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■ KOKUYO's CSR

Message from the President

Aiming to Realize a Sustainable Society by Seriously
Accepting and Confronting Difficult Challenges
Facing Customers and Communities

Hidekuni Kuroda
Representative Director of the Board,
President and CEO
KOKUYO Co., Ltd.



■ Aiming to Achieve the Goals in our Medium-term Management Plan: "Self-reform Focusing on Value Creation - Value Transformation 2018"

We established the following as our mission statement for the future: "KOKUYO aims to be a Life & Work Style Company that enriches society by providing value through our products and services to enhance customers' creativity and to deliver improvements to their Quality of Life so that they can work, learn and live better." To this end, since FY2016, under the three-year, medium-term management plan "Self-reform focusing on value creation - Value Transformation 2018," we have been working on "operating model reform" that realizes customer-oriented value creation and the "development of sustainable profitability" to enable medium- to long-term sustainable growth. We were able to finish FY2017, the second year of this plan, with the highest gross margin since our company was listed on the Tokyo Stock Exchange. In terms of our operating margin, we were able to achieve last year's goal (5.0%) one year ahead of schedule, making FY2017 an extremely successful year financially. FY2018 will be the last year of this plan. We plan to review our goals one more time and forge ahead toward achieving them.

■ Implementing Work Style Reform at Our Own Workplace in the Pursuit of New Work Styles

Societal issues - such as Japan's low birth-rate and ageing population, changes in young people's values (work values), the focus on health and productivity management, and intensifying global competition - are becoming more diversified and complicated. In this context, both private and public sectors are promoting discussion and initiatives related to work style reform. As a company that has always pursued products and services that provide high added value to working people, we have for many years been facing the question of "What kind of unique work style reform can KOKUYO help to achieve?"

In 2017, in order to take our initiatives one step further and foster a corporate culture that draws out value from our employees, we established the Tokyo Shinagawa SST Office. With the goal of re-centralizing and optimizing all management resources, improving efficiency, and seeking a KOKUYO-style work style, all departments are located on a single floor in the new office. By removing physical and psychological barriers between departments to ensure smooth communication and enhanced collaboration, the new office is designed to improve workplace productivity. We believe that the experience of thinking over, trying out, and implementing such work style reform ourselves will lead to suggestions that are beneficial to our customers.

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To All Stakeholders

KOKUYO has built its history of more than 100 years by earnestly facing customers' needs as they changed with the times, and finding the solution for each one. This attitude remains the same today, although these are said to be uncertain times as societal issues and corporate business activities have become entangled with increased complexity. We are committed to continue doing our utmost to work on creating new value that contributes to the realization of a sustainable society, by placing importance on facing issues of both customers and society at large.

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■ KOKUYO's CSR

CSR Management

KOKUYO's founder Zentaro Kuroda once said: "Business is something that we do for society, and the profit we gain from business is a reward for our contribution to society." Now too, more than 100 years on from KOKUYO's foundation, we are keeping alive the spirit of our founder in our CSR activities.



Concepts



Basic Concepts

The KOKUYO Group began when founder Zentaro Kuroda opened a small shop selling ledger covers made with Japanese paper in 1905. The founder moved from his village to Osaka with the aspiration of making his business the pride of his hometown Etchu (present-day Toyoma Prefecture). Through the brand Kokuyo (国誉), which is the current company name KOKUYO (コクヨ), his aspiration has been passed down to the KOKUYO Group and captured in its business. In 2004, we enacted the KOKUYO Group CSR Charter based on our corporate philosophy to establish better relations with various stakeholders as a good corporate citizen (which was partially revised in 2012). Our basic policy for ensuring the ongoing growth of society and the KOKUYO Group has been clarified in line with five key themes: our customers, regional communities, environmental conservation, corporate activities, and respect for human rights.

※ Related information: "[KOKUYO Group CSR Charter](#)"



System for the Promotion of CSR

The KOKUYO Group promotes CSR activities on a group-wide basis through linkages among CSR-related sections. The CSR & Environmental Group formulates and reviews policies and helps to define issues and targets in order to strategically promote CSR. We also operate an environmental committee and a central health and safety committee, among other such organs tasked with dealing with important concerns. With special sections leading the way, our entire group pursues these concerns in a coordinated fashion. We will continue to strive to achieve sustained growth for society and the Group while maintaining a state of harmony with stakeholders through CSR information disclosure and dialogue.



KOKUYO's CSR Charter

While remaining profitable and honest in its business practices, KOKUYO conducts business that is necessary for society. In addition to complying with laws and regulations, we seek to maintain continuity of our business by acquiring the trust of all related stakeholders, investors, and, of course, our customers by fulfilling our social responsibilities as a corporate citizen.

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For Our Customers

1. Without being satisfied with the present conditions, we continue to improve the safety and quality of our entire product line and services.
2. Strive to continually innovate society through our business operations by developing new products and services.

For Regional Communities

1. Strive 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.

For Environmental Conservation

1. Concentrate the wisdom of each of our employees, and align the actions of our entire company in order to assist in reaching solutions for the common environmental problems facing the world today.
2. By developing Eco Products, we strive to decrease the environmental burden over the life cycle of these Products and to introduce new environmental engineering and green procurement techniques.
3. Contribute towards the advancement of a 'low carbon society' by proposing revolutionary work styles and environments, and decrease society's overall burden on the environment.

Corporate Activities

1. Conduct transparent, just, and free competition and business transactions while keeping sound and correct relations with politicians and governmental bodies.
2. In order to become a trusted company, we strive for business partner relations that are consistently fair and built upon a foundation of reciprocal cooperation, allowing for mutual growth.
3. Recognize our responsibility to increase our corporate value for stockholders, and maintain a corporate management style that earns the trust of society through its transparency and virtue.

Respect for Human Rights

1. Respect the human rights of all individuals involved with or affected by all of our corporate activities. We support work environments free from discrimination, and do not approve of child labor or forced labor practices.
2. Strive to accept each and every employee's individual character and personal values, and become a company where many different human resources can fully express their abilities and develop themselves.

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Kokuyo Group Code of Conduct

Accompanying the development of KOKUYO's overseas activities, it is necessary to prepare a common code of conduct for the group by taking into account of local customs and mores. In August 2012, the KOKUYO Group enacted its KOKUYO Group Code of Conduct as a set of common provisions applicable to the KOKUYO Group and prepared the KOKUYO Group Code of Conduct Handbook with supplementary points based on business practices, laws, and other matters that differ depending on the country or region.

1. Compliance with laws and internal rules and acting with integrity

We not only comply with laws and internal rules, but also act with high ethical standards and integrity.

2. Respect for human rights and personality

We do not discriminate based on race, ethnicity, religion, nationality, language, gender, disability or other status.

We do not engage in conduct that constitutes sexual harassment or power harassment.

We do not tolerate child labor or forced labor.

3. Preservation of the global environment

We work to eliminate or reduce the environmental burden whilst focusing on global environmental issues, such as global warming and declining forest resources.

4. Free competition and fair trading

We comply with laws and internal rules related to prohibition of monopolization, fair competition and fair trading and will not engage in conduct that deviates from these standards.

5. Provision of safe and reliable goods and services

We strive to win customers' satisfaction continuously through the provision of safe and reliable goods and services.

6. Proper handling of company assets and protection of intellectual property

We properly manage, maintain, and utilize every tangible and intangible company asset. We respect the intellectual property rights of others.

7. Proper information management and financial reporting

We honestly and properly create records of the company, as well as manage and report information collected and obtained in the course of business in accordance with proper procedures based on the materiality of such information. We carry out accounting and financial reporting in compliance with laws and internal rules relevant to financial, accounting, and tax affairs.

8. Prohibition of acts involving conflicts of interest

We will not engage in any act that involves or may involve a conflict between personal and corporate interests. If there is a possible conflict of interest, we will report it to our superiors.

9. Prohibition of insider trading

We will not engage in insider trading or any act that triggers insider trading laws or regulations in connection with the trading in shares of the Kokuyo Group or any other company

10. Proper management of entertainment and gifts

We will not give or receive entertainment and gifts in deviation from normal business practices. We will not illegally give entertainment or gifts to public servants or government officials.

11. Handling of unreasonable external demands

We will not comply with any unreasonable external demand.



With Stakeholders







KOKUYO's Stakeholders

Working towards realizing a sustainable society, the KOKUYO Group is actively promoting CSR management to meet the expectations of various stakeholders including customers, shareholders, partner companies and local communities.



Stakeholder Communication

Stakeholder	Main opportunities for dialogue	Examples of implementation in FY2017
 <p>Customers</p>	<ul style="list-style-type: none"> Customer Support Center "Inquiries" form and Q&A page on website Provision of various product information Management of "Dealers' Guide" where stores handling KOKUYO products can be searched from the website Various events and seminars 	<ul style="list-style-type: none"> A System for Utilizing Feedback from Customers Soft Ring® Notebooks and Memo Pads <Colorful> (dotted ruled lines) (perforated) Kaunet Holds First-ever Exposition "Kaunet Festival"
 <p>Employees</p>	<ul style="list-style-type: none"> Consultation between labor and management Various training programs Company newsletter 	<ul style="list-style-type: none"> The First Joint Sports Day Held with Employees and Family Members of KOKUYO Group Companies in China Furniture Business Division Unity-Strengthening Meeting to Promote Knowledge, Interchange, and Unity Product Training that also Serves as a Platform for Intergroup Exchange Open Challenge Program that Expand Visions through Interactions with Human Resources from Different Industries
 <p>Clients</p>	<ul style="list-style-type: none"> Audit of subcontractors Various meetings and events Holding exhibitions 	<ul style="list-style-type: none"> Work Style Reform Suggestion Committee Started with Retailers for True Work Style Reform New Product Briefing Held in Hanoi, Vietnam, Inviting Partner Companies Events Held to Celebrate the 20th Anniversary of the Founding of KOKUYO Malaysia Subcontractor Meetings Held by Kokuyo's Furniture Business Division Stationery Business Conducted an Audit of Subcontractors
 <p>Stakeholders</p>	<ul style="list-style-type: none"> IR activities Information disclosure 	<ul style="list-style-type: none"> Shareholder special benefit plans "Company information session: Story of 'Dotliner' tape glue development"

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Stakeholder	Main opportunities for dialogue	Examples of implementation in FY2017
<p>Regional Communities</p> 	<ul style="list-style-type: none"> • Social contribution activities • Disaster recovery activities • Regional contribution activities 	<ul style="list-style-type: none"> • The 15th KOKUYO Design Award 2017 with "New Story" Theme • Summer Vacation KOKUYO Logistics Center Tour for Parents and Children Held • Local Cleanup Activities and Blood Donation • Campus Art Award 2017, a Painting Competition for Junior High and High School Students • Chasing Big Dreams with Small Notebooks! - Handing Dreams and Books to Children • World Art Day 2017
<p>Environment</p> 	<ul style="list-style-type: none"> • Global warming preventive measures • Resource-saving and recycling • Concern for biodiversity 	<ul style="list-style-type: none"> • Summary for 2017 • Improving the accuracy of data on waste materials

■ KOKUYO's CSR

Content Index






GRI Standards content index

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				Financial Position
	○	102-8	Information on employees and other workers	CSR Data: Society
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		102-15	Key impacts, risks, and opportunities	Securities Report p15 (Japanese) 📄 (1.39MB)
3. Ethics and integrity	○	102-16	Values, principles, standards, and norms of behavior	KOKUYO's CSR Charter KOKUYO Group Code of Conduct
		102-17	Mechanisms for advice and concerns about ethics	Securities Report p15 (Japanese) 📄 (1.39MB)
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		102-23	Chair of the highest governance body	Securities Report p32 (Japanese) 📄 (1.39MB)
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		102-36	Process for determining remuneration	Securities Report p33 (Japanese) 📄 (1.39MB)
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305: Emissions		304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	
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ISO26000

Information about issues concerning the following core subjects of ISO26000 can be viewed in the following sections of this CSR report.

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Human rights	Issue 1: Due diligence Issue 2: Human rights risk situations Issue 3: Avoidance of complicity Issue 4: Resolving grievances Issue 5: Discrimination and vulnerable groups Issue 6: Civil and political rights Issue 7: Economic, social and cultural rights Issue 8: Fundamental principles and rights at work	<ul style="list-style-type: none"> • CSR Management: Basic Concepts • KOKUYO's CSR Charter • KOKUYO Group Code of Conduct • System Linking Company's Growth with Individual Growth • Work Style Reform • Human Resource Development • Employees' Safety and Health • Respect for Human Rights • Basic Framework for Diversity • With Business Partners: Basic Concepts • CSR Data: Society
Labor practices	Issue 1: Employment and employment relationships Issue 2: Conditions of work and social protection Issue 3: Social dialogue Issue 4: Health and safety at work Issue 5: Human development and training in the workplace	<ul style="list-style-type: none"> • KOKUYO's CSR Charter • KOKUYO Group Code of Conduct • System Linking Company's Growth with Individual Growth • Work Style Reform • Human Resource Development • Employees' Safety and Health • Respect for Human Rights • Basic Framework for Diversity • With Business Partners: Basic Concepts • CSR Data: Society
Environment	Issue 1: Prevention of pollution Issue 2: Sustainable resource use Issue 3: Climate change mitigation and adaptation Issue 4: Protection of the environment, biodiversity and restoration of natural habitats	<ul style="list-style-type: none"> • CSR Management: Basic Concepts • KOKUYO's CSR Charter • KOKUYO Group Code of Conduct • With Business Partners: Basic Concepts • Environmental Management and Third-party Inspection • Global Warming Preventive Measures • Resource-saving and Recycling Measures

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Environment		<ul style="list-style-type: none"> • Compliance with the law and the prevention of pollution • Developing Environmentally-friendly Products and Services • Biodiversity/Promoting Environmental Communications • Environmental Performance Data • Reports by Business Site • Yui no Mori • Eco-Batsu Activities
Fair operating practices	<p>Issue 1: Anti-corruption</p> <p>Issue 2: Responsible political involvement</p> <p>Issue 3: Fair competition</p> <p>Issue 4: Promoting social responsibility in the value chain</p> <p>Issue 5: Respect for property rights</p>	<ul style="list-style-type: none"> • CSR Management: Basic Concepts • System for the Promotion of CSR • KOKUYO's CSR Charter • KOKUYO Group Code of Conduct • With Business Partners: Basic Concepts • Corporate Governance and Risk Management
Consumer issues	<p>Issue 1: Fair marketing, factual and unbiased information and fair contractual practices</p> <p>Issue 2: Protecting consumers' health and safety</p> <p>Issue 3: Sustainable consumption</p> <p>Issue 4: Consumer service, support, and complaint and dispute resolution</p> <p>Issue 5: Consumer data protection and privacy</p> <p>Issue 6: Access to essential services</p> <p>Issue 7: Education and awareness</p>	<ul style="list-style-type: none"> • KOKUYO's CSR Charter • Providing Peace of Mind and Safety to Customers • CSR Report 2017 Survey Results • CSR Data: Reflecting the views of customers • Eco-Batsu Activities
Community involvement and development	<p>Issue 1: Community involvement</p> <p>Issue 2: Education and culture</p> <p>Issue 3: Employment creation and skills development</p> <p>Issue 4: Technology development and access</p> <p>Issue 5: Wealth and income creation</p> <p>Issue 6: Health</p> <p>Issue 7: Social investment</p>	<ul style="list-style-type: none"> • KOKUYO's CSR Charter • KOKUYO Group Code of Conduct • New Products and Services in 2017 • Human Resource Development • Domestic contribution activities • Foreign contribution activities • Commendation and Recognitions from Outside • Biodiversity/Promoting Environmental Communications • CSR Data: Society