Summary of Financial Results for the Second Quarter of the Fiscal Year Ending December 31, 2024

July 30, 2024

KOKUYO Co., Ltd.

Contents

* The business segments are as follows:

Furniture Businesses: FN
Business Supply Distribution: BS
Stationery Businesses: ST
Interior Retail Businesses: IR

* Unless otherwise indicated, monetary figures are rounded down to the nearest million yen.
As such, the sum of the figures in a breakdown may not match the stated total.

Executive Summary

FY2024 (ended December 2024) Second Quarter Results

- ✓ Net sales: Net sales fell short of initial targets amid inflation and other economic adversities overseas, although the Japanese furniture business saw year-on-year revenue growth after successfully targeting the brisk demand.
- ✓ Operating income: Operating income was consistent with the result for the same period last year and with initial expectations. Strategic spending ahead of the fourth medium-term plan in line with initial expectations, and we controlled gross margin ratio and SG&A expenses.
- ✓ Interim net income increased significantly YoY, reflecting recording of gain on sale of fixed assets.

Full-year 2024 (ending December 2024) /Forecasts

- ✓ Forecasts remain unchanged from the initial forecasts, announced on February 13, 2024.
- ✓ While continuing to monitor the situation in overseas markets, we'll pursue our annual targets by continuing to capitalize on brisk demand in the domestic furniture business and winning large contracts in the overseas furniture business.
- ✓ Net income in 2024 is likely to break another record, and we are likely to meet our ROE benchmark of 8% (as set out in the third medium-term plan), thanks to organic business growth and sale of fixed assets and cross-held shares.

Long-term vision, CCC 2030 (goal: ¥500 bn in net sales)

- ✓ To achieve the CCC 2030 goal (¥500 bn in net sales), we are tweaking existing businesses, expanding the reach of existing businesses, and nurturing new business ideas.
- ✓ During the third medium term, we have focused on four priority tasks and have worked to expand the reach of our business fields, bringing us closer to the CCC 2030 goal.
- ✓ For Dynamic Investment, we have improved our M&A process, massively increasing the number of M&A leads. For Empowered Talent, we have strengthened talent development and recruitment.
- ✓ Capital policy: The third medium-term plan commits us to spending a growth investment of ¥30 bn, providing a payout ratio of 40%, and reducing our cross-shareholdings until they account for 10% or less of our consolidated net assets, with a view to achieving an ROE of 8%.
- ✓ The fourth medium-term plan (currently being formulated) will clarify how we will allocate capital to further build the value of our organization.

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1. Second Quarter FY2024 Results

Second Quarter FY2024 Results: Year on Year Comparisons

Strategic expenditures were in line with initial expectations. We achieved operating profit by controlling gross margin ratio and SG&A expenses.

Interim net income increased significantly YoY, reflecting recording of gain on sale of fixed assets.

	Q1			Q2			H1				
	2023 result	2024 result	YoY change	2023 result	2024 result	YoY change	2023 result	2024 forecast	2024 result	YoY change	Divergence from target
Net sales	92,555	95,935	+3.7%	81,029	82,746	+2.1%	173,585	185,300	178,681	+2.9%	-3.6%
Gross profit	37,119	39,375	+6.1%	30,890	31,840	+3.1%	68,010	74,100	71,216	+4.7%	-3.9%
(ratio)	40.1%	41.0%		38.1%	38.5%		39.2%	40.0%	39.9%		
SG&A expenses	26,300	27,710	+5.4%	25,935	27,829	+7.3%	52,236	58,100	55,539	+6.3%	-4.4%
(ratio)	28.4%	28.9%		32.0%	33.6%		30.1%	31.4%	31.1%		
Operating income	10,818	11,665	+7.8%	4,954	4,011	-19.0%	15,773	16,000	15,676	-0.6%	-2.0%
(ratio)	11.7%	12.2%		6.1%	4.8%		9.1%	8.6%	8.8%		
Ordinary income	11,222	12,565	+12.0%	6,044	5,409	-10.5%	17,266	16,600	17,974	+4.1%	+8.3%
(ratio)	12.1%	13.1%		7.5%	6.5%		9.9%	9.0%	10.1%		
Net income attributable to owners of parent	7,679	11,978	+56.0%	4,068	3,647	-10.4%	11,747	14,500	15,625	+33.0%	+7.8%
(ratio)	8.3%	12.5%		5.0%	4.4%		6.8%	7.8%	8.7%		

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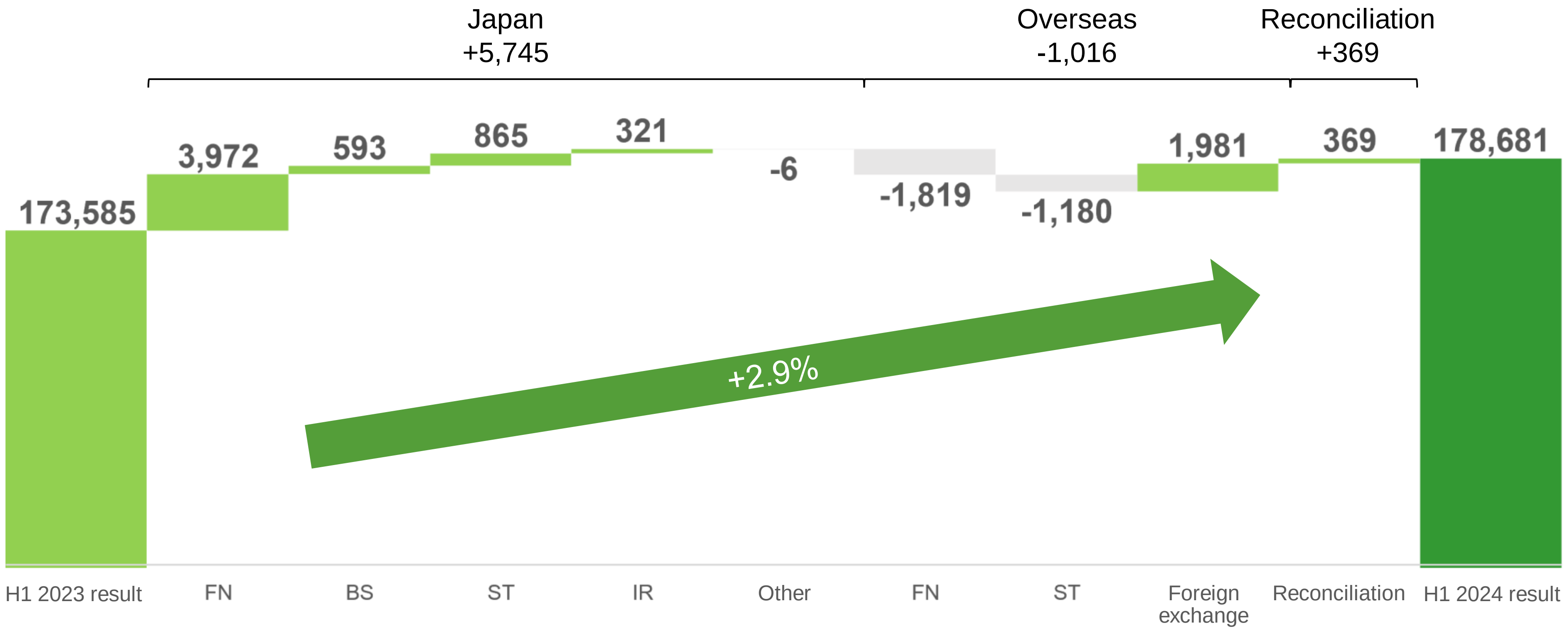
Second Quarter FY2024 Results: Contributors to YoY Change in Net Sales

Japan: Revenue increased. Growth was led by furniture business, which did well in winning contracts.

Overseas: Revenue decreased, reflecting worsening economic conditions.
Favorable exchange rates limited the scale of the decrease.

(Millions of yen)



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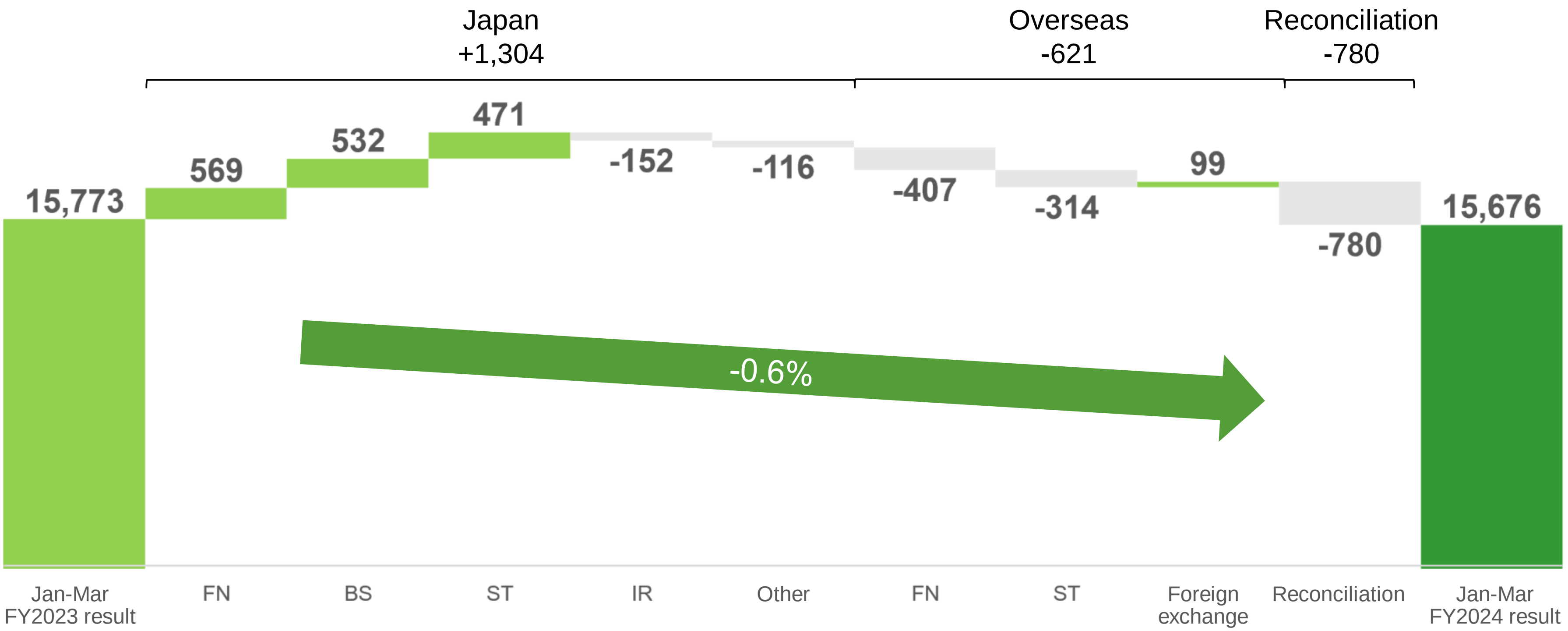
Second Quarter FY2024 Results: Contributors to YoY Change in Operating Income

Japan: Furniture and “other” businesses posted higher operating income.
Overseas: The decrease reflected lower net sales.

(Millions of yen)



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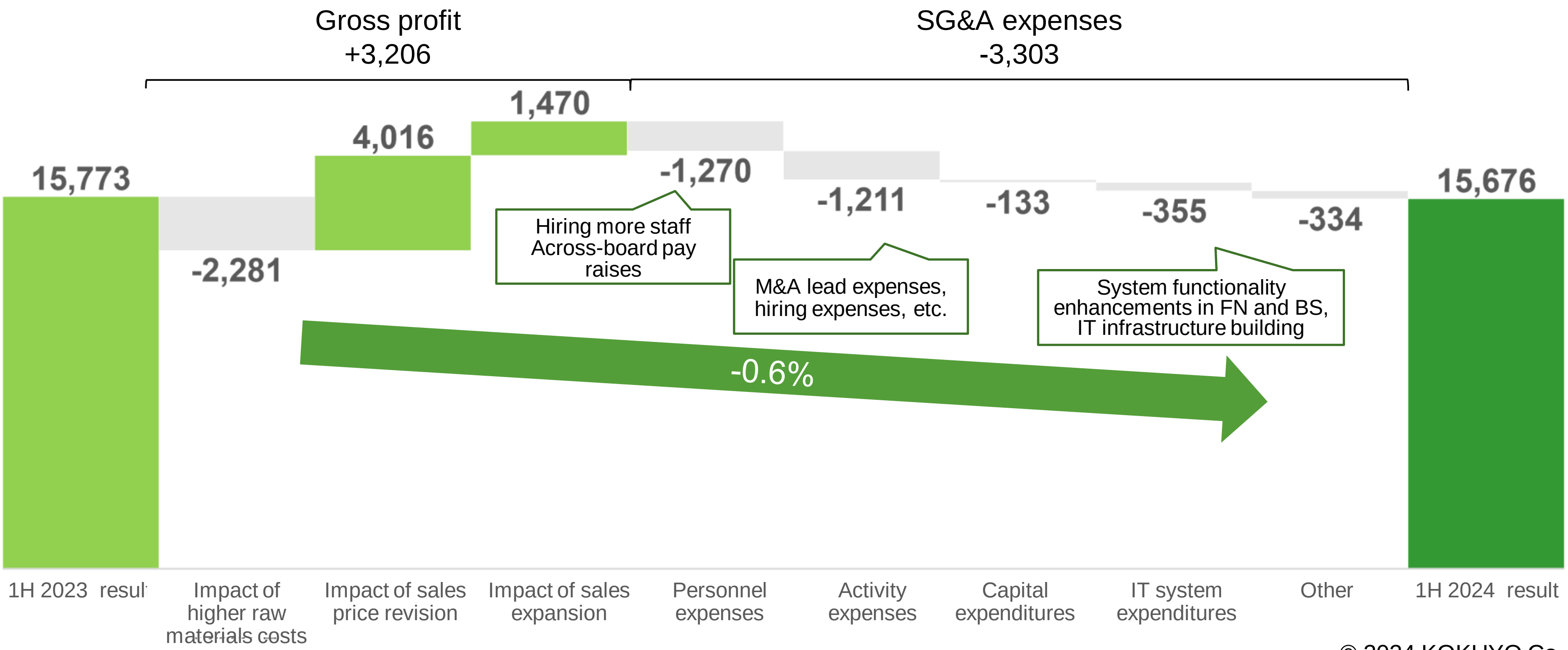
Contributors to YoY Change in Operating Income

Costs increased, but we continued to enjoy the effects of price revisions in the Japanese stationery business and Business Supply Distribution.

In line with initial expectations, we proactively spent the strategic budget in preparation for the fourth medium-term plan while controlling SG&A expenses.

(Millions of yen)



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2. Full-Year FY2024 Forecasts

Full-Year FY2024 Forecasts: Year on Year Comparisons

Forecasts remain unchanged from those announced on February 13, 2024.

Our strategy is to invest in preparation for the fourth medium-term plan (in line with initial expectations) to unlock further growth.

(Millions of yen)

	2023 result	2024 target	YoY change	% YoY change
Net sales	328,753	**355,000**	+26,247	+8.0%
Gross profit	127,392	**140,100**	+12,708	+10.0%
(ratio)	38.8%	**39.5%**		
SG&A expenses	103,561	**115,600**	+12,039	+11.6%
(ratio)	31.5%	**32.6%**		
Operating income	23,830	**24,500**	+670	+2.8%
(ratio)	7.2%	**6.9%**		
Ordinary income	25,989	**25,500**	-489	-1.9%
(ratio)	7.9%	**7.2%**		
Net income attributable to owners of parent	19,069	**21,400**	+2,331	+12.2%
(ratio)	5.8%	**6.0%**		
ROE	7.8%	**>8%**		

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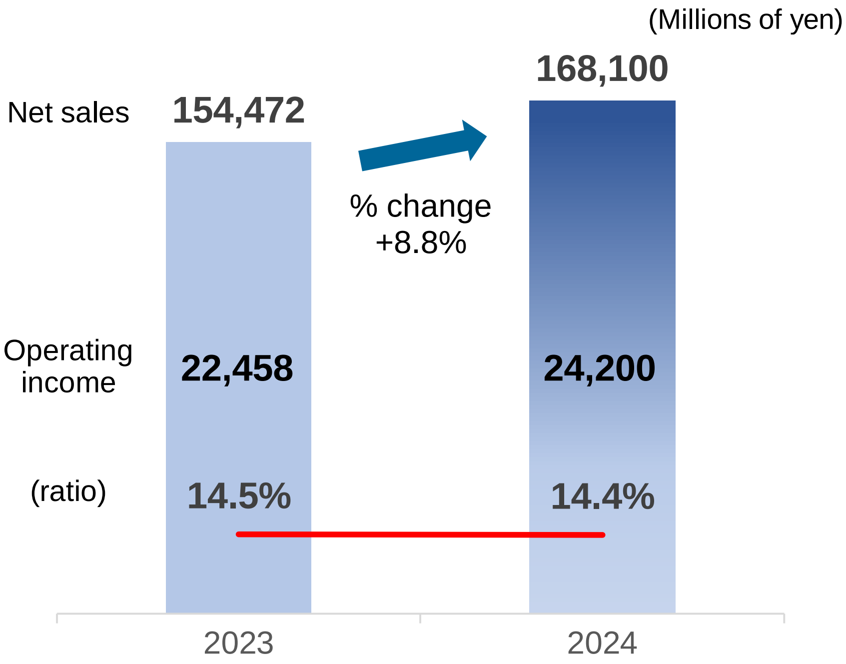
3. Results in Each Business

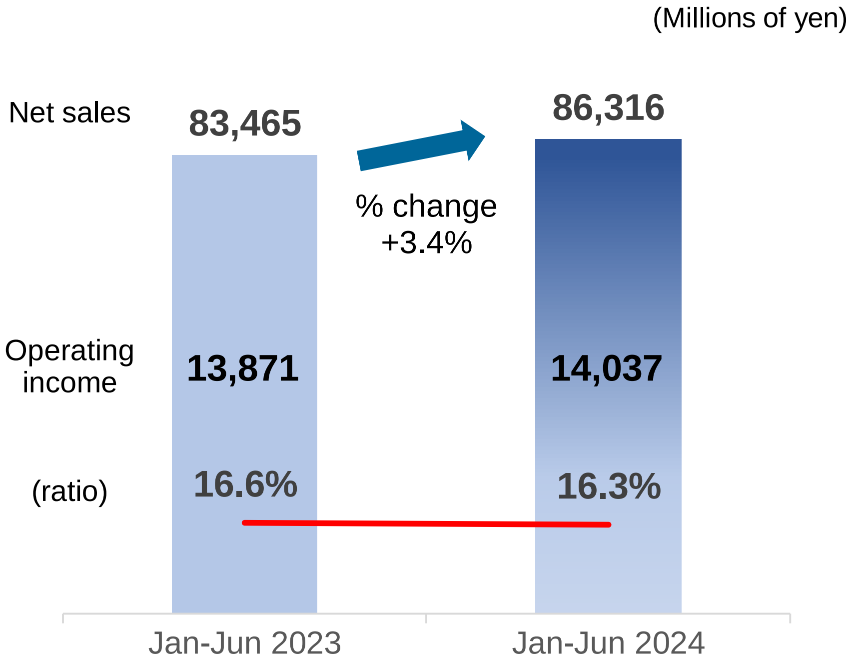
In Japan, we have increased market share and improved efficiency of the businesses.
Overseas, we have improved production and sales.

Q2 result: Overseas businesses were adversely affected by Chinese economic downturn, but Japanese businesses performed well and posted higher revenue and profit.

Full-year: Net sales, operating income ratio



Q2: Net sales, operating income ratio



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Workstyle Field: Furniture Businesses

Japan: We have continued targeting a wider range of office leads, with pleasing progress overall.
Overseas: Amid the Chinese economic downturn, we have stepped up sales efforts to win contracts.

Japanese Furniture Business

1. Business climate
- Demand remains brisk for office relocations and renovations

2. Progress in Q2
- We targeted a wider range of office needs (projects of various scales, projects in provincial municipalities). Performance is pleasing overall.

3. Future actions
- To capture a wider range of office needs, we will leverage a key asset: our nationwide network of sales branches.
- Keep enlarging market share and increasing efficiency

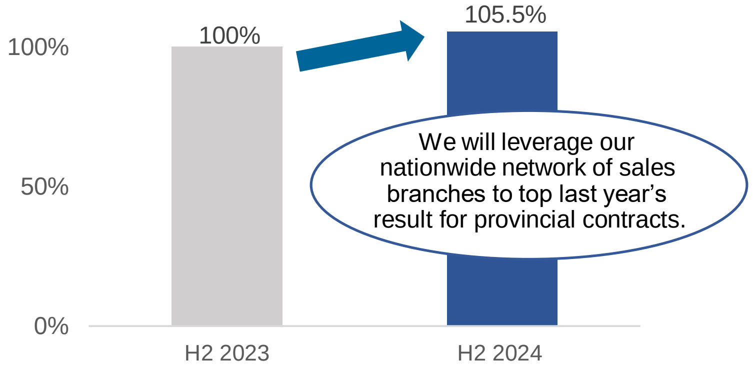
Overseas Furniture Business

1. Business climate
- Tough circumstances persisted, with the Chinese economic outlook remaining murky.

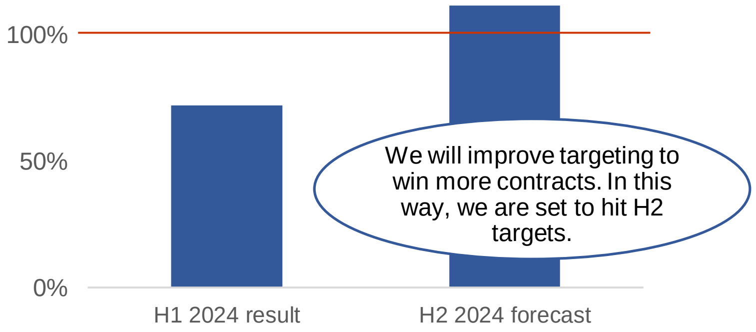
2. Progress in Q2
- With adverse economic conditions worse than expected, performance fell short of targets.

3. Future actions
- Improve targeting and pursue leads more effectively to win contracts. With these actions, we are set to hit targets in H2.
- Kokuyo Hong Kong to be at fulcrum of efforts to improve production and cross sell
- Press ahead in post-merger integration

<No. of contracts won in provincial municipalities (as of July)>



<Chinese business: % of target met>



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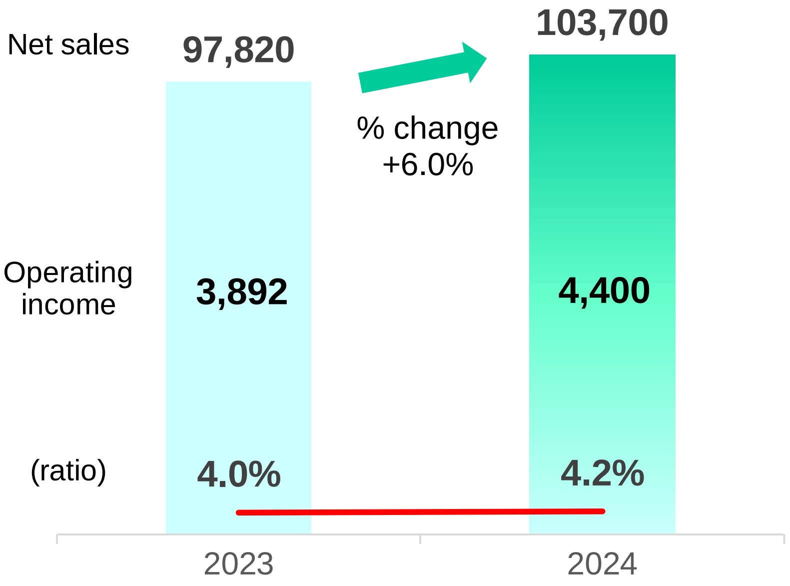
To grow the business, we started marketing IT system solutions more effectively to a large corporate client and further improved e-commerce.

Q2 result: Operating income ratio hugely improved following measures to improve profit.

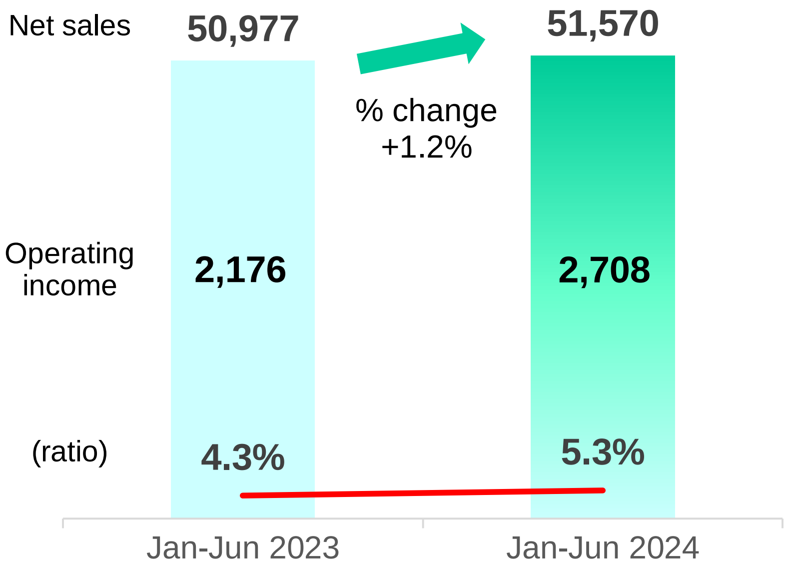
Full-year: Net sales, operating income ratio

(Millions of yen)



Q2: Net sales, operating income ratio

(Millions of yen)



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We continue seeing growth in the number of companies subscribing to our solutions system for large corporate clients.

Growth in subscribers is slower than expected, but per-customer transaction has increased after we expanded the product lineup and reformed delivery fees.

Business Supply Distribution

1. Business climate

- With economic normalization, the market continues to grow at a modest pace.
- The market has grown crowded, creating tougher competition.

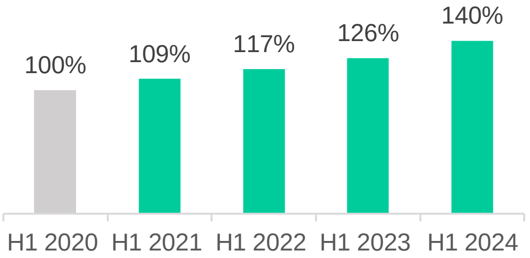
2. Progress in Q2

- A growing number of companies have subscribed to our solutions system for large corporate clients.
- We expanded our lineup by linking with another the catalogue websites of other companies.
- Growth in subscribers is slower than expected, but we are improving profits by reforming prices and delivery fees.

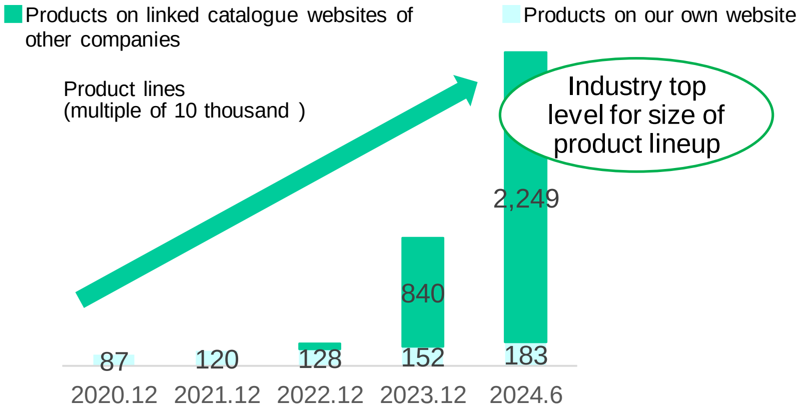
3. Future actions

- Improve the solutions system for large corporate clients to win more corporate subscribers
- Accelerate e-commerce shift and improve customer experience value to drive growth
  - ✓ Improve the UI/UX to increase website traffic and win more subscribers
- Implement the marketing engine scheme
  - ✓ Utilize Kaunet’s vast marketing data

<Sales to large companies compared to 2022>



<No. of products on website>



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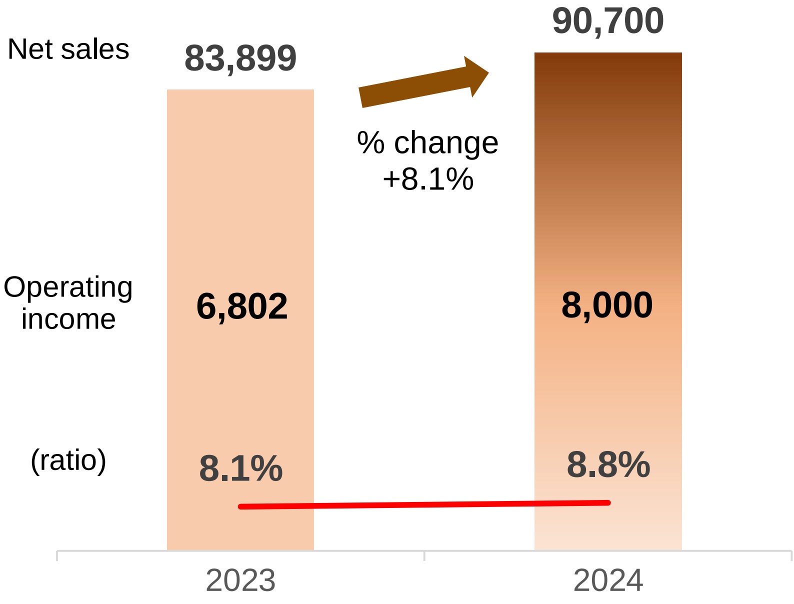
In Japan, we have secured revenue and expanded e-commerce. Overseas, we have expanded our geographic coverage.
Q2 result: Overseas, businesses were hit by economic adversities. In Japan, B2C sales were strong.

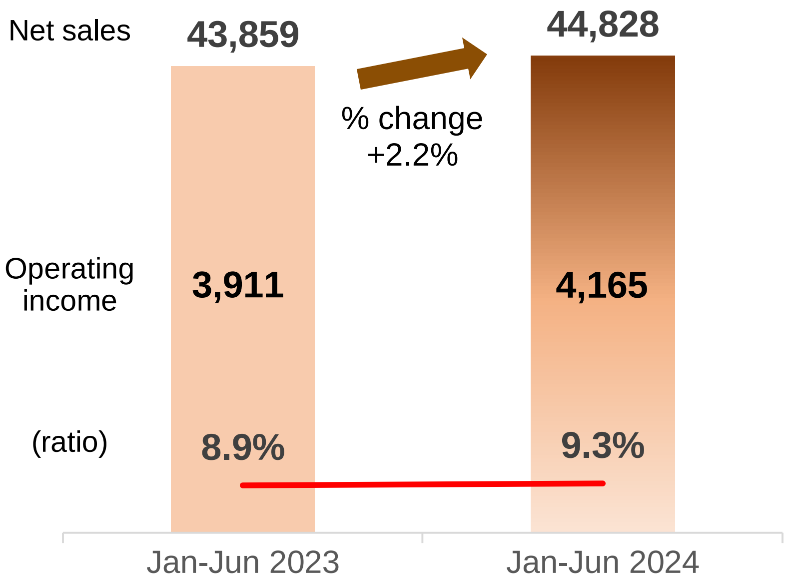
Full-year: Net sales, operating income ratio

(Millions of yen)



Q2: Net sales, operating income ratio

(Millions of yen)



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Lifestyle Field: Stationery Businesses

Japan: Amid the tough business climate, we have focused on reallocating resources and optimizing costs to maximize revenue.
Overseas: To offset the risks of the Chinese downturn, we started expanding our geographic coverage further.

Japanese Stationery Businesses

1. Business climate
   - Conditions remain challenging (digitalization, shrinking population, distribution channels)
2. Progress in Q2z
   - B2B sales were sluggish, but we saw steady growth in B2C by engaging in co-development projects and e-commerce.
3. Future actions
   - Strengthen B2C sales by expanding e-commerce, improving digital marketing, and expanding range of merchandise
   - Work closer with overseas subsidiaries to create new value and expand exports to new areas
   - Reallocate resources and optimize costs to maximize revenue

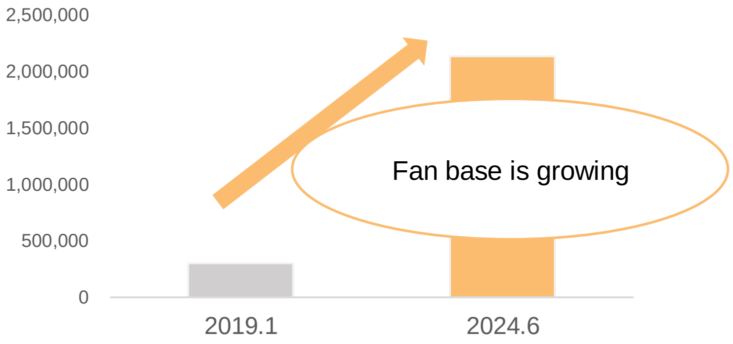
Overseas Stationeryzz Businesses

1. Business climate
   - China's economy continues to worsen. India is experiencing inflation and competition there is intensifying.
2. Progress in Q2
   - With adverse economic conditions worse than expected, performance fell short of targets.
3. Future actions
   - China: Monitor customers' shopping behavior, open new locations, expand customer base
   - India: To expand business, organize ad campaigns, launch new products, and make production and procurement more efficient
   - Expand into other Asian markets

<Products jointly developed with FamilyMart>

- 35 items sold in 16,300 stores in Japan

<Growing fan base in China*>



*No. of likes from users on Tmall (a Chinese e-commerce site)

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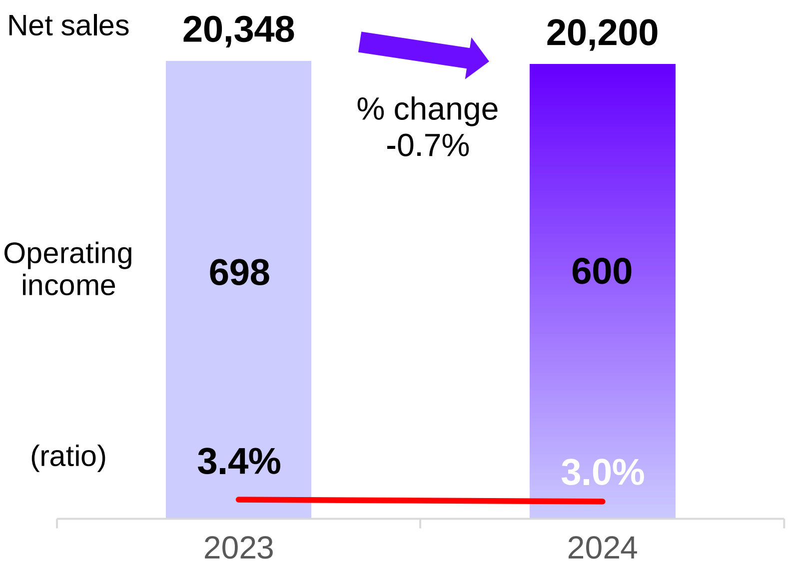
To win growth opportunities, we have opened more outlets, strengthened e-commerce, and pursued B2B contracts.
Q2 result: The low yen squeezed profit margins, but the above actions produced strong net sales.

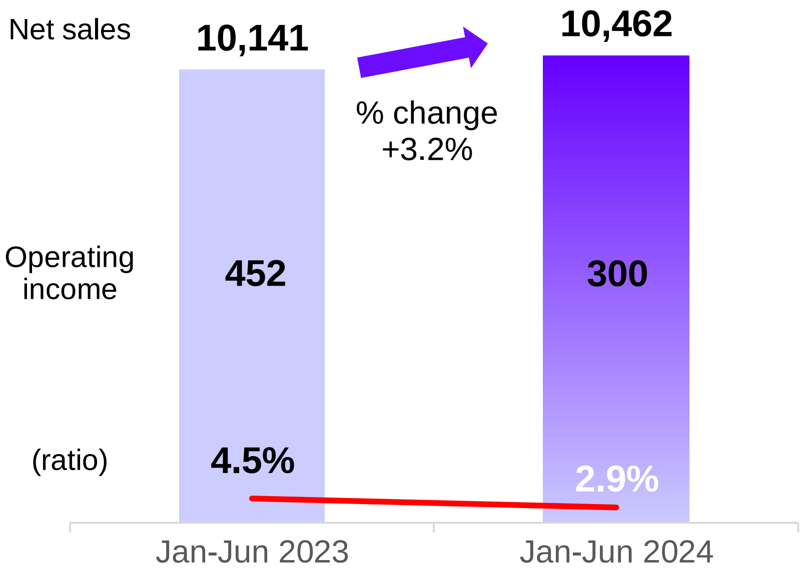
Full-year: Net sales, operating income ratio

(Millions of yen)



Q2: Net sales, operating income ratio

(Millions of yen)



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The business climate is tough, with the end to stay-at-home demand and the comedown from the large B2B contract won last year.
We will build a new portfolio emphasizing e-commerce and hotel-related B2B contracts.

Interior Retail Businesses

1. Business climate

・Demand landscape has toughened with the end of the stay-at-home demand, which surged during the pandemic.

・ We face a tough comparison to the previous year (2023), when we won a large B2B contract (a residential project).

2. Progress in Q2

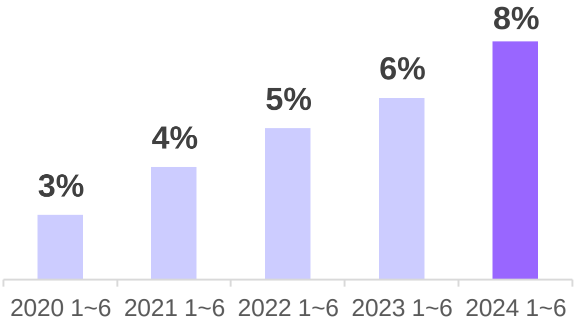
・The low yen creates a challenge, but performance is going largely to plan, with us winning B2B contracts, developing e-marketing, and controlling price increases.

3. Future actions

・Offset the comedown from 2023 (the large contract mentioned above) by opening new locations with strong demand prospects, strengthening e-commerce, and pursuing more B2B leads.

・Use price controls to improve gross profit margin

<E-commerce as percentage of total sales>



<New Actus location (Tokorozawa)>

To open in September 2024

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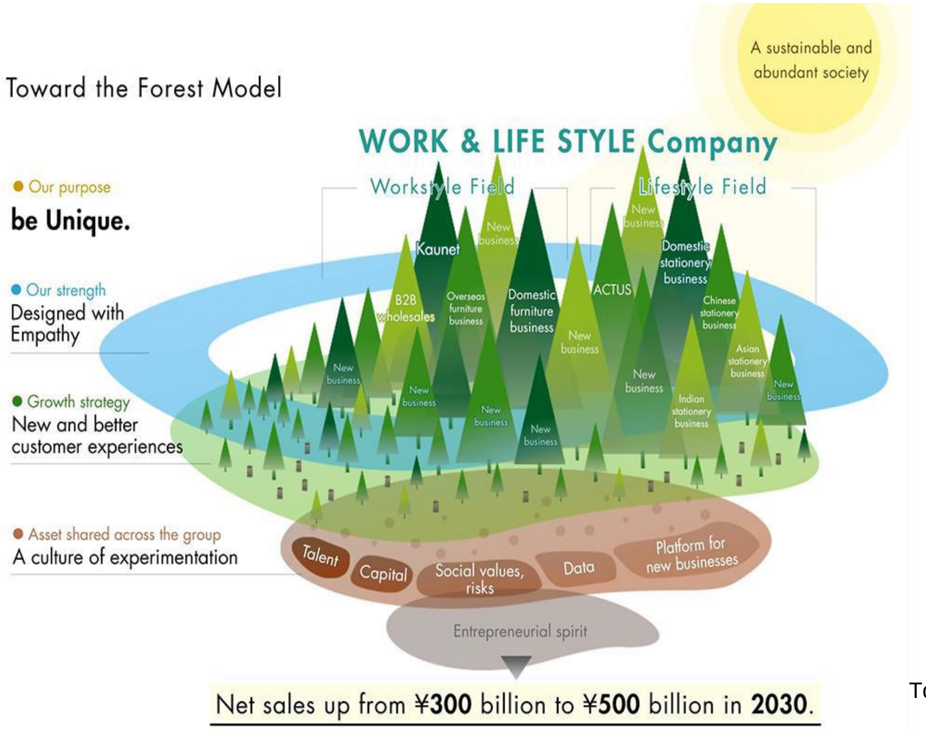
4. Long-term Vision, CCC 2030 (target: ¥500 bn in net sales)

Increase annual net sales to ¥500 billion through Forest-Like Model.
Become a group of diverse businesses that deliver sustainable growth



New needs: Nurturing business ideas Net sales: ¥50–100 billion	Office management	Talent and values	Self-driven learning	Co-living
Existing businesses: Expand fields Net sales: ¥100 billion	Hybrid workplace		Lifestyle tools	
Existing businesses: Tweak business Net sales: ¥300 billion	Furniture businesses	Business supply distribution	Stationery businesses	Interior retail businesses

Total net sales in 2030: ¥500 billion

Net sales: ¥300–350 billion or more
Change from 2020: +¥100–150 billion

Net sales: ¥150–200 billion or more
Change from 2020: +¥50–100 billion

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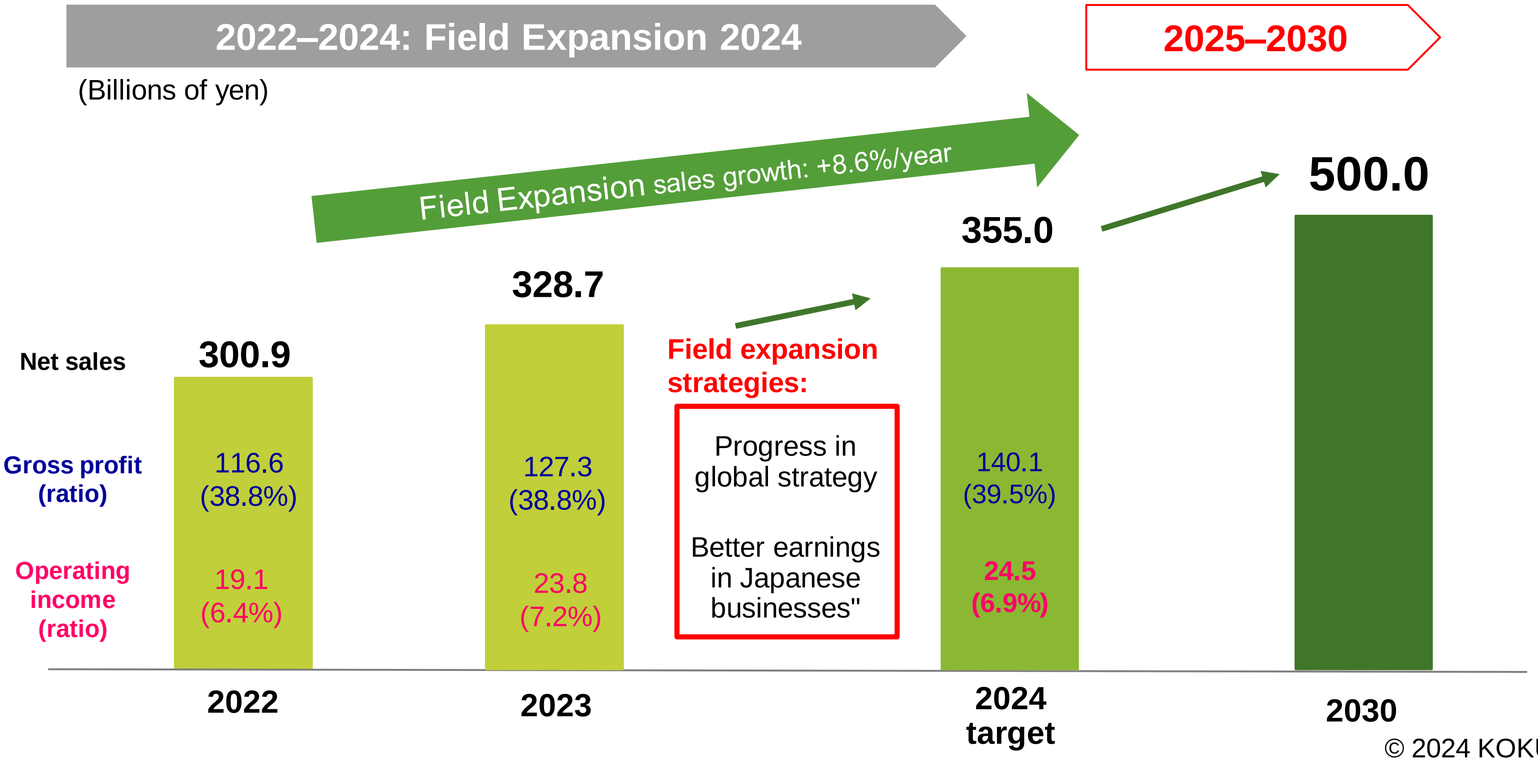
We proceeded with the third medium-term plan to make progress toward our long-term vision (CCC 2030).

The plan's theme is to achieve field expansion with progress in our global strategy and better earnings in Japanese businesses.



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Four Priority Tasks

Work on our four priority tasks is starting to contribute to field expansion.
We will accelerate efforts to further expand the reach of the fields.

	2022–2024	2025–2027	2028–2030
Dynamic investment	・R&D share: Increased from 0.6% to 1.0% ・Growth CapEx: Over ¥30 billion ・Regular/maintenance CapEx: ¥20 billion	Strategic budget of ¥180 bn (including portion invested under third medium-term plan) to be invested up to 2030	
Empowered talent	Improve employee mobility and provide more opportunities for employee growth ・Make core posts more fluid ・Appoint 30 leaders	Increase diversity to accelerate innovation	Nurture talent for society
Active innovation	Establish business prototyping processes and infrastructure ・Launch 15 startups ・500 people with experience in innovation process	Accelerate innovation	Sell process to other companies
Social value and business value	・Provide fund for building social value (c. 1% ordinary income: ¥0.2 billion) ・Provide fund for ESG initiatives		

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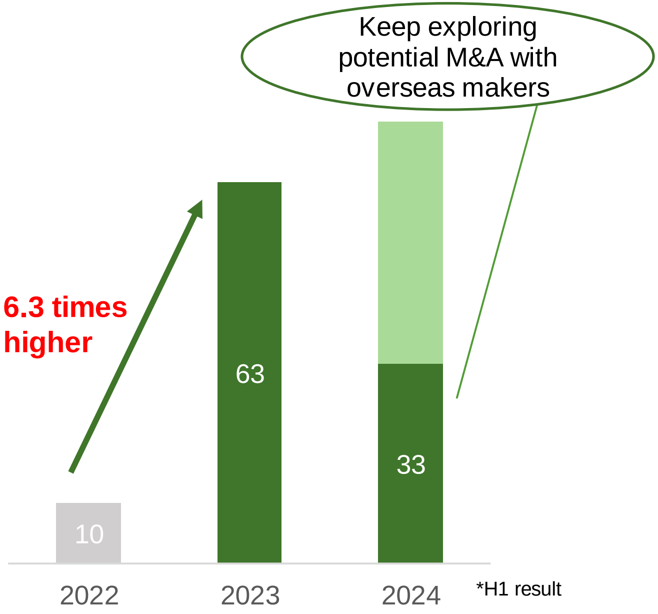
Dynamic Investment: Current Growth-Investment Themes

We have focused on high-priority investments aligned with our growth strategy.

We are improving our M&A process to massively increase our M&A leads and improve the prospects of strategic success.

	Main themes and projects	Outcomes
Go global	ST: Expand globally FN: Expand into ASEAN and other Asian markets	・Kokuyo Hong Kong (c. ¥10 bn)
Improve basic earnings in existing Japanese businesses	Jp FN: Make value chain more efficient ✓Plant investments to expand product lineup ✓M&As in office mgmt services sector BS distribution: Invest in digital marketing ✓System investments ✓Distribution	JP furniture ・Origin Co., Ltd. ・Invest in own plants (expand product lineup) Business-supplies distribution ・System investments

M&A leads



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Empowered talent

We have invested in training and recruitment to bolster our human capital. We train “yokoku” talent who will drive forward our long-term vision, CCC 2030.

Human capital: Schema, actions

Field expansion

Kokuyo talent: Talent who are passionate about solving problems and can develop creative solutions

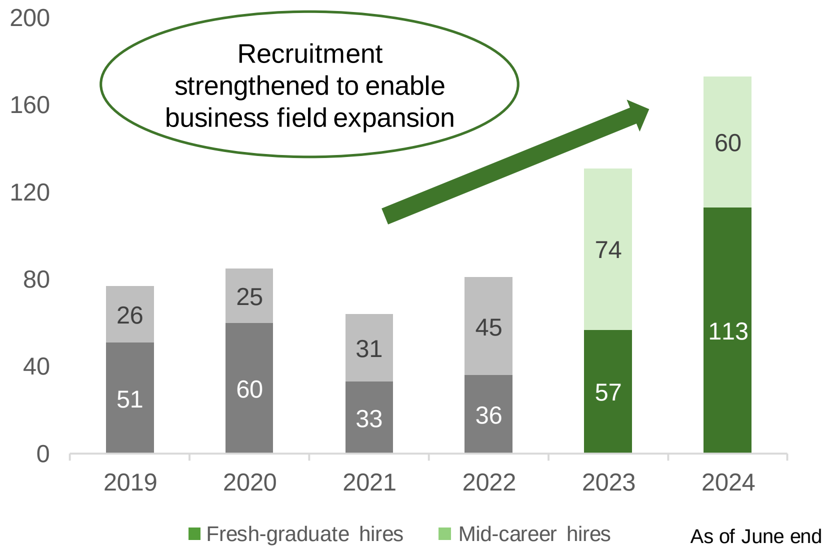
A workplace climate that empowers diverse talent

Employee spotlighting

Examples of actions

- Strengthen competitive recruitment (higher starting salary, across-board pay raises)
- Reform HR system (new promotion system, better workstyles)
- Improve recruitment
- Improve talent-development system (Marketing University, Kokuyo’s 20% Challenge, Digital Academy)

No. of new hires (Kokuyo and Kaunet)



As of June end

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Capital Policy: Looking back on the third medium-term plan, looking forward to the fourth medium-term plan

With progress in our measures and with extra measures, we are on course to achieving 8% ROE.
The fourth medium-term plan will clarify the capital allocations for building long-term value.

<Capital policy in third medium-term plan, progress made>

	Key policies	Progress
Effective capital allocation, greater efficiency	・Strike optimal balance between reinvestment and shareholder returns ・ Enhance efficiency of business assets ・Keep capital cost in mind when vetting prospective investments and evaluating existing investments	・We are set to achieve 8% ROE. ・We have balanced reinvestment with shareholder returns and bought back shares. ・We have kept capital cost in mind when vetting prospective investments and evaluating existing investments
Investment strategy for building sustainable enterprise value	・Growth CapEx of ¥30 bn on top of regular/maintenance CapEx of ¥20 bn	・We are yet to reach the ¥30 bn target, but we are on course toward it ・We declined some prospective investments because the purchase price was too high
Shareholder returns	・Aim for a stable dividend increase with a dividend payout ratio of 40% ・Fulfill responsibility to explain our corporate growth story	・We revised the policy in July 2023, adding a new benchmark: total payout ratio of 50%. To meet this new benchmark, we bought back shares worth ¥5 bn ・We immediately retired treasury shares in excess of 5% of our total issued stock

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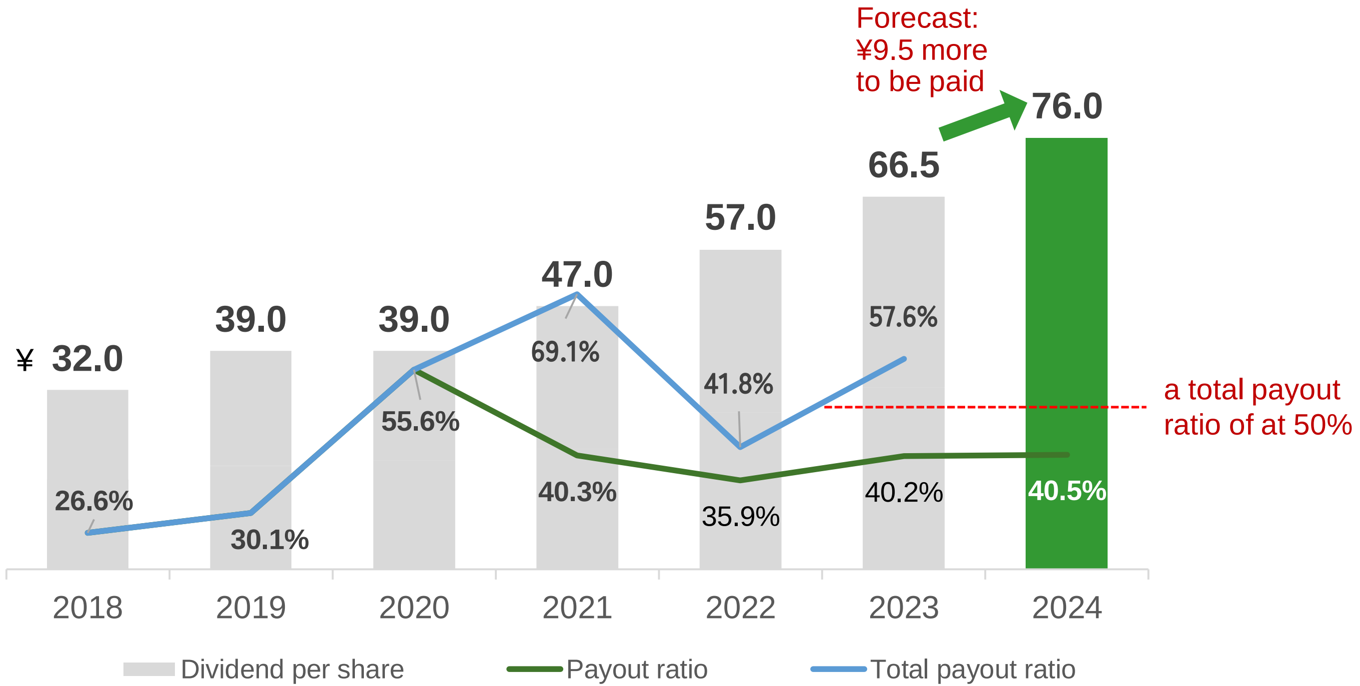
For 2024, the payout ratio will exceed the medium-term target at 40.5% (annual dividend of ¥76).
The forecast for total payout ratio (an additional KPI added in 2023) is 50% or more (2023–2024 average).

Dividend (JPY), payout ratio (%)



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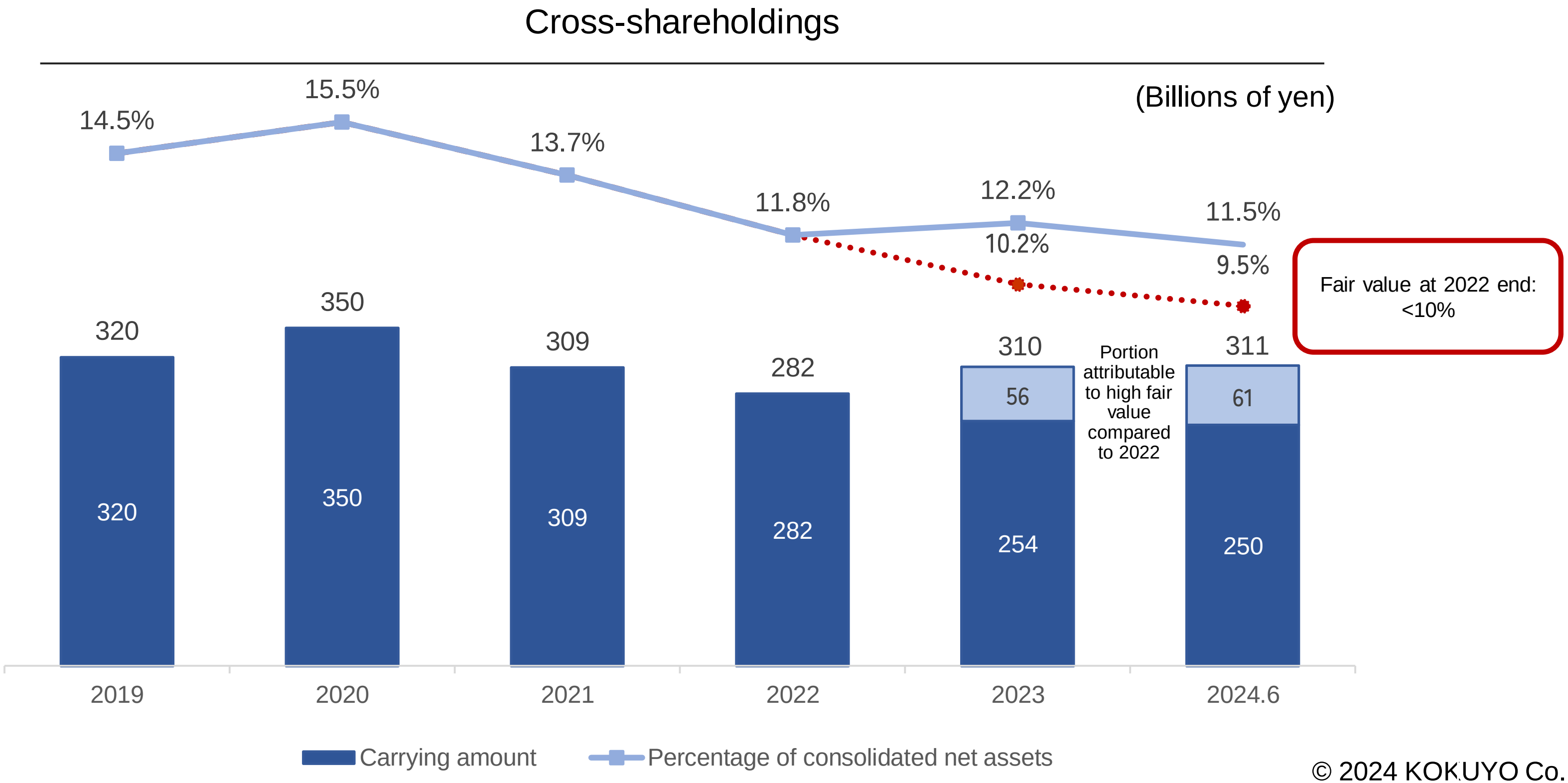
Capital Policy: Reduce Cross-Shareholdings

We wanted to reduce our cross-shareholdings to less than 10% of our consolidated net assets stated at fair market value. They remain above the 10% mark, but that is because fair value has trended upward. Our cross-shareholdings continue to decrease.



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We will unveil the fourth medium-term plan at the end of November.
We are working on ideas to implement our growth strategy aligned with CCC 2030.

First medium-term plan (2016–2018)	Second medium-term plan (2019–2021)	Third medium-term plan (2022–2024)	Fourth medium-term plan (2025–2027)
Net sales ¥315.1 bn (*2) Operating income ¥18.2 bn (5.8%)	Net sales ¥292.6 bn (*2) Operating income ¥19.9 bn (6.8%)	Net sales ¥355.0 bn Operating income ¥24.5 bn (6.9%) **ROE >8.0%**	To be unveiled at the end of November 2024
Self-reform focusing on value creation	Enabling sustainable growth	Tweaking existing businesses, expand the fields	(Field expansion-related theme to be decided)

* The quantitative financial amounts indicate the financial results for the relevant plan
(The revenue standard has been retroactively applied to numerical data in the second medium-term plan but not to that in the first.)

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5. Reference Materials

Second Quarter Performance

(Millions of yen)

	Jan-Jun FY2021 result	Jan-Jun FY2022 result	Jan-Jun FY2023 result	Jan-Jun FY2024 result
Net sales	155,281	156,424	173,585	178,681
Gross profit	61,920	61,219	68,010	71,216
(ratio)	39.9%	39.1%	39.2%	39.9%
SG&A expenses	47,264	48,487	52,236	55,539
(ratio)	30.4%	31.0%	30.1%	31.1%
Operating income	14,655	12,731	15,773	15,676
(ratio)	9.4%	8.1%	9.1%	8.8%
Ordinary income	10,464	14,614	17,266	17,974
(ratio)	6.7%	9.3%	9.9%	10.1%
Net income attributable to owners of parent	8,332	10,845	11,747	15,625
(ratio)	5.4%	6.9%	6.8%	8.7%

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Second Quarter Performance by Segment

(Millions of yen)

			Jan-Jun FY2021 result	Jan-Jun FY2022 result	Jan-Jun FY2023 result	Jan-Jun FY2024 result
Workstyle Field		Net sales	123,944	122,309	134,443	137,887
		Operating income	13,521	12,820	16,048	16,746
		(ratio)	10.9%	10.5%	11.9%	12.1%
	Furniture businesses	Net sales	74,322	72,371	83,465	86,316
		Operating income	11,913	10,927	13,871	14,037
		(ratio)	16.0%	15.1%	16.6%	16.3%
	Business supply distribution	Net sales	49,622	49,938	50,977	51,570
		Operating income	1,607	1,892	2,176	2,708
		(ratio)	3.2%	3.8%	4.3%	5.3%
Lifestyle Field		Net sales	46,853	48,043	54,001	55,290
		Operating income	4,224	3,947	4,363	4,465
		(ratio)	9.0%	8.2%	8.1%	8.1%
	Stationery businesses	Net sales	37,912	38,497	43,859	44,828
		Operating income	3,744	3,397	3,911	4,165
		(ratio)	9.9%	8.8%	8.9%	9.3%
	Interior retail businesses	Net sales	8,940	9,545	10,141	10,462
		Operating income	479	549	452	300
		(ratio)	5.4%	5.8%	4.5%	2.9%
Other		Net sales	221	204	208	202
		Operating income	15	-53	-123	-239
		(ratio)	6.8%	-	-	-
Reconciliation		Net sales	-15,737	-14,132	-15,067	-14,698
		Operating income	-3,105	-3,981	-4,515	-5,295
Total		Net sales	155,281	156,424	173,585	178,681
		Operating income	14,655	12,731	15,773	15,676
		(ratio)	9.4%	8.1%	9.1%	8.8%

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Annual Performance

(Millions of yen)

	FY2021 result	FY2022 result	FY2023 result	2024 target
Net sales	292,617	300,929	328,753	355,000
Gross profit	113,526	116,671	127,392	140,100
(ratio)	38.8%	38.8%	38.8%	39.5%
SG&A expenses	93,618	97,543	103,561	115,600
(ratio)	32.0%	32.4%	31.5%	32.6%
Operating income	19,907	19,128	23,830	24,500
(ratio)	6.8%	6.4%	7.2%	6.9%
Ordinary income	16,415	21,161	25,989	25,500
(ratio)	5.6%	7.0%	7.9%	7.2%
Net income attributable to owners of parent	13,703	18,237	19,069	21,400
(ratio)	4.7%	6.1%	5.8%	6.0%
ROE	6.0%	7.8%	7.8%	>8%

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Annual Performance by Segment

(Millions of yen)

		FY2021 result	FY2022 result	FY2023 result	2024 target
Workstyle Field	Net sales	229,463	230,200	252,293	271,800
	Operating income	20,302	19,792	26,351	28,600
	(ratio)	8.8%	8.6%	10.4%	10.5%
Furniture businesses	Net sales	136,058	134,886	154,472	168,100
	Operating income	17,744	16,523	22,458	24,200
	(ratio)	13.0%	12.2%	14.5%	14.4%
Business supply distribution	Net sales	93,405	95,314	97,820	103,700
	Operating income	2,557	3,269	3,892	4,400
	(ratio)	2.7%	3.4%	4.0%	4.2%
Lifestyle Field	Net sales	90,745	98,173	104,248	110,900
	Operating income	7,014	7,873	7,501	8,600
	(ratio)	7.7%	8.0%	7.2%	7.8%
Stationery businesses	Net sales	72,702	78,457	83,899	90,700
	Operating income	6,069	6,786	6,802	8,000
	(ratio)	8.3%	8.6%	8.1%	8.8%
Interior retail businesses	Net sales	18,043	19,716	20,348	20,200
	Operating income	944	1,087	698	600
	(ratio)	5.2%	5.5%	3.4%	3.0%
Other	Net sales	441	413	438	700
	Operating income	10	-133	-370	-500
	(ratio)	2.3%	-	-	-
Reconciliation	Net sales	-28,034	-27,857	-28,226	-28,400
	Operating income	-7,418	-8,404	-9,651	-12,200
Total	Net sales	292,617	300,929	328,753	355,000
	Operating income	19,907	19,128	23,830	24,500
	Net sales	6.8%	6.4%	7.2%	6.9%

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