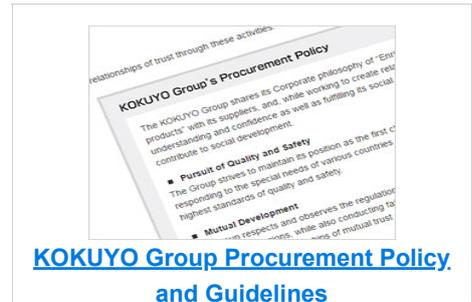


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## ■ Social

### Respect for Human Rights

To respect the human rights of all stakeholders as we go about our business and CSR activities, the KOKUYO Group has established the KOKUYO Group Code of Conduct for our employees, and the KOKUYO Group's Procurement Policy for our partner companies.



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## Social

# Workstyle Reform

### Basic Concepts

KOKUYO is generating change in the work styles of employees centered on how time is used so as to secure the ability for sustainable growth. KOKUYO seeks to contribute toward the growth of organizations and individuals by practicing work styles that allow employees to independently choose the time and place of work while utilizing systems such as telecommuting as well as by addressing factors obstructing the improvement of productivity to increase “disposable time.”

### Systems

#### Achieving a Good Work-life Balance

The KOKUYO Group is committed to providing ideal working conditions with consideration for achieving a good work-life balance.

These efforts have been recognized by the government and three of the group companies have received a certification logo (nickname: Kurumin Mark) as of December 31, 2020. The Kurumin Mark is a certification logo issued by the Ministry of Health, Labour and Welfare, which promotes the improvement of the nation's declining birth rate, based on the Law for Measures to Support the Development of the Next Generation, to recognize corporations and organizations taking an active stance in supporting child-raising.



Holders of Kurumin Mark as of December 31, 2020: KOKUYO Co., Ltd., KAUNET Co., Ltd., KOKUYO Marketing Co., Ltd.

#### Giving employees flexibility in where and when they work

To promote a more flexible and efficient workplace, we have introduced for some employees complete flexitime—with no predetermined core period. We also try to find the most efficient balance between remote working and office working.

#### Re-employment System for Employees Who Left Their Jobs Due to Personal Circumstances

KOKUYO has a re-employment system for regular employees who left their jobs due to personal circumstances such as marriage, child-bearing, childcare, family care, job relocation of spouse, study abroad, volunteer work, career change and other reasons recognized by the company. By bringing in the experiences and knowledge developed outside the KOKUYO Group, it is hoped that these employees will further expand the diversity of the Group.

#### Handling Re-employment of Mandatory Retirees

KOKUYO has in place a system which, in principle, allows employees who wish to work at the KOKUYO Group after retiring at the mandatory age of 60 to continue work as senior employees. Through this initiative, we offer opportunities for employees to continue applying themselves in society after mandatory retirement. At the same time, we can expect them to use their experience and knowledge developed so far in their work to contribute toward developing younger employees.

## Initiatives in 2020

### Play work: A new approach to work

In April 2020, we launched a new system of working and employee welfare. Based on Play Work, a concept promoted by HR, the new system is designed to promote a flexible and adaptive workforce that celebrates individuality, ensuring that each employee feels valued and empowered. To achieve this purpose, the new system overhauls the traditional fixed work schedules. The system has the following components.

- Use of remote working
- Reduction of actual hours worked (we aim for each employee to work less than 1,930 hours per year)
- Provision of special leave to promote new approach to life and work
- New employee welfare program that gives employees more disposable time and encourages them to invest more in wellbeing and learning

As people are living longer and leading longer working lives, we launched this program to ensure that our employees can continue to play an active role in society, enjoy a healthy body and mind, and have time for learning and personal growth.

### Paperless accounting

In July 2020, nine companies in our corporate group overhauled their expense management system. As part of this change, the companies went paperless for some of their accounting processes. The purpose of going paperless in accounting was not only to streamline the accounting processes; it was also done to encourage workplace flexibility. We will continue to embrace opportunities for promoting a more flexible workplace.

### Internal training course for understanding and using AI

From August to October, 2020, we ran an internal training course about understanding and using AI. The course was conducted in Tokyo and Osaka and attended by around 70 people. Led by an outside instructor, the course used a practical learning format to teach programming and mathematics skills for handling AI and machine learning. It also provided a chance to share ideas for applying AI in business processes. Attendees learned strategies for navigating the AI bubble and for accomplishing digital transformation\*.

\* Use of digital technology to transform business processes



Attendees listen to a lecture (Tokyo)

### Introducing CarriRo®, a delivery robot

On December 3, 2020, KOKUYO Logitem introduced CarriRo®, a robot that can pull or follow carts and move autonomously. As this was the first time such a robot had been used to deliver furniture to office buildings, KOKUYO Logitem worked with the supplier to fine tune the robot during transportation. We will continue to use digital and robotic technology to streamline operations at distribution sites.



CarriRo® unloading the furniture deliveries

## ■ Eye tracking analysis at warehouse

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KOKUYO Supply Logistics used eye tracking technology to boost the productivity and quality of the warehouse picking process at its integrated distribution center in Chubu. Patterns of visual attention were compared between experienced and novice warehouse staff in order to identify issues and find ways to improve productivity. The findings were incorporated into staff training and warehouse layout.

[Visit the website of KOKUYO Supply Logistics' integrated distribution center in Chubu](#)



A screenshot from the eye tracker. The red dot indicates point of gaze.

## ■ A program for awarding ideas for an empowered workplace

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A strategic priority in our second medium-term plan is to accelerate workplace flexibility and productivity. This task requires every employee to think independently and to take the initiative in boosting the efficacy and efficiency of the workplace. To help encourage the necessary changes, we launched a program that rewards ideas for workplace flexibility and productivity and another program that rewards good practices for the same. The 2020 award focused on ideas for new and better workstyles, an issue that was particularly topical that year, as the pandemic had led to sweeping changes in working patterns. It also introduced the “top pull prize” to honor leaders who helped their team achieve growth or improve their performance.

Employees contributed many ideas for turning the pandemic crisis into an opportunity. Each entry for the top pull prize emphasized the team members' gratitude toward the leader.

Senior managers presented the awards and commented on the ideas. Through schemes such as this, we aim to inculcate a new workplace culture that rewards employees for taking the initiative.

## ■ Social

# Promotion of Diversity

### Basic Concepts

KOKUYO aims to create a work environment where many positions and values are mutually recognized and where various work styles are permitted, thus making it possible for each and every employee to draw on his or her innate abilities. We have identified the following four basic themes related to diversity.

|  |   |
|--|---|
| <p><b>Communicate the value of diversity</b></p> <ul style="list-style-type: none"> <li>■ Communicate the value of an employee-friendly workplace</li> <li>■ Communicate the value of an empowered workplace</li> </ul>              | <p><b>Support work-life balance</b></p> <ul style="list-style-type: none"> <li>■ Create a workplace culture that supports work-life balance</li> <li>■ Build a motivated, productive workplace</li> </ul>   |
| <p><b>Provide organizational support</b></p> <ul style="list-style-type: none"> <li>■ Establish organizational practices to support workplace flexibility</li> <li>■ Entrench these practices throughout the organization</li> </ul> | <p><b>Support diversity and inclusion</b></p> <ul style="list-style-type: none"> <li>■ Unlock the potential of all employees, regardless of their nationality, ethnicity, gender, age, creed, or academic background</li> <li>■ Empower women in the workplace</li> </ul> |

### Systems

#### Measures for supporting employees with family commitments\*

As part of our diversity efforts, we exceed regulatory requirements in helping employees balance work with commitments such as childbirth, parenting, or eldercare. In the table below, underlines indicate provisions that exceed regulatory requirements.

|                       |  |
|-----------------------|--|
| 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.   |
| Spouse's leave        | Employees whose spouse is pregnant are entitled to <u>two days leave</u> around the due date.  |
| Parental leave        | <u>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).</u>                                      |
| Sick child leave      | Employees with children who are yet to enroll at elementary school 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 be taken on an hourly basis). |
| Eldercare leave       | Employees are entitled to take, for each care dependent, up to three periods of leave <u>totaling no more than 183 days.</u>   |
| Short eldercare leave | Employees are entitled to take, for each care dependent, five days of leave a year or, if they have multiple elderly dependents, 10 days of leave a year (the leave can be taken on an hourly basis).                            |
| Shorter hours         | <ul style="list-style-type: none"> <li>• Childcare: <u>Employees with children are entitled to take shorter work schedules until the children complete grade 3 of elementary school.</u></li> </ul>                              |

|                |  |
|----------------|--|
|                | <ul style="list-style-type: none"> <li>Eldercare: Employees with elderly dependents are entitled to take shorter work schedules for up to three years for each dependent.</li> </ul>   |
| Work from home | We currently allow a mixture of home and office working.   |
| Returnship     | <u>We run a returnship program to help reintegrate into the workplace people who resigned because of marriage, childbirth, childcare, eldercare, spouse relocation, overseas study, charity work, a career change, or other valid reasons.</u> |

\* These measures apply in KOKUYO and its major subsidiaries (as a rule, flexitime is available for all employees without any predefined core time).

[\\* View data on childcare and eldercare leave uptake](#)

## 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 as a "special subsidiary" (meaning a disability-friendly employer that is counted as part of the parent company). In December 2006, we founded Heartland, a subsidiary devoted to employing people with mental disabilities. As of June 1, 2020, people with disabilities make up 2.3% of the group's workforce. As part of our effort to promote diversity and inclusion, we have launched an organization-wide project to encourage employees to overcome their differences, accept one another, and unite around the common goal of sustained growth. This project involves an organization-wide effort to give employees with disabilities (members of KOKUYO K Heart) opportunities to participate in workflows.

[\\* View data on employment of people with disabilities](#)

## Participating in the Iku-boss Corporation Alliance

KOKUYO has been member of the Iku-boss Corporate Alliance (Sponsored by Fathering Japan) ever since the program began in December 2014.

This alliance advocates for "iku-bosses"—business leaders who encourage employees to actively participate in family life. This project requires a change of attitudes in management. Recognizing that employees have much of their time taken up by the demands of childcare, eldercare, and dealing with sickness, managers must provide an understanding and supportive environment so that employees can balance family and work commitments and perform at their best level. This alliance puts us in touch with other companies that share the same commitment to achieving work-life balance for all employees.

Together with these companies, we discuss ideas about the modern leadership qualities that define an "iku-boss" and how our organizations can foster such leadership. Our aim is to gain insights for improving our own approach to diversity management and reforming workplace culture, as well as for improving the workplace solutions we offer customers.





## Initiatives in 2020



### KOKUYO Logitem: Smaller teams

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In fiscal 2020, KOKUYO Logitem, as part of its vision for 2030, introduced a small-team approach to encourage a new workplace culture that motivates and empowers employees.

The smaller teams contain a mix of members from across the organization, spanning organizational functions, hierarchical layers, age, career track, gender, and place of work. Each team has a flat structure, as opposed to a hierarchical structure, to encourage the diverse members to actively engage in the team's project, which might concern future working patterns, diversity, or the introduction of digital technology.

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## Social

# Human Resources Management

### Basic Concepts

For KOKUYO to be a leading contributor to sustainability, our employees must never stop striving to create new and better value for the shifting needs of our customers and society at large. Accordingly, we shall embrace diversity and inclusion, tap into employees' creativity, and keep employees engaged and challenged at work, so that our employees grow as the company grows.

### Systems

#### Creating a cyclical process of employee growth and business growth

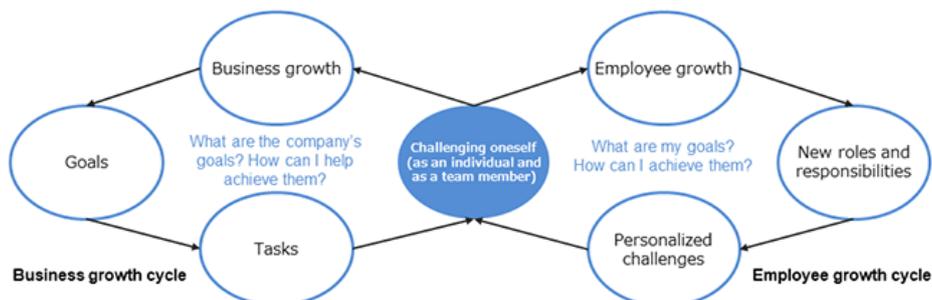
In fiscal 2018, we launched a new employee reward system. Line managers (kikanshoku) receive rank-based pay, which reflects the person's roles and responsibilities, with no regard to their age or experience. Non-managerial (unionized) staff receive skill-based pay reflecting the person's knowledge, skills, or training. This new system delineates organizational functions and roles according to the company's strategy, ensuring that the right person is matched to the right job. It also encourages dialogue between managers and employees concerning the company's goals and how the employee can help achieve them. Attainment of these goals (measured on an absolute scale) is taken into account in employee evaluations in order to achieve a more differentiated approach to evaluation and treatment.

Our second three-year (FY2019–2021) strategy (Smart & Sustainable Transformation 2021) sets out a policy to make the new system more effective in practice and to link employees' development with our success as an organization—which means matching the right talent to the right roles and giving opportunities for professional growth, so as to accelerate business growth over the three-year period. In fact, we are increasingly promoting based on merit, not seniority. In a growing number of cases, employees are promoted to line manager in their early 30s, to middle manager (department manager) in their late 30s, and to an executive position in their 40s.

As we move ahead with our long-term vision, CCC 30, which we unveiled in February 2021, we will step up efforts to cultivate the entrepreneurial talent necessary to generate and nurture new businesses and address societal challenges.

#### The cyclical process of employee growth and business growth

Using challenges through the work of teams and individuals, KOKUYO advances initiatives aiming at spiraling up while solving business issues and facilitating individual growth.



## Talent development

The new employee reward system is linked to a matrix that identifies actions for line managers and non-managerial staff that will benefit their own growth and that of the organization. The actions vary depending on the person's growth stage, and they are grouped into three dimensions: skills development, goal setting / goal evaluation, and deployment.

|              | Non-managerial staff  | Managerial staff   |  |
|--------------|---|--|--|
| Growth stage | Challenges him/herself at work and engages with others to contribute toward business success  | Demonstrates inspirational leadership and motivates others toward business success, opening up new future possibilities  |  |
|              | Skills development  | Goal setting, goal evaluation  | Deployment   |
| Aim          | Using the skill-will matrix, help employee expand his/her limits and work toward business growth in the medium to long term   | Clarify roles through dialogue and measure attainment (on an absolute scale) to encourage engagement   | Create opportunities for employee to challenge him/herself by assigning him/her work that best-matching overall in line with business strategy   |
| Actions      | <ul style="list-style-type: none"> <li>• <u>Hone leadership skills</u></li> <li>• <u>Hone core skills</u><br/>Focus on three C's of leadership, engaging others, trial and error</li> <li>• <u>Hone job-specific skills</u></li> <li>• <u>Support employee autonomy</u><br/>Tutoring, follow-ups</li> </ul> | <ul style="list-style-type: none"> <li>• <u>Cascade goals</u><br/>Use manager-employee dialogues to clarify the company's goals and how the employee can help achieve them</li> <li>• <u>Expand limits</u><br/>Clarify what areas the employee should improve and how</li> <li>• <u>Measure attainment on an absolute scale</u></li> </ul> | <ul style="list-style-type: none"> <li>• <u>Assign work that matches the employee's talent</u><br/>Use HR meetings, meetings about changing job grade</li> <li>• <u>Career challenge</u><br/>Give employee opportunity to declare career objective, provide career counseling</li> <li>• <u>20% challenge (internal moonlighting)</u></li> <li>• <u>Cross-organizational projects</u></li> </ul> |

## Career Center: Encouraging employees to take on new challenges

In 2018, we opened the Career Center to facilitate our goal of linking employee growth with business success and empowering employees to challenge themselves and expand their limits. The Career Center offers employees one-on-one careers counseling with a professional careers adviser. During the counseling, employees use a tool called Career Challenge to communicate the challenges they feel they could take on, or the skills they feel they could improve, in connection with the organization's three-year strategy. Such one-on-one dialogues help clarify each employee's intentions for their professional development, giving managers a better idea of what work to assign them. In turn, the employees feel all the more motivated and empowered.

### Initiatives in 2020

#### Finding new challenges at work

##### 20% Challenge: Internal moonlighting

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 a 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' achievements and efforts count toward their individual personnel evaluation. In the first year, 57 employees participated. These participants stepped across organizational boundaries to engage in challenges such as market research for overseas businesses, strategy support, R&Ding solutions for digital learning, and raising employees' eco-awareness. The idea is that employees, by dividing their time 80–20 between their normal work and the new assignment, will raise workplace productivity without compromising their normal work. The program is helping us to visualize workplace activity and identify aspects to rectify or recalibrate through dialogues between the employees concerned and their managers and HR.

| Organizational function recruiting Domain / Division | Challenge  | Challenge members Domain / Division  |
|--|--|--|
| Corporate / New Business Development                 | Planning and prototyping services for digitized learning   | -Global Stationery / Marketing<br>-Global Stationery / Sales   |
| Corporate / Overseas Business Strategy               | Support business strategy in overseas location   | -Spatial Value / Sales   |
| Spatial Value / Marketing                            | Planning and holding an online fair using digital technology   | -Spatial Value / Sales<br>-Corporate / Overseas Business Strategy  |
| Global Stationery / Marketing                        | Planning and editing online content (KOKUYO Magazine)  | -Spatial Value / Consulting<br>-Global Stationery / Marketing  |
| Global Stationery / Marketing                        | Planning and drafting work tools for supporting work during the pandemic   | -Spatial Value / Spatial Design<br>-Global Stationery / Production and Procurement<br>-Global Stationery / Marketing |
| Business Supplies / Merchandising                    | Planning products for Kamei Premium (Kareit's store brand)   | -Spatial Value / Product Development   |
| Corporate / PR                                       | Planning and running a form of casual communication that uses audiovisual media to connect management with the workplace | -Spatial Value / Sales<br>-Corporate / HR<br>-Corporate / Business Development                                       |



Examples of internal moonlighting (“challenges”)

Challenge number 4 into effect.

Challenge number 7

### KOKUYO Marketing University: A training program for young employees

To ensure that our organization always offer a unique value proposition, we launched the KOKUYO Marketing University, a practical training program for young employees (employees who have been in the workforce for three to 12 years). The program gives attendees a basic grounding in product planning and development. It also educates them in customer-based marketing as used in the venture capital industry. After they have learned techniques for marketing strategy, attendees start applying this knowledge in a project to create a new concept for a KOKUYO product. Under the guidance of external marketing professionals, they spend around half a year perfecting the product idea and then present it to the management. The program started in 2017 and more than 100 young employees have attended. Now over four years’ old, 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.



Final presentations delivered by employees who joined the program on its fourth year



Group photo at final presentation session for employees who joined the program on its third year

### KOKUYO Marketing Graduate School: A training program for managers

To ensure that our organization can adapt to the changes 10 years ahead, we need leaders who are forward-thinking and proactive. Rather than succumbing to complacency and inertia, such leaders analyze future scenarios objectively and proactively develop new strategies to meet the challenges ahead. To cultivate such leaders, we launched KOKUYO Marketing Graduate School, a program designed to equip managers in their 30s or 40s with strategic planning skills and the ability to lead the daily value creation process. 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 strategy and then present it to the management. Started in 2019, the program was conducted online in 2020. Around 50 people attend. Of the strategies presented, two have now been incorporated into commercialization planning phase, and two have been incorporated into the R&D process.



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## Social

# Employee communication

### Basic Concepts

We use a variety of means to promote effective communication between employees. For example, we use the intranet for announcements and organize informational events in the workplace.

### Systems

#### Employee satisfaction survey

We conduct an annual employee satisfaction survey with a view to providing an employee-friendly workplace. Based on the responses, we interview employees to identify their concerns and provide guidance to help them resolve issues themselves. For example, we use instructional videos showing examples of how other employees resolved similar issues. Besides the annual survey, we conduct a monthly pulse survey to get a “pulse check” on the state of the team and resolve issues through dialogue.

### Initiatives in 2020

#### TeleCross!!!: Building an employee network

Some offices run “Cross!!!”—a get-together event based on a learning activity or hobby. In April 2020, we started an online version of the event called “TeleCross!!!” Amid the pandemic-driven shift to remote working, this virtual meetup has helped ease employees concerns and raised their morale; and because the event was online, remote workers could participate.



Employees participating in TeleCross!!!

#### First online version of employee welcome event

The pandemic forced us to cancel many employee events, and many of the new hires had to continue training at home. To build communication and rapport and ease anxieties under these circumstances, we held an online welcome event. This online event was designed to go beyond the limits of an offline welcome event. For example, it included ice-breaker activities suited to remote participation at home. The event offered many new ideas for facilitating communication amid the pandemic.



An ice-breaker activity: Participants share pictures that they drew based on a given topic

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## ■ Social

# Employees' Safety

### Basic Concepts

KOKUYO believes that creation of a safe, secure and pleasant working environment, safety measures in times of disaster and other measures are the foundations for employees to work vigorously and demonstrate their full abilities. In developing measures for employee safety, we listen to the ideas and feedback of the employees themselves.

### KOKUYO Group Safety and Health Basic Policy

#### [Basic Policy]

We take a safety-first approach on the belief that mental and physical wellness lies at the cornerstone of all our business.

#### [Code of conduct]

1. Comply with all health and safety-related laws (e.g., the Industrial Safety and Health Act), regulations, and internal standards.
2. Encourage continuous and self-led improvement in the workplace and take active steps to prevent workplace injuries and illnesses.
3. Foster a culture of openness and engagement to protect the health and safety of everyone involved in KOKUYO Group's businesses.

### Systems

#### Health and safety Conferences in production and construction sites

During Japan's National Safety Week\* (first week of July), we organize health-and-safety conferences to enhance safety-consciousness across the corporate group.

For the 2020 event, anti-infection measures were taken.

\* 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: KOKUYO Group Construction safety conferences

The KOKUYO Committee for Promoting Safety and Health in Construction organizes safety conferences in seven venues across Japan on the belief that safety for employees and partners is critical to business success. In a first, the conferences in 2020 were webcasted. At the conferences, the committee reported its activities and awarded prizes to construction partners.

#### Factories: KOKUYO Group Health-and-safety conferences and safety patrols in Japanese production sites

We organize health-and-safety conferences and safety patrols for five factories and seven worksites in Japan. For the 2020 conferences, care was taken to avoid the three C's (closed spaces, crowded places, and close-contact settings). As in past years, presenters showed data about industrial accidents and explained our health and safety policies, and the attendees engaged in a safety workshop.

To foster a good safety culture in the workplace, we will continue to provide, throughout the group, an opportunity once every year to pause and reflect on safety matters.

#### Development: Safety conferences and safety patrols in development

For employees involved in development, we hold a safety conference at Head Office and run safety patrols. The conference

includes workshops on the development of KOKUYO products and on quality testing. The 2020 conference was held online to avoid the three C's. The conference is designed to raise attendees' awareness about the prevention of industrial accidents, an essential matter given that the employees concerned handle machinery and a plethora of chemicals. Holding the event online resulted in a higher number of attendees compared to past years, as it was possible for remote workers and staff at the Shinagawa office to attend online.

## ■ Initiatives in 2020

### ■ Group-wide factory conferences in 2020

From August to October, the KOKUYO Group Central Safety Health Committee held factory conferences with forepersons and safety managers assigned to group sites in Japan and abroad. The conferences were held to exchange views on the health and safety matters pertaining to each company and the matters to be addressed in the future. Candid views were exchanged between participants from different professional backgrounds in order to entrench health and safety in factories across the group.

Guided by the principle that safety for employees and partners is critical to business success, we will continue to hold such conferences to promote the health and safety of employees and foster a motivated, empowered workplace culture.

### ■ Coronavirus taskforce, anti-infection measures in offices

In late January 2020, we set up a taskforce to respond to the emerging threat of the coronavirus. After the outbreak became a pandemic and Japan declared its first state of emergency, we worked to ease the concerns of employees, whose work patterns were diversifying. We then took measures to prevent infections. Aside from providing hand sanitizers, we introduced our own system for tracking employees in free-address offices. Specifically, each workspace is assigned a code number, and employees who use the space input the code number into the system. Other anti-infection measures included using Campus notebook-style paper as desk mats and reducing shared workspaces.



Restricted seating for conference tables —tables used for solo work

### ■ KOKUYO Logitem's initiatives

#### Using videoconferencing for risk prediction training

KOKUYO Logitem holds safety conferences with partners during the one-month lead-up to National Safety Week. The conferences in 2020 were held online to avoid the three C's. During National Safety Week, the company awarded prizes for safety mottos and ran a webinar on risk prevention.



Risk prevention training webinar

**In a first for the distribution industry, KOKUYO Logitem introduced communication device Bonx Grip**

In a first for the distribution industry, KOKUYO Logitem equipped its warehouse workers with Bonx Grip\* communication devices in order to enable smoother communication and better safety during work operations. Bonx Grip consists of an earpiece and app that allows the user to communicate verbally with other users. We will continue efforts to make operations at distribution centers and delivery sites safer, more accurate, and more efficient. We will also continue to introduce new communication methods to enhance the quality and value of our products and services.

\* With support for 3G, 4G, and WiFi, Bonx Grip enables hands-free communication with multiple users. Unlike conventional transmitters and receivers, there are no limitations on place or number of users.



With Bonx Grip, the user can communicate smoothly with the office while operating a forklift truck.

**KOKUYO Logitem Okayama Distribution Center: 9,000 consecutive days without an accident**

On June 13, 2020, KOKUYO Logitem Okayama Distribution Center reached its 9,000th consecutive day with no accident on the premises. To mark the milestone, the center held a ceremony on July 28, during which attendees looked back on the safety efforts of staff and partners over the 32 years of no accidents. The center will continue to promote safety consciousness and safety behavior to extend its clean sheet.



A standup meeting at KOKUYO Logitem's Okayama Distribution Center—members repeat the company's vision to maintain a clean sheet in safety

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## Social

# Employees' Health

### Basic Concepts

The KOKUYO Group is promoting safe, secure, and pleasant working environments as they are vital to smooth business operations while encouraging active exchange of opinions with the field site.

### KOKUYO Health and Productivity Management Declaration

KOKUYO believes that to secure sustainable corporate growth, it is important to have environments and systems which allow employees to apply themselves safely and healthily in mind and body. Therefore, we undertake initiatives to maintain and promote the health of our employees. We promote health and productivity management together with employees, labor unions, and health insurance associations to create products and services that apply the creativity of each and every employee who are healthy in mind and body. This is so as to contribute toward society's vigor as well as healthy work and study, and to meet the expectations of our stakeholders.

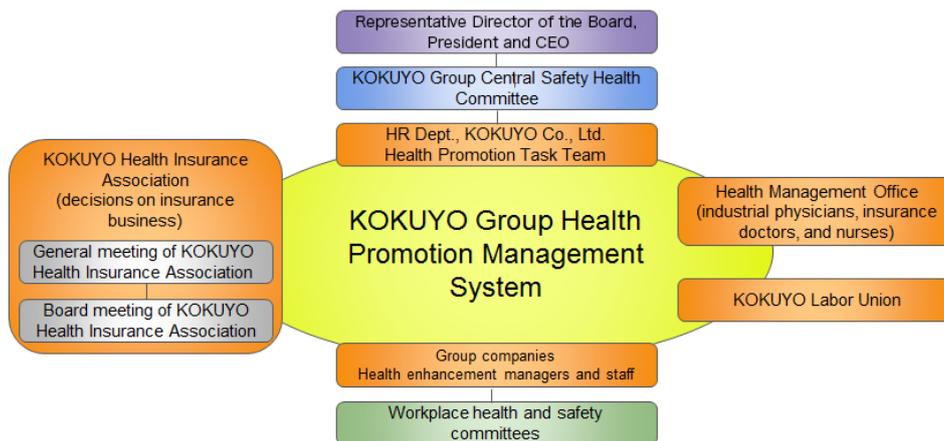
### Systems

#### Priority tasks

- Continuously improve the workplace to support the physical and mental wellbeing of employees.
- Provide health checks and follow-ups and offer a range of medical options to maintain employees' health or prevent deterioration.
- Analyze the results of stress checks and other employee surveys to identify how to enhance organizational support and promote employees' mental health and engagement.
- Provide employees with information and education to promote self-care.
- Facilitate flexible work arrangements—allow remote working, reduce overtime, encourage uptake of annual leave, support employees with caring commitments, and help employees balance work with family obligations.

### Health Promotion Management System

To promote health and productivity management, KOKUYO has in place a health promotion management system for the entire Group based on the KOKUYO Group Occupational Safety and Health Basic Policy by the KOKUYO Group Central Safety Health Committee. Health enhancement managers and staff are appointed in each Group company, and initiatives to improve health within the entire Group are undertaken as one by human resource departments, labor unions, health insurance associations, and health management staff.



[View data on health-promotion performance here](#)

## Initiatives in 2020

### Recognition as employee-friendly company

On March 2, 2020, KOKUYO and Kaunet became two of the 500 whitelisted companies in an award program run by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi, earning the official designation “2020 Certified Health & Productivity Management Outstanding Organization (White 500).” On the same date, KOKUYO Marketing earned a separate accolade under the same program (“Health and productivity Management Outstanding Organization”). The program (officially translated as “2020 Certified Health & Productivity Management Outstanding Organizations Recognition Program”) gives recognition to companies that make exemplary efforts toward a healthy and productive workplace. We will continue such efforts in line with the KOKUYO Health and Productivity Management Declaration released in October 2019.



### Employee health goals, 2020 results

In 2013, we set concrete goals for promoting health behaviors that help prevent lifestyle diseases. Since then, our internal health insurance associations have worked with the health management office on actions to meet these goals. The health-promotion activities include tracking employees’ daily steps and weight, organizing fun walking campaigns, and running diet seminars in partnership with public health centers. We also encourage our employees to undergo regular screening for colorectal cancer and breast cancer. To that end, we have installed a mammography unit on the premises. Additionally, we worked to increase the range of health-check options, giving employees more opportunities to go and get a health check. For example, comprehensive medical checkups (called “ningen dock”) are available for employees who want them. In 2020, we had to suspend some services because of the pandemic, but we still worked to promote health consciousness by running an online survey on health behaviors and an e-learning course.

### An example of health targets (specific health tasks)

|   | 2019 result | 2020 result | 2021 target |
|---|-------------|-------------|-------------|
| Rate of employees with BMI > 25                 | 24%         | 25%         | 22%         |
| Smoking prevalence (from health-check data)     | 31%         | 23%         | 21%         |
| Rate of colorectal cancer screening             | 40%         | 92%         | 95%         |
| Rate of cancer screening, gynecologic screening | 20%         | 35%         | 43%         |

Scope: KOKUYO, Kaunet, KOKUYO Marketing, KOKUYO Logitem, KOKUYO Supply Logistics

## KOKUYO Health Action

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### **Fitness challenges that earn rewards**

In 2020, we launched Play Work Mileage, a program that tracks and rewards fitness efforts. Employees earn miles by completing or gaining progress in health goals.

#### **Walking Challenge**

Walking Challenge is a health-promotion program in which employees earn monthly points according to their average number of steps. The program includes fun features. For example, employees can set their own virtual walking course and track their rankings on a leaderboard.

#### **Lifestyle Challenge**

In Lifestyle Challenge, employees record their health behaviors to track the healthiness of their lifestyle. There are nine courses and a total of 50 items, including diet, exercise, sleep, quitting smoking, dental and optical health, and physical and mental refreshment. Employees earn points regardless of whether they achieved the goal in question.

### **A smoking awareness campaign in the context of the indoor smoking ban, World No Tobacco Day, and Covid-19**

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 stepped up efforts to raise employees' awareness of the risks of smoking, emphasizing that the pandemic has heightened the risks. For example, we now warn employees that smokers are more likely to contract flu, cold, and pneumonia, and that smoking while working at home will expose other occupants to the risks associated with secondhand smoke.

### **Caring for health when working at home**

The pandemic has increased the amount of work performed outside the traditional office. We provide information on how to create a healthy remote workspace, such as stretching techniques for relieving physical and mental fatigue and healthy configurations for tables, chairs, and other furniture. As well as specific guidance (such as the best screen height and angle to prevent eye strain or neck and shoulder pain), a list of health-related contacts is provided.

## Health insurance association, increased subsidy for breast cancer screening

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Across the group, rates of screening for breast cancer and cervical cancer are low. Accordingly, in April 2020, our health insurance association raised the subsidy for breast cancer screening from 5,000 to 10,000 yen. Women's cancers develop in young adults, and breast cancer is the most commonly diagnosed of these cancers in Japan. We will continue our efforts to help prevent or detect cancer and promote cancer awareness.

## Mental health action

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Along with the mandatory stress checks, we conduct an employee survey that measures employee satisfaction and compliance.

To promote a culture of self-care in which employees feel comfortable asking for help, we have introduced the Employee Assistance Program, an externally run program that encourages employees to recognize the warning signs and symptoms of stress and to seek preventive health services at an early stage.

Based on the results of employee surveys, we have taken steps to improve the workplace (to foster a culture of openness around mental health). Results for organizational divisions are color coded red, yellow, and green, with red indicating that the division in question requires priority intervention. Interventions include on-site discussions, workshops, and they are aimed at improving communication in connection with mental health. Through such measures, we aim to decrease the number of red divisions.

|                                      | 2019 result | 2020 result | 2021 target |
|--------------------------------------|-------------|-------------|-------------|
| Percentage of divisions that are red | 11.9%       | 12.1        | 10%         |

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## ■ Social

### With Business Partners

#### Business Concepts

The KOKUYO Group creates new value with our business partners to pursue customer satisfaction. In addition, we formulated the KOKUYO Group Procurement Policy to build relationships of trust with business partners and grow mutually. Furthermore, based on this KOKUYO Group Procurement Policy, we prepared the KOKUYO Group Procurement Guidelines as matters that we hope to achieve together with our suppliers.

#### Systems

#### KOKUYO Group Procurement Policy and Guidelines

As corporate activities are becoming more globalized, KOKUYO Group is well aware that managing its own company and subsidiary companies is insufficient for fulfilling the scope of social responsibility. In 2013, KOKUYO therefore invited 32 principal subcontractors, gave an account of the procurement policy and implemented a self-examination questionnaire for feedback to the subcontractors. In 2014, we sent the basic procurement policy and guidelines to nearly 400 suppliers. We will strive to further build relationships of trust through these activities.

#### KOKUYO Group Procurement Policy

We shall communicate to suppliers our founding vision (to enrich the world through our products and services), build trust with suppliers, and work with suppliers to fulfill our corporate social responsibility.

- **Quality and safety standards**

To continue to win the trust of customers, we shall aim for the optimum in quality and safety in view of the attributes of the source country or region.

- **Mutual growth**

We shall observe local regulations and social norms, deal with suppliers fairly, and build trust relationships that emphasize integrity and mutual growth.

- **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.

- **Environmental action, coexisting with society**

We shall co-exist with society as an upstanding corporate citizen by engaging in international environmental efforts and playing an active role in the local community.

## 1. Pursuing Quality and Safety

The Group strives to maintain its position as the first choice of its customers, while responding to the special needs of various countries and regions as well as pursuing the highest standards of quality and safety.

- 1-1. Customer Satisfaction  
To increase customer satisfaction, the Group works to grasp the needs of its customers accurately as it strives to develop and offer products and services that are superior in quality and safety.
- 1-2. Responding to Customers  
The Group takes the customers' perspective and responds promptly and sincerely to customer requests and complaints, while also endeavoring to improve quality and prevent future issues related to customer satisfaction.
- 1-3. Product Supply  
The Group strictly observes delivery schedules and ensures product supply by maintaining appropriate levels of inventories and structuring effective logistics systems.
- 1-4. Managing Disaster and Other Risks  
The Group creates risk management systems during normal times and is able to provide stable supplies of products to its customers.
- 1-5. Fair Pricing  
The Group provides products at competitive prices through activities to maintain product supply and ongoing cost-cutting efforts.

## 2. Mutual Development

The Group respects and observes the regulations as well as social norms of various countries and regions while also conducting fair and transparent transactions, as it works to structure sincere relationships of mutual trust and achieve mutual development.

- 2-1. Promoting Compliance Best Practices  
The Group strictly observes the laws, social norms, and corporate ethics of various countries and regions and strives to keep its employees informed about compliance matters.
- 2-2. Fair and Transparent Transactions  
The Group respects fair, transparent, and free competition and conducts its transactions accordingly. The Group prohibits behavior by its employees that takes advantage of the Group's position as purchaser of goods and services, including such behavior as making requests for monetary compensation or other special treatment.
- 2-3. Prohibition of Transactions and Other Relationships with Antisocial Forces  
The Group takes a resolute attitude toward antisocial groups and other forces that are a threat to order in society and to safety, and, therefore, rejects all unreasonable requests from such elements. In addition, the Group does not engage in transactions with or have other relationships with such antisocial groups.
- 2-4. Protection of Intellectual Property Rights  
The Group takes measures to protect and prevent unauthorized use of intellectual property.
- 2-5. Prohibition of Conflicts of Interest  
The Group prohibits its management and staff from taking advantage of their positions to obtain personal gain or engage in behavior that is contrary to the interests of Group companies.
- 2-6. Management of Confidential Information  
The Group appropriately manages confidential information related to sales, technology, management, and other issues as well as personal information and strives to prevent the loss or leakage of information.
- 2-7. Information Disclosure and Dissemination  
The Group properly discloses information on its business activities, the quality of its products, safety, and other matters. In accord with stakeholder requests, the Group provides information on its products and gathers and disseminates environment-related information, including information on harmful chemical substances that may be contained in its products.
- 2-8. Prohibition of Insider Transactions  
The Group forbids trading in, and encouraging the trading in, the shares of Group companies and associated companies based on undisclosed, material insider information.

## 3. 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.

- 3-1. Prohibition of Child and Forced Labor  
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.
- 3-2. Prohibition of Sexual and Power Harassment  
The Group does not allow sexual harassment, power harassment, bullying, or other such violations of human rights.
- 3-3. Promotion of Occupational Health and Safety  
The Group considers the safety and health of its employees and seeks to create comfortable working conditions.
- 3-4. Human Resource Training  
The Group actively trains its employees to work effectively when they are assigned to posts in foreign countries.

## 4. Environmental Protection and Symbiosis with Local Communities

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

- 4-1. Promotion of Environmental Protection Activities  
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.
- 4-2. Understanding and Reducing the Impact on the Environment and Observing Green Procurement Practices  
In its business activities, the Group understands the impact that its operations have on the environment, and, by improving its facilities and reconsidering the materials it uses, the Group works to reduce the burden of its operations on the natural environment. As part of these activities, the Group also observes green procurement practices.
- 4-3. Contributing to Society  
The Group participates actively in providing support for social, educational, and cultural activities as well as in promoting exchange with local communities, including offering assistance for beautification projects, volunteer work, and other activities.

## Initiatives in 2020

### ACW award livestreamed to eight offices—Online for audience participation

On November 6, 2020, we livestreamed a ceremony (“Breakthrough Live!”) to award the efforts of our retailers in Japan who are members of Action to Change Workstyle (ACW\*). ACW awards are held every year, but the 2020 ceremony was held online because of the pandemic. The online ceremony connected eight offices across Japan, and over 1,000 ACW members participated. For the event, we prepared a program of audience participation in which participants will have fun and learn everyday strategies for breaking through obstacles and winning their sales pitch. Exploiting the online format, we made the award ceremony even more enjoyable and memorable than in past years. We will continue to devise interesting ideas for fostering engagement in ACW.

\* Action to Change Workstyle is a program that supports bottom-up approaches for workstyle reform in partnership with retailers in Japan who endorse the program.



### Furniture: Online conferences with production plants

In the furniture business, we hold biannual conferences with the management of our critical furniture production plants.

In 2020, both conferences (in August and December) were held online because of the pandemic. During these videoconferences, there was a virtual tour of our Shibayama plant, a review of the peak demand season, and a briefing on sales forecasts. During the December conference, there was a review of the fiscal period and briefings on strategy for the upcoming peak season and market trends. Besides the above, we commended and thanked suppliers who exemplified best practices, listened to presentations from the suppliers about cooperative strategies for mutual growth, and confirmed the suppliers’ commitment to leveling up across the whole of the furniture business. In November, we held a workshop on market trends and marketing strategies for mid-ranking design and development staff employed by our suppliers. The participants delivered presentations about market trend analysis and design concepts related to the manufacturing of our products.



### Stationery: On-site supplier audits

In the stationery business, we conduct on-site supplier audits to confirm the reliability of the environmental labeling of products (including the environmental information provided in product catalogues).

In 2020, the pandemic imposed limitations on the on-site audits. However, we still managed to check suppliers’ compliance with new rules that were introduced in 2019.

To confirm that our suppliers are meeting the environmental standards stipulated in the Act on Promoting Green Procurement, we perform on-site audits in accordance with our auditing procedures. During the audits, we check whether the supplier uses the required percentage of old paper or recycled resin in the product, whether it has introduced into the production flow materials of the required standard, and whether the materials it uses are legally sound. We will continue

efforts to ensure the reliability of environmental labeling by working with suppliers to find the best ways of meeting environmental standards and by sharing examples of corrective actions that enhanced the reliability of manufacturing management. To improve customer confidence in our products, we will routinely share our strategies and policies with suppliers and distributors with a view to building trust relationships that are mutually beneficial over the long term.

## ■ Spatial design: KOKUYO Construction Subcontractors Conference

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In October 2019, we started holding the KOKUYO Construction Subcontractors Conference with a view to developing our spatial design businesses. This conference plays a core role in coordinating efforts with our partners in the construction sector. In January 2020, we released a periodical, Future Value: Co-Creation, as a tool for communicating with the partners. The publication includes reports about executive conferences at Head Office, reports about action plans, and case studies of companies that set records in consecutive no-accident days. As used in the title, “co-creation” expresses our desire to work collaboratively with partners to generate innovative ideas and achieve mutually beneficial outcomes. We will continue these collaborative efforts to enhance the value we offer customers and develop our spatial design businesses.



The logo of the KOKUYO Construction Companies Conference

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## ■ Social

# Providing Peace of Mind and Safety to Customers

### Basic Concepts

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.

### Systems

**Attainment of ISO 9001 (Quality Management System) Certification by All Companies**  
 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 kinds of business: office furniture, stationery, and Kaunet’s office supplies. Our quality management systems, 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.



### KOKUYO Quality Pledge

We shall continually aim to delight and win the trust of customers by providing products and services that help people work, play, and learn better.

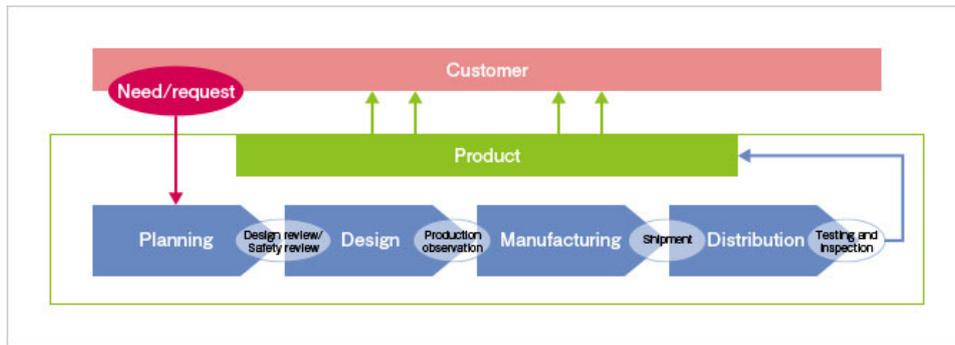
1. We shall endeavor to develop products that exceed customer expectations in every way
2. We shall endeavor to ensure product safety and to raise the bar on product quality
3. We shall comply with legal requirements and fulfill our corporate social responsibility
4. We shall listen to customers and incorporate their feedback into the development cycle
5. We shall update our management system in response to changes in the business landscape

January 1, 2019  
 Hidekuni Kuroda  
 President and CEO

\* For stationery, standardization covers only KOKUYO-brand products. For office supplies (made by Kaunet), it covers only Kaunet-brand products.

### 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 safety 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 streamlines the response process and minimizes inconsistencies in responses.

### 4) Testing for quality, testing for value

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 furniture 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, study, 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 personnel 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  
["Public notices on our website"](#)

## Quality assurance for Kaunet's products

Kaunet has a huge lineup that includes stationery, office supplies, food and drink, home appliances, gifts, medical equipment, shop equipment, order-made business cards and seals/stamps, and office furniture. The business has around a thousand suppliers. It also has its own premium brand, Kaukore, which emphasizing workplace productivity. At least 5,200 products are sold under this brand. Kaunet always strives to develop useful products based on ideas from the user's perspective. To ensure that its products are safe and command confidence, Kaunet works together in the value chain to improve not only the quality of its goods but also the customer service at call centers and delivery.

### 1) Kaukore, Kaunet's premium series

Kaukore, Kaunet's premium series, features solutions to customers' problems. Kaunet will keep producing unique problem-solving products based on the feedback of customers and ideas of employees.



### 2) Hearing it straight from the customers : Monitor Kaunet

Kaunet 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.



Our efforts on simple packaging

### 3) A call center for hearing customer feedback on a daily basis

As well as Monitor Kaunet, Kaunet operates a call center. The feedback obtained over the phone leads to improvements to existing products and services as well as to new products. Kaunet shares the feedback throughout the entire company so that it can improve its products and services.

### 4) Trustworthy delivery service

Customers can order Kaunet products on the company's website or from its printed catalog. Goods are delivered on the same day or on the following day at the latest. 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.

## Office Activities in Response to Disasters

### 1) Researching solutions for earthquake-resilient offices

More needs to be done to mitigate the risk of earthquakes. This point is starkly illustrated by historic disasters such as the 1995 Great Hanshin earthquake and the 2011 Tohoku earthquake, and it is a concern that our customers have often raised. Accordingly, we are testing a number of ideas for earthquake resilience. The KOKUYO Disaster-Preparedness Lab has researched ways to make disaster-preparedness more practical for office workers. From the vast body of data it accumulated, the lab team derived a way to model the relationship between seismic waves and earthquake-resilience measures and established an objective criteria for measuring the earthquake-resilience of furniture. Using this criteria, we offer customers a menu of options with varying levels of earthquake resilience and cost so that they can choose the combination that suits their needs and budget.

[\\* View the lab's findings on earthquake-resilient offices"](#)

### 2) A menu of disaster-preparedness options

Disaster preparedness is an essential component of business continuity planning. We have developed both goods and solutions (installation, operation) to fulfill this need. Our Parts-Fit series features goods for disaster preparedness, which were designed to function effectively in times of non-emergency as well as emergency. We also provide Sonaeru, a guidebook on disaster preparedness. Our aim in providing these goods and services is to help customers reconcile the needs of the everyday work environment with the need to provide for times of emergency, as expressed in Sonaeru's slogan, which loosely translates as "disaster-preparedness nestled with everyday work."



置く場所にフィットする。  
 防災備蓄品は置く場所が重要ではありません。  
 置く場所が安全に防災備蓄品が壊れるのを防ぐのがPARTS-FITです。



PARTS-FIT



エレベーターにそなえる。  
 災害時の避難に役立つエレベーターの安全対策。  
 足場・地震・落下などで避難を妨げないエレベーター。



elecabi: A cabinet for elevators designed as a safety measure for emergencies

## Initiatives in 2020

### Online workshop for the internal auditing team

Having obtained ISO 9001 certification in 2019, we organized a workshop for the internal audit team to raise their expertise in our quality management system. The workshop consisted of a lecture and learning tasks in which the attendees learned how to use turtle diagrams and other tools to visualize and analyze processes. The event was well appreciated by instructor and attendees alike. In a questionnaire completed after the workshop, around 90% said that their ability improved as a result. We will continue to use events such as this to promote awareness of our quality management system among internal and external audit teams.



The workshop was conducted online to avoid the risk of infection

## ■ Tenth KOKUYO Supply Logistics Contest

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On October 17, 2020, we held the tenth KOKUYO Supply Logistics Contest. This year, the contest was a hybrid event, held both online and in person. A record high of more than 80 people attended, including those involved in production and those in marketing and sales. The event was observed by KOKUYO Supply Logistics, our partners, and our group companies in Japan and overseas. Six presentations were commended in order to encourage the rollout of continuous-improvement activities and greater group solidarity. The contestants presented ideas for streamlining production, ordering, and delivery processes, for reducing heavy work, and for continuously improving operations and production. We will continue initiatives such as these to promote collaborative efforts for continuous improvement and to further strengthen coordination between each business.



The presenters

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## Social

# Dialogue with our Customers

### Basic Concepts

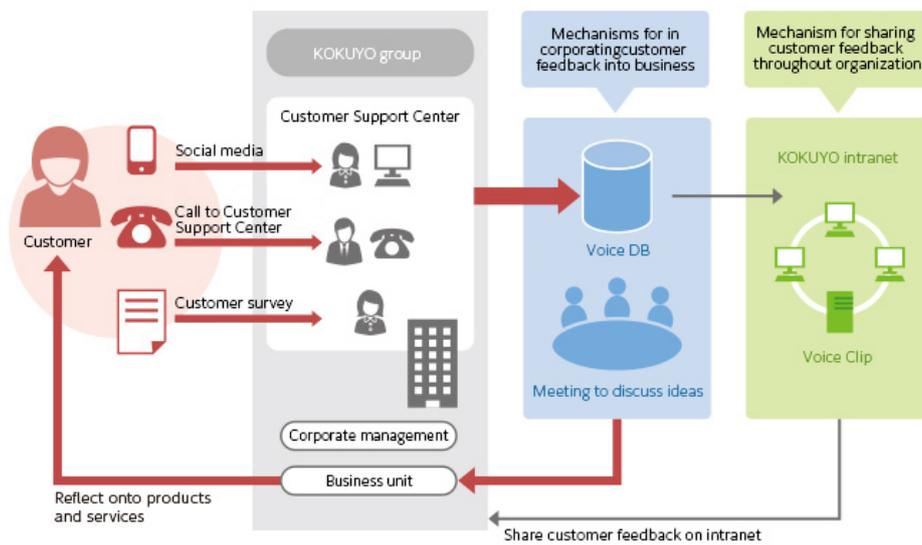
We handle all customer inquiries thoroughly and sincerely. In addition, we take feedback as valuable opinions for improving KOKUYO's products and services, and make effort to share them across the entire company.

### Systems

#### A System for Utilizing Feedback from Customers

Our Customer Support Center handles more than 400 inquiries a day—reportedly the highest capacity for the industry. Around 3% of the calls are complaints. All customer feedback—positive and negative—is shared within the company to identify improvements to make in product development and customer service.

To help disseminate customer feedback throughout the organization, we use VoiceClip, an internal website that shares customer feedback, revealing to employees what customers expect of us. The content on VoiceClip is updated weekly and accessible to all employees throughout the corporate group. Another tool we use is VoiceDB, a database of past customer inquiries. This data is shared throughout the organization (after removing all personally identifiable data), allowing employees to identify ways to improve products and services at the planning and development stages.



To help inform staff at the Customer Support Center, the center displays defective products as well as new products. Because we want to keep enhancing the frontline of the customer interface, we provide training to the staff so that they can hone their customer service skills and leave the customer satisfied by the end of the call.



A display in the Customer Support Center showing examples of how defective products were rectified after incorporating customer feedback

## Initiatives in 2020

### Customer Support Center's system revamped

In October 2020, the Customer Support Center revamped its system for handling inquiries. The new system enables staff to share customer feedback (comments, complaints, and praise) throughout the corporate group in real time. Because it is now quicker and easier to analyze how past inquiries were managed, we now use the results of analysis to improve our FAQ content and operator training and to respond to customer inquiries quicker and more effectively. We will continue our efforts to share customer feedback with business units in order to create more opportunities for making the product or service in question even more useful and valuable.

### Kaunet: Kau-Box opened, opening event livestreamed on social media

On October 1, 2020, Kaunet opened its new showroom, Kau-Box, on the ground floor of The Campus. Customers are able to visit Kau-Box by prior appointment, so Kaunet organized a livestream of the newly opened showroom to raise customers' awareness about it. Kau-Box showcases products from Kaunet's premium range, Kaukore. It also provides advice on the layout of office furniture.

[Kau-Box website](#)



### China: Participating in the booming live commerce market

The pandemic has driven up demand for online shopping in China. To capitalize on this trend, KOKUYO Commerce (Shanghai) started engaging in live commerce (a form of online shopping in which sellers interact with shoppers and sell the products in real time) using China's largest live commerce platform. The livestream in August, for which the company hired influencers, won 110 million yen in sales in just 20 minutes. The livestream in November, which was held on Singles' Day, got 30 thousand views and sales of 307 million yen in sales. We will continue exploring effective online marketing strategies to expand business in China.



Livestreaming studio in the office premises of KOKUYO Commerce (Shanghai)

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## Social

# Social Contribution

### Basic Concepts

KOKUYO strives to be a trusted corporate citizen on both regional and national levels via proactive interaction and planning with regional communities, while respecting regional culture and customs and encouraging their advancement.

### Initiatives in 2020

#### Six KOKUYO delegates speak at Kobe University

From December 2019 to February 2020, six representatives from KOKUYO delivered lectures at Kobe University on the subject of business leadership. The representatives spoke about the value of integrating consumer perspectives into product development and business strategy. Through such visiting lectures, we aim to reach younger audiences, change their impression of the KOKUYO brand (we want them to see our products as innovative, as well as friendly and convenient), and thus build a strong brand following among the young. We will continue reaching out to young people in this way.



The six speakers from KOKUYO

#### “Opening a new page in Tokyo”: An Olympics themed school trip for junior high schoolers

In January 2020, we hosted an Olympics themed school trip for junior high schoolers. The extracurricular event was attended by around 30 students from a junior high school in Tokyo (Adachi Senju Sakura-Dutsumi Junior High School). The students listened to a lecture titled “KOKUYO and Tokyo 2020,” which conveyed our message of support and our hope that the event would “open a new page in Tokyo.” They then engaged in a discussion session, delivered presentations, and toured a showroom. The event proved valuable, with students contributing fresh, thought-provoking comments.

The school has organized various school trips to local businesses and Olympic venues, but a student survey indicated that KOKUYO was the most popular as school trip destination.



Students attend a lecture

#### Simple face shields and plastic folders supplied to healthcare workers free of charge

To support frontline healthcare workers during the pandemic, we supplied the workers with some 43 thousand simple face shields (which we produced ourselves). We also supplied, for use as substitute face shields, some 36 thousand folders from the Rail Clear Folder series, which uses plastic that is clear and strong. The materials were all supplied free of charge up until the end of May 2020. Additionally, when Osaka University launched a crowdfunding campaign to supply healthcare workers with face shields made from clear plastic folders, we supplied a further 100 thousand folders from the Rail Clear Folder series as part of the campaign. As before, we supplied the materials for free. We will continue to contribute our stationery-making knowhow to the fight against the coronavirus.



Simple face shield (headband face shield)

\* We decided to launch the above initiative after a medical expert stated that folders from the Rail Clear Folder series can serve as substitute face shields as they are made from clear and strong plastic.



Plastic folder (fu-TP750)

## KOKUYO Design Award 2021: Post-Normal

The KOKUYO Design Award is designed to gather ideas for products that will innovate the way people work, learn, or play. Since it began in 2002, the award program has sought product ideas that add value to KOKUYO and the wider society. The theme for the 2020 award (the 18th year) was “post-normal”—a time of transition when old certainties no longer apply. The theme focuses on how the pandemic has prompted such a transitional state across the world, and it was intended to inspire people to reevaluate their possessions and consider the quality of a product and whether the product offers universal value for the future.

[Find out more about the KOKUYO Design Award >](#)

# POST-NORMAL

## Field Cast notebooks delivered to 80 thousand Olympic volunteers

As a Tokyo 2020 Official Supporter (in office furniture and stationery), we wanted to do our part to support the gallant Olympic volunteers. Accordingly, we supplied the Tokyo Organizing Committee of the Olympic and Paralympic Games with a special series of our Campus notebooks, Field Cast, in an amount enough for 80,000 volunteers. Designed exclusively for the organizing committee, the cover of the Field Cast notebooks features the same blue color scheme used in the volunteers’ uniforms, overlaid with the check pattern used in the 2020 Olympic and Paralympic emblems along with the Field Cast logo. The notebook was designed with the intention that volunteers from all backgrounds will use it to record their once-in-a-lifetime experiences.

We will continue doing our part to create a buzz around Tokyo 2020, believing that the preparations leading up to Games are just as valuable as the event itself.



Field Cast notebook cover, inside

## Campus Art Awards 2020: 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 2,071 works were showcased this year.

The theme for 2020 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. For the top group prize, the winning school received 1,000 of the notebooks featuring the winning picture.

[Find out more about the Campus Awards >](#)



The winning picture: Haru wa sugu soko (Spring up close)  
Moyuru Kondo  
Akita Senior High School (affiliated with)  
Akita University of Art

## Job Study initiative

In 2005, we launched Job Study, a cross-industry forum in which HR professionals discuss ideas on careers counselling for students and then develop their own seminars based on the outcomes of the discussion. We played the leading role in setting up Job Study, and we now have charge of the general running of the initiative. A major concern at the time Job Study began was the high turnover rate—30% of college graduates were quitting their first job within three years. To address that issue, we organized a program aimed at improving communication between recruiters and candidates. The program emphasized the need for recruiters to engage with candidates better by gauging the person's real intentions and providing the necessary support. The undertaking proved successful in encouraging franker conversations on the value of working for the organization in question. Now in its 16th year, Job Study continues to encourage frank engagement with candidates, and 17 leading companies have signed up to the initiative.



We were proud of what Job Study had achieved over those 16 years. At the same time, we recognized that the employment system had changed a lot since 2005. Forms of employment were becoming more diverse, fewer Japanese companies were hiring college graduates in bulk, and the students themselves had more diverse values. In turn, jobseekers and recruiters were now facing a different set of challenges. Accordingly, Job Study started emphasizing the need to abandon past practices and identify what must be done to meet the new challenges. Rather than serving as a hiring event, Job Study brings together the HR brains from the 17 companies to come up with solutions.

## Michinoku Future Fund: A scholarship for students left orphaned by the 2011 disaster

Since the year after the Tohoku disaster of March 11, 2011, we have donated to Michinoku Future Fund\*, a scholarship program for students who lost their parents in the disaster.

In 2020, the foundation awarded its ninth annual set of scholarship. Scholarships were awarded this year to 89 students, securing them a place in a higher or further education institution, where they can start their journey towards a bright career. In previous years, sponsors, students, graduates, and foundation staff would gather at a ceremony held for the benefit of the recipients of the scholarships as well as for scholarship students who were about to graduate. Unfortunately, the pandemic meant that the ceremony could not take place this time, so we were unable to hear from the recipients directly. Ceremony or no ceremony, we remain as committed as ever to supporting the good work of the foundation.



The previous year's (2019) sendoff event

\* Founded by Rohto Pharmaceutical, Calbee, and Kagome, Michinoku Future Fund provides higher or further education scholarships to students who lost their parents in the March 2011 disaster, on the belief that future generations are the foundation for the recovery. Since it began, Michinoku Future Fund has awarded scholarships to over 900 students.

## KOKUYO Kitakanto Sales becomes official supplier of national sports festivals to be held in Tochigi

As it did in 2019, KOKUYO Kitakanto Sales provided Tochigi Prefecture with 10 thousand copies of a special Campus notebook featuring an “ichigo” theme. “Ichigo” is the Japanese word for strawberries, for which Tochigi is famous, and it also forms part of the name of a local sports event: the “ichigo-ichie” national sports festival and festival for people with disabilities. In return, the sales company was listed as official supplier of the upcoming sports festivals (officially, the 77th National Sports Festival and 22nd National Sports Festival for People with an Impairment).

As an official supplier, KOKUYO Kitakanto Sales will help promote the sports festival, ensuring that it is thrilling and memorable event.



The special notebook ties in with the event. It features two “Tochimarukun” mascots (one for main festival and one for the festival for people with disabilities) as well as the festival Japanese slogan: “Dreams create inspiration; inspiration creates the future.” The reverse side displays a map of the venue with Tochimarukuns at different locations.

## China: Donation appeal launched on internal social media

“Chasing Big Dreams with Small Notebooks!”—This is the name of a community outreach program we started in China in 2014. Each year, staff from our Chinese subsidiaries would visit a school in a disadvantaged area and introduce the schoolchildren to KOKUYO stationery. In 2020, the visit was called off because of the pandemic. However, the subsidiaries still wanted to do something to support the children, even if remotely. Accordingly, staff used their internal social media platform to launch an online appeal to donate clothing, books, and other goods. In just a short space of time, a total of 126 items were donated from staff in Shanghai, Beijing, and Shenzhen. The goods have already been delivered to the school. The appeal page has been made permanent so that staff can donate goods at any time.



Donation page on internal social media platform



Some of the books and clothes donated



## China: Second-hand computers donated to disadvantaged community

In September 2020, our Chinese subsidiaries donated used computers to schoolchildren in a disadvantaged community (after wiping the data and doing a factory reset). The donations were made as part of a program called “Green IT Classrooms” run by a Shanghai-based NGO. A total of 125 items (including monitors) were donated.

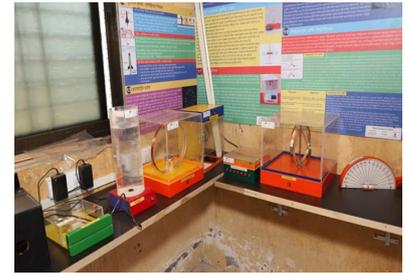


Certificate acknowledging donation

## ■ Mini Science Centers opened at schools near KOKUYO Camlin's plants

Science, technology, engineering, and mathematics education (STEM) is important for all countries. It is a prerequisite for building the capacity in science and technology to change society for the better. Improving STEM education is also necessary for increasing learners' curiosity about the world, their creativity, and their problem-solving abilities.

Our Indian subsidiary, KOKUYO Camlin, has opened mini science centers in four schools located nearby the company's three production sites. These centers give schoolchildren opportunities to encounter science and mathematics and discover fascinating laws and theories. In 2020, KOKUYO Camlin teamed up with STEM Learning to equip the centers with effective learning tools.



## ■ India: KOKUYO Riddhi donates food to local villagers

In mid-March 2020, as the coronavirus went global, India ordered a nationwide lockdown. To assist local villagers who were struggling to get enough food, KOKUYO Riddhi Paper Products prepared at its factory 300 sets of food provisions consisting of rice, dal, and other items, and donated the food to local villagers via the Gram Panchayet (village council). In previous years, the subsidiary would donate notebooks to a local school, but that was unfeasible on this occasion. Still, by acting swiftly amid the unprecedented circumstances, Riddhi made a difference and the villagers expressed warm words of gratitude.



One of the sets of food



Food being delivered to the villagers

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## ■ Social

# Providing new values

### Basic Concepts

With the issues facing society in recent years becoming more diversified and complex, we are striving to create KOKUYO-style values so that our customers' work, learning, and living can become more creative and fruitful.

### Initiatives in 2020

### Solutions for employee safety, workplace flexibility, and the digital workplace

#### Airtrieve: A conference table that cleans the air of droplets

Airtrieve is a table for conference rooms that absorbs airborne droplets generated by sneezing, coughing, or speaking, and thus stops potentially viral particles dispersing around the conference room. We accepted the first orders in December 2020. Many people in the business world desire face-to-face communication but are worried about the risk of infection. Airtrieve addresses this concern. It consists an air purifier unit with an electronic air filter embedded beneath the table surface. At the center of the table surface is an inlet grid, which creates 2.5 meters of airflow a second to stop exhaled droplets dispersing around the room. The air purifier then filters 15 cubic meters of airflow every minute (per single air purifier unit). In this way, Airtrieve gives users the assurance that the room has clean and safe air



An Airtrieve unit (W4800 series)

[Visit the Airtrieve webpage](#)

#### Work Pod: An assemblable workspace for one

Launched in July 2020, Work Pod provides a well-ventilated enclosed workspace that provides privacy to workers in open-plan offices or similar environments, allowing them to videoconference or engage in intense, focused work. Amid concerns about infection risks, businesses increasingly expect employees to work remotely and communicate online, but many workers find that background noises distract them from their work.

There are two Work Pod models, both designed for one person. The first version has a heat detector and a ventilation unit that replaces the air every 30 seconds.

The second version has an open top. There are also two possible desk arrangements: sofa and desk or work counter. In each case, Work Pod comes equipped with LED lighting, power supply, and USB charger—all with the PSE mark (certifying product safety). Work Pod also excels in design. Its glass panels have a liberating feel, its frame harmonizes with the spatial design, and it has 132 possible combinations of colors and furnishings.



[Visit the Work Pod webpage](#)

## ■ Simplified face shields made from PET

In July 2020, we sold simplified face shields using Polyethylene Terephthalate (PET), a clear, strong plastic used in our Rail Clear Folder series. We sold two varieties: a headband face shield and a face shield fitted to a facemask.

To support frontline healthcare workers during the pandemic, we supplied the workers with some 43 thousand of these face shields. We also supplied some 36 thousand folders from the Rail Clear Folder series for use as substitute face shields. The materials were all supplied free of charge up until the end of May 2020. People other than healthcare workers expressed an interest in the product, so we released a commercial version.

[Visit the webpage for the simplified face shields](#)



Headband face shield

## ■ Solana: An innovative office workstation

In December 2020, we released Solana, an innovative office workstation designed to meet the needs of the post-pandemic workplace and to provide safety and peace of mind. Running lengthways along the desk are five grooves into which users can slot panels or greenery. By just adding or removing these partitions, users can partition the desk for private work or open it up for group work. The grooves can also be used to hold smartphones or tablets upright, allowing employees to perform digital tasks more efficiently. For some desks, the surface is coated with anti-bacterial and anti-viral materials for added peace of mind.

[Visit the Solana webpage](#)



How Solana desks might be arranged in an office

## ■ Energy Series: A power system that supports the modern digital workplace

In early March 2021, we released the Energy Series—two kinds of portable charging stations that enable office workers to perform digital tasks in areas with no grid connection nearby.

Amid the pandemic, office workers increasingly perform their tasks digitally. They use videoconferencing to communicate and interactive displays to collaborate in team tasks.

However, power can be an issue when performing digital tasks in areas of the office that have no grid connection nearby, such as an office lounge or cafeteria. The Energy Series solves this problem. The series includes two kinds of portable charging station (capacity: 540 Wh / 150,000 mAhV): Energy Display Mobile and Energy Card. Both charging stations enable workers to perform digital tasks for long periods without low-battery anxiety (running times vary depending on the number and types of the connected devices).

Wireless and portable, these Energy Series units give users freedom over where to perform their tasks. Up to four devices can be plugged into the unit, so multiple digital tasks can be performed simultaneously. The unit itself can be charged when not in use (such as at night). By removing dependence on grid connections, the Energy Series supports the digital workplace.

[Visit the Energy Series webpage](#)



Energy Display Model and Portable Charger in use

## Working from Home: An exhibition space for home offices at KOKUYO Tokyo

In August 2020, we exhibited a range of home office furniture (desks, tables, chairs)\* at our Tokyo showroom. Our exhibition showcases workspace ideas for living rooms, studies, and other home environments, to office administrators, HR professionals, and remote workers.

[Visit the KOKUYO Tokyo Showroom webpage](#)

[\\*SEQUENCE Height-adjustable desk and table](#)

[UPTIS Tilting desk](#)

[FABRE Office chair suited to a living room setting](#)

[ing Rocking office chair that lets you exercise while working](#)



"Working from Home"—home office furniture displayed at KOKUYO Tokyo Showroom

## Work Transformation: A conceptual handbook for tomorrow's workplace

On June 15, 2020, we published Work Transformation, a conceptual handbook about workplace transformation and office designs in the post-pandemic age (such as an accelerated rise to remote working and a shift to digital work), and one of our representatives led a webinar to discuss the book's contents.

Work Transformation outlines our vision for the workplaces of tomorrow. It presents ideas for supporting workplace transformation and discusses the challenges and benefits associated with anti-infection measures and workplace building.

As part of our corporate citizenship, we will continue to support the creation of safe and productive office spaces, in addition to protecting employee wellbeing.

[Visit the Work Transformation webpage](#)



WORK TRANSFORMATION  
The handbook

## Partnering with spacemotion to enhance disaster-preparedness in office buildings and mixed-use buildings

In September, we teamed up with spacemotion to offer disaster-preparedness solutions that emphasize safety and peace of mind in elevators. These solutions combine KOKUYO's elecabi, an elevator cabinet that contains emergency goods such as water and an emergency toilet kit, with spacemotion's Ele-Cinema, a projection mapping system for elevators. By teaming up in this way, we aim to provide compelling solutions that generate new value for office buildings and mixed-use buildings.



elecabi and Ele-Cinema



## Creative stationery and other solutions for modern learning environments



### Piiip: A pencil case for showcasing your stationery

On July 8, 2020, we released Piiip, a double pencil case consisting of a transparent outer case and a non-transparent inner pouch. The front pocket can be used to show off stylish stationery, while the inner pouch can be used for more specialized stationery you want to keep hidden from view. The inner pouch has four side pockets for storing smaller stationery items that can easily get lost among larger items.

These days, students want their stationery to be more than just functional; they want it to look good. Students like to show off their stationery to their friends on social media or share pictures of themselves studying. This practice can help motivate the students to study harder.



[Visit the Piiip webpage](#)



### Mark+: Marker pens that have gone viral

In February 2020, we released a Mark+ (pronounced “maaku tasu”), a set of twin-color marker pens. In September that year, we released a second version. The first version, called the “two tone color marker,” has a double nib at one end of the pen that lets you add color-differentiated marking to the page. This version was released at the Bungo Joshi Haku, a big stationery festival in Japan, and it went viral.

The second version, called “two way color marker,” is a double-ended pen. At one end is a fine (0.3 mm) nib for writing. At the other is a wide nib for highlighting. You can write with the fine nib and then use the wide nib to highlight sections of the text.

[Visit the Mark+ webpage](#)



Two tone color markers



Two way color markers



### A tablet and PC charging station for schools

In September 2020, we released a tablet and PC charging station for schools to support the GIGA School Program.\* The charging station was designed to support the rollout of digital technology (use of digital devices on the school’s local area network) in the classrooms of elementary, junior high, and special-needs schools across Japan. We offer three versions, each with a different capacity, so schools can choose the option that best suits class size and other school-specific factors. All three versions are compact and user friendly. By charging up devices that are not in use, the charging station supports the digitized classroom of today.

\* GIGA stands for Global and Innovation Gateway for All. Launched by Japan’s Ministry of Education, Culture, Sports, Science and Technology in December 2019, the GIGA School Program aims to provide one device for every student in compulsory education and to roll out high-speed internet in classrooms.

[Visit the webpage for the tablet and PC charging station designed to support the GIGA School Program](#)



Charging station: Wheeled unit with capacity for 44 devices

## ■ New release from Campus series: A folder for class handouts (extra-wide pocket)

On December 9, 2020, we released an extra-wide twin-pocket folder. This folder provides the elementary students with an easy way to store class handouts, ensuring that they do not lose or forget any.

Elementary schools are shifting from the blackboard/lecture format toward active learning. Students now spend less time copying down notes from the blackboard, but on the other hand, they get inundated with handouts to take home. The folder helps students manage these materials. Its rigid cover prevents the contents from bending, and the edges have stoppers to prevent the contents from slipping out.

Additionally, the folder comes with a set of stickers that can be used to label the pockets, helping students remember which materials they should hand over to their parents after returning home.

[Visit the webpage for the folder](#)



Campus twin-pocket folder

## ■ Kaunet: Organizer cases for remote workers and digital nomads

On June 9, 2020, Kaunet launched, as part of its premium series, Kaukore—a line of organizer cases for remote workers and employees working in a free-address environment. The organizer cases are designed to solve one of the big challenges faced by such individuals: securing a sufficiently large and tidy space to work. The case folds open like a book and sits on the desk upright. This gives users a sense of their own private space, where they can take out their equipment and focus on their work. There is also a smartphone stand.

There are two versions of the case: a compact version big enough to store books, and, for employees working in a free-address environment, a larger version that can hold a laptop.

[Compact organizer](#)

[Larger version for employees working in a free-address environment](#)



View the compact version on Kaunet's website



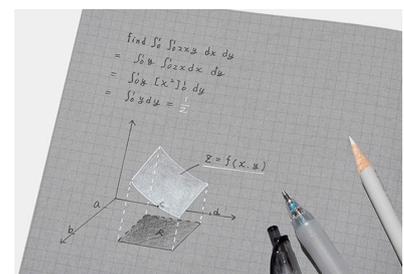
View the larger version on Kaunet's website

## ■ Other products and innovations

## ■ Black-and-white writing notebook, winner of the KOKUYO Design Awards 2018

On June 25, 2020, we released a notebook, called Notebook for Black and White Writing, based on a design that was highly commended at the 2018 KOKUYO Design Awards. The notebook has gray paper and you write on it in black or white. This design achieves an innovative and pleasant notebook by exploiting a visual quirk—it is hard to read dark and light text simultaneously. The notebook is sold at Think of Things, a lifestyle shop and café, and on our online store, KOKUYO Showcase. It has made an impact on social media and traditional media.

[Read more about Notebook for Black and White Writing](#)

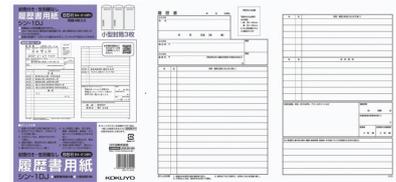


Notebook for Black and White Writing

## Gender-neutral resume form

Society is placing increasing importance on respect for people's diverse identities. Accordingly, on December 23, 2020, we released a resume (rirekisho) form with one important difference: there is no section for indicating gender. This gender-neutral form is intended to increase the options for jobseekers. There are two versions of the form: a B5 version with three small self-seal envelopes, and an A4 version with three large envelopes that can fit the unfolded form.

[Visit the webpage for the resume form](#)



Gender-neutral resume form

## LivingAnywhere Work: A business and local government platform for promoting workplace diversity

In September 2020, we joined LivingAnywhere Work.<sup>1</sup> To support a transformation in workstyles, we communicate with the other members and work with them to test out new workplace sharing and other flexible workplace models.

<sup>1</sup> LivingAnywhere Work is a workspace sharing platform based on LivingAnywhere Commons.<sup>2</sup> A number of businesses, local governments, and other organizations across Japan have signed up the platform and provided their premises as shared workspaces.

<sup>2</sup> Operated by Lifull, LivingAnywhere Commons is a community of people who want to remove the constraints of location in work, rest, and play, allowing people to live and work anywhere.

[Visit Living Anywhere Work's website](#)



Living Anywhere Work

## Kau-Box: Kaunet's new showroom

On October 1, 2020, we opened Kau-Box, a Kaunet showroom, on the ground floor of our Shinagawa office. Kau-Box showcases Kaunet's premium range, Kaukore, as well as the retailer's office goods and office furniture. Staff are also on hand to advise on layout. People are welcome to visit by prior appointment. The Kau-Box logo conveys Kaunet's desire to be like a box full of ideas and inspiration.

[Visit the Kau-Box website](#)



## Better online marketing, better online communication

### KOKUYO Workstyle Shop: Our official online shop

On November 30, 2020, we launched KOKUYO Workstyle Shop, a B2C e-commerce site. The merchandise on the online store consists of around 4,000 items, including big sellers like "ing," a rocking office chair. This lineup is intended to add value to customers' home life by helping them find a healthy balance between work and play.

Although the products can be used to build a home office for remote work, they also enhance home life outside of work. Our aim is to enhance quality of life through the products and services.

[Visit KOKUYO Workstyle Shop](#)

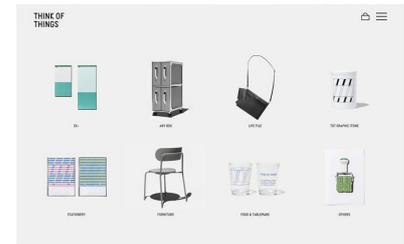


KOKUYO Workstyle Shop

## Think of Things: Online shop

On September 29, 2020, we opened an online shop for Think of Things, a lifestyle shop and café we operate in Harajuku, Tokyo. The online shop has a lineup of around 160 items, including original products and KOKUYO's flagship products. The website displays product information (size, price, features, background, and so on) in the style of a picture book. We will continue to integrate the online shop with the offline shop and offer ideas for new ways of living and working.

[Visit Think of Things' online shop](#)



Think of Things' online shop

## A free online business resource added to online community, Soumu no Mori

On August 26, 2020, we launched “business knowhow fount,” a free online resource offering business advice and resources for SME owners who have limited sources of support. Linked with Soumu no Mori,\* the new site contains articles, interviews, explanations of nomenclature, data, and other useful business information.

SME owners are looking for ways to navigate the prolonged economic contraction caused by the pandemic. As well as offering such businesses guidance on transforming working styles, the website provides a free discussion forum in which members can share business advice or seek advice from one of the resident business experts. Users can also make use of Kaunet's new cloud-computing service (“Kaunet cloud service”) for boosting production and business acumen.

\* Soumu no Mori is an online community where office administrators can find solutions for back office admin, including HR, finance, and legal. It is the largest community of its kind in Japan. Managed by us since 2007, the forum has published around 60 thousand threads about admin. In addition to its 800 thousand monthly active users, the forum has nearly 500 expert members (including labor and social security attorneys and certified tax accountants). The site also has an option to search for an expert.

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