



Supplemental Information to Financial Results for FY Ended December 31, 2025 (Part 1)

February 13, 2026

Itoki Corporation (Tokyo Stock Exchange Prime Market: 7972)



Table of Contents

1. Full-year results for FY ended December 2025
2. Earnings forecast for FY ending December 2026
3. Workplace Business
4. Equipment & Public Works-Related Business
5. Appendix

Full-year results for FY ended December 2025

- Sales were healthy, mainly for renovation projects.
- Profit grew due to sales growth and the rise in profit margin caused by the improvement in value we offer.
- Sales: Sales grew, hitting a record high for the 4th consecutive fiscal year.
- Operating profit: Grew for the 6th consecutive fiscal year, hitting a record high for the 3rd consecutive fiscal year.

Earnings forecast for FY ending December 2026

- In the final fiscal year of the medium-term management plan, consolidated sales are expected to rise 9.0% (up 9.0% for Workplace Business and up 9.4% for Equipment & Public Works-Related Business)
- Consolidated operating profit is projected to rise 16.9% to 16 billion yen.

Medium-term management plan

- The theme of the medium-term management plan “RISE TO GROWTH 2026” is “to raise sustainable growth capacity.” We have achieved the target sales one year earlier than planned.
- In 2026, the final fiscal year of the plan, we aim to achieve sales of 167.5 billion yen, an operating profit of 16 billion yen, an operating profit margin of 9.6%, an ROE of 18.5%, and a payout ratio of 40%.

A modern office interior featuring a long, light-colored wooden counter on the left and a staircase on the right. The ceiling is white with recessed lighting. The overall atmosphere is bright and professional.

1. Full-year results for FY ended December 2025

Highlights of full-year results

Sales: Grew, hitting a record high for the 4th consecutive fiscal year.
Operating profit: Rose for the 6th consecutive fiscal year, hitting a record high for the 3rd consecutive fiscal year.



Summary of consolidated financial statements

Sales were healthy mainly for renovation projects.

- Profit grew, thanks to sales growth and the rise in profit margin caused by the improvement in value we offer.

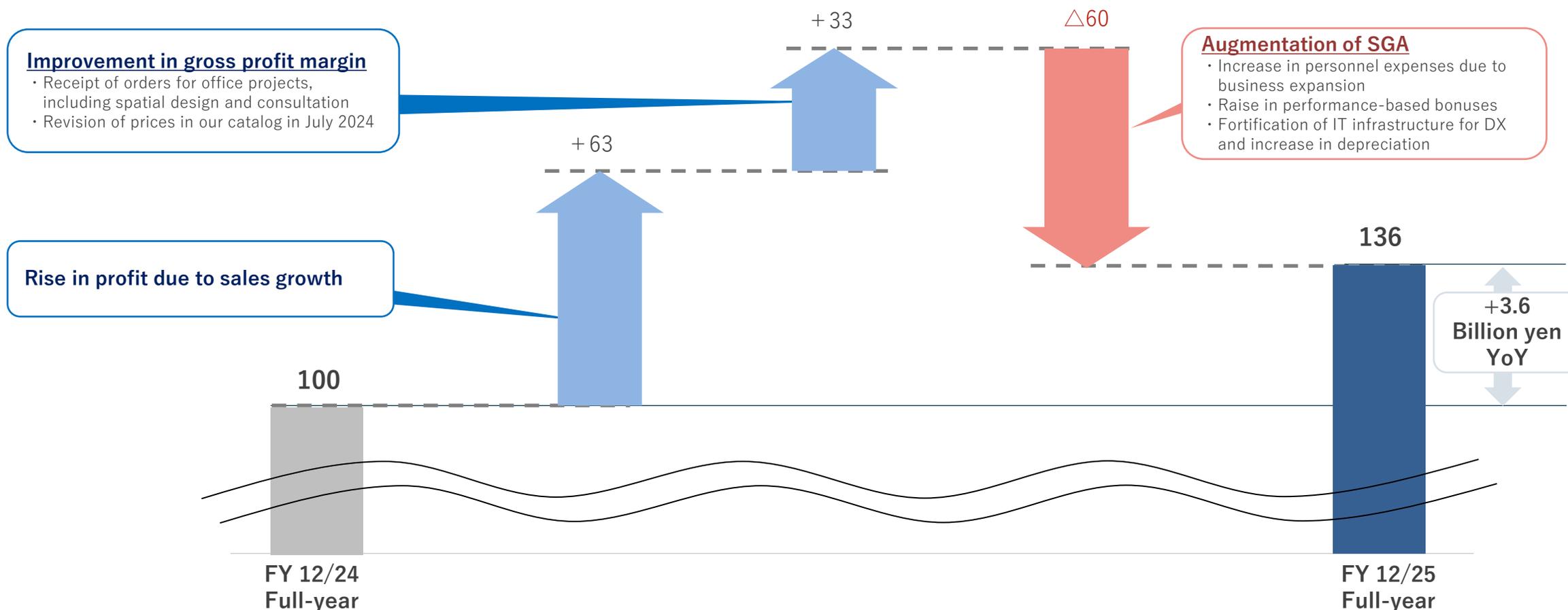
Jan. 1 to Dec. 31, 2025 Unit: 100 million yen

	Results for FY 12/24		Results for FY 12/25		Increase/decrease		Revised full-year forecast		Summary of the consolidated balance sheet	End of Dec. 2024	End of Dec. 2025	Increase/decrease	Remarks
	Amount	% of sales	Amount	% of sales	Amount	Increase rate	Amount	Achievement rate					
Net sales	1,384	—	1,536	—	+152	+11.0%	1,500	102.5%	Current assets	706	794	+87	Increase in accounts receivable through sales growth
Cost of sales	832	60.1%	888	57.8%	+56	+6.7%	—	—	Fixed assets	498	512	+13	Growth of intangible fixed assets through the investment in digital transformation (DX)
Gross profit	552	39.9%	648	42.2%	+96	+17.4%	—	—	Total assets	1,205	1,307	+102	
SG&A expenses	451	32.6%	511	33.3%	+60	+13.3%	—	—	Current liabilities	554	495	△58	Decrease in short-term debt
Operating profit	100	7.3%	136	8.9%	+36	+35.8%	120	114.0%	Fixed liabilities	157	243	+85	Augmentation of corporate bonds and long-term debt
Ordinary profit	100	7.2%	137	8.9%	+37	+37.3%	120	114.5%	Total liabilities	711	739	+27	
Profit attributable to owners of parent	71	5.2%	93	6.1%	+21	+30.6%	83	113.0%	Total shareholders' equity	471	541	+70	Increase in retained earnings through profit growth
									Total net assets	493	568	+74	
									Summary of the consolidated cash flow statement		Results for 2025	Remarks	
									Cash flow from operating activities		89	Increase thanks to sales growth	
									Cash flow from investment activities		△38	Increase due to the installation of an SCM system and investment in factory equipment	
									Free cash flow		51		
									Cash flow from financial activities		△59	Repayment of debts	

Factors in increasing/decreasing operating profit (analysis of results since the previous fiscal year)

The demand for offices expanded thanks to the investment in human capital, and we provided office environments with high added value by designing spaces and offering consultation services, offsetting the augmentation of personnel expenses and strategic expenditure.

(Unit: 100 million yen)



Performance in each segment

■ Workplace Business

- Sales were healthy mainly for renovation projects for new hybrid workstyles.
- Profit grew, thanks to sales growth and the rise in profit margin caused by the improvement in value we offer.

■ Equipment & Public Works-Related Business

- Sales grew as equipment for research institutes sold well, although the start and completion of construction of logistics facilities were delayed due to the soaring of costs of materials for equipment.
- Profit rose, thanks to the sales growth and profit margin improvement of equipment for research institutes.

Jan. 1 to Dec. 31, 2025

Unit: 100 million yen		Results for FY 12/24	Results for FY 12/25	Increase/decrease		Revised full-year forecast	
				Amount	Increase rate	Amount	Achievement rate
Workplace Business	Net sales	1,022	1,115	+92	+9.1%	1,130	98.7%
	Operating profit	80	109	+29	+36.7%	97	113.4%
	[Operating profit margin]	[7.9%]	[9.9%]	—	[+2.0pts]	[8.6%]	—
Equipment & Public Works-Related Business	Net sales	345	405	+59	+17.3%	360	112.7%
	Operating profit	18	24	+6	+34.3%	23	108.4%
	[Operating profit margin]	[5.4%]	[6.1%]	—	[+0.7pts]	[6.4%]	—
(Breakdown) Dalton	Net sales	195	214	+19	+9.8%		
	Operating profit	12	17	+5	+41.3%		
	(Operating profit margin)	[6.2%]	[8.0%]	—	[+1.8pts]		

*Dalton means its consolidated performance.

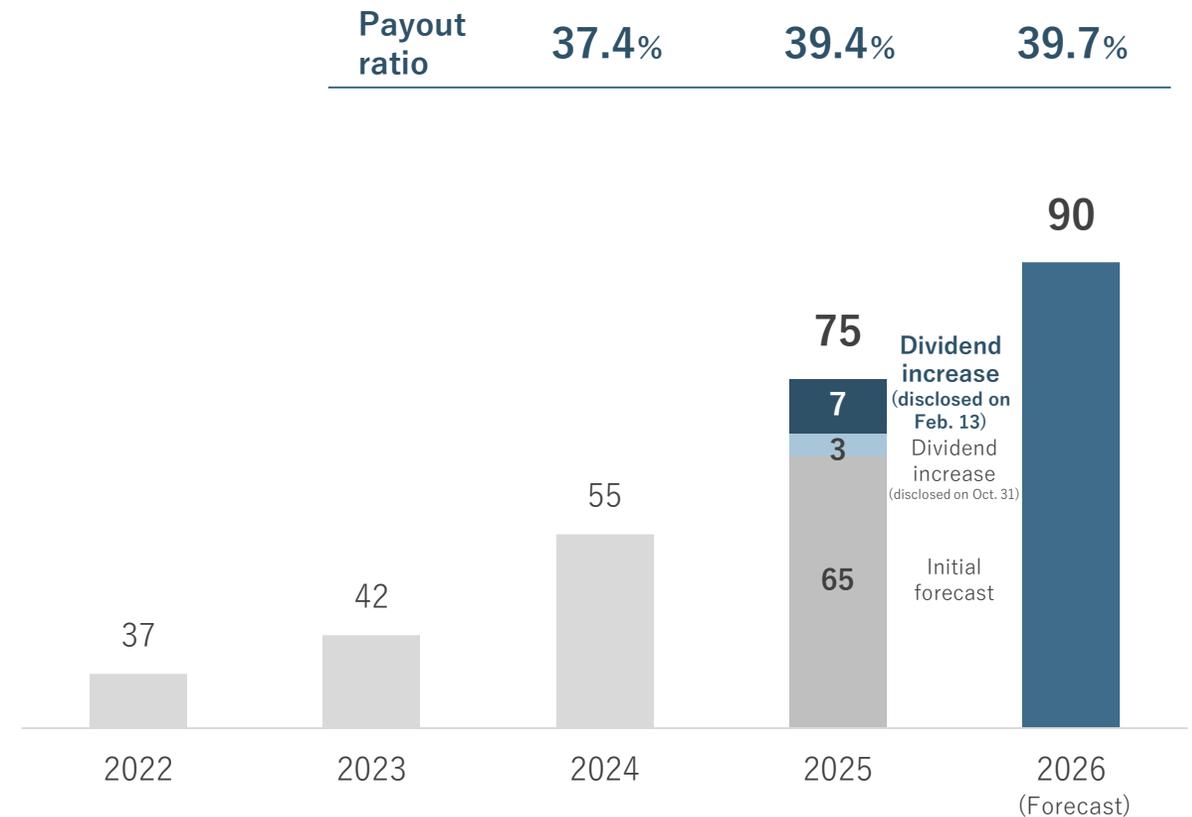
Return to Shareholders (Dividends for FY ended December 31, 2025, Dividend forecast for FY ending December 31, 2026)

Shareholder return policy

Our company recognizes the allocation of profit as one of priority management policies, and pays dividends to shareholders continuously and stably while comprehensively considering the status of corporate revenues, the enrichment of internal reserve, future business operation, etc. from the long-term perspective, while paying a year-end dividend once a year as our basic policy.

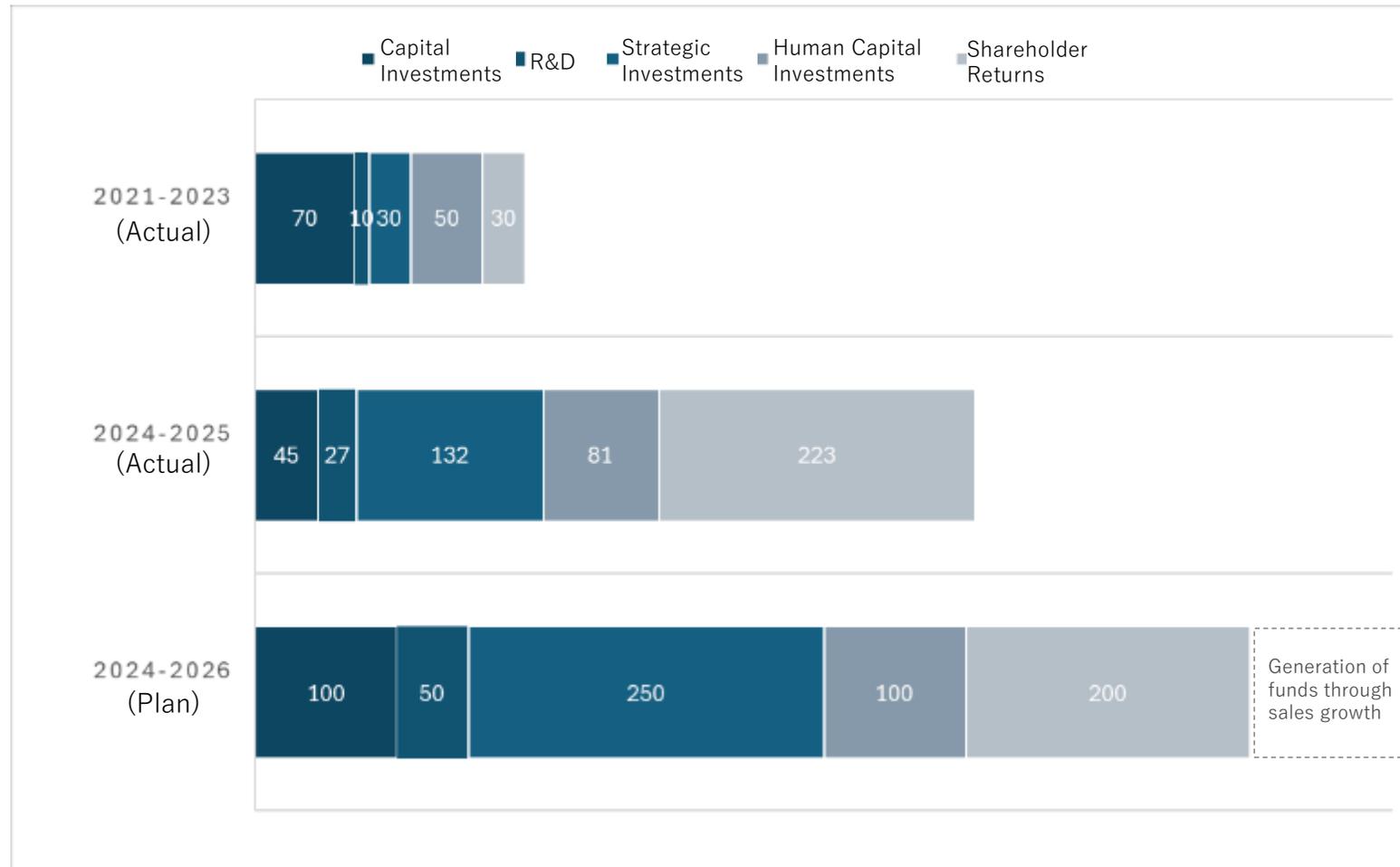
Going forward, we will put more importance on shareholders in our business administration, consider consolidated performance in addition to stable dividends we have paid so far, and implement our dividend policy with **the aim of achieving a payout ratio of 40%**. Regarding internal reserve, we will efficiently use it for R&D, which is indispensable for further growth, and strategic investment in growing fields, in order to improve corporate value.

Variation in annual dividend per share [yen]



Progress of cash allocation in the medium-term management plan

- Between FY 2024 and FY 2025, we reached 72% of 70 billion yen (including the strategic expenditure) set in the medium-term management plan.
- R&D and strategic investment exceeded 50% of the plan, indicating that we carried out investment as planned.
- The progress rate of investment in production equipment is slightly less than 50%, but we will promote investment to complete the plan.
- Regarding shareholder return, we will keep aiming to achieve a payout ratio of 40%. As performance is healthy, payout ratio is expected to exceed the forecast.



- In order to support the investment for growth and shareholder return, we improved our cash generation capacity and asset management efficiency.
- The financial indicators for “business administration conscious of capital cost and share price” set in the medium-term management plan were healthy.
 - We achieved an ROE of 17%, exceeding the cost of shareholders’ equity (9-10%).
 - We increased shareholder return, achieving a payout ratio of 39.4%.
 - PBR was 2.2.

1

Improvement in Free Cash Flow

- **Continuous improvement in revenue**
 - Continuous profit improvement through the provision of added value of offices, including spatial design
- **Generation of operating cash flow through enhanced management of working capital**
 - The consolidated operating cash flow in FY 2025 stood at 8.9 billion yen, up 9.9 billion yen from the previous year.
- **Rationalization of assets we hold**
 - Sale of strategically held shares (2 stocks in FY 2024 and 1 stock in FY 2025)
 - Sale of Kansai Distribution Center (FY 2025)

2

Promotion of group management

- **Improvement in asset management efficiency in our corporate group**
 - Reduction of the cash outflow from our group through the utilization of our resources
 - Absorption-type mergers with Itoki Engineering Service (FY 2024) and Itoki All Steel (FY 2026)
- **Improvement in fund management efficiency through the centralized control of cash and deposits in our group, including consolidated subsidiaries**
 - Planning of the adoption of CMS (Cash Management System). Reduction of surplus funds of the entire corporate group.
 - Rationalization of financial costs
- **Tightening of the governance of our corporate group**

3

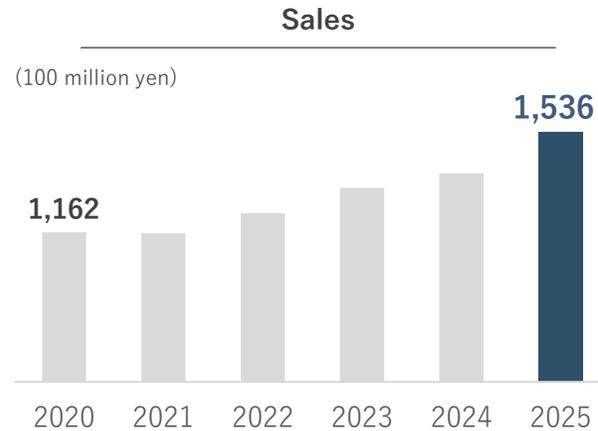
Improvement in investment efficiency

- **Promotion of investment for optimizing and streamlining the manufacturing system**
- **Continuous investment for future growth**
 - Active investment for establishing Office 3.0 as a business
 - For both the Workplace Business and the Equipment & Public Works-Related Business, we are planning to conduct investment for strengthening the business base while considering M&A.
- **Strategic investment focused on return**
 - Adoption of WACC for judging investment
 - We aim to recoup investment as soon as possible while considering the timing of recoupment.

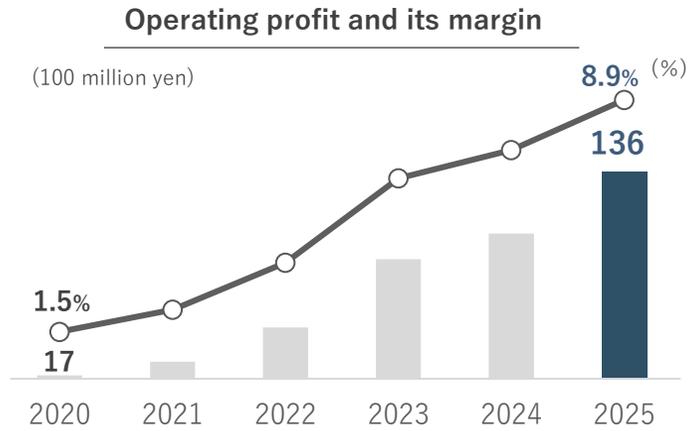
A modern office interior featuring a long, light-colored wooden counter on the left side. To the right, a set of stairs with a light-colored carpeted landing leads upwards. The ceiling is white with recessed lighting and a grid pattern. The walls are a mix of light wood paneling and white. There are some green plants visible in the foreground and background.

2. Earnings forecast for FY ending December 2026

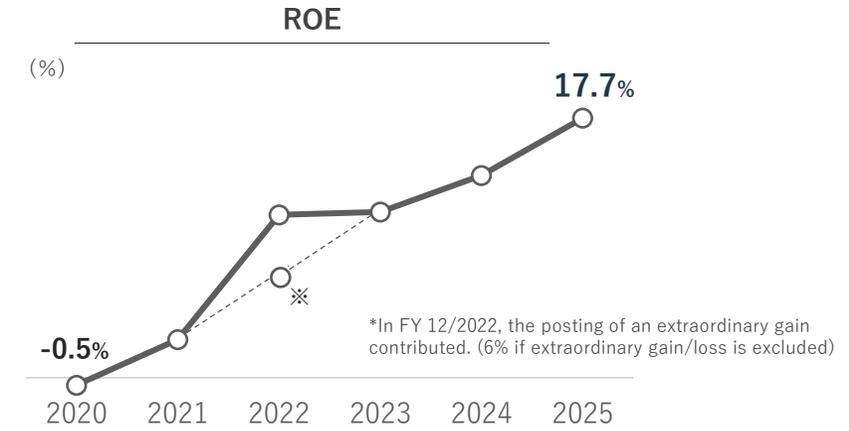
Sustainable growth exceeding the assumption in the medium-term plan



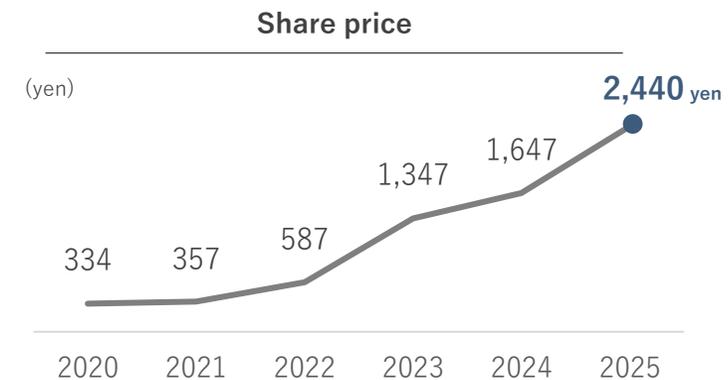
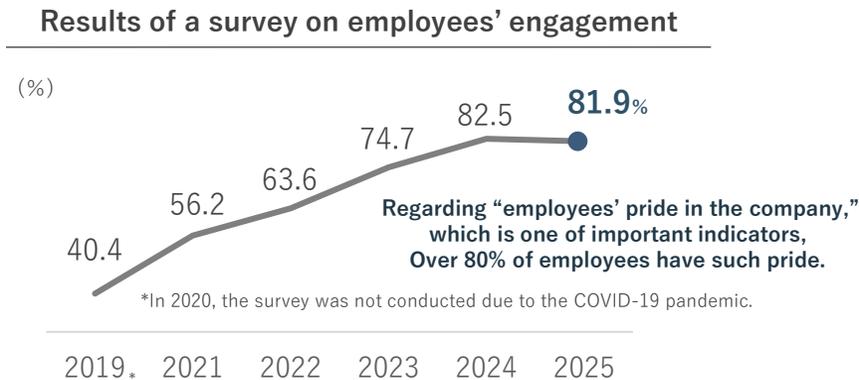
Target: 145 billion yen (initial forecast)
 Results: 153.6 billion yen (achievement rate: 106%)
 - Sales growth rate (CAGR) over the past 3 years: 7.6%



Target: 11.5 billion yen (initial forecast)
 Results: 13.6 billion yen (achievement rate: 119%).
 - Over the past 3 months, operating profit margin has increased over 5 points.



Target: 15.0% (for the final fiscal year of the medium-term plan)
 Results: 17.7%, up 2.7 points from the target.
 - Increased over 6 points over the past 3 years.



(as of Dec. 30, 2025)

Progress of each priority strategy in the medium-term management plan

	KPIs in 2026	Results in 2025	Plan for 2026
<p>7Flags 01 Office1.0/2.0 domain</p>	<ul style="list-style-type: none"> 10% growth of sales (from 2023) Operating profit margin: 10% 	<ul style="list-style-type: none"> 19% growth of sales (from 2023) Operating profit margin: 8.9% (6.4% in 2023) 	<ul style="list-style-type: none"> To pursue renovation projects in local cities and receive orders for factory projects To establish a proposal-based marketing system by utilizing AI To enhance and differentiate our brands through the experience of seeing design value To brush up engineering skills (construction and installation)
<p>7Flags 02 Office3.0 domain</p>	<ul style="list-style-type: none"> Annual sales: 3 billion yen Cumulative investment in 3 years: 2.5 billion yen 	<ul style="list-style-type: none"> Number of orders for Data Trekking: 91 (60 in 2024); The number of quotes grew 4.5 times from 2024. Cumulative investment: 1.6 billion yen (From 2024 to 2025) 	<ul style="list-style-type: none"> To popularize Office3.0 and strengthen our marketing system To establish and enhance OFFICE A/BI PLATFORM
<p>7Flags 03 Domain of specialized facilities</p>	<ul style="list-style-type: none"> Sales: 30 billion yen Operating profit: 2 billion yen To enhance the development system by increasing the number of employees by over 50 	<ul style="list-style-type: none"> Sales: 28 billion yen, operating profit: 1.8 billion yen Release of a product (an automatic medicine picking system) in a new market Development of a predictive maintenance system utilizing AI Strengthening of a development system (the cumulative number of specialized staff members: 39) 	<ul style="list-style-type: none"> To reform the management system of Dalton To promote the sale of new products, such as SAS To strengthen the repair and maintenance business
<p>7Flags 04 Profitability improvement</p>	<ul style="list-style-type: none"> 5% reduction of manufacturing and logistics costs from 2023 50% increase in operating profit per employee from 2023 Cumulative IT investment: 8 billion yen 	<ul style="list-style-type: none"> 2.9-pts decrease in sales cost ratio from 2023 Start of operation of ERP (SCM system) in June 2025 Relocation of Kansai Distribution Center IT investment: around 6 billion yen 	<ul style="list-style-type: none"> To execute measures for reforming business operations and improving productivity based on ERP DX of production functions (installation of AI) To restructure our production system and apply the new system Reduction of manufacturing and procurement costs
<p>7Flags 05 Synergy among group companies</p>	<ul style="list-style-type: none"> 2% increase in operating profit margin of consolidated group companies from 2023 To reduce the cash outflow from the Itoki Group by 3 billion yen 	<ul style="list-style-type: none"> The operating profit margin of group companies increased 1.5 pts. (5.9% in 2023 and 7.4% in 2025) The cash outflow from the Itoki Group decreased by 3.4 billion yen. 	<ul style="list-style-type: none"> To actively reduce costs by linking the functions of group companies, restructuring them, and manufacturing products in house To reduce the cash outflow from the Itoki Group: The cash outflow is expected to decrease by 5 billion yen by the end of 2026.
<p>7Flags 06 Human capital</p>	<ul style="list-style-type: none"> Employees' engagement: 85% Ratio of female managers: 13% 	<ul style="list-style-type: none"> Employees' engagement: 81.9% Ratio of female managers: 14.3% (as of Jun. 2026) 	<ul style="list-style-type: none"> To continue measures for motivating employees with the aim of increasing employees' engagement to 85% To keep improving the ratio of female managers
<p>7Flags 07 Financial strategy</p>	<ul style="list-style-type: none"> Cash allocation Strategic investment/R&D/capital investment: 40 billion yen Investment in human capital: 10 billion yen We aim to achieve a payout ratio of 40%. 	<ul style="list-style-type: none"> Investment was conducted as planned. Payout ratio: 39.4% Maintain of a rating of A – Issuance of corporate bonds (We issued the first 5-year bond on Dec. 4, 2025, raising a fund of 5 billion yen.) 	<ul style="list-style-type: none"> To continuously secure diverse means for procuring funds To sophisticate and streamline our fund management system To keep paying dividends stably

Earnings forecast for FY ending December 2026

Jan. 1 to Dec. 31, 2026 Unit: 100 million yen

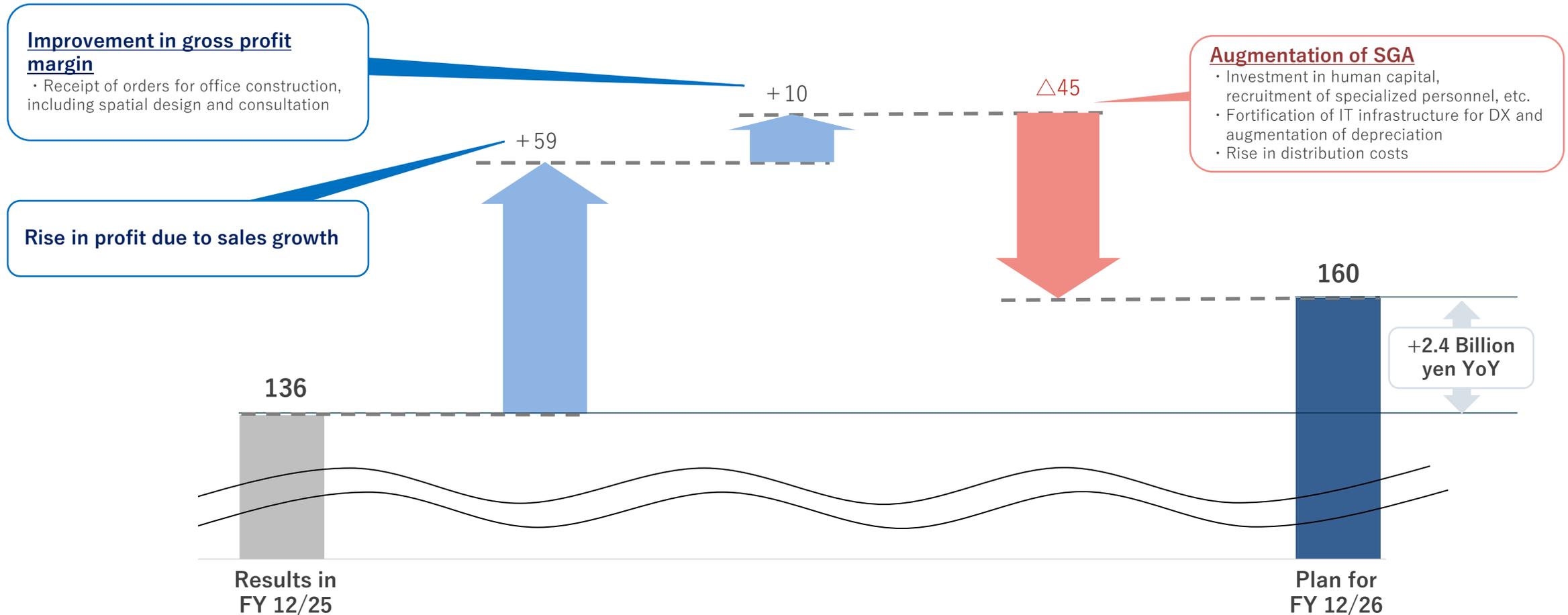
[Consolidated]	Results for FY 12/25	Forecast for FY 12/26	Increase/decrease	
			Amount	Increase rate
Sales	1,536	1,675	+139	+9.0%
Operating profit	136	160	+24	+16.9%
Ordinary profit	137	160	+23	+16.5%
Profit attributable to owners of parent	93	112	+19	+19.4%
[Operating profit margin]	[8.9%]	[9.6%]	—	[+0.7pts]

[Segment]	Results for FY 12/25	Forecast for FY 12/26	Increase/decrease		
			Amount	Increase rate	
Workplace Business	Net sales	1,115	1,215	+100	+9.0%
	Operating profit	109	136	+27	+23.7%
	[Operating profit margin]	[9.9%]	[11.2%]	—	[+1.3pts]
Equipment & Public Works-Related Business	Net sales	405	443	+38	+9.4%
	Operating profit	24	22	△2	△9.9%
	[Operating profit margin]	[6.1%]	[5.1%]	—	[△1.0pts]
(Breakdown) Dalton	Net sales	214	230	+16	+7.1%
	Operating profit	17	15	△2	△13.1%
	[Operating profit margin]	[8.0%]	[6.5%]	—	[△1.5pts]

*Dalton means its consolidated performance.

Expansion of the Workplace Business due to the demand for renovation stirred by the investment in human capital

(Unit: 100 million yen)

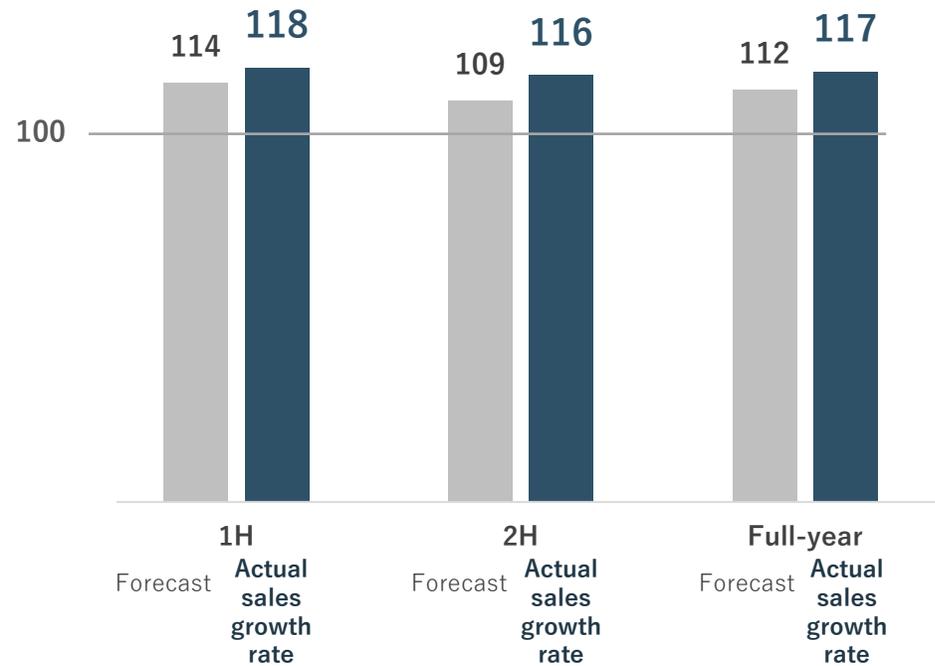


Situation of ongoing business talks in FY 2026

• The ratio of ongoing business talks in FY 2026 to the ongoing business talks in the same period of the previous year: in value terms

FY 2025

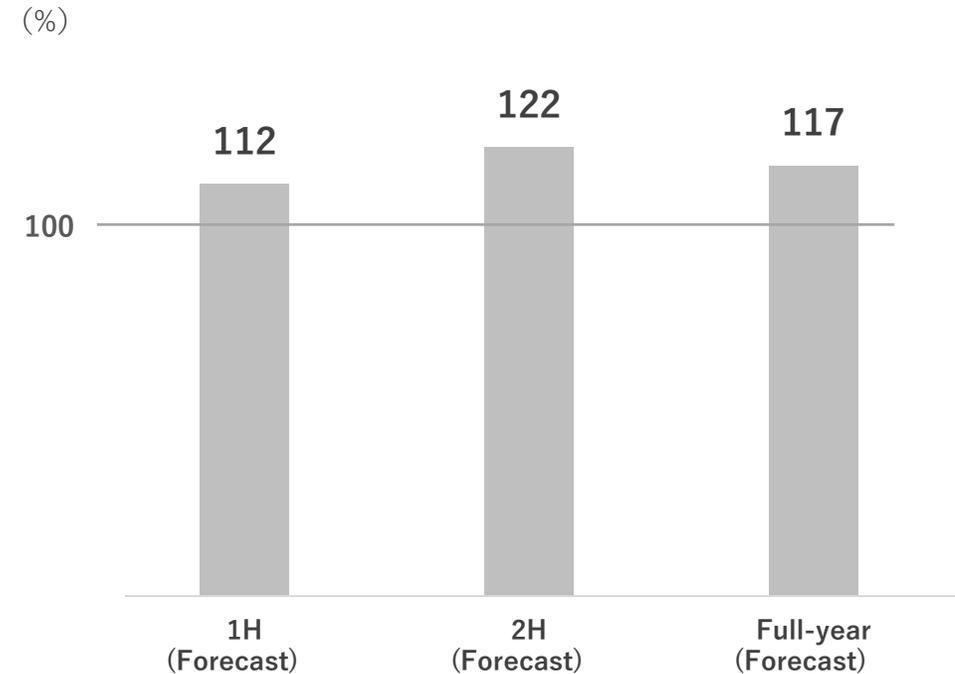
(Submitted at the results briefing session on Feb. 14, 2025)



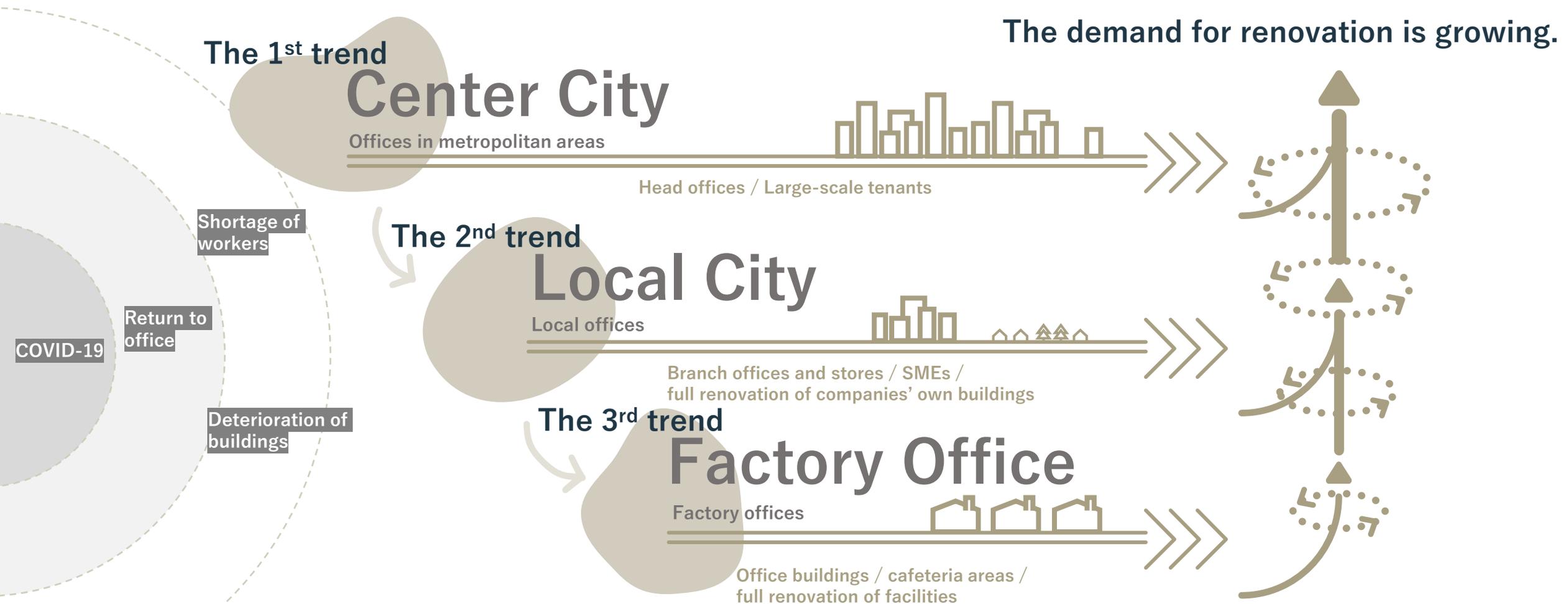
• Sum of results in the domestic Workplace Business and the Equipment & Public Works-Related Business (excluding the results of Dalton and Tarkus)

FY 2026

(as of late January of 2026)

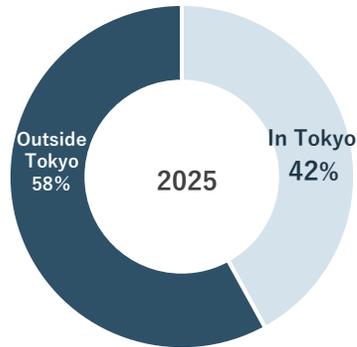


• Sum of results in the domestic Workplace Business and the Equipment & Public Works-Related Business (including the results of Dalton and excluding of Tarkus)



Ratios of transactions inside and outside Tokyo

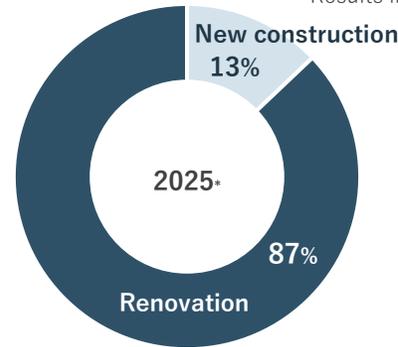
*Change in the aggregation flag through the adoption of ERP



Increase of projects in local cities where it is difficult to secure manpower

Ratios of projects for new construction and renovation

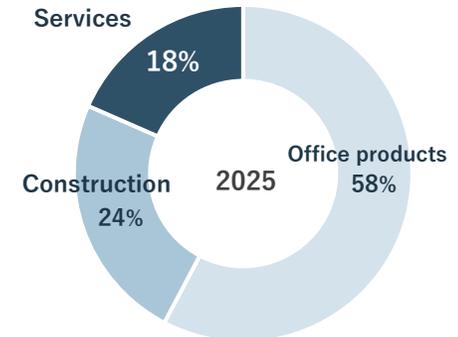
*Change in the aggregation flag through the adoption of ERP
*Results in the first half



Thanks to the investment in human capital, we receive a healthy number of orders for renovation projects.

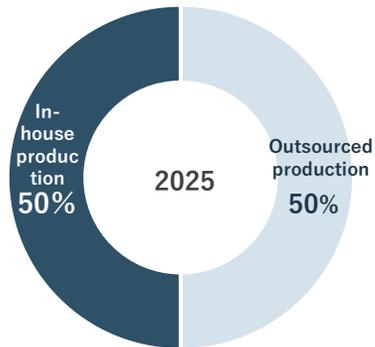
Sales composition of the office business

*Services = Spatial design and consulting



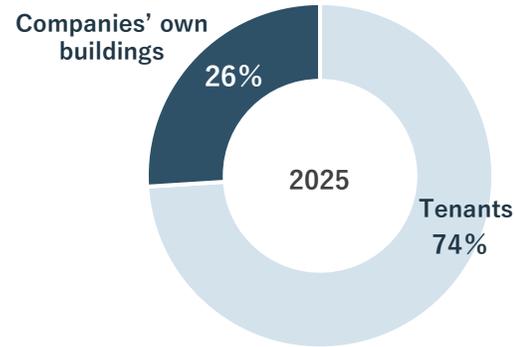
Offices are required to have designs that appeal to the senses of employees, the charm and quality of spaces.

Ratio of in-house production



We promoted in-house development and manufacturing of products and installation, securing profit.

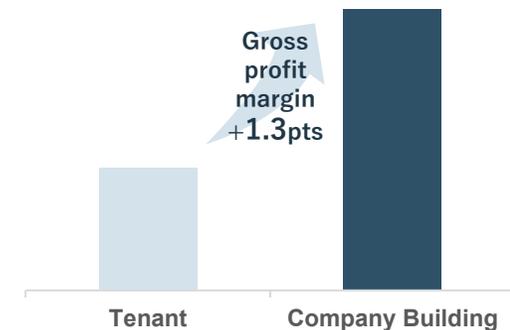
Ratio of projects for companies' own buildings



The profitability of the Workplace Business improved, thanks to the increase of projects for companies' own buildings, whose gross profit margin is high.

Profitability of projects for companies' own buildings

*Average in 2023-2025



Special doors

This year, we are commemorating the 60th anniversary of release of “special doors”
Since the inauguration of business, we have advanced our vault production technology.

Shielding doors (for nuclear power plants)



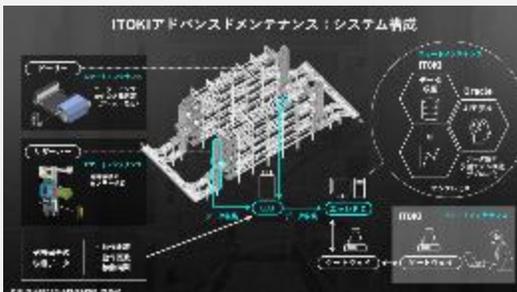
- Since the early days of nuclear power plants in Japan, we have delivered **about 3,000 special doors** around Japan.
- Involved with the installation of special doors at **18** out of 21 nuclear power plants in Japan.
- We possess **over 70 patents** and high-precision installation technologies.

Underground shelter doors



- The technical supervisor of Equipment Business Department was **appointed as a director** of Japan Nuclear Shelter Association.
- The trend of installing such doors gained momentum in the Sakishima Islands, including Yonaguni and Ishigaki, in addition to Tokyo.
- The directive to the Minister of Land, Infrastructure, Transport and Tourism Yasushi Kaneko states **“We will engage in the development of underground shelters.”**

Maintenance business



Entire picture of a predictive maintenance system

- Development of a “predictive maintenance system,” which detects signs of failure of automatic logistics warehouses through AI analysis
- It is assumed that the ratio of its sales will expand from **10% to 30%** in the medium term.

Dalton



- Steady growth thanks to the increases in sales and profit
- Sharing of successful experiences in the structural reform project carried out by Itoki Corporation

AI leads office development.

AI transforms workstyles.



Workplace

Workstyle

We Design Tomorrow. We Design WORK-Style.

To fortify the base for sustainable growth by upgrading the governance structure

Strengthening of the supervision function of the board of directors

We selected **two new director candidates** who possess expertise in financial affairs and governance.



Koji Minato
President and Representative Director



Yoshihito Yamamura
Executive Manager of Human Resources & Administration Division



Yumi Tanaka
Executive Manager of Corporate Planning Division



Soichiro Higuchi
Executive Manager of Corporate Governance Division

- To improve the quality of discussions about “financial strategies,” “risk management,” and “governance” at meetings of the board of directors
- To improve the quality and speed of decision making by summarizing and clarifying supervision and execution functions

Establishment of a discretionary committee regarding the nomination and remuneration of directors

Chair: Ms. Mariko Bando, an independent outside director
Members: Independent outside directors constitute the majority.

Nomination committee

All independent outside directors, the representative director & president, and the director in charge of personnel affairs

Remuneration committee

All independent outside directors and the director in charge of personnel affairs

- Improvement in the transparency, fairness, and objectivity of the processes for nominating directors and determining their remuneration amounts

Systematic implementation of a “program for producing ‘the next president’,” which will lead transformation and actualize sustainable growth

Short term – 4 –

54-58 years old

Medium/long term – 16 –

45-52 years old


Managing Executive Officer
Executive Manager of
Sales Division


Managing Executive Officer
Executive Manager of
Facilities Equipment Business
Division


Managing Executive Officer
Executive Manager of Solution
Business Development Division


Executive Officer
Deputy Executive Manager
of Production Division

-FY25

FY26

Appointment as business managers

- Manager of each business division
- Presidents of group companies
- Outside directors from other companies

Participation in business administration

- External training of executives
- Formulation of the next medium-term management plan
- To exert a presence in the nomination committee
- Promotion to an important project leader


Executive Officer
Executive Manager of
Corporate Governance
Division


Executive Officer
Deputy Executive
Manager of
Sales Division


Executive Officer
Executive Manager
of Work Style
Design Division


Executive Officer
Executive Manager
of Corporate
Communication
Division


Executive Officer
Deputy Executive
Manager of
Engineering Division


Executive Officer
Dalton Corporation


Human Resources &
Administration Division


Human Resources &
Administration Division


Sales Division


Sales Division


Sales Division


Solution Business
Development Division


Facilities Equipment
Business Division


Facilities Equipment
Business Division


Corporate Planning
Division


Production Division

FY25

FY26

Development of necessary skills for serving as an employer

- External training for acquiring management knowledge and skills
- Due diligence competition for new business
- Lecture for employers inside and outside the company
- Participation in the management council as an observer
- 360-degree evaluation

Tough assignment

- Appointment of 6 executive officers
- Promotion to a position just under the president and an important project leader
- Appointment of directors of group companies
- Project for future prediction

Restructuring of the Itoki Group for tightening group governance, inducing synergy, and eliminating overlapping businesses



To execute the integration into Itoki Corporation and Dalton Corporation as planned

- To integrate the Workplace Business and the Equipment & Public Works-Related Business into Itoki Corporation
- Integration of the research facility-related business into Dalton Corporation



To restructure our organization to establish an incorporation in each country, in order to improve the transparency of local governance and tighten risk control

- To consolidate Chinese corporations while dissolving some (8 corporations to 4 corporations) as soon as possible

< Current situation of affiliates >



*Development of a system for securing unified corporate governance across group companies by clarifying the responsibility for overseeing each function in each division

< For reference: Progress of the medium-term plan >

- 2024** July 1, 2024 240 employees
Itoki Engineering Service Corporation
- 2025** Oct. 1, 2025 50 employees
Fuji Paudal Co., Ltd. → Dalton Corporation
- 2026** Jan. 1, 2026 140 employees
Itoki All Steel Co., Ltd.
Oct. 1, 2026 (scheduled) 5 employees
Itoki Shared Value Co., Ltd.

Total: about **435** employees

To take a leap forward with AI × Design based on PEOPLE,
and realize significant in-organic (quantum) growth

2027-2029

*Our new medium-term plan is scheduled to be disclosed in February 2027.

JUMP

RISE TO GROWTH 2026
2024-2026

STEP

RISE ITOKI 2023
2021-2023

HOP



Evolution into an AI enterprise



Building of the second pillar



Endeavor to operate business globally



Financial strategy for supporting growth

A modern office interior featuring a long, light-colored wooden table in the foreground. To the right, a staircase with light-colored steps and a wooden wall is visible. In the background, a meeting room with large windows and white walls is seen. The overall atmosphere is bright and professional.

3. Workplace Business

Itoki's Next Growth Engine: OFFICE 3.0

↑
Added Value and Competitive Advantage
↓

OFFICE
3.0

Workstyle based
OFFICE DX BUSINESS

Data driven
Office operation support

OFFICE
2.0

Space based
Solution-providing Business

Space design
Workstyle consulting

OFFICE
1.0

Product based
Product Sales Business

Differentiated
New product line

Workstyle Visualization Service “Workers Trail”



フリーアドレスオフィスのお悩みに、
ワーカーの活動を見える化

Resolving the Root Cause of the Shortage of Meeting Rooms “Reserve Any”



使えば使うほど、
会議室不足が解決する



Consulting Services "Data Trekking"

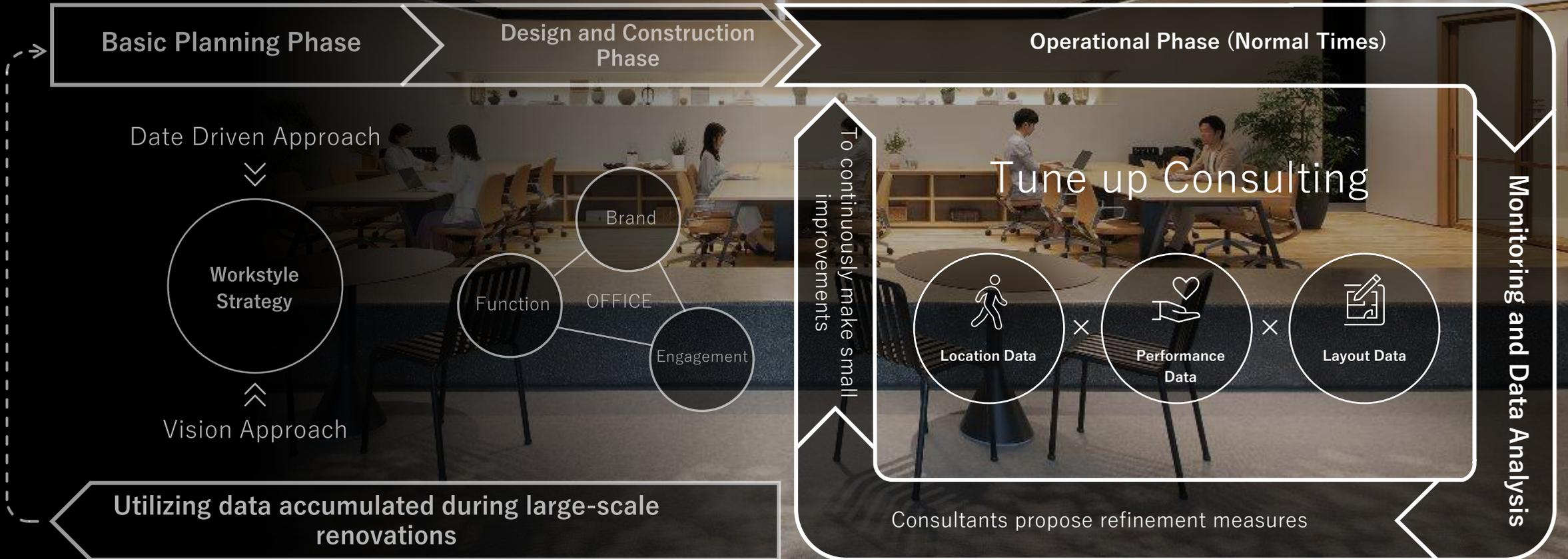
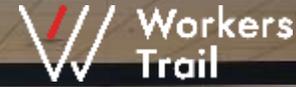
Data Trekking

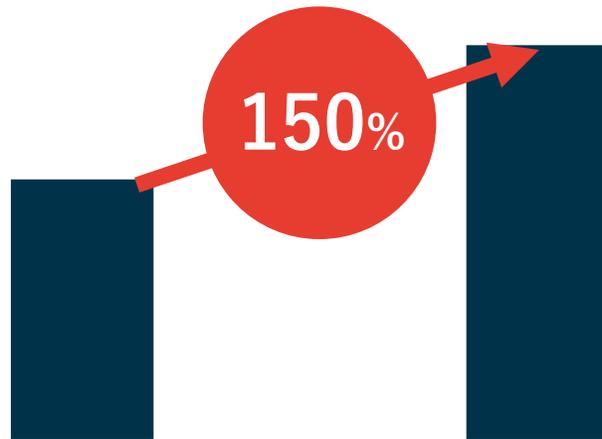
オフィスデータは経営指標になる。
総務からはじめる人的資本経営。

Data Trekkingは、「働き方」と「働く環境」をデータで捉え、
その関係性をモニタリング。従業員と組織の可能性を最大化し続ける
オフィス戦略を支援し、人的資本経営に貢献します。



Toward a business model that maintains continuous relationships with customers





	2024	2025
Number of Orders Received	60	91



▀ Data Trekking for Factory

A New Factory Model Built on Data

Enhancing Human Capital Value and Development Capabilities,

Transforming Manufacturing Sites into “Hubs for Manufacturing through Co-creation”

Chair Manufacturing Factory at ITOKI Shiga Plant

ITOKI DESIGN HOUSE SHIGA (Omihachiman City, Shiga Prefecture)

After

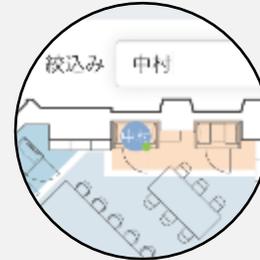
Before



People Search



It's **impossible to track** employee locations in a large factory



Real-time location tracking **eliminates unnecessary searches.**

Break



The occupancy and usage of a space can't be determined without visiting



By avoiding crowded areas, **the quality of both work and breaks improves.**

Interaction



Limited contact between the workplace and the office makes it **difficult to see the employees involved.**



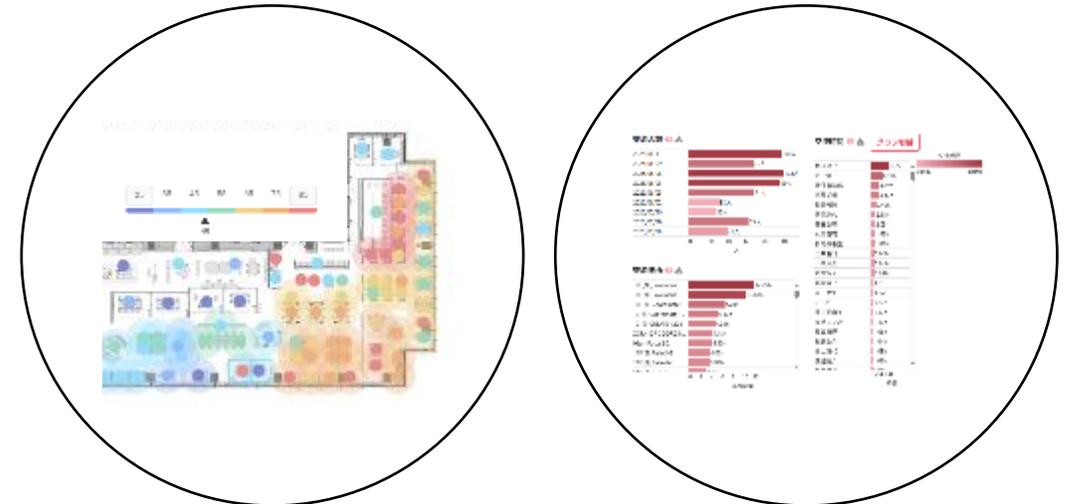
Link individual skills and information **to promote mutual understanding**

Visualization



Employee **location information listed in real time.**
By displaying it on a large screen, it provides an intuitive overview of employee locations. Installing it in shared areas facilitates smooth **situation sharing across the entire workplace.**

Analysis



Based on acquired location data, it is possible to analyze who spends how much time in which processes or areas, as well as who interacts with whom, where, and for how long. This enables **quantitative understanding of workplace movements and collaboration status.**

Data Trekking for Store

Building Strong Sales Floors Through Spatial Design × Data Analysis
Solving Operational Challenges with AI and Sensors to Support the Creation of Continuously Changing Sales Floors



RFID



商品棚を特定できた後に、更に精度の高い商品探索が必要なシーンでは、レーダー探索機能を併用します。

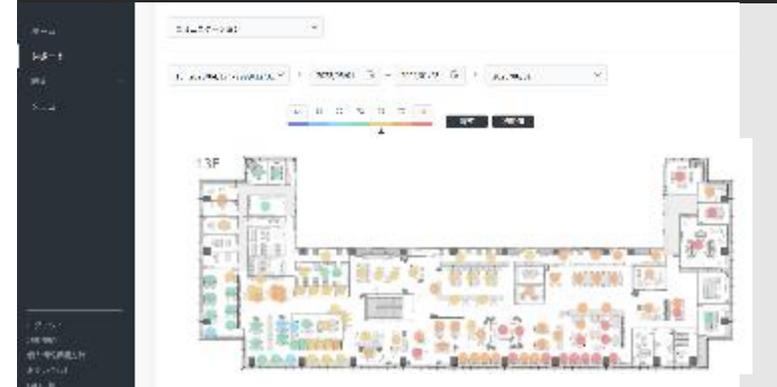
To streamline operations with RFID-based inventory and asset management.

Staff Location Information



To visualize the location information of store staff who handle customer service, stocking, inventory management, etc.

Data Analysis



To combine survey data to create workstyles that support recruitment and retention, and store layouts that drive sales.

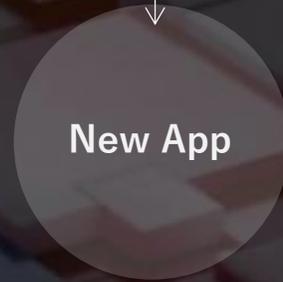
／ Data Trekking for Lab

データドリブ
ンな
研究施設
づくりへ



Overview of the Office 3.0 Solution

1 Applications that support office operations



Data Aggregation and Integration

2 A Platform for Data Aggregation, Integration, and Utilization



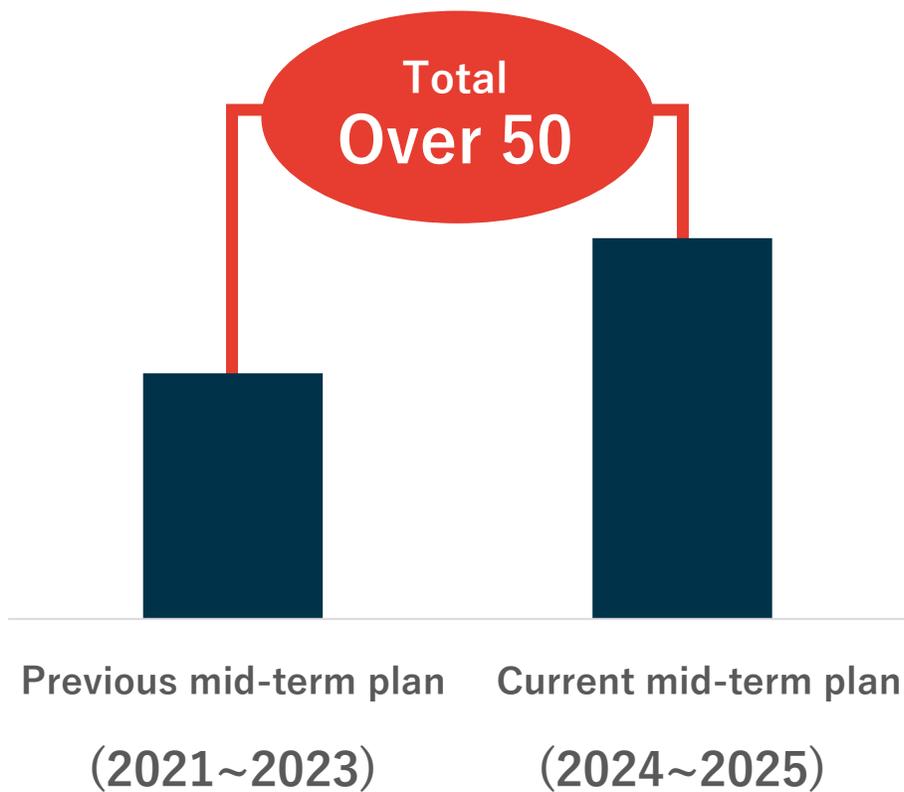
3 Data-Driven Consulting

Identify Customer Challenges and Reflect Them in Product Development

Data Utilization



Number of Patent Applications in the Office 3.0 Domain



(54) 【発明の名称】管理装置、管理システム、アンケート提示方法、及びプログラム

(57) 【要約】 (修正有)

【課題】適切なアンケート対象者に適切なタイミングでアンケートを実施する管理装置、管理システム、アンケート提示方法及びプログラムを提供する。

【解決手段】管理システム1において、複数のワーカが利用するオフィス5の管理装置2は、オフィスに設けられる設備5に関するワーカの利用状況を管理する設備管理部21と、利用状況に基づいて、設備を利用したワーカに対して、設備の利用における所定のタイミングでワーカが所持及び/又は使用する端末にアンケートを表示することにより提示する。

(54) 【発明の名称】オフィスレイアウト提示装置、オフィスレイアウト提示方法及びプログラム

(57) 【要約】

【課題】オフィスレイアウトを簡便に且つ迅速に提示可能なオフィスレイアウト提示技術を提供すること。

【解決手段】オフィスレイアウトを提示するオフィスレイアウト提示装置は、オフィスの間取りに関する間取り情報を取得する取得部113と、オフィスレイアウトを提示するための所定の条件を受け付ける受付部115と、取得した間取り情報と受け付けた所定の条件とに基づいて、間取りに適合し、且つ、所定の条件を満たす特定のオフィスレイアウトを提示する提示部117と、を備える。

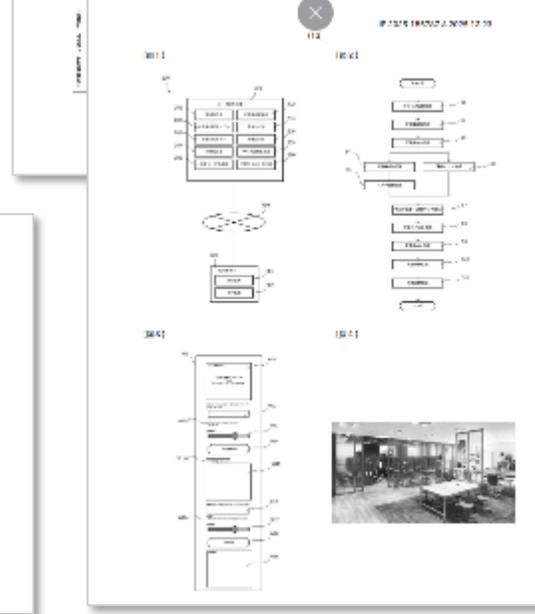
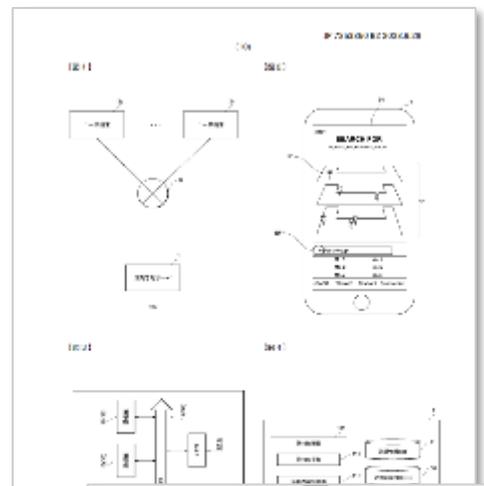
(54) 【発明の名称】電子タグ付き椅子

(57) 【要約】

【課題】製造番号等の識別情報を容易に取得可能な椅子を提供する。

【解決手段】電子タグ付き椅子(1)は、座(21)および脚(24)を含む椅子本体(2)と、椅子本体(2)に設けられた電子タグ(4)であって、椅子本体(2)に固有の識別情報を記憶するメモリ領域および識別情報を読み取る読取装置と無線通信可能なICアンテナを含む電子タグ(4)と、を備える。

【選択図】図1



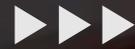


ITOKI OFFICE AI AGENTS

Evolution of Solutions Enabled by AI Agents



**ITOKI
OFFICE
AI AGENT**



Workstyle
Analysis
Agent

Workflow
Adjustment
Agent

Productivity
Measurement
Agent

Forecast
Detection
Agent

Space
Optimization
Agent

AI Leads Office Design

Office



Asset Efficiency
Cost Optimization

AI transforms the workstyle

Workstyle



Engagement
Well-being



ITOKI OFFICE A/BI PLATFORM

4th
3rd
2nd
1st

- Employees' status data
- Employees' behavior data
- Office operation data
- Layout data

INTERNAL OPERATIONS

Research
and
Development

Manufacturing

Logistics

Sales

Customer
Support