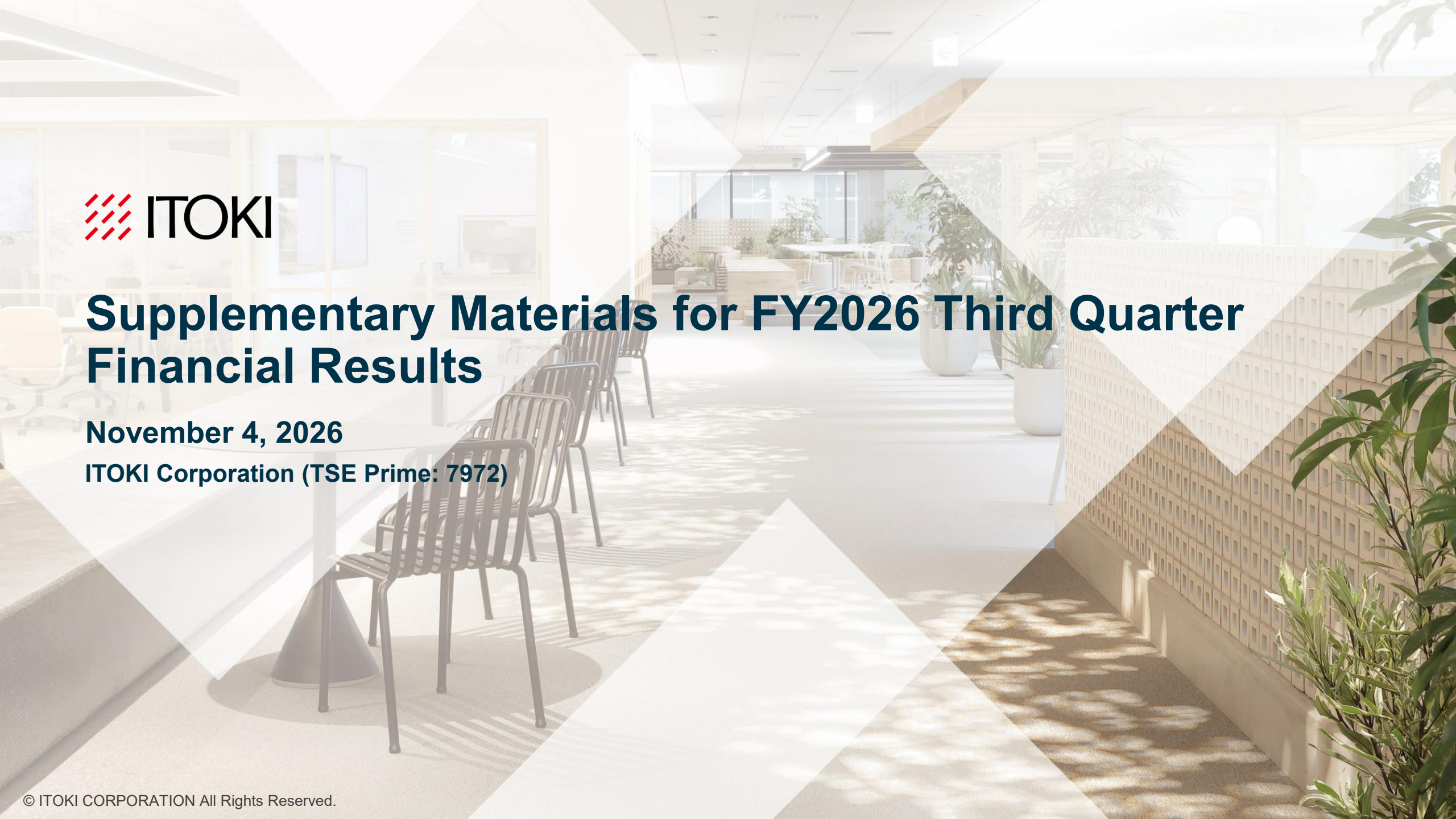


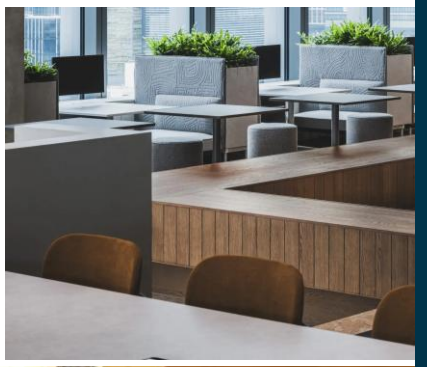
Supplementary Materials for FY2026 Third Quarter Financial Results

November 4, 2026

ITOKI Corporation (TSE Prime: 7972)

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Notice: This document is a translation of the original Japanese document and is only for reference purposes. In the event of any discrepancy between this translated document and the original Japanese document, the latter shall prevail.

Contents

1. FY2026 Third Quarter Consolidated Financial Results

2. Office3.0

Appendix

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1. FY2026 Third Quarter Consolidated Financial Results

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FY2026 Third Quarter Consolidated Financial Results Summary

- **Record High Results Achieved (Both Year-to-Date Through Q3 and Q3 Alone)**

  Net Sales ：Up 8.5% YoY, marking the fifth consecutive period of growth and a fourth consecutive record high
  Operating Profit：Up 10.6% YoY, marking the sixth consecutive period of profit growth and a fourth consecutive record high

- **Net Sales and Operating Profit Progressing in Line with Expectations**

Workplace Business

- **Net sales increased**, driven primarily by office renovation projects tailored to new hybrid workstyles
- **Operating profit increased** due to the contribution of higher sales and improved profitability from higher-value-added offerings

Equipment & Public Works-Related Business

- **Net sales increased**, supported by strong demand for research facility equipment
- **Operating profit increased significantly** due to higher sales and improved profitability in research facility equipment

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FY2026 Third Quarter Consolidated Financial Results

January 1 to September 30, 2026　　Unit: ¥100 million

【Consolidated】	Q3 FY2025/12		Q3 FY2026/12		Increase/decrease		Full-Year Forecast	
	Amount	% of Net Sales	Amount	% of Net Sales	Amount	Increase rate	Amount	Progress
Net Sales	1,124	—	**1,220**	**—**	+95	+8.5%	1,675	72.9%
Cost of Sales	650	57.8%	**703**	**57.6%**	+52	+8.1%	—	—
Gross Profit	474	42.2%	**517**	**42.4%**	+43	+9.1%	—	—
SG&A Expenses	357	31.8%	**388**	**31.9%**	+30	+8.6%	—	—
Operating Profit	116	10.3%	**128**	**10.5%**	+12	+10.6%	160	80.3%
Ordinary Profit	114	10.2%	**128**	**10.6%**	+14	+12.5%	160	80.6%
Profit Attributable to Owners of Parent	76	6.8%	**85**	**7.0%**	+8	+11.1%	112	76.0%

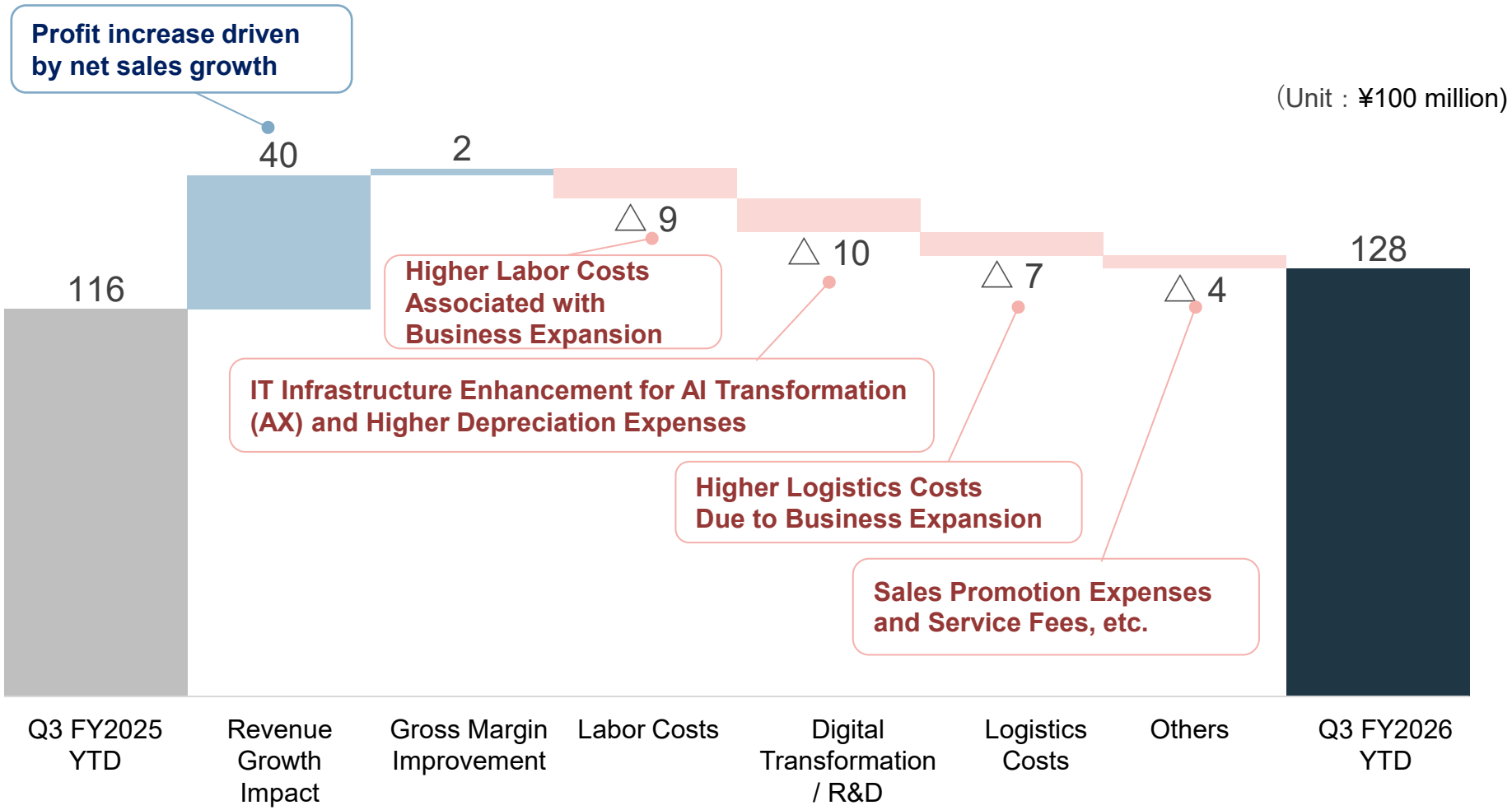
【Segment】		Q3 FY2025/12		Q3 FY2026/12		Increase/decrease		Full-Year Forecast	
		Amount	% of Net Sales	Amount	% of Net Sales	Amount	Increase rate	Amount	Progress
Workplace Business	Net Sales	826	—	**895**	—	+68	+8.3%	1,215	73.7%
	Operating Profit	94	11.5%	**96**	**10.8%**	+1	+1.7%	136	70.9%
Equipment & Public Works-Related Business	Net Sales	286	—	**313**	—	+27	+9.6%	443	70.8%
	Operating Profit	20	7.0%	**30**	**9.9%**	+10	+54.1%	22	140.9%
(Breakdown) Dalton	Net Sales	155	—	**182**	—	+26	+16.9%	230	79.2%
	Operating Profit	14	9.5%	**23**	**12.9%**	+8	+59.4%	15	157.0%

※ Dalton is included in the consolidated figures.

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Analysis of Changes in Operating Profit (Year-on-Year)

Achieved a record-high operating profit, driven by sales growth in the Workplace Business and research facility equipment, as well as an improvement in gross profit margin, which more than offset higher SG&A expenses



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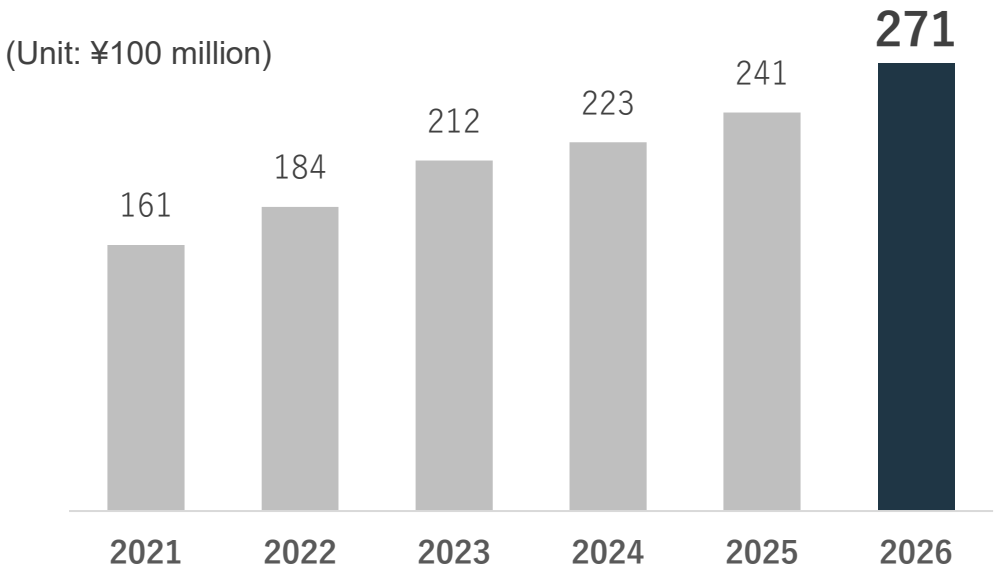
Workplace Business FY2026 Third Quarter Non-Consolidated Results

Net Sales

Record High

¥27.1 billion

Q3 Net Sales (Standalone):
+¥3.0 billion YoY (+12.7%)

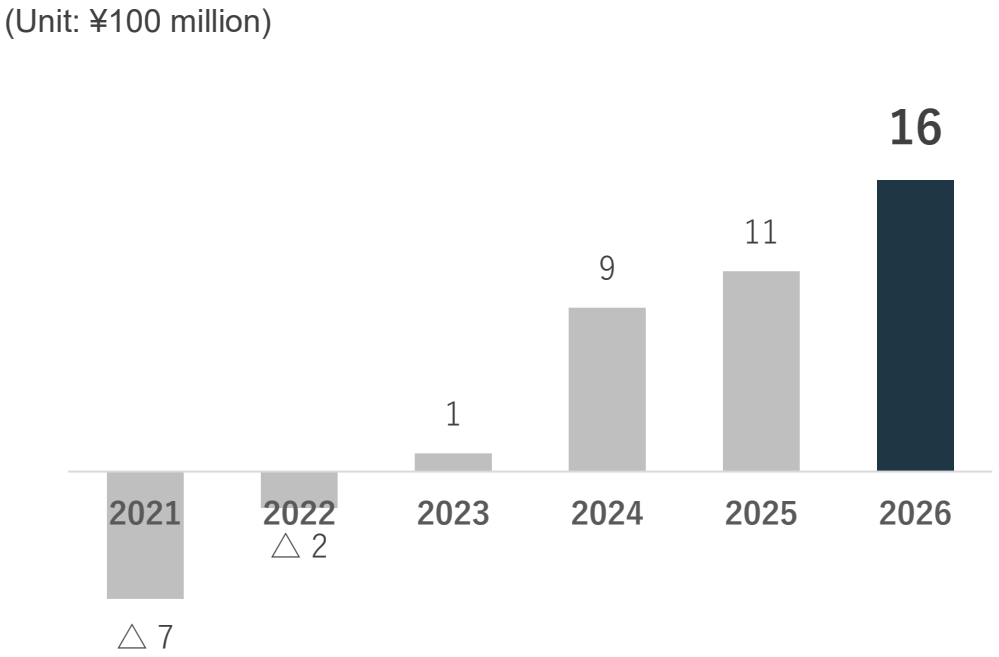


Operating Profit

Record High

¥1.6 billion

Q3 Operating Profit (Standalone):
+¥0.4 billion YoY (+40.3%)



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2026 Full-Year Financial Forecast

January 1 to December 31, 2026　　Unit: ¥100 million

【 Consolidated 】	FY2025 December Results	FY2026 December Forecast	Increase/decrease	
			Amount	Increase rate
Net 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 the Parent	93	**112**	+19	+19.4%
〔**Operating Margin**〕	〔8.9%〕	**〔9.6%〕**	—	〔+0.7pts〕

【 Segment 】		FY2025 December Results	FY2026 December Forecast	Increase/decrease	
				Amount	Increase rate
Workplace Business	Net Sales	1,115	**1,215**	+100	+9.0%
	Operating Profit	109	**136**	+27	+23.7%
	〔Operating 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 Margin〕	〔6.1%〕	**〔5.1%〕**	—	〔△1.0pts〕
(Breakdown) Dalton	Net Sales	214	**230**	+16	+7.1%
	Operating Profit	17	**15**	△2	△13.1%
	〔Operating Margin〕	〔8.0%〕	**〔6.5%〕**	—	〔△1.5pts〕

※ Dalton is included in the consolidated figures

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ITOKI DESIGN HOUSE

SHIGA

Opened in January 2026

In 2026, the number of visiting companies increased approximately fivefold, while total visitors more than tripled.

Jan. to Oct.	FY2025		FY2026	
No. of Visiting Companies	75	→	373	+298 companies YoY 497%

Jan. to Oct.	FY2025		FY2026	
No. of Visitors	622	→	1,943	+1,321 visitors YoY 312%

ITOKI DESIGN HOUSE SHIGA Wins Showroom of the Year at the FRAME Awards 2026

ITOKI DESIGN HOUSE SHIGA won the Showroom of the Year award at the FRAME Awards 2026, an international spatial design competition that attracted more than 1,000 entries worldwide.
The project received international recognition not only for its spatial design, but also for its co-creation-based approach to new ways of working, its use of local materials, and its commitment to circular design principles.



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Opening of ITOKI DESIGN HOUSE SHANGHAI

A new base in Shanghai
Transforming the business from furniture manufacturing and sales to high-value-added workplace design, while strengthening our operations in China by applying our successful Japanese business model.





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ITOKI DESIGN HOUSE

FUKUOKA

Open in December 2026







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ITOKI DESIGN HOUSE
OSAKA

Open in May 2027







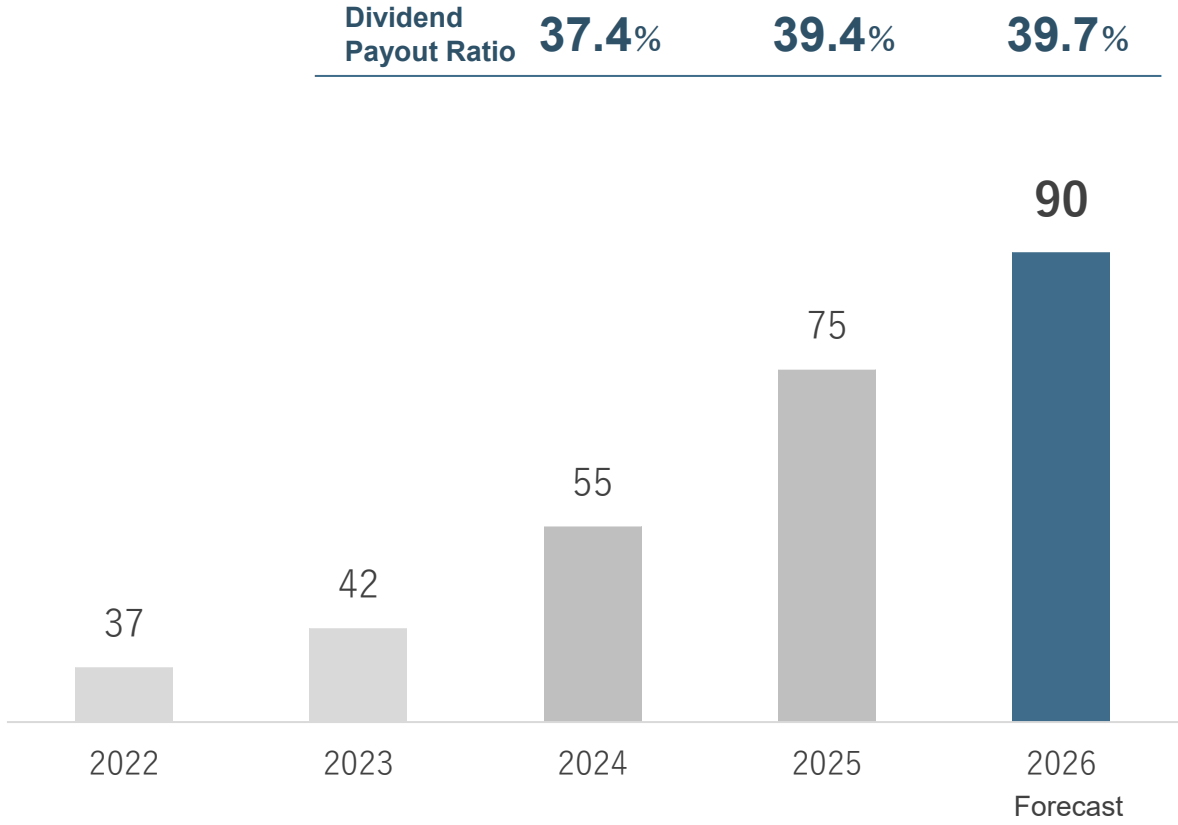
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Shareholder Returns (Dividend Forecast for FY2026)

Shareholder Return Policy

Our basic policy on profit distribution is to provide shareholders with stable and sustainable dividends while recognizing shareholder returns as one of our key management priorities. In determining shareholder returns, we take a comprehensive and long-term view of the Company's earnings performance, retained earnings, and future business development. As a general rule, dividends are paid once a year as a year-end dividend. Going forward, while continuing to provide stable dividends, we will further emphasize shareholder returns by taking consolidated financial performance into account. In addition, we will implement a dividend policy with a **target payout ratio of 40%.** Retained earnings will be utilized efficiently to enhance corporate value, with a primary focus on research and development and strategic investments in growth areas that are essential for the Company's future growth.

Annual Dividends per Share (Yen)



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Notice of Transition to a Company with an Audit & Supervisory Committee

At the Board of Directors meeting held on 4 November 2026, the Company resolved to transition from a Company with an Audit & Supervisory Board to a Company with an Audit & Supervisory Committee, subject to approval at the 77th Annual General Meeting of Shareholders scheduled for late March 2027.

Purpose of the Transition

The Company's mission is "We Design Tomorrow. We Design WORK-Style." Guided by this mission, the Company is committed to creating value by addressing challenges faced by people at work and society as a whole.

As part of this commitment, the Company has worked to enhance the transparency and fairness of management and strengthen corporate governance, including through the establishment of voluntary Nomination and Remuneration Committees as advisory bodies to the Board of Directors, with the aim of building greater trust among stakeholders.
The Company has now decided to transition to a Company with an Audit & Supervisory Committee to further strengthen the management foundation supporting business transformation and sustainable growth.

The transition will further clarify the respective roles of business execution and oversight, enabling faster management decision-making while strengthening the supervisory function of the Board of Directors. It will also allow the Board to devote more time to discussions on medium- to long-term management strategy and the enhancement of corporate value.

Timing of the Transition

The transition is scheduled to take effect following approval of the necessary amendments to the Articles of Incorporation and other related matters at the 77th Annual General Meeting of Shareholders, scheduled for late March 2027.

Other Matters

Details of the transition, including amendments to the Articles of Incorporation and appointments of directors and other officers, will be announced once determined.

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2. Office 3.0

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ITOKI OFFICE AI AGENTS

About AI Agents

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ITOKI OFFICE AI AGENTS



Facility Portfolio AI



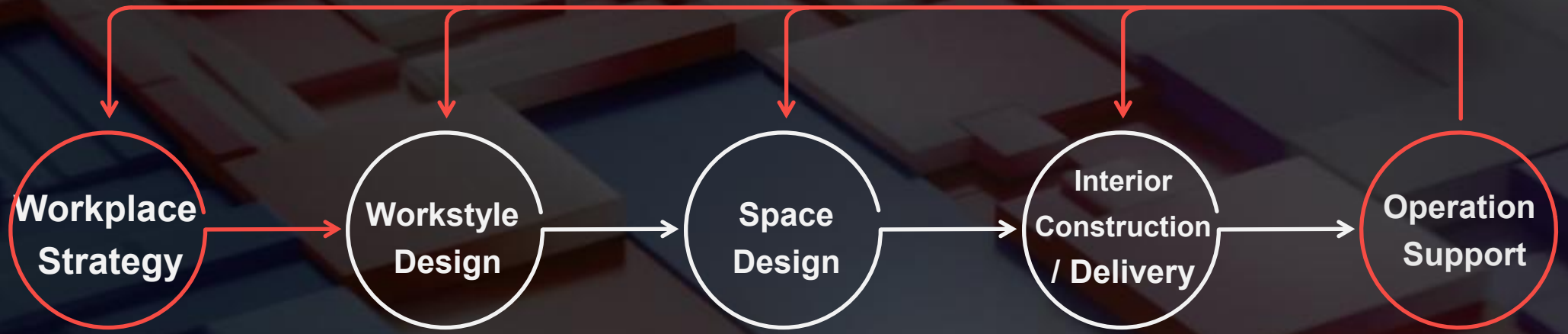
Workplace Insight AI



Space Matching AI

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From Staying Connected with Customers to Creating New Business Opportunities



Strategic Planning Support	Workstyle Consulting	Office Space Creation	Data Utilization







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FM teams are expected to act quickly and provide evidence-based recommendations.

What Management Expects

Flexible and Timely Reconfiguration

Make timely decisions on consolidation, downsizing and relocation before lease renewal.
Assess the impact of each option.

One External Factor

Rising Office Rents

- Office rents in central Tokyo continue to rise.
- Higher rents increase occupancy costs at each lease renewal.

Facility Management Team

What Management Expects

Evidence-Based Recommendations

Provide clear, evidence-based estimates of timelines, costs and renewal prospects.
FM decisions require greater transparency for finance, management and external auditors.

One External Factor

Transition to New Lease Accounting Standard

- Effective for fiscal years beginning on or after April 2027.
- Right-of-use assets and lease liabilities will be recorded on the balance sheet.

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Limited visibility, limited standardization and limited capacity to scale

Challenges

Limited Visibility into Workplace Utilization

Actual space utilization and lease status are not fully understood.
Utilisation data relies on self-reporting by individual departments.

Processes Are Not Standardized

Experience is not being converted into shared knowledge.
The same issues keep recurring.

Knowledge Cannot Be Scaled

Responsibilities remain concentrated among a limited number of people, making it difficult to expand the team.
Knowledge remains dependent on specific individuals.

What Customers Say

Overstated Demand for Desks

Departments overstate their requirements to avoid losing space. Self-reported data hinders effective space reconfiguration.

Many Locations Lack Floor Plans

Companies lease and use a large number of properties. They lack a complete view of space utilisation and lease arrangements.

The Same Issues Keep Recurring

Team members and service providers are repeatedly asked to make the same corrections. This consumes significant time and resources.

Data Is Not Used Systematically

Some data is available, but it is not organized systematically.

Knowledge Is Not Transferred to the Younger Employees

Operations have long depended on the same core team. Expertise is concentrated among a small number of individuals.

Too Much for One Person to Manage

Data across all locations is managed in spreadsheets maintained by a single individual. This approach cannot keep pace with the growing speed and scale of operations.

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Transforming Facility Management with AI



AI-Driven Facility Management

Enhanced Capabilities

Greater Efficiency

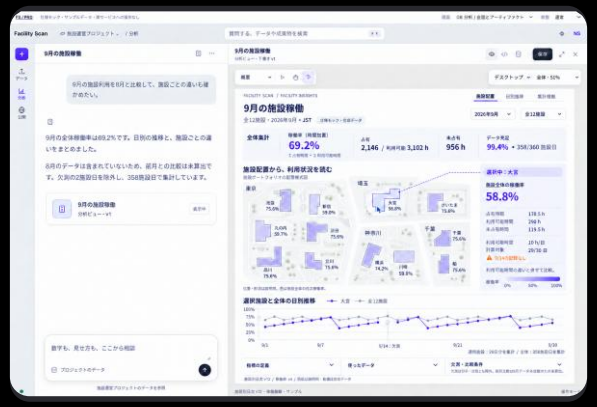
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Three AI Agents

Facility Portfolio AI

Utilization Visibility & Optimization

Visualize utilization across all locations and floors using existing internal data. Map out reconfiguration plans that take lease expiry dates into account.

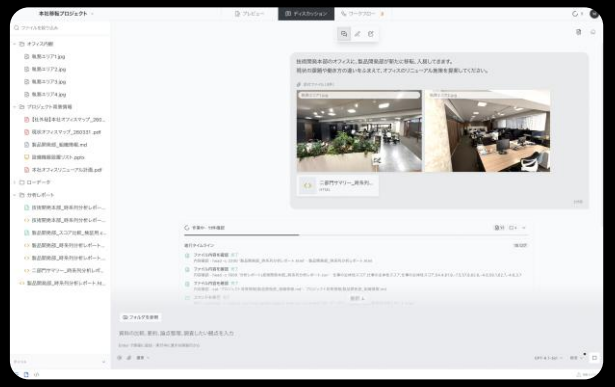


Dashboard image showing utilization across all locations

Workplace Insight AI

Project Execution Support

Leverages accumulated data and expert insights to support issue identification, internal approvals and project management. Lessons learned are captured as reusable data for the next project.



AI Chat Interface Image

Space Matching AI

Enabling Efficient Workplace Operations

Uses sensors to detect no-show reservations, prompts users for confirmation, and automatically releases unused spaces. Vacant spaces can then be reserved instantly via smartphone with a single tap.



Reservation screen image

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ITOKI OFFICE
DEVICES

AI Agent-Connected











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Three Connected AI Agents Create a Continuous Learning Loop

AI Gets Smarter

AI **learns** from actual workspace usage and the outcomes of human decisions. Its recommendations become more accurate with each cycle.

Facility Portfolio AI

Shape the Strategy

Reveals portfolio utilization and shapes the next strategic move.



Space Matching AI

Make Full Use of Every Space

Unlock the full potential of every workspace, every day.

Workplace Insight AI

Gain Approval and Deliver

Gain internal approval and move projects forward.

FM Teams Work Smarter

The system **retains** records of decisions and approvals, along with lessons learned from reviews. Each new decision becomes faster and better informed.

AI-Driven Facility Management That Makes Both FM Teams and AI Smarter with Every Cycle

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Appendix

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Publication of Integrated Report 2026

ITOKI has published Integrated Report 2026, outlining its transformation into a people-centered, AI-powered company and its pathway to the next stage of growth beyond the current Medium-Term Management Plan.

Special Feature



Integrated Report2026
Special Feature

Full Report



Integrated Report2026
Full Report

Human Capital Report



Human Capital Report2026

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Key Topics: Public Relations

Corporate Advertising Campaign “Where Aspirations Meet” Wins the Top Award in the Human Capital Communications Category at the 75th Nikkei Advertising Awards

The campaign highlights the value of human capital management by portraying connections among employees and the power of teamwork.



The advertisements ran for five consecutive days, from December 8 to 12, 2025, in the morning edition of The Nikkei and other publications.

ITOKI Adds “Exhibition” and “Branding” Categories to ITOKI WORK-Style Design, a Website Showcasing the Company’s Design Projects

ITOKI WORK-Style Design showcases a curated selection of ITOKI projects distinguished by outstanding design and original ideas.



ITOKI WORK-Style Design

Note: The linked website is available in Japanese only.
Please use your browser’s translation feature to view it in English.

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Key Topics: Investor Relations & Public Relations

ITOKI Selected for the JPX-Nikkei Mid and Small Cap Index for the First Time

ITOKI Corporation is pleased to announce that it has been newly selected as a constituent of the JPX-Nikkei Mid and Small Cap Index for fiscal 2026, effective August 31, 2026. The index is jointly calculated by JPX Market Innovation & Research, Inc. and Nikkei Inc.

Guided by its mission, “We Design Tomorrow. We Design WORK-Style.,” ITOKI will continue to contribute to the sustainable development of businesses and society by creating better work environments.

The Company will also continue to pursue management with a focus on the cost of capital and share price, while improving capital efficiency and profitability to enhance corporate value over the medium to long term.

明日の「働く」を、デザインする。

Dalton Signs General Agency Agreement with STÄUBLI in Japan to Strengthen Automation Solutions for Pharmaceutical and Semiconductor Manufacturing



Stäubli industrial robots for pharmaceutical manufacturing
(Photo courtesy of Stäubli)

Dalton Opens “THE DALTON NODE” in Toyosu, a New Headquarters That Connects People and Technology to Shape the Future, and Unveils a New Corporate Logo

A new corporate logo embodying the company’s commitment to transformation

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＜Notes＞

- The Company’s consolidated financial statements are prepared in accordance with Japanese Generally Accepted Accounting Principles.
- Forward-looking statements, including earnings forecasts, are based on information currently available to the Company and certain assumptions deemed reasonable. Actual results may differ materially due to various risks and uncertainties.

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明日の「働く」を、デザインする。