workshops about the law concerning asbestos.

Education and training category	Number of attendees (training programs attendees + drill attendees)		
	2022	2023	2024
General environmental education	2,611	3,466	2,628
Briefings on environmental targets and legislation	1,711	1,657	2,062
Accident/emergency response drills	234	316	303
Training for internal audit team	17	17	52
Other training	68	94	51
Total	4,641	5,550	5,096



The venue for the circular economy seminar during Sustainable Academia Weeks
(KOKUYO's Shinagawa Office)



Workshop on circular businesses
(KOKUYO's Shinagawa Office)



Emergency drill
※ Simulated emergency: An oil discharge from a hazardous goods warehouse
(KOKUYO's Shibayama Plant)

Internal (First- and Second-Party) Auditing and Third-Party Auditing

Internal audits (first- and second-party audits) are performed to ensure conformity across our corporate group, with a focus on legal compliance. In first-party audits, the auditee (a group company) performs the audit on itself. In second-party audits, our ISO Promotion Office performs the audit on the auditee. In 2024, first-party audits were performed from June 18 to August 7, second-party audits were performed from August 1 to September 3, and third-party (ISO 14001) audits were performed from November 25 to December 6. The first- and second-party audits identified 31 instances requiring corrective action, one of which was a major nonconformity. The nonconformity concerned transactions with a partner who purchases office furniture for reselling. In some cases, the fees paid exceeded the proceeds from the sale. The auditor noted that we might be in violation of the Act on Waste Management and Public Cleaning if the partner continued to supply its removal and transportation services without a consignment contract. We have already taken corrective action (by concluding such a contract). The total number of instances requiring corrective action was higher than in 2023. This reflects the wider scope of the audit (the audit covered items that were not covered in previous years). We will improve our compliance activities accordingly. Among the nonconformities identified in the first- and second-party audits, those related to operational management were the most frequent with 13 cases.

The third-party (ISO 14001) audits highlighted 21 good aspects, a ten-year record. It is also true, however, that a minor nonconformity was highlighted in relation to our processes for evaluating and maintaining compliance, as a sales company's business office failed, during the audit, to produce its consignment contract for the disposal of its industrial waste or a copy of the contractor's license. We have submitted to the auditor a plan for corrective action. The business site in question has been reevaluated for compliance and the situation has been rectified. To ensure that a similar problem never occurs in other business sites, we are requiring all business sites to undertake self-checks regarding their process for evaluating compliance and to give staff basic training in environmental law. The ISO Promotion Office will conduct an extraordinary audit of the sales company in question.

The third-party audit in 2024 was a recertification audit.

Audits/supervises internally

Year	2022	2023	2024
Sites audited	72	79	72
• First-party audits	56	63	56
• Second-party audits	16	16	16
• Extraordinary audits	—	—	—
Issues identified	26	20	31
• Serious nonconformities	0	1	1
• Minor nonconformities	6	5	10
• Issues requiring corrective action	20	14	20

Third-Party Audits

Year	2022 surveillance audit	2023 surveillance audit	2024 recertification audit
Sites audited	14	18	25
Excellent aspects	0	0	0
Good aspects	10	17	21
Minor nonconformities	0	0	1
Opportunities for improvement	25	16	23



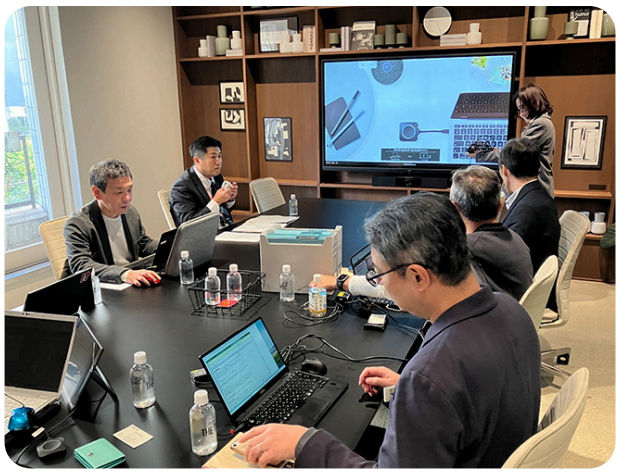
ISO14001 audit
(KOKUYO Marketing's Nagoya office)



ISO14001 audit
(KOKUYO Product Shiga Co., Ltd.)



ISO14001 audit
(KOKUYO Supply Logistics' Nanko distribution center)



ISO14001 audit
(KOKUYO's Shinagawa Office)



ISO14001 audit
(KOKUYO's Mie Plant)



ISO14001 audit
(KOKUYO Logitem's Kansai distribution center)

Overview of Third-party Reviews of Environmental Performance Data

We underwent a third-party review by Bureau Veritas Japan to receive opinions from an independent standpoint regarding the accuracy, transparency, consistency, validity and completeness of the environmental performance data (environmental burden data and Scope 3) of 39 companies in the KOKUYO Group. It also visited workplaces to see how data was being measured and managed. Three Japanese workplaces were visited: (KOKUYO MVP's Aoya Plant, Nikkan's main plant, and KOKUYO Supply Logistics' Fukuoka distribution center). One overseas workplace was visited: (Dongguan Lamex Furniture's Dongguan plant). The review identified six excellent aspects and 10 opportunities for improvement. It also identified 29 issues requiring corrective action and 29 aspects requiring better transparency. During the review period, we rectified the issues requiring corrective action and aspects requiring better transparency. The review concluded that information was transparent on the basis that a third party could easily understand how primary documentation is categorized, recategorized, aggregated, and calculated. It also noted, however, that certain data items were aggregated or inputted inaccurately. In light of the issues raised, we will continue working hard to improve the accuracy and precision of disclosures both internally and throughout our supply chains.

Third-party audit certification >

Year	2022	2023	2024
Excellent aspects	11	8	6
Opportunities for improvement	12	9	10
Issues requiring corrective action	38	31	29
Aspects requiring better transparency	7	23	29



独立保証報告書

コクヨ株式会社 殿

ビューローベリタスジャパン（以下、ビューローベリタス）は、コクヨ株式会社（以下、コクヨ）の委嘱に基づき、コクヨによって選定されたサステナビリティ情報に対して限定的保証業務を実施した。この保証報告書は、以下に示す業務範囲内に含まれる関連情報に適用される。

選定情報
我々の業務範囲は、「コクヨグループ統合報告書 2025」（以下、レポート）及びウェブサイト（以下、ウェブサイト）に記載された、2024 年 1 月 1 日から 2024 年 12 月 31 日までの期間の、以下の情報（"選定情報"）に対する保証に限定される。

- エネルギー使用量
- 温室効果ガス排出量
  - スコープ 1 及びスコープ 2 排出量（CO_2, CH_4, N_2O）
  - スコープ 3 排出量（カテゴリー1, 2, 3, 4, 5, 6, 7, 9, 12, 13, 14）
- 水使用量、排水量、工場内の循環的利用水の量
- 廃棄物排出量、リサイクル量、最終処分量
  （施工時の排出は含まない）
- 物質投入量
- 総販売量
- 容器包装材使用量
- SOx/NOx 排出量
- BOD/COD 排出量
- 使用済み製品の引き取り量及びリユース量
- PRTR 法対象化学物質（取扱量、排出及び移動量、除去処理量、消費量）
- エコ効率指標（CO_2、廃棄物、化学物質、水）
- JEPIX 環境ポイント
- 総輸送量

但し、各データにおける報告範囲はコクヨの決定に基づく。

報告規準
レポート内に含まれる選定情報は、レポートに記載された報告規準と共に読まれ理解される必要がある。ウェブサイト内に含まれる選定情報は、ウェブサイトに記載された報告規準と共に読まれ理解される必要がある。

Ref: BVJ_24747065

Third-party audit certification



Environmental performance data
A third-party audit
(KOKUYO MVP's Aoya Factory)



Environmental performance data
A third-party audit
(Nikkan's main plant)

Environmental performance data
A third-party audit
(KOKUYO Supply Logistics' Fukuoka distribution center)

Sites subject to third-party audits

	Consolidated group companies	Equity-method affiliates
Within Japan	KOKUYO Co., Ltd.	KOKUYO Hokkaido Sales Co., Ltd., KOKUYO Tohoku Sales Co., Ltd., KOKUYO Kitakanto Sales Co., Ltd., KOKUYO Hokuriku-Niigata Sales Co., Ltd., KOKUYO Tokai Sales Co., Ltd., KOKUYO Sanyo-Shikoku Sales Co., Ltd., Kispa Inc., Nikkan
	Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., KOKUYO Logitem Co., Ltd., KOKUYO Product Shiga Co., Ltd., KOKUYO MVP Co., Ltd., LmD International Co., Ltd., Actus Co., Ltd., KOKUYO Finance Co., Ltd, KOKUYO & Partners Co., Ltd., Origin Co., Ltd., Estic Corporation	
Overseas	KOKUYO Vietnam Co., Ltd., KOKUYO Malaysia Sdn. Bhd., KOKUYO (Shanghai) Management Co., Ltd., KOKUYO Commerce (Shanghai) Co., Ltd., KOKUYO Furniture (China) Co., Ltd., KOKUYO Design Consultants (Shanghai) Co., Ltd., KOKUYO International Asia Co., Ltd., KOKUYO International (Malaysia) Sdn. Bhd., KOKUYO Vietnam Trading Co., Ltd., KOKUYO CAMLIN Ltd., KOKUYO Hong Kong Ltd., Global Known Ltd., Lamex China Investment Ltd., Lamex Trading Co. Ltd., Dongguan Lamex Furniture Co., Ltd., Lamex (S) Sales Pte. Ltd., KOKUYO-IK (Thailand) Co., Ltd., KOKUYO International (Thailand)	

ENVIRONMENT

CLIMATE CHANGE

Over 90% of our CO_2 emissions are from our value chain (scope 3), meaning that we can't contribute to the carbon transition just by reducing emissions from our own businesses. We rely on numerous production and distribution partners. To combat climate change, we work with these supply chain partners on initiatives such as switching to more sustainable raw materials and delivery methods.

Material Issues and Performance

See Goals and Results: Strategic Theme 3-1.

Goals and Results >

Actions

Disclosures Aligned with the TCFD Recommendations >

Near-term Targets Validated by SBTi >

Calculating Our GHG Emissions Volume >

Roadmap to 2050 Target for CO2 Reduction >

GHG Emissions Reduction >

Product CO_2 Visualization >

Awards and Accolades

Collaboration between KOKUYO Logitem and Nippon Express earns top award for Excellent Business Entities Working on Modal Shift

Related data

Global Warming Preventive Measures

Scope 1 and 2 Emissions >

Scope 3 Emissions >

Scope 1, 2, and 3 Emissions >

Electricity Consumption >

Energy Intensity per Unit of Sales >

ENVIRONMENT

DISCLOSURES ALIGNED WITH THE TCFD RECOMMENDATIONS

Governance

In 2022, the KOKUYO Groupendorsed the recommendations of the Task Force on Climate-relatedFinancial Disclosures (TCFD). We regard climate change as a major strategic concern and have established an organizational framework for managing climate-related risks. Under the supervision of the Board of Directors, the Sustainability Committee identifies climate-related risks so that the management can incorporate the information into strategic planning and take the decisions and actions necessary to mitigate the risks. To supervise this process effectively, the Board of Directors hears reports from the committee twice a year and then deliberates on climate-related risks and other sustainability issues. The board also makes decisions on strategically significant risks.
The Sustainability Committee's membership consists entirely of managing officers and it is chaired by the Managing Officer of the CSV Division. The Committee monitors social and environmental trends to identify strategic concerns related to sustainability. It then formulates action plans and allocates budgetary resources for addressing these concerns. The Environment Subcommittee (a subcommittee of the Sustainability Committee) collaborates with the managers responsible for each business division to identify climate-related risks, incorporate the findings into strategic planning, and spearhead organization-wide efforts to mitigate the risks.

Strategies

We use scenario analysis to identify climate-related risks and opportunities and their financial implications so that the necessary measures can be taken. Since 2030 is the endpoint for our long-term vision, our scenario analysis projects climate-related shifts in society and among stakeholders between now and that endpoint. Through FY2022 we conducted scenario analysis for the following businesses: furniture and business-supply distribution in the workstyle field, and stationery and interior retail in the lifestyle field.

Scenario Analysis

Scenario	Description	Main reference scenarios
Within 1.5 °C	Sustainable Development / Net-zero Scenarios: Committing to a net-zero transition by 2050, the world acts to keep global warming below 1.5 °C relative to preindustrial times. Government regulation is tougher compared to that in the 4 °C scenario, and people take a greater interest than they do at present in climate change and other environmental issues.	● IEO World Energy Outlook 2021. Sustainable Development Scenario/Net Zero Emissions by 2050 Scenario ● IPCC SSP1-1.9
4 °C scenario	Stated Policies Scenario: Government regulation is weak compared to the 1.5 °C scenario. There are no further measures or further policy intentions beyond what governments have already implemented or stated. GHG emissions may increase for a time, and people's interest in climate change and the environment remains as it is now.	● IEO World Energy Outlook 2021 Stated policies Scenario ● IPCC SSP5-8.5

Risks and Opportunities

< Workstyle Field >

Scenario	Furniture Businesses
Within 1.5°C	With growing pressure around the world for a net-zero transition, our customers, suppliers, and other social stakeholders will take more action to contribute to the net-zero transition and to reduce waste. The financial/business risks include higher CO_2 emissions costs, the need for more capital spending, higher raw material costs, and a decline in sales revenue following changes in customers' needs. The opportunities include the potential for developing goods and services to cover shifting customer needs and behavior, and the potential to expand business domains by developing low-emissions businesses. Accordingly, we will seize the opportunity to develop new products and services so that we can create value suited to the changes among customers and in society.
4°C scenario	Timber prices rise amid the global spread in consumer activism coupled with climate impacts. Manufacturing and transportation become increasingly vulnerable to climate-related disaster risks. The financial/business risks include higher raw materials costs and the risk that hiking sales prices to absorb the cost increases may cause a drop in demand for furniture products. Where physical risks materialize, the risks include opportunity losses, business suspension, and the cost of responding to the incident. We will address the risks by increasing our organization's resilience. We also eye opportunities in the changing market trends, including the rise of disaster management efforts and new workstyles in our customers' offices. To capture these opportunities, we will develop new solutions that create value.

Scenario	Business Supply Distribution
Within 1.5°C	As the net-zero transition progresses, customers, distributors, and other social stakeholders take more action to contribute to the net-zero transition and to reduce waste. The financial/ business risks include the costs of carbon taxes, higher transport costs, and a decline in sales revenue following changes in customers' needs. The opportunities include the potential to increase sales revenue with a lineup suited to the shifting customer needs. Accordingly, we will seize the opportunity to change our product lineup and expand our digital measures so that we can increase our climate resilience and create value suited to the changes among customers and in society.
4°C scenario	Raw material prices rise amid the global spread in consumer activism coupled with climate impacts. Physical risks materialize, disrupting transportation and other parts of the supply chain, which may have severe ramifications for the business model. The financial/business risks include higher costs, both for raw materials and for transportation. Where physical risks materialize, the risks include opportunity losses, business suspension, and the cost of responding to the incident. To address the risks, we will strengthen our organization's resilience by altering our procurement strategy and expanding digital measures.

< Lifestyle Field >

Scenario	Stationery Businesses
Within 1.5°C	The global net-zero transition leads to new consumer and market trends, with consumers changing their attitudes toward stationery and other consumables and with new workstyles and learning styles emerging. The financial/business risks include higher CO_2 emissions costs, higher raw material costs, the costs of added investment, and the risk that the stationery market shrinks amid digitalization. The financial/business opportunities include the chance to create new value by developing products and services for Japanese and overseas markets that cater to the emerging trends.
4°C scenario	Cost pressures increase amid the global spread in consumer activism and the physical impacts of climate change become an increasing threat. The financial/business risks include higher costs in raw materials and energy. Where physical risks materialize, the risks include opportunity losses and the cost of responding to the incident. Financial/business opportunities include a growing demand for stationery in overseas markets. The opportunities can be realized by strengthening resilience, globalizing the supply chain, and expanding in overseas markets.

Scenario	Interior Retail Businesses
Within 1.5°C	The net-zero transition increases pressure to realize ecological sustainability, including reducing the CO_2 emissions generated in the life cycle of furniture (from production to disposal). The financial/business risks include higher CO_2 emissions costs, higher raw material costs, and the costs of added investment. They also include the risk that people purchase interior goods less frequently out of concern for the environment and the risk of increased competition from furniture rental and subscription services. Financial/business opportunities can be realized by balancing business interests with environmental friendliness, such as by carbon footprint labeling and developing services that reduce furniture waste (e.g. repair services).
4 °C scenario	Prices for timber goods and other products rise amid the global spread in consumer activism coupled with climate impacts. The supply chain and retail activities become increasingly vulnerable to climate-related disaster risk. The financial/business risks include higher raw materials costs and the risk that hiking sales prices to absorb the cost increases may cause a drop in demand for furniture products. Where physical risks materialize, the risks include opportunity losses and the cost of responding to the incident. To manage these risks, we will strengthen resilience and ensure stable deliveries of our products by altering our procurement strategy and developing our e-commerce business.

Risk Management

Climate-related risks are managed by the Environment Subcommittee (a subcommittee of the Sustainability Committee). Guided by the findings of regular internal and third-party research, this subcommittee identifies and evaluates the risks with the participation of managers responsible for each business division. Once the risks are identified and evaluated, they are communicated to the business divisions concerned. The strategic implications of the risks are incorporated into strategic planning by the Environment Subcommittee, while business-specific implications are addressed by the relevant business divisions. Under the existing system for groupwide risk management, the Risk Management Committee steers efforts across the corporate group to manage groupwide risks.

To integrate climate-related risk management into this existing system for groupwide risk management, the Risk Management Committee will now coordinate with the Sustainability Committee's Environment Subcommittee. Specifically, the Environment Subcommittee will inform the Risk Management Committee about important matters concerning risk management and the state of compliance with environmental laws and regulations.

Metrics and Targets

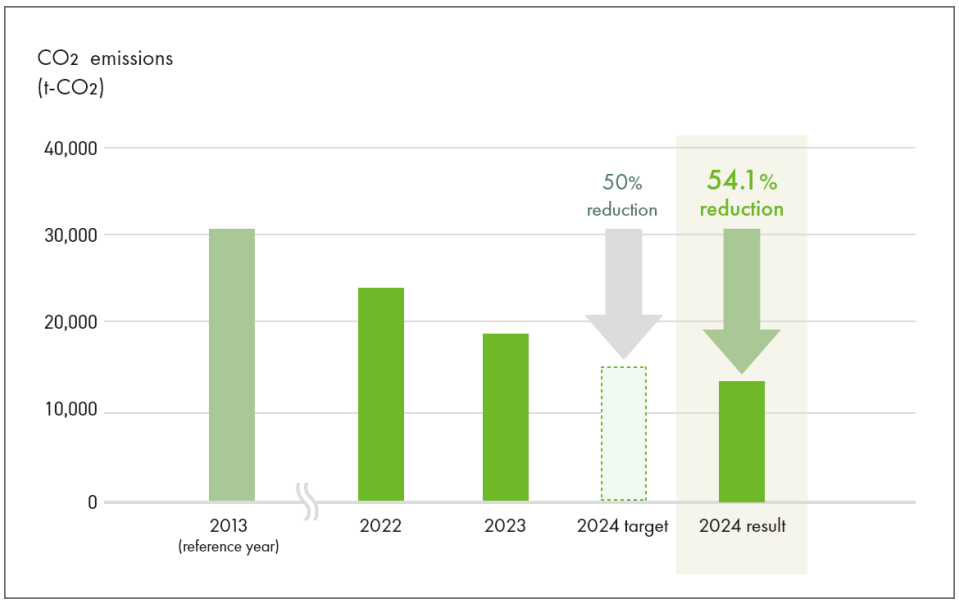
Committing to reach carbon neutrality by 2050, we take action to reduce emissions caused directly by our business activities (scopes 1 and 2) as well as emissions in the supply chain related to business activities across the KOKUYO Group (scope 3).

2024 commitment goal, result

In our third medium-term plan, we set the 2024 commitment goal of reducing emissions by 50% from the 2013 level.

We accomplished this goal. Emissions in 2024 were 54.1% down from the 2013 level.

* Coverage: KOKUYO and its subsidiaries in Japan, including its two special subsidiaries (KOKUYO K Heart and KOKUYO Heartland)



	2013 (reference year)	2022	2023	2024 target	2024 result
CO_2 emissions ($t\text{-}CO_2$)	30,683	24,101	18,741	15,341	14,085
% reduction	-	-21.5%	-38.9%	-50.0%	-54.1%

Science-Based Targets initiative (SBTi) Certification for Our Greenhouse Gas Emissions Reduction Targets

We have obtained short-term Science-Based Targets initiative (SBTi) certification for the targets listed below as stepping stones for achieving carbon neutrality by 2050.

- Reduce total scope 1 and scope 2 greenhouse gas emissions by 42% between 2022 and 2030
- Reduce greenhouse gas emissions from the scope 3 category "purchased goods and services" by 25% between 2022 and 2030
- Have suppliers, responsible for 12.5% of our emissions from "purchased goods and services," set Science-Based Targets initiative (SBTi) goals by 2028

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Setting 2027 commitment goals

We have set the following 2027 commitment goals for “respond to the climate crisis” (one of our material issues) as interim targets towards achieving our 2030 Science-Based Targets initiative goals.

- Reduce total scope 1 and scope 2 greenhouse gas emissions by 35% between 2022 and 2027
- Formulate an action plan for achieving 2030 scope 3 target (25% reduction in greenhouse gas emissions from “purchased goods and services” versus 2022 level)
- Have suppliers, responsible for 125,000 t-CO_2 of our scope 3 emissions, set Science-Based Targets initiative (SBTi) goals

We will expand the coverage of our scope 3 reporting (reporting of supply chain emissions) and work with our suppliers to support the carbon transition.

CLIMATE CHANGE: ACTIONS

Near-term Targets Validated by SBTi
Calculating Our GHG Emissions Volume
Roadmap to 2050 Target for CO2 Reduction
GHG Emissions Reduction
Product CO_2 Visualization

SBTi Certification for Our Greenhouse Gas Emissions Reduction Targets

We recognize climate change as a vital management issue. We have positioned “Respond to the climate crisis” as one of our material issues and are working to reduce our greenhouse gas emissions (Scopes 1 and 2 (*1)).
The Science Based Targets initiative (SBTi)(*2) evaluated our GHG reduction targets on the road to our 2050 carbon neutrality goal and validated them as science-based near-term targets.

- Reduce total scope 1 and scope 2 greenhouse gas (*3) emissions by 42% between 2022 and 2030
- Reduce greenhouse gas emissions from the scope 3 (*1) category “purchased goods and services” by 25% between 2022 and 2030
- Have suppliers, responsible for 12.5% of our emissions from “purchased goods and services,” set Science-Based Targets initiative (SBTi) goals by 2028

We will expand the coverage of our scope 3 reporting and work with our suppliers to support the carbon transition.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

*1 • Scope 1 Direct GHG emissions from operations that are owned or controlled by the reporting company (e.g. emissions from the combustion of fuels by the reporting company)
• Scope 2 Indirect GHG emissions associated with the generation of purchased electricity, steam, or heating consumed by the reporting company
• Scope 3 Indirect GHG emissions other than those in scope 2 that occur in the value chain of the reporting company

*2 Science Based Targets initiative (SBTi)
The SBTi is an international initiative formed in 2015 as a collaboration between four global NGOs: the CDP, the United Nations Global Compact, the World Resources Institute (WRI), and the World Wide Fund for Nature (WWF). It calls on companies to adopt science-based targets for GHG emissions reduction as way of achieving the goals of the Paris Agreement.

*3 GHG stands for greenhouse gases.

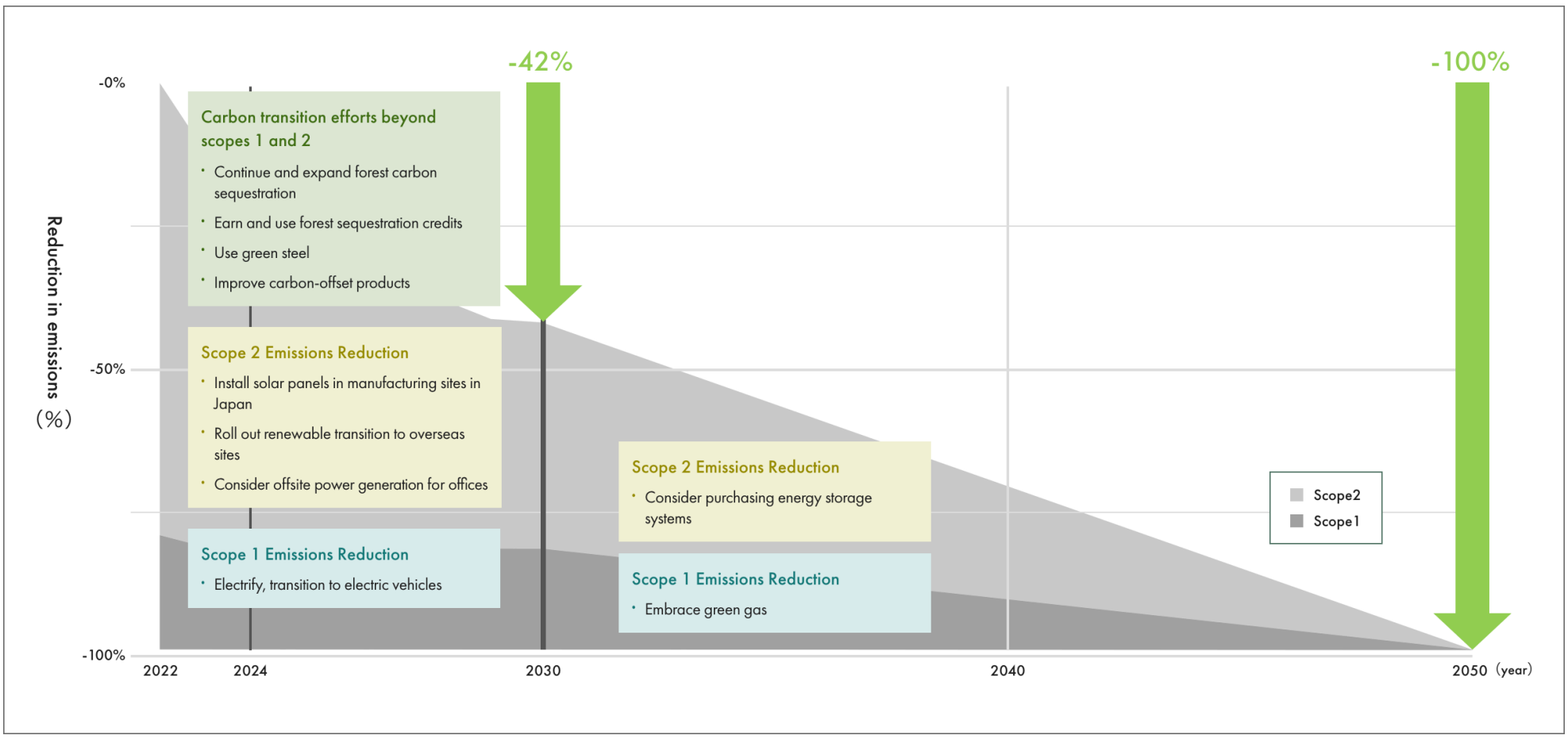
Calculating Our GHG Emissions Volume

Calculating GHG Emissions Volume for 31 KOKUYO Group Companies

We are expanding inclusion in the calculation of GHG emissions volume through our business activities as necessary for reducing emissions in our supply chain.
In 2024, we disclosed the estimated emissions of 31 consolidated subsidiaries (including four newly consolidated that year).
Please see the Sustainability Databank on our website for emissions volumes.

Creating a Roadmap to the 2050 Target for CO_2 Reduction

We have created a roadmap that illustrates the amounts of GHG emissions we will need to reduce to become carbon neutral by 2050.
One way we achieve this goal is to reduce our scope 1 and 2 emissions (emissions from our own operations or energy purchases).
Reducing such emissions is not the only way we drive the carbon transition. As an organization that uses forest resources extensively, we also use forest carbon credits to offset emissions associated with such resource use.



GHG Emissions Reduction

Renewables Shift

Electric power is the major source of our scope 1 and 2 emissions. We are working to shift our supply to renewable energy sources in order to reduce our own greenhouse gas emissions within our supply chain (scopes 1 and 2). We shifted the following domestic sites to renewable energy between 2022 and 2024: the Mie Plant (which manufactures office furniture) in 2022; KOKUYO Product Shiga (which makes notebooks) in 2023; and in 2024, the Shibayama Plant (which manufactures room partitions), KOKUYO MVP's Tottori Plant (which manufactures file binders) and The Campus (our core live office in Shinagawa, Tokyo). These efforts resulted in a 54.1% reduction in our emissions in Japan in 2024 versus the 2013 level.

Overseas, in India we installed solar power plants at KOKUYO Camlin's Tarapur and Patalganga plants. Patalganga's solar energy system was enlarged in 2024. Thanks to these efforts, by 2024, as much as 39% of the energy consumed across KOKUYO Group (which includes overseas businesses) came from non-fossil fuel energy sources.

- 2024 commitment goal, result >
- Sources of scope 1 and 2 emissions >
- Electric Power Consumption, Non-Fossil Fuel Weighting >

Energy Saving

We are working to improve our energy efficiency alongside the transition to renewable energy sources. Energy intensity per unit of sales shows how much power we consume for every unit of sales value. This has continued to improve from a 2022 peak.

Energy Intensity per Unit of Sales >

We had anticipated that plants would use more energy with the rise in production, but we managed to reduce energy use by improving operations and upgrading production equipment.

Company	Base	% reduction
KOKUYO (Malaysia)	Malaysia Plant	-2.2%

Company	Base	% reduction
KOKUYO Supply Logistics Co., Ltd.	Osaka Nanko Distribution Center	-3.8%
	Ibaraki Distribution Center	-3.8%
	Chubu Internet Data Center	-3.1%

KOKUYO Marketing has achieved a sharp reduction in power consumption at many of its 22 offices throughout Japan by insisting that air-conditioning is set at an appropriate temperature, improving working practices through having its staff leave the office on time and utilizing co-working spaces, and implementing a turn-down-the-lights campaign. This success is backed by the provision of environmental education to its staff. The company raised environmental-consciousness among its employees through initiatives such as annual e-learning and the disclosure of each individual office's energy consumption.

Company	Base	% reduction
KOKUYO Marketing Co., Ltd.	Tachikawa Office	-21.0%
	Nagano Office	-11.3%
	Kyoto Office	-6.0%
	Wakayama Office	-16.7%
	Kumamoto Office	-5.3%
	Miyazaki Office	-13.8%

Product CO_2 Visualization

For our main products, we estimate the total product carbon footprint (PCF), meaning the carbon footprint generated across the whole of the product life cycle, from the procurement or raw materials to the time of final disposal or recycling.

From 2010 to 2023, we estimated total PCF independently. However, we now adopt follow industry standards in our calculations. For stationery and office supplies, we follow the calculation rules of the All Japan Stationery Association. For office furniture, we follow the calculation rules of the Japan Office and Institutional Furniture Association. These industrial associations issued these standards in March 2024 in response to the passing of the 2023 Act on Promoting Green Purchasing, which set out requirements related to the carbon footprint of stationery and office furniture.

As well as following these industry standards, we adhere to a PCF scheme that Osaka Prefecture launched in conjunction with the 2025 Osaka Expo. The scheme encourages companies that have best practices in calculating supply chain emissions. Its purpose is to encouraging companies to generate data that visually illustrates such emissions.

The results of this calculation exercise are as follows.

Carbon Footprint Calculation for KOKUYO Products

For reference: See here for the results of the "carbon footprint system pilot program" implemented in 2010 (run by METI and related ministries and agencies).

Action related to carbon footprint (2010) >

ENVIRONMENT

CARBON FOOTPRINT ACTIONS (2010)

What is Product Carbon Footprint (PCF) ?
Calculating PCF
Results of PCF Calculations

What is Product Carbon Footprint (PCF) ?

Product carbon footprint (PCF) represents the total amount of carbon dioxide generated in the life cycle of a product.



Carbon Footprint Label

This label is used to indicate the carbon footprint of the product in question.*
The label depicts a weighing scale. The weight displayed on the scale plate indicates the product's carbon footprint (the amount of carbon dioxide generated in the product's life cycle). Carbon footprint is a measure of environmental impact.

* This label design is used in government pilot program for PCF calculation (the program, whose title translates as "carbon-footprint-system pilot program," is run by METI in collaboration with other government entities).

PCF: CO_2 Generated in a Product's Life Cycle

Products we use every day consume plenty of energy across their life cycle, which includes procuring raw materials, producing the product, distributing it, disposing of it, and recycling it. Most of this energy is generated from fossil fuels such as oil. How much carbon dioxide do all these fossil fuels generate ? The carbon footprint tells you how much carbon dioxide was generated in the product's life cycle.

Considering Environmental Impacts across the Product's Life Cycle

We have a longstanding commitment to understanding the environmental impacts across the life cycles of our products. For many years, we have used our own scheme for indicating such impacts. That is, we have labeled products with the "eco-batsu" label. The label indicates products with inadequate environmental consideration at four stages of the life cycle: production, transportation, use, and disposal. Indicating this information encourages efforts to reduce the environmental impact and assess CO_2 emissions at each of these stages.

Knowing the Carbon Footprint is a First Step to Carbon Reduction

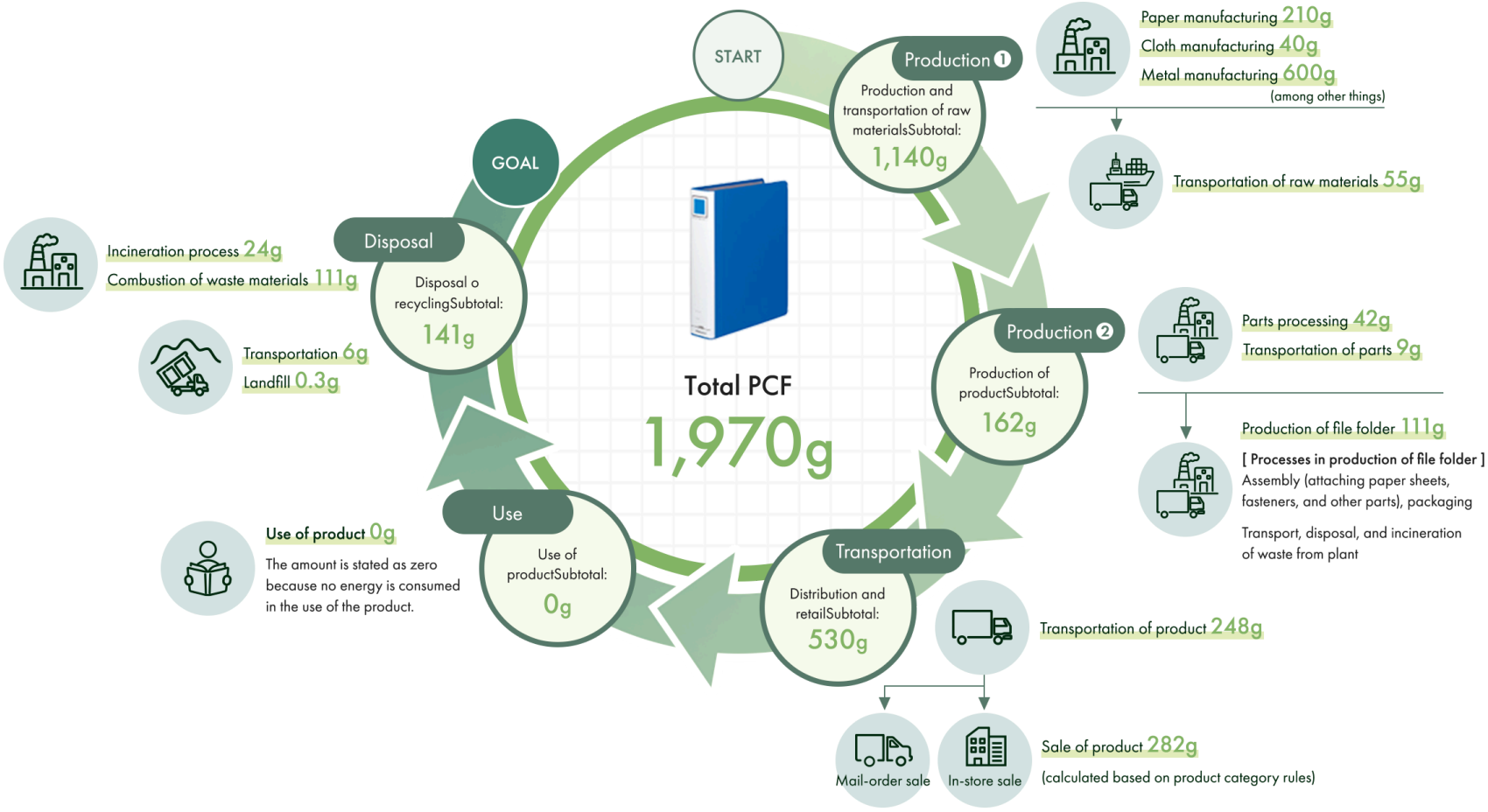
While PCF represents the amount of carbon dioxide generated in the life cycle of a particular product, we can also measure the carbon footprint at a particular stage of the life cycle. By understanding which life cycle stages have higher carbon footprints than others, we can act more effectively to reduce the overall environmental impact. When this information is displayed on products, customers can make sustainable choices when purchasing products and have a better idea about how to use these products.

Calculating PCF

An example of the life cycle of a KOKUYO product

The example shown below illustrates the amounts of carbon dioxide generated at different stages of the product life cycle.

* The product in this example is a tube file (Ecotwin-R: フ－RT650B)



* In the case of this product, the subtotals and total have been rounded to three significant digits (which may include a decimal).

This is the life cycle for one of our tube files. Across this life cycle, a total of 1,970 grams of carbon dioxide is generated.

The total decreases by around 880 grams if the user reuses the fasteners and dividing cards and uses a replacement cover (in the case of フ-RT650B).

Results of PCF Calculations

Shown below are the results of our PCF calculations.

Product series: Tube file Ecotwin-R

Product in question		Carbon footprint by stage					
No.	Product code / Description	Procurement of raw materials	Production	Distribution, retail	Use, maintenance	Disposal, recycling	Total
CV-AR-013	7-RT630B A4 / 30mm, blue	1,040g	160g	486g	0g	122g	1,810g

Product in question		Carbon footprint by stage					
No.	Product code Description	Procurement of raw materials	Production	Distribution, retail	Use, maintenance	Disposal, recycling	Total
CV-AR-014	7-RT630C A4 / 30mm, silver	1,040g	160g	486g	0g	122g	1,810g
CV-AR-015	7-RT640B A4 / 40mm, blue	1,080g	160g	505g	0g	126g	1,870g
CV-AR-016	7-RT640C A4 / 40mm, silver	1,080g	160g	505g	0g	126g	1,870g
CV-AR-017	7-RT650B A4 / 50mm, blue	1,140g	162g	530g	0g	141g	1,970g
CV-AR-018	7-RT650C A4 / 50mm, silver	1,140g	162g	530g	0g	141g	1,970g
CV-AR-019	7-RT660B A4 / 60mm, blue	1,190g	163g	551g	0g	145g	2,050g
CV-AR-020	7-RT660C A4 / 60mm, silver	1,190g	163g	551g	0g	145g	2,050g
CV-AR-021	7-RT670B A4 / 70mm, blue	1,250g	165g	575g	0g	165g	2,160g
CV-AR-022	7-RT670C A4 / 70mm, silver	1,250g	165g	575g	0g	165g	2,160g
CV-AR-023	7-RT680B A4 / 80mm, blue	1,320g	166g	600g	0g	168g	2,250g
CV-AR-024	7-RT680C A4 / 80mm, silver	1,320g	166g	600g	0g	168g	2,250g

Product series: Replacement cover for tube file Ecotwin-R

Product in question		Carbon footprint by stage					
No.	Product code Description	Procurement of raw materials	Production	Distribution, retail	Use, maintenance	Disposal, recycling	Total
CV-AR-001	7-RH630B Replacement paper (for 7-RT630B)	447g	123g	338g	0g	113g	1,020g
CV-AR-002	7-RH630C Replacement paper (for 7-RT630C)	447g	123g	338g	0g	113g	1,020g
CV-AR-003	7-RH640B Replacement paper (for 7-RT640B)	443g	122g	346g	0g	116g	1,030g
CV-AR-004	7-RH640C Replacement paper (for 7-RT640C)	443g	122g	346g	0g	116g	1,030g
CV-AR-005	7-RH650B Replacement paper (for 7-RT650B)	477g	125g	361g	0g	131g	1,090g
CV-AR-006	7-RH650C Replacement paper (for 7-RT650C)	477g	125g	361g	0g	131g	1,090g
CV-AR-007	7-RH660B Replacement paper (for 7-RT660B)	466g	124g	369g	0g	134g	1,090g
CV-AR-008	7-RH660C Replacement paper (for 7-RT660C)	466g	124g	369g	0g	134g	1,090g
CV-AR-009	7-RH670B Replacement paper (for 7-RT670B)	505g	126g	382g	0g	153g	1,170g
CV-AR-010	7-RH670C Replacement paper (for 7-RT670C)	505g	126g	382g	0g	153g	1,170g
CV-AR-011	7-RH680B Replacement paper (for 7-RT680B)	552g	127g	397g	0g	157g	1,230g
CV-AR-012	7-RH680C Replacement paper (for 7-RT680C)	552g	127g	397g	0g	157g	1,230g

Product series: Ecotwin-R made with timber harvested in forest-thinning operations

Product in question		Carbon footprint by stage					
No.	Product code / Description	Procurement of raw materials	Production	Distribution, retail	Use, maintenance	Disposal, recycling	Total
CV-AR-025	7-RTK6100B A4 / 100mm, blue	1,440g	167g	643g	0g	188g	2,440g
CV-AR-026	7-RTK630B A4 / 30mm, blue	1,100g	157g	482g	0g	122g	1,860g
CV-AR-027	7-RTK650B A4 / 50mm, blue	1,200g	160g	527g	0g	141g	2,030g
CV-AR-028	7-RTK660B A4 / 60mm, blue	1,250g	161g	549g	0g	145g	2,110g
CV-AR-029	7-RTK680B A4 / 80mm, blue	1,350g	164g	594g	0g	111g	2,220g

* In the above calculations, we used the following parameters.

- Product category rule (PCR) title: File binder
- PCR code: PA-AR-01
- In January 2022, we launched KOKUYO-Style Hybrid Work as a post-pandemic workstyle. We updated our guidelines accordingly.
- Common database for intensity: The provisional database provided in the government pilot program mentioned earlier (“carbon-footprint-system pilot program”).

Low partition flexcell

Product in question		Carbon footprint by stage					
No.	Product code / Description	Procurement of raw materials	Production	Distribution, retail	Use, maintenance	Disposal, recycling	Total
CV-AK-001	PP-FX0911 P 81 HYNB3 W900×H1135mm	31kg	7kg	3kg	0kg	5kg	46kg
CV-AK-001	PP-FX0911 P 81 HYN52 W900×H1135mm	31kg	7kg	3kg	0kg	5kg	46kg
CV-AK-001	PP-FX0911 P 81 HYN22 W900×H1135mm	31kg	7kg	3kg	0kg	5kg	46kg

Product in question		Carbon footprint by stage					
No.	Product code Description	Procurement of raw materials	Production	Distribution, retail	Use, maintenance	Disposal, recycling	Total
CV-AK-001	PP-FX0911 P 81HYNA2 W900×H1135mm	31kg	7kg	3kg	0kg	5kg	46kg
CV-AK-001	PP-FX0911 P 81HYNB6 W900×H1135mm	31kg	7kg	3kg	0kg	5kg	46kg
CV-AK-001	PP-FX0911 P 81HYN54 W900×H1135mm	31kg	7kg	3kg	0kg	5kg	46kg
CV-AK-001	PP-FX0911 P 81HYN24 W900×H1135mm	31kg	7kg	3kg	0kg	5kg	46kg
CV-AK-001	PP-FX0911 P 81HYNA5 W900×H1135mm	31kg	7kg	3kg	0kg	5kg	46kg
CV-AK-002	PPS-FXP11 P 81 Corner post（H1135mm）	21kg	1kg	≤1kg	0kg	1kg	23kg

Storage cabinet Edia

Product in question		Carbon footprint by stage					
No.	Product code Description	Materials of raw materials	production	Distribution, retail	Use, maintenance	Disposal, recycling	Total
CV-AK-003	BWU-K59SAW、BWUB-S9SAW Open storage unit（W900×H1110×D450mm）	89kg	27kg	7kg	0kg	1kg	124kg
CV-AK-003	BWU-K59SAW、BWUB-S9F4 Open storage unit（W900×H1110×D450mm）	89kg	27kg	7kg	0kg	1kg	124kg
CV-AK-003	BWU-K59F1、BWUB-S9SAW Open storage unit（W900×H1110×D450mm）	89kg	27kg	7kg	0kg	1kg	124kg

Product in question		Carbon footprint by stage					
No.	Product code Description	Materials of raw materials	production	Distribution, retail	Use, maintenance	Disposal, recycling	Total
CV-AK-003	BWU-K59F1、BWUB-S9F4 Open storage unit (W900×H1110×D450mm)	89kg	27kg	7kg	0kg	1kg	124kg

* In the above calculations, we used the following parameters.

- PCR title: Office furniture
- PCR code: PA-AK-01
- Common database for intensity: The provisional database provided in the government pilot program mentioned earlier (“carbon-footprint-system pilot program”).

The PCF amounts presented above have been verified under the government pilot program mentioned earlier (“carbon-footprint-system pilot program”).



* In the case of file folder products, the subtotals and total have been rounded to three significant digits (which may include a decimal). In the case of office furniture, they have been rounded to the nearest whole number. The breakdowns may differ from the data shown on the carbon footprint website.

* The calculations were made during the pilot stage of the government scheme in March 2010. The results are subject to change in the case the scheme is reformed. They may not be comparable to the equivalent calculations made by other companies.

* We have no plans at present to display the carbon footprint on the product itself.

ENVIRONMENT

RECYCLING

We want to use the planet's limited resources efficiently in delivering value to customers. Accordingly, we have been working to recycle more of our waste and to develop ecologically sustainable products and services. As an organization that provides products that are as accessible to as many people as possible, we also aim to promote individuated zero-waste lifestyles. We will engage partners and customers in our efforts to help build a circular economy, one that recycles and reuses rather than wastes.

Material issues and performance

See Goals and Results: Strategic theme 3-2.

Goals and Results >

Processes in place

Circular business guidelines: SUTENAI CIRCLE

One of our material issues is to contribute toward a circular economy with the ideal outcome being a scenario in which our collaboration with partners and customers leads to a zero-waste society. To achieve this outcome, we developed SUTENAI CIRCLE, a set of circular business guidelines, in 2023. The policy is designed to support closed-loop recycling through seven processes labeled A to G, especially use (D), collection (E), and recycling (F). Through communication with users and the venous industry, we will shift to truly circular products and roll out services for circulation.

SUTENAI CIRCLE*

* Japanese Only

Use D

Support the desire not to be wasteful

- Information and services supporting longer product lifespan
- Power saving

Distribution and delivery C

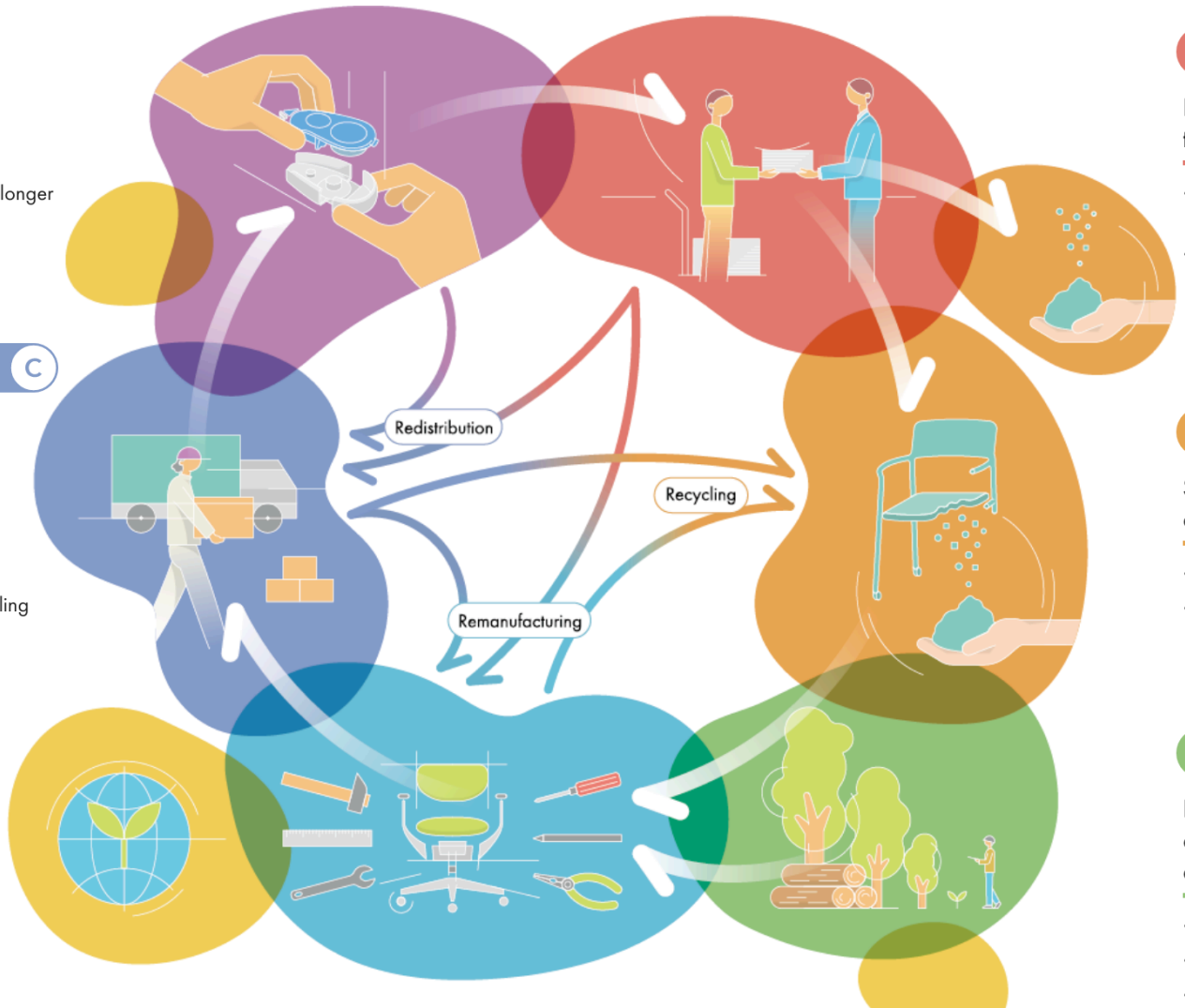
Reduce resource waste in distribution and delivery

- Less packaging, recycling, reuse, decarbonization
- More efficient delivery
- Appropriate redistribution and recycling of returned or unsold merchandise

Safety G

No use of hazardous substances

- Prevent environmental pollution
- No threat to human health



Design and manufacturing B

Design and manufacturing with use, recovery and recycling in mind

- Materials and design innovations ensuring long product lifespan
- Seek materials and designs that facilitate collection and recycling
- Product designs that use resources efficiently

Collection E

Help people get rid of unwanted things with peace of mind

- Provide information and services supporting circulation
- Promote a pro-circularity mindset

Recycling F

Seek recycling technologies and routes

- Build traceable recycling routes
- Appropriate redistribution and recycling of collected items

Resource procurement A

Resource recycling and climate change taken into account

- Use fewer resources
- Use certified or traceable materials
- Use recycled materials (us and our partners)
- Switch to low carbon materials

Actions

Products and services integrating circularity principles



Organization-wide:

Tsunage Loopa (an experiential learning program)



Stationery Business:

Tsunage Loopa edition of Campus notebooks



Furniture Business:

Long-life design







Business Supply Distribution:

Loopa (office wastepaper recycling)

Interior Retail Business:

Helping maximize the lifespan of furniture

Efforts in logistics operations:

Cleaning service to make furniture as good as new

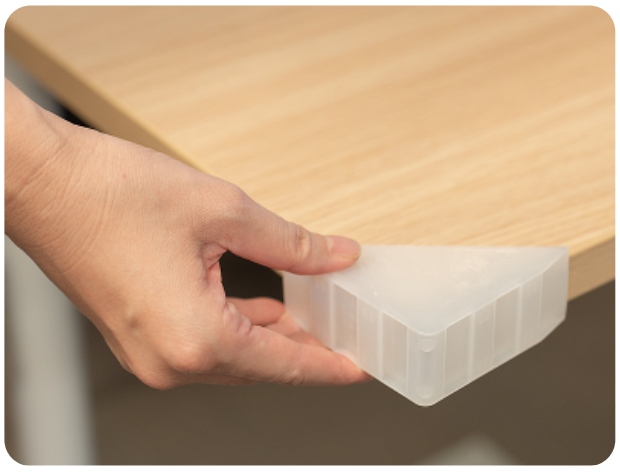
Reducing and recycling



Reducing and recycling at Shibayama plant



Resource-efficient deliveries (using foldable crates instead of cardboard boxes)



Returning and reusing buffer packaging materials



Recycling stretch film used in warehouses



Reusing and recycling collected furniture

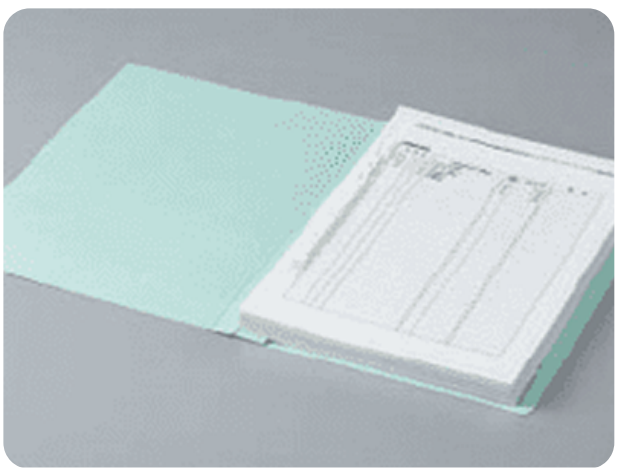
Reducing and recycling plastic waste



Loopa (office plastic waste recycling)



Switching to paper packaging



The All-Paper series

Third-party recognition

Kaunet Loopa and Kaunet Loopla win fiscal 2024 Good Design Award*

*Japanese Only

Related data

Resource Saving and Recycling >

Efforts to recycle plastic >

RECYCLING: ACTIONS

Products and Services Integrating Circularity Principles
Reducing Waste and Recycling
Reducing and Recycling Plastic Waste

Products and Services Integrating Circularity Principles

CASE | Organization-Wide: Tsunage Loopa (an Experiential Learning Program)

Tsunage Loopa is an environmental education program that prompts participants to think about how we can look after our planet. The program brings together schoolkids in Japan, who use notebooks, KOKUYO, which makes the notebooks, and anyone engaged in recycling. In the program, schoolkids bring in used notebooks for recycling and get to see and touch the result of the recycling—new notebooks that are partly made from the old notebooks. This experience helps transform attitudes about recycling and pave the way toward a more sustainable future. As of March 2025, a total of 193 schools (roughly 52,000 pupils) have participated in this program, returning some 34,000 notebooks (roughly 4.7 tons) to us.



CASE | Stationery Business: Tsunage Loopa Edition of Campus Notebooks

We have released a special edition of Campus notebooks for elementary school students. The front and back covers are made from used notebooks that were returned by elementary schools participating in Tsunage Loopa. In this way, we are creating a notebook-to-notebook recycling loop that delivers notebooks back to the customer with no loss in the value of the materials. We hope that the product prompts people to think about non-wasteful ways of using many other kinds of products.



CASE | Furniture Business: Long-Life Design

We have adopted the Co.S.M.O concept, in which we use a platform for multiple furniture series, allowing for modular elements that can be reassembled and replaced as necessary. Co.S.M.O furniture has durable core structures and units with environmentally friendly designs that make the furniture as light and compact as possible, minimizing CO_2 emissions during transportation. For long-selling furniture models, we extended our warranty from three to ten years in 2022. Through measures such as this, we are committing to maximizing the useful lifespan of our products and services.



CASE | Business Supply Distribution: Loopa

Kaunet Loopa is a simple, convenient, and reliable service for recycling office wastepaper. The program now collects and recycles paper packs, paper cups, confidential documents, and miscellaneous wastepaper. To facilitate the recycling of many more materials, we will incorporate a design-for-recyclability strategy (using design and manufacturing processes that enable recycling).



CASE | Interior Retail Business: Helping Maximize the Lifespan of Furniture

To reduce furniture waste, we have three services that help maximize the lifespan of furniture.

1. We offer a repair service that extends the furniture's lifespan.
2. When users have no alternative but to discard furniture (such as when the family composition has changed or when they move house), we offer to buy back the furniture and upcycle it.
3. We recycle 100% of worn-out or broken furniture.



CASE | Efforts in Logistics Operations: Cleaning Service to Make Furniture as Good as New

We offer a cleaning service for fabric products such as office chairs, sofas and low-level partitions, as well as for other office furniture, including desks and storage units. Using specialized cleaning equipment (in the case of fabric products), we remove sweat stains, hand marks, dust and other dirt that has built up over years of use. We also clean all items as their (non-fabric) surfaces and structural parts require and return them to the customer as good as new.

In this way, the cleaning service helps extend the useful lifespan of valued furniture. Office furniture that is cared for in this way makes for a pleasanter working environment. At the moment this service is only available in the Tokyo area but we plan to expand it to other areas in the future.
*An item's condition or materials, the type of dirt or how long it has gone uncleaned may make it impossible to clean items in some cases.



Reducing Waste and Recycling

The volume of waste materials generated by KOKUYO's and our 30 consolidated subsidiaries' business offices in 2024 was 20,314 tons (previous year: 21,153 tons), and the recycling rate was 95.7% (previous year: 94.6%). We generated 4,451 tons of waste materials on worksites (previous year:3,992 tons) with a recycling rate of 82.9% (previous year: 82.1%). We have clarified the responsibilities of the prime contractor for worksite waste disposal and made worksites more responsible for not generating waste in the first place. We started working to reduce the amount of waste generated by our worksites by, for example, reviewing our parts and materials ordering processes. As waste materials generated on worksites are not homogenous, it is often difficult to recycle, as a given batch can contain various types of waste. Nevertheless, we will continue to strive to dispose of our waste properly and to increase our recycling rate to 100%, as well as to reduce the volume of waste generated to start with.

Office Waste Volume >

Reducing

CASE | Reducing and Recycling at Shibayama Plant

The Shibayama Plant is working to increase its recycling rate and to boost the percentage of materials recycled for use as resources. It raised this to around 49.6% in 2024 by correctly sorting its industrial waste and by seeking help from a waste-management provider that can recover materials from glass waste, which was previously unable to recycle. The plant will continue to go further in reducing and recycling its waste.



Reusing

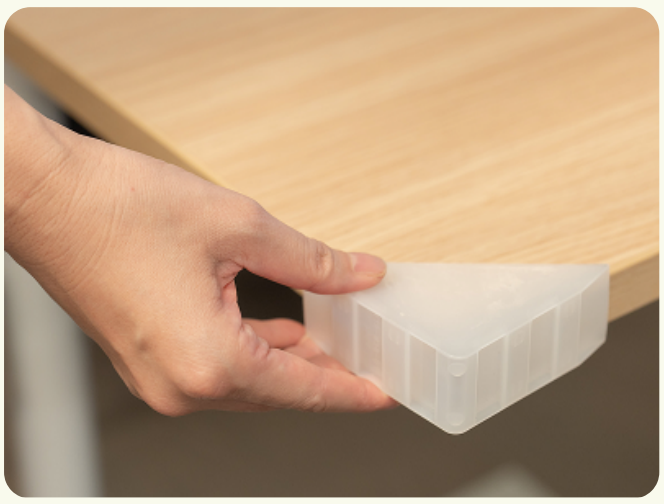
CASE | Resource-Efficient Deliveries (Using Foldable Crates Instead of Cardboard Boxes)

KOKUYO products are now delivered to retailers in foldable crates to minimize the use of packaging materials. Normally, the products would be delivered in cardboard boxes, which the retailers would have to dispose of themselves. The switch to foldable crates minimizes resource use. Moreover, we periodically collect the crates, which helps inculcate a commitment to a sustainable circular economy in our distribution channels.



CASE | Returning and Reusing Buffer Packaging Materials

We encourage our distribution channels to return buffer packaging materials (cushioning material that protects the contents from shocks) so that they can be reused. We have started reusing coverings that protect desk corners and door stoppers used to keep storage unit doors from opening. By recovering and reusing these materials, rather than allowing them to be thrown away after delivery, we are supporting the more efficient use of plastic resources.



Reusing, Recycling

CASE | Recycling Stretch Film Used in Warehouses

Kaunet's warehouses and KOKUYO Logitem's distribution centers use stretch film to prevent goods from shifting and falling. We now recover this for reuse after intermediate processing. By recovering materials that would previously have been disposed of and reusing them as materials in our products, we are reducing resource usage in product manufacture and the amount of plastic waste incinerated, thereby contributing to an environmentally friendly circular economy.



CASE | Reusing and Recycling Collected Furniture

We continue to run a collect and reuse/recycle scheme. After delivering products, we offer to take away the customer's disused products so that they can be reused and recycled if their condition permits. In 2024, KOKUYO Logitem collected around 3,491 tons of used office furniture (desks, chairs, and so on). Around 625 tons of the collected furniture was salvaged for reuse. The remainder was dismantled and sorted for recycling.



A desk being dismantled and sorted

Reducing and Recycling Plastic Waste

In 2024, the KOKUYO Group generated 3,651 tons of plastic waste, of which we recycled 88.2%. Our distribution business generated the most plastic waste and our worksites and retail and services businesses also generated a lot. Alongside working to reduce the volume of plastic waste we generate, we are also making efforts to boost the recycling rate and the quality of our recycling (transition from thermal recycling, which focuses on using waste as a fuel source, to material recycling, which focuses on turning waste into new products).

Data Relating to Waste Plastic Generated as Industrial Waste at Our Domestic Business Sites Based on The Plastic Resource Circulation Act ›

CASE | Plastic Recycling Service Loopla and Reuse within the KOKUYO Group

Kaunet, the online office products sales arm of the KOKUYO Group, offers the Loopla plastic recycling service. It recovers used clear plastic folders and reuses the plastic in office furniture parts, stationery and office products such as desk organizers.
A wide range of product lines, including popular office furniture series COODE, FABRE and picoraLivina, have used plastic recovered in this way in the manufacture of new products for 2025. We aim to bring this clear folder recovery and recycling service to the attention of more of our customers and to promote its spread.



CASE | Switching to Paper Packaging to Reduce Plastic Use

Focusing on the introduction of more eco-friendly paper packaging. We started to use plastic-free paper packaging for our SAXA brand scissors and Harinacs stapleless staplers in December 2024. This saves around 11 tons of plastic a year*.
The nature of the paper packaging allows us to print concise product information and a design on the front and information about what uses the product can be put to on the back, with an aperture enabling customers to see its texture. These innovations make it easier to communicate these brands and their features and functions to our customers.

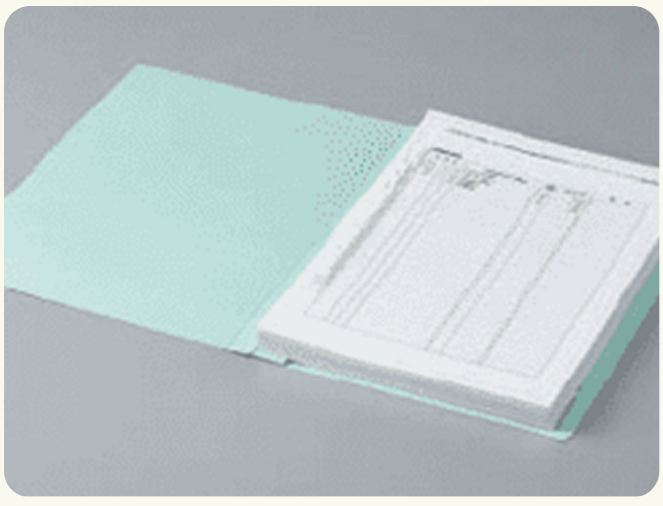
* Based on the total volume of plastic used in the previous blister packs for SAXA scissors and Harinacs stapleless staplers shipped annually



CASE | The All-Paper Series

This is a series of filing products made entirely from paper. When first launched in March 2004, customers liked these products because they could be disposed of without having to separate out different types of waste. With rising awareness of the problem of plastics in our oceans, they have recently gained plastic-free eco-friendly appeal.

The All-Paper series is involved in the Ministry of the Environment's Plastics Smart Campaign, which focuses on the global problem of ocean plastics. The campaign facilitates action on this problem through partnership with a wide range of individuals, local governments, NGOs, companies, and research agencies. We will continue to seize on the latest technologies to tackle the plastics problem.



Large-capacity flat file (from the All-Paper series)

ENVIRONMENT

COEXISTENCE WITH NATURE

Conservation of forests is a major imperative for us since we use timber in many of our business operations, including the production of mainstay products such as notebooks and office furniture. Over the years, we have worked to conserve biodiversity and reduce our use of hazardous materials in order to minimize our impact on the environment. We will monitor and take steps to improve our impact on the environment so that we can balance business activities with natural capital for a healthier planet.

Material Issues and Performance

See Goals and Results: Strategic Theme 3-4.

Goals and Results >

Policy

KOKUYO Group Timber Procurement Policy

In 2011, we released the KOKUYO Group Timber Procurement Policy to enshrine our commitment to sustainable use of forest resources. Since our foundation, timber has served as an important resource in our products, such as paper. Recognizing the vital role that forests have played, we will continue to uphold our commitment to balancing business development with conservation of forestry resources. As part of this, we will ensure that our timber procurement is legal, transparent, and sustainable so that our carbon footprint is minimal and so that biodiversity is preserved.

KOKUYO Group Timber Procurement Policy

In procuring forest resources, we pledge to observe the following principles and continually strive for more ethical and sustainable procurement.

1. Make procurement more transparent, mindful of the problem of illegal logging and related timber trade
2. Choose timber suppliers in a more meticulous and scrupulous way to promote the sustainable use of forest resources
3. Recognize the valuable roles that forests play in local communities and ensure that procurement activities preserve and facilitate these roles

Effective Date: January 1, 2011
Revised Date : December 1, 2025

KOKUYO Co., Ltd.
Director,
Representative Corporate Officer,
President and CEO
Hidekuni Kuroda

KOKUYO Group Timber Procurement Policy Japanese [PDF:225KB]

KOKUYO Group Timber Procurement Policy English [PDF:71KB]

KOKUYO Group Paper and Timber Procurement Standards

In April 2024, we established the KOKUYO Group Paper and Timber Procurement Standards. We satisfy these standards in our procurement of paper and timber. We will go further in ensuring that our procurement activities are sustainable—and that respect for people's safety and human rights is upheld across our supply chain.

KOKUYO Group Paper and Timber Procurement Standards

KOKUYO's businesses rely significantly on paper products, timber, and other blessings of nature. As paper and timber are renewable raw materials, KOKUYO's businesses can be sustainable by using properly managed paper and timber. However, if the natural environment that supplies such resources is not properly conserved, it will also be impossible to sustain KOKUYO's businesses. Keeping this point firmly in mind, we will undertake sustainable procurement while properly conserving or strengthening biodiversity and ecosystems that are the foundation of our businesses as well as considering the safety and human rights of everyone in our supply chain.

1. For both paper and timber, in principle, we will prioritize the use of certified raw materials* that are trusted internationally.
2. If there are unavoidable circumstances such that certified raw materials cannot be used, we will use legal paper products and timber for which the following items can be confirmed.
   (1) The raw material can be properly traced back to its most upstream place of production.
   (2) Documents can be obtained certifying that the raw material complies with the laws and regulations of the country in which it was produced.
   (3) The raw material does not come from a species that is under threat of extinction.
   (4) The raw material does not have an adverse impact on natural ecosystems.
   (5) The raw material does not have an adverse impact on local environments and communities.
3. For recycled raw materials, we will only use legal paper and timber recycled from raw materials on the market.
4. We will always monitor the proportion of raw materials falling under the above conditions. We aim to make the proportion of raw materials falling under the above conditions reach 100% by 2030.
5. Even if a raw material is certified, if there are doubts about its sustainability, we may suspend procurement temporarily until we can confirm that it meets the standards.

Although the above procurement standards apply to paper and timber, we will also undertake the procurement of other raw materials in accordance with the standards and develop separate procurement standards in the future.

* Currently, systems for such certified raw materials include the Forest Stewardship Council® (FSC®) and the Programme for the Endorsement of Forest Certification (PEFC).

Effective Date: April 1, 2024

KOKUYO Co., Ltd.
Director,
Representative Corporate Officer,
President and CEO
Hidekuni Kuroda

KOKUYO Group Paper and Timber Procurement Standards Japanese [PDF:349KB]

KOKUYO Group Paper and Timber Procurement Standards English [PDF:89KB]

Actions

Disclosures aligned with the TNFD recommendations

As an organization that uses forest resources, we are committed to understanding biodiversity and raw material risks and to ascertaining environmental risks pertaining to our business sites and the surrounding areas. As part of this, we keep track of developments related to the Taskforce on Nature-related Financial Disclosures (TNFD) and follow the TNFD recommendations. That is, for nature-related matters, we develop organizational processes, evaluate and act on priority issues, and improve the quality of disclosures.

Disclosures aligned with the TNFD recommendations >

Sustainable Timber Use

Certifications as a Procurer of Legal and Sustainable Timber >

How We Have Used Forest Resources in Furniture Products, Due-Diligence Review >

Results of Due Diligence Review of Timber Compliance (in Accordance with Timber Legality Certification Due Diligence System Manual —Furniture Edition) >

Products and Services Embodying Coexistence with Nature



Yuimori (Wooden Furniture) >



EF Counter, Featuring Modesty Panels Made from Locally Sourced Timber >



FSC Certification >

Environmental Conservation



Yui-no-Mori Project (Forest Conservation) >



ReEDEN Project (Reedbed Conservation) >

Managing Water Risks

Awareness of Water Risks >

Compliance with Water-related Laws, Regulations and Standards >

Initiatives to Save Water >

Awards and Accolades

Yuimori (a brand of sustainable wooden furniture) honored at Japan Wood Design Award 2023* >

Yuimori (a brand of sustainable wooden furniture) earns top prize at the 6th EcoPro Awards* >

* Japanese Only

Related data

Forest Resources >

Water Resources >

ENVIRONMENT

DISCLOSURES ALIGNED WITH THE TNFD RECOMMENDATIONS

As an organization that uses forest resources, we are committed to understanding biodiversity and raw material risks and to ascertaining environmental risks pertaining to our business sites and the surrounding areas. As part of this, we keep track of developments related to the Taskforce on Nature-related Financial Disclosures (TNFD) and follow the TNFD recommendations. That is, for nature-related matters, we develop organizational processes, evaluate and act on priority issues, and improve the quality of disclosures.

Governance

The KOKUYO group regards contributing toward a society that coexists with nature as a key element of sustainability. As with other important aspects of sustainability, we take a holistic approach to managing issues relating to biodiversity and the natural environment within our organizational infrastructure for sustainability.
We have an organizational framework for facilitating nature-positive actions such as preserving or restoring biodiversity. Specifically, under the supervision of the Board of Directors, the Sustainability Committee identifies nature-related risks so that the management can incorporate the information into strategic planning and take the decisions and actions necessary to mitigate the risks. The Sustainability Committee manages and monitors biodiversity and other important sustainability matters in an integrated manner. To supervise this process effectively, the Board of Directors hears reports from the committee twice a year and then deliberates on nature-related risks and other sustainability issues. The board also makes decisions on any sustainability matter that is strategically significant.

The Sustainability Committee's membership consists entirely of managing officers and it is chaired by the Managing Officer of the CSV Division. The Committee monitors social and environmental trends to identify strategic concerns related to sustainability. It then formulates action plans and allocates budgetary resources for addressing these concerns. Regarding biodiversity, our Environment Subcommittee (a subcommittee of our Sustainability Committee) collaborates with the managers responsible for each business division to identify risks, incorporate the findings into strategic planning, and spearhead organization-wide efforts to solve issues.

When it comes to supply chain management, we have established the KOKUYO Group Sustainable Procurement Policy and Guidelines to clarify internal controls and build trust with suppliers. The Sustainability Committee monitors supply chain engagement to check whether it aligns with the policy and guidelines, contributing to effective supervision of risks and opportunities across the supply chain. Since timber resources are particularly important to KOKUYO Group, we also established, separately from these policy and guidelines, the KOKUYO Group Policy on Timber Procurement and KOKUYO Group Standards for Paper and Timber Procurement to help keep timber procurement is legal, transparent, and sustainable, ensuring harmony between business growth and forests.

Strategies

The LEAP approach designed by the Taskforce on Nature-related Financial Disclosures (TNFD) enables us to identify our dependencies and impacts on nature and our nature-related risks and opportunities, and informs our deliberations on measures to reduce our environmental footprint and to address these risks and opportunities.
In implementing the LEAP approach, we determine the business assets and regions and the commodities (natural resources at the furthest upstream reaches of our supply chain) for analysis with reference to the TNFD general requirements for disclosure and analyze by business segment.
In fiscal 2024, we conducted the LEAP analysis on our Stationery Businesses (manufacture, procurement and sale of notebooks and other office supplies), having identified paper as a commodity with significant impact on nature and because paper-related products account for a large share of KOKUYO Group's entire inventory.
The entities analyzed were the main group production assets for these businesses and the supply chain for key raw material paper. The analysis involved researching and analyzing the environmental impacts of the chain of business processes and the anticipated risks and opportunities.
Figure 1 shows the series of processes in the LEAP survey and analysis. Table 1 shows the external tools and databases we used in the survey and analysis.

Figure 1. LEAP processes

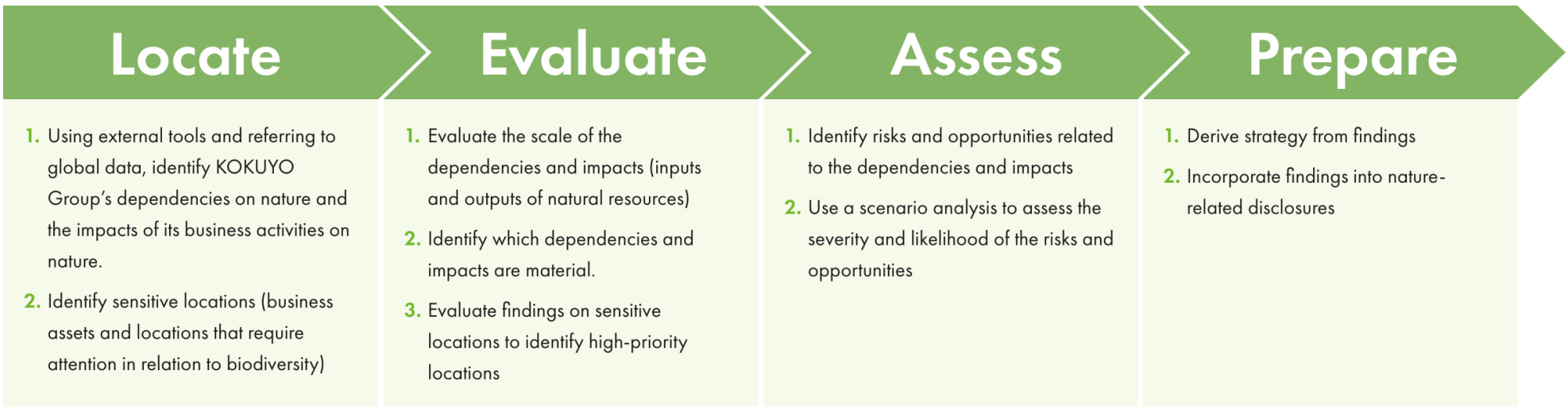


Table 1. External tools and information used in analysis

Title	Description	Stage in which used	Provider or developer
ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure)	ENCORE is a tool for analyzing an organization's exposure to nature-related risks and determining its dependencies and impacts on nature. We used it to identify the dependencies on nature of our operations and those of our supply chain.	Locate Evaluate	Natural Capital Finance Alliance (NCFA)
Global Forest Watch	Global Forest Watch is an online application that provides satellite data for monitoring forest conditions in real time. We used it to monitor the forested areas from which KOKUYO Group timber is sourced.	Locate Evaluate	World Resources Institute（WRI）
IBAT (Integrated Biodiversity Assessment Tool)	IBAT is a tool that offers geolocational biodiversity data. The information is based on databases related to country-specific conservation areas, Important Bird and Biodiversity Areas (IBAs),*1 Key Biodiversity Areas (KBAs),*2 and habitats of threatened species. We used it to identify conservation areas and KBAs relevant to KOKUYO Group operations.	Locate Evaluate	International Union for Conservation of Nature (IUCN) World Conservation Monitoring Centre (WCMC) BirdLife International Conservation International
Aqueduct	Aqueduct is a global tool for assessing water risk. We used it to assess water risks and flood risks in our supply chain.	Locate Evaluate	World Resources Institute（WRI）
Water Risk Filter	Water Risk Filter is a global online tool for screening physical and indirect water risks and evaluating their importance. We adopted its items of physical, regulatory, and reputational water risks pertaining to areas where KOKUYO Group and our suppliers operate. We also adopted its measures for determining the importance of each risk.	Assess	World Wildlife Fund (WWF) German Investment Corporation (DEG)
Biodiversity Risk Filter	Biodiversity Risk Filter is a global online tool for screening physical and indirect biodiversity risks and evaluating their importance. We adopted its items of physical, regulatory, and reputational biodiversity risks pertaining to areas where KOKUYO Group and our suppliers operate. We also adopted its measures for determining the importance of each risk.	Assess	World Wildlife Fund (WWF)

*1 IBAs are areas that are important for the conservation of birds and biodiversity.

*2 Derived from the IBA concept, KBAs are areas that are important for non-bird species.

The LEAP analysis we conducted on the stationery business indicated that five KOKUYO Group assets have a high water risk. One is in Thailand, one in Shanghai, and three in India. Another key finding concerned the procurement of the timber used in notebooks and other products in our stationery business. That is, timber supply sources in Southeast Asia run the risk of driving deforestation and violating the rights of local communities. These findings have given us clarity on how we can better contribute to nature positivity. It is clear, for example, that the business assets in question should devise measures to use less water and reduce harmful discharges and that we should communicate more effectively with supply-chain partners.

1.Identifying Dependencies and Impacts

When identifying material dependencies and impacts in our value chain, we use global databases and take into account the nature of our business activities in the region and location of interest, the nature-related inputs to and outputs from our business activities.
We used the external Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE) tool in evaluating the dependencies and impacts on nature throughout the KOKUYO group value chain. We evaluated the dependencies and impacts for each business activity with reference to the typical business sector values provided by ENCORE. Guided by ENCORE's logic model for business-specific dependencies and impacts, we assessed the inputs to and outputs from the actual business activities of each KOKUYO Group asset of interest. We then compiled these evaluations in a heatmap, which helps us see where we should be particularly concerned about our dependencies and impacts. The heatmap is shown below.

Table 2. Dependencies and impacts heatmap

Supply chain tier	Main activity	Impact on nature										
		Inputs				Outputs						
		Area of land use	Area of freshwater use	Volume of water use	Other biotic resource extraction (e.g. fish, timber)	Emissions of GHGs	Emissions of non-GHG pollutants	Emissions of toxic pollutants to water and soil	Emissions of nutrient pollutants to water and soil	Solid waste	Disturbances (noise, light, etc.)	Introduction of invasive species
Resource procurement	Deforestation,afforestation, other forestry activity	VH	M	M	VH	M	VH	H	H	L	H	H
Tier1	Paper manufacture	L	-	M	-	M	H	M	-	H	M	-
Our business assets	Paper product manufacture (printing)	L	-	M	-	M	-	M	-	H	M	-
	Stationery manufacture	L	-	M	-	M	H	H	-	L	M	-
	Warehousing	L	-	L	-	M	-	-	-	L	-	-

Key

VH	··· Very High
H	··· High
M	··· Medium
L	··· Low
VL	··· Very Low
-	··· No dependency or impact

Supply chain tier	Main activity	Dependency on nature																			
		Provisioning services				Regulation and maintenance services															
		Biotic resource provisioning	Genetic material	Water supply	Animal-based energy	Global climate regulation	Rainfall pattern regulation	Local climate regulation	Air filtration	Soil quality regulation	Soil and sediment retention	Solid waste remediation	Water purification	Water flow regulation	Flood mitigation	Storm mitigation	Noise attenuation	Pollination	Biological control	Nursery population and habitat maintenance	Dilution by atmosphere and ecosystems	Mediation of sensory impacts (other than noise)
Resource procurement	Deforestation,afforestation, other forestry activity	VH	VH	H	M	VH	VH	VH	H	H	VH	M	VH	M	H	M	VL	M	H	H	-	VL
Tier1	Paper manufacture	-	-	M	-	VL	M	L	VL	-	L	M	-	M	M	M	VL	-	VL	-	L	-
Our business assets	Paper product manufacture (printing)	-	-	L	-	VL	VL	L	VL	-	L	M	-	L	L	L	VL	-	VL	-	L	-
	Stationery manufacture	-	-	M	-	VL	VL	L	VL	-	L	-	L	L	L	L	VL	-	-	-	-	VL
	Warehousing	-	-	VL	-	VL	VL	L	VL	-	L	-	-	VL	VL	L	VL	-	VL	-	-	-

The ENCORE analyses of production assets in the stationery business have highlighted environmental impacts such as air pollution, waste, and water use. However, all these concerns pertain to emissions from pulping processes, which has limited relevance to KOKUYO Group's actual business activities. Among the operations in the stationery business, production of paper products (such as notebooks) involves procuring semi-finished paper products (products already processed from pulp) and processing them into finished products (mainly by printing). As such, the main inputs are limited to use of general water and energy infrastructure. Both use of water and emissions of toxic pollutants to water and atmospheric emissions are low compared to the typical business sector values provided by ENCORE. Taking this into account, we assumed that if there is an interface of concern in KOKUYO Group's production of paper products, then it is the environmental impact of the handling and disposal of waste. It is also true that assessments of plants producing glue tape and drawing and painting equipment indicate high dependencies and impacts in atmospheric pollution, emission of toxic pollutants to water, and use of water. Taking this into account, and considering also the use of chemical substances in production, we recognized this as a dependency and impact of concern.

Analysis of supply channels for paper (as a raw material) indicate a very high level of environmental impact associated with production activities involving forest resources (tree felling, afforestation) and a very high level of dependency of such activities on ecosystem services. These findings are consistent with our own view of the situation.

Pulping is, as mentioned above, something that takes place in our upstream supply chain. We therefore recognize as a concern environmental impacts of paper production such as atmospheric pollution, emission of toxic pollutants to water, and use of water.

2.Understanding our Relation to Sensitive Locations

The TNFD advocates four criteria for recognizing sensitive locations: biodiversity importance, ecosystem integrity, water risk, and cultural importance of ecosystem service. Using this set of criteria, we investigated where our businesses interface with IUCN protected area categories and KBAs, the levels of flood risk and water stress, and the level of alteration to the natural environment, with reference to external mapping analysis tool.

The results are shown below. For each location, the analysis covered the area within a 1 km radius of the center of the asset location.

Table 3. Business assets in sensitive locations

Company	Facility name	Importance to biodiversity			Water risk*	
		Designated protected area	IUCN protected area category	Proximity	Water stress	Flood risk
KOKUYO Product Shiga Co., Ltd.	Headquarters Plant	Koto Prefectural Natural Park	V	Within 1km radius	Low - Medium	Low - Medium

Company	Facility name	Importance to biodiversity			Water risk*	
		Designated protected area	IUCN protected area category	Proximity	Water stress	Flood risk
KOKUYO MVP Co., Ltd.	Tottori Plant	Lake Koyamaike wildlife sanctuary	IV	Within 1km radius	Low - Medium	Low - Medium
	Aoya Plant	Nishi-Inba Prefectural Natural Park, common fishery right area (Tottori)	V,VI	Within 1km radius	Low - Medium	Low - Medium
KOKUYO Supply Logistics Co., Ltd.	Shutoken IDC	Tokyo Bay wildlife sanctuary	IV	Inside designated area	Low - Medium	Low - Medium
	Shiga NDC	Koto Prefectural Natural Park	V	Within 1km radius	Low - Medium	Low - Medium
KOKUYO-IK (THAILAND) CO., LTD.	Thailand Plant	-	-	-	High	Extremely High
KOKUYO Commerce (Shanghai) Co., Ltd.	Shanghai Plant	-	-	-	Extremely High	High

* Water risk assessment utilizing World Resources Institute Aqueduct Water Risk Atlas framework indicators.

2.1 KOKUYO Group Business Assets

The assets in KOKUYO Group's stationery business mainly comprise plants and distribution centers. In plants, the main operations are printing and stationery production. At the plants in Japan and the plant in Shanghai, namely KOKUYO Commerce (Shanghai) Co., Ltd., paper goods are processed. Overseas plants other than the one in Shanghai produce writing tools, crayons, glue tape, and correction tape.

The results indicated that two plants used for processing paper products (KOKUYO Product Shiga and KOKUYO MVP's Tottori Plant) and one distribution center in the Tokyo metropolitan area (KOKUYO Supply Logistics) are located in or near a wildlife sanctuary. Another finding was that plant used for processing paper products (KOKUYO MVP's Aoya Plant) is located near the coastline of the Sea of Japan and the vicinity lies within a common fishery right area and a prefectural natural park. However, these assets have a limited impact on protected ecosystems, in that they emit no or only limited toxic substances into the air or water and because one of the assets has measures in place to protect birds.

As for overseas assets, an Aqueduct analysis of water risks indicated highly concerning flood and water risks in the Shanghai plant (used for processing paper products) and in the KOKUYO-IK's plant (Thailand), which produces clear books, PP file folders, glue tape, and correction tape. KOKUYO-IK, in its use of water, was revealed to be discharging toxic substances into the water. We concluded that this asset requires attention.

We also analyzed water risks in the 1 km radius around KOKUYO Camlin (India), which produces crayons and art equipment. The analysis indicated that such risks are lower than those pertaining to the Thai and Shanghai plants. However, the broader geographic context raises some concerns. The asset is located in the Maharashtra, which is prone to droughts. The drought risk in turn creates a risk of water restrictions being imposed in downstream areas. Taking this factor into consideration, we concluded that risk is similar to that in the Thai and Shanghai locations.

2.2 Areas Where Tier-1 Suppliers Operate

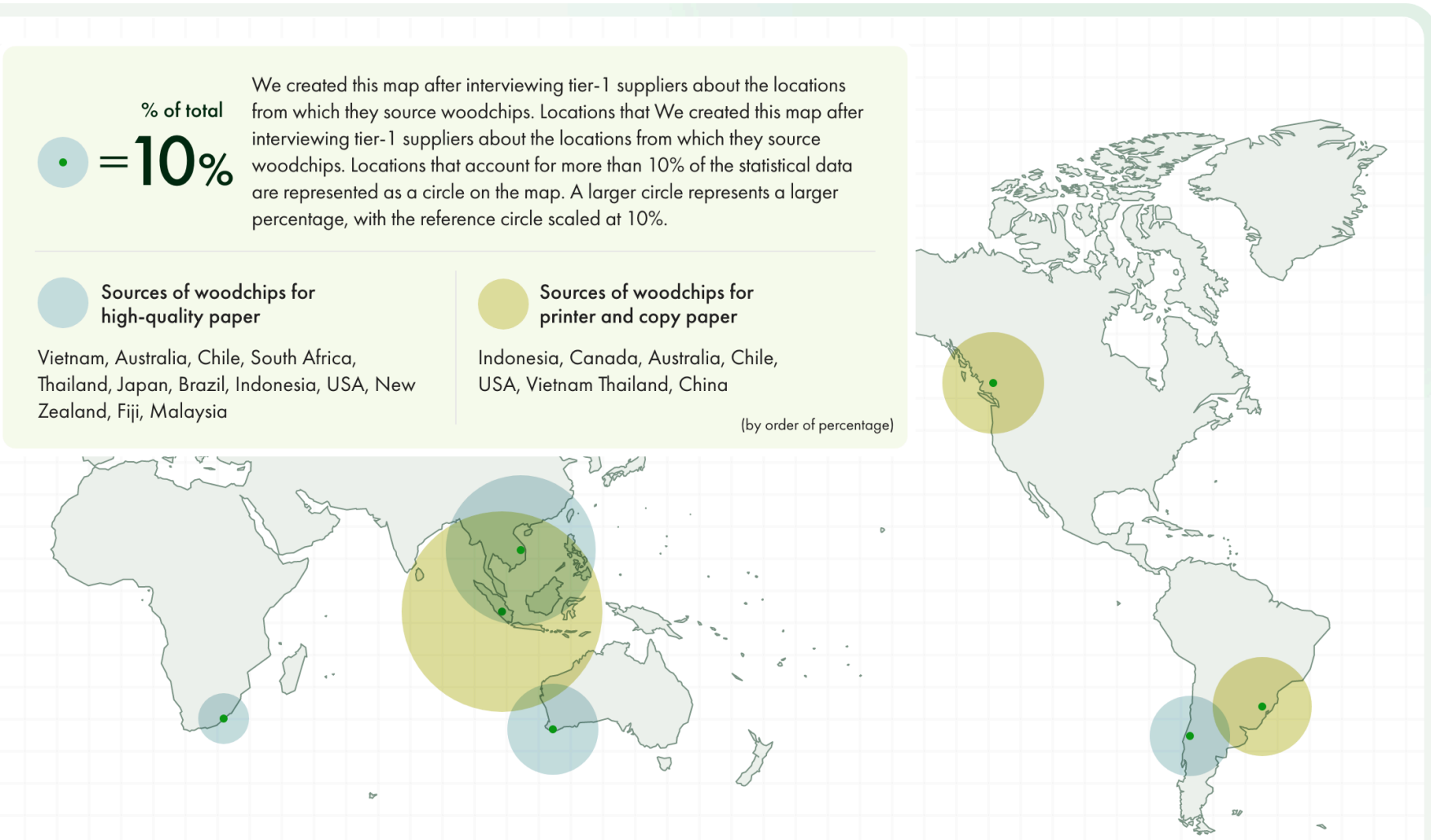
For its paper-related products, KOKUYO Group entrusts pulping to major suppliers; as such, the upstream supply chain is likely to be heavily dependent upon water resources. The major suppliers with whom we deal directly are located in Japan and Indonesia. We conducted an Aqueduct analysis in sensitive locations in Japan and Indonesia, revealing a high level of water stress and flood risk in the Indonesian locations.

2.3 Analysis of Forest Resource Procurement Areas

Timber resources are the most important of the natural resource to KOKUYO Group's businesses. We need to observe socioenvironmental developments affecting forest plantations and communities where forest workers are active, as such developments constitute one of the most critical variables in whether we can continue to use paper as resource for our products. We are working to establish traceability in our timber procurement so that we can be assured that the resources we procure were produced in sustainable and sound ways. When assessing the dependencies and impacts of the sites from which we procure forest resources, we apply our Sustainable Procurement Policy alongside the LEAP approach.

The raw materials used to make the paper products that we trade in the stationery business are mainly derived from broad-leaved pulpwood. However, woodchips prepared for pulping are an assortment sourced from forests in multiple locations, making it unfeasible to distinguish the breakdown by procurement source. Accordingly, we have created a rough breakdown derived in part from qualitative information gleaned from interviews with major paper suppliers. The main procurement locations for paper are shown in Figure 2.

Figure 2. Map of locations from which woodchips are sourced



* The above figures do not represent actual values; they represent estimates gleaned from interviews with tier-1 suppliers and from publicly available information. Because the woodchips are all pulped together, regardless of where they came from, it is unfeasible to determine the exact breakdown. The above data may therefore differ from the reality.

The above results show that the procurement of forest resources used in our paper products is concentrated in Southeast Asia (Vietnam and Indonesia) and that a fair proportion of the resources come from Australia, Chile, and South Africa. With this information, we used the WRI's Global Forest Watch app to check the condition of the forests in these source areas. In Table 5, we have shown the tree cover loss we observed along with contextual information. Deforestation is most striking in the Southeast Asian locations, and it is driven by the conversion of woodland into commercial land and by forestry practices. The developed nations of Australia and Canada have committed to forest conservation, with regulations that limit the areas in which forestry can be practiced. However, global warming has increased the prevalence of forest fires, which could negatively impact the prospects for sustainably procuring the forest resources.

Table 4. Forest condition in assumed locations from which tier-1 suppliers procure woodchips

Woodchip category	Source	% of total (estimate*1)	Forest condition*2
Woodchips for high-quality paper	Vietnam	c.30%	National tree cover loss since 2000: 3.56 Mha Main drivers of tree cover loss: Land conversion, forestry Government encourages acacia cultivation
	Australia	c.18%	National tree cover loss since 2000: 9.03 Mha Main drivers of tree cover loss: Forest fires, forestry National and provincial governments regulate forestry to conserve forests
	South Africa	c.16%	National tree cover loss since 2000: 1.60 Mha Main drivers of tree cover loss: Forestry Government has banned logging and land conversion in primary forests
	Chile	c.10%	National tree cover loss since 2000: 2.35 Mha Main drivers of tree cover loss: Forestry National Forestry Corporation manages forestry practices properly

Woodchip category	Source	% of total (estimate*1)	Forest condition*2
Woodchips for printer and copy paper	Indonesia	Large share	National tree cover loss since 2000: 30.8 Mha Main drivers of tree cover loss: Logging Conflicts arise between loggers and indigenous communities over rights to the land
	Brazil	Medium share	National tree cover loss since 2000: 68.9 Mha Main drivers of tree cover loss: Logging The government supports land conversion in anticipation of rising global food demand
	Canada	Medium share	National tree cover loss since 2000: 57.5 Mha Main drivers of tree cover loss: Forest fires Logging is regulated at a national level, with loggers required to plant at least as much trees as they fell

*1 These percentages do not represent actual values; they represent estimates gleaned from interviews with tier-1 suppliers.

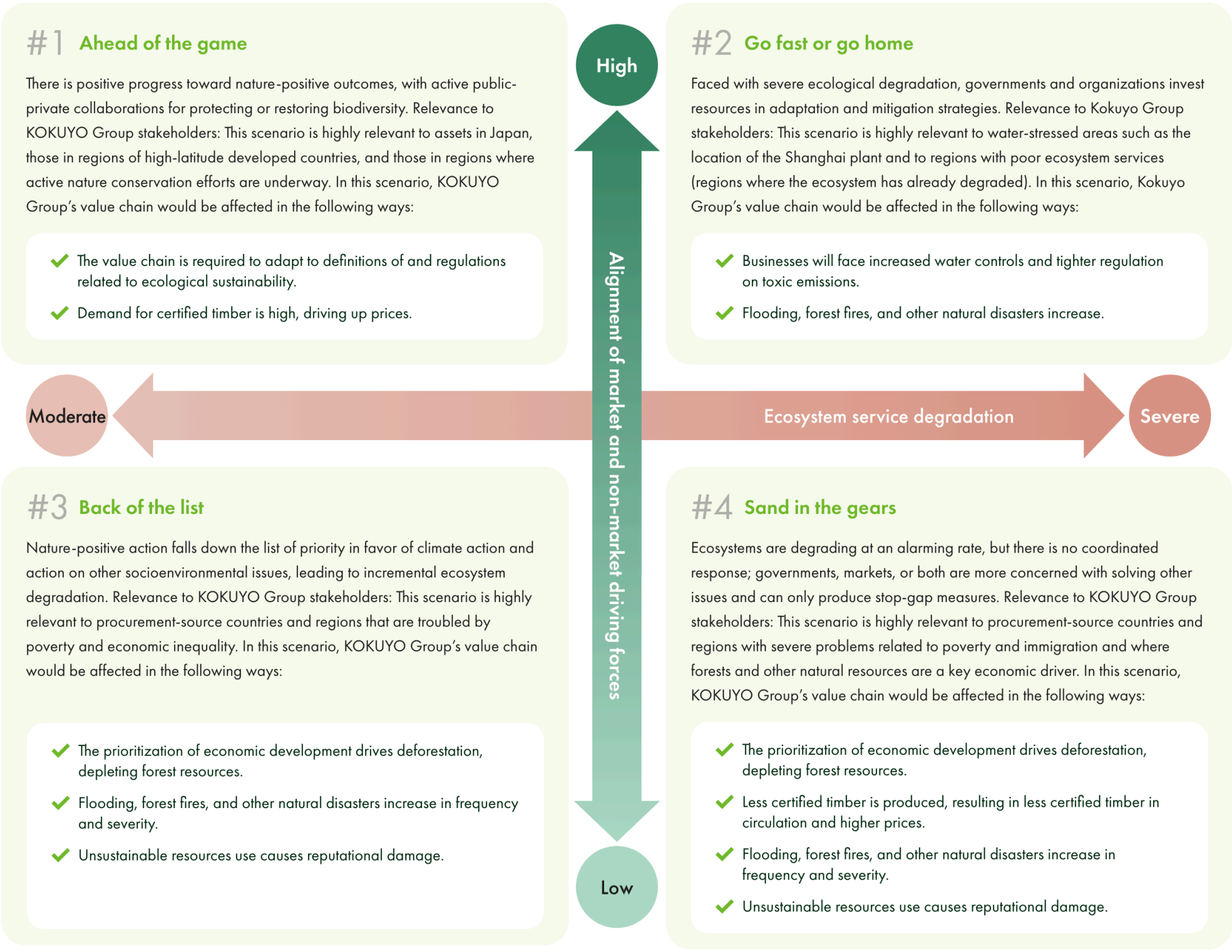
*2 The tree cover loss figures were obtained from desk-based research using Global Forest Watch. They were compiled according to the Global Forest Watch data as of February 2025.

3. Risks and Opportunities

Our assessment of the nature-related risks and opportunities in the KOKUYO group value chain is based on the main dependencies and impacts we have identified and the outcomes of our research into forest conditions in nearby sensitive locations and resource procurement locations. We thereby identify and evaluate both the risks to our group value chain and the impacts our group business and actions have on the environment and society (double materiality).
When identifying the relevant risks and opportunities, we use the relevant risk and opportunity categories in the TNFD risk and opportunity registers and the TNFD sector-specific guidance. When analyzing how the risks and opportunities affect KOKUYO Group, we use the scenario analysis outlined in the TNFD's guidance on scenario analysis.
When evaluating the materiality of each risk, we take into account the materiality of the dependencies and impacts and the scale of the inputs and outputs, using the region-specific risk indicators set out in the WWF Risk Filter Suite.
The TNFD guidance on scenario analysis recommends using exploratory scenarios to describe uncertainties and plausible futures, taking into account the characteristics of the region and asset as well as factors that are of significance to the business model.

In accordance with this approach, the scenario analysis we conducted in fiscal 2024 first clarified what form the risks and opportunities for the business facilities and regions we see as particularly important to our operations are likely to take. This is based on an assessment of our dependencies and impacts and a survey of sensitive locations. It then examined the potential financial impacts for the KOKUYO group and how likely they are to materialize.
Following the example approach set out in the TNFD guidance for scenario analysis, we adopted two critical uncertainties, each with two possible states. The first was ecosystem service degradation, which describes the extent of the physical impact (moderate or severe). The second was alignment of market and non-market driving forces, which describes the extent to which driving forces are transitioning to nature-positive actions (transition risk: high or low). We combined these two critical uncertainties to create a 2×2 matrix with four scenarios for consideration. We then plotted onto this matrix the key assets and regions relevant to the value chain of our stationery business. We then analyzed the interactions between them and identified the four plausible future scenarios shown in Figure 3.

Figure 3. Plausible future scenarios



4. Scenario Analysis

Table 5 summarizes the risks and opportunities we think are key issues for the KOKUYO group's Stationery Businesses as a result of this analysis.
"Impact" describes the potential social and environmental impacts of KOKUYO Group's activities. "Risks" and "opportunities" describe the financial impacts on KOKUYO Group. "Severity" takes into account the score for the relevant risk item in the WWF Risk Filter Suite, the scale of the KOKUYO Group activities concerned, and the risk probability according to the scenario analysis.

Table 5. Risk and opportunity evaluation outcomes

Category		Item	Impacts	Risks	Opportunities	Relevant business facilities/regions	Scenario	Severity (Figure 4)	Major mitigation measures
Transition risks	Laws and regulation	Pollution control	・Contribution to local water quality improvement and water stress reduction through appropriate water intake and discharge management	・Cost of water intake and discharge management and complying with emissions regulations for water contaminants	–	Our business assets	# 1 # 2	Low	▶ Stay up to date with regulatory information ▶ Upgrade facilities to improve efficiency of resource consumption
		Environmental regulation	–	・Further resource allocation for measuring and reducing the environmental footprint of our products	・Capture of new earnings opportunities by swiftly developing environmentally friendly products that comply with local definitions and regulations	Suppliers to our business facilities	# 1 # 2	High	▶ Product lifecycle assessment ▶ Appropriate information disclosure and engagement
	Market	Response to environmentally responsible demand	・Destruction of unique ecosystems through inappropriate commercial plantation development in response to excessive demand or price competition ・Contribution to sustainable forest management through support for forest certification systems (FCS)	・Increase in procurement costs due to rising demand for FCS timber	・Higher capacity to meet environmentally responsible demand and growth in earnings through strengthening our FCS timber procurement supply chain	Regions where our suppliers procure their resources	# 1 # 2	High	▶ Establish and improve traceability ▶ Strengthen supplier engagement
	Reputation	Our good standing	–	・Damage to our reputation with business partners and other stakeholders and consequent reduction in earnings opportunities due to a lack of concern for social and environmental issues in the areas where we procure resources	–	Resource procurement areas	# 3 # 4	Medium	▶ Establish and improve traceability ▶ Strengthen sustainability due diligence process
		Local environment conservation	・Restoration of local biodiversity through environmental conservation activity in our business facility environs	・Damage to our local reputation and consequent increase in engagement costs due to inappropriate plant water intake and discharge and waste product management	–	Our business assets	# 1	Medium	▶ Maintain and enhance environmental data management ▶ Strengthen engagement with local authorities and downstream partners
Physical risk	Acute	Disasters affecting our plants	–	・Increase in losses due to more severe or more frequent direct damage from natural disasters, loss of earnings opportunities due to operational shutdowns	–	Our business assets	# 2 # 4	Medium	▶ Increase diversity of BCP measures ▶ Improve disaster prevention infrastructure
		Supply chain damage	・Increased risk of flooding, wildfires, landslides, etc. through encouragement of inappropriate land development due to traceability failures	・Supply disruption due to disasters affecting our supply chains, increase in costs due to rise in timber resource prices	–	Regions where our suppliers procure their resources	# 3 # 4	High	▶ Supply chain diversification ▶ Climate change countermeasures (GHG emissions reduction)
	Chronic	Reduction in resource production capacity	・Change in climate patters or ecosystem degradation due to excessive resource extraction	・Depletion of water or timber resources due to changes in wildfires, climate patterns or drainage basins and consequent costs increase due to higher resource prices	–	Resource procurement areas	# 3 # 4	High	▶ Establish and improve traceability ▶ Strengthen supplier engagement ▶ Active use of FCS timber

5. Current Actions to Address the Issues

We are addressing the key issues identified in the analysis by promoting sustainable procurement across KOKUYO Group. To that end, we established the KOKUYO Group Policy on Timber Procurement in 2011 and the KOKUYO Group Standards for Paper and Timber Procurement in 2024. We have also started engaging with stakeholders across our supply chain. In the stationery business, we promote sustainable use of forest resources. The Forest Stewardship Council (FSC) has certified our printer and copy paper and notebooks.
We also support community action. In 2006, we launched a project to conserve a private forest in the Taisho district of Shimanto, Kochi Prefecture. In this project, we thin the forest and make effective use of the resulting timber. In 2007, the project was certified by the FSC. KOKUYO Product Shiga participates in a project to conserve the reedbeds in Biwa Lake in line with Shiga Prefecture's ordinance on reedbed protection. The project involves protecting the reedbeds and promoting their sustainable use in order to preserve Lake Biwa's environment.
Learn more about these initiatives on the following pages: Implementing the basic policy, Yui-no-Mori Project, and ReEDEN Project (FSC® C004748).

Supply Chain Management ›

FSC Certification ›

Yui-no-Mori Project ›

ReEDEN Project ›

6. Future Actions

The LEAP-based analysis revealed concerns regarding the procurement of woodchips used for our paper products. These findings remind us of the need to engage with stakeholders at the various stages of timber resource procurement. Of particular concern is the risk that procurement activities in Vietnam, Indonesia, and other parts of Southeast Asia could be abetting deforestation. The findings also give us the hope that, with effective communication, we can promote sustainable use of forest resources and make our supply chain more resilient. We have therefore concluded that we should develop robust due-diligence processes for the regions identified as high-priority regions.
The LEAP analysis we conducted in 2024 was limited to the stationery business. We will conduct a similar analysis in the furniture businesses and other businesses to increase the quality of our disclosures. See here for information about use of forest resources in the furniture business.

Risks and Impacts Management

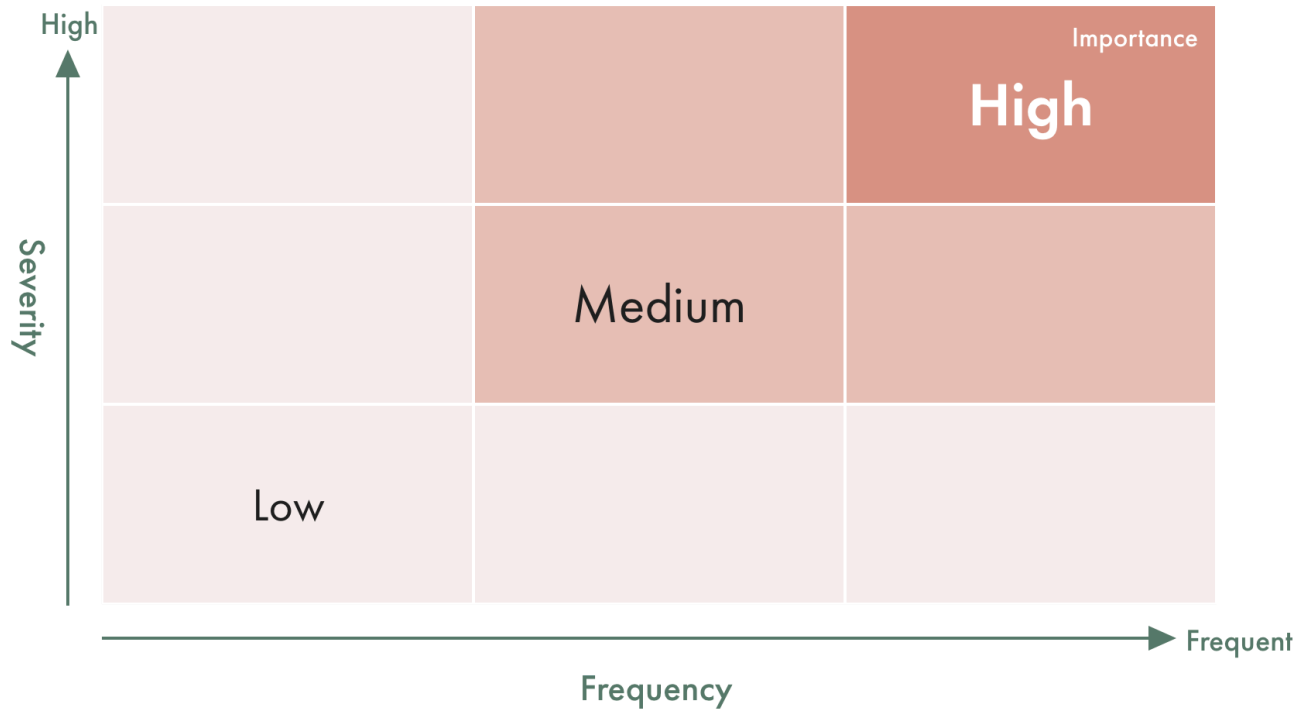
Our Environment Subcommittee (a subcommittee of the Sustainability Committee) identifies and evaluates our dependencies and impacts on nature and our nature-related risks and opportunities with the participation of managers responsible for each business division. This is guided by the findings of regular internal and third-party research.
This regular research identifies and evaluates matters based on the findings of LEAP-based research and analysis in response to issues and requests raised by our governance and due diligence

processes. We have evaluated the identified nature-related issues by severity and frequency, taking into account the importance of each risk and opportunity as shown in Table 5. The severity score takes into account a range of factors, including the scale of the business activities in KOKUYO Group and its supply chain (the scale of procurement, monetary amount of procurement, amount of natural resources used) and the output results of external evaluative tools related to nature. The frequency score is the result of a qualitative analysis that includes the scenario analysis and takes into account the relevant KOKUYO Group business activities and local factors (regulatory landscape, market trends). Items that scored high in both indicators were defined as high-priority items.

Once the risks are identified and evaluated, they are communicated to the business divisions concerned. The strategic implications of the risks are incorporated into strategic planning by the Environment Subcommittee, while business-specific implications are addressed by the relevant business divisions. For groupwide risk management, the Risk Management Committee has been organized to steer efforts across the corporate group.

To integrate nature-related risk management into this existing system for groupwide risk management, the Risk Management Committee will now coordinate with the Environment Subcommittee. The Environment Subcommittee provides the Risk Management Committee with reports about important risk-management matters and the state of compliance with environmental laws and regulations.

Table 4. Schema for assessing risks and opportunities



Metrics and Goals

Table 6 shows the KPIs for tracking the progress of our efforts to address our fifth material issue: contribute toward a society that coexists with nature.

Table 6. Contribute toward a society that coexists with nature (material issue)

2030 challenge goals	2027 commitment goal	Main actions (taken in FY2024)
Carbon footprint of business activities visualized and carbon neutrality achieved	▶Percentage of net sales attributable to products that satisfy KOKUYO Group Standards for Paper and Timber Procurement: 75% ▶Visually representing environmental impacts: Complete visualization process in all major businesses	▶Established KOKUYO Group Standards for Paper and Timber Procurement ▶Contributed to forest and reedbed conservation
Forest conservation: Forests thinned at about 150 hectares a year	▶Number of environmental conservation projects: 3	
Reedbed conservation: Reeds trimmed at about 1.5 hectares a year		

Every year, we upload to the ESG databank section of our website about our use of natural resources, emissions of toxic substances, and other disclosures. Table 7 lists nature-related metrics (identified in the LEAP analysis) for the disclosure indicators set out in the TNFD guidance, along with links to the relevant ESG disclosures.

Table 7. Related indicators

Metric No.	Nature-related variable	Indicator	Where data is disclosed
C1.0	Total spatial footprint	Total surface area where the organization has control	ESG Databank>Reports on Business Sites in Japan ESG Databank>Reports on Business Sites Overseas

Metric No.	Nature-related variable	Indicator	Where data is disclosed
C2.0	Pollutants released to soil	Amount of pollutants released to soil	N/A (no such pollutants)
C2.1	Wastewater discharged	Volume discharged	ESG Databank>Water Resource Saving
		Volume of toxic substances in discharged wastewater	ESG Databank>Chemical Substances Subject to PRTR Law ESG Databank>Environmental Load Material Flow
C2.2	Waste generation and disposal	Weight of total waste	ESG Databank>Resource Saving and Recycling
		Weight of hazardous waste	
		Volume of waste recycled	
C2.3	Plastic pollution	Weight of plastic used	ESG Databank>Resource Saving and Recycling
C2.4	Air pollutants	Non-GHG air pollutants weight by type	ESG Databank>JEPIX ESG Databank>Chemical Substances Subject to PRTR Law ESG Databank>Environmental Load Material Flow
C3.0	Water withdrawal and consumption from areas of water scarcity	Amount of water withdrawal and amount of consumption from areas of water scarcity	ESG Databank>Reports on Business Sites Overseas>Thai Plant ESG Databank>Reports on Business Sites Overseas>Shanghai Plant
C3.1	Quantity of high-risk natural commodities sourced from land/ocean/freshwater	Quantity of timber sourced	ESG Databank>Using Less Forestry Resources (Timber data for furniture products only)
C7.0	Risks	Value of assets, liabilities, revenues, and expenses that are assessed as vulnerable to nature-related transition risks	To be disclosed in future
C7.1		Value of assets, liabilities, revenue, and expenses that are assessed as vulnerable to nature-related physical risks	
C7.2		Description and value of significant fines/penalties received, or litigation action, in the reporting year covered by nature-related disclosure due to negative nature-related impacts	
C7.3	Opportunities	Amount of capital expenditure, financing, or investment deployed towards nature-related opportunities	ESG Databank>Environmental Accounting
C7.4		Increase and proportion of revenue from products and services producing demonstrable positive impacts on nature	

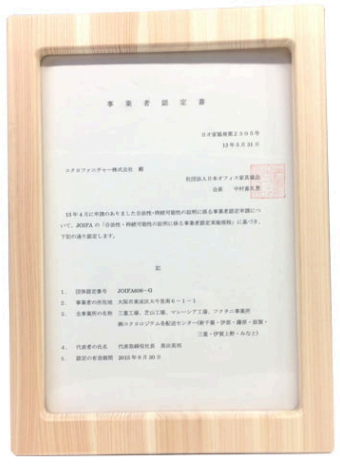
COEXISTENCE WITH NATURE: ACTIONS

Sustainable Timber Use
Products and Services Embodying Coexistence with Nature
Environmental Conservation
Managing Water Risks

Sustainable Timber Use

Certifications as a Procurer of Legal and Sustainable Timber

We have been certified as a “procurer of legal and sustainable timber” by the Japan Office and Institutional Furniture Association (JOIFA). In line with the requirements set out in the certification practice statement for Certified Legal Timber Operator system, we strive to ensure that the timber we use is legal and sustainable by providing a paper trail to show how the timber is procured and used and by appointing the right people to manage this process.



How We Have Used Forest Resources in Furniture Products, Due-Diligence Review

In 2024, we used around 8,100 tons of wood in furniture products. This accounts for 15% of all wood we used in products, excluding packaging. Of the wood used in furniture products, 33% consisted of rough-cut lumber that was made into solid wood or engineered wood (including plywood). The remaining 67% consisted of forest residues (byproduct from thinning or clearing) or engineered wood (including medium-density fiberboard and particle board) made from such. Each year, we report such data to JOIFA, the body that certifies us as a “procurer of legal and sustainable timber,” in compliance with the Act on Promoting Green Procurement. As per JOIFA’s reporting guidelines, we try to identify the wood species among the timber we use.

Timber Use >

We conduct annual surveys to identify the tree species, usage volumes, and country or region of origin of the wood we use. It is often unfeasible to identify the country or region of origin of the timber used in products, but we do our best to source the products sustainably.

Timber Use Survey >

Results of Due Diligence Review of Timber Compliance (in Accordance with Timber Legality Certification Due Diligence System Manual —Furniture Edition)

In 2024 our annual due-diligence review of timber compliance (in accordance with Timber Legality Certification Due Diligence System Manual —Furniture Edition) revealed no potential legal issues with the timber we used. We will continue performing rigorous due diligence while finding ways to further enhance the manual’s effectiveness. You can access the latest version (Ver.1.5) using the link below.

Timber Legality Certification Due Diligence System Manual (Furniture Edition, ver 1.5) [PDF:306KB]

Products and Services Embodying Coexistence with Nature

As much as 67% of Japan's landmass is covered by forests. Forests help prevent sediment runoff, contribute to water retention, and absorb CO_2. They also provide a renewable resource. However, in much of the country's man-made forests, which account for 40% of all the forests, these roles are not fully performed due to insufficient forest thinning. In 1998, we started developing furniture made from thinned timber, releasing it to the market in 2000. By making our office products from Japanese timber that was harvested during thinning operations, we create new demand for wood while also contributing to sustainable forestry.

CASE | Yuimori (Wooden Furniture)

Back in October 2006, we launched the Yui-no-Mori Project in partnership with the Taisho-cho Forestry Association (now the Shimanto Forestry Association) in Kochi Prefecture. More recently, we launched Yuimori, a brand of wooden furniture. The furniture is made from Japanese timber harvested in Yui-no-Mori Project, contributing to greater harmony between people and nature. By using Japanese timber, the brand contributes to harmony with nature. Yuimori products feature elegant and impactful designs along with the high quality required for office furniture. They are also designed for sustainable disposal. The products were designed by Keiji Ashizawa, who boasts an extensive design portfolio from architecture to furniture. Furniture experts TENDO CO.,LTD. (headquartered in Tendo, Yamagata; represented by Kaoru Moriyama) fabricated the designs, bringing out the timber feel. We contributed our own know-how in office furniture, such as ideas for making a chair comfortable. Through Yuimori, we contribute to greater harmony with nature.

Yuimori* >

* Japanese Only





ym-01　Lounge chair and table series

CASE | EF Counter, Featuring Modesty Panels Made from Locally Sourced Timber

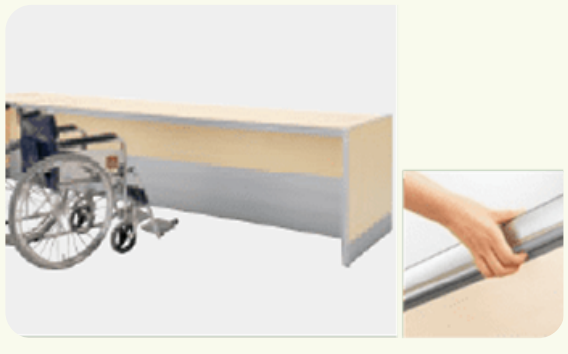
EF Counter is a series of modular counters that can be rearranged to suit changes in the organization or changes in desired use. With their universal design, the counters are friendly to the elderly and to wheelchair users. While part of the structure is made from standardized materials, the modesty panel is made from timber sourced from the locality in question. This arrangement ensures that the counters are no less functional and versatile than standard counters are. The table edge has a groove for securing a walking stick or similar items and a grip for wheelchair users.



The customizable counter protects user's privacy and enhances the experience of using the amenity.



A walking stick rests securely on the edge.



The edge is easy for wheelchair users to grip.

CASE | FSC Certification

In 2003, we received chain-of-custody (CoC) certification from the Forest Stewardship Council® (FSC). The FSC is an international non-governmental organization that runs a system of third-party forestry certification. Its purpose is to preserve forest environments by promoting a responsible form of forest management that benefits local communities and is economically sustainable. CoC certification applies to the processing and distribution of FSC-certified products. Within our group, KOKUYO, Kaunet and KOKUYO Product Shiga have obtained FSC CoC certification, and sell FSC accredited copier paper, notebooks and other products. In 2016, KOKUYO received CoC certification under the Programme for the Endorsement of Forest Certification (PEFC). The PEFC is a forest certification scheme. Its criteria is based on accepted intergovernmental standards. We aim to get more of our products certified for their sustainable use of forest resources. (FSC® C004748).



FSC label certifying responsible forest management



Printer paper (PPC Color Paper)



Reed paper

Environmental Conservation

Yui-no-Mori Project

In 2006, we launched a project to conserve a private forest in the Taisho district of Shimanto, Kochi Prefecture, which we named Yui-no-Mori ("linkage forest"). In this project, we thin the forest and make effective use of the resulting timber. Our purpose is to lead the way in reviving manmade forests and restoring the link between the natural environment and local livelihoods. In 2007, the forest-management project was certified by the FSC. Today, Yui-no-Mori has a surface area of 5,425 hectares, and a cumulative area of 2,164 hectares has been thinned. Kochi Prefecture has awarded us the "CO_2 absorption certificate" since 2007. In FY2023, the forest absorbed 3,786 tons of CO_2. The cumulative total (April 2006 to March 2024) stands at 80,009 t- CO_2. The Yui-no-Mori Project has earned the following accolades: In January 2022, it earned the grand prize in the "conservation in practice" category at the Japan Nature Conservation Awards 2022 Nature Conservation Society of Japan; in May 2022, it earned the "excellence award" (Forestry Agency Director-General Award) at Forests × Decarbonization Challenge 2022; in 2020, it earned a "sustainability action" commendation from the Ecological Life and Culture Organization and the "18th Corporate Philanthropy Award" from the Japan Philanthropic Association; in 2019, it won a commendation at the Low Carbon Challenge Cup 2019 and a "minister's prize" in the corporate category of the 7th Ministry of the Environment's Good Life Awards; in 2018, it won a "Green Wave Award" prize at the Biodiversity Action Awards; and in 2017, it won the 2017 Japan Wood Design Award. Yuimori (the brand of products made from timber harvested in the Yui-no-Mori Project) was honored at the 6th Eco Pro Awards and at the 2023 Japan Wood Design Award.

Yui-no-Mori("linkage forest")* ›

* Japanese Only

Kochi Prefecture Confers "CO_2 Absorption Certificate"

On March 19, 2025, Kochi Prefecture awarded KOKUYO and Kaunet a CO_2 absorption certificate in recognition of the fact that we had offset a total of 3,786 tons of CO_2 (KOKUYO offset 3,103 tons and Kaunet offset 683 tons). The award ceremony was held at the Kubokawa office of the Shimanto Forestry Association in the Shimanto Town Hall. Presenting the award, [First-name] Baba (head of the Forestry Promotion and Environment Department) thanked the two companies for their significant contribution over the years to Kochi's efforts to preserve its environment, manage its forests, promote local industry, and support its PR. To help spread the word about Yui-no-Mori, Kaunet launched a scheme in 2008 whereby customers can use their loyalty points to fund the thinning work. In 2024, there were around 148 applications for the scheme. The 3,786-ton offset represented 15% of the group's total CO_2 emissions in 2024 (25,164 tons). This project is an important initiative addressing not only forest conservation but also global warming prevention.

The Project Continues to Receive FSC Certification

Following a regular audit performed on August 8 and 9, 2024, the project was recertified by the FSC.



Presentation of CO_2 absorption certificates



CO_2 absorption certificate



An FSC certification audit in progress
(photo taken during 2023 audit)

Monitoring Thinning Outcomes

An important part of forest conservation is seeing the outcomes of thinning. We monitor these outcomes over the long term in partnership with the Shimanto municipal government, Shimanto Forestry Association, and Shimanto High School. On June 1, 2024, we measured the water quality of Shimanto River. On October 29, we conducted a vegetation survey. We usually conduct the vegetation survey in two set locations, each divided into nine zones. However, in the 2024 survey, we conducted the survey in one location, with just four zones, due to bad weather.

Related information: View the latest vegetation survey report from the students of Shimanto High School*

* Japanese Only

ReEDEN Project

The reeds of Lake Biwa play an essential role. They provide an aquatic habitat, support biodiversity, and absorb CO_2. In the past, the reeds served as material for roofing and sudare screens, but with the decline of such traditional industries, the reedbeds are no longer maintained so well. The lake once had 260 hectares of reedbeds, but only half remains. In 1992, Shiga Prefecture passed an ordinance to address the problem by conserving, cultivating, and using the reeds. Believing that such action would preserve Lake Biwa's beautiful environment and fight climate change, KOKUYO Product Shiga has, since 2007, supported this agenda through a conservation initiative and through sustainable use.

Restore the Reeds: The Network for protecting Lake Biwa through reed management

We have formed a network of partnerships for protecting Lake Biwa through reed management. The network had to suspend activities during the pandemic (KOKUYO Project Shiga continued managing the reeds on its own), but it resumed activities in February 2023. Membership of the network has grown amid an ongoing commitment to sustainable-business initiatives and environmental initiatives and amid an increasing awareness of the importance of environmental initiatives in ensuring a sustainable future. The network had formed in the first place on the understanding that local stakeholders should act together to address a local environmental issue that concerns them all. Now encompassing 133 companies that share the vision, the network engages in reed cutting three times every winter, from December to March. The network cut reeds in Lake Nishinoko on two occasions in February 2024, in Iba-Naiko in December 2024. Alongside winter reed cutting, the network helps organize and advertise summer events, including a fishing competition to clear away invasive fish species. Reed cutting supports the environment because when the reeds grow, they absorb carbon dioxide and filter impurities from the water to a greater extent. During the pandemic, the reedbed area under management shrunk. Compared to reedbeds that are never trimmed, reedbeds that are periodically trimmed have thicker, longer reeds and thus absorb a greater amount of CO_2. To expand the project outward, we have brought on board more stakeholders outside our network of volunteers. As of 2024, 37 activities have been held, with a cumulative total of 6,100 people participating. We will hold more activities in the future.



December 14, 2024:270 people participated in the event at Iba-Naiko.



February 10 and 24, 2024:330 people participated in the event at Nishinoko.



December 14, 2024: Winter reed cutting in Iba-Naiko with partners from the Iba area



February 10, 2024: Winter reed cutting in Nishinoko with partners from the Shimotoira area

How Reed Conservation Can Contribute to a Low-Carbon World: Showing the Impact

In biomass surveys, predetermined samples of the reeds are cut from the reedbeds and their length is measured to derive an average length. The average length is then multiplied by the reed-cutting area to determine the amount of carbon dioxide the reedbeds are sequestering. This formula for calculating the CO_2 absorption in reeds has been published on Shiga Prefecture's website. The findings are shared with the organizations and individuals participating in the network to guide their future environmental activities.

In 2024 (counting three rounds of reed cutting), 15.38 tons of carbon dioxide was sequestered over a project area of 11,500 square meters.

There is now a body of evidence to show how the project is contributing toward a low-carbon world. The data has demonstrated that the project is mitigating climate change in addition to improving the lake's water quality and biodiversity. This knowledge has boosted participants' motivation and brought more people on board. The project team plans to expand the use of the CO_2 absorption tool with a view to benefiting the whole of the prefecture. The team's vision is to follow up the carbon sequestration work in forests across Japan by developing an unprecedented carbon sequestration system for lakeside environments.





Measuring reed length as part of a biomass survey (in Iba-Naiko and Nishinoko)

Managing Water Risks

Water is an indispensable resource to every individual and organization on this planet, while water-related risks are increasing as the world population grows. Understanding just how vital water is, we are committed to using water as efficiently as possible and to identifying and addressing water risks.

Awareness of Water Risks

We have assessed the level of water risks in accordance with the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD). More information is available here (Disclosures Aligned with the TNFD Recommendations).
As yet, we have observed no cases where our business activities resulted in the occurrence of water-related risks, such as water shortages with adverse environmental impacts. Nevertheless, we will continue to collect local information to analyze water risks. Together with that, we will appropriately manage business so that our business activities do not have an adverse effect on the environment.

Disclosures Aligned with the TNFD Recommendations ›

Water usage across KOKUYO Group and water usage in production sites located in water-stressed areas >

Compliance with Water-related Laws, Regulations and Standards

We comply with all laws, regulations, and standards that apply where we operate. In FY2024, there were no cases in which we committed a major violation of, or were fined or penalized under, a water-related law or regulation.

Initiatives to Save Water

Of the water used by KOKUYO Group, over 50% is used in Japan. Among the manufacturing processes, steel product painting accounts for much of the water usage. As part of our efforts to save water, Shibayama Plant (Chiba), our main manufacturing plant for office furniture, recycles cleaning water. The cleaning water is evaporated by heat exhausted from a deodorizing furnace. Basically, none of the cleaning water is discharged. Sludge generated during the treatment process is reduced in volume and disposed of appropriately.

ENVIRONMENT

LEGAL COMPLIANCE AND POLLUTION PREVENTION

We are striving to prevent environmental pollution by complying with statutes and regulations relating to the environment as well as industry guidelines to which we have subscribed and our own standards.

Processes in Place

To prevent environmental pollution, we are tightening environmental risk management and compliance with legal and regulatory requirements. Under our environmental management system (certified to ISO 14001), we monitor values subject to regulation and identify and evaluate risks of environment-related grievances and incidents. The results of such assessments guide our efforts to develop measures to manage and reduce the risk on an ongoing basis.

Actions

Compliance with Japanese Environmental Laws and Regulations

Our operations in Japan are currently subject to 29 environmental laws and regulations. In June every year, we evaluate the status of our compliance with these laws and regulations. In 2024, there were no cases in which we committed a major violation of, let alone fined or penalized under, an environmental law or regulation.

Basic Training on Environmental Regulatory Requirements

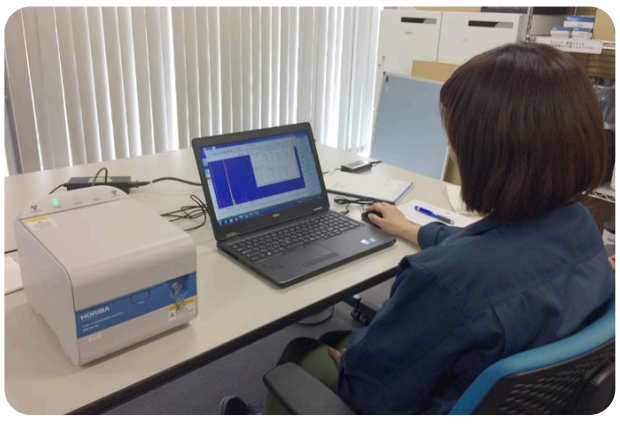
We organize environment-related education and awareness-raising activities to motivate employees to put our environmental policies into action. Each organizational unit runs a training program certified to ISO 14001 to improve employees' awareness of the environmental impacts of our business activities and of our environmental policies, environmental targets, and environmental management system, and to encourage the employees to advance from awareness to practical goal-oriented behavior. In 2024, the program was delivered to a total of 224 employees.

Managing Chemical Substances Included in Products

We recognize that every supplier has a moral responsibility not only to avoid the use of prohibited substances but also to handle hazardous substances (substances that could harm the environment or health) safely and to communicate the hazard information. We also recognize that there has been of late a clear global shift in the regulation of chemical substances. Specifically, countries around the world are moving from the traditional hazard-based approach, which focuses on the inherent properties of a chemical substance that make it potentially hazardous, to a more scientific risk-based approach, which focuses instead on the circumstances in which these potential hazards may cause harm. We, too, have shifted toward risk-based assessments over the past several years. In 2014, we listed up the hazards in the chemical substances we use. Referring to this list, we started examining the risks of the substances in 2015 on a priority basis. In 2017, based on our findings, we assessed hazards and exposure risks of those substances, before developing and implementing Guidelines for Managing Chemical Substances Included in Product (Stationery Edition). In 2024, we held seminars on management of chemical substances included in products, while revising this guidelines in accordance with Japan's Act on the Regulation of Manufacture and Evaluation of Chemical Substances and overseas chemical substances regulations. We will continue to improve the capabilities of our employees to meet the demands of our customers such as for compliance with chemical substance regulations and safety information disclosures.







ESG actions<Environment>

Enforcing appropriate management and handling of chemical substances
(KOKUYO Head Office)

Publicizing the harms and dangers of chemical substances on noticeboard panels
(KOKUYO Shibayama Plant)

Scanning for heavy metals using X-ray fluorescence
(KOKUYO Head Office)

Related data

Managing chemical substances >

RESPECT FOR HUMAN RIGHTS

We have a code, policy, and guidelines to ensure that our stakeholders' human rights are always respected in the course of our business activities.

Policy

KOKUYO Group Human Rights Policy

KOKUYO Group has signed the United Nations Global Compact, indicating its endorsement of the principles enshrined therein. In 2025, we formulated a human rights policy with expert advice. The policy received board approval on November 27 of that year.

Kokuyo Group Human Rights Policy

The Kokuyo Group, to present a tomorrow you can't wait for, is helping to build through its business activities a self-directed, collaborative society that keeps addressing socioeconomic issues. We believe that protecting people's dignity and respecting their rights is one of the essential elements for celebrating uniqueness and building a self-directed and autonomous society.

Based on this fundamental stance, the Kokuyo Group hereby establishes the Kokuyo Group Human Rights Policy (hereinafter referred to as "this Policy") to clarify its approach to respecting human rights.

The Kokuyo Group will fulfill its responsibility to respect the human rights of stakeholders in all countries and regions throughout its business activities in accordance with this Policy.

1. **Positioning of this Policy**
   This Policy was formulated based on the United Nations Guiding Principles on Business and Human Rights and presents the Kokuyo Group's approach to respecting human rights in its business activities in accordance with the Kokuyo Group's Code of Conduct.

2. **Respect for international human rights standards and compliance with laws and regulations**
   The Kokuyo Group will support and respect international standards in relation to human rights such as the International Bill of Human Rights (the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights) the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the United Nations Guiding Principles on Business and Human Rights, and the United Nations Declaration on the Rights of Indigenous Peoples, and will work toward putting those standards into practice.

   Furthermore, the Kokuyo Group will comply with all applicable laws and regulations in the countries and regions where it conducts business activities. When faced with conflicts between internationally recognized human rights standards and the laws and regulations of individual countries and regions, we will pursue methods to maximize respect for internationally recognized human rights standards.

3. **Scope of application**
   This policy applies to all officers and employees of the Kokuyo Group (including regular employees, contract employees, and temporary employees).

   Furthermore, the Kokuyo Group will requests that all its business partners, including suppliers, understand and support the contents of this Policy, and will work continuously to ensure that this Policy is respected.

4. **The Kokuyo Group's responsibility for respecting human rights**
   The Kokuyo Group understands that its business activities may directly or indirectly impact the human rights of its stakeholders.

   The Kokuyo Group will prohibit forced labor, child labor, and human trafficking, respect freedom of association and the right to collective bargaining, prohibit discrimination based on race, ethnicity, religion, nationality, language, age, gender, sexual orientation, disability, and other such characteristics, prohibit all forms of harassment, manage proper working hours and reduce excessive overtime, guarantee equal pay for equal work, ensure payment of the minimum wage and

support a living wage, ensure a healthy and safe workplace environment, protect personal information and privacy, guarantee consumer safety and the right to know, guarantee the rights of workers from overseas, and prevent bribery and corruption. We will commit to not infringing any other internationally recognized human rights of stakeholders in our business activities, and to appropriately addressing any adverse human rights impacts arising from our own business activities in order to rectify them.

Furthermore, when external parties (including all suppliers and other business partners, as well as external organizations and individuals involved in Kokuyo Group business activities) are involved in the occurrence of adverse human rights impacts, we will strive to ensure that we do not directly or indirectly contribute to or become involved in human rights violations. This will includes by urging appropriate measures to respect human rights and prevent violations.

5. **Implementation of human rights due diligence**

The Kokuyo Group will establish a human rights due diligence framework in accordance with the United Nations Guiding Principles on Human Rights to fulfill its responsibility to respect human rights. We will identify human rights adverse impacts on stakeholders arising through our own business activities and supply chain, and continually implement measures to prevent and mitigate such impacts.

6. **Rectification and remediation**

If it becomes clear that the Kokuyo Group's business activities have caused, contributed to, or been involved adverse human rights adverse impacts, we will work to rectify the problems and provide remedies through appropriate means.

7. **Education and training**

The Kokuyo Group will reflect the concepts of this Policy in procedures necessary to ensure its full implementation across all its business activities. We will also conduct the necessary education and training to ensure that all Kokuyo Group officers and employees fully understand this Policy.

Furthermore, we will strive to ensure respect for human rights throughout the entire supply chain by thoroughly disseminating the contents of this Policy to all our business partners, including suppliers.

8. **Dialogue and consultation with stakeholders**

The Kokuyo Group will continually engage in dialogue and consultation with relevant stakeholders and external experts in the series of initiatives based on this Policy.

9. **Disclosure of information**

The Kokuyo Group will disclose information in a timely and appropriate manner regarding the process and effectiveness evaluation results of its human rights initiatives based on this Policy.

10. **Governance structure**

With regard to the implementation of this Policy, we will designate an executive officer with responsibility for its execution, establish various policies based on this Policy, and specify and implement detailed measures across the entire Kokuyo Group.

11. **Continual review of this Policy**

The Kokuyo Group understands that specific issues that should be addressed will change due to social changes, business trends, and other factors. To deepen our commitment to respecting human rights, we will continually review this Policy after engaging in dialogue and consultation with stakeholders and external experts.

This Policy has been approved by the Board of Directors of KOKUYO CO., LTD.

Established: December 1, 2025

KOKUYO CO., LTD.
Director,
Representative Corporate Officer,
President and CEO
Hidekuni Kuroda

KOKUYO Group Human Rights Policy in Japanese [PDF:603KB]

KOKUYO Group Human Rights Policy in English [PDF:153KB]

Actions

- Cutting Excessive or Unfair Work
- No Use of Child Labor or Forced Labor
- A Safe and Healthy Work Environment (Occupational Health and Safety)
- No Workplace Bullying or Harassment
- Personal Information Protection
- A Living Wage

Supply Chain Actions

Stakeholder-specific Hotlines

RESPECT FOR HUMAN RIGHTS: ACTIONS

Cutting Excessive or Unfair Work
No Use of Child Labor or Forced Labor
A Safe and Healthy Work Environment (Occupational Health and Safety)
No Workplace Bullying or Harassment
Personal Information Protection
A Living Wage
Supply Chain Actions
Stakeholder-specific Hotlines

Cutting Excessive or Unfair Work

In FY2023, we pledged our commitment to reforming employee management, having identified such reform as a strategic priority. The ongoing reform program has three components: a follow-up process, 1-on-1 consultations, and encouraging leave take-up. The purpose of the reform is to foster an organizational environment conducive to corporate and individual growth. A follow-up process makes employees more aware of the hours they are working, leading to less overtime and a change of mindset toward their own workstyles. We have changed rules related to workstyles. For example, we have provided flextime with no core time, added explicit rules about intermittent breaks, and allowed for hybrid work (mixing work from home with office attendance). We also use objective measures to monitor volume of work and hours worked. Occupational physicians help overworked employees manage their time and help. Employees attend interviews and workshops about workstyles and break style as part of an effort to build an organizational culture with working practices that support corporate and individual growth and excellence.

Cutting Overtime with a New Approach to Employee Management >

KOKUYO-Style Hybrid Work >

Working Hours, Paid Leave Take-up Rate >

No Use of Child Labor or Forced Labor

We check the job candidate's personal identification documents to confirm their age and never employ anyone under the mandatory age of employment. To prevent use of forced labor, we only ever employ willing applicants, state the terms of employment (including remuneration) in writing, and provide an orientation program to new recruits. We always let foreign nationals keep their passports, ensuring that they work in a free and open environment.

A Safe and Healthy Work Environment (Occupational Health and Safety)

We are committed to keeping our employees healthy, happy, and safe at work so that they can perform at their best. As part of this, we have developed safety measures for times of emergency. We also encourage employees to participate in wellness activities and to engage more positively in their work.

Occupational Health and Safety >

No Workplace Bullying or Harassment

Anti-harassment Training

In line with the KOKUYO Group Code of Conduct, we have a website with educational content on workplace harassment and provide anti-harassment training, including a course for new career-track employees and rank-specific courses. The website and training programs convey the message that workplace harassment is unacceptable behavior that, as well as stopping the victims fulfilling their potential, harms victims' human rights in that it subjects them to unfair humiliation and personal attack. All employees undergo annual anti-harassment training in late November and early December, in conjunction with Human Rights Week. In this training event, the attendees are briefed about the company's basic approach and presented with case studies to update their awareness. We also provide a channel for employees to raise concerns about harassment and take other measures to foster an organizational culture in which no employee has to suffer in silence. In 2024, the anti-harassment training program was expanded to include content about sexual orientation and gender identity (SOGI), including the message that anyone can be a perpetrator or victim of anti-SOGI harassment and content emphasizing the importance of respect for diversity.

Personal Information Protection

We have established the Personal Information Protection Policy to guide efforts to protect personal information.

Personal Information Protection Policy >

A Living Wage

In remunerating employees, we of course comply with legal requirements on the minimum wage and the payment of such. We also commit to paying a reasonable living wage. To that end, we provide a salary that escalates by year, subject to performance review, and we increase wages across the board above the consumer price index. In fiscal 2024, the average annual salary paid to KOKUYO employees was ¥7.82 million.

Supply Chain Actions

Rapid economic globalization has given rise to colossal multinationals. Many are extending their supply chains into developing economies in an effort to drive down costs. This trend is creating ever more challenging socio-environmental issues. Examples include human rights issues such as forced labor and child labor, widening inequality, and environmental issues. Our group will fulfill its social responsibilities together with suppliers and continue contributing to social development.

Supply Chain Management >

Stakeholder-specific Hotlines

For employees, we provide a group-wide whistleblowing hotline (the KOKUYO Group Hotline) for reporting concerns related to compliance or corporate ethics. The hotline is global and accessible to all employees of the global KOKUYO Group, whether they work in Japan or an overseas location.
For supply-chain partners, the KOKUYO Group has established and is operating a whistleblowing hotline which can be used by our supply-chain partners. The purpose of the hotline is to build healthy relationships with our supply-chain partners and to achieve mutual sustainable growth. For customers, we have the Customer Support Center. The center collects feedback about our products and services so that we can improve the products or services in question.

Stakeholder category	Hotline
Employees	Whistleblowing Hotline: the KOKUYO Group Hotline
Supply-chain partners	The KOKUYO Group Hotline for Supply-Chain Partners

Stakeholder category	Hotline
Customers	KOKUYO Customer Support Center* * Japanese Only

Social

WELLBEING AMONG COMMUNITIES

To improve wellbeing among external stakeholders, we will accelerate our process for developing products in line with our concept of inclusive design. We will use Hows Park as a testing ground for us to pilot our inclusive-design initiatives. At Hows Park, a diverse team of individuals will stimulate each other's creativity to develop inclusive products and services. To help improve wellbeing among diverse groups of individuals and society at large, we will promote to society at large our design methods and the dialogue-based design approach at our diversity office, Hows Park.

Material Issues and Performance

See Goals and Results: Strategic Theme 1-2.

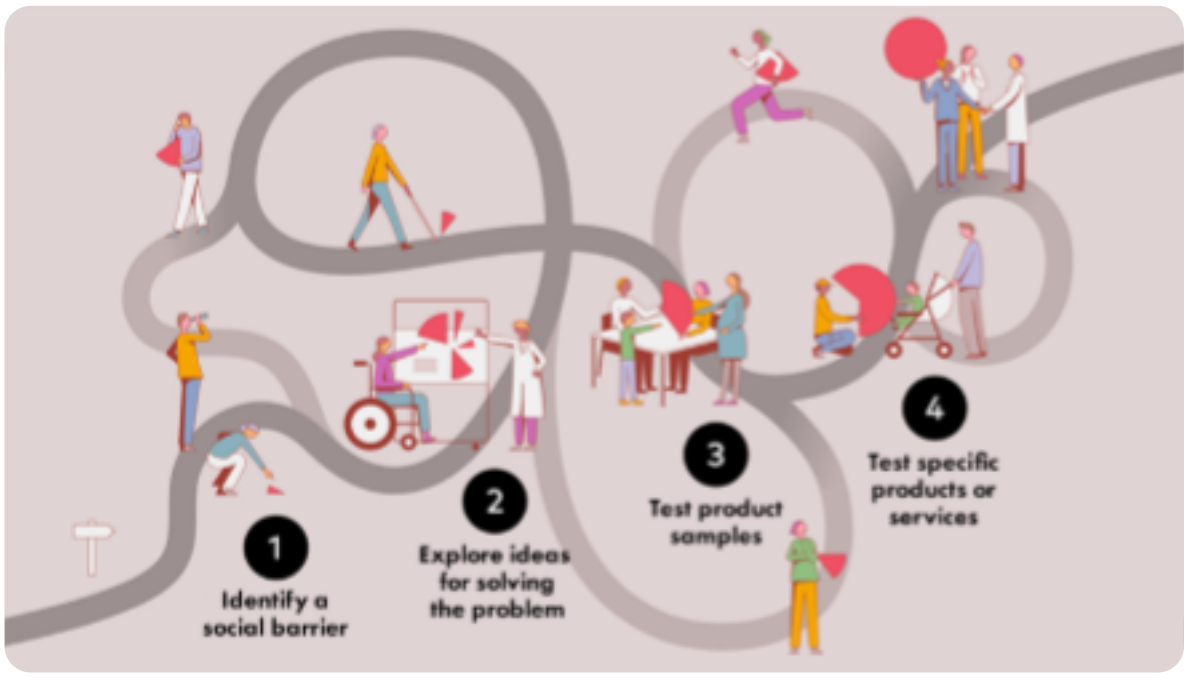
Goals and Results >

Hows Design, Our Approach to Inclusive Design

KOKUYO works with Kokuyo K Heart Co., Ltd., (a disability-friendly special subsidiary) and external stakeholders on an inclusive design process. Through this process, we identify social barriers and work on ideas for creating a more inclusive world that embraces individuality. The process, known as Hows Design, is intended to create tangible and intangible goods through a combination of empathy1 and co-creation.[2]

※1 We use interviews, questionnaires, and workshop sessions to understand the differences in experiences.

※2 We test out prototypes in design workshops and work with the lead users to generate ideas for overcoming social barriers.



Hows Design consists of four processes:

① Identify a social barrier

② Explore ideas for solving the problem

③ Test product samples

④ Test specific products or services

Visit the Hows Design website for more information.

「HOWS DESIGN」 * >

* Japanese Only

Actions

Launch of Hows Park (Diversity Office)

On the first floor of our head office, we built HOWS Park, a pro-diversity office that embraces inclusive design. From the first stage of the design process, we engaged in dialogue with a diverse spectrum of lead users, including people with hearing impairment, mental-health problems, and lower-limb conditions, and wheelchair users to ensure that the office would be accessible and inclusive to all. The office serves as a testing ground for putting Hows Design (KOKUYO's concept of inclusive design) into action. In fiscal 2024, more than 100 workshops were held. Consequently, 26.6% of our newly launched products were designed through the Hows Design process (our goal was 20%).

Launching Hows Park in a step toward D&I* ›

* Japanese Only



Hows Park accommodates diverse needs with the shape and height of furniture, easy visibility, and comfortable sense of distance.

Hows Design practices



A New Form of Inclusion: Making Cleaning Visible* ›

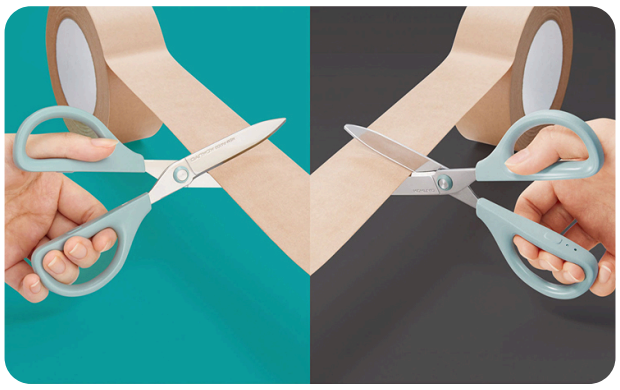
* Japanese Only



Shinichiro Kumagaya (Research Center for Advanced Science and Technology, The University of Tokyo) Tours The Campus during a Practical Workshop* ›

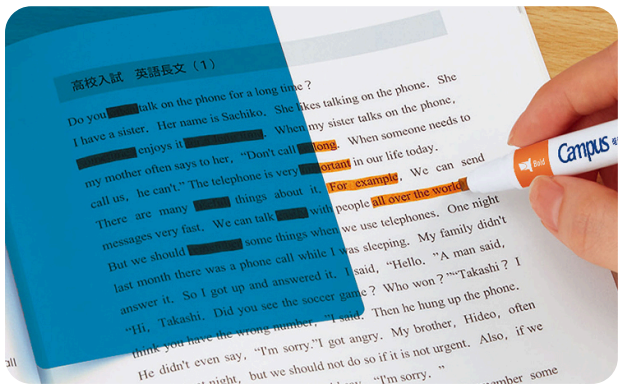
* Japanese Only

Hows Design Releases



Scissors with hybrid arch blade (Saxa)* ›

* Japanese Only



Blue sheet with orange marker pen for memorization (Campus)* ›

* Japanese Only



Hemming* ›

* Japanese Only



Energy Line*

* Japanese Only



Easy-Carry ID Card Holder with Band*

* Japanese Only



260 ml labelless bottles of Japanese mineral water (from the Tsumagoi highlands)*

* Japanese Only

Awards and Accolades

Six Hows Design products honored in the 2025 Good Design Award*

Saxa scissors with non-stick blades win top prize at 34th Japanese Stationery Awards*

Blue sheet with pen set for memorization earns bronze at 2024 IAUD International Design Award*

Hows Design awarded three stars in Sustainable ☆ Selection 2024*

* Japanese Only

Social

TOGETHER WITH EMPLOYEES

Unleashing the creativity of our talent is key to generating new value and addressing social issues. Our business operations depend upon our employees being healthy and safe both mentally and physically and upon our employees flourishing and excelling as individuals. KOKUYO therefore values having an open, speak-up culture and provides training that helps employees unleash their creativity to the full.

Policy

Health and Productivity

KOKUYO Group Health and Productivity Management Declaration

We have issued the following declaration to signal our commitment to building a healthy workplace as part of our sustainability strategy.

KOKUYO Group Health and Productivity Declaration

To build a self-directed, collaborative society, we will present a tomorrow you can't wait for and lead the way in sustainable business practices. To achieve this, promoting wellbeing both within and outside our organization is crucial.

〈Three main strategies for improving wellbeing〉

1. **Pitch ideas for new workstyles**
2. **Promote diversity, inclusion, and innovation**
3. **Promote employee health and engagement**

Wellbeing (a state of being healthy and happy) is critical to building a healthy workplace. We therefore support employees' physical and mental health and encourage employee engagement. In this task, we cooperate with our employees, our health insurance association, and our workforce's labor union, gleaning insights and best practices for promoting wellbeing in society at large.

Effective Date: October 1, 2019
Revised Date : October 1, 2022

KOKUYO Co., Ltd.
Director,
Representative Corporate Officer,
President and CEO
Hidekuni Kuroda

KOKUYO Health and Productivity Declaration in Japanese [PDF:250KB]

KOKUYO Health and Productivity Declaration in English [PDF:102KB]

Talent Management

Talent Management Policy

The Talent Management Policy describes Kokuyo's best practices and approaches to relating with our employee. We would like to clarify these and utilize them as criteria for drawing out the value of each individual.

Talent Management Policy

Individual employee is an asset, Kokuyo will produce talent that can contribute to business growth and society while empowering every individual to reach their potential

1. **Engage in open, simple and fair organizational management for all to maximize the capabilities of our diverse workforce**
2. **Expect employees of all ages and experience levels to grow and provide talent with capabilities and growth appetite with opportunities to actively take on challenges**
3. **While respecting the career aspirations of each individual, view job transfers as an opportunity to discover and grow one's own unrealized potential, and provide opportunities for diverse activities that transcend departments and countries from a company-wide perspective**
4. **Encourage employees to think about their own career pathways autonomously and provide employees committed to results and growth with the right roles and compensation**

Talent Management Policy in Japanese [PDF:5.78MB]

Talent Management Policy in English [PDF:3.87MB]

Occupational Health and Safety

KOKUYO Group Policy on Occupational Health and Safety

We are committed to providing a safe and comfortable workplace in which employees feel engaged and able to excel to the full.

KOKUYO Group Safety and Health Policy

Our philosophy/belief Safety First!

The KOKUYO Group promotes safety and health initiatives based on our belief that the employee's individual mental and physical health, in addition to their safety, is the foundation of the company's sustainable business growth.

Our promise

1. **To comply with the Industrial Safety and Health Act, relevant laws and regulations, and the KOKUYO Group's guidelines and standards.**
2. **To endeavor to prevent industrial accidents and diseases, while encouraging continuous and proactive workplace improvement.**
3. **To foster an open company culture in which all employees participate, in order to ensure the safety and health of all people involved in the KOKUYO Group business operations.**

Effective Date: 04/ 01/ 2017

KOKUYO Co., Ltd.
Director,
Representative Corporate Officer,
President and CEO
Hidekuni Kuroda

KOKUYO Group Policy on Occupational Health and Safety in Japanese [PDF:223KB]

KOKUYO Group Policy on Occupational Health and Safety in English [PDF:81.4KB]

Actions

Health and Productivity: Actions

Wellbeing among Employees: Actions

Talent Management: Actions

Occupational Health and Safety: Actions

Dialogue with Employees: Actions

Awards and Accolades

KOKUYO selected for Kenko Investment for Health 2025

Kaunet recognized as 2025 Outstanding Organization of Kenko Investment for Health Program in White 500

KOKUYO Marketing listed as 2025 Certified Heath & Productivity Management Outstanding Organization in Large Enterprise Category

KOKUYO awarded commendation prize at the 24th Telework Promotion Awards

First WELL Health-Safety Rating obtained for multiuse building in Japan

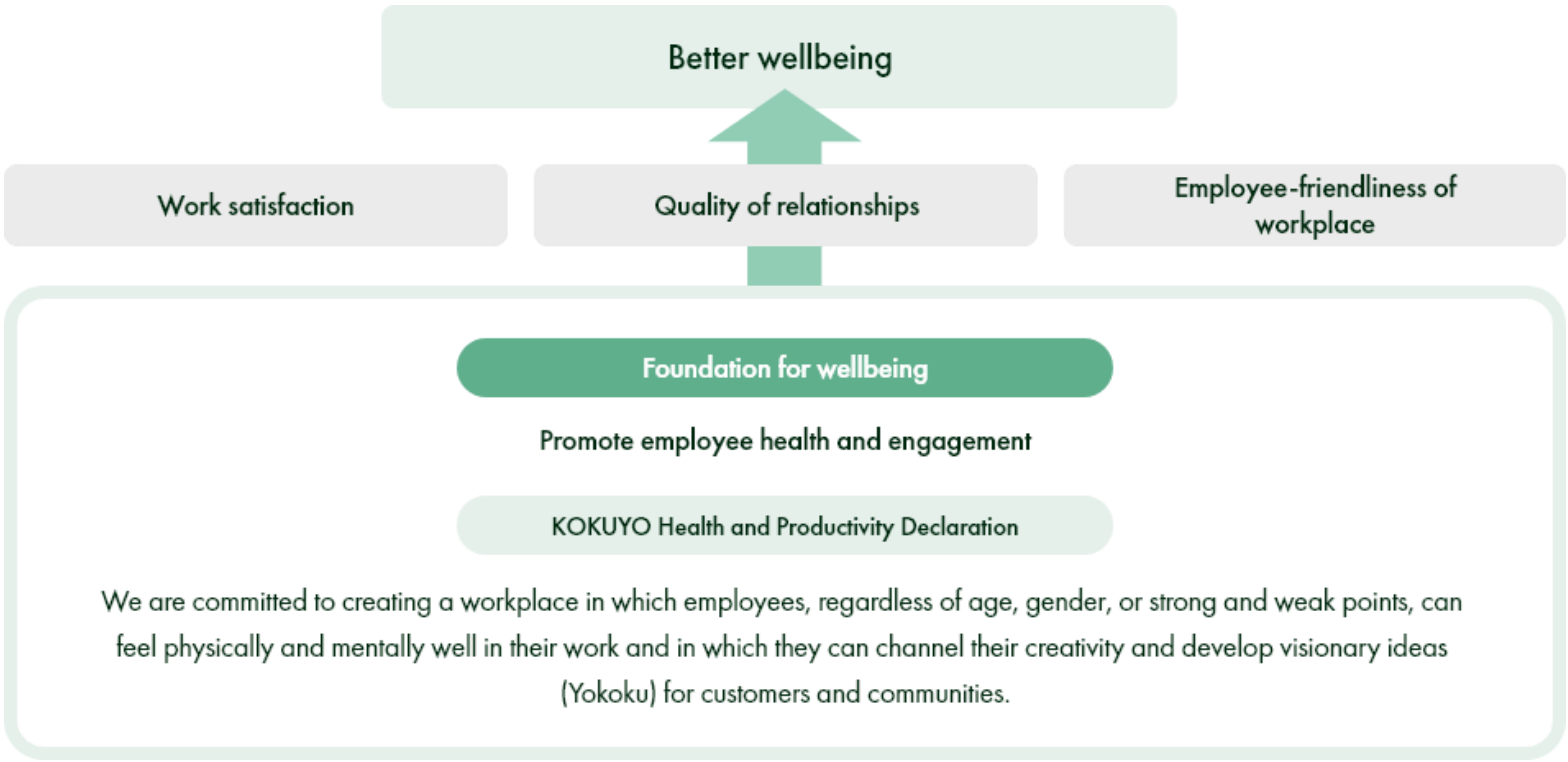
Related data

Working Hours, Paid Leave Take-up Rate

Social

HEALTH AND PRODUCTIVITY

We are committed to creating a workplace in which diverse employees feel physically and mentally well in their work and in which they can channel their creativity and develop visionary ideas (Yokoku) for customers and communities. These commitments are central in our efforts to manage employees' health and productivity. Our health and productivity task-team prioritizes three elements of employee wellbeing: work engagement, quality of relationships, and the employee-friendliness of the workplace. The team also develops actions grounded in employees' everyday realities to addresses health and productivity issues that are endemic to Japan, such as the aging workforce and work engagement levels that are lower than those of other countries.



Goals for Employee Health and Productivity, Results in 2024

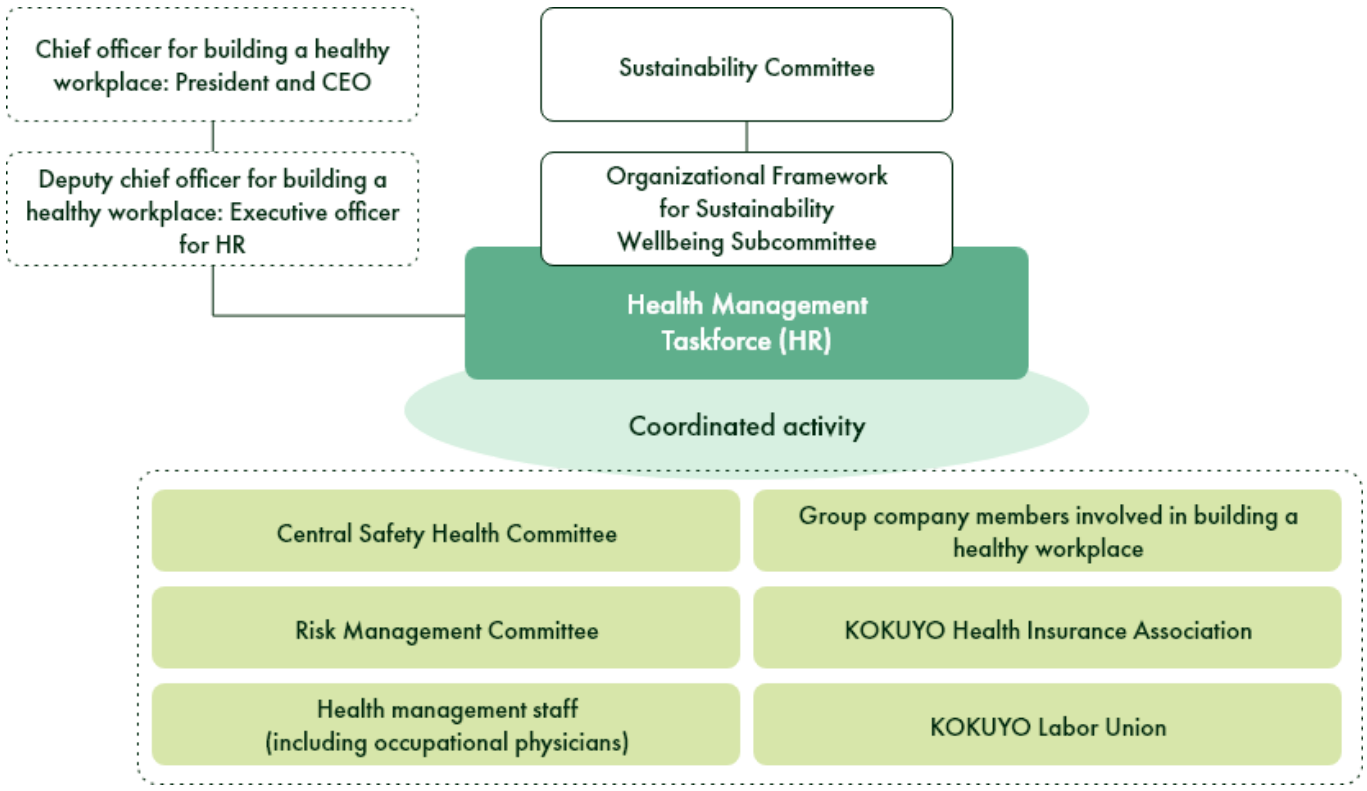
As part of our commitment to health and productivity management, we have set the following KPIs and targets, taking into account the latest circumstances.

KPI	Employee engagement	Presenteeism
Context	Our latest work engagement score is C+ (2.43, deviation value of 54.7). Thus, we will continue to perform above the national average (52.7 as of 2024) and aim for further improvement in work engagement.	Presenteeism is high compared to the national average. Given that past data suggests a strong correlation between overtime and presenteeism, we will focus on reducing excessive work, with the initial goal of bringing presenteeism down to the national average.
Target	2.27 (deviation value of 65, grade B)	15
Initial score (FY2023)	2.47 (deviation value of 53.1, C+)	21.5
Latest score (FY2024)	2.43 (deviation value of 54.7, C+)	21.7

Processes in Place

KOKUYO Health and Productivity System

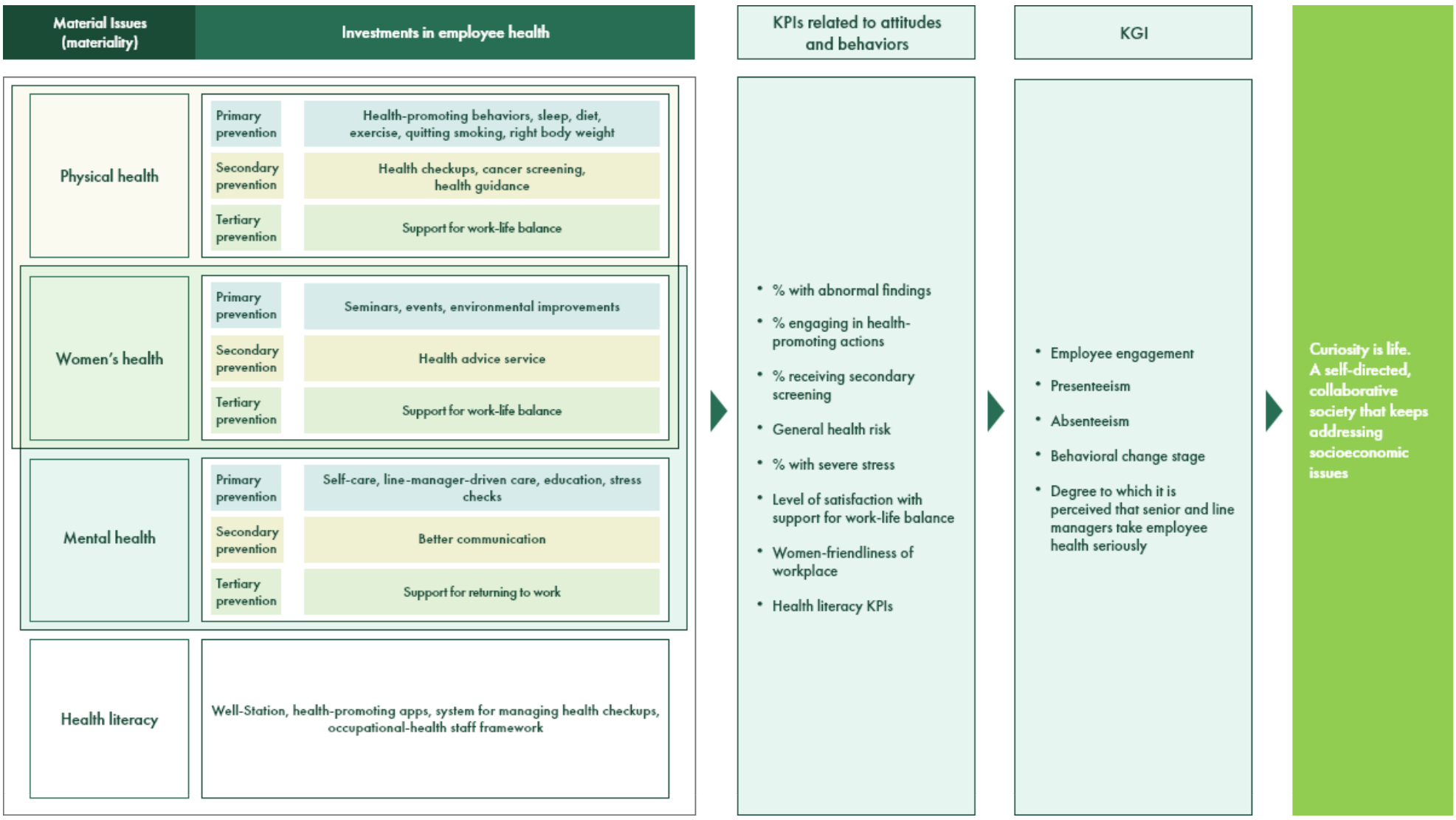
In FY2022, we established the Health Management Taskforce within the Subcommittee for Building an Organizational Framework for Sustainability and Promoting Wellbeing in order to expedite efforts to build a healthy workplace. The following bodies collaborate in managing employee health and engagement: the KOKUYO Group Central Safety Health Committee, Risk Management Committee, KOKUYO's health management staff (including occupational physicians), group company members involved in building a healthy workplace, KOKUYO Health Insurance Association, the KOKUYO Labor Union, and the Health Management Taskforce (HR).



View data on health-promotion performance here.

Strategic Roadmap for Health and Productivity Management

As part of our strategy for promoting employee health, we set out goals, tasks, expected outcomes, and investments.



Actions

Selected for Kenko Investment for Health 2025

Showcasing Our Expertise in Health and Productivity Management through The Campus, a Space for Experimenting with New Workstyles and Lifestyles

Reducing Overtime with a New Approach to Employee Management

Women's Health Matters

Linkage with Employee Welfare

Promoting Employee Health Enhancement Activities

Program to Ensure the Full Use of Regular Screenings

Workplace that is Smoke-free or with Segregated Smoking Areas

KOKUYO Health Insurance Association: Collaborative Health Promotion

Mental Health Action

Selected for Kenko Investment for Health 2025

On March 11, 2025, KOKUYO was selected by the Ministry of Economy, Trade and Industry (METI) and Tokyo Stock Exchange, Inc. for "Kenko Investment for Health 2025" as a listed company with outstanding health management. On the same date, KOKUYO and Kaunet were recognized by METI and Nippon Kenko Kaigi (NKK) for inclusion among 500 whitelisted companies, earning the official designation "2025 Outstanding Organization of Kenko Investment for Health Program (White 500)." KOKUYO Marketing earned a separate accolade under the same program ("2025 Outstanding Organization of Kenko Investment for Health Program," large enterprise category).
METI's Kenko Investment for Health program reviews the efforts of TSE-listed companies that have integrated employee health management into their business strategies and selects those companies that demonstrate excellence in employee health management. The program includes Outstanding Organizations of KENKO Investment for Health to give recognition to companies with exemplary practices. We will continue to promote wellbeing in line with the KOKUYO Health and Productivity Declaration, which we established in October 2019 and updated in 2022.

健康経営銘柄 2025
KENKO Investment for Health

2025 健康経営優良法人 KENKO Investment for Health 大規模法人部門 ホワイト500

2025 健康経営優良法人 KENKO Investment for Health 大規模法人部門

Showcasing Our Expertise in Health and Productivity Management through The Campus, a Space for Experimenting with New Workstyles and Lifestyles

In February 2021, we opened The Campus in Shinagawa, Tokyo. The Campus is a space for experimenting with new workstyles and lifestyles. The Campus is a space in which people from different professional backgrounds gather to explore and test new ideas to identify the values of the future. It is tied in with KOKUYO'S Next Experience, a project to engage in tasks for solving long-term social issues. We will continue to use The Campus to widely showcase to society the knowledge and know-how of health and productivity management that KOKUYO has put into practice and proposals to protect the mental and physical health, safety and security of employees and visitors.

Reducing Overtime with a New Approach to Employee Management >

KOKUYO-Style Hybrid Work >

Working Hours, Paid Leave Take-up Rate >

Main Proposals to Protect the Mental and Physical Health, Safety and Security of Employees and Visitors

- **Employees' mental health issues associated with the proliferation of telecommuting, measures to address these issues**
  Encourage cross-organizational communication to build new relationships and develop and propose spaces, furniture, fixtures and stationery that are optimized to each user's purpose, which could be to help the user concentrate or immerse themselves in work or to relax.
- **Measures to prevent infectious diseases**
  Prevent infection by, among other things, controlling droplet-based, contact-based, and aerosol-based infections, and visualizing the behavior of those infected with diseases using IoT-driven behavioral analysis.

This is the first complex in Japan to have acquired the WELL Health-Safety Rating.* >

The above initiatives have been recognized. The Shinagawa live office and Tokyo showroom in The Campus have acquired the WELL Health-Safety Rating,* which evaluates health and safety according to global standards.

* The WELL Health-Safety Rating for Facility Operations and Management provides third-party verification that the certified building is clean and safe. The rating was launched by the International WELL Building Institute in June 2020 in response to the spread of Covid-19. The criteria in the third-party evaluation include anti-Covid measures, emergency preparedness programs, cleaning and sanitization procedures, and air and water quality management.



Reducing Overtime with a New Approach to Employee Management

In FY2023, we recognized that we could only achieve growth over the medium and long term if senior and middle managers take urgent action to reform our approach to employee management. With this strategic awareness, we launched a new approach to employee management, one that emphasizes accompanying the employee. Under this approach, we began trialing 1-on-1 meetings between managers and employees for addressing issues that arise in the course of business operation. Guided by the insights from the trials, we finalized an official 1-on-1 format for KOKUYO along with a work follow-up process for fixing imbalances in work assignments and making the workplace conducive to high-market-value work.
Each hierarchical layer has a defined set of roles and responsibilities. The senior leadership engages actively with team members, enabling the management to predict man-hours and obtain timely insights. In this way, the issues employees experience are dealt with quickly. The new approach to employee management has proved effective. Overtime hours have significantly reduced and that has led to changes in how time is used.
We will work to entrench this initiative in FY2024. At the same time, we will engage in such efforts to lower the barriers to taking vacations.

Women's Health Matters

Context

Previously, we had not done enough to build a women-friendly workplace. Employees complained that the workplace was women-unfriendly and that many more women than men had childcare or eldercare commitments, making it harder for women to balance work with family commitments. With young women making up a relatively large share of our workforce compared to that of the average company in Japan, more employees than before have experienced life events related to women's wellness (such as hormonal disorders, maternity, and motherhood).
Accordingly, in 2023, we made a concerted effort to address these concerns. We committed to helping women balance their work and private life and to supporting women's health and wellbeing. We also made a focused effort to build a more women-friendly workplace.

Actions

- We provided a health advice service led by an occupational physician with expertise in women's health.
- We established the Wellness Station to improve contact between a public health nurse and employees. We also provided a channel whereby employees can easily reach out to occupational health professionals.
- To address the health-related obstacles to empowering women in the workplace and make the workplace more gender inclusive, we organized a seminar led by an inhouse occupational physician. The seminar was about women's health matters such as premenstrual syndrome, menopausal challenges, cervical cancer, and breast cancer). Male employees were also encouraged to actively participate in the events.
- We organized events (seminars, workshops, and a get-togethers with mentors) for employees with concerns about life events such as childbirth and parenting.
- Providing for women's sanitary needs: With the support of Kao's Laurier in the Workplace project, we installed sanitary pads in the restrooms of the head office.
- For women aged 40 or above, we expanded breast cancer screenings and established a subsidy program through KOKUYO Health Insurance Association.
  In the screening program, a mammography van and a ultrasonographer visit the Shinagawa head office and the Shibayama and Mie plants to screen employees there.

Linkage with Employee Welfare

Health is the key principle in Play Work Mileage, our choice-based program of employee welfare. Play Work Mileage supports employee health in the following ways.

It encourages employees to invest in their own health

Employees can redeem points against expenses they incur in promoting their health, including expenses for optional examinations for comprehensive medical checkups, medical bills, and the cost of various health supplies. In FY2024, our employees redeemed a collective total of approximately 211 million yen in points.

Promoting employee health enhancement activities

We operate a program that records employees' health-promoting actions and allots points according to such records. The points can be redeemed for subsidies under the aforementioned choice-based program of employee welfare. The aim of this program is to encourage employees to make a habit of engaging in light exercise, walking, and similar routines with an awareness of their health in their daily lives. We have also been running the Walking Campaign for a limited time to encourage even more employees to participate in the program such as by competing over which

team walks the greatest number of steps. We ran a wellness program which provides seminars, surveys and individual guidance by trainers in a set to improve and enhance the health literacy of employees about physical ailments.

Program to Ensure the Full Use of Regular Screenings

This is a program to support employee health. We hold seminars with occupational physicians before and after employees undergo their regular health checkups so that the results of those checkups can lead to improvements for the next time. We hold these seminars online so that the families of employees can also participate in them.

Workplace that is Smoke-free or with Segregated Smoking Areas

Data from Japan Tobacco's annual Japan Smoking Rate Survey indicates a high rate of smoking among male employees in our corporate group. On April 11, 2020, Japan banned indoor smoking with some exceptions. In conjunction with the ban, we banned smoking on all KOKUYO sites in Japan. We continue our efforts to raise employees' awareness of the risks of smoking.

KOKUYO Health Insurance Association: Collaborative Health Promotion

The KOKUYO Health Insurance Association collaborates with KOKUYO in supporting employee health.
This collaboration includes delivering health checkups and cancer screenings.

- The association uses the network health checkup service to enable its members to receive health checks (including a general health check known as a ningen dock) at medical institutions nationwide. Members' families can receive a health checkup at the same medical institution.
- In 2022, the association started providing KOKUYO with a subsidy for colorectal cancer screenings. We integrated the subsidized screenings into our health checkup program so that all employees have the screenings.
- The association has raised the maximum amount of subsidy for cervical and breast cancer screenings.
  - In 2020, it raised the maximum amount of subsidy for actual expenses incurred in breast cancer screenings.
  - In 2023, it raised the maximum amount of subsidy for actual expenses incurred in cervical cancer screenings.
- In 2023, the association started subsidizing prostate cancer screenings.
- In 2023, the association started mailing HPV and PSA test kits.
  These test kits are for members who do not receive a subsidy for cervical or prostate cancer screenings.

The association works with KOKUYO to provide a round-the-clock counseling service for physical and mental health concerns. It also provides counseling services related to general health, medical care, long-term nursing care, parenting, and mental health. In 2023, it launched a health app that encourages health-promoting activities (regular exercise, healthy diet, sleep hygiene).

Mental Health Action

We conduct an annual stress check as required by law.
To promote a culture of self-care, in which employees feel comfortable asking for help after the stress check, we have introduced the Employee Assistance Program. This externally run program encourages employees to recognize the warning signs and symptoms of stress and to seek preventive health services at an early stage.
We have been conducting the pulse survey monthly since 2021. The purpose of this is to promote fixed-point observation of issues in ways of working and workplaces and to encourage dialogue in teams to build even better organizations.
We identify issues that we will tackle with priority and measures to deal with those issues by business and human resource departments engaging in dialogue while comprehensively looking at the survey results and personnel and organizational data.

Social

WELLBEING AMONG EMPLOYEES

To help improve wellbeing, we will promote work-life balance, new workstyles, and a diverse workplace (inclusive of gender, disability, and nationality) that produces innovation. As a pioneer of new and better workstyles and lifestyles, we both propose new workstyles and embrace diversity, inclusion, and innovation in our own workplaces so that our employees will feel engaged and bring their authentic selves to work.

Material Issues and Performance

See Goals and Results: Strategic Theme 1-1.

Goals and Results >

Actions

[Workstyle reform]

- KOKUYO-Style Hybrid Work
- Shift to Mindset that Values Employees' Disposable Time
- Programs for Workplace Diversity
- Enabling Work-Life Balance
- Flextime in Distribution Centers
- Partnerships with External Organizations

[Diversity and Inclusion]

- Employing People with Disabilities
- Embracing Diversity
- Helping Employees Build Diverse and Fulfilling Careers

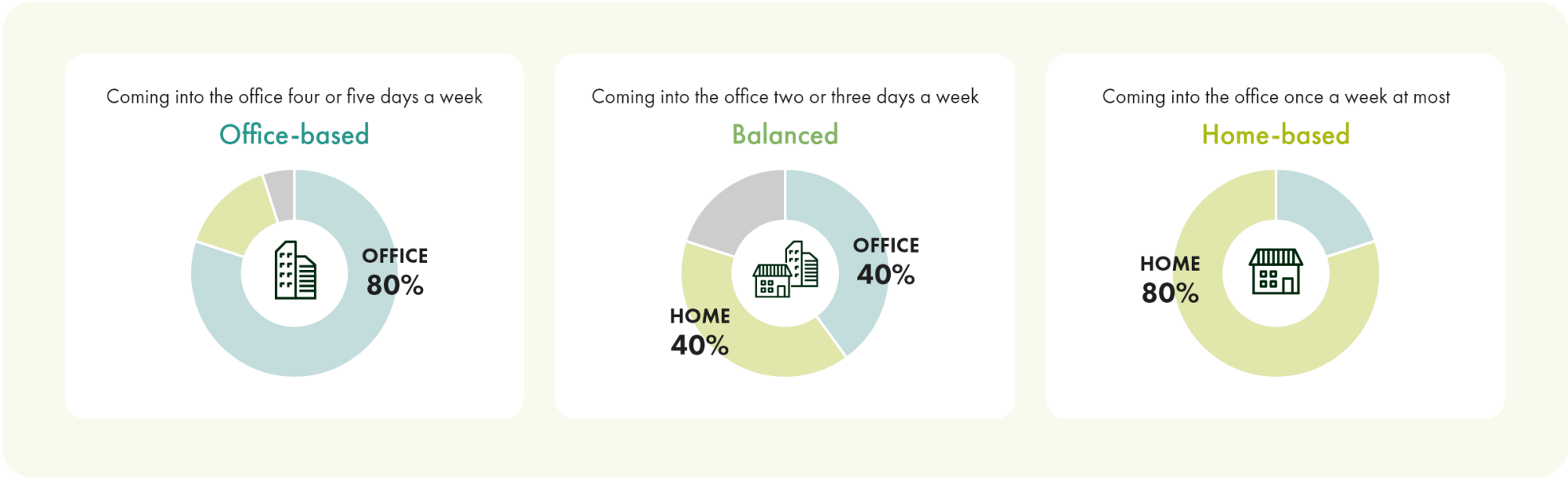
Workstyle Reform

KOKUYO-Style Hybrid Work

In 2022, we launched KOKUYO-Style Hybrid Work. This program honors diversity while encouraging employees to engage in workstyles that improve the productivity and creativity of the team as a whole, so that personal growth can accompany team outcomes. KOKUYO's distinctive workstyle model is practiced by supporting each employee's "life-based working," a term we use to describe a situation in which the one's workstyle, learning style, and lifestyle are balanced and embody one's uniqueness

For example, employees choose one of three workstyle categories (office-based, balanced, home-based) and then decide with their superiors on a workstyle that will best suit their individual and team performance. Teams regularly review members' workstyles to see how they can improve.

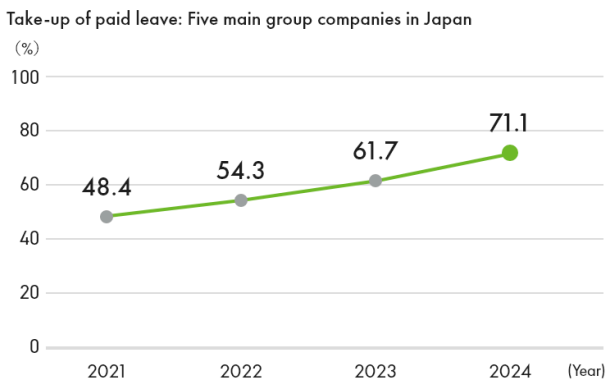
With the workplace expanding, we provide employees with a satellite-style multipurpose space, known as n.5 (pronounced "enu-ten-go"). The space may be used as a satellite office, but it can also be used for activities related to employees' working, learning, and living. Employees use n.5 for a variety of purposes, including for self-led seminars and other self-organized events.



Shift to mindset that values employees' disposable time

To help employees gain more disposable time, we are transforming employee management with new approach to workstyles and time allocation, focusing on three themes: follow-up process, 1 on 1, and leave support. For the follow-up process theme, team leaders keep track of members' work with timely follow- ups and then modify work schedules and reallocate resources as necessary. This process helps standardize workflows and improve efficiency at each organizational unit. Alongside this, we have set days for which we encourage employees to take paid leave and encourage employees and their supervisors to hold dialogues about strategic take-up of leave. Such dialogue will only be effective if there is an open organizational culture, enabling transparency in relationships. We have examined the kind of 1-on-1 sessions that best suit our organization (the frequency of the sessions, the settings in which they are held, and the tools used), resulting in the KOKUYO 1-on-1 model, which we have rolled out across our organization. We also hold communication events across divisional boundaries.

We are also actively committed to reforming workstyles in the logistics industry. KOKUYO Supply Logistics and KOKUYO Logitem have introduced flextime for distribution center staff and all other employees. With flextime, employees exercise autonomy in deciding which hours they work according to busy and slow periods. This contributes to wellbeing by freeing up disposal time and by reducing physical and mental strain.



The five main group companies in Japan are KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.

Programs for Workplace Diversity*

We are going further to support the careers of diverse employees and accommodate their needs associated with each life stage.

Maternity leave	Pregnant employees are entitled to a leave of absence for a period lasting from six weeks before the due date (14 weeks if a multiple pregnancy) to eight weeks after it.
Spouse's leave	Employees whose spouse is pregnant are entitled to two days' leave around the due date.
Parental leave	Employees are entitled to a leave of absence to care for their children until the child's 2nd birthday (if the child's second birthday falls in April, until the end of that April).
Sick child leave	If employees have any children who have not yet graduated from grade 6 of elementary school, they are entitled to five days of leave a year or, if they have multiple applicable children, 10 days of leave a year (the leave can also be taken on an hourly basis). Taking such leave has no impact on wage or bonus.
Nursing care leave	Employees are entitled to take, for each care dependent, up to three periods of leave totaling no more than 183 days.
Short nursing care leave	Employees are entitled to take, for each care dependent, five days of leave a year or, if they have multiple care dependents, 10 days of leave a year (the leave can also be taken on an hourly basis). Taking such leave has no impact on wage or bonus.
Shorter hours	Employees with children are entitled to take shorter work schedules until the children complete grade 3 of elementary school.Employees who are caregivers to dependents with long-term care needs are entitled to take shorter work schedules for up to three years per dependent.
Wellness leave	This is an updated form of menstrual leave. It now covers employees who require leave for menstrual pain or maternity checkups and to men and women who require leave for infertility treatment.
KOKUYO-Style Hybrid Work	We promote a mixture of home and office working.

Complete flextime (with no predetermined core period)	We encourage employee productivity with flexible work hours.
Re-employment system for employees who voluntarily resigned	We run a returnship program to help reintegrate into the workplace regular employees who resigned because of marriage, childbirth, childcare, nursing care, spouse relocation, overseas study, charity work, a career change, or other valid personal reasons. We believe that bringing in outside experience and insight further increases the diversity of our organization.
Re-employing mandatory retirees	We have in place a system that, in principle, allows employees who wish to work at the KOKUYO Group after retiring at the mandatory age of 60 to continue working as senior employees. Through this initiative, the retirees get opportunities to continue a professional role in society after mandatory retirement. In return, they use their experience and knowledge to help younger colleagues develop.

※ These programs apply in KOKUYO and major subsidiaries.

※ Related information:**View data on numbers of employees taking childcare and nursing care leave** ›

Enabling Work-Life Balance

The KOKUYO Group endeavors to create an employee-friendly working environment with consideration for the work-life balance. These initiatives have been recognized. Three companies* in our group have acquired the Kurumin Mark. The Kurumin Mark certifies that the company or organization in question is an active supporter of working parents. The certification system is run by the Ministry of Health, Labour and Welfare as part of the ministry's efforts to address the nation's declining birthrate. It is provided for in the Law for Measures to Support the Development of the Next Generation.

※ The companies which have acquired the Kurumin Mark are KOKUYO Co., Ltd., Kaunet Co., Ltd., and KOKUYO Marketing Co., Ltd.



Flextime in Distribution Centers

The distribution industry faces a number of labor challenges. For example, restrictions on truckers' overtime will come into effect in Japan in 2024. To address the challenges, KOKUYO Group has embraced workstyle reform. It is generally believed that flextime is unfeasible for the distribution industry. Nonetheless, KOKUYO Logitem introduced flextime for back-office staff in 2009 and then for distribution center staff in 2022. As well as prompting a higher uptake of flextime in delivery operations, KOKUYO Logitem has set a best-practice model for the industry. In 2023, KOKUYO Supply Logistics introduced flextime for distribution center staff and all other employees. With flextime, employees exercise autonomy in setting their work schedule according to the level of work demand. This frees up disposable time and reduces physical and mental strain. It also sets a good example of flexible workstyle practices for the industry.

※ Related information: **KOKUYO Logitem's news page***

※ Related information:**KOKUYO Supply Logistics' news page***

* Japanese Only

Partnerships with External Organizations

In 2023, KOKUYO earned an award from the Japan Telework Association, an organization dedicated to promoting telework as a workstyle that uses digital technology to remove restraints of time and place. In an effort to explore new work options, we participate in a public-private council on telework and workations. The council was established to promote workations and build up the number of workation practitioners. We have been member of the Iku-boss Corporate Alliance (Sponsored by Fathering Japan) ever since the program began in December 2014. Members of this alliance share best practices for ensuring that leaders, in their efforts to empower the employees and deliver positive outcomes for the organization, are sensitive to employees' need for work-life balance. Through our membership of the alliance, we gain opportunities to rethink approaches to diversity management and organizational culture.

Diversity and Inclusion

Employing People with Disabilities

KOKUYO has been an active employer of people with disabilities ever since 1940. In that year, KOKUYO started recruiting students from a school for the deaf in Osaka (now known as Chuo School for the Deaf). The students were employed in the company's factory in Imazato, which stood on the site of what is now our Head Office. A turning point in our policy for employing people with disabilities came in 2002, when we unveiled a program of structural reform. This reform program involved spinning off our business units into new companies. A question we then faced was how to provide jobs in the new group companies for people with disabilities. In September 2003, we founded KOKUYO K Heart Co., Ltd. as a "special subsidiary" (meaning a disability-friendly employer that is counted as part of the parent company). In December 2006, we founded Heartland Co., Ltd., a subsidiary devoted to employing people with intellectual or mental disabilities. As of June 1, 2024, people with disabilities make up 2.55% of the group's workforce.



Heartland Co., Ltd. is a special subsidiary of KOKUYO. It employs people with disabilities and specializes in the running of agriculture. It creates

※ Related information:**Employees composition (employees with disabilities)** >

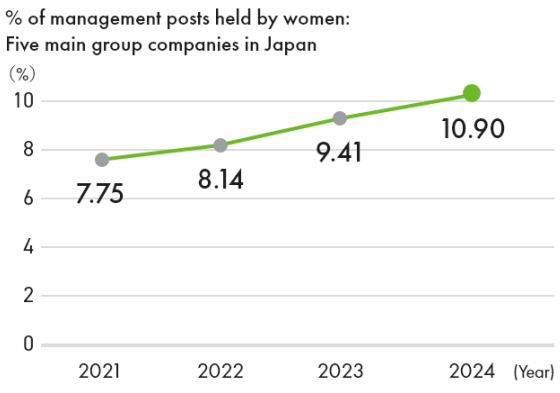
employment for a total of approximately 7,000 people with disabilities in the region annually.

Embracing Diversity

Believing that talent diversity is essential to creativity, we maintain a rough gender parity when hiring fresh graduates and actively hire people who already have career experience. The Campus (our office in Shinagawa, Tokyo) embraces diversity and inclusion. It has an all-gender bathroom that LGBTQ+ people or anyone can feel comfortable using. It also has a nursing room (accessible to men as well as women) and a multi-faith prayer room.
To help empower diverse talent, we operate the KOKUYO Academy, a talent-development institution that focuses on training up leadership talent to manage our businesses.
As part of our efforts to provide a workplace in which employees with family care needs feel supported, we have updated our support measures for balancing career with family care commitments, provided an in-office playschool for when schools break for spring and summer, and allowed the option to bring children to the office. We are verifying real changes in the workstyles of such employees.

Helping Employees Build Diverse and Fulfilling Careers

Among our metrics for measuring empowerment of diverse employees in the workplace is a material goal: 16% of management posts to be occupied by women in 2027.
We also provide support measures to help employees balance work with family care commitments. Such support helps prevent the career bottleneck that employees can experience when they take time away from work to look after children or care for an elderly relative. We extended the coverage of leave to care for a sick or injured child so that employees can now use it until their child is in the sixth grade of elementary school. We also relaxed the requirements for family care leave. Additionally, we offer the new workstyle option of bringing their children to the workplace.
We organize a Life & Career Day. The event features talks by guest speakers from pioneering companies about balancing work with parenting, encouraging men to take paternity leave, and other topics. It also features a panel discussion by employees.
For junior employees, we have KOKUYO Career Dock. KOKUYO Career Dock includes two programs run simultaneously. One is a self-development program for the junior employees. The other is a program for training subordinates attended by the employees' supervisors. KOKUYO Career Dock is designed to foster a common understanding between supervisors and subordinates about career growth and challenge-taking. The training programs are also attended by senior managers to encourage the junior employees to commit to professional development and their supervisors to support their development.
We will continue to help employees develop their potential and forge fulfilling careers.



The five main group companies in Japan are KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.



Bringing children to work



An event for thinking about the career-life balance

Social

HUMAN RESOURCES MANAGEMENT

We can only succeed in our long-term vision and business strategies if we empower the necessary talent. That is why our basic approach to employee management is to support both employee growth and business growth. In other words, we support a growth cycle that both expands the reach of our business fields and expands the potential of every employee. We have established the Talent Management Policy to enshrine a common understanding between senior management and employees on the values and principles Kokuyo Group should observe when engaging with individuals.

Actions

Creating a Cyclical Process of Employee Growth and Business Growth

Actions in Line with Talent Management Policy

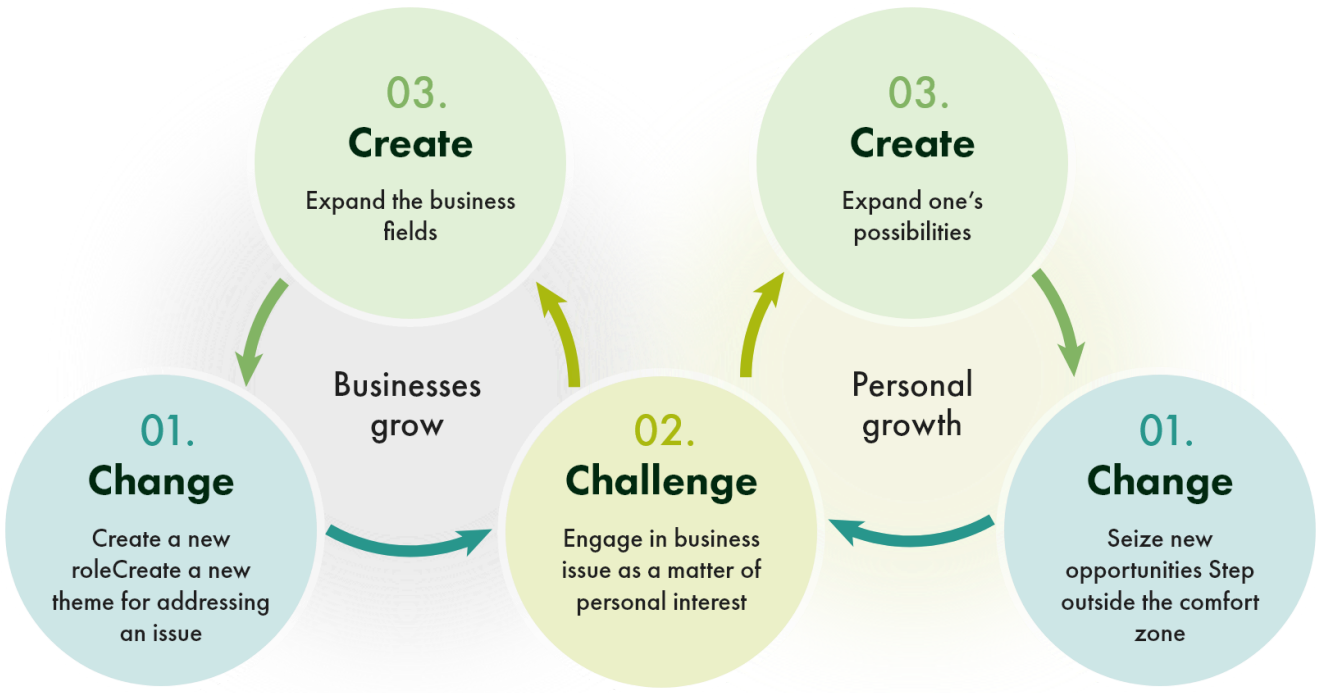
Yokoku for Long-Term Value Creation

20% Challenge: Internal Moonlighting

KOKUYO Marketing University and KOKUYO Marketing Graduate School

Creating a Cyclical Process of Employee Growth and Business Growth

We aim for a cyclical process of employee growth and business growth. This approach balances two goals: expanding our business portfolio to cultivate a diverse ecosystem of businesses, and allowing individuals (our talent) to expand their career opportunities.



Actions in Line with Talent Management Policy

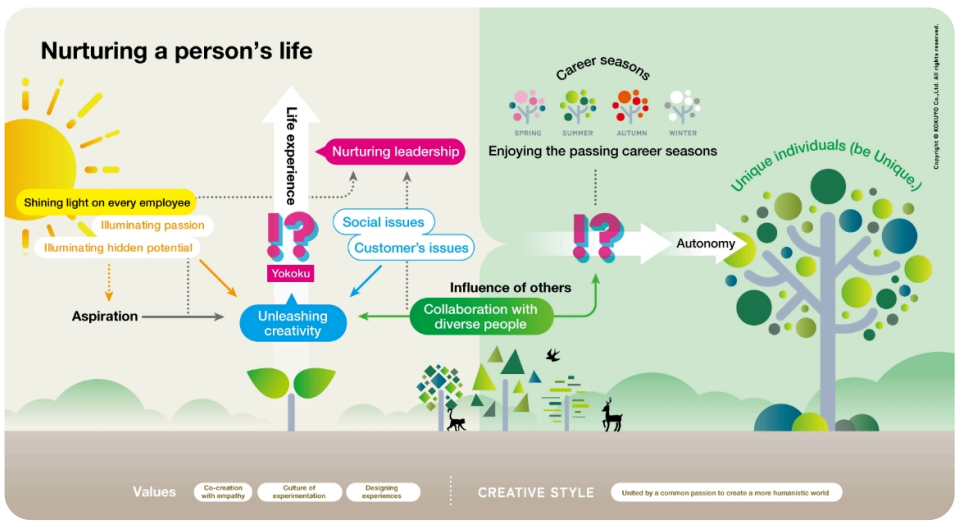
Recognizing that our employees are a social assets, we engage closely with every employee to unlock their potential for driving business growth and creating positive social impacts.

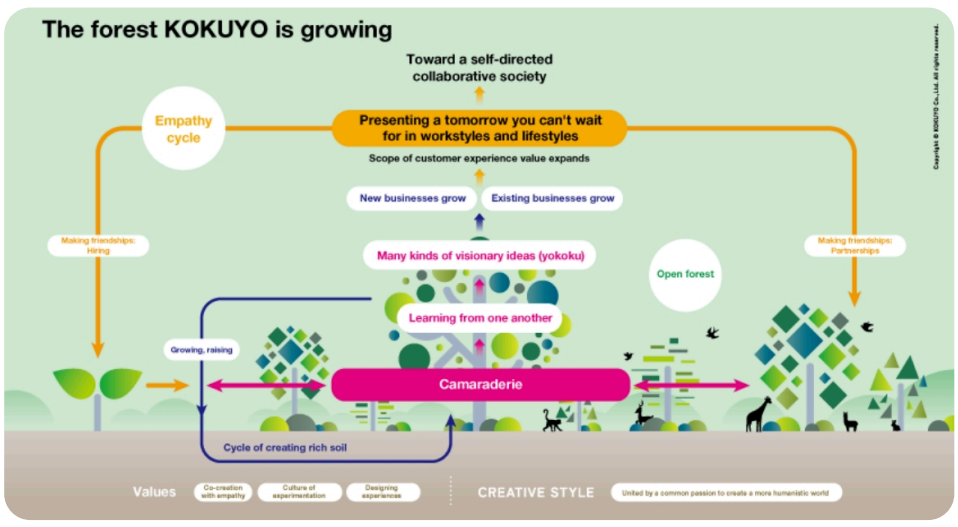
Providing opportunities for all employees to shine	A broad spectrum of employees (young to senior) volunteer for the 20% Challenge (internal moonlighting), gaining experience of working in another part of the organization. In 2024, we started supporting talent fluidity, an important measure for career support. We offer many opportunities to work in another division or other country. We believe that such redeployments help employees uncover their hidden potential and grow, provided that the person's career preferences are respected.
Maximizing the speed of growth in talented and passionate employees	In 2024, we opened a talent-development institution called KOKUYO Academy. The idea behind KOKUYO Academy is to give attendees an idea of yokoku (the passion and ambition to create a better tomorrow) as the source of corporate and personal growth and to help them refine the leadership and creative skills they need to put such yokoku into practice. We also have a number of training programs to support employee growth. For junior employees, we offer KOKUYO Career Dock, which consists of two programs run simultaneously. One is a self-development program for the junior employees. The other is a program for training subordinates attended by the employees' supervisors. KOKUYO Career Dock is designed to foster a common understanding between supervisors and subordinates about career growth and challenge-taking. The training programs are also attended by senior managers to encourage the junior employees to commit to professional development and their supervisors to support their development. Our talent management system is designed so that employees can step up the career ladder regardless of their age or years of experience.
Nurturing leadership talent for leading team-based value creation	The task of nurturing individual leadership talent is not left entirely to employees' immediate superiors. It is a job shared by other senior staff around the person, managers of other divisions, and by HR. At the Talent Development Committee, members discuss career advancement and growth opportunities for individual employees, considering multiple perspectives. All career-track staff receive 360-degree assessments to provide feedback about their leadership performance. They also attend workshops to further develop their leadership skills.
Helping employees build diverse and fulfilling careers	To prevent situations in which employees are forced to give up their career because of childcare commitments or family care commitments, we have revised our systems and improved our programs for helping balance career with such commitments. • For employees on flextime, we have added explicit rules about intermittent breaks • We have extended the coverage of leave to care for a sick or injured child so that employees can now use it until their child is in the sixth grade of elementary school. We have also relaxed the criteria for caregiver leave. • We provide a babysitting subsidy, allow employees to bring their children to work, and provide an in-office playschool. We have also revised our personnel evaluation approach for employees on maternity or parental leave so that their leave does not create a blank period in their record. We track the skills employees are accumulating over time and provide continual feedback to support the person's growth. To give middle-aged and senior employees greater autonomy over their careers, we have partially eased our prohibition on working second jobs. Believing that employees should take the initiative in their career and growth, we are providing the support measures to facilitate such self-driven action and improve the value of our talent.

Yokoku for Long-Term Value Creation

Creative yokoku by diverse talent is key to creating the new value expanding the reach of our business fields. We define yokoku as the passion and aspiration to create a better future.

We excel in value creation because our employees are sensitive to the problems our customers face and their resolve, or yokoku, to address these problems in creative ways. We maximize this strength by shining the spotlight on each employee, bringing out their uniqueness and talent to the full, and by nurturing the leadership skills to put yokoku into action. Alongside this, we foster an open organizational culture that encourages employees to express their yokoku and a workplace environment that emphasizes bonding and solidarity among diverse employees who share the yokoku spirit.





We run the Yokoku Workshop to encourage yokoku among our employees. Employees discuss yokoku and learn about each other's ideas and goals, fostering a mutually supportive environment. At the workshop in 2024, 836 employees presented their yokoku ideas and goals. At the team workshops, 93 teams (a total of 403 employees) developed a team yokoku.

20% Challenge: Internal Moonlighting

In 2020, to promote an empowered workplace in which employees actively pursue opportunities for professional development, we launched 20% Challenge, a program of internal moonlighting in which participants spend 20% of their working time engaging in a job for another organizational division. Organizational divisions issue recruitment notices for certain jobs ("challenges"), employees apply for them, and the head of the division in question works with the HR team to find the right candidate. The program runs for three to 12 months, and participants' initiatives and their contributions to the company and to external stakeholders count toward their individual personnel evaluation. To date, approximately 370 employees have participated. These participants stepped across business and organizational boundaries to engage in challenges such as market research for overseas businesses, strategy support, R&D project anticipating the future of digital learning, and raising employees' eco-awareness. The idea is that employees try to divide their time 80–20 between their normal work and the new assignment, a ratio that is ideal for raising workplace productivity without compromising one's normal work. Through this program, we visualize workplace activity. We then identify aspects to rectify or recalibrate through dialogues among the employees concerned and their managers and HR.

	2021	2022	2023	2024
Cumulative total of employees who have participated in the 20% Challenge	129	189	266	378

KOKUYO Marketing University and KOKUYO Marketing Graduate School

KOKUYO Marketing University is a project-based training program for employees who graduated from university between three and 12 years ago. The program teaches attendees to consider customers' perspectives and to develop ideas that tap into an unmet need. The attendees acquire knowledge about marketing and strategic planning. They then apply their knowledge right away in a project in which they create a product concept. Under the guidance of external corporate strategists, they spend around half a year perfecting the product idea and then present it to the management. Since the program began in 2017, more than 190 younger employees have taken on a project related to development, planning, or another area. The program continues to provide a starting point for employee development and action. For example, attendees can enhance their learning by making use of the program's mentorship system, in which they receive support from graduates of the program. Additionally, attending the program leads to positive changes in workplace outputs and encourages the employees to accept an offer of redeployment and the fresh challenges it brings.

KOKUYO Marketing Graduate School is a program for mid-level leaders, who are aged between 30 and 49. The program is designed to equip these employees with strategic acumen, including the ability to objectively forecast future scenarios. During the program, attendees are presented with 10-year business themes determined by the management. Under the guidance of external marketing professionals, they spend around nine months engaging in team work to perfect their growth strategy for KOKUYO and then present it to the management. Since the program's launch in 2019, more than 130 employees have participated. Many of the program graduates are playing an active part in the company after seizing opportunities to take on the challenge of an even larger role such as through company-wide projects after completing the program.

	2021	2022	2023	2024
KOKUYO Marketing University Participants (cumulative total)	118	143	168	192
KOKUYO Marketing Graduate School Participants (cumulative total)	73	93	113	133



A group discussion at KOKUYO Marketing University



A final presentation at KOKUYO Marketing Graduate School

Social

OCCUPATIONAL HEALTH AND SAFETY

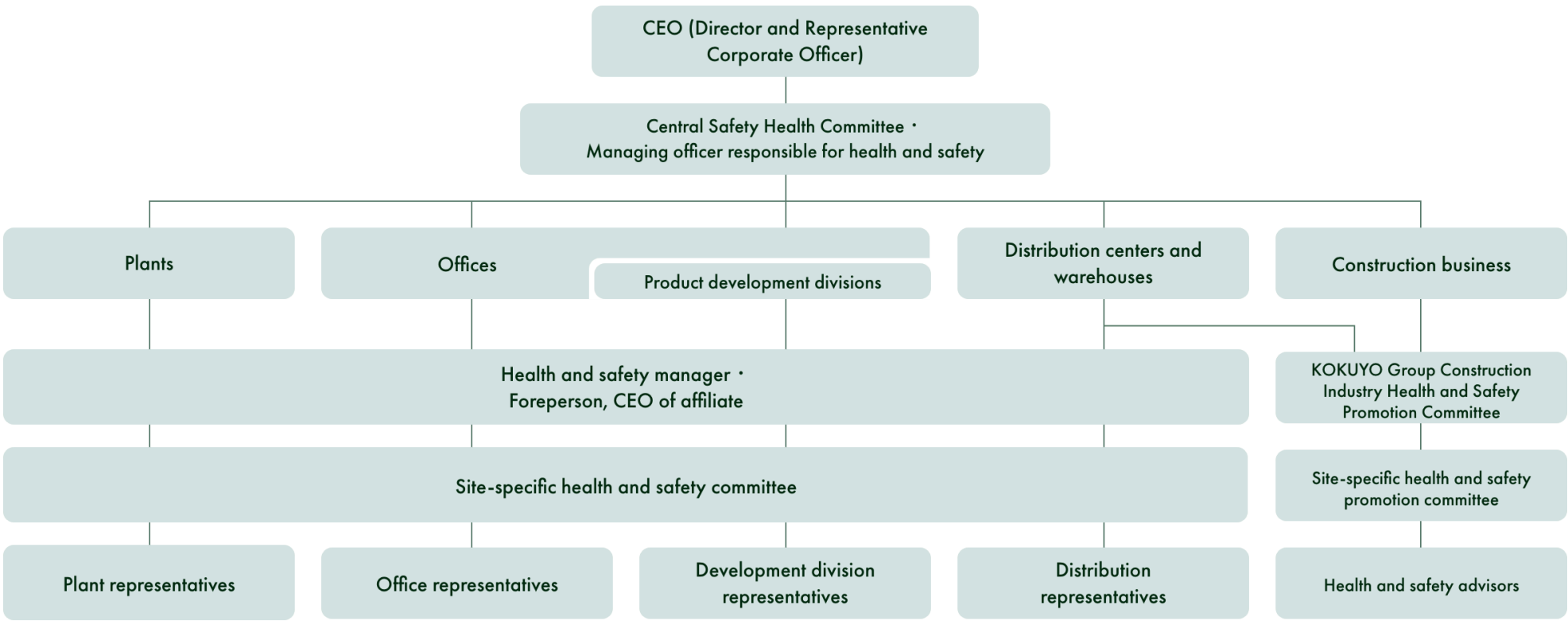
We are committed to providing a safe and comfortable workplace in which employees feel engaged and able to excel to the full. Our integrated package of health and safety programs includes safety training for preventing occupational accidents. It also includes programs to support employees' physical and mental wellness, so that employees continue to feel engaged in their job.

Processes in Place

System for Occupational Health and Safety

We want employees to feel engaged in their job and to reach their full potential. A necessary condition for this is providing employees with a safe, secure, and pleasant working environment, with safety measures in place for times of disaster. On this belief, the KOKUYO Group Central Safety Health Committee—which has the function of overseeing safety and health within the KOKUYO Group—coordinates with the health and safety committee of each workplace to establish the necessary systems and processes for employee safety, incorporating the opinions of employees themselves. The goal of our health and safety efforts is to reduce occupational accidents to zero.

We participate as a board member company in the labor standards association and job-creation association at the head office location to stay up to date with latest announcements and guidance from public authorities so that we avoid violating the Labor Standards Act. We also have a dedicated internal team that monitors regulatory developments to ensure that we comply with the latest regulations and manage regulatory risks effectively. If an occupational accident or incident does occur, it will be reported to senior management without delay so that steps can be taken to minimize the risk impact.



ISO 45001 Certification

We have a system in place for managing occupational health and safety in compliance with legal requirements applying in the territories where we operate. The system includes organizational processes for protecting employee safety. It also includes group-wide processes for cases where an occupational incident occurs. These incident processes ensure the timely communication of information and ensure that processes are rectified as necessary in light of such information.

In May 2025, two KOKUYO Group companies obtained ISO 45001 certification: Kokuyo Camlin Ltd. and Dongguan Lamex Furniture Co., Ltd.

Actions

KOKUYO Group Construction Industry and Plants Health-and-Safety Conferences

Zoomed-In Central Safety Health Committee

Management Training for Plant Staff

KOKUYO Group Construction Industry and Plants Health-and-Safety Conferences

During Japan's National Safety Week* (July 1 to 7), we organize health-and-safety conferences to enhance safety-consciousness across the corporate group. The conference programs are intricately designed for each region. The 2024 conference included presentations about cases that occurred during the year and instructions about preventing similar cases. It also included a presentation of awards to commend excellence in health and safety. Each conference concludes with a pledge to make the ensuing year incident-free.

* Run by the Ministry of Health, Labour and Welfare and the Japan Industrial Safety & Health Association, National Safety Week is a campaign that calls upon employers to take voluntary actions to prevent workplace injuries. It also aims to raise awareness about health and safety and entrench workplace safety.

Construction Industry: KOKUYO Group Construction Industry Health-and-Safety Conferences

The KOKUYO Group Construction Industry Health and Safety Promotion Committee organizes health-and-safety conferences at seven venues for our construction partners in the KOKUYO Group. It does so on the belief that employee health and safety is foundational to business growth. The first half began with presentations about best practices during 2024 followed by the presentation of awards to exemplary health and safety staff. For the second half, a guest speaker delivered a presentation about health and safety. The conferences concluded with attendees reciting en masse the conference slogan and pledging to make the ensuing year incident-free.

Plants: Health-and-Safety Conferences and Safety Patrols in Plants in the KOKUYO Group in Japan

We held safety conferences and safety patrols at six key plants in Japan. The conferences presented occupational accident data from 2023, gave briefings about safety initiatives, delivered themed training, and declared a pledge on safety. We will also continue to provide opportunities to take a pause and think about safety once a year at each site over our entire group in the future. We will do that to connect a culture that protects safety with the future.







Development: Manufacturing Safety Conference and Safety Patrol

Manufacturing safety conferences and safety patrols are organized in a hybrid format by connecting the workshops held in Osaka that develop our products and inspect quality to Shinagawa X-stage. The purpose is to keep employees ever mindful about occupational accident prevention and about what needs to be done to prevent such accidents, as we handle mechanical tools and various chemical substances in product development processes as well as in plants. The conferences and patrols used a hybrid format. This format resulted in a higher number of attendees, as it was possible for remote workers and staff at the Shinagawa office to attend online. The conference therefore succeeded in raising safety awareness among many employees.

	2022		2023		2024	
	Permanent employees	Non-permanent employees	Permanent employees	Non-permanent employees	Permanent employees	Non-permanent employees
KOKUYO (Mie Plant)	124	233	129	222	144	194
KOKUYO (Shibayama Plant)	129	164	140	167	144	172
KOKUYO XT and WS	98	5	110	4	107	6
Construction Industry Safety Conference	370	276	253	300	247	323
KOKUYO Logitem Co., Ltd.	-	-	86	121	97	141

	2022		2023		2024	
	Permanent employees	Non-permanent employees	Permanent employees	Non-permanent employees	Permanent employees	Non-permanent employees
KOKUYO Product Shiga Co., Ltd.	147	33	145	33	145	25
KOKUYO MVP Co., Ltd.	172	65	163	50	159	48
IWAMI Paper Industry Co., Ltd.	49	27	46	25	46	23
Origin Co., Ltd.	-	-	109	3	107	7

Zoomed-In Central Safety Health Committee

In November 2024, KOKUYO's Mie Plant and KOKUYO Logitem's Mie distribution center held a meeting of the Zoomed-In Central Safety Health Committee for staff in charge of health and safety in relation to forklift operation in manufacturing and distribution sites. Invited to the event was an outside instructor with expertise in forklift safety. On the day of the event, the instructor listened to the safety practices in each workplace, toured the workplaces, assessed the risks, and gave detailed feedback. The instructor's feedback included important perspectives for managing workplace safety, observations about risks that can easily get overlooked, and other valuable knowledge that is rarely gained in everyday work. The participants found the event very useful. In this way, the participants gained many valuable tips and insights. Further meetings of the Zoomed-In Central Safety Health Committee will be held with a flexible approach to setting the them. These meetings will help improve safety awareness and workplace effectiveness across KOKUYO Group.

Management Training for Plant Staff

To help develop the talent pool for plants over the medium and long term, the KOKUYO Group Central Safety Health Committee and KOKUYO Academy provided leaders with management training. For young staff with leadership potential, they ran a two-day training camp focusing on communication and problem-solving. The programs involved tasks in which attendees practice expressing their ideas, communicating with others, and solving problems, all of which helped the attendees discover their leadership potential. The training programs were delivered at Mie Plant and Shibayama Plant. They will be rolled out to other plants across KOKUYO Group.

Social

DIALOGUE WITH EMPLOYEES

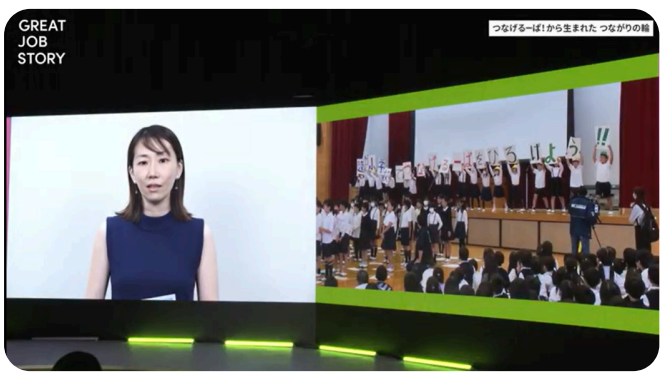
We encourage close communication between employees and management so that, by 2030, we will be an organization of diverse employees empowered to create new value that addresses social issues. To foster such communication and dialogue, we are building an open, speak-up culture in which members with differing values and perspectives feel confident in trying out new ideas.

Actions

- In-house Awards Program (THE AWARDS)
- Employee Town Meetings
- Employee Satisfaction Survey (stress check)
- Pulse Survey
- Working with Union Toward Our Vision

In-house Awards Program (THE AWARDS)

In 2023, we launched an awards program for KOKUYO Group called The Awards. The program is designed to create a culture in which our employees put into words what they want to attempt and then receive support for taking on those challenges from those around them. In 2024, three awards were offered to praise our close colleagues such as people and teams who are working hard on YOKOKU, people who have grown, and people who are providing support behind the scenes. The awards were presented along with the President's Award for activities contributing to KOKUYO's value enhancement. In 2024, four of the winning teams presented their initiatives to the organization as a whole in an event called Great Job Story. All four presentations were dramatics, with peaks, troughs, and tears. The presentations were delivered online by the members themselves.



Winners in 2024

Best YOKOKU Award

Teams and projects which take on YOKOKU and work on various experiments (self-nomination or nomination by others)

Most Improved Person (MIP) Award

A colleague who has undergone remarkable growth (nomination by others)

Most Supportive Person (MSP) Award

A colleague who supports and advances experiments in various aspects (nomination by others)

Employee Town Meetings

Managers held town meetings with employees to allow employees to voice their feelings about their own careers, their expectations toward future career support measures, their concerns and queries, and things that inspire them. Because the problems employees face depend on their life stage, the town meetings in 2024 were designed for certain age groups (a meeting would be called, for example, "Honest Conversation with Employees in their ##s) or for employees with children. A total of 14 town meetings were held online.

Employee Satisfaction Survey (stress check)

We conduct an annual stress check as required under law. By analyzing the responses, along with overtime data and interview data, we identify issues. With this information, HR liaises with the organizational units in question to facilitate dialogues aimed at prompting self-led solutions.

Pulse Survey

To provide an effective feedback loop, KOKUYO and Kaunet conduct pulse surveys, a type of survey that is conducted frequently (once a month in our case). Pulse surveys provide immediate data about individual employees and teams. The data can be represented using metrics related to alert response or team improvement and collated with other datasets. Pulse surveys also give the management immediate feedback about frontline workplaces, enabling the management to take timely action in pursuit of the organization's long-term vision (such action may include introducing a new workstyle). In summary, these monthly pulse surveys allow us to continually monitor the condition of teams and the organization. They also contribute to an open, speak-up culture, in which employees of any position feel able to share ideas and feedback on an equal footing.

Working with Union Toward Our Vision

We have a process of dialogue in place to ensure that the company and employee union see eye to eye. Twice a year, senior managers meet with union representatives to exchange opinions and negotiate. We also hold monthly labor-management meetings in which human resource person and union representatives negotiate with a view to creating the right workplace and work conditions and clarifying the best way forward for the company and its employees. In this way, management and union representatives work together to foster a positive mindset, make organizational improvements to boost employee engagement and job satisfaction, and take other actions to create a workplace in which employees feel safe and well in body and mind.

Social

TOGETHER WITH CUSTOMERS

By engaging in dialogue with customers and giving customers confidence and peace of mind, we ensure that our business will remain indispensable to the public and contribute to a more sustainable society.

Policy

Providing Peace of Mind and Safety

KOKUYO Group Quality Policy

KOKUYO always develops new products and services from the perspectives of customers, and, without being satisfied with the present conditions, we continue to improve the safety and quality of our entire product line and services.

KOKUYO Group Quality Policy

We design experiences of near the future with a wow-factor based on empathy and co-creation with our customers. We deliver experiences that enrich the work, studies and home life of our customers through our products and services.

1. We will develop products and services that deliver experiences with a wow-factor to our customers through co-creation and empathy.
2. We will provide products and services with safety and security and pursue better quality.
3. We comply with relevant laws and regulations and fulfill our social responsibilities.
4. We share knowledge within the Group and all members related to our whole supply chain engage in quality improvement.
5. We continuously engage in improvement of our management systems in response to changes in the environment.

Effective Date : September 29, 2025
KOKUYO Co., Ltd.
Director, Representative Corporate Officer, President and CEO
Hidekuni Kuroda

KOKUYO Group Quality Policy in Japanese [PDF:229KB]

KOKUYO Group Quality Policy in English [PDF:81.9KB]

Actions

Providing Peace of Mind and Safety: Actions >

Dialogue with Customers: Actions >

Related data

Listening to Customers ›

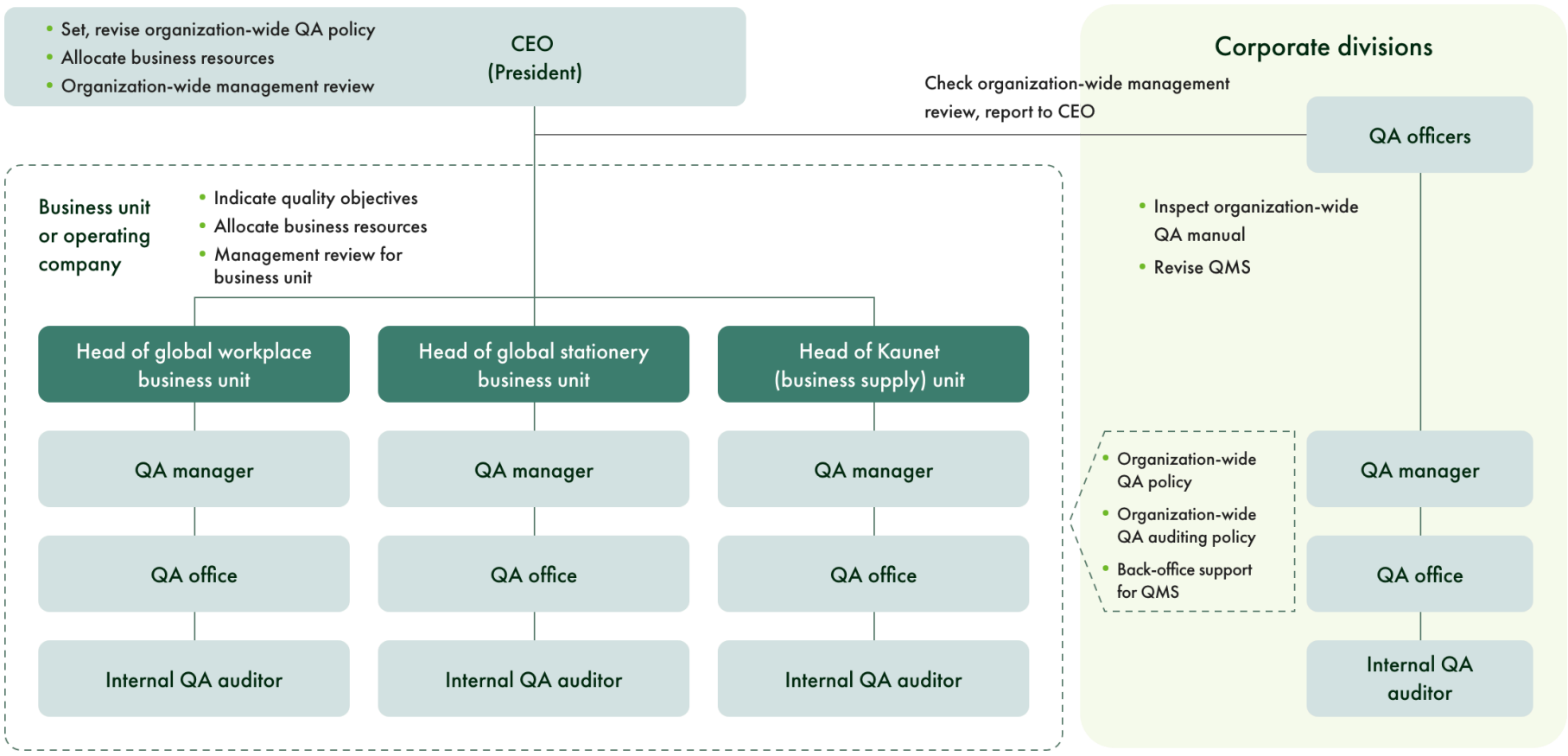
SOCIAL

PROVIDING PEACE OF MIND AND SAFETY

KOKUYO always develops new products and services from the perspectives of customers, and, without being satisfied with the present conditions, we continue to improve the safety and quality of our entire product line and services.

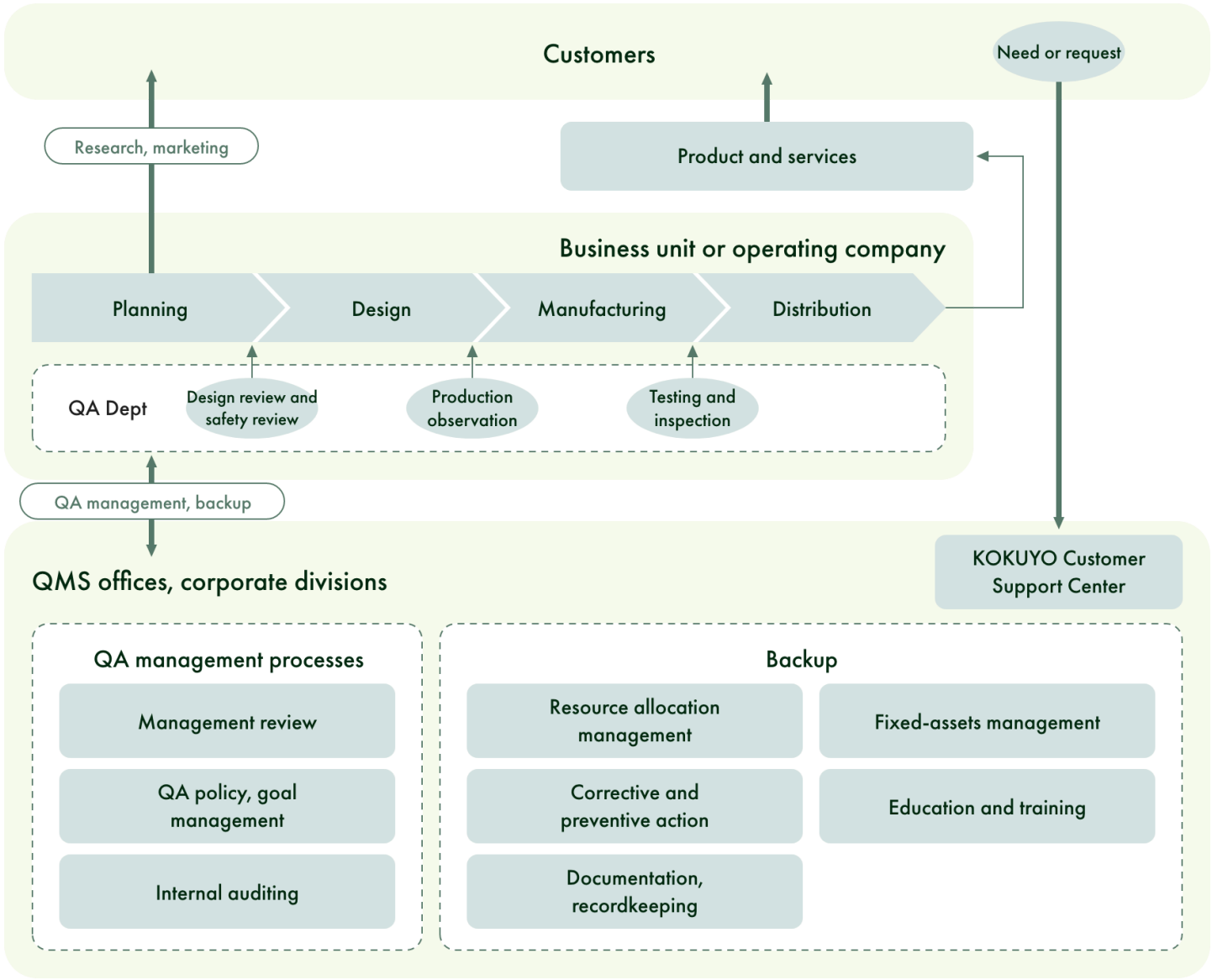
Processes in Place

Quality Management System (QMS)



Managing the Quality Assurance Process

In accordance with our quality management system (QMS), we manage and continually improve quality at each process: planning, design, manufacturing, distribution, and quality assurance.



- In accordance with our QMS, a third-party audit and internal audit are conducted once a year.
- We provide organized and sustained QA education (team leader training and programs for training or improving the skills of internal QA auditors).
- We inform employees about the QMS, improve its effectiveness, and improve motivation to engage in it (using our newsletter Online, webcasts, an award program, and issuing QMS straps).

Obtaining ISO 9001 Certification

As of June 2019, all companies in our corporate group have attained ISO 9001:2015 (which specifies requirements for a quality management system) and we have standardized the manufacturing (“craftsmanship process”) for our three main areas of business: office furniture, stationery, mail-order office supplies (Kaunet). Our quality management systems (QMS), as well as complying with the requirements specified in ISO 9001:2015, are continually improved. In other words, we continually look for ways to make our workforce more quality consciousness and to improve customer satisfaction, believing that quality goes hand in hand with sustained business growth.

As of May 2025, ISO 9001 certification has been obtained by 11 (35%) of the 30 relevant companies (KOKUYO and consolidated subsidiaries in and outside Japan).

4 certified companies in Japan: KOKUYO Co., Ltd., KOKUYO Product Shiga Co., Ltd., Kaunet Co., Ltd., Origin Co., Ltd.
7 certified companies overseas: KOKUYO-IK (Thailand) Co., Ltd., KOKUYO Vietnam Co., Ltd., KOKUYO COMMERCE (Shanghai) CO., LTD., KOKUYO Camlin Ltd., KOKUYO (Malaysia) Sdn. Bhd., KOKUYO Furniture (China) Co., Ltd., Dongguan Lamex Furniture Co., Ltd.

Registration certificate number: JQA-2029

Registered business: KOKUYO Co., Ltd.

Scope of registered activities:

- Design, development and manufacture of office furniture
- Purchase and sale of office furniture
- Design, development, manufacture and construction of furniture used in public facilities
- Design, development, manufacture and construction of building materials
- Design and development of stationery products

- Purchase and sale of stationery products
- Planning, development, purchase and sale of products handled by Kaunet

Relevant business / production sites:

- Global Workplace: Head Office, Mie Plant, Shibayama Plant, Tokyo Shinagawa Office and Umeda Office
- Global Stationery: Head Office, Tokyo Shinagawa Office, and Osaka Nanko Distribution Center
- Kaunet Co., Ltd.: Tokyo Shinagawa Office

* Current as of June 16, 2025

Actions

QMS talent development

Quality Assurance for Stationery

Quality Assurance for Furniture

Quality Assurance for Kaunet's Products

QMS Talent Development

Through our QMS, we keep improving our processes to enhance customer satisfaction. To that end, we make efforts to secure a steady stream of QA talent. This task forms part of the senior leadership's Quality Pledge. Every year, the business units' QMS offices organize training to provide for the expected roles and ability levels.

Annual Training to Improve the Skills of the Members of the QMS Internal Audit Team

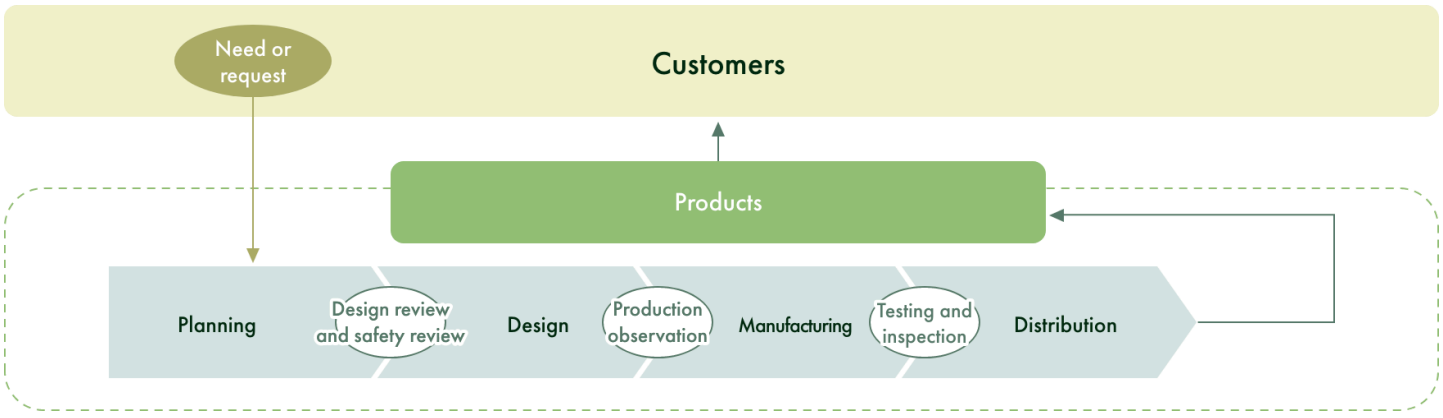
We conduct internal audits every year in our QMS activities. The purpose of those audits is to evaluate whether the QMS is producing results as intended. The members of the internal audit team appointed by the organization evaluate whether products, services and the processes that produce those comply with the requirements in internal audits. If there is a problem, the identified organization promptly strives to correct it. KOKUYO considers these internal audits to be a very important measures to enhance customers' level of satisfaction. Accordingly, we provide skills-upgrading training every year so that members of the internal audit team improve their skills to be able to conduct effective internal audits.

Regular Team Leader Training

Team leaders are process owners (they are accountable for the process in question). To train up process owners, we organize an annual training program focusing on how to apply the QMS in organizational management. In group discussions, attendees deepen their knowledge about the need for the QMS, the role of a team leader, effective strategies, and how they should support members.

Quality Assurance for Stationery

In order to deliver quality that our customers can trust, we have taken steps to systematically build, operate and improve our systems for quality assurance, covering planning, design, manufacturing, and distribution.



1. **Continually improving quality assurance**
   To ensure that customers can use our products safely and securely, we continually improve our system for quality assurance by updating the key processes (design review, safety review, production observation, chemical substance management, legal compliance). We also perform risk assessments to identify and mitigate potential risks.

2. **Inspection and testing based on international standards**
   When testing and inspecting products, we apply international standards. We evaluate testing and inspection processes with a view to improving the country-specific

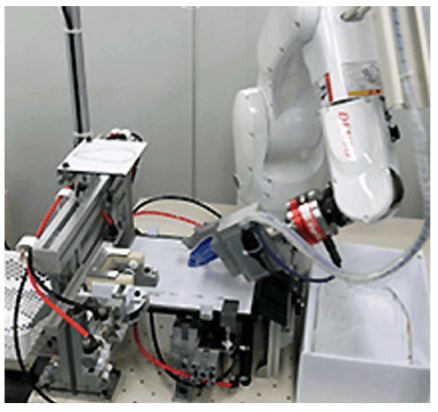
standards. Additionally, we endeavor to do more to catch defects before the product is sold to customers.

3. **Responding to customer complaints quicker and more accurately**

   It is not enough for a product to be objectively safe; the customer must feel reassured that it is so. This is especially true in today's world, where people have a plethora of information at their fingertips. Accordingly, we need to respond all the quicker and all the more accurately to customer complaints. To that end, we have established clear and standardized protocols, tools, and criteria for responding to such incidents. Such standardization enables a quicker response process and minimizes inconsistencies in responses.

4. **Improving quantitative evaluations to complement quality evaluations**

We have always performed thorough quality evaluations when updating products or releasing new ones, and we recently introduced robotics to enhance the reproducibility and accuracy of the testing. For a product to satisfy customers, it must not only be reasonably priced and reliable; it must also have a wow-factor. We have started quantifying the extent to which a product has this.



Robotics technology for quality testing

Quality Assurance for Furniture

Our global workplace businesses attained ISO 9001 certification in 1997. Since then, we have standardized the marketing, planning, design, production, and installation processes for furniture. We use a PDCA cycle to ensure that we always provide products and services that are tailored to the changing ways in which people work, learn, and live. We continually strive to improve our manufacturing, delivery, and installation. We listen to feedback from customers and use this feedback to inform and guide our continual-improvement activities.

1. **Setting high standards for craftsmanship**

   When developing a product, we assess safety and functionality using a variety of metrics. As well as measuring the product against the Japanese Industrial Standards and other industry standards, we measure it against our own standards, which are even higher and which we update annually.

2. **Dealing with defects**

   When a customer finds a defect in one of our products, we inform the relevant division without delay. As well as investigating the cause for the defect, we make the necessary improvements in the product or manufacturing process to prevent a similar defect. If there is a serious safety issue, the Risk Compliance Committee will determine the response. To limit the damage, we will notify the relevant authorities and issue notices on our website and in newspapers and other media to alert consumers.

3. **Public notices concerning safety or quality issues**

We use our website to alert consumers about safety or quality issues with our products.



KOKUYO corporate site

Important notices concerning safety or quality issues >

Quality Assurance for Kaunet's Products

Kaunet has a huge lineup that includes stationery, office supplies (including copy paper),food and drink, home appliances, gifts, medical equipment, shop equipment, order-made business cards and seals/stamps, and office furniture. The business has around 8,000 suppliers. It also has its own premium brand, Kaukore, which includes more than 5,300 products for enhancing workplace productivity. Kaunet always strives to develop and deliver useful products that are based on ideas from the user's perspective. To ensure that its products are safe and command confidence, Kaunet works engages in improvement efforts across the value chain, from improving the quality of products to improving the quality of customer service at call centers and the quality of deliveries.

1. **A call center for hearing customer feedback on a daily basis**

   The feedback obtained at the customer call center gives us insights for refining existing products and services and insights for new product development projects. Kaunet shares the feedback throughout the entire company so that it can improve its products and services.

2. **Trustworthy delivery service**

   Customers can order Kaunet products on the company's website or from its printed catalog. Goods are delivered, at the earliest, on the same day or on the following day. An assembly service is also available for bulky furniture and items that are tricky to assemble. For this service, delivery staff trained in furniture assembly will assemble and install the item in the customer's office or home and take all the packaging away with them.

SOCIAL

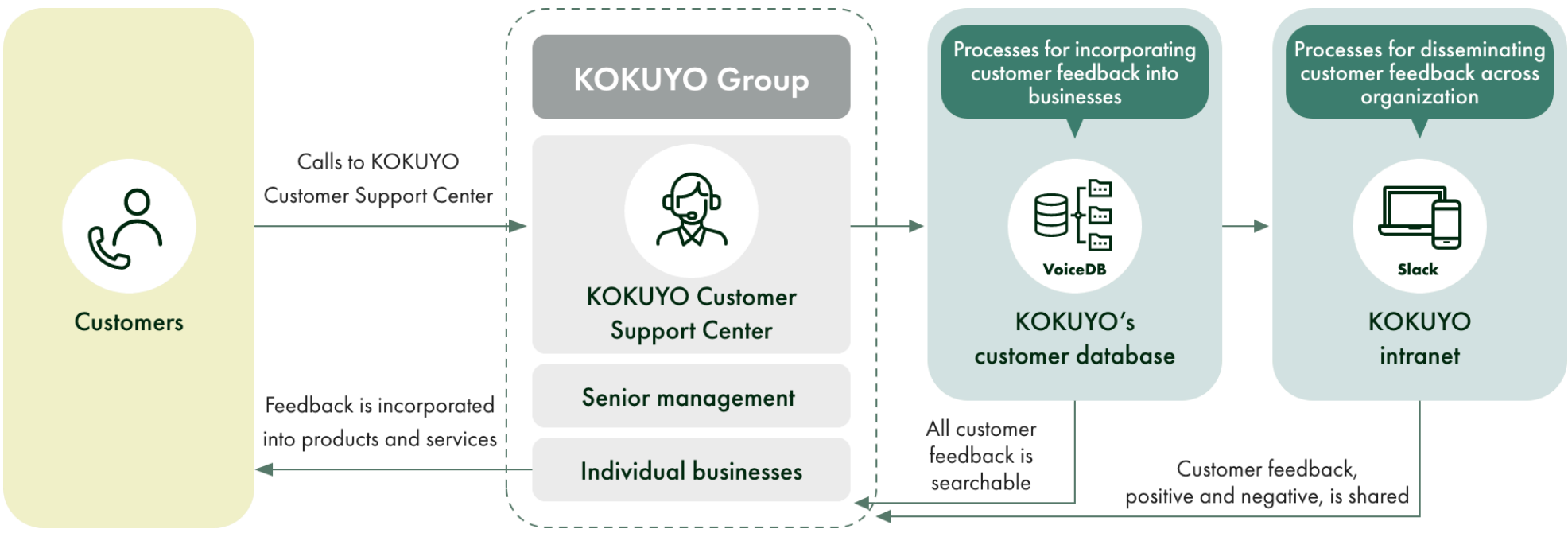
DIALOGUE WITH OUR CUSTOMERS

At the Customer Support Center, we handle all customer inquiries thoroughly and sincerely. In addition, we take feedback as valuable opinions for improving products and services across our corporate group, and make effort to share them across the entire company.

Processes in Place

A System for Utilizing Feedback from Customers: KOKUYO Customer Support Center

Our Customer Support Center collects and logs information on more than 200 inquiries a day received from customers into our VoiceDB database. The feedback is then shared throughout the organization (after removing all personally identifiable data), allowing employees to obtain insights for improving products and services at the planning and development stages.
Every week, we use Slack (a communication tool) to distribute both positive feedback and issues which the KOKUYO Customer Support Center believes should be shared and recognized by all employees in particular. This practice has led to improvements. It is fostering a corporate culture in which we make improvements by listening carefully to our customers.



KOKUYO Customer Support Center* >

* Japanese Only

Actions

Making use of customer feedback: Stationery

Making use of customer feedback: Business Supply Distribution

Customer Harassment Response Guidelines

Making Use of Customer Feedback: Stationery

In 2024, we received some 26 thousand customer inquiries pertaining to the stationery business. We take the valuable feedback we receive from our customers seriously. We strive to make improvements on a daily basis so that we can provide even better products and services from the point of view of our customers.

Listening to Customers >

We made use of customer feedback* >

* Japanese Only

Making Use of Customer Feedback: Business Supply Distribution

Kaunet, our mail-order sales company, operates Monitor Kaunet, a web community through which it interacts with customers directly. Monitor Kaunet helps Kaunet understand the concerns and problems customers experience on a daily basis, providing inspiration for product ideas.

Monitor Kaunet community site*

* Japanese Only

Customer Harassment Response Guidelines

We receive valuable opinions and requests from our customers. On the other hand, we also receive some unreasonable complaints which include excessive demands and abusive language. We are taking steps to prevent a deterioration in the working environment in accordance with the KOKYO Group Code of Conduct.

Customer Harassment Response Guidelines*

* Japanese Only

WITH COMMUNITIES

Actions

We commit to being a trustworthy corporate citizen, one that respects national and local cultures and that engages actively with communities to help them flourish.

Discovering the Community's B-Side: Culture Snack Vol. 01
Presents for Single-Parent Families
Shareholder Benefit Program (option for charitable donation)
KOKUYO Design Award 2025
Campus Art Awards 2024
CSR in China: Chasing Big Dreams with Small Notebooks

Discovering the Community's B-Side: Culture Snack Vol. 01



For a four-day period from November 27 to 30, 2024, we held our first public festival, Culture Snack Vol. 01, in the premises of The Campus and in other areas in the Shinagawa Konan area. The event was a roaring success. The concept behind the event was to discover and enjoy together a new side (the B-side) of the people who live and work in the area. Some 250 stores in total participated in the event, making it the largest event to take place on The Campus.

The event featured a wide array of content, including a mystery-solving event around Shinagawa, a morning workshop with bread served, and the famous Isu-1 Grand Prix (in which contestants race around a course in office chairs). Among the highlights were a unique promotional event organized by KOKUYO's sauna club and a special collaboration with Shinagawa Style titled "four days of community connection." With events such as these, attendees discovered new and wonderful aspects of the neighborhood.

During the event hours (late afternoon to evening on the weekdays and morning to evening at the weekend), the area became a stage for showcasing the characteristics of the neighborhood, giving numerous visitors a chance to experience for themselves the hidden charms of the Shinagawa area. Thanks to the support of local businesses and residents, the event proved a success in deepening connections with the community.

Christmas Presents for Single-Parent Families



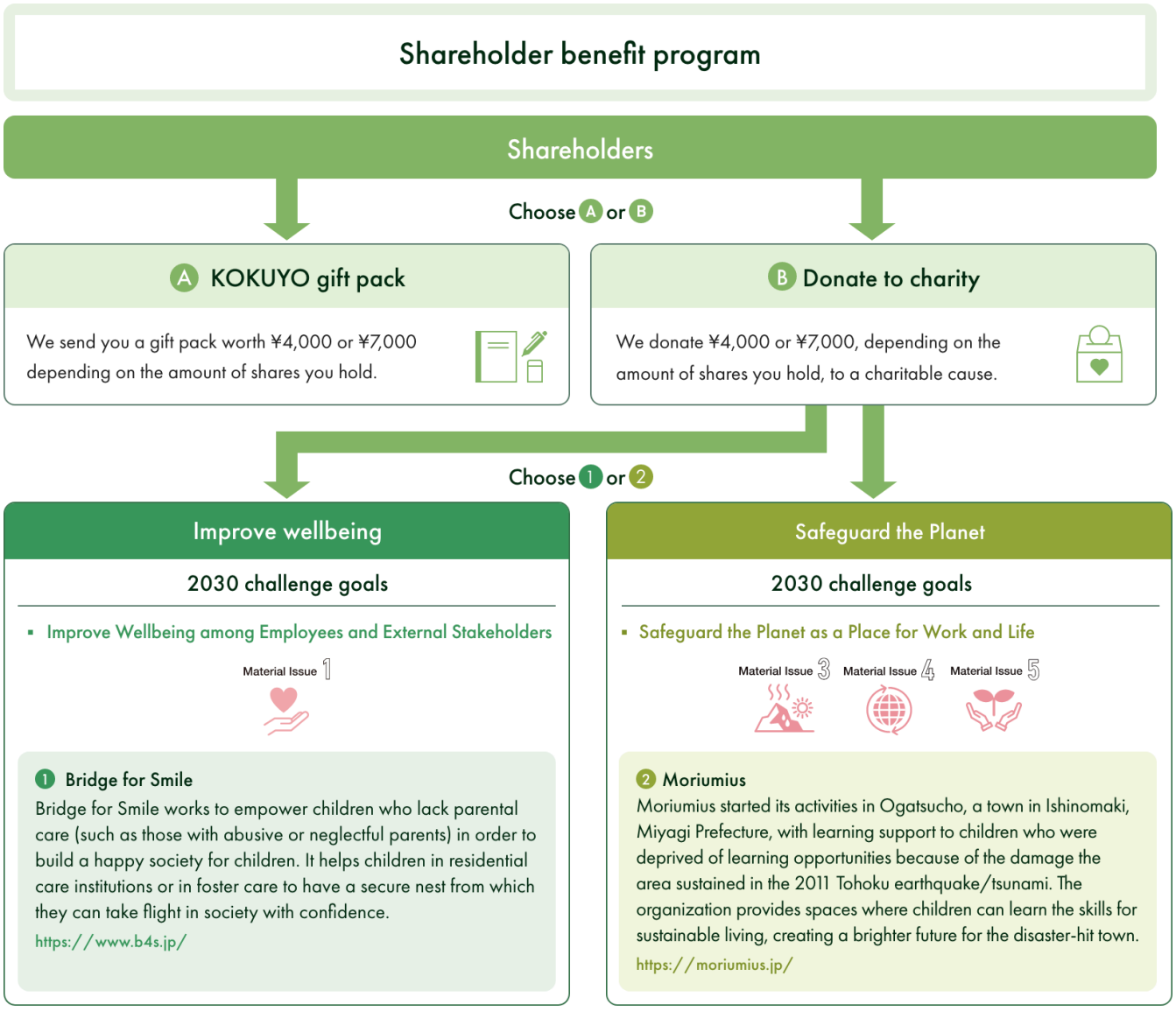
In 2024, KOKUYO supported Heart-Full Family's High Five Christmas 2024 project. For this project, we donated some 60 thousand stationery gifts to 12,000 single-parent families across Japan.

This was the second year of the High Five Christmas project, which will continue to run each year. In the previous year (High Five Christmas 2023), we donated some 70 thousand stationery presents to around 10,000 families across Japan. As many single-parent families struggle with the cost of living amid inflation, we wanted to give children of such families a Christmas present containing the stationery they need in their studies, thereby giving children festive joy and learning opportunities.

In 2024, KOKUYO, as well as donating the stationery, sent employees to help wrap the presents. Each present included, among other things, a notebook, pencil case, and ballpoint pen. The presents were delivered to 17 thousand children. We received messages of thanks from the families who received presents in 2023. For example, one parent said that their child was delighted to have a brand new pen. Another said that the gift was a godsend because they usually had to make do with old stationery, being unable to afford new stationery. We will continue to engage in charitable programs that help address social issues.

Shareholder Benefit Program (option for charitable donation)

We provide a shareholder benefit program to give shareholders a better understanding of our businesses and of the products and services we deliver.
We have added an option from December 2022 to make a charitable donation so that shareholders can more deeply appreciate our efforts to address material issues. The donations will fund activities to support children's independence and learning.



KOKUYO Design Award 2025: Supporting and Co-creating with Talented Designers

KOKUYO Design Award is an international competition for product design that aims to co-create with talented designers and support their activities.
KOKUYO Design Award 2025 marked the 22nd year of the event since it began in 2002. The 2025 event was titled "prototype." In general usage, "prototype" refers to an early, unfinished version of a product used for testing. In the competition, the word implied a prototype with the potential to move an idea to the next stage. In line with this concept, we invited people to submit product designs that could become a starting point for something amazing in the future.
We received 1,448 entries from 61 countries (716 of the entries were from Japan and 732 were from other countries). Ten of the entries earned the New Generation Award. The winners received a trophy and a cash prize of ¥30,000.
The New Generation Award was created in 2024 to encourage a new generation of budding challenge-takers. This accolade is awarded to some of the KOKUYO Design Award entries submitted by students. The entries are selected not for their commercial potential but for their compelling ideas and perspectives.
Following the final round of deliberation in March 2025, the judges picked the winner of grand prize and three winners of the highly commended prize, presenting them with trophies and cash prizes*. The grand prize went to Newron (an innovative pen).



Grand prize winner: Newron
Toshiyuki Kawada

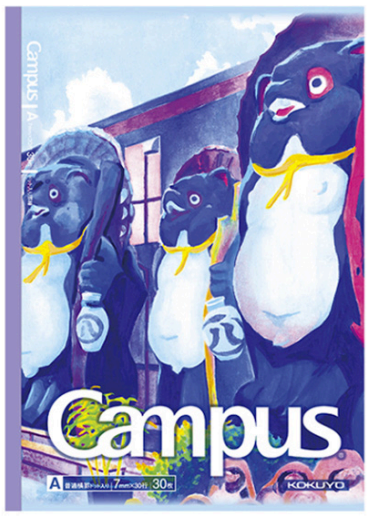
* The cash prize for the entry that won the grand-prize winner was ¥2,000,000. For each of the entries that won the highly commended prize, it was ¥500,000.

KOKUYO Design Award ›

Campus Art Awards 2024: A Painting Competition for Junior High and High School Students

We hold the Campus Art Awards in partnership with The Yomiuri Chukosei Shimbun. Campus Art Awards is a drawing competition for students at junior high school and high school. The award program began in 2015, and the 2024 event, the 10th year of the program, gathered 3,057 works.
The event was titled My Sweet Hometown. This theme focused on the landscapes, customs, traditions, events, cuisine, confectionary, and other motifs associated with the students' hometowns. The purpose was to give students an opportunity to take an interest in their hometown, discover its charms, and express them. For the top individual prize, the winner received 50 Campus notebooks featuring the person's winning picture. The school of the winner received 1,000 of the notebooks featuring the winning picture.

Campus Art Awards



The top individual prize-winning piece: Shigaraki Ware
The artist was Nagomi Mori,
a first-year student at Shiga Prefectural Ritto High School
(the academic year is as of FY2024)

CSR in China: Chasing Big Dreams with Small Notebooks

We want to contribute to a self-directed, collaborative society, in which everyone thrives. In 2014, we launched a community outreach program called Chasing Big Dreams with Small Notebook. The ninth year of the program came in 2024. In that year, colunteers from KOKUYO's workforce visit an elementary school in Yunnan, China. They conduct a lesson and organize games with the children to forge ties with the community. The school receives a donation from KOKUYO and the children receive KOKUYO notebooks.



With everyone's good will, we make a huge difference

As in 2023, KOKUYO participated in the 2024 community outreach program along with Lamex,* another operating company in the group. The event provided an opportunity to deepen mutual understanding and interaction. We visited the same school as we did in 2023 to follow up the children's progress.

* Dongguan Lamex Furniture Co., Ltd., is a Hong Kong company that manufactures and sells office furniture.



Yong'an Primary School, Dali Bai Autonomous Prefecture, Yunnan Province, October 21, 2024

Governance

RISK MANAGEMENT

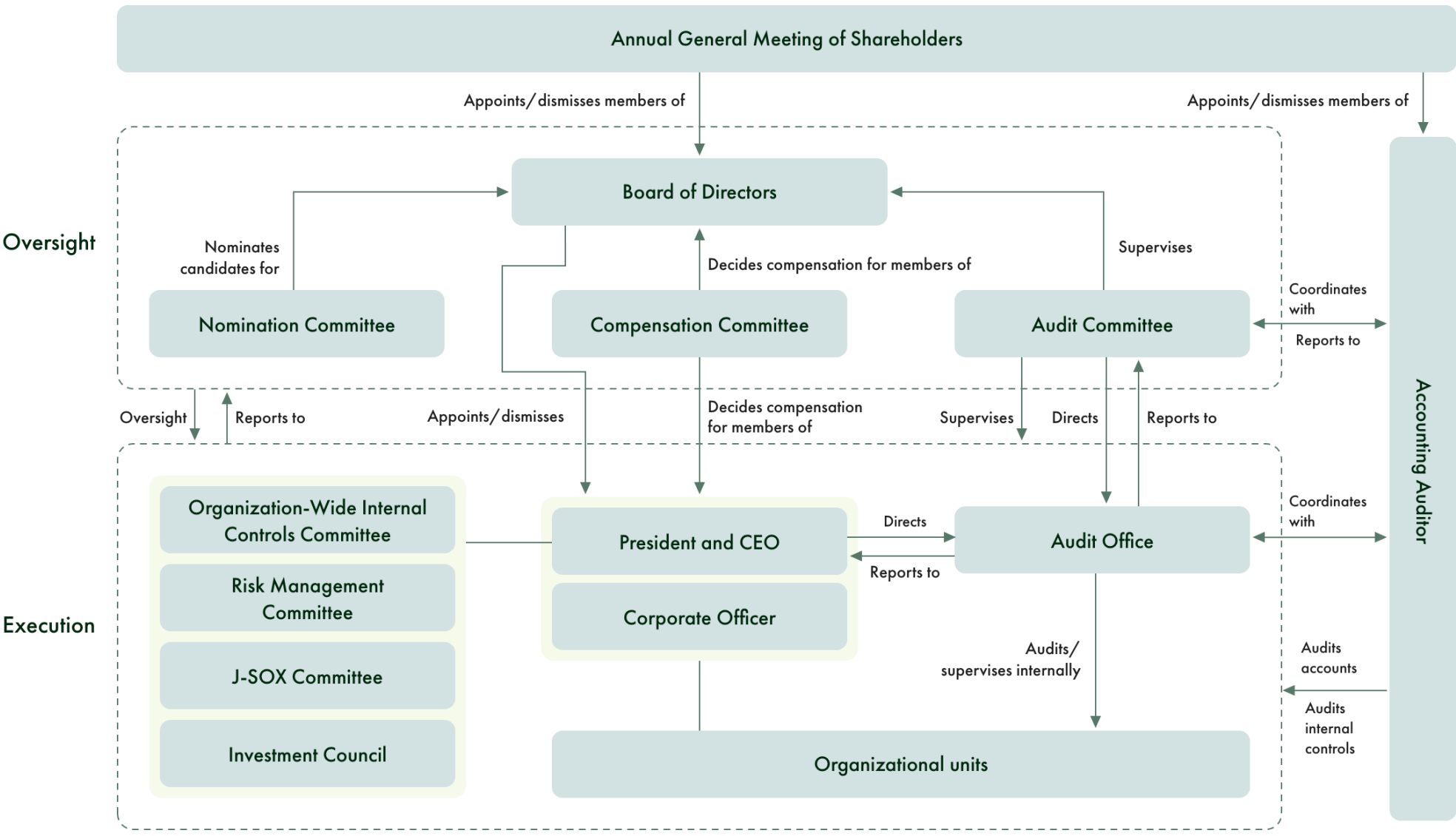
Our fourth medium-term plan, Unite for Growth 2027, requires us to tweak existing businesses and expand into new business fields. We must therefore detect and actively address risks that could disrupt these efforts. To that end, we are enhancing our risk sensitivity and developing a risk management program involving both management and frontline staff.

Processes in Place

Risk Management Structure

Our risk management structure is designed to enable an integrated approach in which the management of risks affecting KOKUYO Group as a whole is integrated with business strategy, with efforts to ensure that the acceptable risks we take in pursuit of our goals are well balanced with the returns from such risk-taking. This approach involves identifying and assessing all risks that threaten to disrupt our efforts to achieve our corporate goals (including strategic risks, financial risks, operational risks, and compliance risks) and then acting in a way that is optimal for our organization as a whole. Risk management, corporate governance, and internal controls are all critical components of corporate management, but rather than managing each separately, we integrate them under common goals so that they function as an organic whole, helping us sustain business growth and achieve our goals.

To ensure that the right internal controls are in place and working effectively, we established the Organization-Wide Internal Controls Committee, which is chaired by the President and CEO. The committee sets organization-wide guidelines and rules related to internal controls. It also monitors the internal controls (checking whether the right internal controls are in place and whether they are working) as necessary. For risk management, we have the Risk Management Committee, a body that advises the President and CEO on risk management. The committee ascertains and assesses a broad set of risks that could potentially impact KOKUYO Group and advises on how to control the potential effects of the risks. The committee is responsible for putting in place measures to enable the unified management of risks that have materialized, affecting KOKUYO Group. It is also responsible for keeping the risk management system running, confirming that measures are in place to ensure that risks that have materialized do not materialize again, and monitoring action plans for major risks.



Risk Assessment Process

Outlined below is KOKUYO Group's risk assessment process for the organization as a whole and for individual business units. The process is spearheaded by the Risk Compliance Committee.

1. **Identifying risks**

   Business and corporate divisions assess legal and regulatory developments, societal expectations, industrial trends, and business strategies to identify risks and opportunities in environmental, social, and governance categories.

2. **Assessing risks and assigning priority level**

   The risks identified in 1 are assessed by the likelihood that they will materialize and by the magnitude of the effect on KOKUYO Group's business and stakeholders if they do materialize. The risks that score high in both measures are classified as major (i.e. high-priority) risks.

3. **Conferring on actions to take**

   Risk managers of the relevant corporate and business divisions confer on whether the risk in question should be avoided, mitigated, transferred, or accommodated and on what specific measures to take.

4. **Monitoring and updating**

   The risk managers of corporate and business divisions regularly monitor the progress made in formulating and implementing measures to address the major risks. The set of risks and opportunities are regularly updated to reflect social and business trends so that the process can be continually improved.

Risks Affecting KOKUYO and Measures to Address These Risks

Business Risks		Identified risks	Measures
External Risks	Economic Risks	● Economic fluctuations in Japan could negatively affect corporate earnings and in expenditure on fixed assets.	● Shift business model from tangibles to intangibles to expand the fields of our existing businesses and develop new businesses
		● Economic uncertainties prevail in China and other important overseas markets	● Monitor country-specific risks, go further in overseas expansion and improve coordination with local subsidiaries
		● US economic policy could have ramifications, as could other region-specific political and economic changes, and regulatory and ESG-related momentum could increase	
	Market Risks	● Market decentralization and digitalization diminish KOKUYO Group's competitive advantage	● Make business structure adaptable to a market changes
		● The quality of our services might diminish amid staff shortages in logistics and construction	● Minimize workload in logistics and construction without sacrificing business continuity and growth prospects
	Risks Associated with Changes in Fair Value	● Fluctuations in financial markets reduce the fair value of our investment securities	● Regularly assess holdings to determine whether it is worth continuing to hold them; consider selling and offloading holdings
	Risks Associated with Natural Disasters and Infectious Disease Outbreaks	● A major natural disaster could cause a suspension in business activities or a reduction in business activities in Japan or overseas	● Regularly review the business continuity plan to ensure it is effective

Business Risks		Identified risks	Measures
Risks Related to Business Operations	**Compliance Risks**	• A violation of regulatory requirements (related to quality, trade, environment, labor, health and safety, accounting standards, or tax) might be detected or confirmed	• Continually spread awareness of the KOKUYO Group Code of Conduct • Ensure regulatory response by regularly monitoring regulatory developments and compliance with the latest regulations
	Quality Risks	• A product recall could harm our performance and reputation	• Implement and operate a quality management system aligned with ISO 9001
	Procurement and Environmental Risks	• Performance may be negatively affected by fluctuations in raw material prices and exchange rates • Deficiencies in ESG could harm our performance and reputation	• Use forward exchange agreements, optimize local procurement ratios, and diversify suppliers • Use Sustainable Procurement Policy and Sustainable Procurement Guidelines to promote mutual business growth with supply-chain partners
	Talent and Labor Risks	• Delays in attracting and training talent could stunt business growth • An occupational accident or employee health issue could harm our performance or reputation	• Follow the Talent Management Policy and use KOKUYO Academy (a talent development organization) to expedite investments in talent development • Promote diversity and inclusion through anti-harassment training (adding content on non-toleration of abusive customers) and making the workplace accommodative toward people with disabilities • Consider establishing a manual setting out global safety standards (covering workplaces in and outside Japan) • For KOKUYO Group Hotline in Japan, connect the hotline to an external whistleblowing service and extend coverage to suppliers
	Information Security Risks	• Performance could be negatively affected by a cyberattack that causes system stoppage or the leakage of sensitive business information or customers' personal data • If our business profile changes or expands beyond the coverage of our existing workflows and core IT systems, the coverage gap may impede productivity or internal controls	• Use vulnerability analysis to enhance security, have the IT Risk Subcommittee regularly monitor information security • Improve system failure detection and cyber-defenses, back up data regularly • Set rules on the handling of customer and personal data, inform employees about information security risks • Consider revising business processes and updating core system
	Investment Risks	• Macroeconomic changes could harm the performance of companies in our investment portfolio	• Consult outside experts during the investment vetting process, keep improving the monitoring process
	Risks Related to Effective Use of Real-Estate	• Changes in the external business environment could, along with other changes, negatively affect the value of our real-estate holdings	• Offload non-business assets to improve efficiency of real-estate and net cash

Actions

Initiatives in 2024 >

Strengthening BCP Measures >

Managing Information Security Risks >

Obtaining ISO 27001 Certification >

RISK MANAGEMENT: ACTIONS

Initiatives in 2024 | Strengthening BCP Measures | Managing Information Security Risks | Obtaining ISO 27001 Certification

Initiatives in 2024

- The 20% policy* in incident reporting, theretofore an informal policy, was made official. Employees are now required to report incidents (risk events) early on, and all incident information is inputted to an incident database to enable unified management of the information.
- Having expanded in ASEAN markets, we established an ASEAN desk to strengthen management of risks in the ASEAN regions.
- In view of the growing geopolitical tensions and cyberthreats, the Risk Management Committee established subcommittees dedicated to country-specific risks and IT risks (both of which are key strategic themes).
- We established the Organization-Wide Internal Controls Committee. This committee, chaired by the President and CEO, is responsible for setting organization-wide policies and rules related to internal controls and monitoring whether situationally appropriate internal controls are in place and working effectively.
- To instill a commitment to sustained and effective compliance, we established a compliance month, a period in which everyone across KOKUYO Group focuses on implementing compliance-related policies.

※ The 20% policy
Under this policy, employees inform the relevant company or superior about a risk event even if they know only about 20% of the facts (such as the cause of the event or how it is to be addressed).

Strengthening BCP Measures

We have developed a business continuity plan, which we continually review and revise as part of a business continuity planning lifecycle. The plan includes measures for maintaining a stable supply of goods when an emergency such as a natural disaster disrupts operations in our plants or offices. Mindful of the threat of catastrophic events such as earthquakes, extreme storms, flooding, fires, major power outages, and infectious disease, we have reaffirmed the importance of getting the initial responses right and minimizing the damage from such calamities. We therefore use emergency manuals, emergency drills, and similar means to ensure that every employee will act safely in an emergency to safeguard human life.
In view of the rising concern for sustainability (ESG, SDGs), our emergency power sources include solar power systems and reserve batteries.

Managing Information Security Risks

One of our key sustainability-related tasks is to maintain the trust of customers and the public and the trustworthiness of our services. Recognizing the strategic imperative of maintaining information security and safeguarding personal information, we are committed to developing organization-wide processes for managing information and to continuously improving them.

1. Laws and ordinances regarding information security and other standards are adhered to.
2. Personal information is managed according to the Personal Information Protection Policy defined by the KOKUYO Group.
3. Appropriate safety measures are taken in order to prevent unauthorized access to information assets, as well as loss, falsification and leakage, etc. of information assets.
4. Regulations and rules regarding the management and use of information assets are formulated and revised, and education is continually conducted to employees about these regulations and rules.

5. Inspections and improvements are continually conducted on the management system and initiatives related to information security.

Obtaining ISO 27001 Certification

As of the end of 2024, we have obtained ISO 27001 for the data transfer services and document management services provided by the Net Solutions and Document Solutions Departments of the Innovation Center under the Corporate Planning Division.

COMPLIANCE, ANTI-CORRUPTION

Policy

KOKUYO Group Anti-Bribery and Anti-Corruption Policy

The KOKUYO Group Anti-Bribery and Anti-Corruption Policy was established on January 1, 2025, in line with the Ministry of Economy, Trade and Industry's Guidelines for the Prevention of Bribery of Foreign Public Officials.

KOKUYO Group Anti-Bribery and Anti-Corruption Policy

1. **Definitions**

In this Policy, the meanings of the words and terms listed in the following paragraphs shall be as set outin those paragraphs.

(1) "Corrupt Practices" means any and all forms of corrupt acts, including, but not limited to, bribery, extortion, money laundering, embezzlement, and obstruction of justice.

(2) "Bribery" is defined as any act by which money or other benefits (money or other benefits include "money, vouchers, gift certificates, loans, guarantees, warranties/invitations/donations, sponsorship/gratuities, rebates, promotional expenses, discounts/job opportunities for oneself or one's relatives, etc.") are given, offered, solicited or promised, directly or indirectly, to a public official or counterparty for the purpose of obtaining an improper advantage.

(3) "Public Officials" means (i) any person who engages in public services for a national or local foreign (or domestic) government, (ii) any person who engages in services for an agency affiliated with a domestic government or a foreign national government, (iii) any person who engages in services for a domestic or a foreign Public Enterprise, (iv) any person who engages in public services for an International Organization and (v) any person who exercises a public function on behalf of a foreign national government, etc. as delegated, etc.

(4) "Public Enterprise" means any enterprises for which: (i) a majority of its voting shares are owned by; (ii) a majority of its total capital is contributed by; or (iii) a majority of its officers are designated or appointed by; one or more or national or local foreign (or domestic) government (including public interest corporations), and such enterprise equivalents as defined by government ordinance. An enterprise defined by government ordinance as equivalent to any of the foregoing refers an enterprise: (i) a majority of the voting rights of all shareholders of which are owned by; (ii) which is under the control of, through the holding of golden shares that require permission, license, approval or consent, etc. in order for all or some resolutions at general shareholder's meetings cannot be effective; or (iii) which is under the control of, via indirect ownership of a majority of its stock, etc; one or more or national or local foreign (or domestic) governments.

(5) "Private Sector Entities" means all business partners involved in the business of the KOKUYO Group, including but not limited to suppliers, and their directors, officers and employees.

(6) "Facilitation Payments" are small payments intended to facilitate or expediate procedures for routine administrative services carried out by Public Officials so that the person in question can make any wrongful gain in business.

(7) "Agents, etc." means third parties to whom the KOKUYO Group outsources its business, including but not limited to sales distributors and/or agents.

2. **Purpose**

The purpose of this Policy is to establish the basic requirements for the KOKUYO Group to comply with laws and regulations and to prevent Bribery and corruption, with the aim of maintaining sound and transparent relationships with politics, governments/public authorities and Private Sector Entities.
This Policy constitutes an internal rule of KOKUYO Co., Ltd. and applies to the entire each of its subsidiaries (hereinafter referred to as "KOKUYO Group Companies" Unless the context otherwise requires, words importing the singular include the plural and vice versa.). Each KOKUYO Group Companies is responsible for ensuring that its officers and employees — including directors, auditors, executive officers, and other officers, as well as all full-time and part-time workers, temporary staff, and contract employees — comply with this Policy and with any Anti-Bribery and Corruption (ABC) Law related internal rules established by their respective KOKUYO Group Companies.

3. **Compliance with Laws and Regulations**

KOKUYO Group Companies shall comply with Anti-Bribery and Corruption (ABC) laws and regulations in all countries and regions where it operates and shall not engage in any form of corrupt practice. In Japan, KOKUYO Group Companies shall ensure that all employees are familiar with the internal rules based on the

discipline of the National Public Service Ethics Act. In addition, KOKUYO Group Companies shall also pay attention to the extraterritorial application of foreign laws and regulations.

4. **Prohibition of Bribery of Public Officials**

   KOKUYO Group Companies shall not bribe Public Officials, whether directly or indirectly. In the event of a Bribery demand from Public Officials, such an demand shall be rejected and immediately reported to the Risk Management Division or its designated department for action.

5. **Prohibition of Bribery with Private Sector Entities**

   KOKUYO Group Companies shall not, directly or indirectly, engage in Bribery of Private Sector Entities in violation of the law applicable to KOKUYO Group Companies. KOKUYO Group Companies shall not accept Bribes from Private Sector Entities in violation of the law applicable to KOKUYO Group Companies.

6. **Appropriate Entertainment, Gifts, etc.**

   KOKUYO Group Companies shall establish its own rules on entertainment and gifts in order to prevent Bribery and ensure compliance with the law in conducting business.

7. **Prohibition of Facilitation Payments**

   KOKUYO Group Companies are prohibited from making Facilitation Payments, whether directly or indirectly

8. **Prohibition of Bribery by Agents, etc.**

   KOKUYO Group Companies shall never give Bribery instructions to Agents, etc. or other third parties.
   When appointing Agents, etc. or other third parties, KOKUYO Group Companies will require them compliance with this Policy in contracts and other agreements.

9. **Anti-Bribery System**

   KOKUYO Group Companies shall continuously work on its anti-Bribery management system, including the adaption of internal rules to prevent Bribery, regular assessment of Bribery risks in the group and the establishment of a consultation service and monitoring. In addition, the group shall work to prevent Bribery by educating relevant directors, officers, employees and others on this Policy and the prohibition of Bribery through education and training on anti-Bribery.

10. **Disciplinary Action**

    The KOKUYO Group may take any disciplinary actions against any director, officer or employee who violates anti-Bribery laws and regulations, this Policy or the internal anti-Bribery rules of each company, in accordance with the internal rules of KOKUYO Group Companies.

Effective Date : January 1st 2025
Revised Date : January 1st 2026

KOKUYO Co., Ltd.
Director,
Representative Corporate Officer,
President and CEO
Hidekuni Kuroda

KOKUYO Group Anti-Bribery and Anti-Corruption Policy in Japanese [PDF:590KB]

KOKUYO Group Anti-Bribery and Anti-Corruption Policy in English [PDF:89.8KB]

KOKUYO Group Competition Law Policy

The KOKUYO Group Competition Law Policy was revised on January 1, 2026, in line with the Japan Fair Trade Commission's Guide for the Design and Implementation of an Effective Antimonopoly Act Compliance Program.

KOKUYO Group Competition Law Policy

1. **Basic Policy**

   (1) KOKUYO Co., Ltd. and its subsidiaries (the "KOKUYO Group" and individually, a "KOKUYO Group Company") are committed to complying with all competition laws applicable to the businesses of the KOKUYO Group in each country and region where the KOKUYO Group operates, including the Antimonopoly Act of Japan (collectively, "Competition Laws").

   (2) Each KOKUYO Group Company shall establish, implement, and maintain internal rules to ensure effective compliance with the Competition Laws.

2. **Scope of Application**

   This Policy constitutes an internal rule of KOKUYO Co., Ltd. and applies to the entire KOKUYO Group.
   Each KOKUYO Group Company is responsible for ensuring that its officers and employees — including directors, auditors, executive officers, and other officers, as well as all full-time and part-time workers, temporary staff, and contract employees — comply with this Policy and with any Competition Law related internal

rules established by their respective KOKUYO Group Company. Furthermore, each KOKUYO Group Company shall seek the understanding and cooperation of all external parties involved in its business activities to support adherence to this Policy.

3. Whistleblower Reporting System

The KOKUYO Group Hotline, which is available to all officers and employees of the KOKUYO Group as well as business partners of the KOKUYO Group in Japan, accepts reports regarding actual or suspected violations of Competition Laws by any organization or individual within the KOKUYO Group. In accordance with the operational rules of the KOKUYO Group Hotline, any retaliatory or otherwise disadvantageous treatment of whistleblowers for having made a report is strictly prohibited.

4. Principles of Conduct

(1) Compliance with Laws and Regulations

Each KOKUYO Group Company shall comply with the Competition Laws applicable to its businesses in each country and region where it operates, as well as with its own internal company rules.

(2) Prohibition of Cartels and Bid Rigging

No KOKUYO Group Company shall engage in any price-fixing agreements, production coordination, market allocation, bid rigging, or any other cartel or collusive conduct that violates Competition Laws.

(3) Principle of Prohibiting Information Exchange with Competitors

No KOKUYO Group Company, in principle, shall exchange competitively sensitive information with competitors. This prohibition also applies to contacts through industry associations, joint research, exhibitions, and similar forums. Contact with competitors shall be properly managed.

(4) Maintaining Appropriate Relationships with Business Partners

No KOKUYO Group Company shall engage in any conduct that violates any applicable Competition Laws and unfairly harms its business partners or other business operators in the course of their business activities.

(5) Prohibition of Private Monopolistic Practices

No KOKUYO Group Company shall engage in any conduct that constitutes private monopolization under the Antimonopoly Act of Japan or any similar prohibited conduct under other applicable Competition Laws.

(6) Prohibition of Violations through Agents

No KOKUYO Group Company shall cause any of its agents, distributors or other third parties to engage in acts that violate any of the prohibitions set forth in sub-sections (2) through (5) above.

(7) Cooperation in investigations with Competition Authorities

Each KOKUYO Group Company will respond in good faith if they receive an inquiry or are subject to an investigation from a competition authority having jurisdiction over its respective locations.

5. Framework for Compliance with Competition Laws

Each KOKUYO Group Company shall continuously work to establish and maintain an effective framework for developing internal rules aimed at ensuring compliance with all Competition Laws and related laws and regulations, as well as for the proper implementation of those rules. In addition, each KOKUYO Group Company will provide education and promote awareness among its officers and employees regarding this Policy and its respective Competition Law related internal rules.

6. Disciplinary Action

Each KOKUYO Group Company may impose disciplinary action, in accordance with its internal rules, on employees who violate any applicable Competition Laws, this Policy, or the Competition Law related internal rules of their respective KOKUYO Group Company.

Effective Date : January 1st 2026

KOKUYO Co., Ltd.
Director,
Representative Corporate Officer,
President and CEO
Hidekuni Kuroda

KOKUYO Group Competition Law Policy in Japanese [PDF:502KB]

KOKUYO Group Competition Law Policy in English [PDF:82.9KB]

Alleged Violations of Competition and Anti-corruption Legislation >

KOKUYO Group Code of Conduct

The KOKUYO Group is subject to various laws and regulations when engaging in business activities. Those laws and regulations govern areas of business including product quality, fair trade and other transactions, the environment, labor, health and safety, accounting standards, taxation business, bribery and information management. We have established the KOKUYO Group Code of Conduct which each employee must follow to engage in corporate activities in accordance with social ethics while complying with those laws and regulations. We use this KOKUYO Group Code of Conduct globally as the basis of our daily activities. We also explicitly prohibit the bribing of public officials. In these and other ways, we commit to full compliance.

KOKUYO Group Code of Conduct >

Actions

Whistleblowing Hotline (The KOKUYO Group Hotline)
Instilling Compliance
To Supply Chain Partners: Our Stance on Hospitality

Whistleblowing Hotline (The KOKUYO Group Hotline)

We have a whistleblowing hotline for employees (the KOKUYO Group Hotline) and one for supply chain partners (the KOKUYO Group Hotline for Supply Chain Partners), whereby issues or concerns can be raised.

The KOKUYO Group Hotline

We have a group-wide hotline (the KOKUYO Group Hotline). For inquiries made in Japan, the hotline connects to a third-party whistleblowing service. Inquiries made outside Japan are received within KOKUYO. In fiscal 2024, the hotline received 25 inquiries (there were also six inquiries that did not need to be reported to KOKUYO), some from inside Japan and some from outside Japan. The inquiries were dealt with appropriately. To protect whistleblowers from retribution and to protect their anonymity, we have established internal rules about hotline management and regularly train employees involved in hotline operations. The hotline for employees can be accessed from the company's internal network. Chinese group companies have their own internal whistleblowing hotline (known as Rèxiàn).

Data on use of KOKUYO Group Hotlines >

KOKUYO Group Hotline for Supply Chain Partners

The KOKUYO Group has established and is operating a whistleblowing hotline which can be used by our supply chain partners. The purpose of the hotline is to build healthy relationships with our supply chain partners and to achieve mutual sustainable growth.

KOKUYO Group Hotline for Supply Chain Partners >

Instilling Compliance

Training Programs

As part of our commitment to fostering a corporate culture that cherishes innovation and integrity, we regularly provide compliance training and conduct questionnaire surveys on compliance. In 2025, we introduced Compliance Month. The purpose of Compliance Month is to raise employees' compliance awareness and to set aside a period for focusing on compliance-related initiatives as part of an organization-wide commitment to compliance.

Compliance Courses and Attendance >

Compliance Magazine

We have a compliance magazine. New issues are generally released every month. The magazine includes breakdowns of relevant legislation, details about legislative reforms, and case studies illustrating the risks of legal violations. This content is communicated with illustrations and plain-language text. In this way, the magazine serves way to regularly raise employees' compliance awareness. The compliance magazine content is also displayed on digital signage in company premises.

Risk Management and Compliance Hubs for China and ASEAN

KOKUYO (Shanghai) Management Co., Ltd., serves as our hub for risk management and compliance in China. KOKUYO International (Malaysia) Sdn. Bhd. serves as the ASEAN desk, managing risk and compliance in ASEAN markets. These hubs help us gain timely insights into legislative developments and tailor compliance measures to the realities of the territory in question.

To Supply Chain Partners: Our Stance on Hospitality

We refrain from forms of hospitality that would violate the law or your internal rules. Please contact us if you suspect that someone from KOKUYO Group is offering you hospitality that violates your internal rules.

Governance

INTELLECTUAL PROPERTY (IP)

To differentiate our company from competitors, we encourage the acquisition of IP rights and ensure that we respect and never infringe the IP rights of other companies. To make the most of our IP as our operations expand across the globe, KOKUYO regularly exchanges information with overseas subsidiaries, improving coordination in our global IP strategy.

Policy

KOKUYO Group Code of Conduct

Recognizing that IP is an important current and future corporate asset, we appropriately manage, protect, and utilize our IP and respect the IP rights of others.

KOKUYO Group Code of Conduct 6: Safeguarding KOKUYO Group assets, respecting intellectual property

We appropriately manage, safeguard, and use KOKUYO Group's assets, tangible and intangible, and avoid infringing the intellectual property of others.

Commentary

- All KOKUYO Group assets, whether tangible and intangible, must be managed in accordance with internal rules to protect them from loss, theft, or unauthorized disclosure. Only use such assets for official business purposes. Never take such assets outside the workplace, or give them to a third party, without authorization.
- Always respect, never infringe, the intellectual property (IP) rights of others. To avoid the risk that a new product or technology infringes IP rights and causes litigation, due diligence must be taken at every step from research & development, through to design, production, and sales.
- Never improperly access or use another person's confidential information.

KOKUYO Group Code of Conduct* >

* Japanese Only

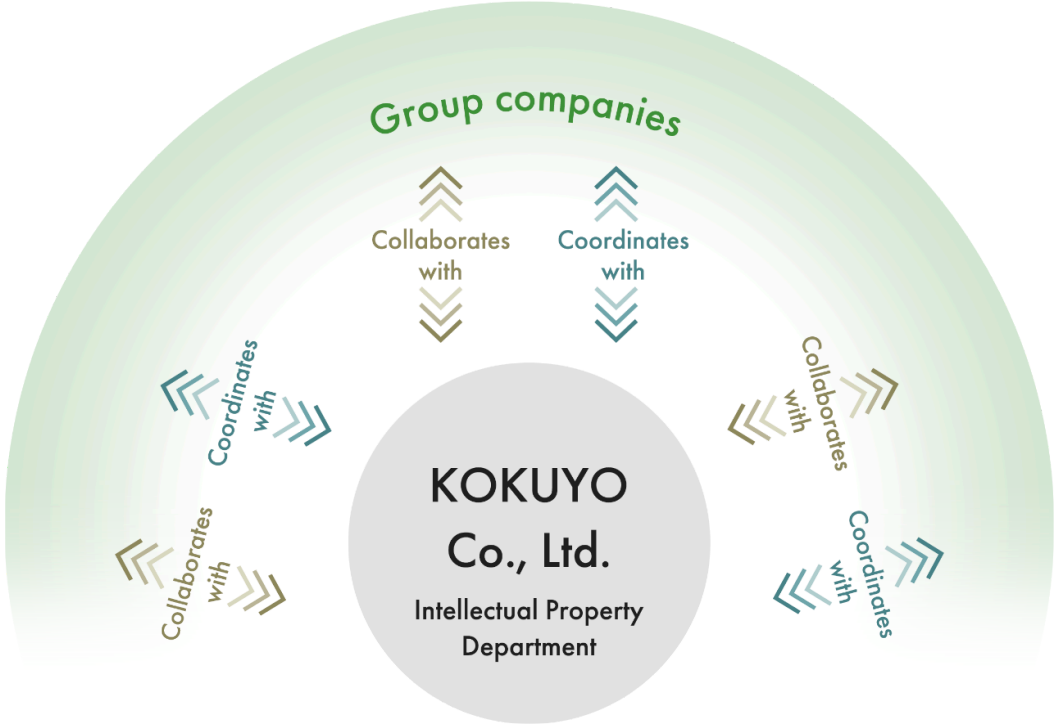
Processes in Place

Management and Operational Structure

The Risk Management Division's legal department has a unit devoted to managing intellectual property (IP) for our subsidiaries in Japan and overseas. The unit works to standardize and unify the use of, and strategies concerning, intellectual property across KOKUYO Group. The unit's duties include managing procedures for obtaining protections for our IP (inventions, designs, and trademarks), conducting preliminary surveys to ensure that we avoid violating the IP rights of others, and routine monitoring rival products to check for potential violations of our own IP rights. Should a dispute occur, the unit will coordinate with the management to enable a swift and satisfactory resolution.

International Coordination in IP

We are working to make the most of our IP as our operations expand across the globe. Our corporate headquarters in Japan and overseas subsidiaries hold regular intellectual property meetings to exchange information and take anti-counterfeiting measures in order to better collaborate on our global intellectual property strategy.



Working with External Partners

As a member of the International Intellectual Property Protection Forum (IIPPF), which works to resolve the problem of overseas intellectual property infringement by taking aim at counterfeiting and piracy, we meet to exchange opinions with other companies and e-commerce operators around the world.

International Intellectual Property Protection Forum (IIPPF)*

* Japanese Only

Actions

Anti-counterfeiting Measures

Protection and Legal Compliance of Intellectual Property Rights

Promotion of Creation and Utilization of Intellectual Property Rights

Anti-counterfeiting Measures

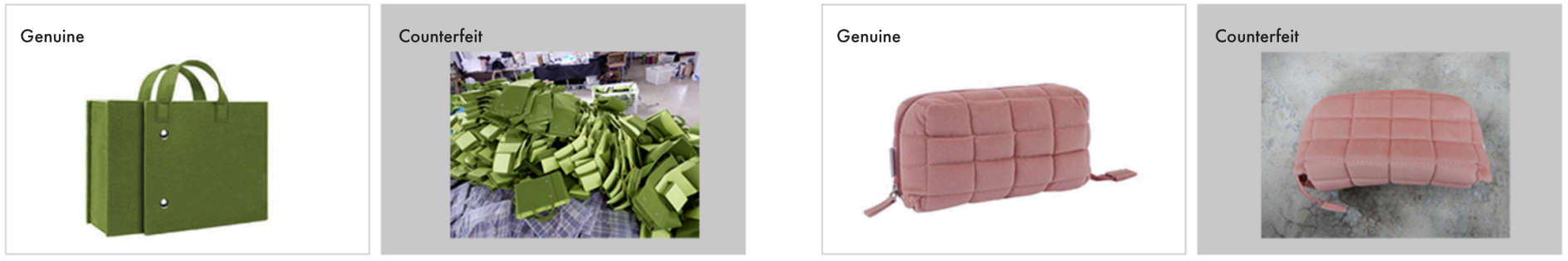
We monitor domestic and overseas markets as well as e-commerce websites and other websites and take measures against products that infringe the KOKUYO Group's rights. Measures include sending warning letters to manufacturers and requesting platformers to remove such products from their sites. For cases outside Japan, we take legal measures (such as seeking injunctions or filing lawsuits) against factories that make counterfeit products and against wholesalers dealing in such. We will continue to take a firm stance against counterfeiting wherever in the world we find it.



Counterfeit of C2 pencil case



Counterfeit of Mark+ (2-tone markers)



Counterfeit of Hacokabe (storage tool) in China exposed

Counterfeit of Nemunemu (pencil case) in China

After discovering that counterfeit products were being sold on an e-commerce site in China, we located the factory manufacturing the products. An injunction was issued against the factory in February 2022. Authorities confiscated 248 Hacokabe and 681 Nemunemu counterfeits. The manufacturer was later fined. Information about our anti-counterfeiting activities is posted on the official WeChat account of our local subsidiary.

Protection and Legal Compliance of Intellectual Property Rights

The KOKUYO Group Code of Conduct stipulates that we respect the intellectual property rights of others while the intellectual property unit establishes and operates the system for research, analysis, and close investigation to prevent and avoid the violation of rights held by others. In addition, awareness-raising activities for respecting the intellectual property rights of others and improving awareness of legal compliance are conducted for development departments through training as the necessity arises and as part of daily work.

Promotion of Creation and Utilization of Intellectual Property Rights

The intellectual property unit and development departments work closely from the early stage of development to increase the superiority of the products in the market and focus on creating and discovering inventions that contribute to differentiation from competitors' products. In compliance with Article 35 of the Patent Act, we have incorporated into our internal rules a system that incentivizes inventions that will increase customer satisfaction and support our business success.

SUPPLY CHAIN MANAGEMENT

With the rapid progress of economic globalization, multinational corporations have grown massive, while human rights issues such as forced labor and child labor in supply chains extending to developing countries in pursuit of low costs, widening wealth disparities and environmental degradation have become more and more serious. Our group will fulfill its social responsibilities together with suppliers and continue contributing to social development.

Material Issues and Performance

See Goals and Results: Strategic Theme 3-3.

Goals and Results >

Policy

KOKUYO Group Sustainable Procurement Policy and Procurement Standards

KOKUYO Group Sustainable Procurement Policy

The KOKUYO Group Sustainable Procurement Policy enshrines our commitment to ensuring that our procurement activities contribute to a sustainable planet and society. Under this policy, we communicate our belief in co-creation with empathy to our supply chain partners, work to build mutual understanding and trust with them, and continue working with them to fulfill our collective social responsibility to support the development of society.

KOKUYO Group Sustainable Procurement Policy

To ensure that the earth and society remain sustainable, the Kokuyo Group will strive to build mutual understanding and trust with our supply chain partners with shared understanding of the Kokuyo Group's value of co-creation with empathy, work together to fulfill our social responsibilities, and continue contributing to social development.

1. **Quality management**

   By providing products and services that enrich "work, learning and living," we will continue to respond to the trust of customers and pursue customer satisfaction.
   We will conduct comprehensive risk management and provide accurate product and service information.

2. **Respect for human rights**

   The Group understands the culture and business customs of various countries and regions and aims for a society where the rights of all people are respected.
   The Group does not permit unfair discrimination or child and forced labor. Moreover, the Group does not conduct transactions with companies, groups, or other entities that engage in such practices.
   The Group does not allow sexual harassment, power harassment, bullying, or other such violations of human rights.

3. **Health and safety**

   We will comply with health and safety related laws and regulations including the Industrial Safety and Health Act.
   We will pay appropriate wages and allowances, provide welfare programs, properly conclude labor agreements, comply with applicable laws and regulations, and protect the rights of workers.
   We will encourage continuous and self-initiated workplace improvement and strive to prevent occupational accidents and illness.

4. **Environmental preservation**

   The Group takes environmental protection initiatives on a global scale, and by actively participating in communities and acting as a good corporate citizen, seeks to create mutually beneficial relationships with society.

The Group respects and observes environment-related laws, and in all its activities, takes initiatives to protect the environment. Moreover, the Group conducts activities that give consideration to the natural environment and biodiversity.

5. **Fair trade**

We will establish and implement an appropriate system for internal control to obtain logical assurance that we are achieving the four goals of effectiveness and efficiency in operations, reliability of reports, compliance with laws and regulations related to our business activities, and the maintenance of assets.
When engaging in procurement, we will comply with the applicable laws, regulations, treaties, and so on in each country and region and follow industry standards and international norms (including standards formulated by the KOKUYO Group).
We will take a firm stand and not accede to any improper demands made by criminal organizations that threaten the good order and safety of civil society. Furthermore, we will not have any business dealing with such organizations.
We will respect the rights of trading partners, take action to prevent all corruption including extortion and bribery, and will practice sound, proper, and fair trade.

6. **Information security**

We will properly manage confidential corporate information including sales, technical, and management information as well as personal information and prevent loss and leaks of information.
We will not engage in insider trading including trading of the shares of our own company or affiliated companies based on non-public material inside information and will not engage in any conduct that induces insider trading.

Effective Date:April 1, 2013
Revised Date :December 1, 2025

KOKUYO Co., Ltd.
Director,
Representative Corporate Officer,
President and CEO
Hidekuni Kuroda

KOKUYO Group Sustainable Procurement Policy　Japanese [PDF:494KB]

KOKUYO Group Sustainable Procurement Policy　English [PDF:133KB]

KOKUYO Group Sustainable Procurement Standards

We have established the matters we want to achieve together with our business partners as the KOKUYO Group Sustainable Procurement Standards based on the KOKUYO Group Code of Conduct and the KOKUYO Group Sustainable Procurement Policy to ensure the earth and society continues to remain sustainable.

KOKUYO Group Sustainable Procurement Standards

To ensure that the earth and society remain sustainable, the KOKUYO Group establishes these KOKUYO Group Sustainable Procurement Standards as a statement of what we want to achieve in collaboration with trading partners based on the KOKUYO Group Code of Conduct and KOKUYO Group Sustainable Procurement Policy. We also ask our trading partners to ensure that the requirements stated below are implemented, and that they in turn seek their trading partners' understanding of the KOKUYO Group Sustainable Procurement Standards and promotion of the requirements therein.

1. **Quality management**

By providing products and services that enrich "work, learning and living," we will continue to respond to the trust of customers and pursue customer satisfaction.
We will conduct comprehensive risk management and provide accurate product and service information.

1-1 **Ensuring product safety**

We will fulfill our responsibilities as a supplier by designing, manufacturing, and selling products that satisfy safety standards established by the laws and regulations of each country and ensuring adequate product safety.

1-2 **Quality management**

We will comply not only with applicable laws and regulations relating to product and service quality, but also KOKUYO Group quality standards and customer requirements.

1-3 **Provision of accurate product and service information**

We will appropriately disclose information relating to our business activities, product quality and safety, and so on and will strive to understand and provide product and service information in response to requests from stakeholders.

1-4 **Management of the risk of disasters and other risks**

We will create risk management systems during normal times and provide stable supplies of products to customers.

2. Respect for human rights

We understand the culture and business customs of various countries and regions and aim for a society where the rights of all people are respected. We will not permit unfair discrimination or child and forced labor. Moreover, we will not conduct transactions with companies, groups, or other entities that engage in such practices. We will not allow sexual harassment, power harassment, bullying, or other such violations of human rights.

2-1 Prohibition of child labor and forced labor

We will not permit unfair discrimination or child and forced labor. Moreover, we will not conduct transactions with companies, groups, or other entities that engage in such practices.

2-2 Prohibition of sexual harassment, power harassment, and discrimination

We will not allow sexual harassment, power harassment, bullying, or other such violations of human rights. Furthermore, we will give appropriate consideration to requests from workers relating to religious practices.

2-3 Freedom of association and right to collective bargaining

We will comply with local laws and regulations and respect the right of workers to organize as a means of conducting labor-management discussions regarding working environments, wage levels, and other issues.

3. Health and safety

We will comply with health and safety related laws and regulations including the Industrial Safety and Health Act. We will pay appropriate wages and allowances, provide welfare programs, properly conclude labor agreements, comply with applicable laws and regulations, and protect the rights of workers. We will encourage continuous and self-initiated workplace improvement and strive to prevent occupational accidents and illness.

3-1 Occupational health and safety

We will give due consideration to employee health and safety and strive to create comfortable workplaces.

3-2 Consideration for work hours

We will not require workers to work in excess of the limits set by laws and regulations in the regions where they work. Furthermore, we will appropriately manage workers' work hours and days off with due consideration for international standards.

3-3 Appropriate wages and allowances

We will comply with all applicable laws and regulations concerning compensation (including minimum wages, overtime pay, and allowances and deductions from wages required by law) paid to workers. We will also take into consideration wage levels that can provide for the necessities of life (living wages).

3-4 Responses to emergency situations

To prepare for emergency situations such as disasters and accidents that could harm human life and physical safety, we will identify such emergency situations including the likelihood of occurrence, prepare action procedures for emergency measures that will minimize harm to workers and assets, install necessary facilities and so on, and conduct education and training so that action can be taken in the event of a disaster.

3-5 Occupational accidents and occupational illnesses

We will identify, assess, record, and report on the status of occupational accidents and occupational illnesses and take appropriate countermeasures and remedial measures.

3-6 Industrial safety

We will identify, assess, and appropriately manage the risk of worker exposure to harmful biological, chemical, and physical effects in the workplace.

3-7 Consideration for work that imposes physical burdens

We will identify and assess work that imposes physical burdens on workers and appropriately manage such work so that it does not lead to occupational accidents or occupational illnesses.

3-8 Safety measures for machinery and equipment

We will assess whether there are any safety-related risks concerning machinery and equipment that workers use in their work and take appropriate safety measures.

3-9 Facility health and safety

We will appropriately ensure health and safety in facilities provided for workers (dormitories, cafeterias, bathrooms, etc.).

3-10 Health and safety communication

We will provide education and training on appropriate health and safety information regarding the various hazards that workers may be exposed to while working using language and methods that workers can understand and establish systems for workers to provide feedback concerning their safety-related opinions.

3-11 Worker health management

We will perform appropriate health management for all employees.

4. Environmental preservation

The Group takes environmental protection initiatives on a global scale, and by actively participating in communities and acting as a good corporate citizen, seeks to create mutually beneficial relationships with society.

The Group respects and observes environment-related laws, and in all its activities, takes initiatives to protect the environment. Moreover, the Group conducts activities that give consideration to the natural environment and biodiversity.

4-1 Reduction of energy consumption and greenhouse gas emissions

We will strive to improve energy efficiency and take measures to continuously reduce our energy consumption as well as greenhouse gas emissions across our entire supply chain.

4-2 Atmospheric emissions

We will implement appropriate measures to reduce atmospheric emissions of harmful substances.

4-3 Water management

We will appropriately manage the impact of water intake and discharge on the surrounding natural environment. To do this, we will monitor the use and release of water and strive to conserve water. Before wastewater is discharged or disposed of, we will monitor, control, and process it and we will identify sources of pollutants that could cause water contamination and appropriately manage them.

4-4 Preservation of biodiversity

We will strive to conserve the raw materials used in our business and preserve biodiversity in the regions where we conduct business.

4-5 Effective use of resources and waste management

We will promote the 3Rs (reduce, reuse, recycle) and strive to effectively use resources and curtail the generation of waste.

4-6 Management of chemical substances

We will identify, label, and manage chemical substances and other materials that pose risks to people and the environment and manage them to ensure safe handling, transportation, storage, use, recycling or reuse, and disposal.

4-7 Management of chemical substances in products

We will comply with applicable laws and regulations and customer requirements concerning the prohibition or restriction of use of specific substances in products.

4-8 Social contribution

We will actively participate in social, educational, and cultural support initiatives, interaction with local communities, beautification programs, volunteer programs, and so on.

5. Fair trade

We will establish and implement an appropriate system for internal control to obtain logical assurance that we are achieving the four goals of effectiveness and efficiency in operations, reliability of reports, compliance with laws and regulations related to our business activities, and the maintenance of assets.
When engaging in procurement, we will comply with the applicable laws, regulations, treaties, and so on in each country and region and follow industry standards and international norms (including standards formulated by the KOKUYO Group). We will take a firm stand and not accede to any improper demands made by criminal organizations that threaten the good order and safety of civil society. Furthermore, we will not have any business dealing with such organizations. We will respect the rights of trading partners, take action to prevent all corruption including extortion and bribery, and will practice sound, proper, and fair trade.

5-1 Compliance

We will comply strictly with national and regional laws and regulations, social norms, and corporate ethics and strive to educate employees.

5-2 Fair and transparent trade

We will conduct fair and transparent trade that respects free competition. Furthermore, we will not use our status as the buyer to demand money, goods, or special treatment from trading partners.

5-3 Prohibition of dealings with criminal organizations

We will take a firm stand and not accede to any improper demands made by criminal organizations that threaten the good order and safety of civil society. Furthermore, we will not have any business dealing with such organizations.

5-4 Protection of intellectual property rights

We will protect intellectual property rights and not engage in any improper use.

5-5 Prohibition of conflicts of interest

We will not engage in any conduct where officers or employees use their status to gain personal benefit contrary to the proper interests of the company.

5-6 Protection of whistleblowers

We will protect the confidentiality of information relating to whistleblowing and the anonymity of whistleblowers and eliminate any retaliation against whistleblowers.

5-7 Prohibition of insider trading

We will not engage in insider trading including trading of the shares of our own company or affiliated companies based on non-public material inside information and will not engage in any conduct that induces insider trading.

5-8 Responsible minerals procurement

We will not procure minerals—such as tantalum, tin, tungsten, and gold—used in the products that we manufacture if it is found that they cause or contribute to any serious human rights violations, environmental destruction, corruption, conflict, and so on in conflict and high-risk regions.

5-9 Ensuring reliability of reports

We will ensure the reliability of reports (including nonfinancial information) and will not tolerate the falsification of records or significant misrepresentations in applications, reports, and such.

6. Information security

We will properly manage confidential corporate information including sales, technical, and management information as well as personal information and prevent loss and leaks of information. We will not engage in insider trading including trading of the shares of our own company or affiliated companies based on non-public material inside information and will not engage in any conduct that induces insider trading.

6-1 **Defense against cyber attacks**

We will take defensive measures against cyber attacks and other threats and conduct management to prevent harm to the company and others.

6-2 **Protection of personal information**

We will comply with relevant laws and regulations relating to and appropriately manage and protect all personal information including the personal information of suppliers, customers, consumers, and employees.

6-3 **Prevention of leaks of confidential information**

We will appropriately manage and protect not only our own confidential information, but also confidential information received from customers and third parties.

Effective Date:April 1, 2013
Revised Date :December 1, 2025

KOKUYO CO., LTD.
Director,
Representative Corporate Officer,
President and CEO
Hidekuni Kuroda

KOKUYO Group Sustainable Procurement Policy and Procurement Standards　Japanese [PDF:665KB]

KOKUYO Group Sustainable Procurement Policy and Procurement Standards　English [PDF:106KB]

KOKUYO Group Policy for the Responsible Procurement of Metals and Minerals

We recognize that mining operations in, or transactions involving metals and materials sourced from, conflict regions and high-risk regions can harm human rights, damage the environment, and fund armed groups. To ensure responsible procurement of metals and minerals, we have established the KOKUYO Group Policy for the Responsible Procurement of Metals and Minerals.

KOKUYO Group Responsible Minerals Procurement Policy

The KOKUYO Group's purpose statement is "Presenting a tomorrow you can't wait for." By solving material issues and creating social impact through our business activities, we seek to create a self-directed, collaborative society where diverse people mutually enhance each other's creativity and continue to solve social issues while feeling their own sense of satisfaction.

The mining and trading of minerals in conflict and high-risk regions around the world may lead to issues, including forced labor, child labor, and other human rights violations as well as environmental destruction. The profits obtained through mining and trading of minerals in these regions may also become funding for armed forces. The use of minerals from these regions may help contribute toward conflict, human rights violations, environmental destruction, and so on.

The KOKUYO Group recognizes problems with such minerals as a key social issue and has formulated the KOKUYO Group Responsible Minerals Procurement Policy to undertake responsible minerals procurement that does not use minerals that are related to conflict, human rights violations, and such.

1. The KOKUYO Group undertakes responsible minerals procurement while referencing the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.
2. The KOKUYO Group will not procure minerals—such as tantalum, tin, tungsten, and gold—used in the products that we manufacture if it is found that they cause or contribute to any serious human rights violations, environmental destruction, corruption, conflict, and so on in conflict and high-risk regions.
3. In line with the purpose of this Policy, we will also ask the trading partners of the KOKUYO Group to undertake responsible minerals procurement.

Effective Date:December 1, 2025

KOKUYO Co., Ltd.
Director,
Representative Corporate Officer,
President and CEO
Hidekuni Kuroda

KOKUYO Group Policy for the Responsible Procurement of Metals and Minerals　Japanese [PDF:336KB]

KOKUYO Group Policy for the Responsible Procurement of Metals and Minerals　English [PDF:84.3KB]

Declaration on Building Partnerships, Policy on Multistakeholder Processes

Partnership Building Declaration　Japanese [PDF:421KB]

Policy on Multistakeholder Processes　Japanese [PDF:481KB]

Actions

Sustainable Procurement Efforts

KOKUYO Group Hotline
(for supply chain partners)

SUPPLY CHAIN MANAGEMENT: ACTIONS

Sustainable Procurement Efforts

We have been surveying our suppliers to ascertain their efforts towards sustainable procurement since 2022 and sent our questionnaire to 566 suppliers in 2024. We received responses from 501 of these suppliers (88.5% response rate) and fed back the results to the respondents. We will continue to work towards receiving responses from all our suppliers in 2025. We rank our suppliers from A to D based on their questionnaire answers. We have a commitment goal for 2027 to procure at least 75% of supplies from A- or B-ranked suppliers and to generate at least 75% of merchandise sales from products that meet the KOKUYO Group Paper and Timber Procurement Standards we instituted in April 2024. We also seek for our suppliers to sign an agreement signaling their awareness and endorsement of our KOKUYO Group Sustainable Procurement Policy and KOKUYO Group Sustainable Procurement Guidelines. As of February 2025, 1,040 of the 1,104 suppliers we targeted have signed (94.2% sign-up rate).

See Co-existence with Nature

Response to Sustainable Procurement Policy Consent Form and Sustainability Efforts Survey Questionnaire

	Questionnaire survey	Consent form*
Total no. of target companies	566	1,104
No. of target companies that signed agreement/responded to questionnaire	501	1,040
% of target companies that signed agreement/responded to questionnaire	88.5%	94.2%

※ Current as of February 2025

Example of a completed questionnaire

Company	[redacted]
Division	KOKUYO Camlin

Overall result	
Y2024	Y2023
B	C

Valuation criteria	
Scoring rate※1: A (above 80%: 80%≦A)	A
Scoring rate: A (60%≦A<80%)	B
Scoring rate: A (40%≦A<60%)	C
Scoring rate: A (less than 40%: A<40%) or there is CP point: 0	D

※1：Your score/Full score　※2：CP=Critical Point

Item	Y2024 result	Remark	Y2023 result
Quality management	B	Good activity are being implemented. We are expecting you keep continuing the promoted of these activities.	B
Respect for human rights	A	we confirmed your detail activities.	B
Health and safety	B	Good activity are being implemented. We are expecting you keep continuing the promoted of these activities.	B
Environmental preservation	C	The part of activity is not enough being implemented. We are expecting you keep improving these activities.	D
Fair trade	B	Good activity are being implemented. We are expecting you keep continuing the promoted of these activities.	C
Information security	B	Good activity are being implemented. We are expecting you keep continuing the promoted of these activities.	C

【Remark】

Your company do not operate with some of the requirements, but is operating its business at the level required by the KOKUYO Group Sustainable Procurement Policy.

KOKUYO GROUP HOTLINE FOR SUPPLY CHAIN PARTNERS

Applicable Users

Officers or employees (including contract employees, part-time employees and temporary employees) of Japanese supply chain partners which have entered into a contract with a KOKUYO Group company in Japan

Applicable Report Contents

Legal violations, wrongdoing, violations of the KOKUYO Group Code of Conduct, and acts which may be considered as such, by organizations or individuals in the KOKUYO Group

* We do not accept reports on matters internal to supply chain partners that are not related to the KOKUYO Group.
* As a rule, we expect the inquirer to name the supply chain partner and individuals in question.
* We accept anonymous reports. However, please tell us the name of the organization or individual causing the problem.

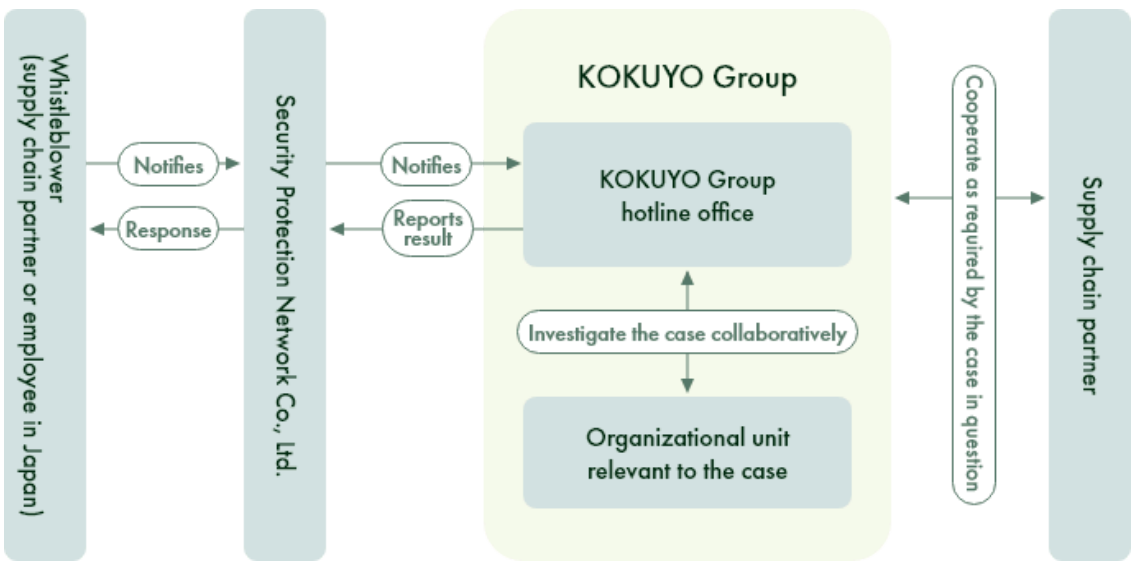
How to Make a Report and Report Flow

Please send your report to the e-mail address below.

kokuyo〇risk-hotline.com

* We publish the hotline email address with (at) replacing @ to prevent spam or junk mail. Please replace the (at) with @ when typing the email address.

We contract out this hotline service to Security Protection Network Co., Ltd. (SPN). SPN will not share your name or organization or any other personal information with the KOKUYO Group without your consent. Any investigation or other response necessitated by your report will be carried out in-house by the KOKUYO Group. With your permission, we may need to respond in collaboration with your organization.



When a Report Is Received

- We will not treat whistleblowers or supply chain partners disadvantageously due to making a report.
- In principle, SPN will need to know your name and your organization's name in order to carry out a thorough investigation and to provide feedback. Notwithstanding, your name or organization or any other personal information will not be shared with the KOKUYO Group without your consent. Please understand that we may not be able to investigate sufficiently or to take appropriate action if you make a report anonymously.
- SPN will not share your information with the KOKUYO Group without your consent. SPN will share your report with us without identifying you if you notify them that you do not wish your name, your organization's name or any other information to be disclosed. Anyone involved with the operation of the KOKUYO Group Hotline has signed a confidentiality agreement.
- We will not accept reports which slander or libel individuals, false reports and reports based on improper purposes under any circumstances.
- KOKUYO Group will investigate the content of your report when this is deemed necessary. Please provide any materials or data relevant to your report (we may not be able to undertake the necessary investigation if the content of your report is unclear). We may need to investigate in collaboration with your organization.
- In principle, we will not conduct an investigation against your wishes. However, if the contents of your report constitute a serious violation of laws or ordinances, or if it is deemed important by the KOKUYO Group, we may conduct an investigation without obtaining your consent.
- Feedback relating to your report will be addressed only to you. Please do not utilize the content in whole or in part for any other purpose.

ENDORSEMENT OF INTERNATIONAL INITIATIVES

We promote sustainability actions compliant with international initiatives, certification systems and guidelines.

UN Global Compact

We have endorsed the UN Global Compact. In accordance with the Ten Principles of the UN Global Compact, we commit to responsible business practices in the areas of human rights, labor, environment, and anti-corruption to support a sustainable future.

Task Force on Climate-Related Financial Disclosures (TCFD)

We have endorsed the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), a body that has developed a framework that companies can use to disclose their climate-related actions and climate-related financial impacts. In line with the recommendations, we disclose our strategies and policies, including non-financial information such as initiatives for a zero-carbon transition, in our integrated report.

Disclosures Aligned with the TCFD Recommendations ›

Taskforce on Nature-related Financial Disclosures (TNFD)

As an organization that uses forest resources, we are committed to understanding biodiversity and raw material risks and to ascertaining environmental risks pertaining to our business sites and the surrounding areas. As part of this, we keep track of developments related to the Taskforce on Nature-related Financial Disclosures (TNFD) and follow the TNFD recommendations. That is, for nature-related matters, we develop organizational processes, evaluate and act on priority issues, and improve the quality of disclosures.

Disclosures Aligned with the TNFD Recommendations ›

Certification from SBTi

The Science Based Target initiative (SBTi) is an international initiative to promote the setting of science-based greenhouse gas emissions reduction targets towards achievement of the Paris Agreement. We have obtained SBTi validation for our short-term targets towards achieving carbon neutrality.

Obtaining SBTi Validation ›

The Valuable 500

We have signed up to the Valuable 500, a global network supporting the leaders of 500 businesses worldwide to drive a revolution enabling people with disabilities to reach their full potential. We promote diversity & inclusion, including supporting people with disabilities in the workplace.

The Valuable 500 Affiliation* >

* Japanese Only

Japan Climate Leaders' Partnership (JCLP)

The Japan Climate Leaders' Partnership (JCLP) is a group of Japanese companies that formed a coalition in 2009 on the belief that industry should maintain a healthy sense of crisis about the need for a transition to a low-carbon, sustainable economy and should begin taking active steps toward this goal. We aspire to be a leader in the carbon transition and an organization that is valued by society.

Japan Partnership for Circular Economy (J4CE)

The Japan Partnership for Circular Economy (J4CE) was founded by the Ministry of the Environment (MOE), Ministry of Economy, Trade and Industry (METI), and the Keidanren for the purpose of strengthening public and private partnerships, with the aim of further fostering understanding of the circular economy among a wide range of stakeholders, including domestic companies. We have signed up to J4CE and are taking action to support Japan's transition to a circular economy.

J4CE

ISO 9001

We have obtained ISO 9001 certification, the internationally recognized standard for Quality Management Systems (QMS), and pursue our business in accordance.

Obtaining ISO 9001 Certification >

ISO 14001

We have obtained ISO 14001 certification, an internationally recognized standard for Environmental Management Systems (EMS), and pursue our business in accordance.

Obtaining ISO 14001 Certification >

ISO 45001

Two of our consolidated subsidiaries have obtained ISO 45001, the internationally recognized standard for occupational health and safety management systems, and pursue their business in accordance.

Obtaining ISO 45001 Certification >

ISO 27001

Two of our business divisions have obtained ISO 27001 certification, the internationally recognized standard for information security management systems, and pursue their business in accordance.

Obtaining ISO 27001 Certification ›

FSC® CoC Certification

We have obtained Forest Stewardship Council (FSC) chain of custody (CoC) certification, an internationally recognized standard for promoting sustainable forest management. Our manufacturing and distribution processes comply with this standard. Within our group, KOKUYO, Kaunet and KOKUYO Product Shiga have obtained FSC CoC certification, and sell FSC accredited copier paper, notebooks and other products (FSC code FSC-C004748).

PEFC CoC Certification

We have obtained Program for the Endorsement of Forest Certification (PEFC) certification, an internationally recognized standard for ensuring that wood and paper products derived from PEFC certified forests are appropriately tracked and managed through the manufacturing and distribution processes all the way through to the consumer. We pursue our business in accordance with this standard.

Sustainable Development Goals (SDGs)

Our material issues align with the Sustainable Development Goals (SDGs), and we keep the SDGs in mind when developing products and services.
The SDGs were enshrined in the 2030 Agenda for Sustainable Development, released in 2016 following its adoption at the UN Summit in September 2015. They represent the aspiration of the 193 member states to achieve a better and more sustainable world by 2030.

Japan’s Guidance for Collaborative Value Creation

In our integrated reporting, we adhere to the Guidance for Collaborative Value Creation provided by Japan’s Ministry of Economy, Trade and Industry (METI). This guidance serves as a lingua franca for companies and investors to engage with each other. Business leaders use the guidance to organize and integrate the information investors want to know (the organization’s values, business model, strategy, governance, and so on) so that they can communicate more effectively with the investors.

Integrated Reporting Framework of the International Integrated Reporting Council

Our integrated reporting is also guided by the Integrated Reporting Framework of the International Integrated Reporting Council (IIRC). We use this framework to organize information about our value-creation process. The IIRC is a global coalition of regulators, investors, companies, standard setters, accountants, and NGOs.

ISO 26000

We align our disclosures with the core themes set out in ISO 26000. ISO 26000 is an internationally recognized standard concerning social responsibility. It was published by the International Organization for Standardization on November 1, 2010.

Mapping to Other Guidelines ›

GRI Guidelines

We also align our disclosures with the GRI Guidelines, which serve as a framework for reporting environmental, social, and governance information.
The guidelines are provided by the Global Reporting Initiative, an NPO dedicated to setting international standards on sustainability.

Mapping to Other Guidelines ›

SASB Standards

We follow the SASB Standards when identifying our material issues. The SASB Standards are provided by the Sustainability Accounting Standards Board, an NPO that sets standards for corporate disclosures of non-financial information, by which a company's long-term value can be measured.

EXTERNAL PARTNERSHIPS

We proactively share environmental information with customers and other external stakeholders to encourage engagement in environmental conservation.

Collaborating and sharing environmental information with external organizations

We share environmental information with diverse stakeholders and collaborate with external organizations in addressing key environmental issues in order to contribute toward a sustainable world. We also run a schools outreach program that prompts schoolkids who will lead the next generation to take a personal interest in environmental issues.

Participating organizations and projects

CASE | All Japan Stationery Association

In 2019, the All Japan Stationery Association launched an SDGs research committee for the purpose of guiding efforts in the stationery industry to balance environmental and social governance with economic aspects. The committee consists of 17 companies, and KOKUYO has chaired the committee ever since it began. In 2021, the committee established a basic policy on SDG action. In 2022, it established the SDG Committee to promote more practical initiatives. The committee then established a number of working groups. There are currently four working groups: one on CO_2 reduction, one on calculating the carbon footprint of products (CFP), one on reducing plastics, and one on disclosing sustainability information. In 2023, the committee's main actions included drawing up, and briefing association members about, a manual for the simplified calculation of scope 1 and 2 emissions, a simplified method for calculating product-specific emissions, and guidelines for designing stationery and office supplies that use plastic. In 2024, they included establishing rules and example procedures for estimating the carbon footprints of each category of stationery and briefings and fora to disseminate the information.



Case studies presented at a forum on corporate decarbonization strategies

List of key associations and projects

- Osaka-fu Kogyo Kyokai [Osaka Industrial Association]: Chair of environmental action committee
- Kansai Economic Federation: Member of the environment and energy committee's energy and environment subcommittee
- Japan Clean Ocean Material Alliance
- Green Purchasing Network: Trustee
- All Japan Stationery Association: Chair of SDG committee
- Japan Office and Institutional Furniture Association: Chair of SDG committee
- Japan Chemical Industry Association: Member of chemical management committee

CASE | Bench Workshops

The Co-Design Challenge is a project run in conjunction with the 2025 Osaka Expo. The project brings together a diverse set of stakeholders to think afresh about Japan's future, co-design future goods and services, and showcase them at the Expo.
KOKUYO's role in the project was to provide benches made from timber grown in Japan. In partnership with three municipalities, we ran workshops to give local young people an opportunity to add finishing touches to the benches. The municipalities were Shimanto in Kochi Prefecture, Itami in Hyogo Prefecture, and Kawachi Nagano in Osaka Prefecture. The workshop was designed to convey the importance of conserving and sustainably using local forestry resources.
The workshop in Shimanto took place at Shimanto High School on November 1, 2024, with the municipality's endorsement. The workshop involved finishing a bench and formed part of the school's course on the natural environment.
Alongside the benches was a wooden structure in the form of a Shimanto tree. The students decorated the tree with charms they had made. The carving and coloring represented the scenery of Shimanto.



The workshop at Shimanto High School

CASE | Tsunage Loopa, a schools outreach program

Tsunage Loopa is an environmental education program in which schoolkids return their used notebooks. The used notebooks are then recycled into materials used in new products. By taking part in the recycling process, the children learn about the relationship between a circular economy and protecting the environment. In FY2024, we received applications from 107 schools (with a rough total of 30 thousand students). Employees from seven KOKUYO Group companies visited the first 35 schools to deliver classes there. The students who attended these classes have the role of spreading the message to their peers, creating momentum for a shift to a circular economy.



One of the schools visited in 2024

CASE | Loopa Drink: A Partnership for Recycling Drink Containers

Loopa Drink is a service run by Kaunet, a group company that delivers e-commerce services. In this service, Kaunet provides offices with special box for used beverage containers such as waterproof paper cups and paper cartons with aluminum layers. Kaunet collects the boxes and recycles the waste.

Waterproof paper cups and paper cartons aluminum layers often end up incinerated because of the challenges in recycling them. However, Loopa Drink is able to recycle them thanks to Kaunet's partnership with Corelex Shinei, which specializes in recycling such challenging paper items.

Roles in partnership
Kaunet:
Runs Loopa Drink service, collects the wastepaper



Corelex Shinei:

Recovers the wastepaper and recycles it into toilet paper

Kaunet Loopa Paper Resource Recycling Service* [PDF:1,163 KB]

* Japanese Only

AWARDS AND ACCOLADES

Inclusion in ESG Indexes (as of 2025.05)

Name of Recognition	Results
FTSE Blossom Japan Sector Relatives Index	Selected for inclusion in index
MSCI Japan ESG Select Leaders Index	Selected for inclusion in index
MSCI Japan Empowering Women Index (WIN)	Selected for inclusion in index
S&P/JPX Carbon Efficient Index	Selected for inclusion in index
MSCI Japan Empowering Women Select Index	Selected for inclusion in index
Morningstar Japan ex-REIT Gender Diversity Tilt Index	Selected for inclusion in index

Sustainability Evaluations (as of 2025.05)

Name of Recognition	Results
MSCI ESG Rating	Score: A
CDP	Climate Change: D
	Forests: C
	Water security: C
FTSE ESG Rating	Score: 3.1
Sustainalytics ESG Risk Rating	Score: 8.5

Other Evaluations and Awards (as of 2025.05)

Name of Recognition	Date of Announcement	Results
CSR Companies Ranking 2025 (Toyo Keizai Inc.)	February 2025	Overall ranking: 278th

Name of Recognition	Date of Announcement	Results
6th Nikkei SDGs Management Survey (Nikkei Inc.)	November 2024	○（★3.5）
8th Nikkei Smart Work Management	November 2024	○（★3.5）

Awards and Certifications for Sustainability Initiatives

Date	Title	
March 2025	2025 健康経営銘柄 KENKO Investment for Health	KOKUYO listed as Certified Health & Productivity Management Outstanding Organization*
March 2025	2025 健康経営優良法人 KENKO Investment for Health 大規模法人部門 ホワイト500	Kaunet listed as 2025 Certified Health & Productivity Management Outstanding Organization in White 500*
March 2025	2025 健康経営優良法人 KENKO Investment for Health 大規模法人部門	KOKUYO Marketing listed as 2025 Certified Heath & Productivity Management Outstanding Organization in Large Enterprise Category*
February 2025	IAUD INTERNATIONAL DESIGN AWARD 2024	Memorization pen set with blue sheet earns IAUD International Design Award* [PDF:875 KB]
November 2024	SUSTAINABLE SELECTION 2024 alterna	HOWS DESIGN (KOKUYO Group's inclusive design process) earns three stars in Sustainable ★ Selection 2024*
October 2024	—	Collaboratino between KOKUYO Logitem and Nippon Express earn top award for Excellent Business Entities Working on Modal Shift*
October 2024	GOOD DESIGN AWARD 2024年度受賞	Kaunet Loopa and Kaunet Loopla (Kaunet's office waste recycling services) earn 2024 Good Design Award*
November 2023	ウッドデザインを応援しています JAPAN WOOD DESIGN PARTNERS	Yuimori (sustainable wooden furniture brand) earns Japan Wood Design Award 2023*

Date	Title	
September 2023	EcoPro Awards	Yuimori sustainable wooden furniture brand earns the top prize at the 6th EcoPro Awards*
August 2023	—	KOKUYO Receives a Letter of Appreciation from the GENKI NET for Creating a Sustainable Society NPO for Our Initiative with the Kaunet Loopa Paper Resource Recycling Service*
January 2023	全国みどりの工場大賞	At the METI National Awards for Greenery Factories, KOKUYO Mie Factory earns Award of the Chairman of the Japan Greenery Research and Development Center*
February 2021	WELL HEALTH-SAFETY RATED 2020	The Shinagawa live office and Tokyo showroom in The Campus become the first mixed-use facility in Japan* to get WELL Health-Safety rating*

* Japanese Only

ESG DATA: ENVIRONMENT

Environmental Friendliness Efficiency Indicators
JEPIX
Global Warming Preventive Measures
Resource Saving and Recycling
Saving Water
Forest Resources
Managing Chemical Substances
Environmental Load Material Flow
Environmental Accounting
Sites with ISO 14001 Certification
Yui-no-Mori: Wildlife Survey Results

About the Data

Reporting Period

Fiscal 2024 (January 1 to December 31, 2024)

Guidelines Used for Reference

Ministry of the Environment, Environmental Report Guidelines (2012 Edition)
Ministry of the Environment, Environmental Accounting Guidelines (2005 Edition)
Global Reporting Initiative (GRI), Sustainability Reporting Guidelines

Organizational Units Covered

Organizational Units Covered: KOKUYO Co., Ltd., and 30 consolidated subsidiaries

Consolidated subsidiaries	Within Japan	Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., KOKUYO Logitem Co., Ltd., KOKUYO Product Shiga Co., Ltd., KOKUYO MVP Co., Ltd., LmD International Co., Ltd., Actus Co., Ltd., KOKUYO Finance Co., Ltd, KOKUYO & Partners Co., Ltd., Origin Co., Ltd., ESTIC Co., Ltd.
	Overseas	KOKUYO Vietnam Co., Ltd., KOKUYO Malaysia Sdn. Bhd., KOKUYO (Shanghai) Management Co., Ltd., KOKUYO Commerce (Shanghai) Co., Ltd., KOKUYO Furniture (China) Co., Ltd., KOKUYO Design Consultants (Shanghai) Co., Ltd., KOKUYO International Asia Co., Ltd., KOKUYO International (Malaysia) Sdn. Bhd., KOKUYO Vietnam Trading Co., Ltd., KOKUYO Camlin Ltd., KOKUYO Hong Kong Ltd., Global Known Ltd., Lamex China Investment Ltd., Lamex Trading Co. Ltd., Dongguan Lamex Furniture Co., Ltd., Lamex (S) Sales Pte. Ltd., KOKUYO-IK (Thailand) Co., Ltd., KOKUYO International (Thailand)

Environmental Friendliness Efficiency Indicators

KOKUYO Group designates unique environmental friendliness efficiency indicators as indices to comprehensively evaluate financial performance and impact on the global environment. These indicators show the extent to which products and services are being offered to society with respect to specific environmental load and correspond to the following four items.

1. CO_2emissions
2. Final waste disposal
3. Usage of chemical substances subject to PRTR regulations
4. Water usage

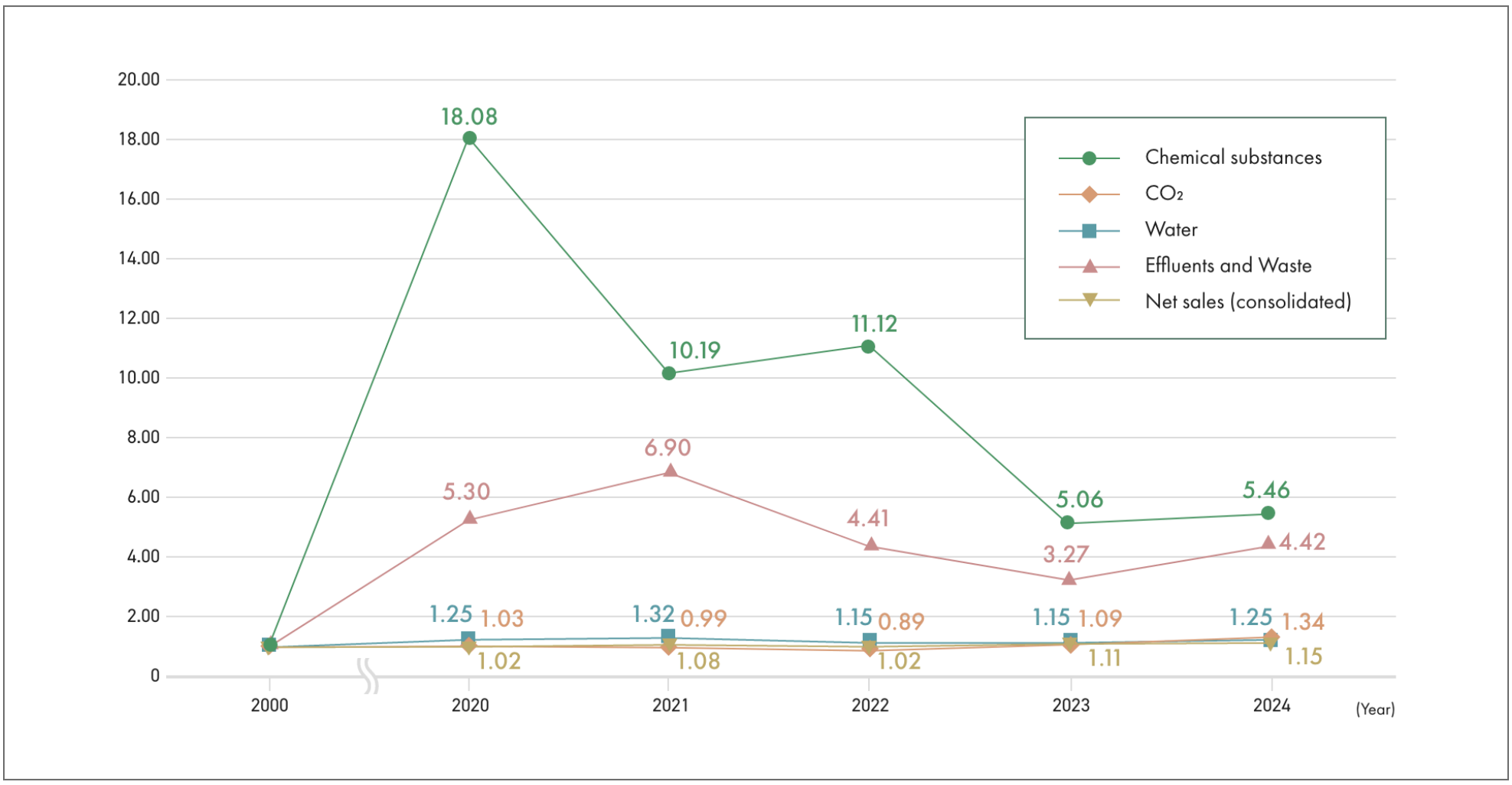
Using fiscal 2000 as the baseline for each indicator, the progress status for each fiscal year can be determined.

Environmental Friendliness Efficiency Indicators =

$$\frac{\text{Fiscal year of interest (Sales / Environmental load data)}}{\text{Baseline fiscal year (Sales / Environmental load data)}}$$

Environmental Friendliness Efficiency Indicators

	2000	2020	2021	2022	2023	2024
Chemical substances	1.00	18.08	10.19	11.12	5.06	5.46
CO_2	1.00	1.03	0.99	0.89	1.09	1.34
Water	1.00	1.25	1.32	1.15	1.15	1.25
Effluents and waste	1.00	5.30	6.90	4.41	3.27	4.42
Net sales (consolidated)	1.00	1.02	1.08	1.02	1.11	1.15



* The chemical substances have been calculated according to the volume of chemical substances designated as class 1 under the PRTR Law handled by sites (in Japan) which are required to report data under the PRTR Law.

* The actual values from April to December 2023 have been given for the volume of chemical substances handled in 2023 in response to the revision to the PRTR Law.

* CO_2(greenhouse gas emissions) has been calculated according to the adjusted emission factor for each power company.

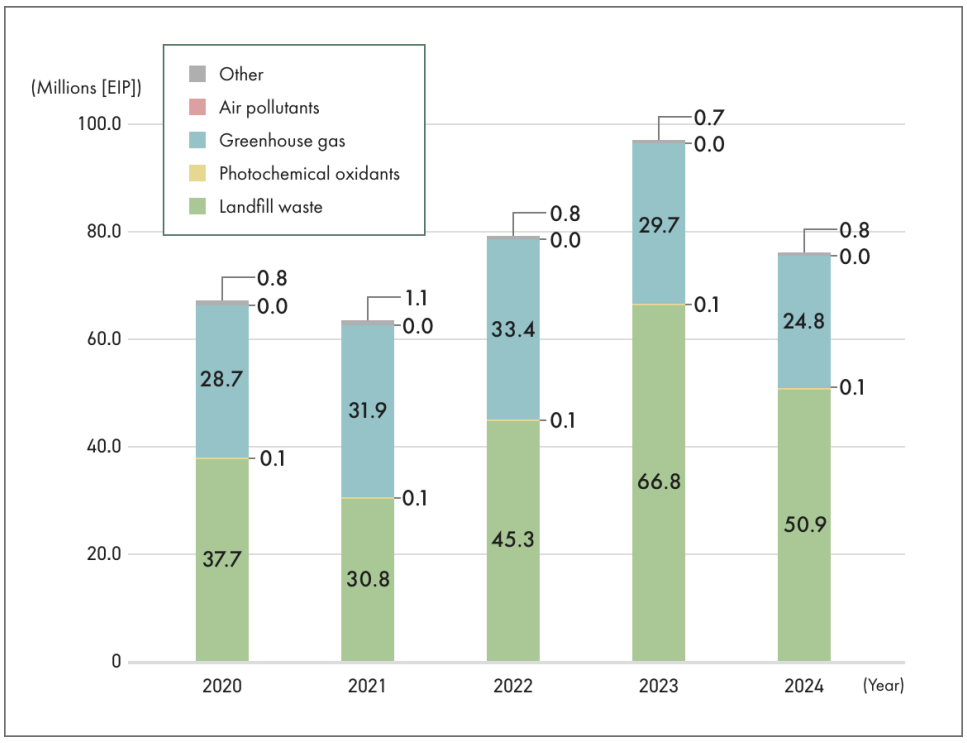
JEPIX

The Japan Environmental Policy Priorities Index (JEPIX) is a method of quantifying the individual amount of different types of environmental loads, such as greenhouse gas emissions and air pollutants, as single indicators called Environmental Impact Points (EIP). The EIP is calculated by multiplying the environmental load of each environmentally harmful chemical by the integrated coefficient, which is calculated from the ratio between Japan's environmental policy target and the actual amount of emissions (environmental friendliness factor), and then obtaining the sum total of them all.

Environmental impact point (EIP) =

Σ (environmental loads × environmental friendliness factors)

JEPIX



Millions [EIP]	2020	2021	2022	2023	2024
Landfill waste	37.7	30.8	45.3	66.8	50.9
Photochemical oxidants	0.1	0.1	0.1	0.1	0.1
Greenhouse gas	28.7	31.9	33.4	29.7	24.8
Air pollutants	0.0	0.0	0.0	0.0	0.0
Other	0.8	1.1	0.8	0.7	0.8

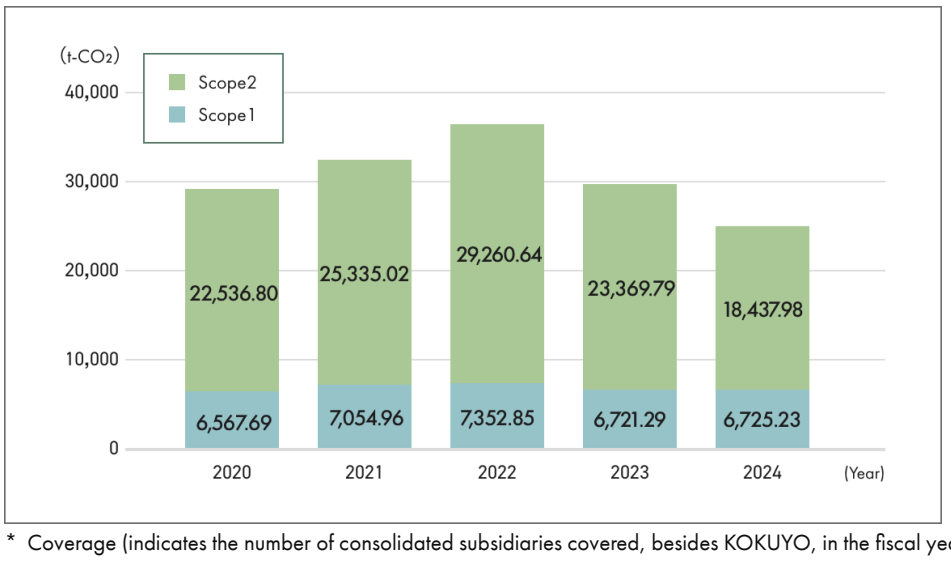
Emissions of soot and smoke (SOx and NOx) designated by the Air Pollution Control Act

(Unit: Tons)

	2020	2021	2022	2023	2024
SOx	-	-	-	-	-
NOx	0.37	0.30	0.13	0.11	0.11

Global Warming Preventive Measures

Scope 1 and 2 Emissions



(Unit:t-CO_2)

	2020	2021	2022	2023	2024
Scope1	6,567.69	7,054.96	7,352.85	6,721.29	6,725.23
Scope2	22,536.80	25,335.02	29,260.64	23,369.79	18,437.98
Total	29,104.50	32,389.98	36,613.48	30,091.08	25,163.21

* Coverage (indicates the number of consolidated subsidiaries covered, besides KOKUYO, in the fiscal year of interest)

2020: KOKUYO + 20 consolidated subsidiaries

2021: KOKUYO + 20 consolidated subsidiaries

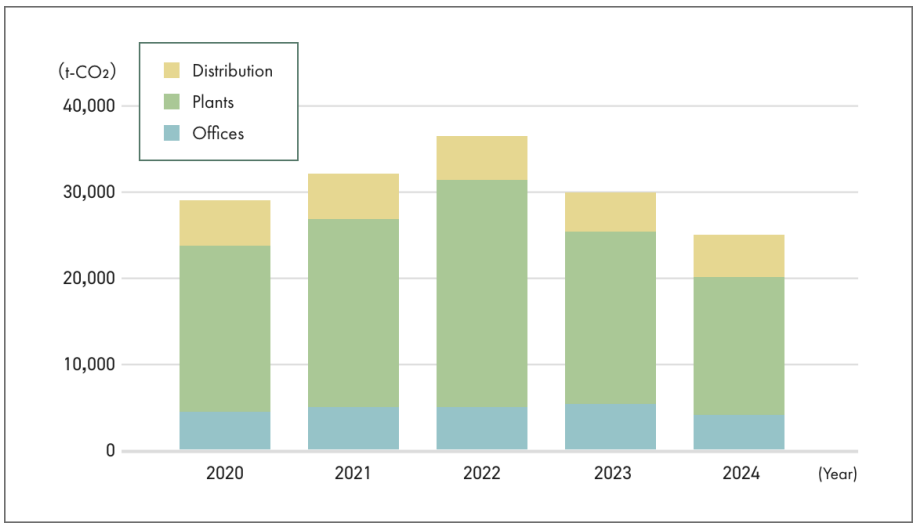
2022: KOKUYO + 26 consolidated subsidiaries

2023: KOKUYO + 26 consolidated subsidiaries

2024: KOKUYO + 30 consolidated subsidiaries

* In line with the GHG Protocol's Scope 2 Guidance, we take the market-based approach (which reflects supplier-specific emissions factors associated with our energy purchases).

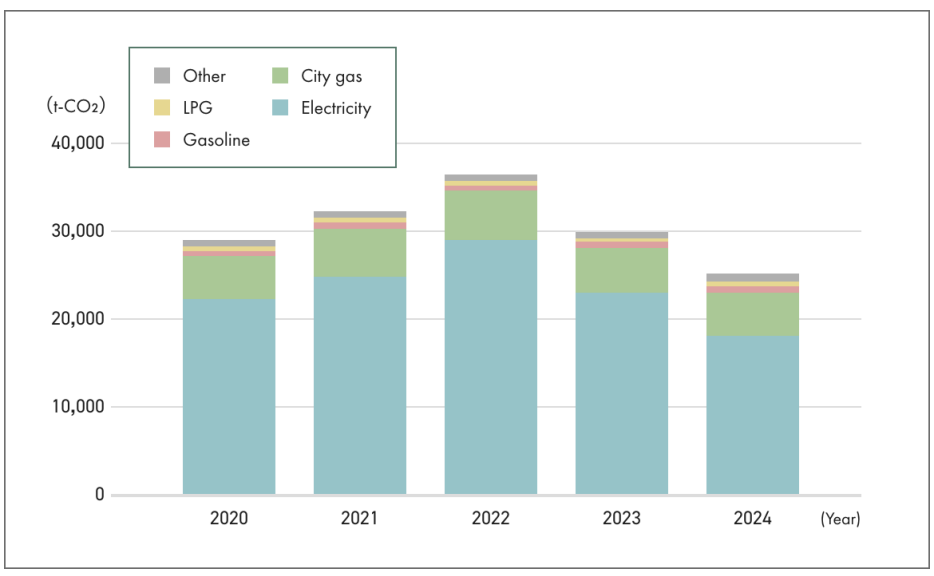
Emissions by Workplace



(Unit:t-CO_2)

Country	2020	2021	2022	2023	2024
Offices	4,773.61	5,200.75	5,252.54	5,556.12	4,479.36
Plants	19,016.63	21,996.44	26,201.97	19,857.19	15,779.31
Distribution	5,314.26	5,192.79	5,158.98	4,677.77	4,904.54
Total	29,104.50	32,389.98	36,613.48	30,091.08	25,163.21

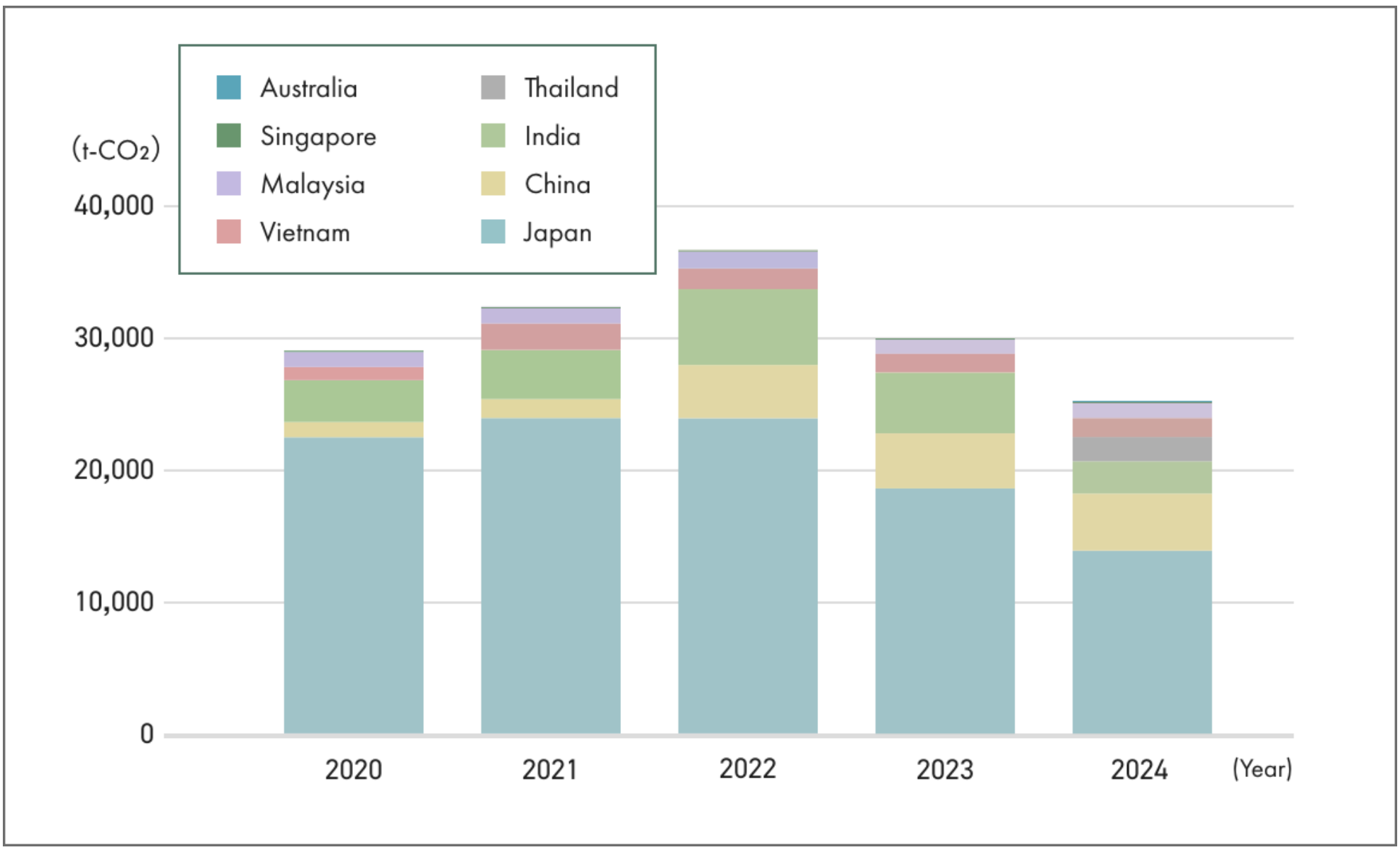
Emissions by Energy Source



(Unit:t-CO_2)

Energy	2020	2021	2022	2023	2024
Electricity	22,303.18	25,005.12	29,148.19	23,047.10	18,144.50
City gas	4,845.41	5,374.46	5,454.22	5,087.86	5,027.21
Gasoline	784.87	752.81	716.61	737.64	659.24
LPG	422.38	452.04	481.27	424.94	433.18
Other	748.66	805.55	813.20	793.55	899.09
Total	29,104.50	32,389.98	36,613.48	30,091.08	25,163.21

Water Usage by Country



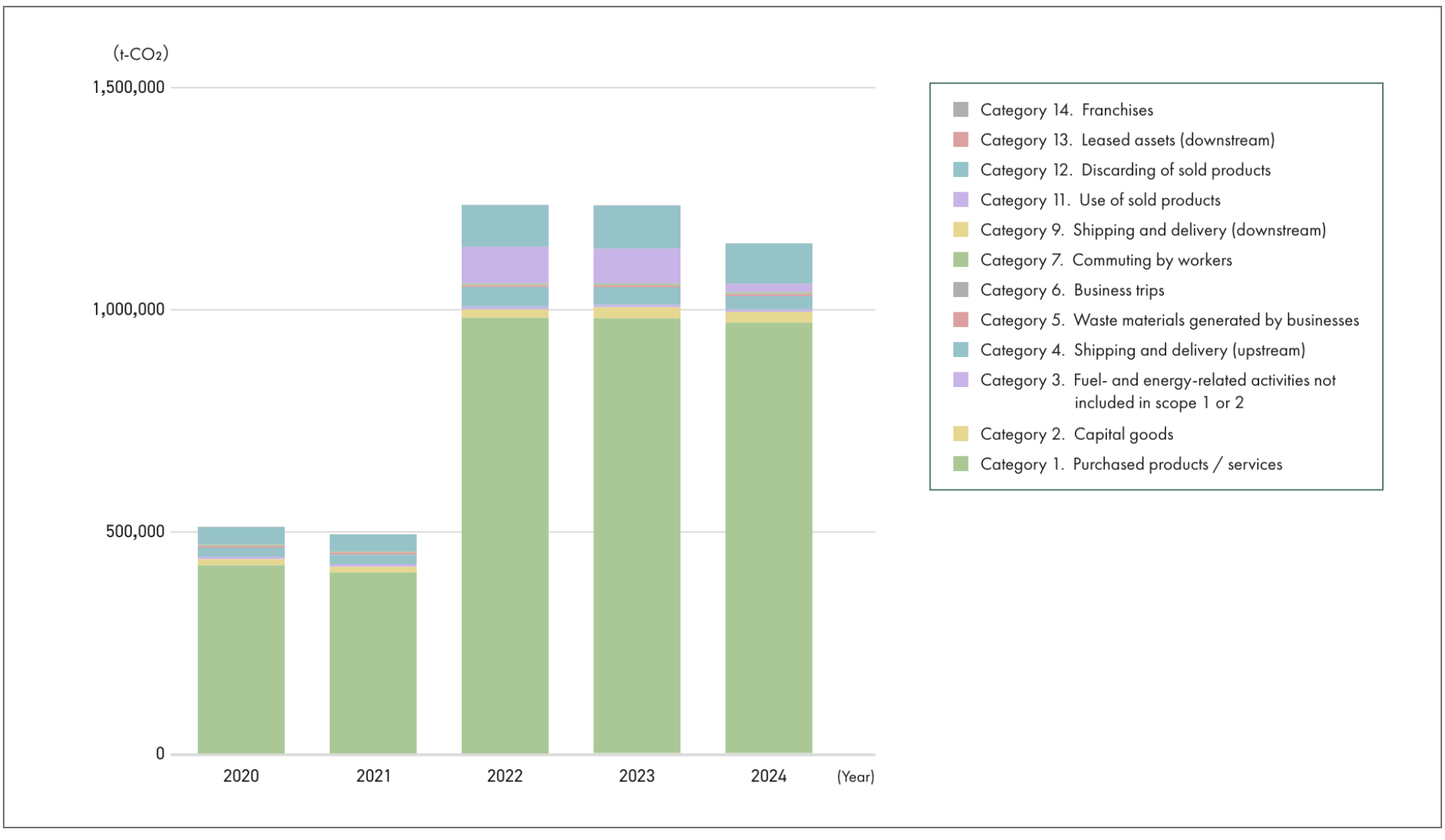
(Unit:t-CO_2)

Country	2020	2021	2022	2023	2024
Japan	22,598.37	23,925.86	23,936.23	18,650.18	13,903.42
China	1,146.87	1,482.65	4,066.79	4,247.72	4,250.87
India	3,169.36	3,831.06	5,780.29	4,524.86	2,543.34
Thailand	-	-	-	-	1,792.27
Vietnam	969.42	1,921.41	1,568.28	1,518.02	1,465.23
Malaysia	1,215.27	1,224.10	1,255.05	1,140.62	1,194.90
Singapore	5.21	4.90	6.85	9.67	10.52
Australia	-	-	-	-	2.66
Total	29,104.50	32,389.98	36,613.48	30,091.08	25,163.21

* Coverage (indicates the number of consolidated subsidiaries covered, besides KOKUYO, in the fiscal year of interest)
2020: KOKUYO + 20 consolidated subsidiaries
2021: KOKUYO + 20 consolidated subsidiaries
2022: KOKUYO + 26 consolidated subsidiaries
2023: KOKUYO + 26 consolidated subsidiaries
2024: KOKUYO + 30 consolidated subsidiaries

* In line with the GHG Protocol's Scope 2 Guidance, we take the market-based approach (which reflects supplier-specific emissions factors associated with our energy purchases).

Scope 3 Emissions

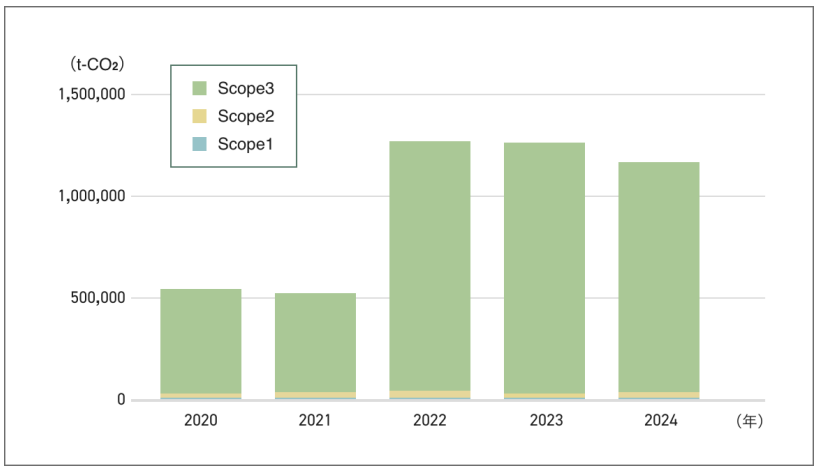


(Unit:t-CO_2)

Category	Applicable/ Not applicable	Reason for Non-applicability	2020	2021	2022	2023	2024
Category 1. Purchased products / services	Applicable	-	423,833.35	407,445.73	980,293.68	978,295.28	968,219.51
Category 2. Capital goods	Applicable	-	13,760.00	12,736.00	19,025.57	24,827.67	23,640.46
Category 3. Fuel not included in Scope 1 or 2 and energy-related activities	Applicable	-	5,449.11	5,938.27	6,491.14	5,516.78	5,684.69
Category 4. Shipping and delivery (upstream)	Applicable	-	20,489.93	21,625.26	43,798.15	39,421.81	29,841.34
Category 5. Waste materials generated by businesses	Applicable	-	3,571.39	4,037.40	4,002.51	3,883.85	4,490.72
Category 6. Business trips	Applicable	-	894.66	887.25	1,169.45	1,170.36	1,254.84
Category 7. Commuting by workers	Applicable	-	2,363.18	2,338.03	3,057.02	3,084.67	3,281.43
Category 8. Leased assets (upstream)	Not applicable	Included in scopes 1 and 2	-	-	-	-	-
Category 9. Shipping and delivery (downstream)	Applicable	-			126.52	4.60	4.71
Category 10. Processing of sold products	Not applicable	KOKUYO is a manufacturer of completed products and does not deal with intermediate products	-	-	-	-	-
Category 11. Use of sold products	Applicable	-	503.59	111.69	82,627.99	79,249.71	19,163.35
Category 12. Discarding of sold products	Applicable	-	39,020.00	37,931.84	93,759.56	96,517.86	90,432.07
Category 13. Leased assets (downstream)	Applicable	-	837.56	670.61	302.90	284.33	58.66
Category 14. Franchises	Applicable	-	-	-	446.14	381.64	292.01
Category 15. Investments	Not applicable	No investments	-	-	-	-	-
Total			510,722.77	493,722.08	1,235,100.63	1,232,638.58	1,146,363.79

* Coverage (indicates the number of consolidated subsidiaries covered, besides KOKUYO, in the fiscal year of interest)
  2020: KOKUYO
  2021: KOKUYO
  2022: KOKUYO + 26 consolidated subsidiaries
  22023: KOKUYO + 26 consolidated subsidiaries
  2024: KOKUYO + 30 consolidated subsidiaries

Scope 1, 2, and 3 Emissions



(Unit:t-CO_2)

	2020	2021	2022	2023	2024
Scope1	6,567.69	7,054.96	7,352.85	6,721.29	6,725.23
Scope2	22,536.80	25,335.02	29,260.64	23,369.79	18,437.98
Scope3	510,722.77	493,722.08	1,235,100.63	1,232,638.58	1,146,363.79
Total	539,827.27	526,112.06	1,271,714.11	1,262,729.66	1,171,526.99

* Coverage (indicates the number of consolidated subsidiaries covered, besides KOKUYO, in the fiscal year of interest)

2020: KOKUYO + 20 consolidated subsidiaries *Scope 3: KOKUYO

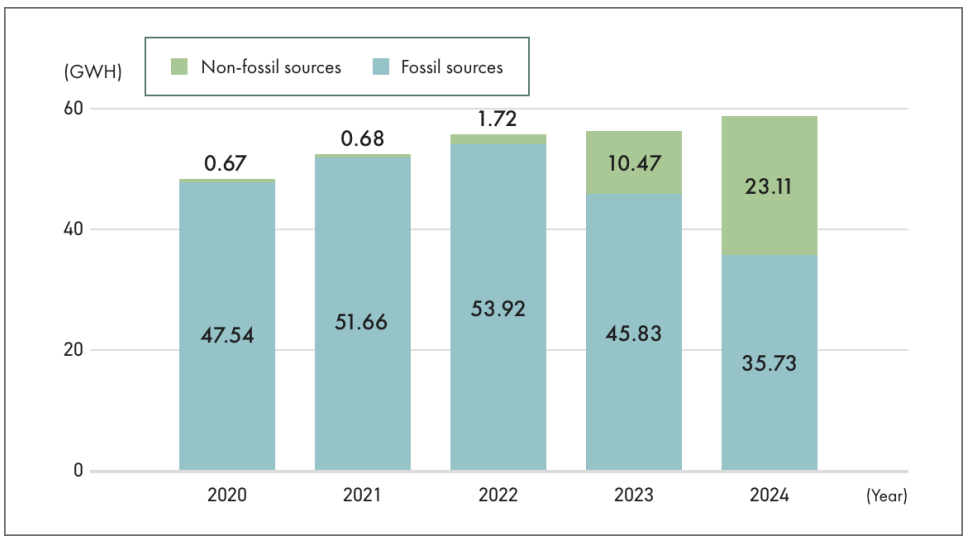
2021: KOKUYO + 20 consolidated subsidiaries *Scope 3: KOKUYO

2022: KOKUYO + 26 consolidated subsidiaries

2023: KOKUYO + 26 consolidated subsidiaries

2024: KOKUYO + 30 consolidated subsidiaries

Electric Power Consumption, Non-Fossil Fuel Weighting



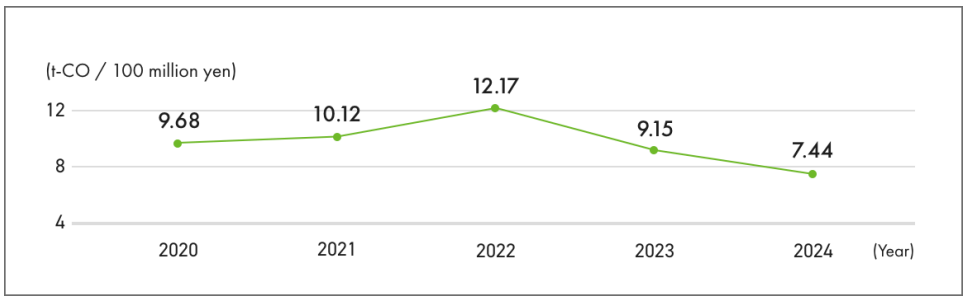
(Unit: GWH)

Energy	2020	2021	2022	2023	2024
Fossil sources	47.54	51.66	53.92	45.83	35.73
Non-fossil sources	0.67	0.68	1.72	10.47	23.11
Energy total	48.21	52.34	55.64	56.3	58.84
% from non-fossil sources	1.39%	1.30%	3.09%	18.60%	39.28%

* Non-fossil sources include energy generated from solar energy systems on company sites, non-fossil options provided by electricity retailers, and feed-in tariff non-fossil certificates.

Intensity per Unit of Sales

Emissions Intensity per Unit of Sales

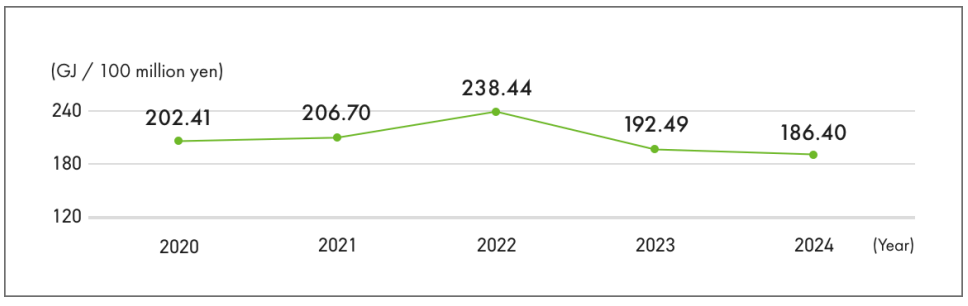


(Unit: t-CO_2 / 100 million yen)

	2020	2021	2022	2023	2024
Emissions Intensity per Unit of Sales	9.68	10.12	12.17	9.15	7.44

Energy Intensity per Unit of Sales

(Unit: GJ / 100 million yen)



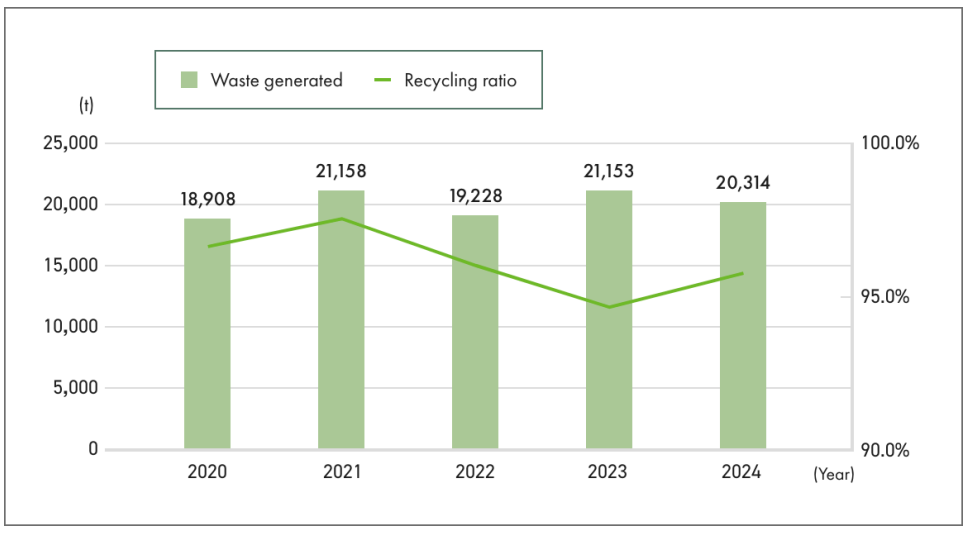
	2020	2021	2022	2023	2024
Energy Intensity per Unit of Sales	202.41	206.70	238.44	192.49	186.40

* Coverage (indicates the number of consolidated subsidiaries covered, besides KOKUYO, in the fiscal year of interest)
2020: KOKUYO + 20 consolidated subsidiaries
2021: KOKUYO + 20 consolidated subsidiaries
2022: KOKUYO + 26 consolidated subsidiaries
2023: KOKUYO + 26 consolidated subsidiaries
2024: KOKUYO + 30 consolidated subsidiaries

Resource Saving and Recycling

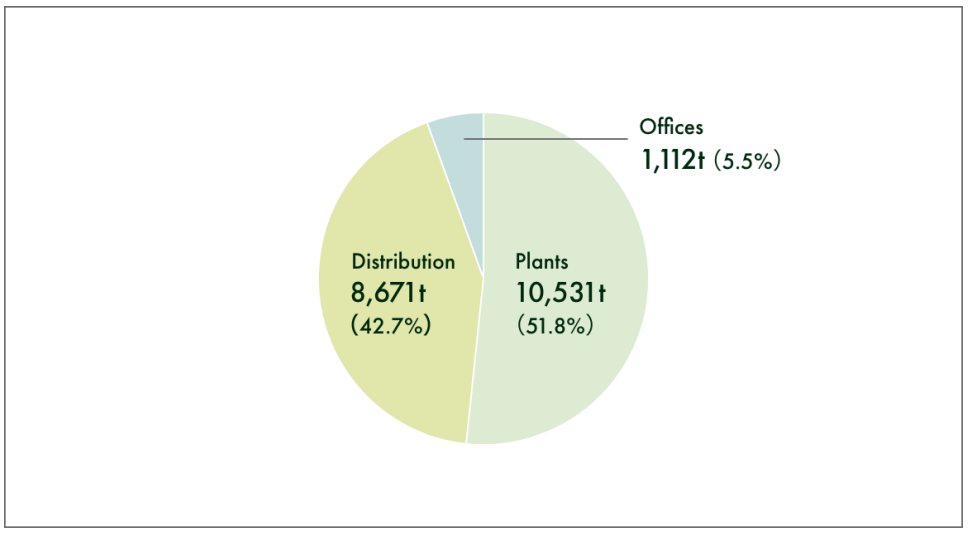
Total waste volume

Waste Materials: Recycling and Final Disposal Amounts



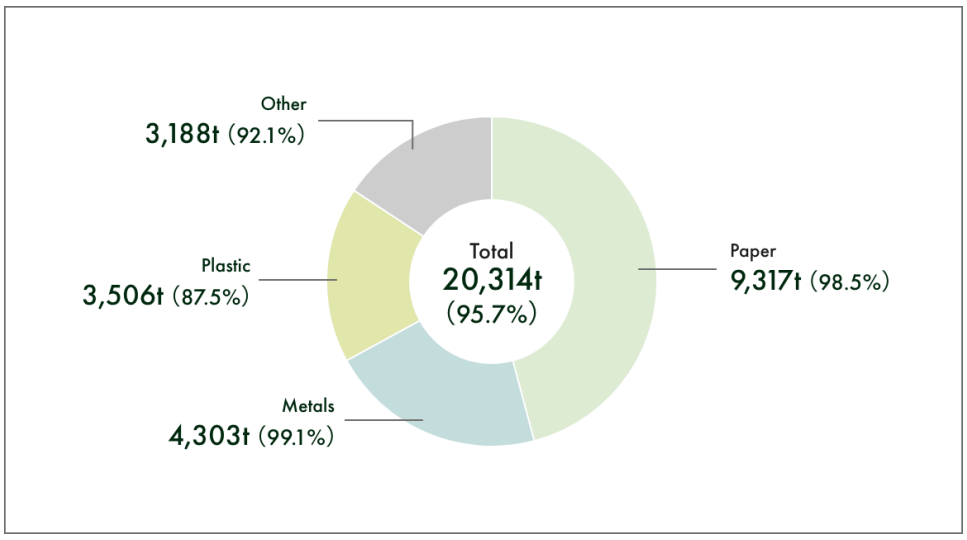
	Waste generated	Volume of waste recycled	Recycling ratio
2020	18,908	18,265	96.6%
2021	21,158	20,632	97.5%
2022	19,228	18,455	96.0%
2023	21,153	20,014	94.6%
2024	20,314	19,447	95.7%

Emissions by Workplace (2024)



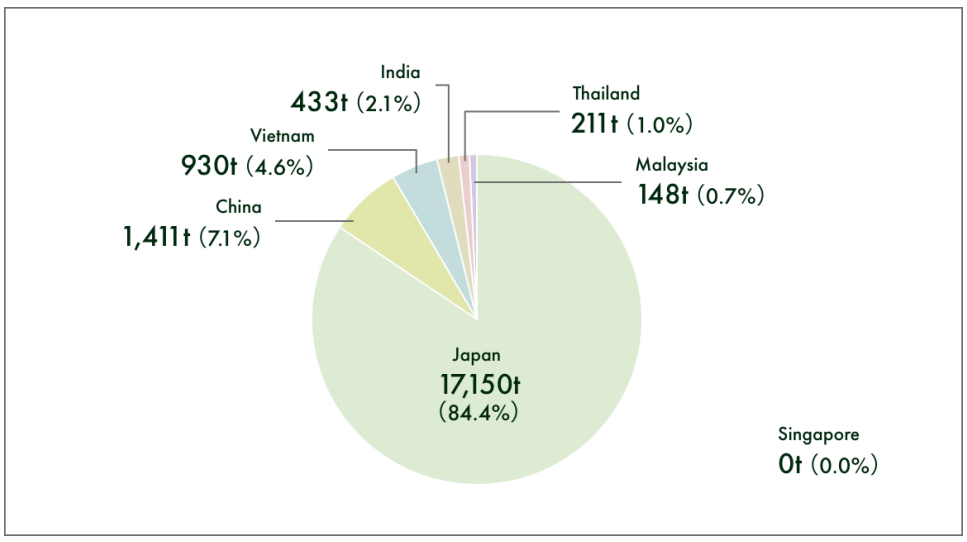
	Waste generated	% of total
Plants	10,531	51.8%
Distribution	8,671	42.7%
Offices	1,112	5.5%
Total	20,314	100.0%

Waste volume by waste type (2024) (recycling rate in brackets)



	Waste generated	Volume of waste recycled	Recycling ratio
Paper	9,317	9,181	98.5%
Metals	4,303	4,265	99.1%
Plastic	3,506	3,066	87.5%
Other	3,188	2,935	92.1%
Total	20,314	19,447	95.7%

Waste volume by country (2024)



	Waste generated	% of total
Japan	17,150	84.4%
China	1,441	7.1%
Vietnam	930	4.6%
India	433	2.1%
Thailand	211	1.0%
Malaysia	148	0.7%
Singapore	0	0.0%
Total	20,314	100.0%

Hazardous waste

Hazardous Waste Generation

(Unit: t)

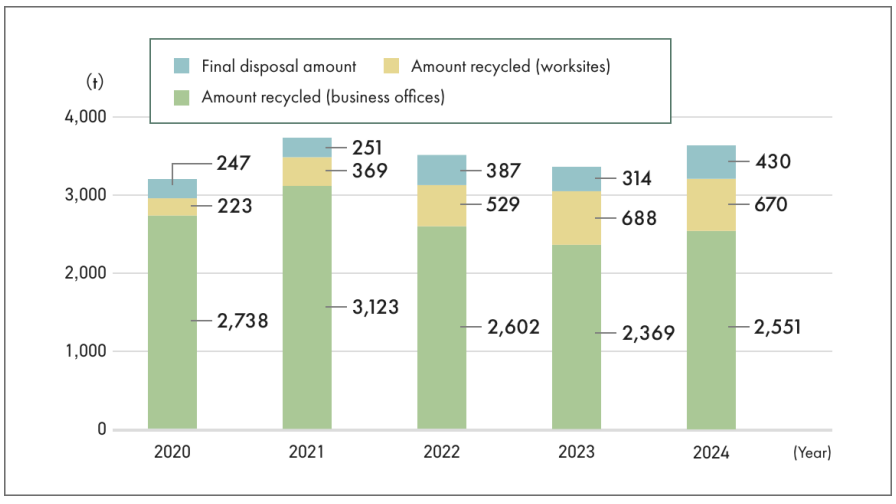
	2022	2023	2024
Waste generated	56	73	97

* KOKUYO Group defines and manages specially controlled industrial waste (as defined in Act on Waste Management and Public Cleansing) as hazardous waste.

Plastic waste

Plastic waste tonnage among industrial waste in Japan

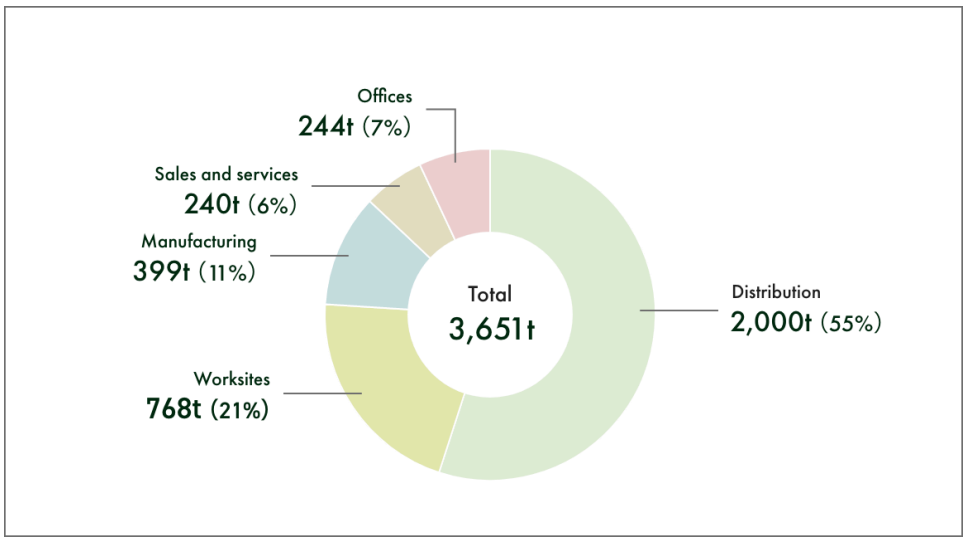
(Unit: t)



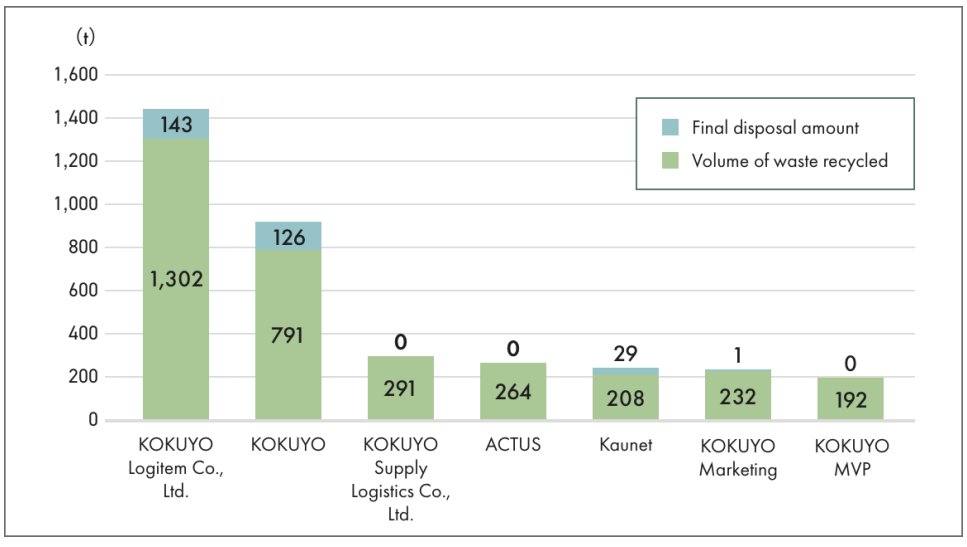
Year	Amount recycled (business offices)	Amount recycled (worksites)	Final disposal amount	Total waste generated	Volume of waste recycled	Recycling ratio
2020	2,738	223	247	3,208	2,961	92.3%
2021	3,123	369	251	3,743	3,491	93.3%
2022	2,602	529	387	3,519	3,132	89.0%
2023	2,369	688	314	3,372	3,058	90.7%
2024	2,551	670	430	3,651	3,221	88.2%

* The above table categorizes industrial plastic waste in Japan in accordance with the Act on Promotion of Resource Circulation for Plastics.

Plastic waste tonnage by business category (2024)



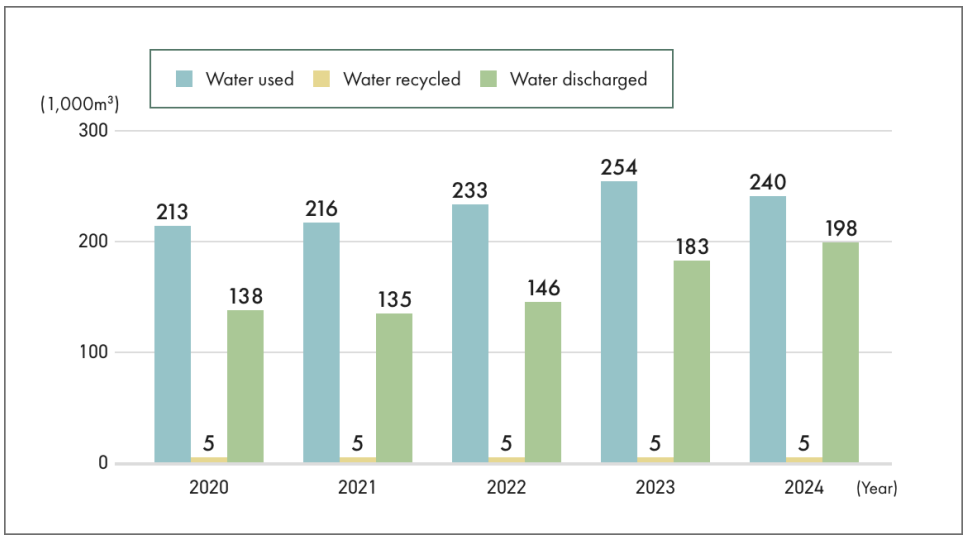
Plastic waste tonnage by group company (2024)



* Under the Act on Promotion of Resource Circulation for Plastics, a company is classified as a large quantity generator if it generated at least 250 tons of plastic waste in the previous year.

Saving Water

Water used, water recycled, water discharged



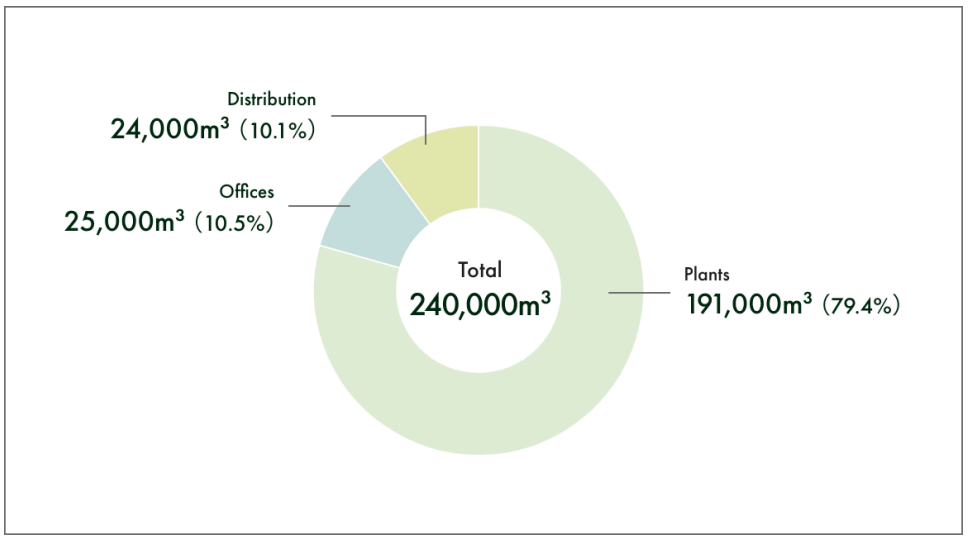
(Unit: 1,000m^3)

	Water usage	Water recycled	Water discharged
2020	213	5	138
2021	216	5	135
2022	233	5	146
2023	254	5	183
2024	240	5	198

* Water recycled: Water recycled in plants

* Water discharged: Wastewater discharged into public water bodies or sewers

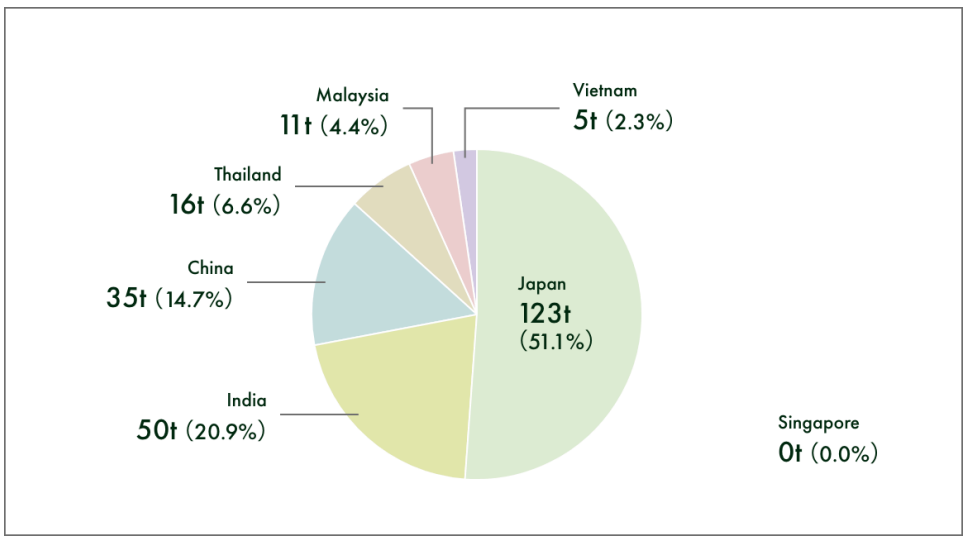
Water usage by location (2024)



(Unit: 1,000 m^3)

	Water usage	% of total
Plants	191	79.4%
Offices	25	10.5%
Distribution	24	10.1%
Total	240	100.0%

Water usage by country (2024)



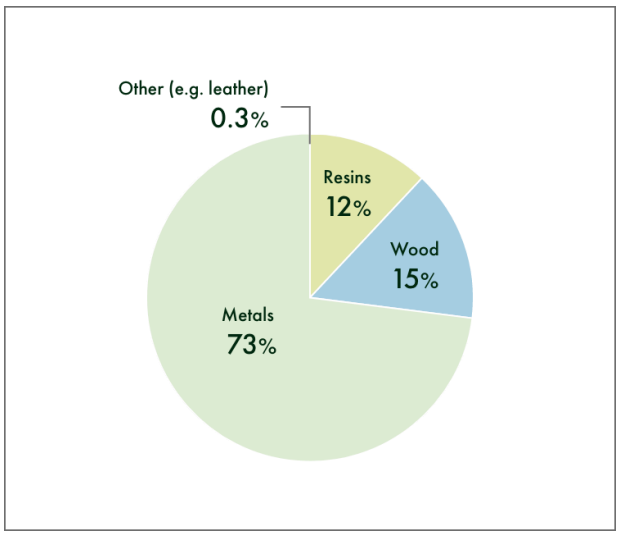
	Water usage	Water usage composition ratio
Japan	123	51.1%
India	50	20.9%
China	35	14.7%
Thailand	16	6.6%
Malaysia	11	4.4%
Vietnam	5	2.3%
Singapore	0	0.0%
Total	240	100.0%

Water usage across KOKUYO Group and water usage in production sites located in water-stressed areas (2024)

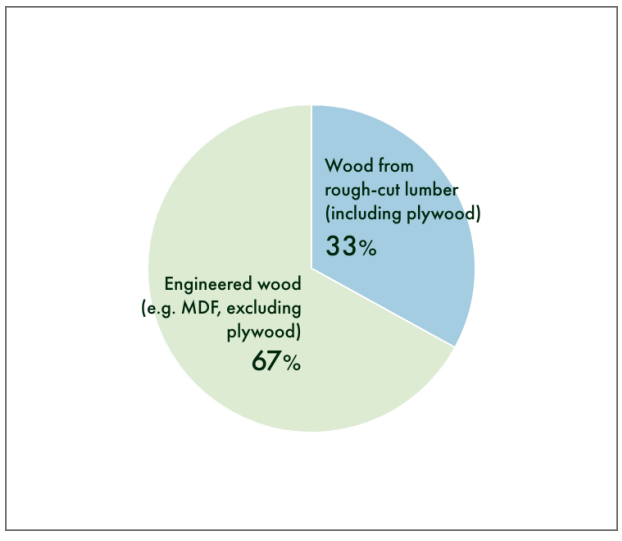
			Group total	Thailand	China
				KOKUYO-IK (Thailand) Co., Ltd. : Thailand plant	KOKUYO Commerce (Shanghai) Co., Ltd. : Shanghai plant
Inputs	Water withdrawal		240	16	1
Outputs	Water discharged		198	13	1
		Public water drainage	39	-	-
		Drainage to the sewer system	159	13	1

Forest Resources

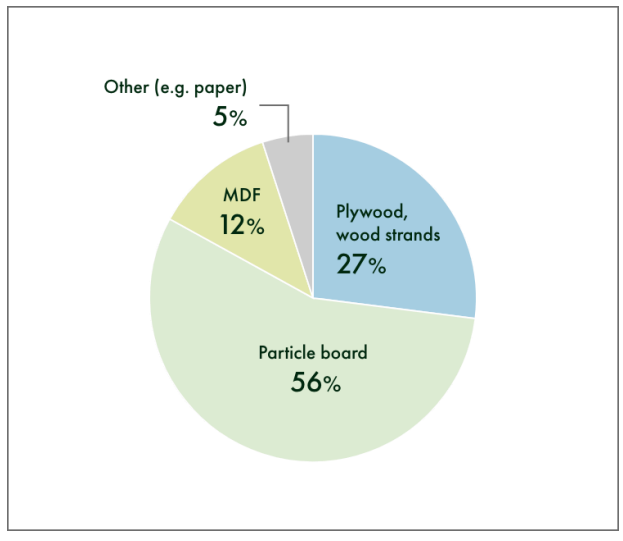
Timber Use in Furniture Products (2024)



Materials used in furniture products (excluding packaging) in 2024



Engineered wood versus rough-cut lumber



Tree species among rough-cut lumber used

Survey of Timber Use in Furniture Products

Tree species	Condition	Volume used (t)	Country or region of origin
Ash	Wood strands	21	USA
Walnut tree	Solid wood	1	USA
Canadian oak	Wood strands	101	Canada
Kapur	Plywood	17	Indonesia
Castor aralia	Wood strands	2	Japan
Japanese oak	Veneer	4	Japan
Nyatoh species	Solid wood	7	Indonesia
Pine	Veneer	39	Chile
Falcata	Plywood	71	Indonesia
Beech	Wood strands	209	Croatia, Germany
Poplar	Plywood, Wood strands	185	China, USA
White oak	Veneer	6	USA
Merkus pine	Glued laminated timber	1	Indonesia
Eucalyptus	Plywood	36	China
Rubberwood	Plywood, wood strands	803	Vietnam, Malaysia
Lauan	Plywood	687	Indonesia
Red oak	Solid wood	12	USA

Tree species	Condition	Volume used (t)	Country or region of origin
Total		2202	

* The data in the above table has been aggregated from the figures provided by each supplier. The data covers only wood from rough-cut lumber and plywood (it excludes MDF, for example).

* The table shows only wood species for which we could identify the country or region.

Managing chemical substances

Chemical Substances Subject to PRTR

PRTR Management No.	Chemical name	Vol. handled kg	Vol. released, transferred					Vol. treated kg	Vol. consumed kg
			Vol. Released into Air kg	Vol. Released into Public Bodies of Water kg	Vol. Released into Sewers kg	Vol. Sent to Landfill kg	Subtotal kg		
1	Water-soluble zinc compounds	190.2	0.0	0.0	0.0	0.0	0.0	190.2	0.0
20	2-aminoethanol	309.8	0.0	0.0	0.0	0.0	0.0	309.8	0.0
53	Ethylbenzene	9.1	9.0	0.0	0.0	0.1	9.1	0.0	0.0
80	Xylene	10.5	10.4	0.0	0.0	0.1	10.5	0.0	0.0
82	Silver and its water-soluble compounds	0.5	0.0	0.0	0.0	0.0	0.0	0.5	0.0
83	Cumene	3.5	3.4	0.0	0.0	0.0	3.5	0.0	0.0
87	Chromium and chromium(III) compounds	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.3
125	Chlorobenzene	3.0	3.0	0.0	0.0	0.0	3.0	0.0	0.0
127	Chloroform	2.9	2.9	0.0	0.0	0.0	2.9	0.0	0.0
298	Tolylene diisocyanate	0.7	0.7	0.0	0.0	0.0	0.7	0.0	0.0
300	Toluene	45.2	44.8	0.0	0.0	0.3	45.2	0.0	0.0
302	Naphthalene	11.8	11.7	0.0	0.0	0.1	11.8	0.0	0.0
306	Hexamethylene diacrylate	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
309	Nickel compounds	9.8	0.0	0.0	0.0	0.0	0.0	9.8	0.0
321	Vanadium compounds	24.0	0.0	0.0	0.0	0.0	0.0	24.0	0.0
392	N-hexane	1,715.4	1,715.4	0.0	0.0	0.0	1,715.4	0.0	0.0
407	Poly(oxyethylene) alkyl ether	500.5	0.0	0.0	0.0	73.9	73.9	245.0	181.6

PRTR Management No.	Chemical name	Vol. handled kg	Vol. released, transferred					Vol. treated kg	Vol. consumed kg
			Vol. Released into Air kg	Vol. Released into Public Bodies of Water kg	Vol. Released into Sewers kg	Vol. Sent to Landfill kg	Subtotal kg		
410	Poly(oxyethylene) nonylphenyl ether	5.4	0.0	0.0	0.0	0.2	0.2	0.0	5.2
412	Manganese and its compounds	46.6	0.9	0.0	0.0	7.2	8.1	0.0	38.5
448	Methylenebis(4,1-phenylene) diisocyanate	306.0	23.3	0.0	0.0	0.0	23.3	0.0	282.6
453	Molybdenum and its compounds	12.0	0.0	0.0	0.0	0.0	0.0	0.0	12.0
579	Alpha-alkyl-omega-hydroxy poly: Oxyethane-1,2-diyl/oxy (methylethane-1,2-diyl) (This refers exclusively to branched alkyl groups with carbon counts varying between C9 and C11, with C10 being predominant.)	42.9	0.0	0.0	0.0	0.0	0.0	42.9	0.0
585	Alpha-(isocyanatobenzyl)-omega-(isocyanatophenyl)poly[(isocyanatophenylene)methylene]	46.6	35.8	0.0	0.0	0.0	35.8	0.0	10.8
594	Ethylene glycol monobutyl ether	12,508.3	9.2	0.0	0.0	0.3	9.5	12,498.8	0.0
595	Ethylenediaminetetraacetic acid and its potassium and sodium salts	254.2	0.0	0.0	0.0	6.6	6.6	247.6	0.0
626	Diethanolamine	303.4	0.0	0.0	0.0	10.2	10.2	0.0	293.2
627	Diethylene glycol monobutyl ether	5,574.4	61.8	0.0	0.0	2.1	63.9	5,510.4	0.0
629	Cyclohexane	3,018.0	3,018.0	0.0	0.0	0.0	3,018.0	0.0	0.0
653	Dimethyl (1-phenylethyl) benzene	2.0	0.0	0.0	0.0	2.0	2.0	0.0	0.0
661	1,2-dimethoxyethane	9.6	9.3	0.0	0.0	0.3	9.6	0.0	0.0
691	Trimethylbenzenes	18.1	18.0	0.0	0.0	0.2	18.1	0.0	0.0
698	Nitrilotriacetic acid as the free acid and as the sodium salt	55.1	0.0	0.0	0.0	55.1	55.1	0.0	0.0
708	(1-Hydroxyethane-1,1-diyl)diphosphonic acid and its potassium and sodium salts	17.4	17.4	0.0	0.0	0.0	17.4	0.0	0.0
731	Heptane	3,153.3	3,153.3	0.0	0.0	0.0	3,153.3	0.0	0.0
737	Methyl isobutyl ketone	30.7	30.7	0.0	0.0	0.0	30.7	0.0	0.0
Total		28,241.3	8,179.1	0.0	0.0	158.9	8,338	19,079.1	824.2

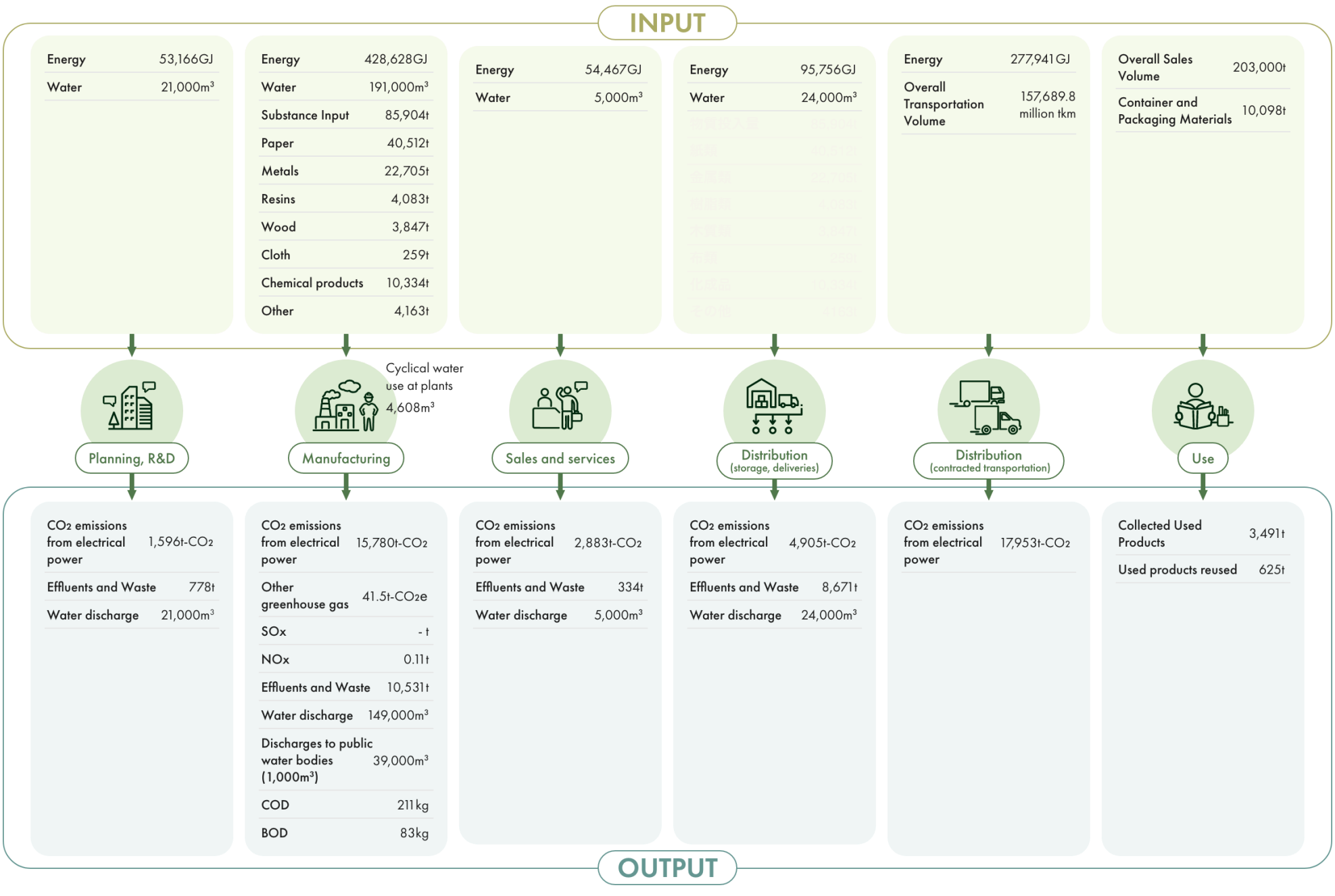
* The data in the table above pertain to chemical substances designated as Specific Class 1 Designated Substances or (non-specific) Class 1 Designated Substances under the 2021 revision of the PRTR Law. Because the 2021 revision came into effect on April 1, 2023, our estimates for 2023 cover the period from April 1 to December 31, 2023, (as opposed to the entire year).

* These data items (volume handled, volume released, volume treated, and volume consumed) pertain to chemical substances designated as (non-specific) Class 1 Designated Substances handled in Japanese sites that are required under the PRTR Law to report the estimates.
For the calculation methods, see the Ministry of the Environment/Ministry of Economy, Trade and Industry's PRTR Release Estimation Methods Manual, version 5.1 (March 2024).

* "Volume treated" refers to those PRTR designated substances that were treated on site by incineration, neutralization, breaking down, reactive process, etc.

* "Volume consumed" refers to the volume of substances that were removed from the site by the removal of the products containing or accompanying them or that were modified for disposal by means of chemical reaction with other substances.

Environmental Load Material Flow



		Planning, R&D	Manufacturing	Sales and services	Distribution (storage, deliveries)	Distribution (contracted transportation)	Use
Inputs	Energy (GJ)	53,166	428,628	54,467	95,756	277,941	
	Water discharge (1,000m^3)	21	191	5	24		
	Total volume transported (million t km)					157,689.8	
	Substance inputs (t)		85,904				
	Paper (t)		40,512				
	Metals (t)		22,705				
	Resins (t)		4,083				
	Wood (t)		3,847				
	Cloth (t)		259				
	Chemical products (t)		10,334				
	Other (t)		4,163				
	Total volume sold (kt × 10)						20.3
	Packaging (t)						10,098
Recycling	Cyclical water use at plants (m^3)		4,608				
Outputs	CO_2 emissions from electrical power (t-CO_2)	1,596	15,780	2,883	4,905	17,953	
	GHG emissions from sources other than electrical power (t-CO_2e)		41.5				
	SOx (t)		—				
	NOx (t)		0.11				
	Waste emissions (t)	778	10,531	334	8,671		
	Water discharge (1,000m^3)	21	149	5	24		
	Discharges to public water bodies (1,000m^3)		39				
	COD (kg)		211				
	BOD (kg)		83				
	Collected used products (t)						3,491
	Used products reused (t)						625

Input items

Indicator	Unit	Calculation method
Volume of energy used	GJ	Electricity, gas (city gas, LPG, natural gas), oil (gasoline, light oil, kerosene, fuel oil A), heat (hot water, cold water) The power unit calorific values are the daytime and nighttime power values stated in the Enforcement Regulations of the Act on the Rational Use of Energy (effective from April 1, 2008). The unit calorific values of gas, oil, and heat are those values presented in the Greenhouse Gas Emission Calculation and Reporting Manual, Ver. 6.0 (Mar 2025, Ministry of the Environment, Ministry of Economy, Trade and Industry).
Water	1,000m^3	City/well water
Substance input	t	The volume of raw materials used to manufacture products in the plants of the KOKUYO Group
Total volume sold	kt × 10	Data from furniture and stationery products
Container and packaging materials	t	The volume of packaging materials used to package products

Output Items

Indicator	Unit	Calculation method
CO_2 emissions from electrical power	tCO_2	Emissions from the use of electricity, gas, oil, and heat (see Global Warming Preventative Measures) Coefficients based on the Act on Promotion of Global Warming Countermeasures (adjusted emission coefficients based on the actual values in fiscal 2022 and 2023 for each power company) were used to calculate the CO_2 emissions factors for power consumption in Japan. For power consumption overseas, we use the local emissions factors listed in IEA Emissions Factors 2024. CO_2 emission coefficient values for gas, oil, and heat were taken from the Ministry of the Environment and the Ministry of Economy, Trade and Industry's Greenhouse Gas Emission Calculation and Reporting Manual, Ver. 6.0 (Mar 2025). The ton/kilo method and the fuel consumption method were both used to calculate the distribution (contracted transportation) CO_2 emissions.
GHG emissions from sources other than electrical power	tCO_2e	Total emissions of greenhouse gases (CO_2, CH_4, N_2O) related to production activities in Japan, excluding such emissions from energy sources, have been converted to a CO2 basis.
SOx, Nox	t	Emissions from smoke- and soot-producing facilities at manufacturing plants (in Japan)
Effluents and Waste	t	The volume of discharged waste (emissions) is the total amount of waste and valuable substances discharged from business establishments. The recycle volume is the total of the volume of discharged waste (emissions) that has been recycled through material or thermal recycling, and the volume of valuable substances. The final waste volume is the combined total of the recycling residue and the volume of waste directly disposed of in landfills, out of the total volume of discharged waste (solid waste) (see Resource Saving and Recycling). If industrial waste has been calculated by cubic measurement, conversion factors (reference) for converting cubic measurements of industrial waste into weights as stated in a notice released by the Ministry of the Environment (December 27, 2006; Env. Ind. Waste Issue No. 061227006) were used.
Water discharged	1,000m^3	Wastewater discharged to areas of water for public use and into the sewage system
COD, BOD	kg	Of plants in Japan, the volume of effluent discharged to areas of water for public use by plants with a legal obligation to measure water quality

Other items

Indicator	Unit	Calculation method
Overall Transportation Volume	t km	The total of the following outsourced transportation volumes: total domestic transportation in Japan including the transportation of furniture products, store fixtures, stationery products, transportation of catalog sales by Kaunet, and transportation of Actus products; and transportation of products between overseas sites and within Malaysia.

Indicator	Unit	Calculation method
Cyclical water use at plants	m^3	The volume of water used in a cyclical way (i.e. recycled) on business premises
Cyclical Resource Use on Sites	t	The volume of recycled resources, such as packaging materials, on the business premises of KOKUYO Logitem Co., Ltd. and KOKUYO Supply Logistics Co., Ltd.
Collected Used Products	t	The volume of used products collected from customers by KOKUYO Logitem Co., Ltd.
Used products reused	t	The volume of re-used products from the used products collected from customers by KOKUYO Logitem Co., Ltd.

Environmental Accounting

Environmental Accounting

Unit: 10,000 yen

Theme	Environment-related Investments			Costs			Effects			Total		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Pollution prevention	0	0	0	1,497	2,267	2,123	0	0	0	1,497	2,267	2,123
Global warming prevention	7,354	945	10,570	2,388	4,194	2,994	-1,359	-1,142	-973	1,029	3,052	2,021
Resource Conservation and Recycling	0	0	0	50,045	45,174	47,137	-24,717	-24,548	-25,765	25,328	20,626	21,372
Procurement and provision of eco-friendly products	0	0	0	4,940	3,395	3,192	0	0	0	4,940	3,395	3,192
Survey and research into environmental technology	0	0	0	148	317	638	0	0	0	148	317	638
Environmental communication	0	0	0	3,529	3,521	2,590	0	0	0	3,529	3,521	2,590
Setting up management structures	0	0	0	8,574	10,715	9,448	0	0	0	8,574	10,715	9,448
Environmental damage response	0	0	0	0	0	0	0	0	0	0	0	0
Total	7,354	945	10,570	71,121	69,583	68,120	-26,076	-25,690	-26,738	45,045	43,893	41,383

Breakdown of economic effects

Theme	Content of countermeasures	2022	2023	2024
Global warming prevention	Effects of introducing energy-saving facilities	-406	-158	-40
	Effects of solar power generation	-936	-976	-899
	Effects of improving operations	-17	-8	-34
Resource Conservation and Recycling	Proceeds from garbage sorting and recycling	-24,717	-24,548	-25,765
	Waste Reduction	0	0	0
	Cost reductions achieved through the promotion of recycling	0	0	0
Total		-26,076	-25,690	-26,738

Sites with ISO 14001 Certification

Seventy-four (approximately 50%) of the 155 sites in KOKUYO and its consolidated subsidiaries have received ISO 14001 certification.

No.	Company Name	Site Name
1	KOKUYO	KOKUYO Head Office (including XT and WS)
2		Tokyo Shinagawa Office
3		Tokyo Shinagawa SST Office
4		Tokyo Kasumigaseki Office
5		Nagoya Office
6		Osaka Umeda Office
7		Mie Plant
8		Shibayama Plant
9	KOKUYO MVP Co., Ltd.	Tottori Plant
10		Aoya Plant
11	KOKUYO Product Shiga Co., Ltd.	KOKUYO Head Office

No.	Company Name	Site Name
12	KOKUYO Logitem Co., Ltd.	KOKUYO Head Office
13		Sapporo Distribution Center
14		Sendai Distribution Center
15		Gunma Distribution Center
16		Saitama Distribution Center
17		Central Japan Delivery and Distribution Center
18		Central Japan Delivery Center
19		Kanagawa Distribution Center
20		Shin Chiba Distribution Center
21		Shiga Distribution Center
22		Mie Distribution Center
23		Ina Distribution Center
24		Chubu Delivery and Distribution Center
25		Toyama Distribution Center
26		Fujiwara Distribution Center
27		Komono Distribution Center
28		Kyoto-Shiga Distribution Center
29		Kansai Delivery and Distribution Center
30		Okayama Distribution Center
31		Kyushu Distribution Center

No.	Company Name	Site Name
32	KOKUYO Supply Logistics Co., Ltd.	KOKUYO Head Office
33		Sapporo Distribution Center
34		Ibaraki Distribution Center
35		Metropolitan Area Internet Data Center
36		Chubu Internet Data Center
37		Shiga National Data Center
38		Kinki Internet Data Center
39		Osaka Nanko Distribution Center
40		Kyushu Internet Data Center
41		Fukuoka Distribution Center
42	Kaunet Co., Ltd.	KOKUYO Head Office
43		Tokyo Shinagawa Office

No.	Company Name	Site Name
44	KOKUYO Marketing Co., Ltd.	KOKUYO Head Office
45		Tachikawa Office
46		Chiba Office
47		Saitama Office
48		Yokohama Office
49		Nagano Office
50		Nagoya Office
51		Shizuoka Office
52		Umeda Office
53		Kyoto Office
54		Kobe Office
55		Wakayama Office
56		Hiroshima Office
57		Yamaguchi Office
58		Matsue Office
59		Fukuoka Office
60		Nagasaki Office
61		Miyazaki Office
62		Kagoshima Office
63		Kumamoto Office
64		Oita Office
65		Okinawa Office
66	KOKUYO (Malaysia)	KOKUYO Head Office
67	KOKUYO-IK (Thailand)	KOKUYO Head Office
68	KOKUYO Camlin	Patalganga Plant
69		Tarapur Plant
70		Samba Plant

No.	Company Name	Site Name
71	KOKUYO Commerce (Shanghai) Co., Ltd.	KOKUYO Head Office
72		Beijing Office
73		Shenzhen Office
74	Lamex	Dongguan Plant

Yui-no-Mori: Wildlife survey results

On June 16 and 17, 2023, an ornithologist helped us identify the birds that appeared in the footage.

Mammals identified

Order	Family	Common name	Binominal name
Primates	Cercopithecidae	Macaca fuscata	Macaca fuscata
Rodentia	Muridae	Apodemus argenteus	Apodemus argenteus
		Unidentified murid species	
	Sciuridae	Petaurista leucogenys	Petaurista leucogenys
		Pteromys Momonga	Pteromys momonga
	Gliridae	Glirulus japonicus	Glirulus japonicus
Chiroptera		Chiroptera	Chiroptera
Carnivora	Canidea	Nyctereutes procyonoides	Nyctereutes procyonoides
	Mustelidae	Meles anakuma	Meles anakuma
		Martes melampus	Martes melampus
		Mustelidae	
	Viverridae	Paguma larvata	Paguma larvata
Lagomorpha	Leporidae	Lepus brachyurus	Lepus brachyurus
Artiodactyla	Suidae	Sus scrofa	Sus scrofa
	Cervidae	Cervus nippon	Cervus nippon
6	10	11	

* Families and species were only counted if the family or species could be distinguished.

Birds identified

Order	Family	Common name	Binominal name
Columbiformes	Columbidae	Streptopelia orientalis	Streptopelia orientalis
		Treron sieboldii	Treron sieboldii
Suliformes	Phalacrocoracidae	Phalacrocorax carbo	Phalacrocorax carbo
Cuculiformes	Cuculidae	Hierococcyx hyperythrus	Hierococcyx hyperythrus
		Cuculus poliocephalus	Cuculus poliocephalus
Accipitriformes	Accipitridae	Milvus migrans	Milvus migrans
		Accipiter gentilis	Accipiter gentilis
		Butastur indicus	Butastur indicus
Strigiformes	Strigidae	Strix uralensis	Strix uralensis
		Otus semitorques	Otus semitorques
		Ninox japonica	Ninox japonica
Coraciiformes	Alcedinidae	Halcyon coromanda	Halcyon coromanda
		Alcedo atthis	Alcedo atthis
		Megaceryle lugubris	Megaceryle lugubris
	Coraciidae	Eurystomus orientalis	Eurystomus orientalis
Galliformes	Phasianidae	Syrmaticus soemmerringii	Syrmaticus soemmerringii
Piciformes	Picidae	Dendrocopos kizuki	Dendrocopos kizuki
		Picus awokera	Picus awokera

Order	Family	Common name	Binominal name
Passeriformes	Pittidae	Pitta nympha	Pitta nympha
	Campephagidae	Pericrocotus divaricatus tegimae	Pericrocotus divaricatus tegimae
	Monarchidae	Terpsiphone atrocaudata	Terpsiphone atrocaudata
	Corvidae	Garrulus glandarius	Garrulus glandarius
		Corvus macrorhynchos	Corvus macrorhynchos
	Paridae	Sittiparus varius	Sittiparus varius
		Parus minor	Parus minor
	Pycnonotidae	Hypsipetes amaurotis	Hypsipetes amaurotis
	Cettiidae	Horornis diphone	Horornis diphone
	Aegithalidae	Aegithalos caudatus	Aegithalos caudatus
	Phylloscopidae	Phylloscopus coronatus	Phylloscopus coronatus
	Zosteropidae	Zosterops japonicus	Zosterops japonicus
	Certhiidae	Certhia familiaris	Certhia familiaris
	Troglodytidae	Troglodytes	Troglodytes troglodytes
	Cinclidae	Cinclus pallasii	Cinclus pallasii
	Muscicapidae	Zoothera aurea	Zoothera aurea
		Turdus cardis	Turdus cardis
		Ficedula narcissina	Ficedula narcissina
		Cyanoptila cyanomelana	Cyanoptila cyanomelana
	Passeridae	Passer montanus	Passer montanus
	Motacillidae	Motacilla cinerea	Motacilla cinerea
		Motacilla grandis	Motacilla grandis
	Fringillidae	Chloris sinica	Chloris sinica
		Eophona personata	Eophona personata
	Emberizidae	Emberiza cioides	Emberiza cioides
9	27	43	

Invasive species	Bambusicola thoracicus	Bambusicola thoracicus
	Urocissa erythrorhyncha	Urocissa erythrorhyncha
	Leiothrix lutea	Leiothrix lutea

ESG DATA: SOCIAL

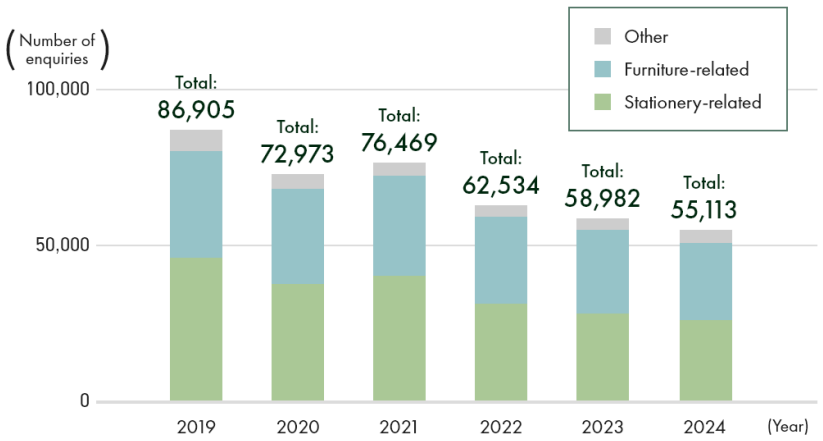
Listening to Customers
Employee Composition
Breakdown of New Hires
Managerial Appointments
Working Hours, Paid Leave Take-up Rate
Parental Leave Take-up
Eldercare Leave Take-up
Health Management
Occupational Health and Safety

Reporting Period

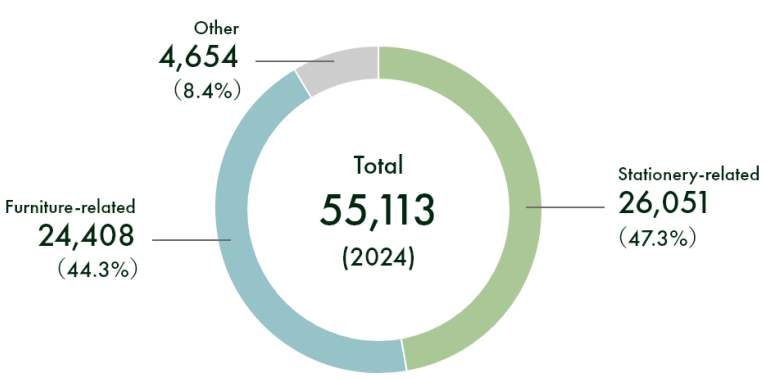
January 1 to December 31 of the applicable year (the results are current as of December 31)

Listening to Customers

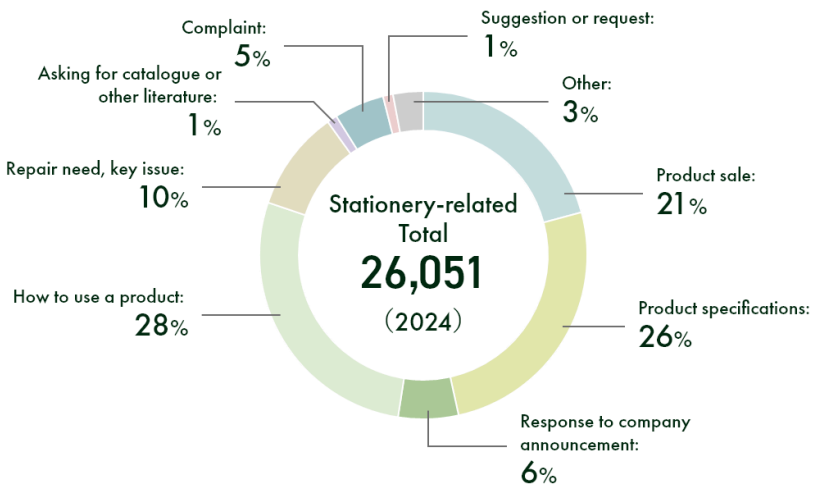
Number of enquiries by year

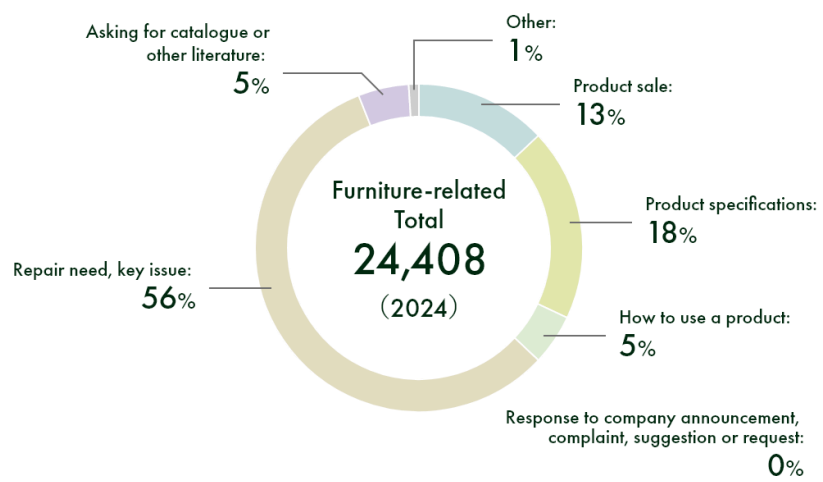


Enquiry category



Nature of enquiry





Employee Composition: By Position

		Coverage	2020	2021	2022	2023	2024
Number of Executives and Directors	Inside	Non-consolidated	4	3	2	2	3
	Outside	Non-consolidated	3	4	4	4	6
	Total	Non-consolidated	7	7	6	6	9
Number of members of the Audit & Supervisory Board	Inside	Non-consolidated	0	1	1	1	0
	Outside	Non-consolidated	3	2	2	2	0
	Total	Non-consolidated	3	3	3	3	0
Number of employees	Male	Non-consolidated	1,634	1,601	1,452	1,480	1,531
	Female	Non-consolidated	607	606	610	662	730
	Total	Non-consolidated	2,241	2,207	2,062	2,142	2,261

Employee Composition: By Gender

		Coverage	2020	2021	2022	2023	2024
Number of employees (KOKUYO Group)	Male	Consolidated	4,899	4,915	4,645	4,624	4,912
	Female	Consolidated	1,983	1,910	2,219	2,307	2,735
	Total	Consolidated	6,882	6,825	6,864	6,931	7,647

Employee Composition: By Contract Type and by Gender

	Coverage	2020	2021	2022	2023	2024
Total number of employees*1	Consolidated	6,882	6,825	6,864	6,931	7,647
Non-regular employees*1	Consolidated	2,333	2,711	4,097	3,785	3,775
Non-regular employees*1	Consolidated	25.31	28.43	37.38	35.32	33.05

		Coverage	2020	2021	2022	2023	2024
Regular employees	Male	Five main group companies	2,511	2,511	2,480	2,473	2,529
	Female	Five main group companies	888	928	960	1,029	1, 121
	Total	Five main group companies	3,399	3,439	3,440	3,502	3,650
Senior employees	Male	Five main group companies	268	256	263	239	257
	Female	Five main group companies	8	11	14	19	25
	Total	Five main group companies	276	267	277	258	282
Contracted employees	Male	Five main group companies	105	83	60	58	60
	Female	Five main group companies	102	101	91	88	96
	Total	Five main group companies	207	184	151	146	156
Part-time/casual employees	Male	Five main group companies	118	112	133	123	97
	Female	Five main group companies	180	188	195	188	165
	Total	Five main group companies	298	300	328	311	262
Temporary employees	Male	Five main group companies	142	128	183	203	227
	Female	Five main group companies	167	146	199	261	270
	Total	Five main group companies	309	274	382	464	497

* The five main group companies are: KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.

*1 In 2022, we changed the definitions of regular and non-regular employees.
Previous definition:
Regular employee = A managing officer + non-managerial regular employee + senior employee
Non-regular employee = A contracted employee + part-time or casual employee
Current definition:
Regular employee = A managing officer + non-managerial regular employee
Non-regular employee = A senior employee + contracted employee + part-time or casual employee

Employee Composition: By Contract Type and by Region

		Coverage	2020	2021	2022	2023	2024
Regular employees	Within Japan	Consolidated	4,145	4,183	4,218	4,294	4,586
	Overseas	Consolidated	2,347	2,308	2,646	2,637	3,061
	Total	Consolidated	6,492	6,491	6,864	6,931	7,647
Senior employees	Within Japan	Consolidated	322	308	328	315	341
	Overseas	Consolidated	4	2	18	19	29
	Total	Consolidated	326	310	346	334	370
Contracted employees	Within Japan	Consolidated	564	598	631	654	742
	Overseas	Consolidated	36	70	533	512	341
	Total	Consolidated	600	668	1,164	1,166	1,083
Part-time/casual employees	Within Japan	Consolidated	553	571	575	542	512
	Overseas	Consolidated	4	2	21	4	13
	Total	Consolidated	557	573	596	546	525
Temporary employees	Within Japan	Consolidated	379	331	434	511	539
	Overseas	Consolidated	974	1,162	1,557	1,228	1,258
	Total	Consolidated	1,353	1,493	1,991	1,739	1,797

Employee Composition: By Age, Average Ages of Male and Female Employees, Average Tenure

		Coverage	2020	2021	2022	2023	2024
Number of employees by age group	Under 30	Five main group companies	470	469	465	506	600
	30s	Five main group companies	591	595	619	665	710
	40s	Five main group companies	1,150	1,076	965	894	858
	50s	Five main group companies	1,188	1,299	1,379	1,439	1,482
	60s or older	Five main group companies	276	267	0	1	0
Average age	Male	Five main group companies	46.8	47.22	45.8	45.77	45.26
	Female	Five main group companies	39.32	39.79	40.05	39.97	39.32
	Average	Five main group companies	44.98	45.34	44.21	44.07	43.44
Average length of continuous service (years)	Male	Five main group companies	20.9	21.31	19.94	19.78	18.92
	Female	Five main group companies	13.83	14.05	14.16	13.7	12.91
	Average	Five main group companies	19.18	19.47	18.34	18	17.08

* The five main group companies are: KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.

Employee Composition: By Nationality

		Coverage	2020	2021	2022	2023	2024
Number of employees	Non-Japanese employees in the five main group companies	Five main group companies	11	11	12	28	28
	Non-Japanese employees at KOKUYO	Non-consolidated	11	9	10	25	24

Employees Composition: Employees with Disabilities

	Coverage	2020	2021	2022	2023	2024
Number of employees with disabilities	Group companies implementing	129	134	134	137.5	153
Percentage of employees who have a disability (%)	Group companies implementing	2.3	2.37	2.33	2.38	2.55

Breakdown of New Hires

		Coverage	2020	2021	2022	2023	2024
Number of fresh graduate hires	Male	Five main group companies	40	28	35	42	66
	Female	Five main group companies	40	18	18	29	65
	Total	Five main group companies	80	46	53	71	131
Number of mid-career hires	Male	Five main group companies	28	23	47	81	110
	Female	Five main group companies	23	24	26	59	60
	Total	Five main group companies	51	47	73	140	170
Percentage of mid-career hires (%)		KOKUYO	22	29	43	54	46
Turnover rate (%)	Male	Five main group companies	1.96	1.39	1.91	2.59	2.17
	Female	Five main group companies	1.81	1.56	2.65	1.87	2.23
	Total	Five main group companies	1.93	1.44	2.11	2.4	2.19

* The five main group companies are: KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.

Managerial Appointments: By Gender

			Coverage	2020	2021	2022	2023	2024
Number of managerial appointments	Executives and higher (includes managing officers)	Male	Five main group companies	22	20	18	19	21
		Female	Five main group companies	1	2	2	2	2
	Department heads	Male	Five main group companies	65	77	95	198	205
		Female	Five main group companies	4	2	2	5	5
	Section chiefs	Male	Five main group companies	732	768	808	668	645
		Female	Five main group companies	55	69	78	85	99
	Sub-section chiefs	Male	Five main group companies	1,066	1,034	1,009	1,016	938
		Female	Five main group companies	288	314	337	361	404
		Total	Five main group companies	2,234	2,286	2,349	2,354	2,319

* The five main group companies are: KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.

Managerial Appointments: Percentage of Managerial Posts Occupied by Women

	Coverage	2020	2021	2022	2023	2024
Percentage of middle management posts (department heads, section chiefs) occupied by women (%)	Five main group companies	6.89	7.75	8.14	9.41	10.9

		Coverage	2020	2021	2022	2023	2024
Managerial posts (sub-section chief or higher) occupied by women (%)	Executives and higher (includes managing officers)	Five main group companies	8.33	9.09	10	9.52	8.7
	Department heads	Five main group companies	5.80	2.53	2.06	2.46	2.38
	Section chiefs	Five main group companies	6.99	8.24	8.8	11.29	13.31
	Sub-section chiefs	Five main group companies	21.27	23.29	25.04	26.22	30.1
	Total	Five main group companies	15.62	16.93	17.84	19.24	21.99

* The five main group companies are: KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.

Non-Japanese People Appointed to Managerial Positions

		Coverage	2020	2021	2022	2023	2024
Managerial appointments: Non-Japanese managers	Executives and higher	Five main group companies	0	0	0	0	0
	Department heads	Five main group companies	0	0	0	0	0
	Section chiefs	Five main group companies	3	3	4	4	5
	Sub-section chiefs	Five main group companies	6	5	5	5	4
	Total	Five main group companies	9	8	9	9	9

* The five main group companies are: KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.

Managerial Appointments: Percentage of Managerial Posts Occupied by Non-Japanese Employees

		Coverage	2020	2021	2022	2023	2024
Percentage of managerial posts occupied by non-Japanese employees (%)	Executives and higher	Five main group companies	0.00	0.00	0.00	0.00	0.00
	Department heads	Five main group companies	0.00	0.00	0.00	0.00	0.00
	Section chiefs	Five main group companies	0.38	0.36	0.45	0.45	0.64
	Sub-section chiefs	Five main group companies	0.44	0.37	0.37	0.37	0.28
	Total	Five main group companies	0.40	0.35	0.38	0.38	0.36

* The five main group companies are: KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.

Working Hours, Paid Leave Take-up Rate

	Coverage	2020	2021	2022	2023	2024
Total working hours per year	Five main group companies	2,056.7	2,092.5	2,087.7	2,023.2	2,065
Non-prescribed working hours per year	Five main group companies	226.9	260.3	269.1	237.2	252
Long-time worker rate (over 360 hours of total annual overtime) (%)	Five main group companies	17.4	24.0	25.2	19.0	22.6
Paid leave uptake rate (%)	Five main group companies	48.9	48.4	54.3	61.7	71.1
Yearly education and training costs per employee (yen)	Five main group companies	35,562	39,107	42,955	54,554	62,554

* The five main group companies are: KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.

Number of Employees on Childcare Leave: By Gender

		Coverage	2020	2021	2022	2023	2024
Childcare leave take-up	Male	Five main group companies	12	26	35	44	40
	Female	Five main group companies	58	72	70	66	65
	Total	Five main group companies	70	98	105	110	105

* The five main group companies are: KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.

Number of Employees on Long-Term-Care Leave: By Gender

		Coverage	2020	2021	2022	2023	2024
Long-term-care leave take-up	Male	Five main group companies	1	0	0	0	0
	Female	Five main group companies	1	1	0	1	2
	Total	Five main group companies	2	1	0	1	2

* The five main group companies are: KOKUYO Co., Ltd., Kaunet Co., Ltd., KOKUYO Marketing Co., Ltd., KOKUYO Supply Logistics Co., Ltd., and KOKUYO Logitem Co., Ltd.

Gender Difference in Worker Pay (%)

		2023	2024
KOKUYO	All employees	74.0	74.7
	Permanent employees	75.6	76.2
	Non-permanent employees	68.7	68.9
Kaunet Co., Ltd.	All employees	71.7	76.3
	Permanent employees	71.2	75.0
	Non-permanent employees	-	244.1

		2023	2024
KOKUYO Marketing Co., Ltd.	All employees	66.9	68.9
	Permanent employees	68.5	71.0
	Non-permanent employees	34.6	35.0
KOKUYO Supply Logistics Co., Ltd.	All employees	50.8	54.6
	Permanent employees	71.6	65.8
	Non-permanent employees	65.6	77.9
KOKUYO Logitem Co., Ltd.	All employees	74.3	78.3
	Permanent employees	82.4	86.1
	Non-permanent employees	62.8	64.8
KOKUYO & Partners Co., Ltd.	All employees	52.8	61.7
	Permanent employees	77.9	81.8
	Non-permanent employees	63.0	108.2
Actus Co., Ltd.	All employees	67.4	70.3
	Permanent employees	81.1	83.1
	Non-permanent employees	65.9	69.0

Note: The gender gap in worker pay is largely attributable to differences in years of service, percentage who occupy a managerial position, and use of employee benefits. Under our Talent Management Policy, we take action to encourage employees to develop professionally and excel regardless of gender. Through such action, we are narrowing the gender gap in pay.

Health Management

	Coverage	2020	2021	2022	2023	2024
Regular health checkup attendance rate (%)	—	98.6	99.4	99.6	99.5	99.7
Voluntary checkup attendance number (breast cancer, colorectal cancer checkups)	—	1,551	3,482	4,871	5,226	5,259
Regular health checkup finding rate (%)	—	19.8	29.5	29.0	19.6	37.8
Percentage of employees receiving full medical checkup (%)	—	70.5	75.8	78.0	—	—
Lifestyle-related disease occurrence/specific health checkup attendance rate (%)	—	98	98	98	98	99
Lifestyle-related disease occurrence/specific health guidance rate (proactive support) (%)	—	39	47	42	46	54

	Coverage	2020	2021	2022	2023	2024
Lifestyle-related disease occurrence/lifestyle-related disease medical costs (including health insurance dependents) (million yen)	—	161	144	149	142	157
Response rate for stress check survey (%)	Employees of companies that conduct a stress check survey	96.4	95.9	94.1	95.6	94.3
Stress check score (deviation value) *1	Employees of companies that conduct a stress check survey	55	54	49	55	56
Percentage of employees with poor mental health (with severe stress) (%) *1	Employees of companies that conduct a stress check survey	4.8	5.6	9.3	11.9	12.3
Number of employees who took leave due to poor mental health	*5	16	10	16	25	11
Number of employees who took leave due to other illnesses	*5	9	2	5	6	2
Number of employees who retired due to poor mental health	*5	10	1	5	3	3
Number of employees who left due to other health issues	*5	6	8	2	7	2
Absenteeism: Annual working days per employee lost due to injury or disease *2	KOKUYO, Kaunet	2.27	1.38	1.09	1.57	1.08
Presenteeism: Score for productivity lost because of illness, injury, or other conditions in employees attending work (points) *3	KOKUYO, Kaunet	—	—	21	21.5	21.7
Employee engagement score (deviation value) *4	Employees of companies that conduct a stress check survey	49	50	51	51	53
Percentage of participants in health activity (walking campaign) (%)	KOKUYO, Kaunet	25.3	—	33	30.5	—
Smoking rate(%)	KOKUYO, Kaunet	—	—	17.2	17.4	—

*1 The vendor estimation method was changed in 2023.

*2 Absenteeism is calculated as follows: Annual absent days resulting from injury or disease divided by total working days for all employees.

*3 The presenteeism score represents the difference between maximum productivity (scaled at 100) and employees' actual productivity rate (according to survey findings).

*4 The employee engagement score describes the extent to which employees identify with and actively commit themselves to the organization's strategy and goals.

Occupational Health and Safety

Coverage: KOKUYO Co., Ltd. (excluding plant staff, including worksite staff and partner employees)

	Coverage	2020	2021	2022	2023	2024
Work-related fatalities	KOKUYO	0	0	0	0	0
Work-related injuries or hospitalizations	KOKUYO	1	1	2	4	4

Coverage: KOKUYO Co., Ltd. Mie Plant and Shibayama Plant, KOKUYO Product Shiga Co., Ltd., KOKUYO MVP Co., Ltd., IWAMI Paper Industry Co., Ltd., Origin Co., Ltd.

		2020	2021	2022	2023	2024
Number of work-related accidents	Consolidated plants	5	1	6	6	4
	Mie Plant	0	0	0	2	1
	Shibayama Plant	0	0	1	3	2
	KOKUYO Product Shiga Co., Ltd.	0	0	0	0	0
	KOKUYO MVP Co., Ltd.	3	1	5	0	0
	IWAMI Paper Industry Co., Ltd.	1	0	0	1	0
	Origin Co., Ltd.	—	—	—	—	1
Work-related accident frequency rate (%)[*1]	Consolidated plants	2.33	0.44	2.61	2.69	1.68
	Mie Plant	0	0	0	3.04	1.72
	Shibayama Plant	0.02	0	1.43	4.53	2.83
	KOKUYO Product Shiga Co., Ltd.	0	0	0	0	0
	KOKUYO MVP Co., Ltd.	6.79	2.14	11.19	0	0
	IWAMI Paper Industry Co., Ltd.	6.67	0	0	7.78	0
	Origin Co., Ltd.	—	—	—	—	4.4

		2020	2021	2022	2023	2024
Severity rate for work-related accidents (%)*2*3	Consolidated plants	0.02	0	0	0.07	0.01
	Mie Plant	0	0	0	0.04	0.04
	Shibayama Plant	1.83	0	0	0.10	0.01
	KOKUYO Product Shiga Co., Ltd.	0	0	0	0	0
	KOKUYO MVP Co., Ltd.	0.09	0.01	0.00	0	0
	IWAMI Paper Industry Co., Ltd.	0.03	0	0	0.49	0
	Origin Co., Ltd.	—	—	—	—	0.01
Workdays lost due to work-related accidents	Consolidated plants	63.5	8	32	192	38
	Mie Plant	0	0	0	34	30
	Shibayama Plant	12	0	26	82	6
	KOKUYO Product Shiga Co., Ltd.	0	0	0	0	0
	KOKUYO MVP Co., Ltd.	46.5	8	6	0	0
	IWAMI Paper Industry Co., Ltd.	5	0	0	77	0
	Origin Co., Ltd.	—	—	—	—	2

* For years 2016 and later, “number of work-related accidents” includes only accidents (other than those employees suffered when commuting) that resulted in at least one full workday of leave. For 2014 and 2015, it also includes accidents that did not result in such.

*1 Work-related accident rate is calculated as follows: $\frac{\text{Number of employees who experienced a work-related accident}}{\text{Total person-hours}} \times 1{,}000{,}000$

*2 Work-related accident severity rate is calculated as follows: $\frac{\text{Number of lost workdays}}{\text{Total person-hours}} \times 1{,}000{,}000$

*3 The work-related accident rate is shown with the third decimal place rounded off.
A score of “0” indicates that absolutely no fatal work-related accidents occurred.
On the other hand, a score of “0.00” would indicate a fatality rate higher than 0 but less than 0.005.

ESG DATA: GOVERNANCE

Directorships

		Coverage	2020	2021	2022	2023	2024
Number of directors	Male	Non-consolidated	6	6	5	5	7
	Female	Non-consolidated	1	1	1	1	2
	Total	Non-consolidated	7	7	6	6	9
Number of outside directors	Male	Non-consolidated	2	3	3	3	4
	Female	Non-consolidated	1	1	1	1	2
	Total	Non-consolidated	3	4	4	4	6
Number of outside directors designated as independent officers	Total	Non-consolidated	3	4	4	4	6
Number of Audit Committee members	Male	Non-consolidated	2	2	2	2	-
	Female	Non-consolidated	1	1	1	1	-
	Total	Non-consolidated	3	3	3	3	-
Number of outside Audit Committee members	Male	Non-consolidated	2	1	1	1	-
	Female	Non-consolidated	1	1	1	1	-
	Total	Non-consolidated	3	2	2	2	-
Number of outside Audit Committee members designated as independent officers	Total	Non-consolidated	3	2	2	2	-

* In 2024, KOKUYO transitioned its corporate structure from a company with a board of auditors to that of a company with a nominating committee and other committees.

Alleged Violations of the Competition and Anti-corruption Legislation

Year	Allegations of cartel activity	Allegations of bribery	Amount of financial penalty
2024	0	0	¥0

Inquiries made on KOKUYO Group Hotline

Year	Inquiries made
2024	25 (not including 6 inquiries that did not need to be reported to KOKUYO)

Compliance Courses and Attendance

Year	Course	No. of attendees (% of employees attending)
2024	Training in code of conduct	4,405 (81%)

KOKUYO (MIE PLANT)

LOCATION	2012 Nishitawara, Nabari-shi, Mie
PRINCIPAL PRODUCTS	Steel desks, low partitions, chairs, etc.
COMMENCEMENT OF OPERATIONS	May 1993
SITE AREA	145,977m^2



Inputs		2022	2023	2024
Energy (GJ)	Volume of energy inputs	100,880	90,943	87,051
	Fuel	39,532	36,637	34,827
	Electricity	61,348	54,306	52,224
Water resources (m^3)	City/well water	64,067	64,252	50,242

Outputs		2022	2023	2024
Atmospheric emissions (t)	CO_2	4,310	1,864	1,787
	SO_x	-	-	-
	NO_x	0.13	0.11	0.11
Waste emissions (t)	Total waste volume	1,265	1,160	1,169
	Reuse/heat recovery	1,261	1,153	1,161
	Final disposal	3	7	8
Emissions into bodies of water (m^3)	Volume of effluent	31,097	29,974	29,062
	Emissions into public water areas	31,097	29,974	29,062
	Emissions into sewage systems	-	-	-

Outputs		2022	2023	2024
Restricted items emitted into bodies of water	Hydrogen ion concentration (PH)	7.6～8.0	7.5～8.1	7.7～8.1
	COD (mg/L)	8.6	9	8.9
	BOD (mg/L)	2.4	3.9	3.5
	SS (mg/L)	2.3	3.5	2.5

Reports on Business Sites in Japan ›

KOKUYO (SHIBAYAMA PLANT)

LOCATION	3155-4 Ohdai, Shibayama-machi, Sanbu-gun, Chiba
PRINCIPAL PRODUCTS	Room dividers, low partitions, cabinets, etc.
COMMENCEMENT OF OPERATIONS	June 1994
SITE AREA	73,734m^2



Inputs		2022	2023	2024
Energy (GJ)	Volume of energy inputs	120,133	104,221	101,269
	Fuel	61,458	51,676	49,676
	Electricity	58,675	52,545	51,593
Water resources (m^3)	City/well water	15,336	13,364	13,376

Outputs		2022	2023	2024
Atmospheric emissions (t)	CO_2	5,767	5,018	2,546
	SO_x	-	-	-
	NO_x	-	-	-
Waste emissions (t)	Total waste volume	2,107	2,223	3,001
	Reuse/heat recovery	2,091	2,219	2,993
	Final disposal	16	4	8
Emissions into bodies of water (m^3)	Volume of effluent	10,428	8,292	8,797
	Emissions into public water areas	5,089	2,591	4,237
	Emissions into sewage systems	5,339	5,701	4,560

Outputs		2022	2023	2024
Restricted items emitted into bodies of water	Hydrogen ion concentration (PH)	7.3	7.4	7.3~7.5
	COD (mg/L)	1.8	1.3	2.1
	BOD (mg/L)	1.6	1.5	0.8
	SS (mg/L)	0.5	1.5	2.9

Reports on Business Sites in Japan >

KOKUYO PRODUCT SHIGA

LOCATION	312 Kamigano, Aisho-cho, Echi-gun, Shiga
PRINCIPAL PRODUCTS	Notebooks, plain paper copy paper, carbon duplication books, loose-leaf supplies, etc.
COMMENCEMENT OF OPERATIONS	October 1980
SITE AREA	114,294m^2



Inputs		2022	2023	2024
Energy (GJ)	Volume of energy inputs	52,931	42,179	38,223
	Fuel	1,010	1,014	928
	Electricity	51,921	41,165	37,295
Water resources (m^3)	City/well water	4,796	4,728	4,560

Outputs		2022	2023	2024
Atmospheric emissions (t)	CO_2	1,751	491	59
	SO_x	-	-	-
	NO_x	-	-	-
Waste emissions (t)	Total waste volume	2,177	2,129	1,777
	Reuse/heat recovery	2,177	2,129	1,777
	Final disposal	0	0	0
Emissions into bodies of water (m^3)	Volume of effluent	4,708	4,482	4,333
	Emissions into public water areas	-	-	-
	Emissions into sewage systems	4,708	4,482	4,333

Outputs		2022	2023	2024
Restricted items emitted into bodies of water	Hydrogen ion concentration (PH)	7.0~7.9	7.1~8.3	6.3~7.8
	COD (mg/L)	4.4	1.9	2.7
	BOD (mg/L)	6.9	6.1	4.0
	SS (mg/L)	4.6	14	8

Reports on Business Sites in Japan >

KOKUYO MVP (TOTTORI FACTORY)

LOCATION	2-201 Minami, Koyama-cho, Tottori-shi, Tottori
PRINCIPAL PRODUCTS	Custom made stationery
COMMENCEMENT OF OPERATIONS	September 2007 (Predecessor company, KOKUYO Office Supplies Industrial, began operations in December 1962)
SITE AREA	38,389m^2



Inputs		2022	2023	2024
Energy (GJ)	Volume of energy inputs	27,886	21,569	20,892
	Fuel	216	208	528
	Electricity	27,670	21,361	20,364
Water resources (m^3)	City/well water	2,331	2,178	2,774

Outputs		2022	2023	2024
Atmospheric emissions (t)	CO_2	1,507	1,312	36
	SO_x	-	-	-
	NO_x	-	-	-
Waste emissions (t)	Total waste volume	966	837	766
	Reuse/heat recovery	953	837	524
	Final disposal	13	0	243
Emissions into bodies of water (m^3)	Volume of effluent	2,331	2,178	2,774
	Emissions into public water areas	-	-	-
	Emissions into sewage systems	2,331	2,178	2,774

Outputs		2022	2023	2024
Restricted items emitted into bodies of water	Hydrogen ion concentration (PH)	Not subject to regulation	Not subject to regulation	Not subject to regulation
	COD (mg/L)	Not subject to regulation	Not subject to regulation	Not subject to regulation
	BOD (mg/L)	Not subject to regulation	Not subject to regulation	Not subject to regulation
	SS (mg/L)	Not subject to regulation	Not subject to regulation	Not subject to regulation

Reports on Business Sites in Japan >

KOKUYO MVP (AOYA FACTORY)

LOCATION	1114 Aoya, Aoya-cho, Tottori-shi, Tottori
PRINCIPAL PRODUCTS	Custom made stationery
COMMENCEMENT OF OPERATIONS	September 2007 (Predecessor company, KOKUYO Office Supplies Industrial, Aoya Factory, began operations in April 2000)
SITE AREA	34,607m^2



Inputs		2022	2023	2024
Energy (GJ)	Volume of energy inputs	15,022	12,474	11,514
	Fuel	900	676	639
	Electricity	14,122	11,798	10,874
Water resources (m^3)	City/well water	1,201	1,718	2,036

Outputs		2022	2023	2024
Atmospheric emissions (t)	CO_2	816	757	704
	SO_x	-	-	-
	NO_x	-	-	-
Waste emissions (t)	Total waste volume	424	399	420
	Reuse/heat recovery	423	399	420
	Final disposal	1	0	0
Emissions into bodies of water (m^3)	Volume of effluent	1,201	1,718	2,036
	Emissions into public water areas	1,201	1,718	2,036
	Emissions into sewage systems	-	-	-

Outputs		2022	2023	2024
Restricted items emitted into bodies of water	Hydrogen ion concentration (PH)	Not subject to regulation	Not subject to regulation	Not subject to regulation
	COD (mg/L)	Not subject to regulation	Not subject to regulation	Not subject to regulation
	BOD (mg/L)	Not subject to regulation	Not subject to regulation	Not subject to regulation
	SS (mg/L)	Not subject to regulation	Not subject to regulation	Not subject to regulation

Reports on Business Sites in Japan >

ORIGIN CO., LTD. (DONARI FACTORY)

LOCATION	82-9 Donari-tonogai, Donari-cho, Awa-shi, Tokushima
PRINCIPAL PRODUCTS	Tables, chairs
COMMENCEMENT OF OPERATIONS	January 1989
SITE AREA	9,900m^2



Inputs		2024
Energy (GJ)	Volume of energy inputs	3,042
	Fuel	-
	Electricity	3,042
Water resources (m^3)	City/well water	-

Outputs		2024
Atmospheric emissions (t)	CO_2	162
	SO_x	-
	NO_x	-
Waste emissions (t)	Total waste volume	70
	Reuse/heat recovery	70
	Final disposal	0
Emissions into bodies of water (m^3)	Volume of effluent	-
	Emissions into public water areas	-
	Emissions into sewage systems	-

Outputs		2024
Restricted items emitted into bodies of water	Hydrogen ion concentration (PH)	Not subject to regulation
	COD (mg/L)	Not subject to regulation
	BOD (mg/L)	Not subject to regulation
	SS (mg/L)	Not subject to regulation

Reports on Business Sites in Japan >

ORIGIN CO., LTD. (HEADQUARTERS FACTORY)

LOCATION	205 Haraichi, Saijo, Yoshino-cho, Awa-shi, Tokushima
PRINCIPAL PRODUCTS	Sofas, sofa beds
COMMENCEMENT OF OPERATIONS	January 1976
SITE AREA	13,794m^2



Inputs		2024
Energy (GJ)	Volume of energy inputs	2,254
	Fuel	227
	Electricity	2,027
Water resources (m^3)	City/well water	535

Outputs		2024
Atmospheric emissions (t)	CO_2	124
	SO_x	-
	NO_x	-
Waste emissions (t)	Total waste volume	90
	Reuse/heat recovery	90
	Final disposal	0
Emissions into bodies of water (m^3)	Volume of effluent	535
	Emissions into public water areas	-
	Emissions into sewage systems	535

Outputs		2024
Restricted items emitted into bodies of water	Hydrogen ion concentration (PH)	Not subject to regulation
	COD (mg/L)	Not subject to regulation
	BOD (mg/L)	Not subject to regulation
	SS (mg/L)	Not subject to regulation

Reports on Business Sites in Japan >

KOKUYO-IK (THAILAND)

LOCATION	529 Moo 4 Bangpoo Industrial Estate Soi 8C, T. Praksa, A. Muang, Samutprakam 10280, Thailand
PRINCIPAL PRODUCTS	Clear books (transparent document holders), polypropylene files, tape adhesives, corrective tape etc.
COMMENCEMENT OF OPERATIONS	December 1996
SITE AREA	12,679m^2



Inputs		2022	2023	2024
Energy (GJ)	Volume of energy inputs	44,798	38,056	31,325
	Fuel	343	357	377
	Electricity	44,454	37,699	30,948
Water resources (m^3)	City/well water	19,728	18,829	15,763

Outputs		2022	2023	2024
Atmospheric emissions (t)	CO_2	2,126	1,975	1,748
	SO_x	-	-	-
	NO_x	-	-	-
Waste emissions (t)	Total waste volume	317	257	211
	Reuse/heat recovery	278	217	176
	Final disposal	39	40	36
Emissions into bodies of water (m^3)	Volume of effluent	15,782	15,063	12,610
	Emissions into public water areas	-	-	-
	Emissions into sewage systems	15,782	15,063	12,610

Outputs		2022	2023	2024
Restricted items emitted into bodies of water	Hydrogen ion concentration (PH)	7.0	7.6	6.4
	COD (mg/L)	73.3	44.0	99.5
	BOD (mg/L)	32.6	2.1	18.4
	SS (mg/L)	13.8	57.5	41.3

Reports on Business Sites Overseas >

KOKUYO (MALAYSIA)

LOCATION	Lot 79 & 83,Persiaran Bunga Tanjung 1,Senawang Industrial Park, 70400 Seremban, Negeri Sembilan Darul Khusus, Malaysia
PRINCIPAL PRODUCTS	Workstations, phone booths, cabinets, furniture, etc.
COMMENCEMENT OF OPERATIONS	October 1999
SITE AREA	58,000m^2



Inputs		2022	2023	2024
Energy (GJ)	Volume of energy inputs	18,958	16,553	16,556
	Fuel	5,554	5,446	5,587
	Electricity	13,404	11,107	10,969
Water resources (m^3)	City/well water	11,426	11,745	10,683

Outputs		2022	2023	2024
Atmospheric emissions (t)	CO_2	1,170	1,052	1,096
	SO_x	-	-	-
	NO_x	-	-	-
Waste emissions (t)	Total waste volume	209	180	148
	Reuse/heat recovery	165	166	141
	Final disposal	45	14	8
Emissions into bodies of water (m^3)	Volume of effluent	3,217	6,025	5,135
	Emissions into public water areas	1,854	4,701	3,763
	Emissions into sewage systems	1,363	1,324	1,372

Outputs		2022	2023	2024
Restricted items emitted into bodies of water	Hydrogen ion concentration (PH)	8.0	7.9	7.8
	COD (mg/L)	28.3	51.3	87.3
	BOD (mg/L)	8.6	13.3	25.0
	SS (mg/L)	9.8	17.1	10.5

Reports on Business Sites Overseas ›

KOKUYO VIETNAM

LOCATION	Land Plot B2-B7, Japan-Haiphong IZ, An Duong Dist., Haiphong City, Vietnam
PRINCIPAL PRODUCTS	Notebooks, files for thick covers, tack labels, etc.
COMMENCEMENT OF OPERATIONS	November 2006
SITE AREA	51,544m^2



Inputs		2022	2023	2024
Energy (GJ)	Volume of energy inputs	24,795	24,009	24,785
	Fuel	629	708	568
	Electricity	24,166	23,301	24,217
Water resources (m^3)	City/well water	8,668	7,976	5,477

Outputs		2022	2023	2024
Atmospheric emissions (t)	CO_2	1,562	1,512	1,459
	SO_x	-	-	-
	NO_x	-	-	-
Waste emissions (t)	Total waste volume	784	968	930
	Reuse/heat recovery	611	919	913
	Final disposal	173	49	17
Emissions into bodies of water (m^3)	Volume of effluent	6,934	6,381	4,382
	Emissions into public water areas	-	-	-
	Emissions into sewage systems	6,934	6,381	4,382

Outputs		2022	2023	2024
Restricted items emitted into bodies of water	Hydrogen ion concentration (PH)	7.2	7.0	7.4~7.8
	COD (mg/L)	134.5	54.5	115.0~253.0
	BOD (mg/L)	65.4	30.2	68.0~164.0
	SS (mg/L)	74.8	41.1	78.0~160.0

Reports on Business Sites Overseas ›

LAMEX (DONGGUAN PLANT)

LOCATION	191 Huan Shi East Road Tangxia Town, Dongguan City, Guangdong Province 523712, China
PRINCIPAL PRODUCTS	Workstations, wooden boxes, panel systems, office chairs
COMMENCEMENT OF OPERATIONS	1999
SITE AREA	40,000m^2



Inputs		2024
Energy (GJ)	Volume of energy inputs	41,312
	Fuel	5,173
	Electricity	36,140
Water resources (m^3)	City/well water	33,191

Outputs		2024
Atmospheric emissions (t)	CO_2	2,728
	SO_x	-
	NO_x	-
Waste emissions (t)	Total waste volume	388
	Reuse/heat recovery	388
	Final disposal	0
Emissions into bodies of water (m^3)	Volume of effluent	28,088
	Emissions into public water areas	-
	Emissions into sewage systems	28,088

Outputs		2024
Restricted items emitted into bodies of water	Hydrogen ion concentration (PH)	Not subject to regulation
	COD (mg/L)	Not subject to regulation
	BOD (mg/L)	Not subject to regulation
	SS (mg/L)	Not subject to regulation

Reports on Business Sites Overseas ›

KOKUYO COMMERCE (SHANGHAI) CO.,LTD SHANGHAI FACTORY

LOCATION	No.128 RenJie RD, FengXian District, Shanghai,P.R,China 201402
PRINCIPAL PRODUCTS	Adhesive-bound notebooks, spiral notebooks, twin-ring notebooks, report pads, etc.
COMMENCEMENT OF OPERATIONS	August 2012
SITE AREA	27,457.7m^2



Inputs		2022	2023	2024
Energy (GJ)	Volume of energy inputs	16,197	16,571	13,330
	Fuel	283	284	276
	Electricity	15,915	16,287	13,053
Water resources (m^3)	City/well water	1,763	2,051	1,455

Outputs		2022	2023	2024
Atmospheric emissions (t)	CO_2	1,000	1,132	908
	SO_x	-	-	-
	NO_x	-	-	-
Waste emissions (t)	Total waste volume	1,399	1,494	1,053
	Reuse/heat recovery	1,364	1,435	971
	Final disposal	34	59	82
Emissions into bodies of water (m^3)	Volume of effluent	1,587	1,846	1,310
	Emissions into public water areas	-	-	-
	Emissions into sewage systems	1,587	1,846	1,310

Outputs		2022	2023	2024
Restricted items emitted into bodies of water	Hydrogen ion concentration (PH)	Not subject to measurement	Not subject to measurement	Not subject to measurement
	COD (mg/L)	Not subject to measurement	Not subject to measurement	Not subject to measurement
	BOD (mg/L)	Not subject to measurement	Not subject to measurement	Not subject to measurement
	SS (mg/L)	Not subject to measurement	Not subject to measurement	Not subject to measurement

Reports on Business Sites Overseas ›

KOKUYO CAMLIN (PATALGANGA FACTORY, INDIA)

LOCATION	Plot No. F - 8, Additional Patalganga MIDC, Chavane Village, Post - Apte, Taluka - Panvel, District - Raigad, Maharashtra - 410220
PRINCIPAL PRODUCTS	Writing instruments (markers, mechanical pencils, gel pens, sketch pens), inks, crayons, etc.
COMMENCEMENT OF OPERATIONS	April 2017
SITE AREA	56,000m^2



Inputs		2022	2023	2024
Energy (GJ)	Volume of energy inputs	26,224	23,826	15,175
	Fuel	987	1,493	984
	Electricity	25,237	22,333	14,191
Water resources (m^3)	City/well water	38,640	24,564	24,720

Outputs		2022	2023	2024
Atmospheric emissions (t)	CO_2	1,812	1,879	1,269
	SO_x	-	-	-
	NO_x	-	-	-
Waste emissions (t)	Total waste volume	222.9	242.4	243.1
	Reuse/heat recovery	222.3	242.4	242.4
	Final disposal	0.6	0	0.6
Emissions into bodies of water (m^3)	Volume of effluent	0	0	0
	Emissions into public water areas	-	-	-
	Emissions into sewage system	-	-	-

Outputs		2022	2023	2024
Restricted items emitted into bodies of water	Hydrogen ion concentration (PH)	7.5	7.9	7.6
	COD (mg/L)	120.0	131.8	100.0
	BOD (mg/L)	32.0	34.0	30.4
	SS (mg/L)	28.0	34.0	25.0

Reports on Business Sites Overseas >

KOKUYO CAMLIN (SAMBA FACTORY, INDIA)

LOCATION	Lane No. 9, Sidco, Phase - 1 I.G.C., Samba- 184 121
PRINCIPAL PRODUCTS	Art supplies, poster colors, etc.
COMMENCEMENT OF OPERATIONS	January 2008
SITE AREA	10,040m^2



Inputs		2022	2023	2024
Energy (GJ)	Volume of energy inputs	8,680	8,559	8,304
	Fuel	752	588	852
	Electricity	7,928	7,971	7,452
Water resources (m^3)	City/well water	10,259	11,709	10,569

Outputs		2022	2023	2024
Atmospheric emissions (t)	CO_2	600	675	690
	SO_x	-	-	-
	NO_x	-	-	-
Waste emissions (t)	Total waste volume	116.2	173.1	153.8
	Reuse/heat recovery	116.2	173.1	153.8
	Final disposal	0	0	0
Emissions into bodies of water (m (m^3)	Volume of effluent	10,259	11,709	10,569
	Emissions into public water areas	-	-	-
	Emissions into sewage systems	10,259	11,709	10,569

Outputs		2022	2023	2024
Restricted items emitted into bodies of water	Hydrogen ion concentration (PH)	7.5	7.2	7.2
	COD (mg/L)	104.0	64.0	48.0
	BOD (mg/L)	23.0	11.0	6.0
	SS (mg/L)	56.0	21.0	20.0

Reports on Business Sites Overseas ›

KOKUYO CAMLIN (TARAPUR FACTORY, INDIA)

LOCATION	Plot no. D-2/1, MIDC Tarapur, Tal - Palghar, Dist - Thane, 401506
PRINCIPAL PRODUCTS	Art supplies, crayons, etc.
COMMENCEMENT OF OPERATIONS	April 1974
SITE AREA	10,045m^2



Inputs		2022	2023	2024
Energy (GJ)	Volume of energy inputs	45,533	21,922	4,333
	Fuel	790	395	970
	Electricity	44,743	21,527	3,364
Water resources (m^3)	City/well water	23,874	25,968	14,872

Outputs		2022	2023	2024
Atmospheric emissions (t)	CO_2	3,145	1,725	349
	SO_x	-	-	-
	NO_x	-	-	-
Waste emissions (t)	Total waste volume	85.0	129.2	36.4
	Reuse/heat recovery	85.0	129.2	36.4
	Final disposal	0	0	0
Emissions into bodies of water (m^3)	Volume of effluent	23,874	25,968	14,872
	Emissions into public water areas	-	-	-
	Emissions into sewage systems	23,874	25,968	14,872

Outputs		2022	2023	2024
Restricted items emitted into bodies of water	Hydrogen ion concentration (PH)	7.37	7.6	7.0
	COD (mg/L)	46.0	42.2	38.2
	BOD (mg/L)	10.0	9.8	10.0
	SS (mg/L)	23.0	9.3	ND

Reports on Business Sites Overseas >

MAPPING TO OTHER GUIDELINES

Mapping to GRI Standards

ISO 26000 Index

Mapping to GRI Standards

The statement of use	Following the GRI Standards, KOKUYO Co., Ltd., reports GRI-indexed content for the period under review (January 1 to December 31, 2024).
Title of GRI 1 used	GRI 1:Foundation 2021

GRI Standards	Disclosure titles		Page
GRI 2: General Disclosures 2021	2-1	Organizational details	About KOKUYO › Group companies ›
	2-2	Business entities covered by the organization's sustainability reporting	ESG data: Environment>Organizational Units Covered › Editorial Policy ›
	2-3	Reporting period, reporting frequency and contact details	Editorial Policy ›
	2-4	Description of revisions and corrections to information	-
	2-5	External assurance	Organizational Framework for Sustainability › Third-party audit certification ›
	2-6	Activities, value chains and other business relationships	KOKUYO Businesses › Supply Chain Management › Integrated Report 2025 (pp. 29–30)>Global Business Infrastructure* * Japanese Only
	2-7	Employees	ESG data: Social>Employee Composition: By Position ›
	2-8	Workers other than employees	ESG data: Social>Employee Composition: By Contract Type and Region ›
	2-9	Governance structure and composition	Corporate Governance>Corporate Governance System ›
	2-10	Nominating and selecting in the highest governance body	Corporate Governance>2. Nominating Committee ›
	2-11	Chair of the highest governance body	Corporate Governance>1. Board of Directors ›
	2-12	Role of the highest governance body in supervision of the management of impacts	Organizational Framework for Sustainability ›
	2-13	Transferring responsibility for the management of impacts	-
	2-14	Highest governance body's role in sustainability reporting	Organizational Framework for Sustainability ›
	2-15	Conflicts of interest	KOKUYO Group's Value System>KOKUYO Group Code of Conduct ›
	2-16	Communicating critical concerns	Organizational Framework for Sustainability ›
	2-17	Collective knowledge of highest governance body	Corporate Governance>13. Skills Matrix ›
	2-18	Evaluating the highest governance body's performance	Corporate Governance>8. Board Effectiveness Evaluation ›

GRI Standards	Disclosure titles		Page
	2-19	Remuneration policies	Corporate Governance>9. Policy for Determining Compensation for Directors and Executive Corporate Officers ›
	2-20	Process for determining remuneration	Corporate Governance>9. Policy for Determining Compensation for Directors and Executive Corporate Officers ›
	2-21	Annual total compensation ratio	Corporate Governance>9. Policy for Determining Compensation for Directors and Executive Corporate Officers ›
	2-22	Statement on the strategy for sustainable development	Top Commitment ›
	2-23	Policy statement	Sustainability Policies and Guidelines ›
			KOKUYO Group's Value System>KOKUYO Group Code of Conduct ›
			Together with Employees>Talent Management Policy ›
	2-24	Implementation of the policy statement	Environmental Actions ›
			Social Actions ›
			Governance Actions ›
			Supply Chain Management: Actions ›
	2-25	Process to correct negative impacts	Compliance/Anti-corruption>Actions ›
			Dialogue with Our Customers>A System for Utilizing Feedback from Customers (the Customer Support Center) ›
			ESG data: Social>Listening to Customers ›
			Risk Management>Risks Affecting KOKUYO and Measures to Address These Risks ›
	2-26	System for seeking advice and system for raising concerns	Compliance/Anti-corruption>Actions ›
	2-27	Compliance with laws and regulations	Legal Compliance and Pollution Prevention>Environmental Compliance in Japan ›
			Compliance/Anti-corruption>KOKUYO Group Competition Law Policy ›
	2-28	Organizations with membership qualifications	External Partnerships>Participating organizations and projects ›

GRI Standards	Disclosure titles		Page
	2-29	Approach to stakeholder engagement	Together with Communities › Dialogue with Our Customers › Dialogue with Employees › Supply Chain Management › Coexistence with Nature: Actions>Environmental Conservation ›
	2-30	Labor agreement	Annual Securities Report (p. 10)* * Japanese Only
GRI 3: List of material topics 2021	3-1	Process for determining material topics	Process for Identifying Material Issues ›
	3-2	List of material topics	Material Issues and Performance>KOKUYO's Material Issues ›
	3-3	Management of material topics	Organizational Framework for Sustainability › Material Issues and Performance>KOKUYO's Material Issues ›
GRI201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Earnings Highlights ›
	201-2	Financial implications and other risks and opportunities due to climate change	Disclosures Aligned with the TCFD Recommendations ›
	201-3	Defined benefit plan obligations and other retirement plans	Annual Securities Report (p. 101)* * Japanese Only
	201-4	Financial assistance received from government	-
GRI 202: Presence in the local economy 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	-
	202-2	Proportion of senior management hired from the local community	-
GRI 203: Indirect economic impacts 2016	203-1	Infrastructure investments and services supported	-
	203-2	Significant indirect economic impacts	-
GRI 204： Procurement Practices 2016	204-1	Proportion of spending on local suppliers	-
GRI205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	-
	205-2	Communication and training about anti-corruption policies and procedures	Compliance/Anti-corruption › ESG data: Governance>Compliance Training Themes and Outcomes ›
	205-3	Confirmed incidents of corruption and actions taken	ESG data: Governance>Alleged Violations of Competition and Anti-corruption Legislation ›
GRI206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	ESG data: Governance>Alleged Violations of Competition and Anti-corruption Legislation ›

GRI Standards	Disclosure titles		Page
GRI207: Tax 2019	207-1	Approach to tax	-
	207-2	Taxation business governance, control, and risk management	-
	207-3	Stakeholder engagement and management of concerns related to tax	-
	207-4	Country-by-country reporting	-
GRI301: Materials 2016	301-1	Materials used by weight or volume	ESG data: Environment>Environmental Load Material Flow >
	301-2	Recycled input materials used	-
	301-3	Reclaimed products and their packaging materials	ESG data: Environment>Environmental Load Material Flow >
GRI302: Energy 2016	302-1	Energy consumption within the organization	ESG data: Environment>Global Warming Preventive Measures>Scope 1 and 2 Emissions > ESG Data, Further Reading>Reports on Business Sites in Japan > ESG Data, Further Reading>Reports on Business Sites Overseas >
	302-2	Energy consumption outside of the organization	ESG data: Environment>Global Warming Preventive Measures>Scope 3 Emissions >
	302-3	Energy intensity	ESG data: Environment>Global Warming Preventive Measures>Intensity per Unit of Sales >
	302-4	Reduction of energy consumption	ESG data: Environment>Global Warming Preventive Measures >
	302-5	Reductions in energy requirements of products and services	ESG data: Environment>Global Warming Preventive Measures>Scope 3 Emissions >

GRI Standards	Disclosure titles		Page
GRI303: Water and effluents 2018	303-1	nteractions with water as a shared resource	Disclosures aligned with the TNFD recommendations >
	303-2	Management of water discharge-related impacts	-
	303-3	Water withdrawal	ESG data: Environment>Water Resources >
			ESG Data, Further Reading>Reports on Business Sites in Japan > ESG Data, Further Reading>Reports on Business Sites Overseas >
	303-4	Water discharge	ESG data: Environment>Water Resources >
			ESG Data, Further Reading>Reports on Business Sites in Japan > ESG Data, Further Reading>Reports on Business Sites Overseas >
	303-5	Water consumption	ESG data: Environment>Water Resources >
			ESG Data, Further Reading>Reports on Business Sites in Japan > ESG Data, Further Reading>Reports on Business Sites Overseas >
GRI304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Disclosures aligned with the TNFD recommendations>2.Understanding our Relation to Sensitive Locations >
	304-2	Significant impacts of activities, products, and services on biodiversity	Disclosures aligned with the TNFD recommendations>4. Scenario Analysis >
	304-3	Habitats protected or restored	Coexistence with Nature: Actions>Environmental Conservation >
			Yui-no-Mori (“linkage forest”)>Survey Work to Monitor Forest and Nature* > * Japanese Only
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	-

GRI Standards	Disclosure titles		Page
GRI305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	ESG data: Environment>Global Warming Preventive Measures>Scope 1 and 2 Emissions ›
	305-2	Energy indirect (Scope 2) GHG emissions	ESG data: Environment>Global Warming Preventive Measures>Scope 1 and 2 Emissions ›
	305-3	Other indirect (Scope 3) GHG emissions	ESG data: Environment>Global Warming Preventive Measures>Scope 3 Emissions ›
	305-4	GHG emissions intensity	ESG data: Environment>Global Warming Preventive Measures>Intensity per Unit of Sales ›
	305-5	Reduction of GHG emissions	ESG data: Environment>Environmental Friendliness Efficiency Indicators ›
	305-6	Emissions of ozone-depleting substances (ODS)	-
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	ESG data: Environment>JEPIX ›
GRI306: Waste 2020	306-1	Waste generation and significant impacts related to waste	Recycling ›
	306-2	Management of significant impacts related to waste	Recycling ›
	306-3	Generated waste	ESG data: Environment>Resource Saving and Recycling ›
	306-4	Undisposed waste	ESG data: Environment>Resource Saving and Recycling ›
	306-5	Disposed waste	ESG data: Environment>Resource Saving and Recycling ›
GRI308:Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	-
	308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management: Actions>Sustainable Procurement Efforts ›
GRI401: Employment 2016	401-1	New employee hires and employee turnover	ESG data: Social>Breakdown of New Hires ›
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	-
	401-3	Parental leave	ESG data: Social>Number of Employees on Childcare Leave: By Gender ›
GRI402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	-

GRI Standards	Disclosure titles		Page
GRI403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Occupational Health and Safety >
	403-2	Hazard identification, risk assessment, and incident investigation	ESG data: Social>Occupational Health and Safety >
	403-3	Occupational health services	Respect for Human Rights: Actions>Personal Information Protection >
	403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety>KOKUYO Group Construction Industry and Plants Health-and-Safety Conferences >
	403-5	Worker training on occupational health and safety	Occupational Health and Safety>Management Training for Plant Staff >
	403-6	Promotion of worker health	Health and Productivity >
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Wellbeing among Employees >
	403-8	Workers covered by an occupational health and safety management system	Annual Securities Report (p. 10)* * Japanese Only
	403-9	Work-related injuries	ESG data: Social>Occupational Health and Safety >
	403-10	Work-related ill health	ESG data: Social>Health Management >
			ESG data: Social>Occupational Health and Safety >
GRI404: Training and Education 2016	404-1	Average hours of training per year per employee	-
	404-2	Programs for upgrading employee skills and transition assistance programs	HUMAN RESOURCES MANAGEMENT >
	404-3	Percentage of employees receiving regular performance and career development reviews	-
GRI405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	ESG data: Social>Employee Composition: By Contract type and by Gender >
	405-2	Ratio of basic salary and remuneration of women to men	ESG data: Social>Gender Pay Gap (%) >
GRI406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	-
GRI407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-
GRI408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	-
GRI409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	-
GRI410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	-

GRI Standards	Disclosure titles		Page
GRI411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	-
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	-
	413-2	Operations with significant actual and potential negative impacts on local communities	-
GRI414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	-
	414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management: Actions >
GRI415: Public Policy 2016	415-1	Political contributions	-
GRI416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Providing Peace of Mind and Safety >
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	-
GRI417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	-
	417-2	Incidents of non-compliance concerning product and service information and labeling	-
	417-3	Incidents of non-compliance concerning marketing communications	-
GRI418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	-

ISO 26000 Index

Below, we have mapped disclosures to the ISO 26000 core subjects.

Core subjects	Issues	Description	Page
6.2 Organizational governance			Top Commitment >
			KOKUYO Group's Sustainability Strategy >
			Corporate Governance >

Core subjects	Issues	Description	Page
6.3 Human rights	6.3.3 Due diligence	Organizations should identify, prevent, and address actual or potential human rights impacts resulting from their activities or the activities of those with which they have relationships.	—
	6.3.4 Human rights risk situations	Organizations should give special attention to situations in which human rights abuses are more likely to go unnoticed. Examples include a culture of political corruption and transactional relations in which work is performed on an informal basis without legal protection.	—
	6.3.5 Avoidance of complicity	An organization may be considered complicit if it gains improper advantage from human rights abuses by assisting in a violation of human rights or by benefitting from human rights abuses committed by someone else.	—
	6.3.6 Resolving grievances	Organizations should provide a mechanism for those who believe their human rights have been abused to bring this to the attention of the organization and seek redress.	Respect for Human Rights: Actions>Stakeholder-Specific Hotlines >
	6.3.7 Discrimination and vulnerable groups	Organizations should prohibit practices that discriminate, directly or indirectly, against anyone based on prejudice. They should actively ensure equal opportunity and respect for all individuals, including those who are vulnerable.	KOKUYO Group Code of Conduct >
	6.3.8 Civil and political rights	Organizations should respect individuals' right to a life with dignity, with the liberty and integrity as a person and member of society. This includes freedom of speech and expression and the right to take part in political processes.	KOKUYO Group Code of Conduct >
	6.3.9 Economic, social and cultural rights	Organizations should respect the right of every person to lead a life necessary for their mental and physical health and wellbeing.	KOKUYO Group Code of Conduct >
	6.3.10 Fundamental principles and rights at work	These are the fundamental rights at work defined by the International Labour Organization (ILO), namely freedom of association, the right to collective bargaining, the elimination of forced or compulsory labor, the abolition of child labor, and the elimination of discrimination.	KOKUYO Group Code of Conduct >
6.4 Labor practices	6.4.3 Employment and employment relationships	Employment and the employment relationship should be established to ensure that work performed by the employee is in the interest of society, the organization, and the employee, with both employers and employees having rights and fulfilling their obligations.	Dialogue with Employees>Working with Union Toward Our Vision >
			Welfare and Benefits* * Japanese Only
	6.4.4 Conditions of work and social protection	Conditions of work should align with relevant international labor standards. Social protection refers to policies and practices, primarily provided by the state, to mitigate financial hardship in cases such as illness, injury, maternity, and old age.	Wellbeing among Employees>Workstyle Reform >
	6.4.5 Social dialogue	Organizations should provide a mechanism for social dialogue that includes negotiation, consultation, or exchange of information between representatives of government, employers (organizations), and workers, regarding policies and solutions while considering the respective priorities and demands of both employers and workers.	Dialogue with Employees >
	6.4.6 Health and safety at work	Organizations should provide a workplace and working conditions that support workers' physical and mental health, and mechanisms to accommodate workers' objections and needs.	Wellbeing among Employees>Workstyle Reform >
			Occupational Health and Safety >
	6.4.7 Human development and training in the workplace	Organizations should provide opportunities for improving an individual's capabilities and competences, increasing the individual's ability to maintain or improve their economic, social, and cultural living standards.	HUMAN RESOURCES MANAGEMENT >

Core subjects	Issues	Description	Page
6.5 Environment	6.5.3 Prevention of pollution	Organizations should prevent emissions to air, discharges to water, generation of waste, release of toxic and hazardous chemicals, and other forms of pollution.	Environmental Management > Legal Compliance and Pollution Prevention > ESG data: Environment>Managing Chemical Substances >
	6.5.4 Sustainable resource use	Organizations should promote sustainable resource use involving the responsible use of energy, fuel, resources, processed goods, land, and water.	Recycling > ESG Data, Further Reading>Reports on Business Sites > ESG data: Environment >
	6.5.5 Climate change mitigation and adaptation	Organizations should take action to reduce GHG emissions and implement measures to avoid or minimize damage associated with climate change.	Climate Change > ESG Data, Further Reading>Reports on Business Sites > ESG data: Environment>Global Warming Preventive Measures >
	6.5.6 Protection and restoration of the natural environment	With the environment having been altered by human activity, organizations should take action to protect the environment and restore biodiversity and ecosystems.	Coexistence with Nature > ESG data: Environment>Yui-no-Mori (“linkage forest”): Wildlife Survey Results >
6.6 Fair operating practices	6.6.3 Anti-corruption	Organizations should prohibit corruption, which is the abuse of entrusted power for private gain. Examples of corruption include bribery, conflict of interest, fraud, money laundering, and trading in influence.	Compliance, Anti-Corruption>KOKUYO Group Anti-Bribery and Anti-Corruption Policy >
	6.6.4 Responsible political involvement	To support public political processes that benefit society at large, organizations should prohibit use of undue influence and avoid behavior such as manipulation, intimidation, and coercion.	Compliance, Anti-Corruption>KOKUYO Group Anti-Bribery and Anti-Corruption Policy >
	6.6.5 Fair competition	Organizations should avoid anti-competitive behavior such as price fixing, bid rigging, and dumping (predatory pricing).	Compliance, Anti-Corruption>KOKUYO Group Competition Law Policy >
	6.6.6 Promoting social responsibility in the value chain	As well as adopting practices of social responsibility themselves, organizations should promote such adoption among their trading partners and other stakeholders.	Supply Chain Management>KOKUYO Group Sustainable Procurement Policy and Standards >
	6.6.7 Respect for property rights	Property rights cover both physical property and intellectual property. Organizations should respect property rights and never violate them.	Intellectual Property Rights >

Core subjects	Issues	Description	Page
6.7 Consumer issues	6.7.3 Fair marketing, factual, and unbiased information and fair contractual practices	In marketing and advertising, organizations should provide sufficient information and avoid omitting critical information so that consumers can make informed decisions about purchases. This may include providing information about the social or environmental impacts of the product or service.	—
	6.7.4 Protecting consumers' health and safety	Organizations should provide products and services that are safe, with minimal risk of harm to consumers, along with instructions for safe use. Measures to protect safety should include mechanisms for product withdrawal and recall when the product, after having been placed on the market, presents an unforeseen hazard or has a serious defect.	Providing Peace of Mind and Safety >
	6.7.5 Sustainable consumption	Organizations should offer consumers socially and environmentally beneficial products and services, considering the full life cycle. They should also provide consumers the information they need to make informed decisions about purchases	Recycling>Circular Business Guidelines: Sutenai Circle >
	6.7.6 Consumer service, support, and complaint and dispute resolution	These are the mechanisms organizations should use to address the needs of consumers after products and services are bought or provided. Such mechanisms include technical support regarding use, as well as provisions for return, repair, and maintenance in the case of performance defects. They also include after-sales support and advice systems.	Customer Support* > * Japanese Only
	6.7.7 Consumer data protection and privacy	Organizations should safeguard consumers' rights of privacy by limiting the types of information gathered and the ways in which such information is obtained, used, and secured.	Policy on Personal Information Protection* > * Japanese Only
	6.7.8 Access to essential services	Organizations that provide essential services such as water services should show consideration to vulnerable users by, for example, refraining from disconnecting the service (in cases of non-payment) without providing a reasonable timeframe to make the missing payment.	—
	6.7.9 Education and awareness	Organizations should educate and inform consumers so that they are conscious of their rights and responsibilities and more likely to make knowledgeable purchasing decisions and consume responsibly.	—

Core subjects	Issues	Description	Page
6.8 Community involvement and development	6.8.3 Community involvement	Organizations should participate and involve themselves with communities in which they operate to contribute to the public good and community development and foster amicable relations with community organizations and stakeholders.	External Partnerships>External Partnerships: Actions › Coexistence with Nature: Actions>Environmental Conservation › Together with Communities ›
	6.8.4 Education and culture	Organizations should take action to improve the quality of and access to education. They should also help conserve and promote cultural activities.	External Partnerships>External Partnerships: Actions ›
	6.8.5 Employment creation and skills development	Organizations should create jobs and analyze the impact of their activities upon employment creation. They should also use skills development programs to encourage employment.	Wellbeing Among Communities › HUMAN RESOURCES MANAGEMENT ›
	6.8.6 Technology development and access	Organizations should contribute to technological development for community development. They should also adopt technology in such a way as to promote more effective use of human resources and technology diffusion.	—
	6.8.7 Wealth and income creation	Organizations should contribute to wealth and income creation in communities where they operate through a wide range of policies, including improving productivity and running entrepreneurship schemes.	—
	6.8.8 Health	Organizations should minimize negative health impacts of their activities and services. They should help raise public health standards in the communities where they operate by encouraging health lifestyles and disease prevention.	Wellbeing among Employees>Workstyle Reform ›
	6.8.9 Social investment	Organizations should invest resources in infrastructural projects and other projects in such a way as to improve life in the communities where they operate.	—

THIRD-PARTY AUDIT CERTIFICATION

We underwent a third-party review by Bureau Veritas Japan to receive opinions from an independent standpoint regarding the accuracy, transparency, consistency, validity and completeness of the environmental performance data (environmental burden data and Scope 3) of 39 companies* in the KOKUYO Group.

* KOKUYO Co., Ltd., 31 consolidated subsidiaries, and 8 equity-method affiliates

独立保証報告書

コクヨ株式会社 殿

ビューローベリタスジャパン（以下、ビューローベリタス）は、コクヨ株式会社（以下、コクヨ）の委嘱に基づき、コクヨによって選定されたサステナビリティ情報に対して限定的保証業務を実施した。この保証報告書は、以下に示す業務範囲内に含まれる関連情報に適用される。

選定情報

我々の業務範囲は、「コクヨグループ統合報告書 2025」（以下、レポート）及びウェブサイト（以下、ウェブサイト）に記載された、2024 年 1 月 1 日から 2024 年 12 月 31 日までの期間の、以下の情報（‘選定情報’）に対する保証に限定される。

- エネルギー使用量
- 温室効果ガス排出量
  - スコープ 1 及びスコープ 2 排出量（CO_2, CH_4, N_2O）
  - スコープ 3 排出量（カテゴリー1, 2, 3, 4, 5, 6, 7, 9, 12, 13, 14）
- 水使用量、排水量、工場内の循環的利用水の量
- 廃棄物排出量、リサイクル量、最終処分量
  （施工時の排出は含まない）
- 物質投入量
- 総販売量
- 容器包装材使用量
- SOx/NOx 排出量
- BOD/COD 排出量
- 使用済み製品の引き取り量及びリユース量
- PRTR 法対象化学物質（取扱量、排出及び移動量、除去処理量、消費量）
- エコ効率指標（CO_2、廃棄物、化学物質、水）
- JEPIX 環境ポイント
- 総輸送量

但し、各データにおける報告範囲はコクヨの決定に基づく。

報告規準

レポート内に含まれる選定情報は、レポートに記載された報告規準と共に読まれ理解される必要がある。ウェブサイト内に含まれる選定情報は、ウェブサイトに記載された報告規準と共に読まれ理解される必要がある。

Ref: BVJ_24747065

WEBSITE CURATION POLICY

The content on this website has been curated to help you understand our commitment to corporate sustainability, our initiatives for addressing material issues, and our other sustainability initiatives. We have included plenty of referential data too.

We have also tried to show how our activities align with our long-term vision, CCC 2030, and our fourth medium-term plan.

Unveiled in 2021, CCC 2030 commits us to a building a world in which anyone can feel empowered as individuals and also feel socially connected with one another. We call this the self-directed, collaborative society. Transcending our traditional categories of furniture and stationery, we create solutions for greater abundance in work, learning, and homelife.

Our fourth medium-term plan runs from 2025 to 2027. The broad theme of the plan is to place the organization on the path of high growth toward CCC 2030 and beyond. This also plays an important role in the evolution of corporate sustainability.

The curation of this website is also guided by a logic model. Believing that self-directed, collaborative society is key to addressing the host of socioenvironmental issues affecting the world today, we created a logic model so that the social value we create will increasingly overlap with the economic value we create and bring us closer to such a society. We will continue to refine the logic and aim to create a greater impact on society.

Relevant period

The content on this website pertains mainly to the fiscal year ended December 31, 2024.

Companies covered

The content of this website mainly covers KOKUYO Co. Ltd. along with 30 other consolidated subsidiaries of KOKUYO Group.