



KOKUYO

Long-term Vision CCC 2030

February 2021

The world is changing.
Our business landscape is changing.

Digitization is proceeding apace,
transforming how people work and learn.
People's lives are changing.
People's values are changing.

We are not keeping up with the changes.



It's time to change direction.

We will update our philosophy, reaffirm our strengths,
and embark on a new strategic direction that will lead
our organization back to growth.

We will adopt a more sustainable mindset with a long-term focus,
and cultivate an entrepreneurial ecosystem
that generates one new business after the other.

KOKUYO Long-term Vision CCC 2030

New Philosophy
Reaffirmed Strength

Toward the Forest Model

Growth Strategy :

New and better customer experiences

New approach to corporate management :

Effective use of shared assets across group



By 2030: Annual net sales of 500 billion yen
(compared to the present 300.6 billion yen)



New Philosophy



Over the years, we have developed many kinds of products that enrich lives.



That feeling when you open up a fresh new notebook and see the blank page...
That feeling when you put pen to paper and ideas flow out...



Whether it's stationery, furniture, or spatial design,
we've always helped people unleash their inner creativity.



When people create, they express their uniqueness.

We believe that bringing out people's individuality contributes toward a better future.

be Unique.

We will continue to stimulate people's inner creativity
to bring out everyone's uniqueness.



Reaffirmed Strength

KOKUYO began in 1905, when our founder opened a shop selling ledger covers. Since then, our organization has always expanded by producing innovative products and services, and by keeping abreast of the changing times.

1905



Zentaro Kuroda
opens shop
selling ledger covers

1914



Stationery
business
launched

1960



Office furniture
business
launched

1969



KOKUYO launches
spatial design solutions
with Live Office—
the first service of
its kind in Japan

2001



Mail-order
business
launched

2003



KOKUYO
expands
to Asia





But there is one thing that has never changed over those 100+ years.

Empathy. Our empathy with customers' needs has always driven us to create new products and services.

And when our customers empathize with us through our products and services, we feel all the more inspired to take on new challenges.



Empathy

Spiral-bound notebooks are cool, but the spiral binding makes writing uncomfortable.

Soft plastic binding is comfortable on the writer's hand.



Soft Ring Notebook

Empathy

The glue is so sticky— I keep getting it on my hands.

Glue dots give you just enough glue and no mess.



Dot Liner Adhesive Tape Runners

Empathy

I don't get enough exercise because I sit behind a desk all day.

360-degree swivel chair lets you exercise while you work.



ing

Empathy

I wish someone understood my stresses and frustrations at work.

Products fully incorporate user feedback.



Kaunet Premium
(Kaunet's private brand)

Empathy

The workplace is generic, leaving workers unmotivated.

Our office solutions inspire creativity in the workplace. The office becomes an exciting place.



Spatial Design and Construction Services

Empathy

I want a creative activity through which I can bond with my children and watch them grow.

KOKUYO Ehon offers a world of fun for children and parents alike.



KOKUYO Ehon,
a creative picture book series

Designed with Empathy

Our empathic resonance generates new experiences.

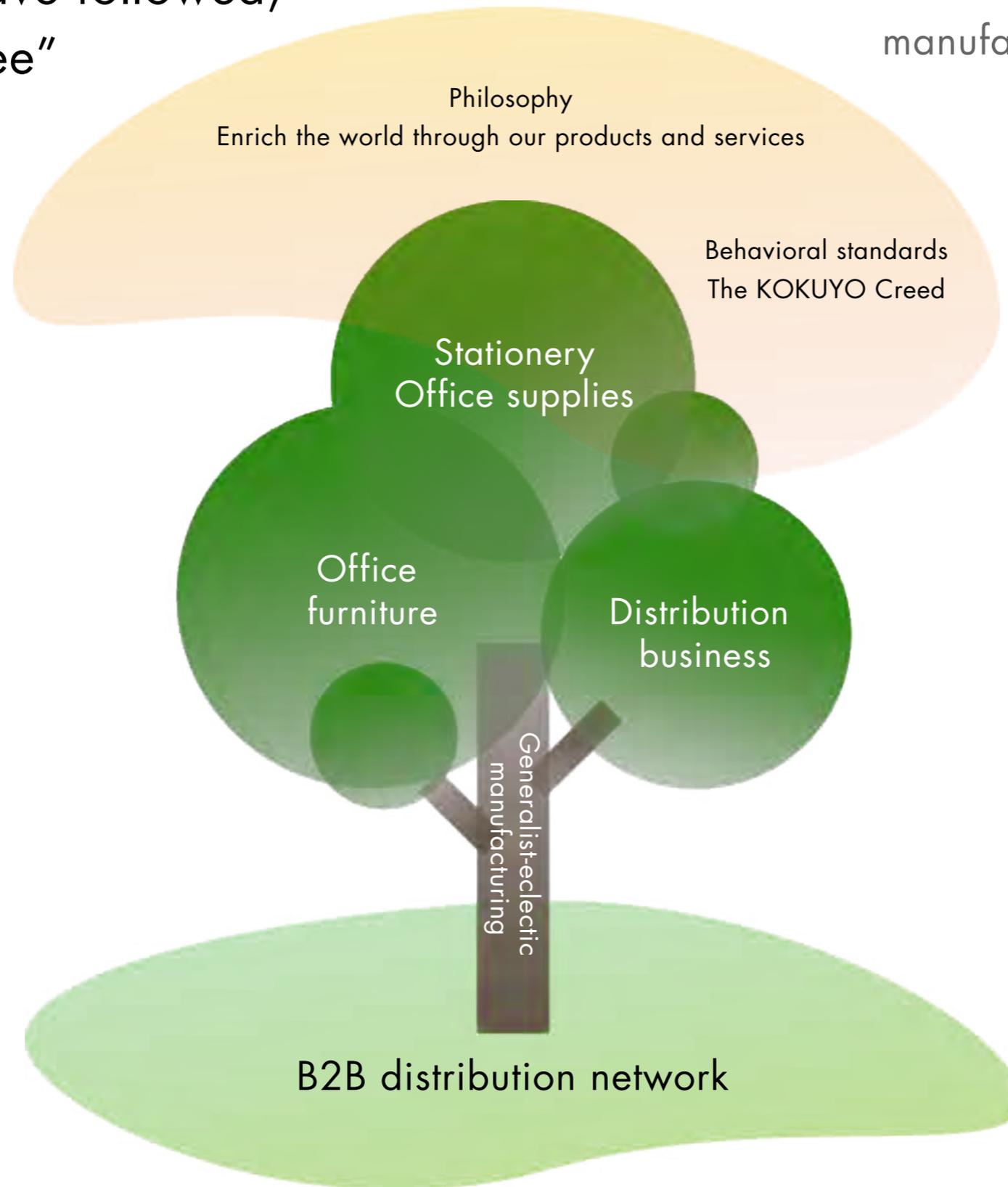
This is where our true strength lies.

A photograph of a dense forest with many tall, thin trees and lush green undergrowth. The text "Toward the Forest Model" is overlaid in the center.

Toward the Forest Model

Until now, we have followed,
as it were, a "tree"
business model.

We have acted as a generalist-eclectic
manufacturer, capitalizing
on our size.



From now on,
we will follow the Forest Model

Instead of a single tree, we will be a forest:
an ecosystem of diverse businesses,
each targeting different sets of customer needs.

● Our purpose

be Unique.

● Our strength

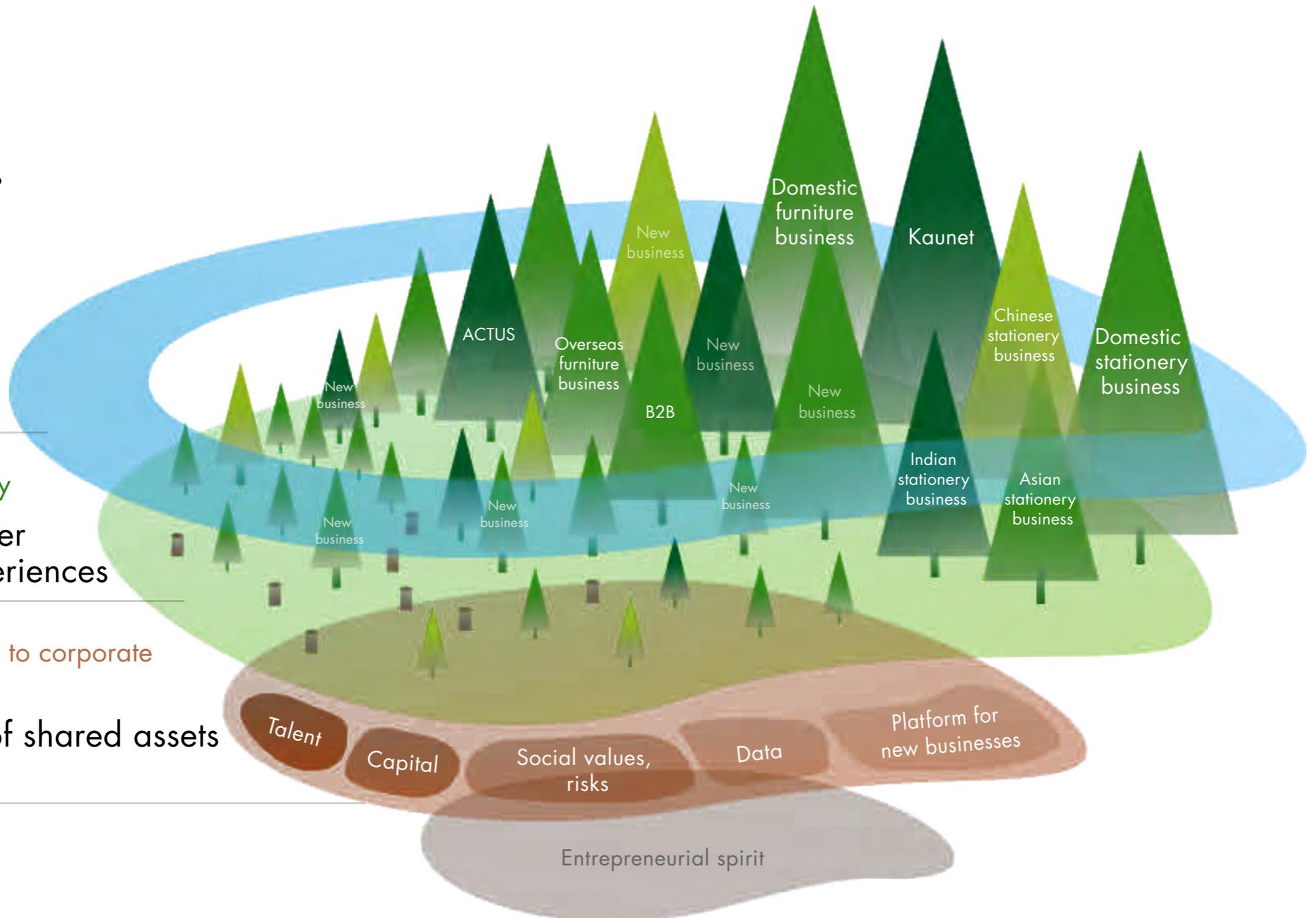
Designed with
Empathy

● Growth strategy

New and better
customer experiences

● New approach to corporate
management

Effective use of shared assets
across group





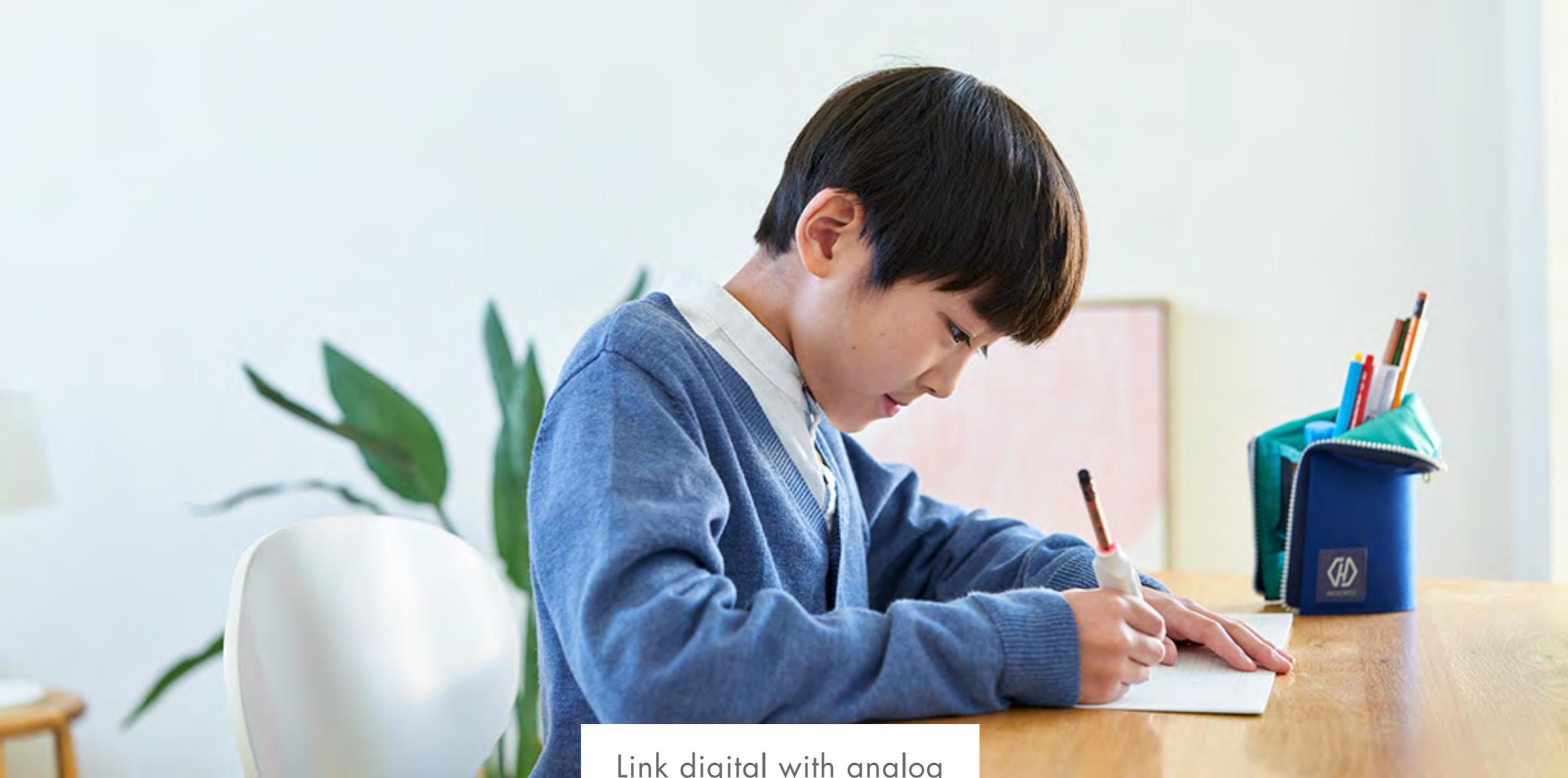
Growth Strategy
New and better customer experiences

Enhance customer interface to create experiences in work and learning.
—This will enable us to expand and grow.

Three-pronged approach

Link digital with analog / Use of customer data /
Small target marketing

Growth strategy: New and better customer experiences



Link digital with analog

When digital and analog meet, new possibilities emerge.
We will use digital–analog synergy to create
new experiences in working and learning.

IoT-powered stationery that brings children and parents together: Shukudai Yaruki Pen



Customer data

We will collect and analyze customer data to obtain insights about future trends in working and learning.

Sensing data that can transform ways of working: Piloting new workstyle



Small target marketing

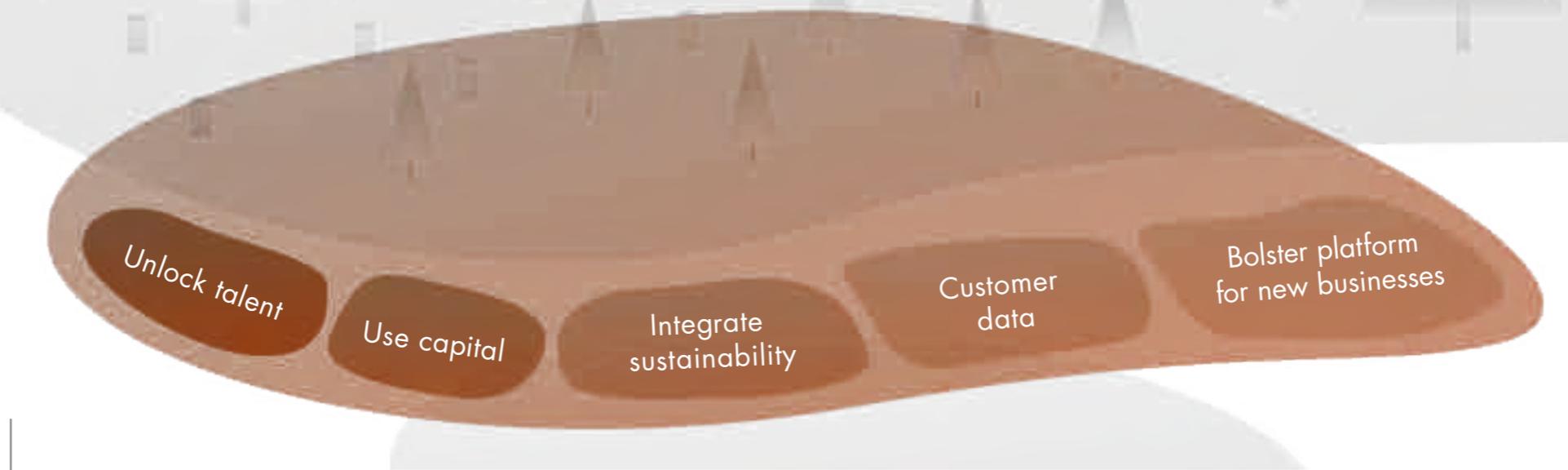
Instead of mass marketing, we will adopt a more precise, targeted approach and cultivate new markets.

Stylish stationery brand targeted at high-school girls in China: Line Field



New approach to
corporate management
“Effective sharing of assets across group”

Assets will be shared across the group more effectively.
Businesses will be cultivated on a group-wide basis.



Effective sharing of assets across group

Stronger operating base

- Ascertain future scenarios and sectors that promise long-term growth
- Refine strategy with PDCA cycle and ensure optimal resource allocation
- Integrate sustainability through ESG management
- Manage growth-related risks

Greater entrepreneurial capacity

- Cultivate team of entrepreneurs and attract entrepreneurs from outside
- Allocate 180 billion yen for investment and improve capital efficiency
- Drive forward digital transformation
- Explore opportunities for using venture capital or corporate venture capital

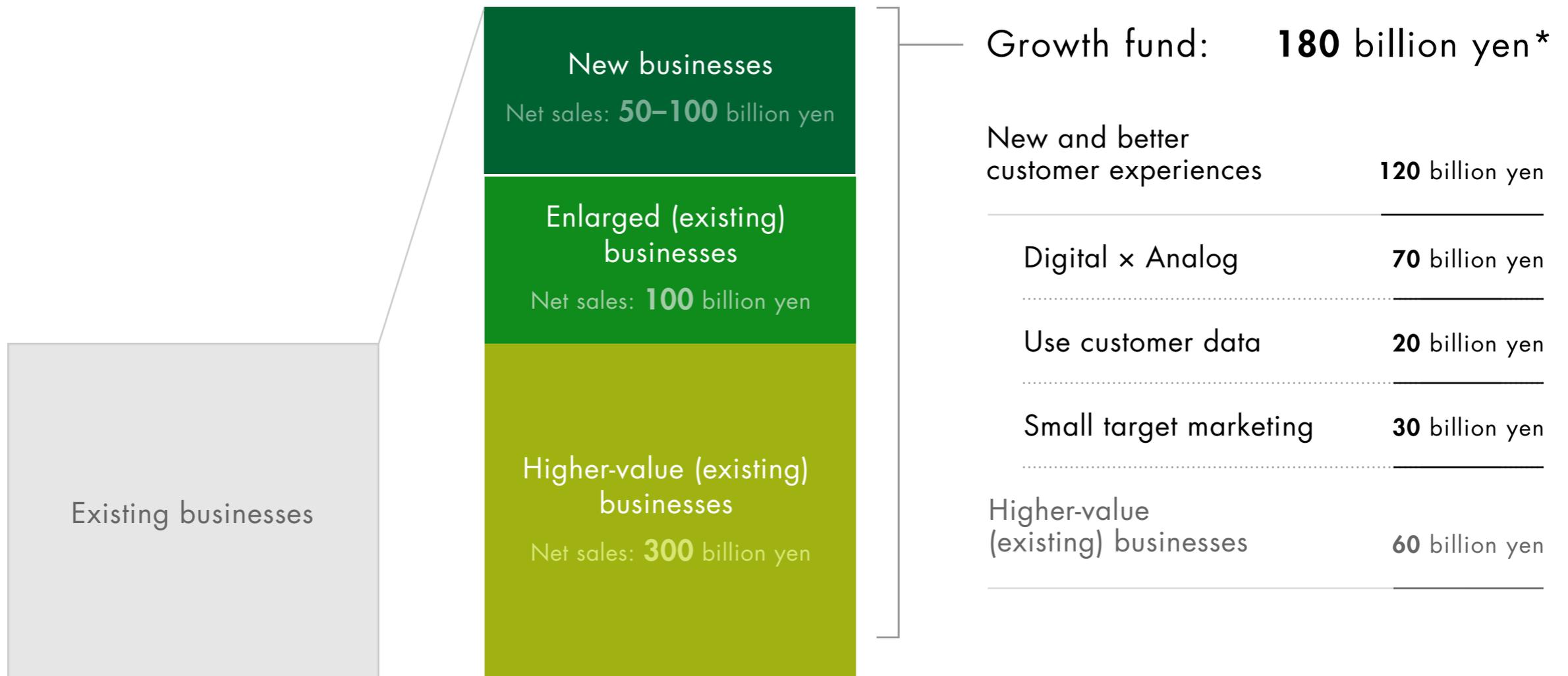


By 2030: Annual net sales of 500 billion yen
(compared to the present 300.6 billion yen)

Through our growth strategy,
we aim for annual net sales of 500 billion yen by 2030.
This requires a growth fund of 180 billion yen.

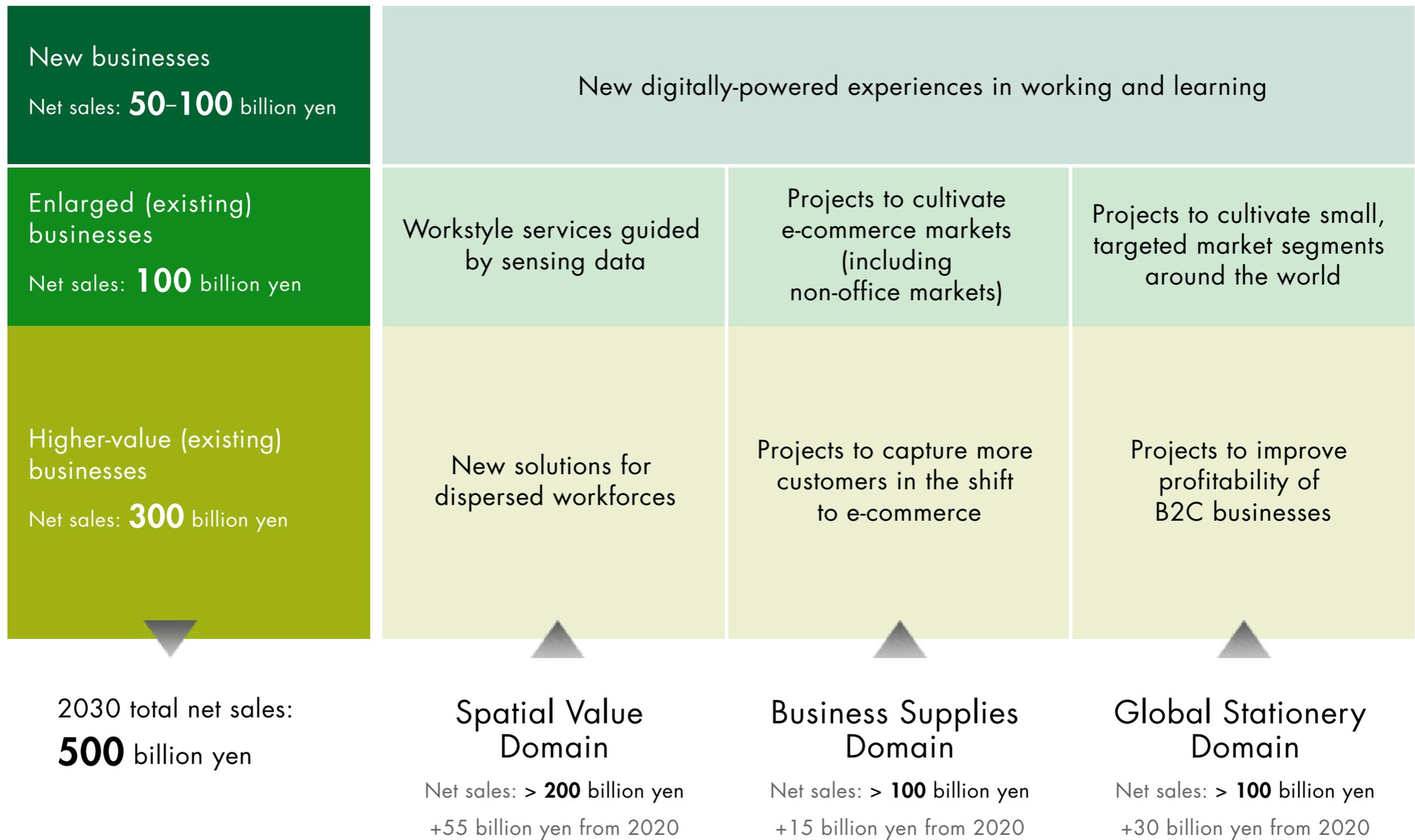
2020
Net sales:
300.6 billion yen

By 2030
Net sales:
500 billion yen



* Around 50–100 billion of the fund will be earmarked as M&A fund / venture capital

Each domain will expand its existing businesses.
We will also launch new businesses.



Toward the Forest Model

● Our purpose

be Unique.

● Our strength

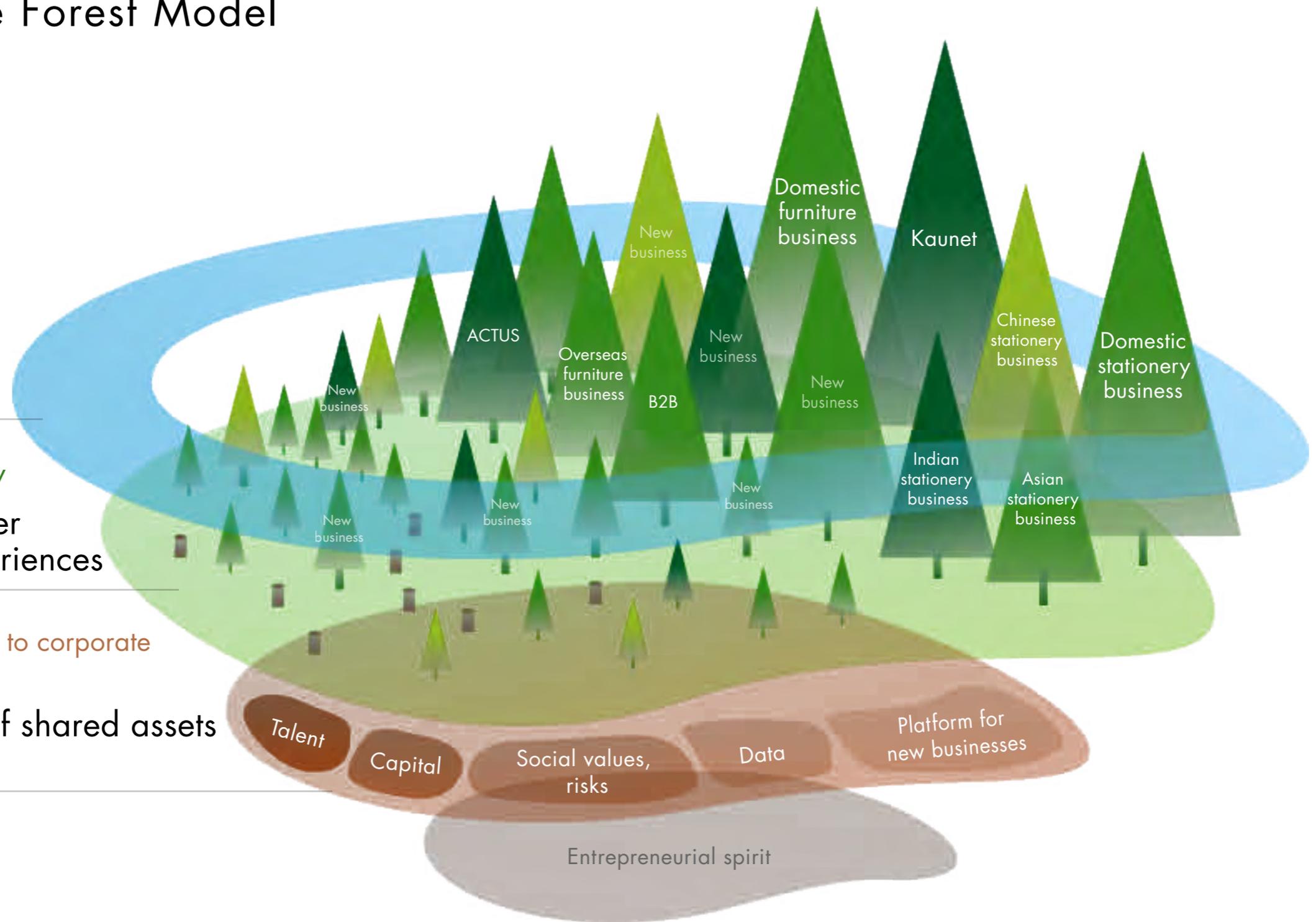
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