



Summary of Financial Results for the Fiscal Year Ended December 31, 2024

February 17, 2025

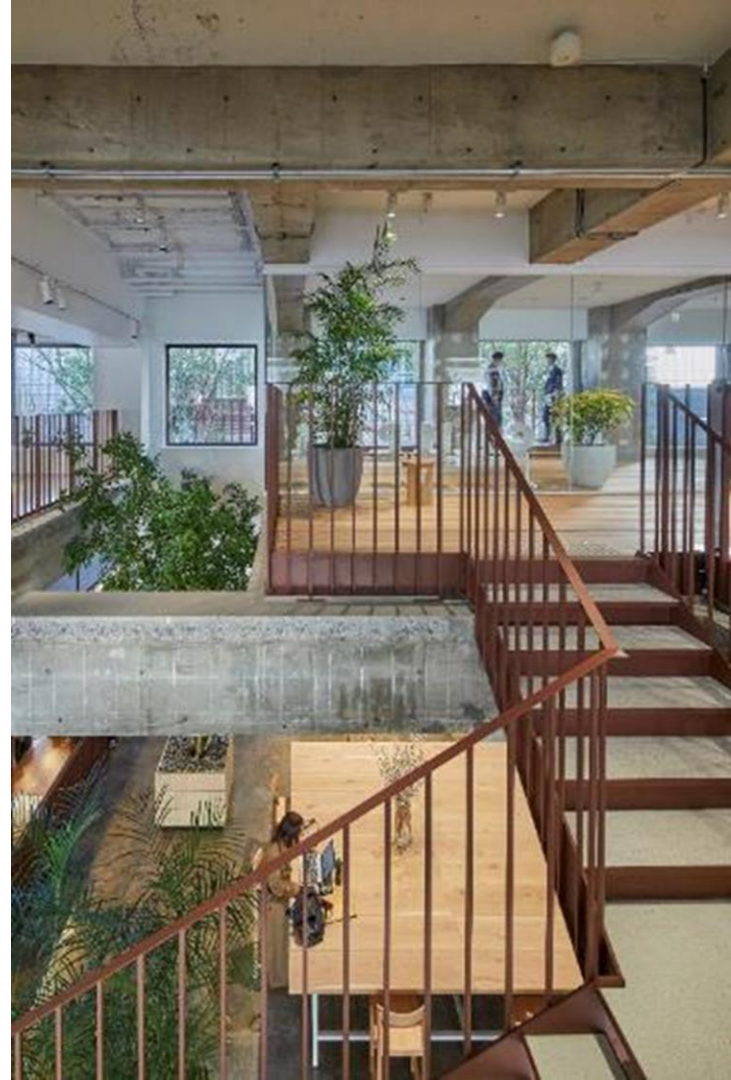
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1. Full-Year FY2024 Results
2. Full-Year FY2025 Forecasts
3. Groupwide Strategic Management
4. Results in Each Business
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* The business segments are as follows:

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

Full-Year FY2024 Results (third medium-term plan in review)


- ✓ Net sales and operating income were mostly in line with the downgraded targets (as announced in Q3 results presentation). Year on year, net sales increased and operating income decreased.
- ✓ **Net income reached the third medium-term target as did ROE (8%),** The sale of cross shareholdings was brought forward, which more than offset the impact of impairment loss in Kokuyo Hong Kong (which reflected economic adversities in China).
- ✓ The dividend of ¥77 (¥10.5 more than the previous annual dividend and ¥1 more than the target), in line with the 40% payout ratio set out in the third medium-term plan.

Summary of 4th medium-term plan (groupwide strategic management)

- ✓ Build sustained growth as follows: Establish a framework that prioritizes cashflow (≈EBITDA), use strategic and disciplined investment in line with the Forest-like Management Model, build up talent and knowledge to increase replicability of business success, and bolster strategic assets to reduce risks (capital costs).
- ✓ From the ¥35 billion share buyback budget, buy back ¥20 billion of shares **to achieve an early improvement** in capital efficiency.
- ✓ **Work on 4th medium-term plan measures: e.g. relocate Osaka head office, introduce stock incentive plan, allocate growth CapEx to building business supply distribution centers.**

Full-Year FY2025 Forecasts

- ✓ Net sales and operating income will increase on the back of **growth in each business, especially the furniture business.**
- ✓ EBITDA will increase following investment in PP&E in Japan and other growth investments.
- ✓ Net income will decrease relative to the FY2024 high (which was on the back of the sale of cross-held shares and other non-business assets brought forward).
- ✓ We plan to pay an annual dividend of ¥91 (¥14 more than the previous annual dividend), consistent with our commitment to a payout ratio of 50% and a steadily increasing dividend. ROE will be around 8%.



1. Full-Year FY2024 Results

FY2024 Results: Year on Year Comparisons

Net sales and operating income were mostly in line with downgraded targets. Year on year, net sales increased and operating income decreased.

Despite the recording of impairment loss, net income reached an all-time high with the sale of cross shareholdings.

The third medium-term plan's ROE target was reached, at 8.5%.

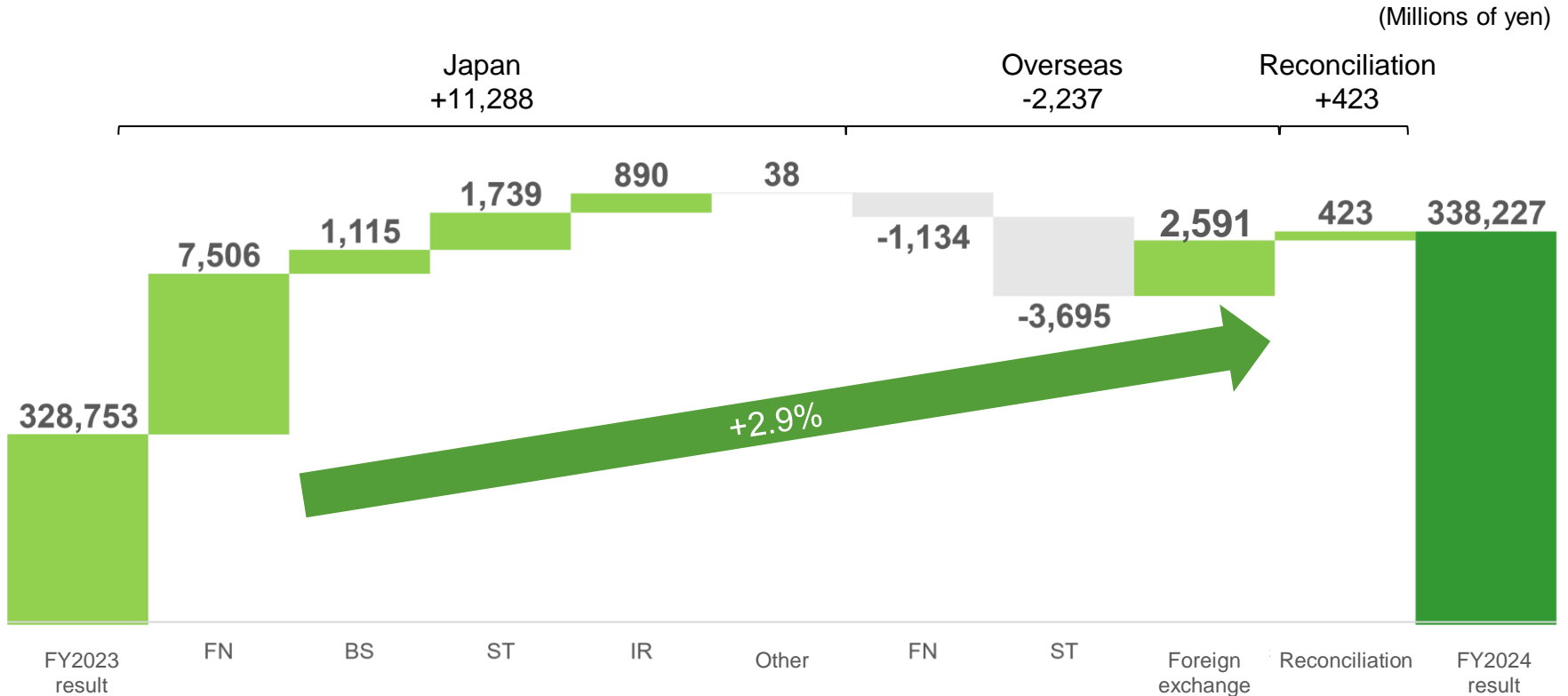
(Millions of yen)

	2023 result	Revised 2024 target	2024 result	YoY change	% YoY change
Net sales	328,753	338,000	338,227	+9,474	+2.9%
Gross profit	127,392	133,200	132,921	+5,528	+4.3%
(ratio)	38.8%	39.4%	39.3%		
SG&A expenses	103,561	111,700	110,892	+7,330	+7.1%
(ratio)	31.5%	33.0%	32.8%		
Operating income	23,830	21,500	22,028	-1,802	-7.6%
(ratio)	7.2%	6.4%	6.5%		
Ordinary income	25,989	23,500	24,410	-1,579	-6.1%
(ratio)	7.9%	7.0%	7.2%		
Net income attributable to owners of parent	19,069	21,400	21,787	+2,717	+14.3%
(ratio)	5.8%	6.3%	6.4%		
ROE	7.8%	>8%	8.5%		

FY2024 Results: Contributors to YoY Change in Net Sales

Japan: Revenue growth led by furniture business, with steady stream of contracts

Overseas: Revenue decreased mainly because of economic downturn in China

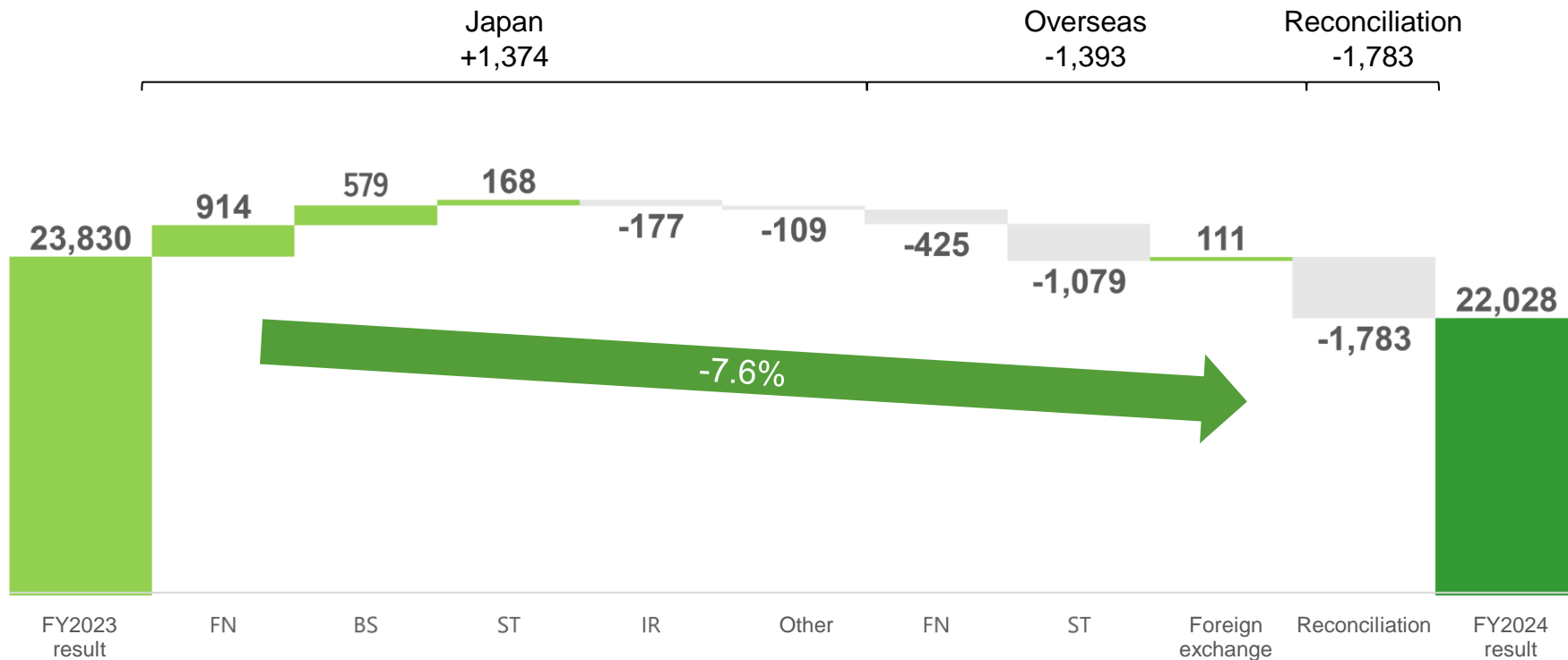


FY2024 Results: Contributors to YoY Change in Operating Income

Japan: Operating income increased with strong revenue in furniture business, the effects of price revisions in business supply distribution.

Overseas: Operating income decreased with Chinese downturn.

(Millions of yen)

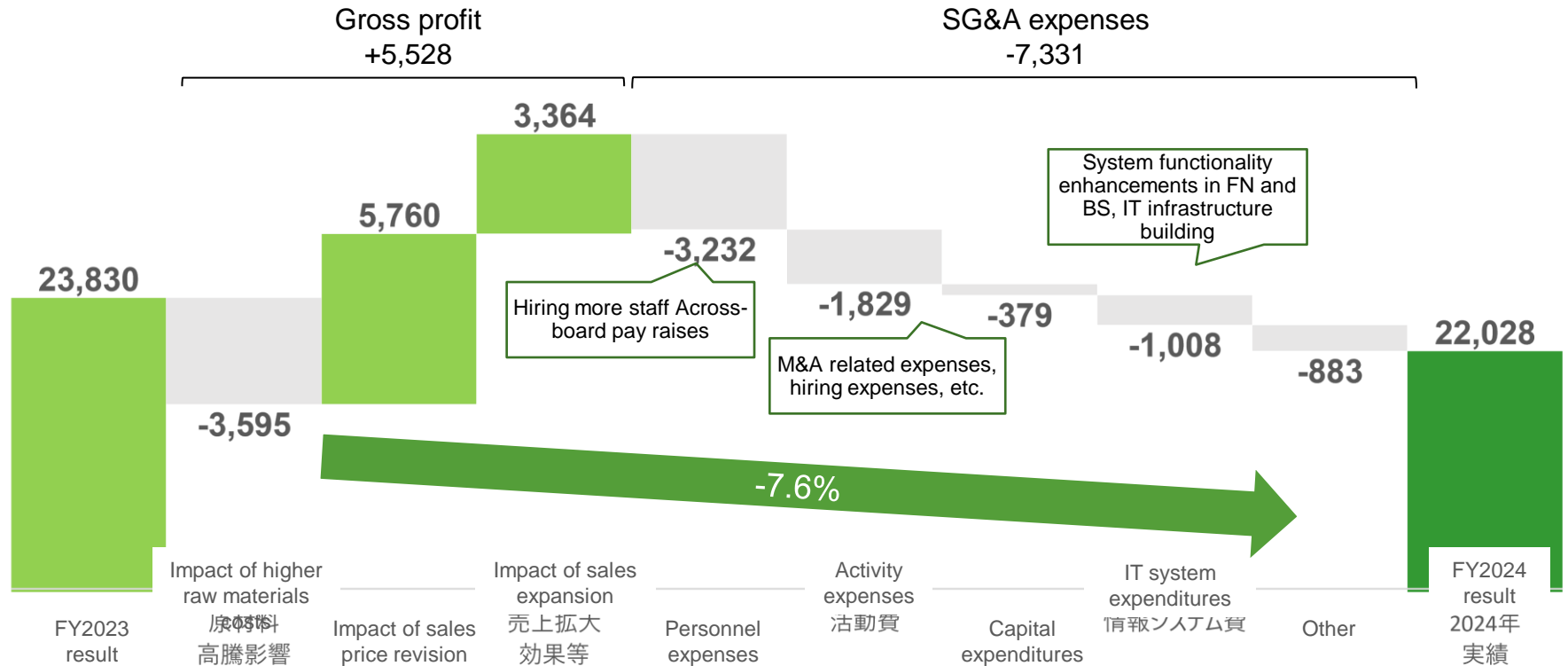


Contributors to YoY Change in Operating Income

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

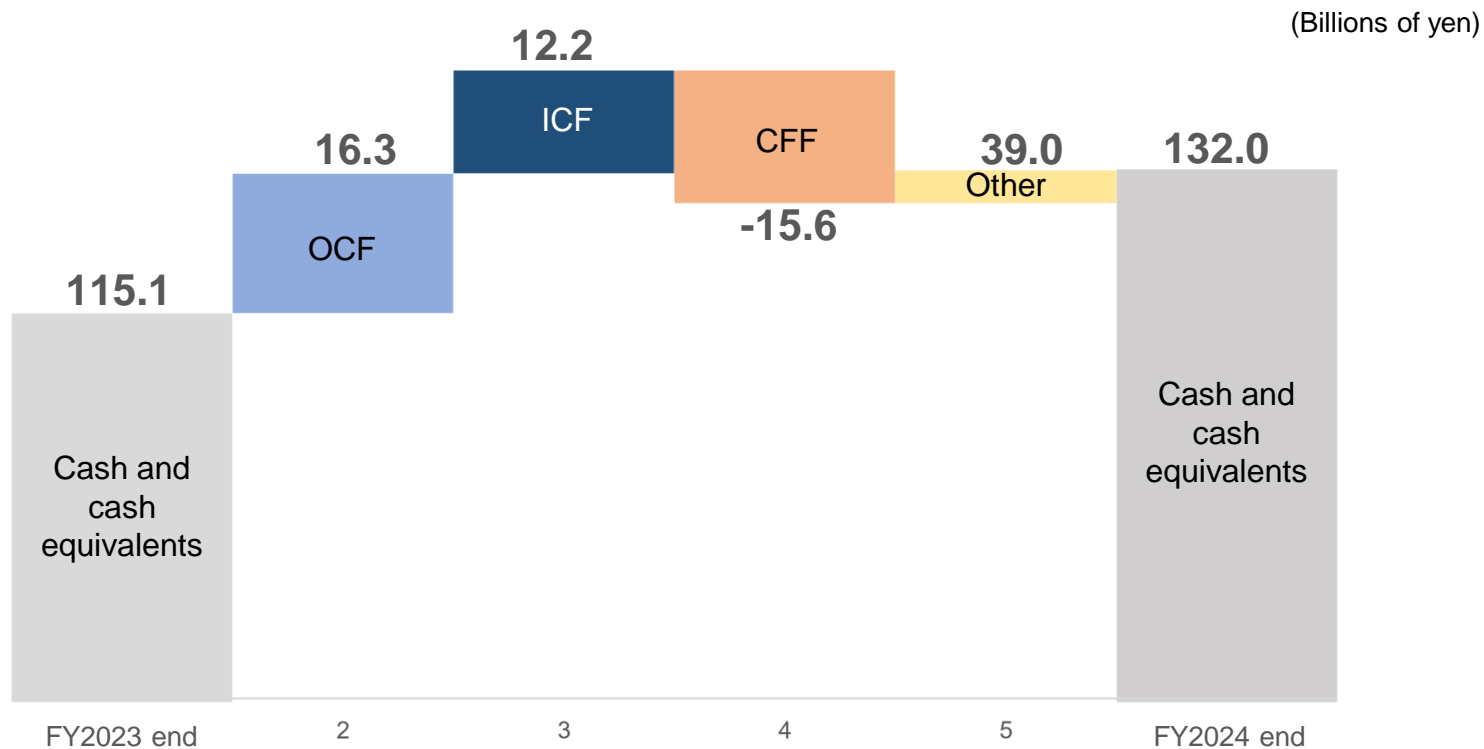
We invested in personnel and made other strategic expenditures to drive our medium- and long-term strategies while controlling SG&A expenses.

(Millions of yen)



Cash Flow Performance

Cash and cash equivalents increased ¥16.9 billion year on year, with steady business performance generating higher OCF and with the sale of non-business assets improving ICF.




Balance Sheet Performance

The sale of cross-held shares halved investment securities and increased cash and cash equivalents.

Strong business performance increased equity ratio. This and higher net income meant that ROE reached target, at 8.5%.

	FY2023 end	FY2024 end	YoY change
Cash and cash equivalents	115,161	132,080	+16,919
Notes and accounts receivable and contract assets	68,551	75,383	+6,831
Inventory assets	39,718	38,853	-865
Other non-current assets	6,725	6,566	-159
Property, plant and equipment	61,542	63,241	+1,699
Intangible assets	16,614	12,961	-3,653
Investment securities	40,112	22,362	-17,750
Other fixed assets	9,985	11,509	+1,524
Total assets	358,412	362,959	+4,546
Notes and accounts payable – trade	55,157	54,357	-799
Interest-bearing liabilities	9,238	4,177	-5,060
Other liabilities	40,589	40,361	-227
Total liabilities	104,985	98,896	-6,088
Owned capital	251,841	260,552	+8,711
Non-controlling interests	1,585	3,509	+1,924
Net assets	253,426	264,062	+10,635
Equity ratio	70.3%	71.8%	+1.5pt
ROE	7.8%	8.5%	+0.7pt

(Millions of yen)



2. Full-Year FY2025 Forecasts

Full-Year FY2025 Forecasts: Year on Year Comparisons

Net sales and operating income will increase on the back of strong performance in the furniture business, resulting in a gross profit margin of 40%.

Net income will decrease relative to the FY2024 high (which was on the back of the sale of cross-held shares).

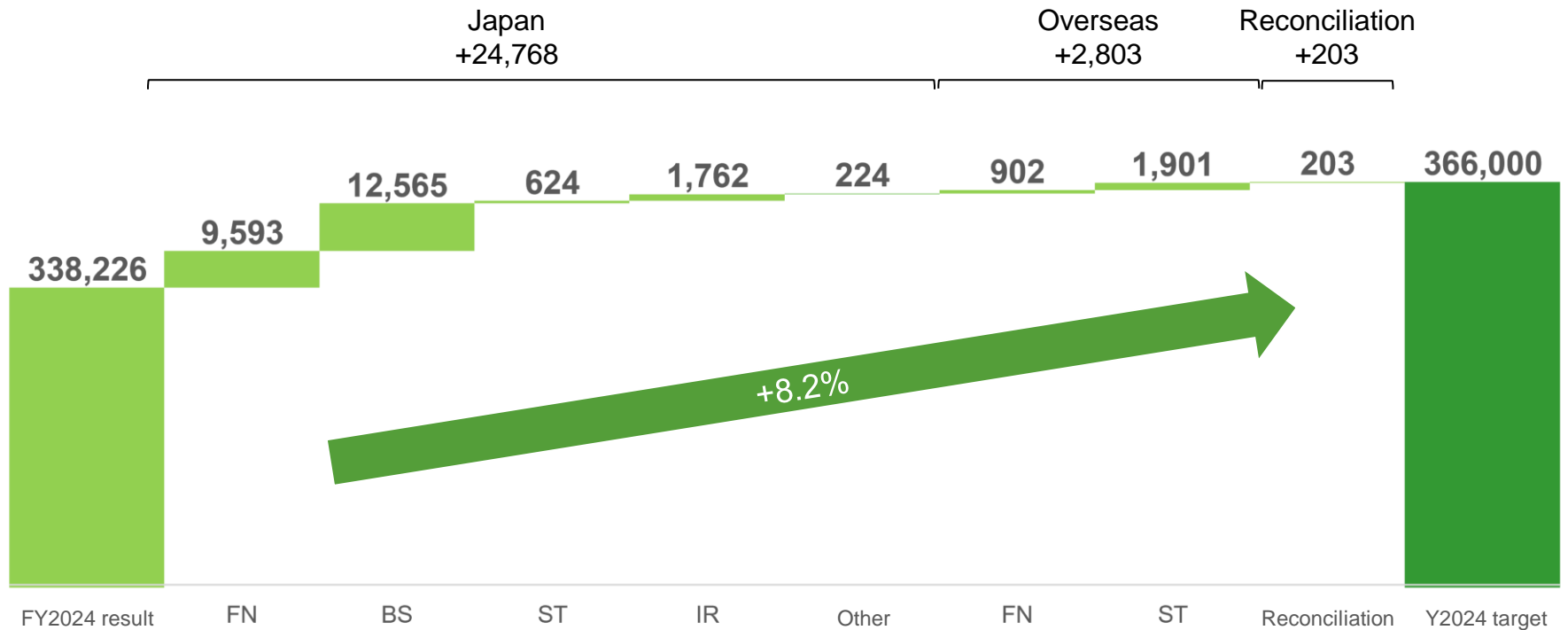
	2024 result	2025 target	YoY change	% YoY change	(Millions of yen)
Net sales	338,227	366,000	+27,773	8.2%	
Gross profit	132,921	146,800	+13,879	10.4%	
(ratio)	39.3%	40.1%			
EBITDA	22,028	24,000	+1,972	9.0%	
(ratio)	6.5%	6.6%			
Operating income	30,990	33,000	+2,010	6.5%	
(ratio)	9.2%	9.0%			
Net income attributable to owners of parent	21,787	20,100	-1,687	-7.7%	
(ratio)	6.4%	5.5%			
Overseas sales as percentage of total sales	13%	13%			
ROE	8.5%	c. 8%			

Full-Year FY2025 Forecasts: Contributors to YoY Change in Net Sales

Japan: Growth led by furniture business (which enjoyed brisk business) and business supply distribution (which is due to inherit a business)

Overseas: Furniture and stationery businesses saw revenue growth in India and ASEAN, offsetting economic adversities in China

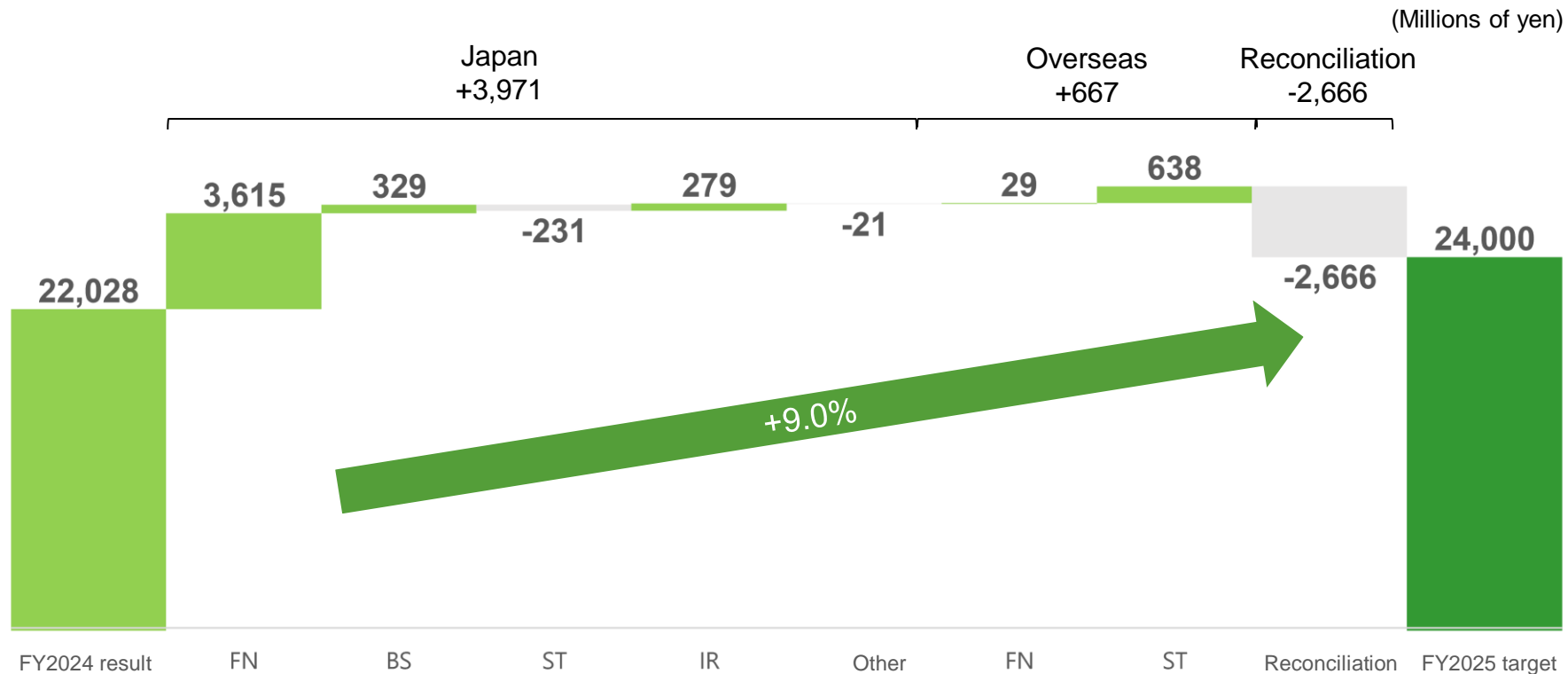
(Millions of yen)



Full-Year FY2025 Forecasts: Contributors to YoY Change in Operating Income and EBITDA

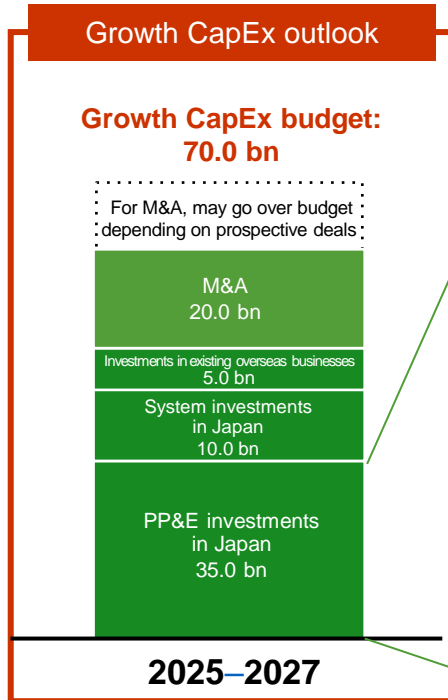
Japan: Growth led by furniture business (which enjoyed brisk business)

Overseas: Growth led by stationery business (which is set to return to past profitability levels)



PP&E Investments and M&As

PP&E investments will be focused in Japan
Besides this, potential M&A deals are under consideration.



Planned investments

Automated distribution center
Shin Sendai IDC (business supply distribution)



Will provide infrastructure for purchasing-platform strategy (greater lineup, smoother distribution)

Relocation of Osaka head office to Grand Green Osaka



Source: Grand Green Osaka developer

Will provide a more employee-friendly environment, help us increase share of West Japan market, and encourage better corporate partnerships and talent acquisition

Shibayama Plant (furniture)



Shibayama Plant
Exterior view of the plant

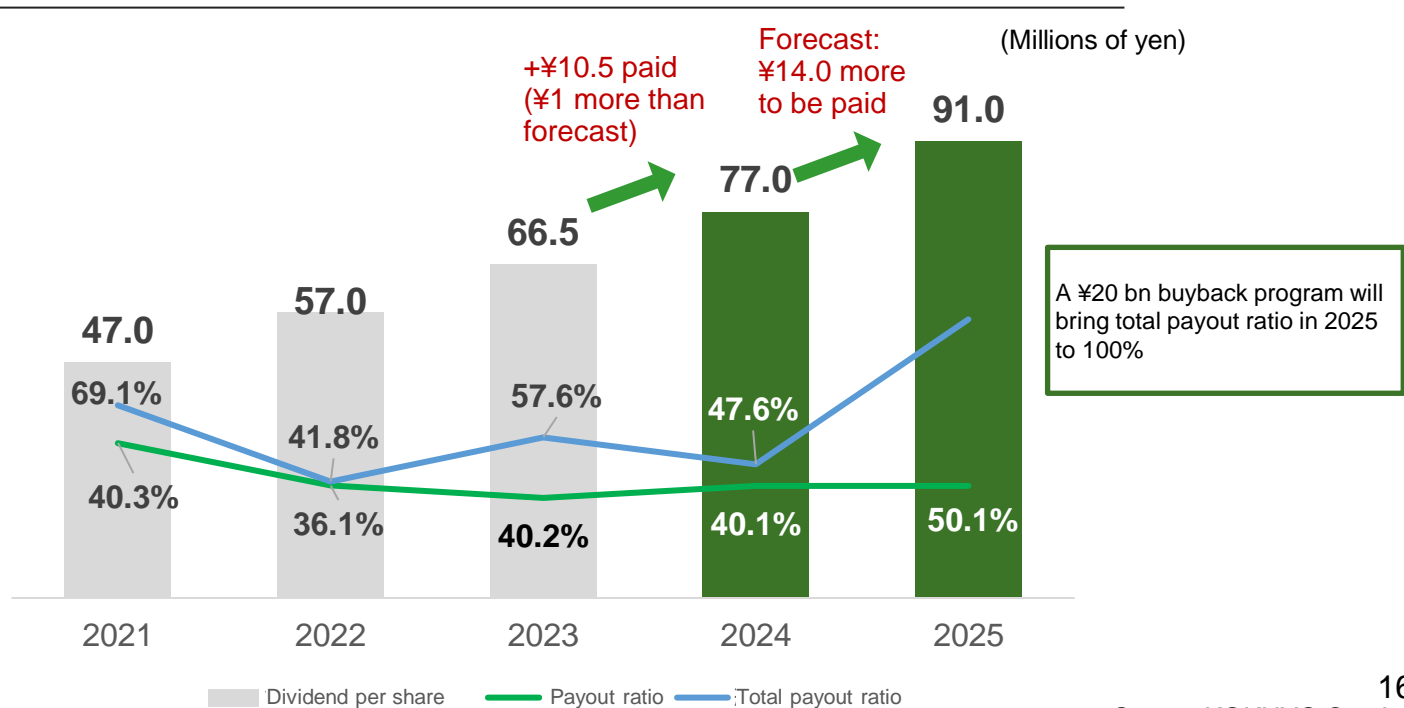
Will boost capacity to produce high-growth products and help us adapt to changing customer needs


Shareholder Returns

In 2024, we achieved the targets of payout ratio of 40% and total payout ratio of at least 50% (2023 & 2024 average).

In 2025, we will deliver dividends with a payout ratio of at least 50% and actively repurchase shares.

Dividend (JPY), payout ratio (%)



A photograph of a modern building's exterior courtyard. The building has a white facade with a grid-like pattern of windows. In the foreground, there are two young trees planted in circular pits. In the middle ground, there are several colorful geometric play structures in shades of orange, yellow, red, blue, and green. A man in a blue suit and a child in a white shirt are standing near the structures. The text "Groupwise Strategic Management" is overlaid in the center of the image.

Groupwise Strategic Management

Progress in Forest-Like Management Model (During 3rd Medium-Term Plan)

We expanded the reach of business fields with initiatives for business segments and strategic assets.

This has laid a foundation for sustained growth during fourth medium-term plan.

Existing businesses: Tweak, expand reach of fields

Japan

• Operating income from Japanese businesses:

- Furniture: **Better growth and profits, especially in furniture**
Growth and profitability improved with our value-added interior design services
- Business supply distribution: Enhanced solutions for large-scale corporate clients
- Stationery: Optimized costs, expanded merchandise (especially for B2C)
- Interior retail: Opened new locations and improved e-commerce in response to interior demand

Overseas

• Overseas share of total sales: **8% in 2021 ⇒ 13% in 2024**

- Furniture: Productivity and sales operations improved following purchase of Kokuyo Hong Kong
- Stationery: Business has grown in China and India

New needs: Nurture business ideas

- **8 startups** have been launched so far
- Business ideas are still being generated. Efforts will be accelerated to scale them up.

Financial strategy, investments

Investments

- Regular CapEx: **Approx. ¥18 bn of ¥20 bn** budget spent
- Growth CapEx : **Approx. ¥11 bn of ¥30 bn** budget spent
150 potential M&A deals considered

Shareholder returns

- Dividends: Maintained steadily-increasing dividend with **40% payout ratio**
- Share buybacks: Embarked on **¥5 bn buyback program** in 2023
Treasury stock in excess of 5% of total issued shares to be cancelled

Talent strategy

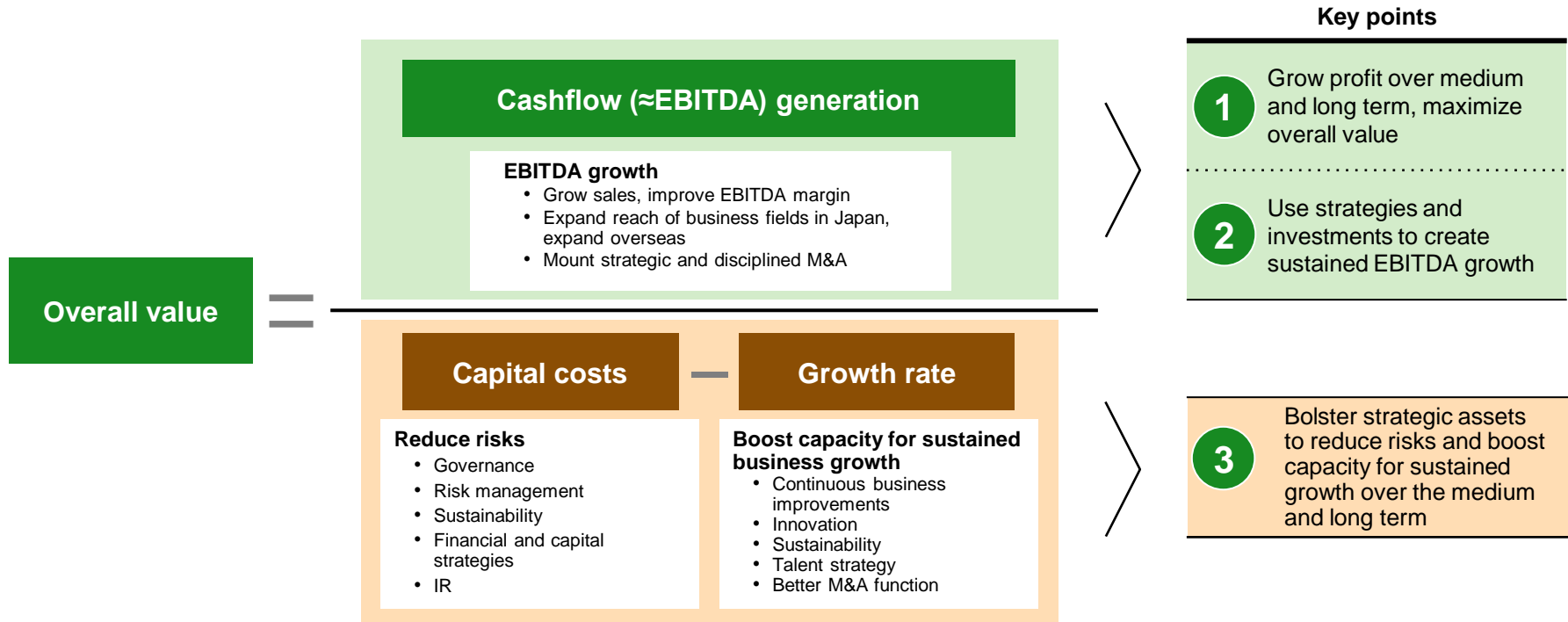
Hiring

- More hiring of fresh graduates to bolster capital assets for driving medium- and long-term growth

Talent management

- Give diverse opportunities for career growth
- Reform employee-promotion systems, establish training body
- Transform employee management

Use dynamic and aggressive growth-CapEx (PP&E investments, M&As) to maximize cash flows in the medium and long term. Strike optimal balance between cashflow generation, risks, and sustainable growth to further boost overall value.



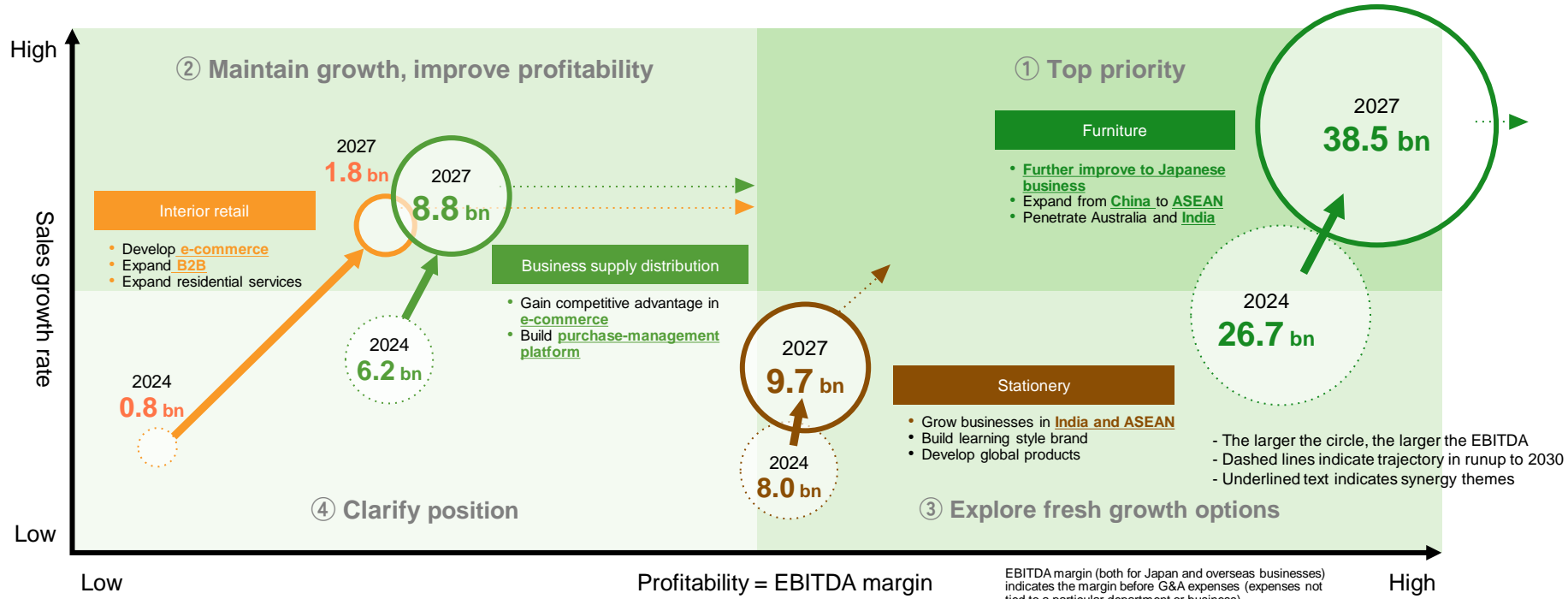
Financial Targets in Fourth Medium-Term Plan

The plan sets out targets for net sales, overseas sales as a percentage of total sales, EBITDA, and ROE. The targets represent our commitment to sustaining EBITDA growth and maximizing the organization's value.

		2023 result	2024 result	Latest target for 2025	2027 target	2030 target/projection
Financial KPIs	Net sales (growth rate)	¥328.7 bn (+9.2 %)	¥338.2 bn (+2.8 %)	¥366.0 bn (+8.2 %)	¥430.0 bn (+8%/year)	≥500.0 bn
	Overseas sales as percentage of total sales	15 %	13 %	13 %	20 %	≥25 %
	EBITDA EBITDA margin (%)	¥32.4 bn 9.9 %	¥30.9 bn 9.2 %	¥33.0 bn 9.0 %	≥¥43.0 bn 10 %	≥¥55.0 bn ≥11 %
	ROE	7.8 %	8.5 %	C. 8 %	≥9 %	≥10 %
Referential indicator	Operating income Operating income ratio	¥23.8 bn 7.2 %	¥22.0 bn 6.5 %	¥24.0 bn 6.6 %	c. ¥30.0 bn c. 7 %	≥¥38.0 bn ≥7.5 %

Enhancing the Business Portfolio

Through groupwide strategic management, we are building a smarter business portfolio that will deliver sustained growth in 2030 and beyond.



① **Top priority:** Use growth CapEx to drive growth

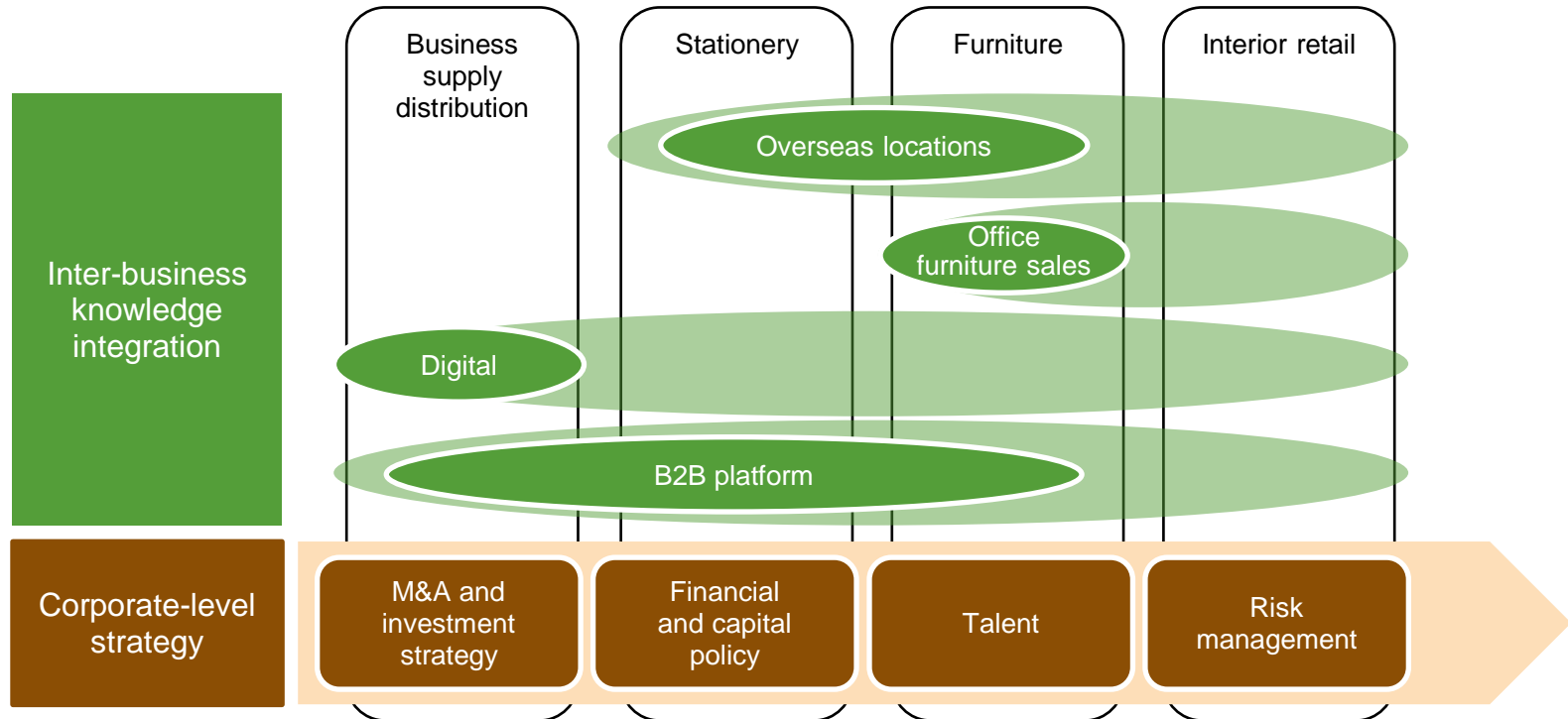
② **Maintain growth, improve profitability:** Use growth CapEx to drive growth and improve profitability over longer term

③ **Explore fresh growth options:** Find cash cows and growth opportunities and allocate growth CapEx to them

④ **Clarify position:** Consider selling off or disinvesting if unfeasible to move to other quadrant or synergize with other business

Generating Better Synergies to Contribute to Sustained Improvements in Organization's Value

By integrating business-level knowledge and bolstering the corporate functions that support it, we will generate powerful synergies and drive long-term value creation.



Using Business's Knowledge Assets to Drive Global Strategy

By globally integrating knowledge assets in the furniture and stationery businesses, we will expedite global business development, driving strategic progress in each business area.

Japanese furniture business

Kokuyo Camlin Ltd. (India ST)

ASEAN furniture business
(Malaysia office)

Japanese and Chinese
stationery businesses



- Interior design prowess



- Knowledge of Indian market
- Corporate-level functions



Furniture business to penetrate Indian market

- Knowledge of Malaysian market



Stationery business to penetrate Malaysian market



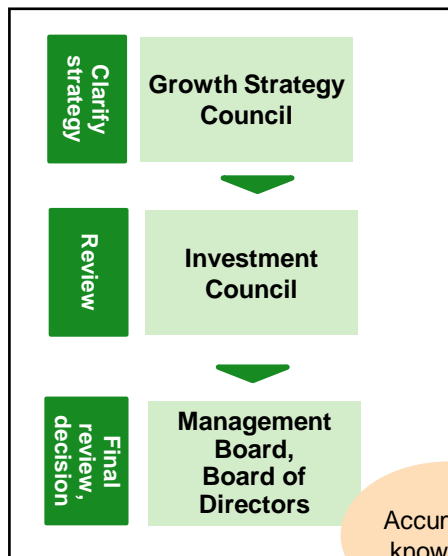
- Japanese and Chinese stationery
- Brand power

M&A and Investment Strategy

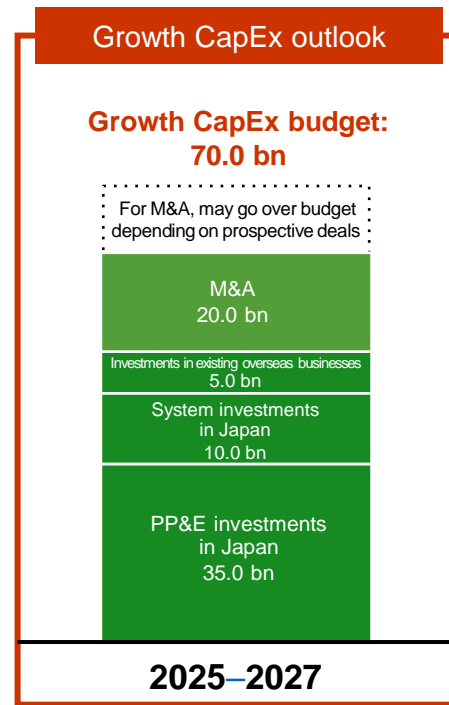
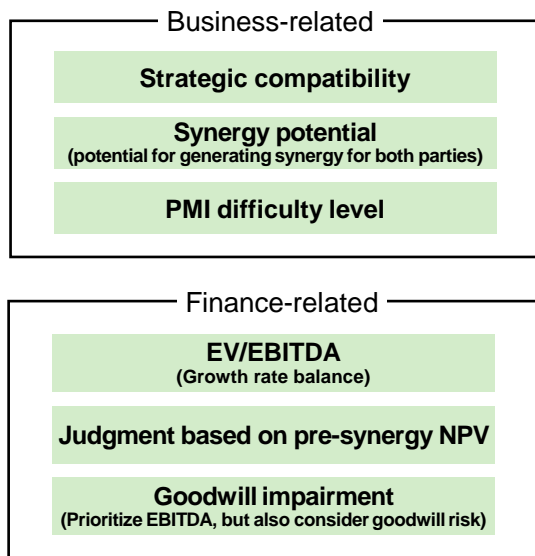
We will invest actively in projects to maintain and improve the competitiveness of the Japanese furniture businesses and other core businesses.

We will also actively pursue M&A leads to strengthen the business portfolio.

Framework for enabling investments from groupwide perspective



Disciplined investment to increase odds of success



M&A Themes for Strengthening Business Portfolio

Believing that there are great opportunities to form promising partnerships to pursue our goal of being a top global player, we have set three strategic themes through which we will actively pursue M&A deals and strengthen our business portfolio.

Further expansion in Asia and Oceania

- Peers seeking a way to adapt strategically and financially
- Potential for synergy with existing businesses

Japan: Surer profit growth, business field expansion

- Peers grappling with long-term market maturation and seeking a growth strategy
- New needs created by societal changes, growth opportunities in adapting to the changes

Targeting North America and Europe

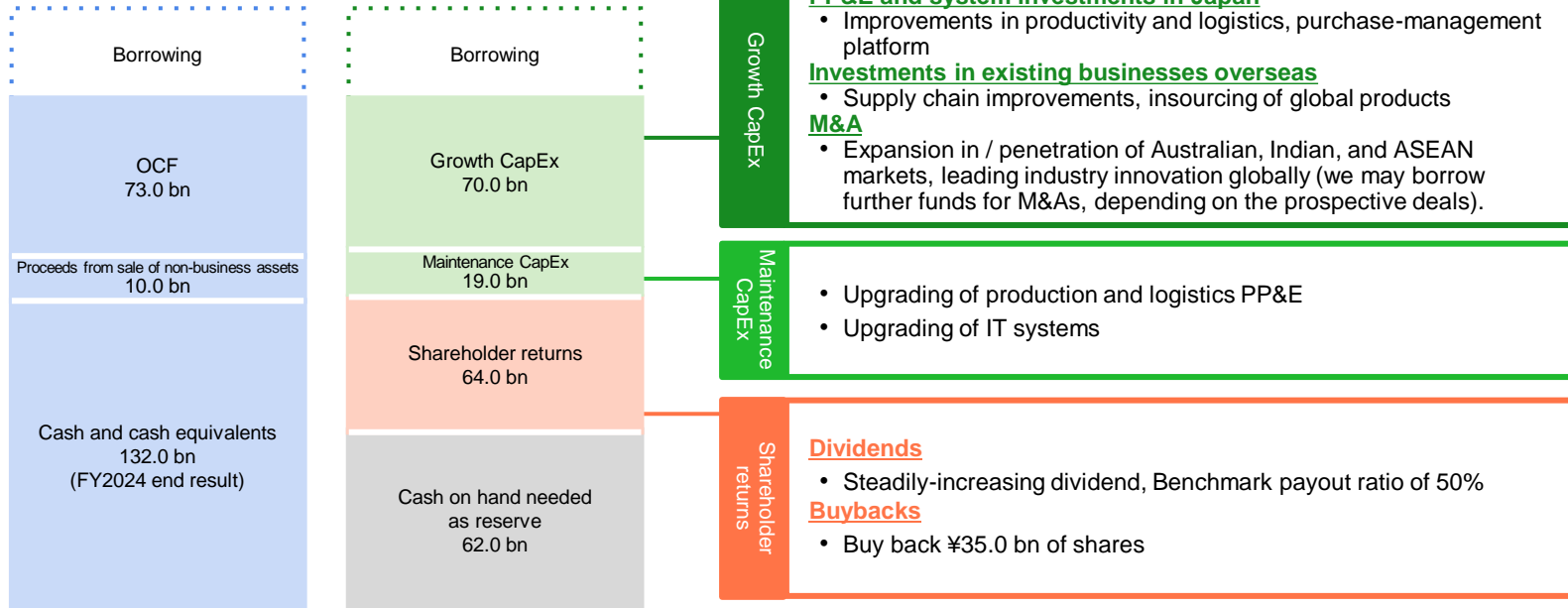
- Peers trying to navigate post-Covid world
- Compelling markets, potential for synergy with existing businesses

Capital Allocations

We will invest actively to drive sustained growth.

We will also deliver generous shareholder returns to improve stakeholder engagement.

Capital allocations over the 3-year period of the 4th medium-term plan



Talent Strategy

We will improve hiring, training, and the workplace environment.

Next year, we will relocate the Osaka head office and launch stock remuneration for leadership talent.

Talent management tasks	Examples of actions	Contribution to organization's value
<p>Hire talent to support a cycle of sustained value creation</p>	<ul style="list-style-type: none"> Active hiring of fresh graduates and mid-career candidates Using advertising and institutional reform to change corporate culture and propagate our message internally and externally Unique initiatives like the 20% Challenge 	<p>Further strengthening of recruiting competitiveness</p>
<p>Train up leadership talent to lead business growth related to expanding experience value</p>	<ul style="list-style-type: none"> Cultivating leadership skills and creativity in Kokuyo Academia Stock remuneration for leadership talent 	<p>Further improvement in employee engagement</p>
<p>Build a workplace that encourages a mindset for testing out new ideas</p>	<ul style="list-style-type: none"> Continued investment in The Campus Active investment in company offices in Japan and overseas (Osaka head office relocation, new facility) Building unique workspaces that encourage new workstyles and teamwork 	<p>Further improvement in productivity</p> <p>Encouragement of innovative idea generation</p>

Relocation of Osaka head office (to Grand Green Osaka)



Source: Grand Green Osaka developer

New training facility: DIG



Risk Management

We will manage the growing risks associated with expanding the reach of the business fields.

We will establish and fortify area-management hubs for China, ASEAN, and India.

Area-management hubs

Business process management

Global governance

Examples of key actions



- Establish more area hubs for area-specific governance, risk management, and some shared services.
- Establish area-management hub in ASEAN like the one in China (Kokuyo Management). Consider establishing one in India too.



- Use IT to monitor whole range of business processes.
- Use analytics to streamline workflows and identify ways to reduce risks.



- Improve organizational framework and procedures for accounts, tax affairs, and internal controls to enable business expansion in Japan and overseas.
- Prepare infrastructure to enable Japan head office, overseas business sites, and vendors to mitigate overseas IT risks and respond promptly when the risks occur.

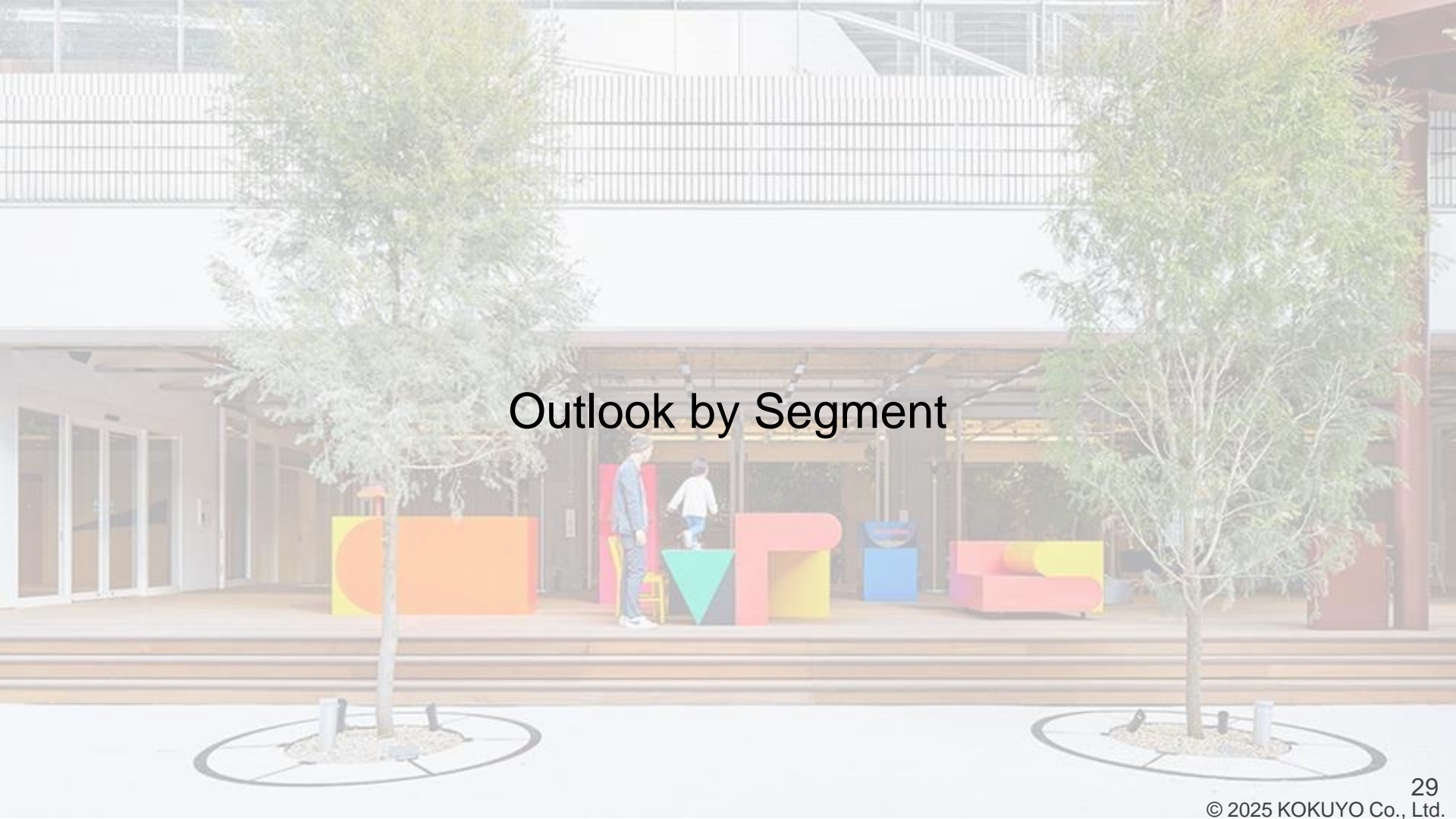
Contribution to overall value

✓ The actions will reduce area-specific risks and, in the longer run, enhance functions to generate greater synergy.

✓ The actions will reduce the business-process risks associated with business expansion and global expansion, and improve productivity.

✓ The actions will further reduce probability of severe risks in Japan and overseas.

Integrated risk management will reduce risks (≈reduce capital costs)



Outlook by Segment

Furniture Businesses: Change in Performance

2024: Net sales and operating income increased, with strong business in Japan offsetting negative impact of Chinese downturn.

2025: Net sales and operating income will increase again with us converting leads efficiently amid a brisk market.

(Millions of yen)

Net sales

EBITDA

Operating income

+6.5%

+12.8%

+15.9%

161,805 172,300

26,724 30,100

22,956 26,600

16.5%

17.5%

14.2%

15.4%

2024

2025

2024

2025

2024

2025

30

Furniture Businesses: Business Climate, Strategies

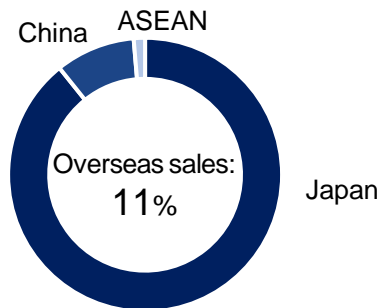
Japan: We have continued targeting a wider range of office leads.

Overseas: Amid the Chinese economic downturn, we have stepped up sales efforts to close leads in ASEAN.

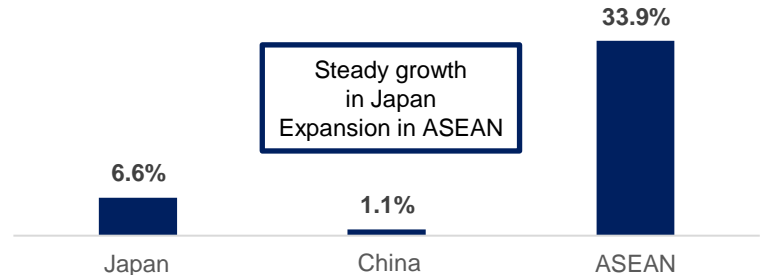
Japanese Furniture Business	
Business climate	<ul style="list-style-type: none"> Market remains favorable, with new office buildings being built and renovation demand remaining high in the Great Tokyo Area
Growth strategy	<ul style="list-style-type: none"> Deliver steady organic growth and improve productivity Have focused factories (each dedicated to a component) in optimal production locations to improve profitability
Actions in 2025	<ul style="list-style-type: none"> Capitalize on strong demand Increase operating efficiency to handle larger amount of leads Invest in plants and systems to increase efficiency

Overseas Furniture Business	
Business climate	<ul style="list-style-type: none"> China: Economy has bottomed out, but adversities will persist ASEAN: Good growth prospects
Growth strategy	<ul style="list-style-type: none"> Target middle and high segments in ASEAN Penetrate Australia and India
Actions in 2025	<ul style="list-style-type: none"> Expand Lamex exports (from China to Japan and ASEAN) Establish component-assembly sites to increase production efficiency (ASEAN) Target multinational companies more effectively (ASEAN) Establish live offices (ASEAN)

Overseas sales as percentage of total sales in FY2024



Net sales growth by region (change from FY2024)



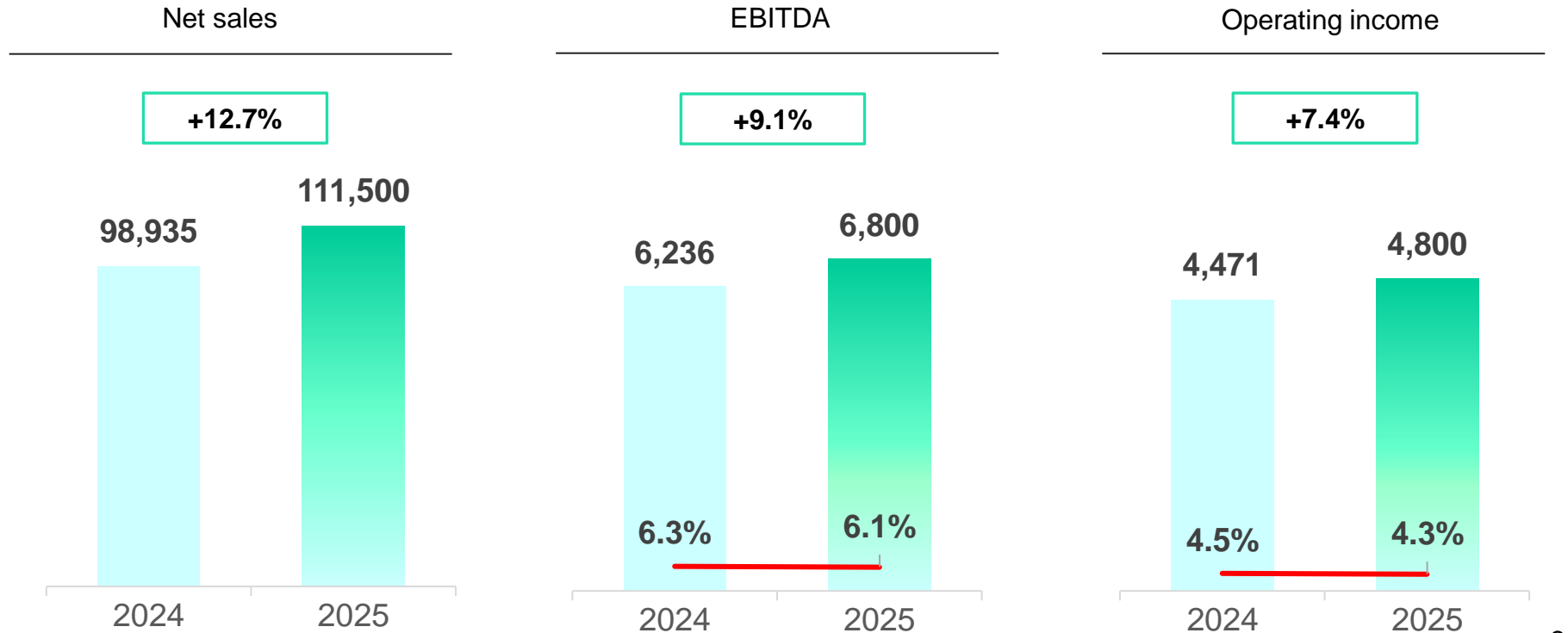
Business Supply Distribution: Change in Performance

2024: Net sales and operating income increased.

Gross profit improved with effects of price revisions and changes to delivery fees.

2025: Net sales and operating income will increase again, with business acquisitions opening up new clientele.

(Millions of yen)



Business Supply Distribution: Business Climate, Strategies

We will gain new clientele with an expanded lineup and acquisition of Fujitsu Coworco.
 We will use active system investments to enhance Benri Net (our purchase management platform).

Business Supply Distribution

Business climate

- SME market remains adverse
- Large enterprise market is growing increasingly crowded
- Distribution costs and other costs are increasing

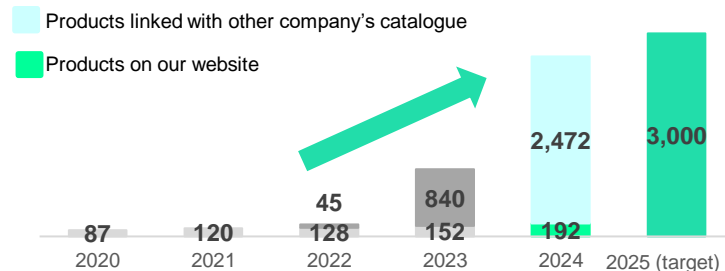
Growth strategy

- Enhance Benri Net to drive purchasing-platform strategy

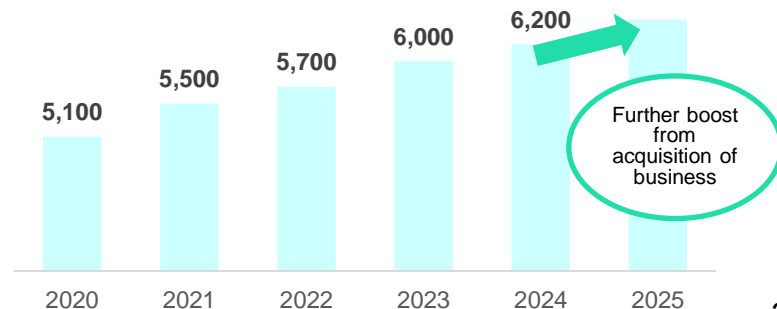
Actions in 2025

- Expand lineup
- Capitalize on Fujitsu Coworco's clientele
- System investments for enhancing the platform
 - Build database
 - Enhance e-commerce function
 - Enhance purchase management function (to be released during 4th medium-term plan)
- Enhance system development framework

Change in products offered



Change in Benri Net's subscriptions

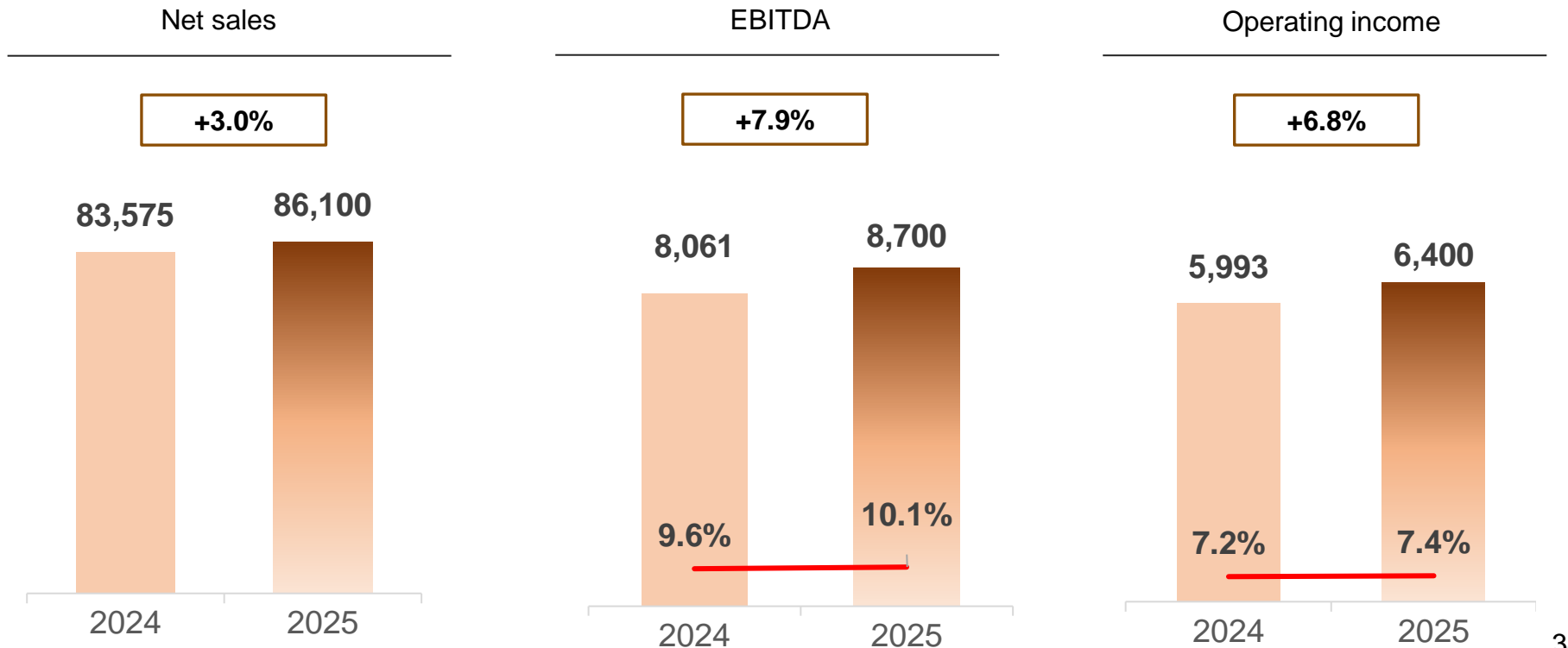


Stationery Businesses: Change in Performance

2024: Net sales and operating income increased in the Japanese business but declined overall because of the Chinese economic downturn.

2025: Net sales and operating income will increase following investments aligned with medium- and long-term strategies.

(Millions of yen)



Stationery Businesses: Business Climate, Strategies

Japan: We will invest toward a global brand strategy and insource production.
 Overseas: We will focus on growing business in the Indian and ASEAN market.

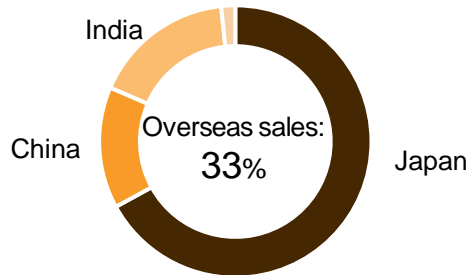
Japanese Stationery Businesses

Business climate	<ul style="list-style-type: none"> Conditions remain challenging with digitalization, shrinking population, and ongoing market stagnancy
Growth strategy	<ul style="list-style-type: none"> Campus brand strategy Global product strategy
Actions in 2025	<ul style="list-style-type: none"> Campus rebranding Increase exports to ASEAN and North America Create global products and insource their production

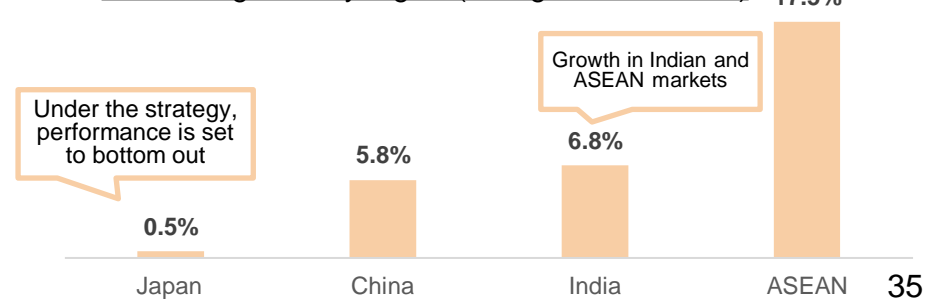
Overseas Stationery Businesses

Business climate	<ul style="list-style-type: none"> China: Economic adversities persist India: Market is crowded but continues to grow ASEAN: Prospects are generally good
Growth strategy	<ul style="list-style-type: none"> Campus brand strategy Global product strategy
Actions in 2025	<ul style="list-style-type: none"> Growth in India and ASEAN <ul style="list-style-type: none"> India: Expand product categories, introduce Campus brand to the market ASEAN: Use Campus brand to win new customers

Overseas sales as percentage of total sales in FY2024



Net sales growth by region (change from FY2024)

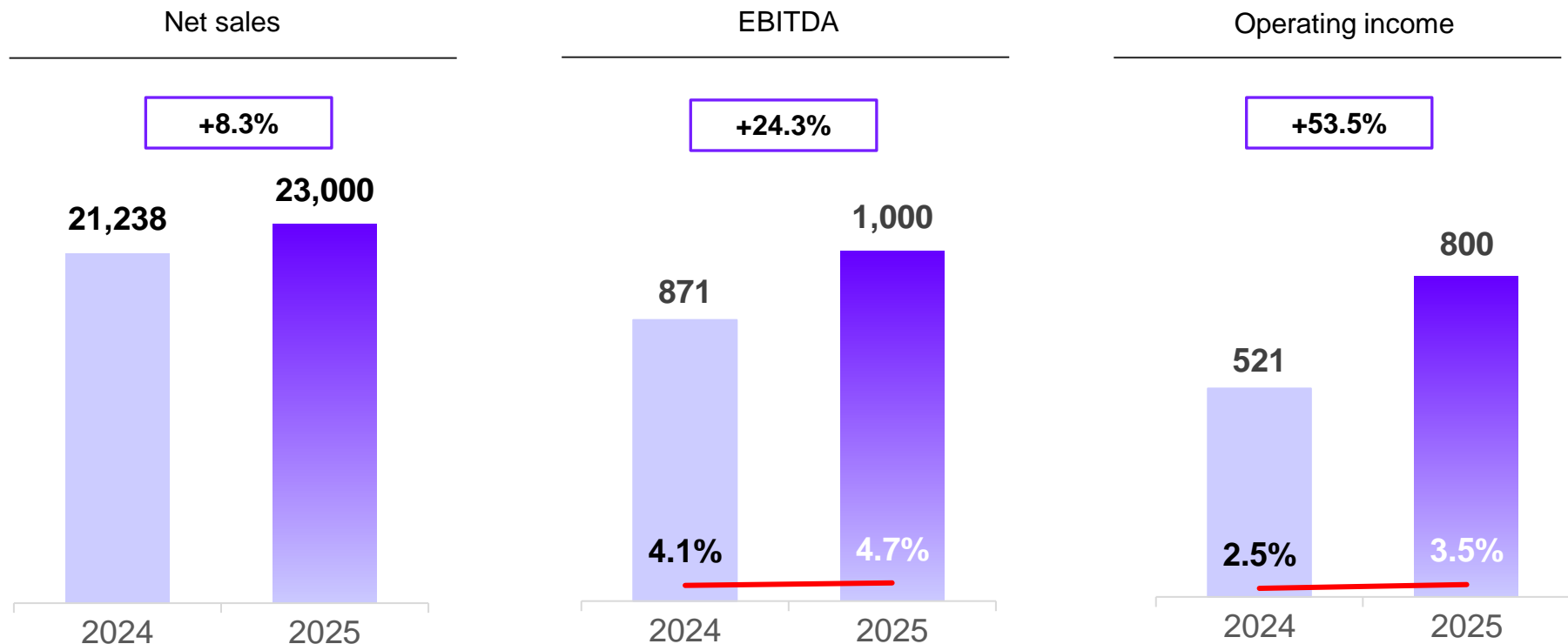


Interior Retail: Change in Performance

2024: Sales promotion efforts led to increase in net sales, although operating income decreased because of low yen

2025: Stronger e-commerce and B2B sales will enable huge growth in operating income

(Millions of yen)



Interior Retail: Business Climate, Strategies

We will focus on e-commerce and B2B sales (for residences and offices)
to build a portfolio not dependent on retail

Interior retail

Business climate

- Steady recovery in interior demand
- Growth in online shopping

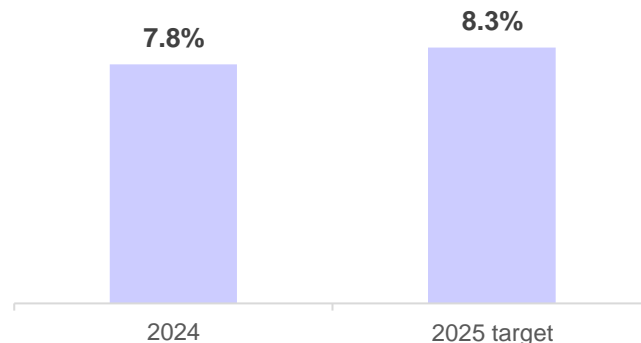
Growth strategy

- Expand to growth areas outside retail, namely e-commerce and B2B sales (for residences and offices)

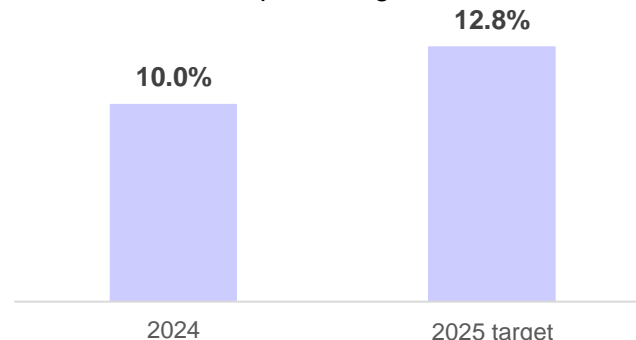
Actions in 2025

- Boost profitability with e-commerce OMO strategy
- Expand in office market in collaboration with furniture business
- Expand residence business (e.g. open Poliform Tokyo)
- Invest in digital transformation to drive OMO strategy

E-commerce sales as percentage of total sales



B2B sales as percentage of total sales



4. Reference Materials



Furniture Business: Growth Strategy

Build business model integrating upstream and downstream supply chain in Japan and overseas
 Globally optimize production and distribution by focusing on components and optimizing production locations

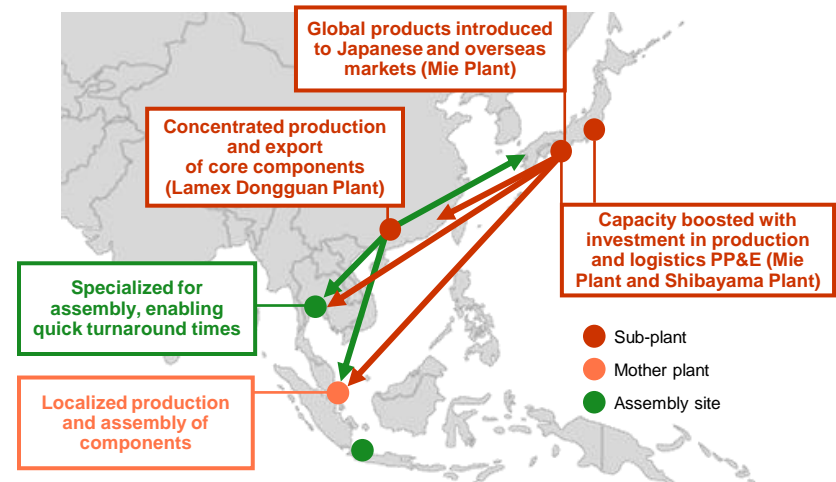
Strategy to leverage spatial design excellence and talent, global workstyle strategy

- We will build a business model whereby we expand the business field to deliver customer experience value across the whole of the office life cycle (upstream to downstream), thereby forging lasting relationships with customers.



Global product strategy

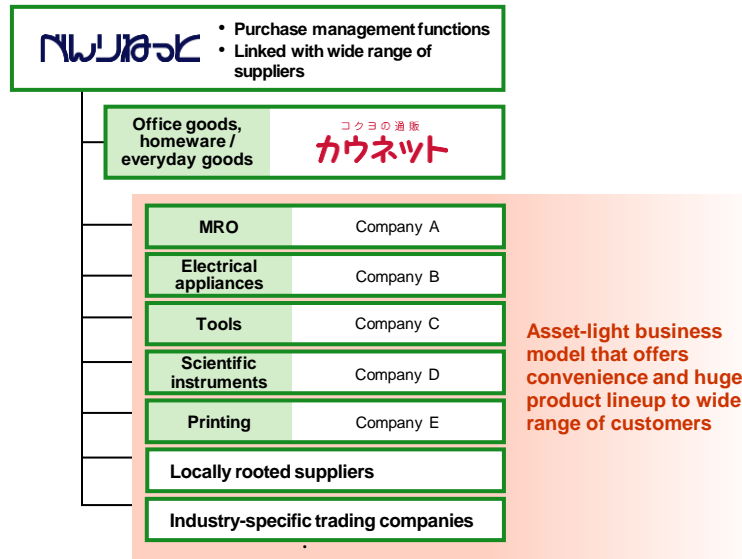
- We will bolster our system for developing designer's-choice global products for the Japanese market and Asian markets.
- In Japan, we will invest in production and logistics PP&E to boost capacity. We will also overhaul our global production network to achieve the QCD performance necessary to expand in ASEAN.



Use technological innovation to deliver personalized shopping experiences through Benri Net
(platform for purchase-management services)

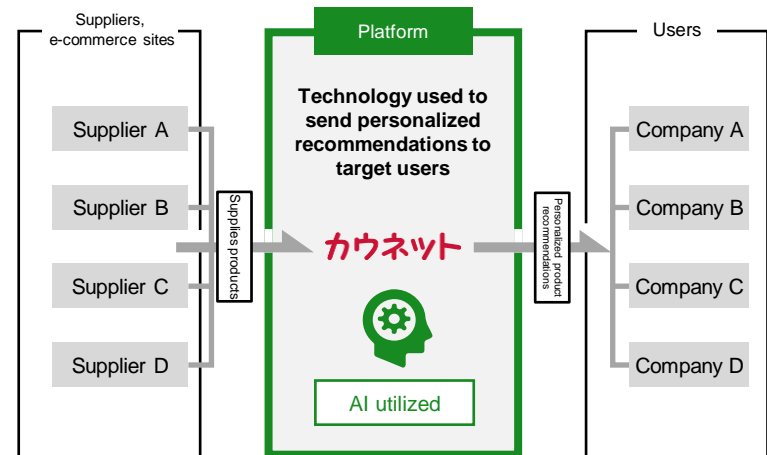
Enhancing platform functions by linking with big-name e-commerce sites

- We will enhance the core Benri Net platform's linkage with the following big-name e-commerce sites and trading companies.
- This platform strategy will create an upward spiral of continual growth in both linked suppliers and customers.



Using AI to enhance customer experience value

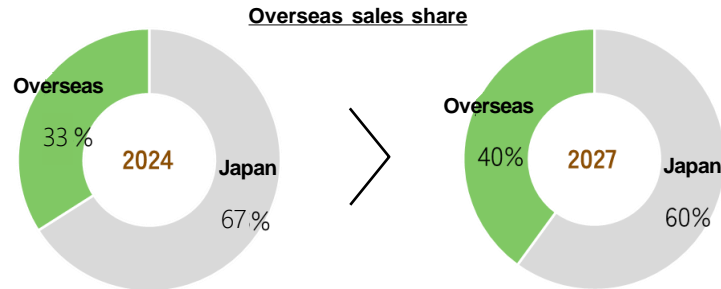
- We will use AI to derive industry- and customer-specific recommendations for products selected from the largest B2B merchandise lineup, and expand Share of Wallet.
- Product recommendations will be sent at the necessary times based on purchase history, reducing purchasing time.



We will accelerate business growth in India and expand our share in ASEAN markets to increase overseas sales share (percentage of total sales). We will also transition our existing business portfolio into a more profitable enterprise by reducing COGS in products for developing globally.

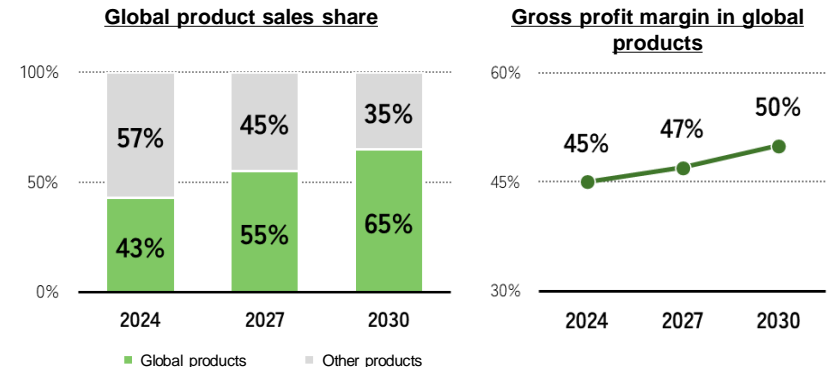
Area portfolio transition

- We will penetrate new areas and grow existing overseas businesses to raise overseas sales share from 33% to 40% and reduce our dependency on certain areas.
- In India, we will create customer experiences for older students, supplementing our existing target segments, which are schoolchildren (stationery) and adults (painting equipment).
- In ASEAN, we will build sales partnerships for Campus-brand products and use social media and events to build brand recognition and trust, with the goal of getting Campus products into more than 1,000 stores by end of 2027.



Product portfolio transition

- We will standardize global products (including writing instruments) across all areas and use insourcing to reduce COGS.
- We will transition to a more profitable structure by raising the share (of our overseas sales) of high-margin global products.
- To maintain or improve the competitiveness of the Campus brand, we will improve touchpoints with customers who research and verify experience value in learning styles.

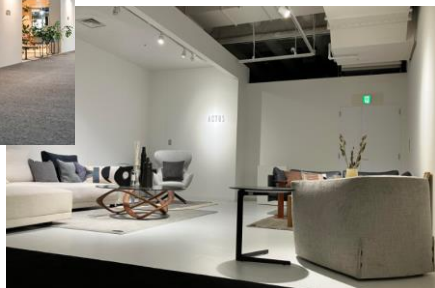


Use partnerships to expand into office sector

- Kokuyo & Actus: We will strengthen our partnership in sales and product development, with a 2030 goal of a 7-fold increase (from 2024 level) in office-related sales.
- At Orgatec Tokyo 2024, Actus exhibited a booth that recreated a live office. We will start using this booth for sales promotion.
- In November, we opened an Actus exhibition space in our Tokyo showroom. We will use it to showcase our services to our corporate customers.



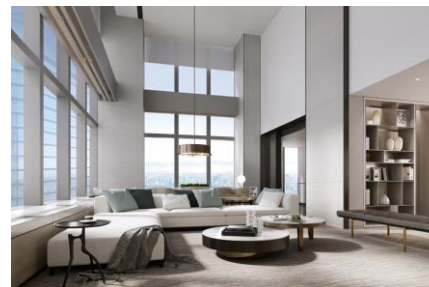
Actus booth
at Orgatec Tokyo 2024



Actus exhibition space at Kokuyo's
Tokyo showroom

Expand into residential sector with premium brands

- Actus is exclusive importer of Poliform, a top Italian brand that is a world leader in interior design
- Goal for 2030 is to win deals in approx. 60 premium apartment complexes (the target segment)
- We will grow the residential business by bolstering design office accounts.



2023:
Conceptual photograph of system
delivered in Azabudai Hills Residence

Poliform



Annual Performance

	FY2021 result	FY2022 result	FY2023 result	FY2024 result	FY2025 target	(Millions of yen)
Net sales	292,617	300,929	328,753	338,227	366,000	
Gross profit	113,526	116,671	127,392	132,921	146,800	
(ratio)	38.8%	38.8%	38.8%	39.3%	40.1%	
SG&A expenses	93,618	97,543	103,561	110,892	122,800	
(ratio)	32.0%	32.4%	31.5%	32.8%	33.6%	
Operating income	19,907	19,128	23,830	22,028	24,000	
(ratio)	6.8%	6.4%	7.2%	6.5%	6.6%	
Ordinary income	16,415	21,161	25,989	24,410	24,500	
(ratio)	5.6%	7.0%	7.9%	7.2%	6.7%	
Net income attributable to owners of parent	13,703	18,237	19,069	21,787	20,100	
(ratio)	4.7%	6.1%	5.8%	6.4%	5.5%	
EBITDA	27,220	26,550	32,402	30,990	33,000	
ROE	6.0%	7.8%	7.8%	8.5%	c. 8%	

Annual Performance by Segment

		FY2021 result	FY2022 result	FY2023 result	FY2024 result	FY2025 target	(Millions of yen)
Furniture businesses	Net sales	136,058	134,886	154,472	161,805	172,300	
	Operating income	17,744	16,523	22,458	22,956	26,600	
	(ratio)	13.0%	12.2%	14.5%	14.2%	15.4%	
Business supply distribution	Net sales	93,405	95,314	97,820	98,935	111,500	
	Operating income	2,557	3,269	3,892	4,471	4,800	
	(ratio)	2.7%	3.4%	4.0%	4.5%	4.3%	
Stationery businesses	Net sales	72,702	78,457	83,899	83,575	86,100	
	Operating income	6,069	6,786	6,802	5,993	6,400	
	(ratio)	8.3%	8.6%	8.1%	7.2%	7.4%	
Interior retail businesses	Net sales	18,043	19,716	20,348	21,238	23,000	
	Operating income	944	1,087	698	521	800	
	(ratio)	5.2%	5.5%	3.4%	2.5%	3.5%	
Other	Net sales	441	413	438	476	700	
	Operating income	10	-133	-370	-479	-500	
	(ratio)	2.3%	-	-	-	-	
Reconciliation	Net sales	-28,034	-27,857	-28,226	-27,803	-27,600	
	Operating income	-7,418	-8,404	-9,651	-11,434	-14,100	
Total	Net sales	292,617	300,929	328,753	338,227	366,000	
	Operating income	19,907	19,128	23,830	22,028	24,000	
	(ratio)	6.8%	6.4%	7.2%	6.5%	6.6%	

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