

OKAMURA TODAY **2012-2013**



okamura

Quality pays for itself.

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Archivio Audiovisivi Gruppo FS Italiane
Leopard ETR 500 "Frecciarossa", Italy

Greetings from the Management

Okamura Corporation was inaugurated in 1945 as Okamura Manufacturing Facility, an industrial manufacturing cooperative in the Isogo district of Okamura, Yokohama. With the combined efforts, technical expertise and financial support of a number of people, Okamura has offered high-quality products and space concepts that consistently meet the needs of customers, underpinned by the timeless philosophy, "Quality pays for itself." Okamura has enabled its customers to experience a genuine sense of opulence through its products.

Today, Okamura constantly reinforces its integrated business structure, from development to manufacturing and sales. At the same time, Okamura recognizes advances in information technology (IT), internationalization and specialization as key guiding concepts in corporate management efforts to make further improvements in both business development and corporate value.

Amid a constantly changing businesses environment, Okamura is promoting the development of new products and solutions business to meet diverse work styles. Overseas, we are proactively conducting technical and sales tie-ups with foreign companies while pursuing the development of facilities overseas in order to gain recognition for our brand in the global market.

In addition, Okamura is working to reduce its environmental burden through business activities that are in accord with essence of its founding spirit while strengthening compliance management and corporate governance. Through these actions, Okamura is fulfilling its corporate social responsibility (CSR).

As a solutions company that creates comfortable spaces, Okamura continues to take up the challenge of fashioning new innovations. To this end, we aim to be a company that is trusted and valued by society through the ceaseless provision of optimal environments for people and communities.

We would appreciate your continued support and understanding of these efforts.



Kikuo Nakamura, Chairman



Masayuki Nakamura, President

Highlights of the Year 2011–2012

2011

Jul.



The 9th OKAMURA Design Space R "Boyoyong" Held

The OKAMURA Design Space R "Boyoyong" was held at the Garden Court Showroom from July 26 to August 12, 2011. On this occasion, architect Jun Aoki was the featured invited guest. Okamura staged the event in collaboration with MONGOOSE STUDIO, a creative group comprising artists, designers, engineers and planners.

Nov.



Participation in the International Modern Hospital Show 2011

Okamura participated in the International Modern Hospital Show 2011, which was held at the Tokyo Big Sight exhibition venue from July 13 to 15, 2011 and presented various products under the theme of "Building a Comfortable Workspace for Hospitals—Proposing a New Staff Station." In addition to its wide variety of medical utility carts, Okamura offered ideas for installing lifting tables and security lockers in staff stations. Furthermore, Okamura displayed a hospital bed specially made by German company Voelker, attracting a number of visitors to its exhibition booth.



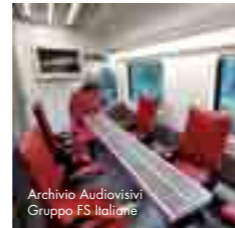
The New Product Exhibition 2011 Held

Okamura held its New Product Exhibition 2011 at the Garden Court Showroom from November 9 to 12, 2011. In line with the four key words "Creativity, Ecology, Well-being and Safety" and aiming to realize "Smart Work," Okamura introduced a variety of products. In addition to office furniture, the products exhibited were primarily aimed at the public facility, health care facility and laboratory facility markets.



Okamura Grand Concert 2011 Held

For its 2011 annual Okamura Grand Concert, Okamura presented "PREMIUM JAZZ NIGHT—Yasuko Agawa with Hisao Mori & the BLUE COATS ORCHESTRA", featuring Terumasa Hino as a special guest. Held at the Bunkyo Civic Hall in Bunkyo-ku, Tokyo, on November 29 and 30, 2011, the event welcomed loyal Okamura customers to a spectacular world of jazz.



Okamura Supplies Leopard New Concept Seating to the ETR500 trains "Frecciarossa"

Okamura began supplying its Leopard new concept seating for use in ETR500 series trains operated by Trenitalia, the largest railway company in Italy. This was the first example of a Japanese office furniture manufacturer supplying products to a European railway company. Leopard seating was installed in the executive carriage conference room.

2012

Feb.



Exhibition at the 2012 Supermarket Trade Show

Okamura introduced various energy-saving solutions and exhibited a number of furnishings suited to small spaces at the 2012 Supermarket Trade Show held at Tokyo Big Sight from February 1 to 3, 2012. In view of diversifying needs for store design, Okamura presented various ideas with a number of furnishings appropriate to various store styles, attracting many visitors throughout the event.

Mar.



Exhibition at JAPAN SHOP 2012

Okamura participated in JAPAN SHOP 2012, which was held at Tokyo Big Sight from March 6 to 9, 2012. In keeping with the concept of "Invisible Design = Design that is an integral part of the room yet so intuitive that users are hardly aware of its presence," Okamura presented such products as the Visplay furnishing system. The Company also presented various store layout concepts that ensure the products being sold stand out, and attracted a number of visitors throughout the event.



Risefit Personal Table and Karre Smart Medical Utility Cart Received universal design award 2012

Okamura's Risefit personal table and Karre smart medical utility cart received universal design awards (sponsored by universal design Germany) in 2012. This internationally renowned award is given to honor excellent universal products and services. Risefit received both the universal design award 2012, which is based on specialist evaluations, and the universal design consumer favorite 2012 award, which is based on consumer evaluations, while Karre was given the universal design award 2012.

May



Participation in The Office Exhibition 2012

The Office Exhibition 2012 was held in Dubai, UAE, from May 15 to 17. Okamura exhibited for the first time since 2007 and finished successfully with a lot of visitors and great impression to Okamura's latest products. We displayed its Alzata Spine workstation system which enables easy customization through the attachment of various components to base panels and the ergonomic multi-purpose seating, Luce.



NS Okamura Corp. Resumes Operations

NS Okamura Corporation, which produces logistics system products and desk systems, was forced to suspend operations due to the destruction of the majority of its production facilities by the tsunami that struck Kamaishi City, Iwate Prefecture immediately following the Great East Japan Earthquake. The decision to rebuild was made in August 2011, and the rebuilt facilities began full-scale operations following an opening ceremony held on May 22, 2012.

Jun.



Participation in NeoCon 2012

Okamura exhibited at NeoCon 2012, which was held in Chicago, U.S.A., from June 11 to 13, 2012, and is the largest office furniture trade show in the world. The Okamura CP ergonomic mesh chair made its U.S. debut, presenting Okamura's ergonomics-based chair manufacturing capability and attracting a number of visitors.

Jul.



CSR Report 2012 Published

Okamura published its CSR Report 2012 with the purpose of informing stakeholders about the Group's activities in the area of corporate social responsibility (CSR). With the theme "Continue to Be with Tohoku," the special feature section of the report details recovery procedures undertaken at the damaged NS Okamura's facilities and Okamura's support of restoration activities in the Tohoku area. In other sections, the report outlines the Company's proposals for dealing with future disasters like the earthquake, the ACORN project to enhance biodiversity, and Okamura's systematic CSR activities.



2011
▶ 12

History of Innovation

1940

1950

1960

1970

1980

1990

International Operations



Technical tie-up with L.A. Darling Company (U.S.A.) (1963)



NOPA Exhibition in New York City (1968)



Technical tie-up with Tyler Refrigeration Corp. (U.S.A.) (1969)



Technical tie-up for seating systems with Castelli S.p.A. (Italy) (1977)



Export of Rotary Rack technology to the United States (1982)



Start of operations at Siam Okamura Steel Co., Ltd. (Thailand) (1988)



Licensing agreement for seating with PRO-CORD S.p.A. (Piretti) (Italy) (1991)



Sales tie-up with Wiesner-Hager Möbel GmbH (Austria) (1998)

Domestic Operations



Okamura founded on October 10 in Yokohama (1945)



Torque converter production began (1950)



Oppama Plant established (1958)



A.S.E. desk and seating manufacture and sales began (1964)



Industrial robot developed (1970)



Hotel New Otani Showroom opened (1974)



IBM-3081K installed (1982)



IBM-3090 installed (1985)



Tsukuba Plant awarded Japan Industrial Standard (JIS) certification (1994)



Nakai Plant completed (1997)



Start of club furniture manufacture (1947)



Plant Number One established in Yokohama (1952)



First model of the Mikasa completed (1957)



Junior desk and seating production and sales began (1964)



Type-33 color desk and Type-21 color seating sales began (1969)



Takahata (Yamagata) Plant completed (1974)



28-series ergonomic seating sales began (1986)



F-series integrated office furniture introduced (1991)



Profice office system introduced (1997)



Garden table and seating manufacture began (1948)



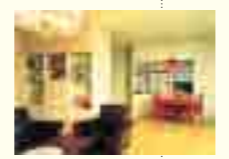
Start of Type-36 desk production (1955)



Production of JCE Gondola Low-boy began (1957)



First Okamura Fair held (1962)



Inter-Wall production and sales began (1965)



Fuji Plant completed (1970)



System kitchen introduced (1976)



D-10 office automation (OA) furniture introduced (1984)



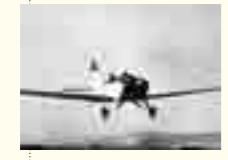
Garden Court Showroom opened (1991)



SD Desk series and CX seating introduced (1994-1995)



Oppama Plant received ISO 14001 certification (1997)



Development of the Okamura N-52, Japan's first postwar airplane (1953)



Akasaka Showroom established (1957)

Awards



Kansai Okamura Mfg. Co., Ltd. honored with the Osaka Trade and Industry Agency Award (1967)



Kansai Okamura Mfg. Co., Ltd. won the Japan Science and Technology Agency Award (1971)



Received most Good Design Awards in the furniture industry (1979)



Won MITI Award at Japan Shop exhibition (1980-1993 consecutively)



Won Good Design Awards in various categories (1985, 1986, 1991 and 1993)



Tsukuba Plant won OA Office Award (1997)

2000

2010



Participated in ORGATEC (2002, 2004, 2006, 2008)



Participated in Salone Ufficio (2008)



Chicago Showroom opened
Participated in NeoCon (2008, 2009)



Leopard won the Best of NeoCon 2010 and the Ergonomics Excellence Award (2010)



Participated in ORGATEC (2010)



Participated in Salone Ufficio (2011)



Participated in NeoCon (2010, 2011, 2012)



Launched ERCIO office seating (2000)



Construction of Tsurumi Plant completed (2006)



Construction of a New Production Facility at the Oppama Plant (2009)



"Copresence Work - New Workplace for Social Networking Age" published (2011)



Participated in first Japan Drugstore Show (2001)



Okamura Museum opened (2009)



Contessa series debuted (2002)

Visplay Showroom opened (2008)



OFFICE LABO opened (2009)



Td Japan established (2011)



Creating a Good Relationship Between Office and People published (2007)



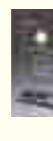
Received G-Mark Gold Prize for working-use category (2000)



Contessa won Industrial Design Excellence Award (2004)



Baron, Cruise & Atlas won reddot Design Award (2006)



Received Intellectual Property Merit Award (METI Minister's Award 2008) (2008)



Leopard won the Ergonomics Excellence Award (2010)



Leopard Received Two Awards for Its Universal Design (2011)



Risefit and Karre received a universal design award (2012)



Luce multipurpose seating won Good Design Award, U.S.A. (2011)



Risefit received an iF Concept Design Award (2012)



Leopard won Best of NeoCon 2010 Innovation Award (2010)

NT Folding Table won iF Product Design Award (2007)

Baron/OKAMURA CP won iF Product Design Award (2006)

Outline of Business

1. Office Furniture

From general offices, reception areas and conference rooms to areas for relaxation, Okamura creates attractive spaces.

2. Public Facilities

From schools and libraries to community centers, theaters and museums, Okamura offers quality products and fixtures to fill the spaces in which people interact.

3. Healthcare Facilities

Proposing optimal solutions, Okamura supports the creation of medical care environments that are comfortable and meet the needs of all users.

4. Laboratory Facilities

By creating both spaces that enable researchers to concentrate on their work and spaces that foster communications between researchers, Okamura offers facilities that nurture high intellectual productivity.

5. Security Systems

For financial institutions, offices, logistic systems and retail spaces, Okamura provides systems that ensure safety and protect property.

6. Telecommunication Systems

Combining information technology with functional, attractive office design, Okamura provides solutions for today's multimedia offices.

7. Architectural Products

Safe, soundproof and flame resistant, Okamura's partitions provide the flexibility to easily change floor layouts to meet a diverse range of architectural requirements.

8. Home Interior & SOHO-Related Products

Okamura creates interior products for all ages to enjoy comfortable study and SOHO environments in the networking age.

9. Store Displays

With a full product lineup and abundant know-how, Okamura offers total coordinated store development, crafting retail spaces with an emphasis on sensibility.

10. Material Handling Systems

Through mechatronics and computer control technologies, Okamura provides total material handling support that saves space, reduces labor and boosts speed.

11. Industrial Machinery Systems

Developed through independent research, Okamura's products are used in industrial vehicles, material handling machines and construction equipment, with recognized results in a wide range of fields.



a.

Office Furniture

Copresence Workplace > Workplace needs are becoming increasingly diversified, reflecting the rapid development of information technology. With this, work styles will grow more dynamic as social shifts make it possible for people to adopt varied approaches to work free of old constraints. Okamura proposes the “Copresence Workplace,” a concept that more than ever before allows people to share a common workplace that nurtures a sense of camaraderie.

MAIN PRODUCTS

- Desk systems
- Office seating
- Low partitions
- Storage systems
- Filing supplies
- High-quality wood furniture
- Reception/Meeting room furniture
- Amenity space furniture



b.



d.



c.

PHOTOS

- a. Copresence Workplace
- b. Meeting room
- c. Meeting space
- d. Hot-desking office



a.

Public Facilities

Creating Public Environments > Okamura provides fixtures and other products that create optimal environments for a broad range of educational facilities and public spaces, including classrooms, libraries, theaters, museums and stadiums.

MAIN PRODUCTS

- Furnishing and fixtures for:
 - Educational institutions
 - Libraries
 - Lobbies and lounges
 - Exhibition halls
 - Theaters and halls
- Outdoor fixtures
- Stadium seats and benches
- Sign systems
- Fixtures for lodging facilities



b.



d.



c.

PHOTOS

- a. Furnishing for educational institutions
- b. Fixtures for halls and theaters
- c. Equipment for exhibition hall furnishings
- d. Equipments for library furnishings

2.



a.



a.

Healthcare Facilities

Pursuing Functionality and Comfort > The conditions in which medical and elderly care institutions operate are constantly changing due to such factors as ongoing IT development, revisions to the medical system and the need for disaster- and malpractice-related risk management.

MAIN PRODUCTS

- Furnishings and fixtures for:
 - Lobbies and lounges
 - Medical institutions
 - Elderly care institutions



b.



c.



d.

3.

PHOTOS

- a.** Karre smart medical utility cart
- b.** Furnishings for medical facilities
- c.** Fixtures for medical examination room
- d.** Furnishings for lobby

Laboratory Facilities

Creating environments that help build knowledge > Various facilities, ranging from universities and publicly owned laboratories to corporate R&D facilities, are where the advance of knowledge takes place. Aiming to realize laboratory facilities with high intellectual productivity, Okamura supports customers' construction of spaces encompassing environmental and research offices as well as communication areas to connect the two.

MAIN PRODUCTS

- Fumehoods with scrubber
- Laboratory table, clean bench, anti-biohazard cabinet
- Cleanroom



b.



c.



d.



e.



f.

4.

PHOTOS

- a.** System laboratory table
- b.** Scrubber
- c.** Fume hood and VAV
- d.** System laboratory table
- e.** Steel-framed laboratory table
- f.** Wooden laboratory table



a.



a.

Security Systems

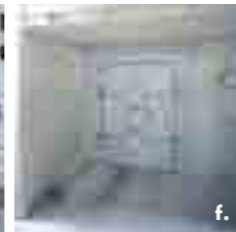
Protecting Valuable Assets and Ensuring Safety > Okamura offers an abundant product lineup that includes various types of protectors, entry and exit monitoring systems, document and personal property management systems, surveillance camera systems, and water and tide protection systems for protecting against water damage. Through these products, we provide safety and security in every type of environment, particularly financial institutions, office buildings and commercial, medical and nuclear facilities.

MAIN PRODUCTS

- Entry and exit monitoring systems
- Document and personal property management systems
- Safety deposit vault doors, document storage room doors
- Rental safety deposit boxes
- Financial institution branch facilities
- Water and tide protection systems
- Nuclear power facilities

PHOTOS

- a. Financial institution branch office
- b. Rental safety deposit boxes
- c. Safety deposit vault doors
- d. Security gate
- e. Waterproof boards
- f. Waterproof doors



5.

Telecommunication Systems

Integrating Office and Information Systems > Upgrading office environments that utilize information and communication technology (ICT) is an important element in the creation of workplaces where knowledge is shared and creativity is heightened.

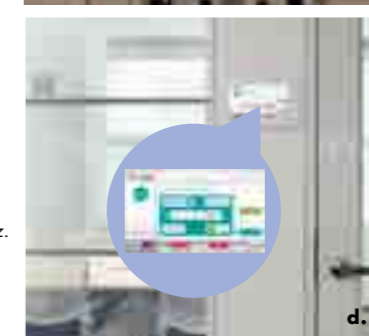
Okamura is furthering the evolution of the office by designing spaces that facilitate personal interaction and the exchange of information.

MAIN PRODUCTS

- Information repository fixtures/systems
- AV conference-related products

PHOTOS

- a. AV conference system
- b. Anoto Solution, a communications tool that allows the digital storage of information that is written by hand
- c. OFFICE NAVI EcoViz. system for visualizing power consumption
- d. OFFICE NAVI RoomViz. meeting room reservation system
- e. Discussion Table and communication station



6.



a.

Architectural Products

MAIN PRODUCTS

- Movable walls
- Sliding walls
- Restroom booths
- Ceiling systems
- Raised floor

ACHIEVING FLEXIBILITY OF DESIGN AND FUNCTION > The Company also offers an array of eco-friendly products that are essential to maintaining both communication and privacy in office environments, including sliding walls and partitions for hotels and halls as well as linear motor automatic doors and restroom booths.

PHOTOS

- a. PROVATO partition
- b. Dyna Wall sliding wall
- c. Wavelet restroom booth
- d. Safewall spread partition



b.



c.



d.

7.



a.

Home Interior & SOHO-Related Products

MAIN PRODUCTS

- Furniture for SOHO environments
- Home interior furnishings
- Study desks and chairs

Home Learning and Work Environments > Utilizing its extensive product development know-how, Okamura creates safe and reliable study furniture. In addition, Okamura continues to offer an array of interior products for all ages by conducting R&D into residential work styles, which encompasses diversified SOHO worker environment upgrading.

8.

PHOTOS

- a. Sorano II study furniture
- b. Pierna fit
- c. LINTO series desk, shelving
- d. PASOLAND pivot SOHO furniture



b.



c.



d.



a.

Store Displays

MAIN PRODUCTS:

- Display fixtures for foods
- Fixtures for:
 - Drug stores
 - Home centers
 - Book and AV stores
 - Electric appliance stores
 - Apparel stores
 - Auto supply and sports stores
- Checkout-related fixtures and counters
- Other special-order fixtures
- Backyard fixtures
- Fontana-Deux refrigerator and freezer showcases
- Visplay modular systems for commercial interiors

Providing Total Support for Creating Retail spaces > Retailers are constantly setting up new stores to keep pace with changes in the social environment and marketplace. Okamura provides total support for creating retail spaces, from proposals to designs that reflect changes in the operating environment surrounding retailers. Meeting various customer needs, our product lineup covers a broad range of categories from sales floors to backyards and distribution systems, including store displays, refrigerator showcases, freezer showcases and a variety of specialized displays.



b.



c.



d.

PHOTOS

- a. Fontana-Deux refrigerator and freezer showcases
- b. Visplay modular systems for commercial interiors
- c. Display fixtures for home centers
- d. Fixtures for book and AV stores

9.

Material Handling Systems

MAIN PRODUCTS

- Shelves for light-, medium- and heavy-duty products
- Shelves for layered and multilayered materials/movable shelves
- Logistics IT fixtures
- Automated warehouse/Rotary Rack
- Distribution products/equipment for plants and warehouses
- Articles for distribution and warehouses
- Various types of transport systems

Making Handling Safer, Faster and More Efficient > While continuing to streamline logistics, Okamura is constantly researching, developing and providing new material handling systems through dealings with a variety of customers. Okamura's material handling systems realize safer, faster, easier and more precise operations. Okamura provides total support, from consultation on how to upgrade systems that create added merit to software development, equipment installation, operational support and after-service.



a.

PHOTOS

- a. Bucket Stacker automated tote-type storage
- b. 6H Denstol E easy moving shelves
- c. Smart Hawk overhead transfer system



b.



c.

10.

Industrial Machinery

MAIN PRODUCTS

- Torque converters
- Power shift transmissions
- Transmissions and reduction
- Clutches
- Fluid couplings

Flow Rate Converter > Flow rate converters boast excellent workability in various industries, including industrial vehicles.

11.

PHOTOS

- d. Torque converter for forklift



d.

Design & Solutions

Okamura pursues research and development with the aim of creating next-generation products in terms of design, service and ecology. This quality has been recognized and earned Okamura numerous design awards, and the ecological aspects have achieved success throughout the Company.

Awards

Leading the Industry in Awards > Okamura's meticulous manufacturing, delivers satisfying products to customers throughout the world. Together with products that are highly attractive, Okamura aims to excel in areas such as functionality, safety, durability and reliability as it pursues products that possess ideal form. Our stance toward the development of these traits is highly praised both in Japan and overseas, as evidenced by the numerous awards we have received.

Good Design Award



Sponsored by the Japan Design Industrial Promotion Organization, the Good Design Award is Japan's only comprehensive design evaluation and commendation system. Over the past half century, we have repeatedly received the Good Design Award. This award recognizes excellence in lifestyle and industrial design that, in turn, enriches society. Since first receiving the award in 1962, Okamura has been honored continuously. With 485 items or facilities recognized to date, Okamura boasts the top position in the industry in terms of number of awards received.



Luce multipurpose seating



Liftio height adjustable table

JIDA Design Museum Selection



Leopard new concept seating



ALBROAD lobby seating



In 1998, the Japan Industrial Designers' Association (JIDA) launched JIDA Design Museum Selection for the purpose of enhancing specific museum collections. JIDA chooses from among its museum archives items that are noteworthy exemplars of design sophistication and of particular relevance to their era. The items gathered are then promoted, displayed and archived together. In addition to the inclusion of Okamura's ALBROAD lobby seating in fiscal 2011, in fiscal 2012, the 13th time this selection has taken place, the Company's Leopard new concept seating was chosen.

Intellectual Property Merit Award



The Intellectual Property Merit Award is a system whereby the Ministry of Economy, Trade and Industry's Japan Patent Office honors individuals or companies that have rendered outstanding services to the promotion and development of the Industrial Property System. For its proactive pursuit of originality in development of products and use of the Intellectual Property System, Okamura has been recognized as a contributor to industry with the fiscal 2008 METI Minister's Award (Category: Use of Design System).

Overseas Design Awards

Okamura is a recipient of numerous authoritative awards that honor the exceptional design and functionality of industrial products worldwide.



- a. Contessa ergonomic mesh chair
- b. Cruise Intelligent personal workstation
- c. Baron/OKAMURA CP ergonomic mesh chair
- d. NT folding table
- e. Karre smart medical utility cart
- f. Risefit personal table



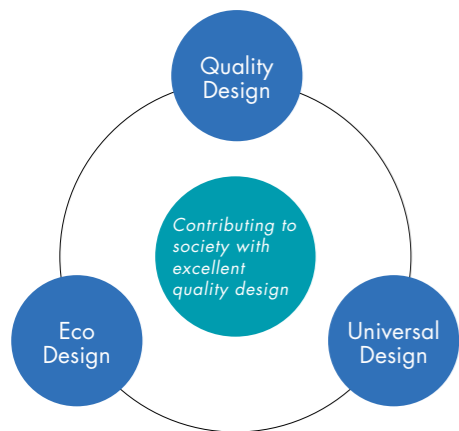
reddot design award winner 2006



- Industrial Design Excellence Award, Gold Prize (2004)
Contessa ergonomic mesh chair
- iF Product Design Award (2006)
- reddot design award (2006)
Baron/OKAMURA CP ergonomic mesh chair
- reddot design award (2006)
Cruise Intelligent personal workstation
- iF Product Design Award (2007)
NT folding table
- Ergonomics Excellence Award (2007)
Contessa ergonomic mesh chair
Baron/OKAMURA CP ergonomic mesh chair
- iF Product Design Award (2010)
- Best of Neocon 2010 Innovation Award
Leopard new concept seating
- universal design award (2011)
- universal design consumer favorite (2011)
Leopard new concept seating
- Good Design Award, USA (2011)
Luce multipurpose seating
- iF Product Design Award (2012)
- universal design award (2012)
- universal design consumer favorite (2012)
Risefit personal table
- universal design award (2012)
Karre smart medical utility cart

Contributing to Society through High-Quality Design > Okamura's meticulous manufacturing enables people to enjoy opulent surroundings so that a better environment can be passed on to the next generation. We aim for high-quality design and, through our products, we create appealing environments for a variety of workplaces.

Design Policy



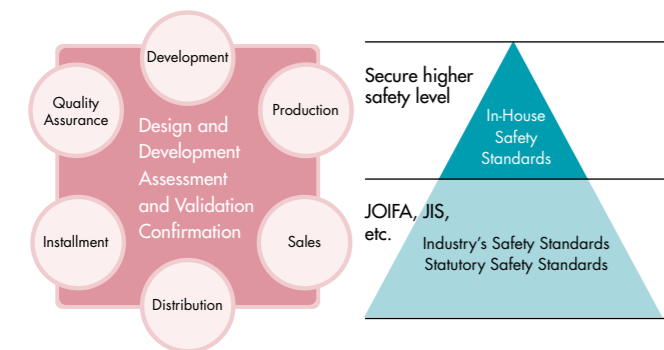
Luce Ergonomic Multipurpose Seating

Due to the application of robot leg technology produced by our development partner Oki Electric Industry Co., Ltd., the Luce features a "smart relaxation seat structure" that welcomes the body—its forward tilted seat gently absorbs the majority of the impact of the weight load shift during the act of sitting. Such features, in combination with a graduated mesh fabric developed using the latest technology, delivers an all-new level of comfort. The chair gently supports the body throughout the sequence of actions entailed in both sitting down and standing up. Luce offers comfort and gentle support to all users, regardless of physique or weight.



Pursuing Safety and Durability

On the product development front, Okamura conducts safety assessments for every stage from the design process onward and proceeds to the next step only for products that have passed in-house safety standards stricter than JIS and industry standards. In addition, before commencing mass production, Okamura uses prototypes to repeatedly carry out thorough endurance tests for every part.



Quality Design

Okamura seeks to contribute to the well-being of society through the realization of quality design. Our design policy is to realize the three concepts of quality design—namely the pursuit of the ideal form and designs that enable customers to feel value; the promotion of eco-designs consistent with the "three Rs" of reduce, reuse and recycle for products that carry a low environmental burden throughout their life cycles; and universal design for the creation of products and spaces that people can use comfortably.

Collaboration with International Designers

Okamura's extensive collaboration with designers around the world has generated a wide variety of products. The ergonomic mesh chair *Contessa* was developed with the well-known industrial designer Giugiaro Design, and has been highly praised throughout the world for its design and features since its release in 2002. In 2004, Okamura released the *Baron* lineup of ergonomic mesh chairs.



Designs Based on Human Dynamics

Okamura's *Contessa* and *Baron/OKAMURA CP* ergonomic mesh chairs and *Leopard* new concept seating were certified by the Ergonomics Excellence Awards Board. This is the most prestigious ergonomics certification in Europe and is granted by the U.K. Furniture Industry Research Association (FIRA). Awarded based on examinations undertaken by FIRA to assess their true ergonomic properties, only products that meet strict requirements receive this certification.



Eco-Design

Promoting the "three Rs" (reduce, reuse and recycle), Okamura carries out assessments at the planning, design and layout stages for all products with the aim of developing products that have lower environmental burdens.

GREENGUARD Indoor Air Quality Certified® is an environmental standard in the United States prescribed for office furniture and other indoor construction materials. Its objective is to raise the level of public health and quality of life through programs that improve indoor air.

CERTIFIED PRODUCTS:

- Ergonomic mesh chair *Contessa*
- Ergonomic mesh chair *Baron/OKAMURA CP*
- New Concept seating *Leopard*
- Ergonomic multi-purpose seating *Luce*
- Office seating *Visconte*
- Office seating *ESCUDO*
- Office seating *Zephyr*
- Meeting chair *Grata*
- Meeting chair *Zart*
- Intelligent personal workstation *Cruise*
- Office seating *Duke/OKAMURA CZ*
- Office seating *Luxos*



Energy Consumption Reduced at Automated Warehouses

In its warehouse stacking crane operations, Okamura adopted the "energy regenerative control" system, which utilizes electricity generated by decelerating motors to reduce energy resource consumption.



Contributing to Healthy Forest Development through the Proactive Utilization of Domestic Forest Thinnings

As a manufacturing company that uses wood and wooden materials for various products, including office furniture, study desks and chairs and store furnishings, the Okamura Group established the "Okamura Group Wood Utilization Policy" in October 2009. As part of such initiatives, Okamura used the wood thinned from a cedar plantation in Miyagi Prefecture to produce MDF* that it began using in the *ADVANCE*, *Proselva* and *PROSTAGE CREST* office systems. For its efforts toward making efficient use of domestic forest thinnings, Okamura received a letter of appreciation from the Chief of the Forestry Agency on January 27, 2010.

*MDF: Medium density fiberboard

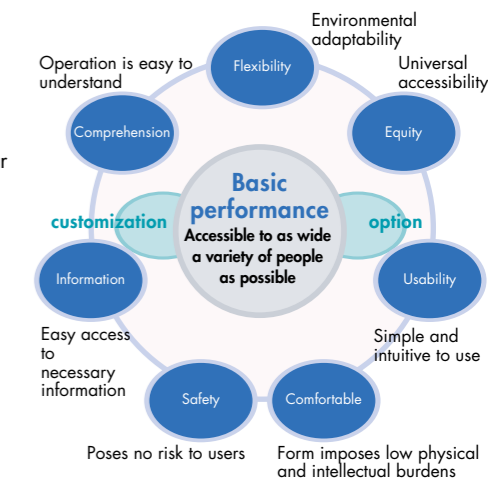
Universal Design

In its product development, Okamura constantly works toward realizing a world in which everyone can feel comfortable and prosperous. Accordingly, the Company takes into account the many possible users of the products or spaces it is designing. By improving the basic performance and configurations of products and spaces, Okamura strives to ensure usability for as many people as possible. In addition, the Company adds options and customizes everything it produces so that every single user finds them accessible and comfortable to use.



Universal Design Award

The universal design award is sponsored by Germany-based universal design e.V. and universal design GmbH. This internationally renowned award is given to honor excellent universal products and services based on such criteria as flexible and extensive usability for as many people as possible. *Risefit* Personal Table received both the universal design award 2012, which is based on specialist evaluations, and the universal design consumer favorite 2012 award, which is based on consumer evaluations, while *Karre Smart Medical Utility Cart* was given the universal design award 2012.



Okamura's Initiatives to Promote Universal Design

A participant in the International Association for Universal Design (IAUD) since its establishment, Okamura works to further popularize universal design products.



Space Planning



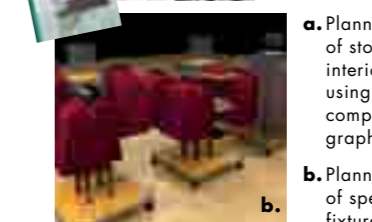
Office Solutions

Based on the concept of creating people-friendly environments, Okamura engages in R&D that focuses on both the hard and soft aspects of office design. At the Okamura Office Research Center, Okamura pursues basic research and develops new office systems, supporting the creation of complete office solutions. FM Solution Corporation approaches the creation of office spaces mainly from the perspective of facility management.



Copresence Workplace

Amid an environment of rapidly developing information technology, Okamura has proposed the "Copresence Workplace," a concept for an ideal style of office that will allow people to flexibly work anywhere, anytime. Under the concept of the Copresence Workplace, people can work independently while sharing a common location that nurtures a sense of camaraderie. In its Office Labo (office laboratory), Okamura is drawing on real-life experience as it works every day to find ways to better build ties among team members, connect to workers outside of teams and link remote offices. In doing so, Okamura strives to realize creative workplace styles for the future, workplaces that help balance work and private life.



- Planning of store interior using computer graphics
- Planning of special fixtures

Total Store Planning

From shopping centers to convenience stores, Okamura offers complete retail space planning tailored to the varied needs of different stores.

- A wealth of strategic data and information on the latest store designs
- Production of innovative store ideas in a timely manner
- Systemized design to create high-quality, next-generation retail spaces

Okamura draws on these strengths to offer a complete service ranging from surveys and planning to store openings and evaluations, working closely with customers to produce unique and effective retail environments.

Sustainable Development

Sustainable Development > Okamura makes every effort to promote sustainable growth and development for society as a whole and as a corporation, by emphasizing its relationship with all stakeholders. The Company focuses efforts on enhancing awareness of environmental management and quality management through the promotion of GREEN WAVE, its own environmental activity guidelines, and the construction of a product quality and safety assurance structure that stresses the development and production stages.

Environmental Management



Principles and Policies



Fully aware of its corporate social responsibility, Okamura contributes to the preservation of the global environment and the creation of a recyclable society through technologies and activities that are friendly to the environment. GREEN WAVE 21 is Okamura's platform for initiatives to solve environmental problems. Okamura selects which of its products display the environmentally friendly GREEN WAVE 21 mark. In response to changing social conditions and global environmental standards, Okamura displays the GREEN WAVE Plus mark on products that promote greater environmental awareness.

1 Okamura Eco-Action Sowing the seeds

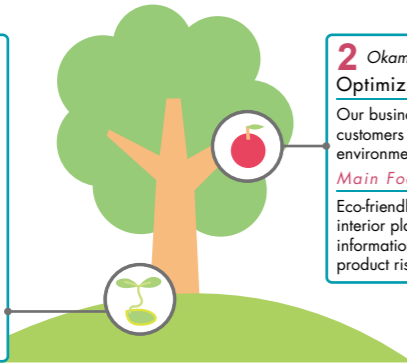
Cutting environmental burdens through green manufacturing and communication with society
Main Focus

Global warming prevention, resource saving, waste reduction, social contributions and communication with society

2 Okamura Eco-Proposal Optimizing the yield

Our business is helping customers reduce their environmental burdens
Main Focus

Eco-friendly products and interior planning, product information disclosure, product risk management



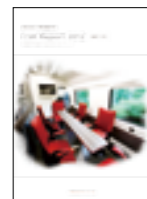
Criteria for Selecting GREEN WAVE Products:

Resource saving:	Manufacturing products using the fewest possible materials to reduce product weight and maximize the efficient use of limited resources and, with regard to wood, procuring materials from under-used resources or sustainable forests.
Recycling:	Promoting material recycling by designing products to be easily disassembled into component parts and by making the maximum use of the materials' innate design possibilities
Long life:	Creating products with components that can be easily replaced as needed using simple tools and following the manual provided, as well as utilizing materials and structures that require simple and easy maintenance
Recycled materials:	Making proactive use of recycled materials for efficient resource utilization
Reuse:	Manufacturing products that recycle used parts
Safety and environment:	Creating products in which the use of hazardous chemical substances is controlled and reduced and that produce less noise when in use
Energy saving:	Creating products that feature reduced energy consumption when in use

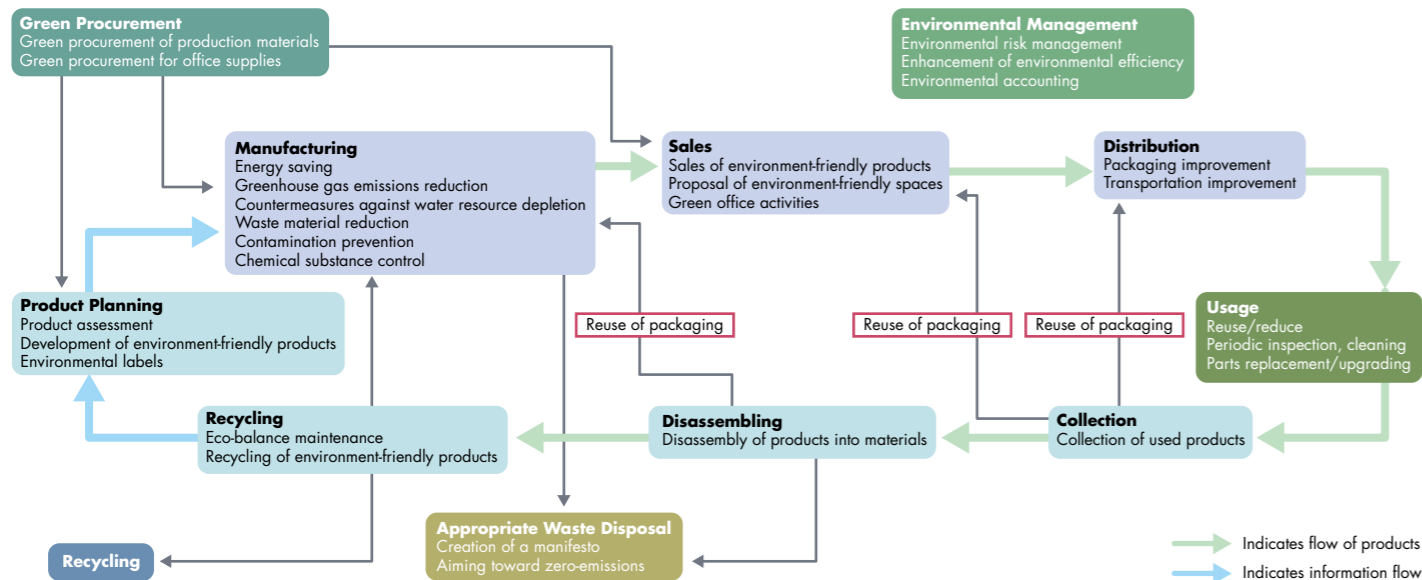
ISO 14001 Certified:

Okamura Corporation: JSAE 283
Kansai Okamura Mfg. Co., Ltd.: JQA-EM 0459
Sanyo Okamura Corporation: JQA-EM 1166
Okamura Logistics Corp.: JSAE 324
Okamura Support and Service Corporation: JSAE 679
Siam Okamura Steel Co., Ltd.: 04104 2006 5025 E5
Fuji Seiko Honsha Co., Ltd.: KHK 09 ER-793

KES Environmental Management System Standard Certified:
Seeder Co., Ltd.: KES2-7-0011

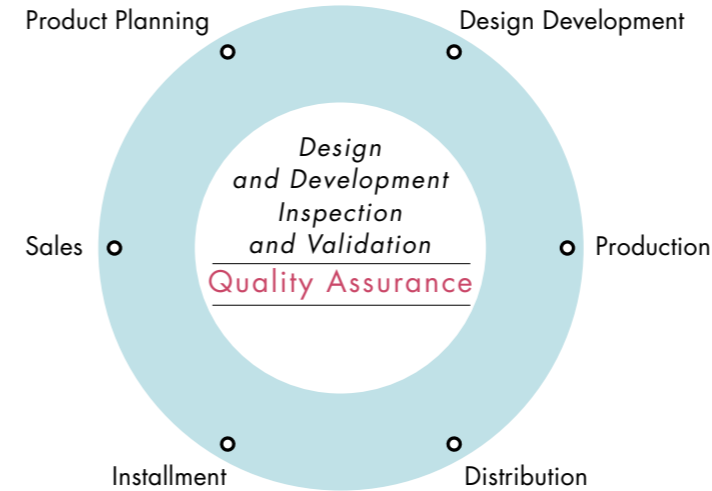


Okamura introduces a host of environmental activities in its CSR Report 2012.



Quality Management

High Quality and Reliable Service > Okamura is building a quality assurance structure integrating processes ranging from manufacturing to sales, distribution and maintenance inspections. All of our production bases in Japan and overseas have registered for ISO 9001 inspection. We engage in thorough product quality management with continuous efforts to maintain and improve quality. Moreover, at the development stage for new products, we assemble managers from design, marketing, production, assembly, distribution and quality assurance to inspect product designs. Only those products that pass JIS standards, industry standards and our even more stringent internal standards are candidates for production.



At all of its ISO 9001-certified domestic production bases, Okamura conducts quality assurance activities in accordance with a quality management system of international standard. Supporting these efforts, Okamura works to assure the development of reliable products by strictly examining safety and quality through design reviews at the development and design phase.

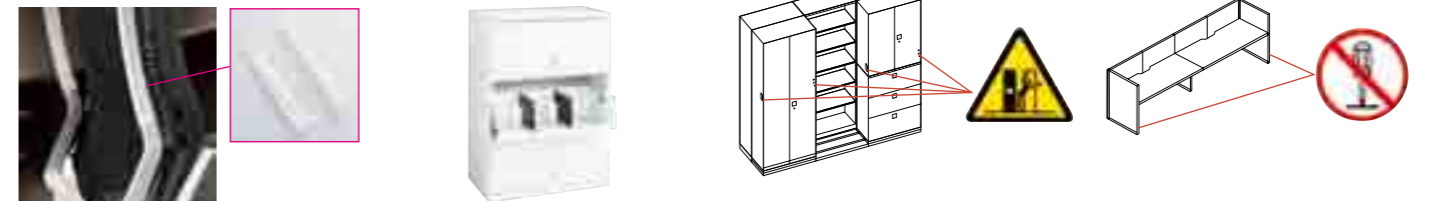
ISO 9001 Certified Plants and Offices:

Oppama Plant; Registration number: JSAQ 630
Tsukuba Plant; Registration number: JQA 1999
Takahata Plant; Registration number: JSAQ 1316
Fuji Plant; Registration number: JQA 2106
Gotemba Plant; Registration number: JQA 2106
Nakai Plant; Registration number: JSAQ 860
Kansai Okamura Mfg. Co., Ltd.; Registration number: JQA 2484
Sanyo Okamura Corp.; Registration number: JQA-QM 3753
Fuji Seiko Honsha Co., Ltd.; Registration number: KHK 98QR 094

Product Safety

Design Review

At each stage of product development, persons in charge of design, marketing, production, distribution, installment and quality assurance gather to review the product planning. Okamura confirms the quality and safety of products in accordance with JIS standards and industry standards as well as even stricter in-house standards.

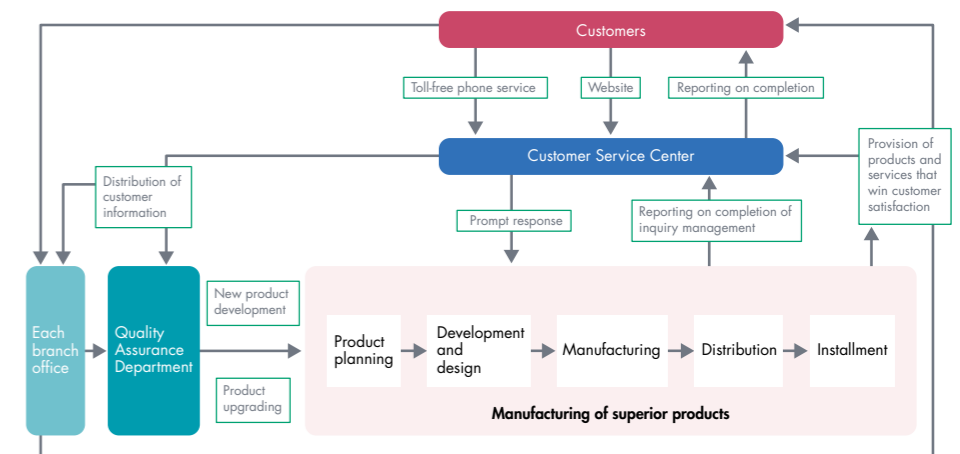


Information Provision for Safe Product Use

In order to ensure safety, every Okamura product displays an appropriate warning label on a prominent spot.

Okamura Quality Assurance System

With the aim of enhancing the quality of products and services, Okamura set up the Customer Service Center. Okamura provides detailed answers to inquiries received by the Customer Service Center while promptly and accurately responding to requests and complaints, if any, by contacting the relevant branch office. Classifying the information thus gathered by category, the Customer Service Center works in tandem with the Quality Assurance Department to reflect this data in future product development, thereby preventing the recurrence of complaints. The Quality Assurance Department is involved in development from the planning phase in order to ensure the quality and safety of products at the stage of design review. Together with this, the Quality Assurance Department supervises and gives detailed instruction regarding the expressions to be used in product manuals and customer catalogues based on the ISO 9001 quality management system.





Showrooms & Museum

Greeting Clients with Comfort and Convenience >

Okamura showrooms around Japan reflect Okamura's pursuit of functionality and comfort in offices as well as other public spaces and provide an environment that is expressive of the Company's newly developed products and concepts. Surrounded by a lush garden in the Akasaka district of Tokyo, Okamura's Garden Court Showroom is located in the Hotel New Otani and boasts approximately 4,400m² of showroom space. As a place for promptly and expertly introducing Okamura products with our presentation abilities and know-how, our showrooms represent Okamura's new brand name through proposals for creating comfortable environments from a variety of perspectives.

Moreover, the Okamura Museum, located in Tokyo's Chiyoda Ward, showcases—with a specific focus on office seating—the evolution of chairs, the technologies derived from research into ergonomics that underlie their creation and much more, making this a place where visitors can learn firsthand everything they want to know about chairs.



SENDAI SHOWROOM
Location: Kakyoin Square, 12th Floor, 1-1-20, Kakyoin, Aoba-ku, Sendai-shi, Miyagi, Japan
Telephone: +81-22-712-1491
Opening Hours: 9:00 a.m. to 6:00 p.m.
Closed: Saturdays, Sundays and Holidays



NAGOYA SHOWROOM
Location: JR Central Towers, 20th Floor, 1-1-4, Meieki, Nakamura-ku, Nagoya-shi, Nagoya, Japan
Telephone: +81-52-551-3170
Opening Hours: 9:00 a.m. to 5:30 p.m.
Closed: Saturdays, Sundays and Holidays



OSAKA SHOWROOM
Location: Nihonseimei Midousuji Bldg., 1st and 2nd Floors, 4-2-4, Minamimemba, Chuo-ku, Osaka-shi, Osaka, Japan
Telephone: +81-6-6282-4028
Opening Hours: 9:00 a.m. to 6:00 p.m. (Weekdays)
Closed: 11:00 a.m. to 6:00 p.m. (Saturdays)
Closed: Sundays and Holidays



FUKUOKA SHOWROOM
Location: Meijiyasuda Watanabe Bldg., 1st Floor, 1-3-3, Hakataekimae, Hakata-ku, Fukuoka-shi, Fukuoka, Japan
Telephone: +81-92-482-8822
Opening Hours: 9:00 a.m. to 5:00 p.m.
Closed: Saturdays, Sundays and Holidays



OKAMURA VISPLAY SHOWROOM
Location: Towa Kandanshiki-cho Bldg., 1st Floor and 1st basement level, 3-4-2, Kandanshiki-cho, Chiyoda-ku, Tokyo, Japan
Telephone: +81-3-5283-8743
Opening Hours: 9:00 a.m. to 6:00 p.m.
Closed: Saturdays, Sundays and Holidays



CHICAGO SHOWROOM
Location: 222 Merchandise Mart Plaza, Suite 11-124, Chicago, IL 60654, U.S.A.
Telephone: +1-312-645-0115
Facsimile: +1-312-645-0129
Opening Hours: 9:00 a.m. to 5:00 p.m.
Closed: Saturdays, Sundays and Holidays



OKAMURA MUSEUM
Location: Okamura Sanno Showroom, 2-13-2, Nagata-cho, Chiyoda-ku, Tokyo, Japan
Telephone: +81-3-3593-6195
Opening Hours: 9:00 a.m. to 5:00 p.m.
Closed: Saturdays, Sundays and Holidays (Reservations required)



GARDEN COURT SHOWROOM
Location: Hotel New Otani, 3rd Floor, Garden Court, 4-1, Kioi-cho, Chiyoda-ku, Tokyo, Japan
Telephone: +81-3-5276-2001
Opening Hours: 9:00 a.m. to 6:00 p.m. (Weekdays)
Closed: 10:00 a.m. to 5:00 p.m. (Saturdays)
Closed: Sundays and Holidays



Global Network

Okamura's products are made at factories both in Japan and overseas and delivered throughout the world by means of an integrated distribution network. We are constantly striving to improve quality and service through technical and marketing collaboration with overseas companies and close cooperation between Okamura and its domestic affiliates.

Overseas Offices & Companies

Okamura has taken a broad-based approach to address diversified needs in recent years by forming technical and sales tie-ups with prominent overseas companies, aggressively pursuing the joint development of hardware and software, and developing products and systems that accurately meet current needs. While pursuing continued internationalization, Okamura will work to further bolster its brand strength through collaboration with leading foreign companies.



Okamura Corporation, Chicago Branch

Location: 222 Merchandise Mart Plaza, Suite 11-124, Chicago, IL 60654, U.S.A.
Telephone: +1-312-645-0115
Facsimile: +1-312-645-0129



Okamura Corporation, Rotterdam Branch

Location: Stationsplein 45, Unit B7.043, 3013 AK Rotterdam, The Netherlands
Telephone: +31-10-213-4414
Facsimile: +31-10-213-1556



Okamura Corporation, Dubai Representative Office

Location: P.O.Box127024, Dubai, UAE
Telephone: +971-4-357-5197
Facsimile: +971-4-357-5198



Okamura Corporation, London Branch

Location: 1st Floor, 54 Hatton Garden, London EC1N 8HN, UK
Telephone: +44-20-3077-5930
Facsimile: +44-20-3077-5931



Siam Okamura Steel Co., Ltd.

Location: 51-5 Poochao Road, Bangyaparak, Bangkok 10130, Thailand
Telephone: +66-2-384-0075
Facsimile: +66-2-384-0076



Okamura International (Singapore) Pte Ltd.

Location: 16 Raffles Quay, #14-02 Hong Leong Building, Singapore 048581
Telephone: +65-6224-7995
Facsimile: +65-6224-7510



Siam Okamura International Co., Ltd.

Location: 3199 Maleenont Tower 19th Floor, Rama 4 Road, Klongton, Klongtoey, Bangkok 10110, Thailand
Telephone: +66-2-661-5474~79
Facsimile: +66-2-661-5261~62



Shanghai Okamura Furniture and Logistic System Co., Ltd.

Location: 19F, Cloud Nine Shopping Mall, 1018 Changing Road, Shanghai 200040, China
Telephone: +86-21-6074-6000
Facsimile: +86-21-6115-7597

Export & Import Partners



TECHNICAL & PRODUCT EXPORTS

Office Furniture



- Australia
- Bahrain
- Belgium
- Brazil
- Bulgaria
- Canada
- Chile
- China
- Colombia
- Croatia
- Denmark
- Ecuador
- Estonia
- Finland
- France



- Germany
- Greece
- Hong Kong
- India
- Indonesia
- Italy
- Ireland
- Jordan
- Kuwait
- Malaysia
- Mexico
- Morocco
- Netherlands
- New Zealand
- Norway

Refrigerator Showcases and Store Fixtures



- Panama
- Peru
- Philippines
- Poland
- Portugal
- Qatar
- Romania
- Russia
- Saudi Arabia
- Singapore
- Slovenia
- South Africa
- South Korea
- Spain
- Sweden

Material Handling Equipment



- Switzerland
- Taiwan
- Thailand
- Thailand
- Turkey
- UAE
- UK
- U.S.A.
- Venezuela
- Vietnam

- China
- Hungary
- Mexico
- Philippines
- Singapore
- South Korea
- Taiwan
- Thailand
- Vietnam
- UK
- U.S.A.

TECHNICAL & PRODUCT IMPORTS

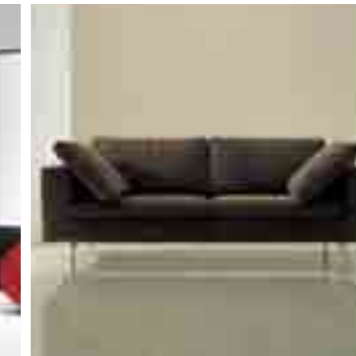
Office Furniture



• arriben snc, Italy—Seating



• Baleri Italia S.p.A., Italy—Public-use furniture



• Gruppo Industriale Busnelli S.p.A., Italy—Public-use furniture



• Fora Form AS, Norway—System tables



• PRO-CORD S.p.A. Italy—Office furniture



• Wiesner-Hager Möbel GmbH, Austria—Public-use furniture



• WOGG AG, Switzerland—Folding tables

Laboratory



• erlab D.F.S S.A.S, France—Ductless fume food

Architectural Products



• DORMA Hüppe Raumtrennsysteme GmbH+Co KG, Germany—Varitrans (sliding partitions)

Store Displays



• L.A. Darling Company, U.S.A.—Store display systems



• Visplay International AG, Switzerland—Modular systems for commercial interiors

Material Handling Systems



• OCS Overhead Conveyor System AB, Sweden—Overhead conveyor systems



• TGW SYSTEMS, Inc., U.S.A.—XenoROL® conveyors

Production Facilities & Logistics

Building a Unique Production System > Production facilities that create products conforming to and exceeding international standards is the structure supporting the Okamura philosophy that "Quality pays for itself." The heart of these facilities is the Okamura Production System (OPS), a unique system that combines a flexible and adaptive workforce with a production line that can be easily shifted to the products that are currently in demand. An integrated management system that controls product flow from production and distribution through sales and follow-up service has also added to the solid reputation and trust given to Okamura products.



OPPAMA PLANT
(ISO 9001/ISO 14001 Certifications)
Location: Yokosuka, Kanagawa Prefecture
Site Area: 56,352 m²
Floor Area: 52,404 m²
Products: Office Seating / Conference Room Sets / Lobby Seating / Torque Converters & Transmissions



TSUKUBA PLANT
(ISO 9001/ISO 14001 Certifications)
Location: Tsukuba, Ibaraki Prefecture
Site Area: 99,457 m²
Floor Area: 37,621 m²
Products: Storage Cabinets / Low Partitions / Furniture & Equipment for Medical & Research Facilities / Furniture & Equipment for Cultural & Educational Facilities



TAKAHATA PLANT
(ISO 9001/ISO 14001 Certifications)
Location: Higashiokitama, Yamagata Prefecture
Site Area: 114,459 m²
Floor Area: 27,278 m²
Products: Wooden Desks / Wooden conference tables / Wooden storage cabinets / SOHO Furniture / Furniture & Equipment for Medical & Research Facilities / Furniture & Equipment for Cultural & Educational Facilities / Store Equipment



FUJI PLANT
(ISO 9001/ISO 14001 Certifications)
Location: Gotemba, Shizuoka Prefecture
Site Area: 85,763 m²
Floor Area: 51,881 m²
Products: Store Equipment / Movable Partitions / Logistics System Equipment



KANSAI OKAMURA MFG. CO., LTD.
(ISO 9001/ISO 14001 Certifications)
Location: Higashiosaka, Osaka Prefecture
Site Area: 23,852 m²
Floor Area: 30,730 m²
Products: Office Systems / Desks / Slim Line/ Storage Cabinets / Counters



SANYO OKAMURA CORP.
(ISO 9001/ISO 14001 Certifications)
Location: Takahashi, Okayama Prefecture
Site Area: 36,098 m²
Floor Area: 28,166 m²
Products: Office Systems / Desks / Store Equipment



NS OKAMURA CORP.
Location: Kamaishi, Iwate Prefecture
Site Area: 22,048 m²
Floor Area: 12,212 m²
Products: Logistics System / Desks



TSURUMI PLANT/SEEDER CO., LTD.
(Seeder: KES Certifications)
Location: Tsurumi-ku, Yokohama, Kanagawa Prefecture
Site Area: 11,411 m²
Floor Area: 22,484 m²
Products: Conveyor systems for cleanrooms



GOTEMBA PLANT
(ISO 9001/ISO 14001 Certifications)
Location: Gotemba, Shizuoka Prefecture
Site Area: 42,512 m²
Floor Area: 16,432 m²
Products: Refrigerator Showcases



NAKAI PLANT
(ISO 9001/ISO 14001 Certifications)
Location: Nakai, Kanagawa Prefecture
Site Area: 53,890 m²
Floor Area: 35,388 m²
Products: Store Equipment



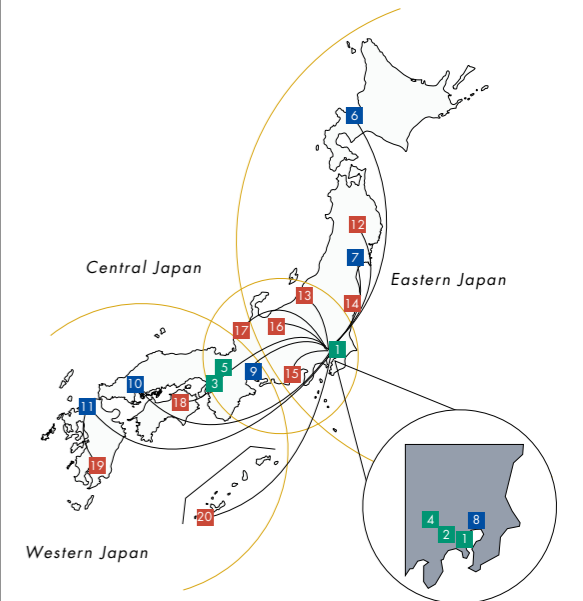
FUJI SEIKO HONSHA CO., LTD.
(ISO 9001/ISO 14001 Certifications)
Location: Ohamacho, Nomi, Ishikawa Prefecture
Site Area: 42,705 m²
Floor Area: 21,666 m²
Products: Safety Deposit Vault Doors & Document Storage Room Doors/ Security Systems/ Rental safety deposit boxes / Wall and wall surface construction work / Facilities for Financial Business / Protection Products for Nuclear Power & Others



SIAM OKAMURA STEEL CO., LTD.
(ISO 9001/ISO 14001 Certifications)
Location: Sumutprakarn, Thailand
Site Area: 11,108 m²
Floor Area: 12,117 m²
Products: Desks / Office Seating / Low Partitions / Store Fixtures / Racks & Shelving

Building a More Efficient Logistics System > Okamura believes that the fundamental principle of a distribution system is the ability to properly assess continually changing demand trends and market needs, provide a continuity of service from order to delivery, and consistently maintain the quality of the system.

Distribution Network



- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Distribution Centers</p> <ul style="list-style-type: none"> 1 Yokohama Distribution Center 2 Tsurumi Distribution Center 3 Osaka Distribution Center 4 Yokohama West Distribution Center 5 Settsu Delivery Center | <p>Factory Warehouses (Distribution Centers)</p> <ul style="list-style-type: none"> Oppama Fuji Takahata Tsukuba Gotemba Nakai Kansai Okamura Mfg. Co., Ltd. Sanyo Okamura Corp. NS Okamura Corp. |
| <p>Regional Distribution Centers</p> <ul style="list-style-type: none"> 6 Sapporo Regional Distribution Center 7 Sendai Regional Distribution Center 8 Tokyo Safe Wall Support Center 9 Chubu Regional Distribution Center 10 Hiroshima Regional Distribution Center 11 Fukuoka Regional Distribution Center | <p>Cross-docking Centers</p> <ul style="list-style-type: none"> 12 Marioka Cross-docking Center 13 Niigata Cross-docking Center 14 Tsukuba Cross-docking Center 15 Shizuoka Cross-docking Center 16 Nagano Cross-docking Center 17 Kanazawa Cross-docking Center 18 Takamatsu Cross-docking Center 19 Kajiki Cross-docking Center 20 Okinawa Cross-docking Center |



Osaka Distribution Center



OKAMURA LOGISTICS CORPORATION
(ISO 9001/ISO 14001 Certifications)

Distribution Centers: 5 centers
Regional Distribution Centers: 6 centers
Cross-docking Centers: 9 centers
Factory Warehouses (Distribution Centers): 9 plants

Okamura Financial Data

Five-Year Summary

Years Ended March 31

	Millions of yen, except per share figures					Thousands of U.S. dollars, except per share figures***
	2008	2009	2010	2011	2012	2012
Sales and Income:						
Net sales	¥214,844	¥190,108	¥161,223	¥169,294	¥187,879	\$2,285,911
Cost of sales	148,185	131,782	111,481	118,932	130,331	1,585,728
Selling, general and administrative expenses	56,826	53,871	48,385	47,962	50,761	617,606
Operating income	9,832	4,455	1,357	2,399	6,786	82,565
Income before income taxes and minority interests	10,829	5,468	1,982	1,175	6,984	84,974
Net income	5,951	3,293	545	604	3,860	46,964
Capital Expenditures, Depreciation and Amortization:						
Capital expenditures	¥ 5,188	¥ 5,582	¥ 2,467	¥ 2,490	¥ 3,261	\$ 39,676
Depreciation and amortization	5,773	6,107	5,450	4,743	4,400	53,534
Profitability:						
Operating income to net sales (%)	4.58%	2.34%	0.84%	1.42%	3.61%	—
Net income to net sales (%)	2.77	1.73	0.34	0.36	2.05	—
Cost of sales to net sales (%)	68.97	69.32	69.15	70.25	69.37	—
Return on equity (%)*	7.41	4.23	0.71	0.78	4.94	—
Return on assets (%)**	5.24	2.52	0.83	1.48	3.92	—
Assets, Liabilities and Net Assets:						
Total assets	¥185,855	¥167,894	¥160,422	¥161,845	¥172,678	\$2,100,961
Total net assets	83,121	76,939	78,294	76,638	79,918	972,357
Interest-bearing debt	29,280	32,192	30,910	28,931	27,038	328,969
Equity ratio (%)	42.69	45.47	48.44	47.29	46.17	—
Total net assets per share	719.32	692.34	704.88	694.28	723.56	8,804
Current assets	98,340	85,784	80,735	85,401	97,384	1,184,864
Current liabilities	68,941	59,370	51,393	52,410	59,277	721,219
Current ratio (%)	142.64	144.49	157.09	162.95	164.29	—
Efficiency:						
Inventory turnover (times)	13.35	11.65	11.81	13.97	14.80	—
Asset turnover (times)	1.14	1.07	0.98	1.05	1.12	—
Number of employees	4,019	4,375	4,402	4,336	4,304	—

* ROE = Net income/Average shareholder's equity

** ROA = Operating income/Average total assets

*** The translations of the Japanese yen amounts into U.S. dollars are included solely for the convenience of readers outside Japan, using the prevailing exchange rate at March 31, 2012, which was ¥82.19 to U.S. \$1.

Segment Information

Years Ended March 31

	Millions of yen					Thousands of U.S. dollars	
	2008	2009	2010	2011	2012	2012	
Sales:							
Office Furniture	¥136,833	¥115,625	¥ 93,191	¥ 91,661	¥ 104,848	\$1,275,678	
Store Displays	63,077	62,570	59,144	64,732	70,801	861,431	
Material Handling Systems and Others	14,932	11,912	8,888	12,900	12,229	148,789	
Consolidated	¥214,844	¥190,108	¥161,223	¥169,294	¥187,879	\$2,285,911	
Operating Expenses:							
Office Furniture	¥127,720	¥111,819	¥ 92,039	¥ 90,093	¥ 99,190	\$1,206,838	
Store Displays	62,783	61,495	58,621	63,895	69,125	841,039	
Material Handling Systems and Others	14,509	12,339	9,205	12,905	12,777	155,457	
Consolidated	¥205,011	¥185,653	¥159,866	¥166,894	¥181,093	\$2,203,346	
Operating Income (Loss):							
Office Furniture	¥ 9,113	¥ 3,807	¥ 1,151	¥ 1,567	¥ 5,657	\$ 68,828	
Store Displays	295	1,074	522	837	1,675	20,380	
Material Handling Systems and Others	423	(426)	(317)	(4)	(547)	(6,655)	
Consolidated	¥ 9,832	¥ 4,455	¥ 1,357	¥ 2,399	¥ 6,786	\$ 82,565	
Identifiable Assets:							
Office Furniture	¥ 89,594	¥ 86,017	¥ 76,455	¥ 75,787	¥ 83,966	\$1,021,608	
Store Displays	35,661	39,986	34,931	35,266	36,488	443,947	
Material Handling Systems and Others	11,289	9,505	9,704	10,216	10,712	130,332	
	136,544	135,510	121,091	121,270	131,167	1,595,900	
Corporate Assets	49,310	32,384	39,330	40,574	41,510	505,049	
Consolidated	¥185,855	¥167,894	¥160,422	¥161,845	¥172,678	\$2,100,961	
Depreciation:							
Office Furniture	¥ 4,113	¥ 4,367	¥ 3,886	¥ 3,397	¥ 3,122	\$ 37,985	
Store Displays	1,149	1,130	1,008	908	852	10,366	
Material Handling Systems and Others	511	608	554	437	425	5,171	
Consolidated	¥ 5,773	¥ 6,107	¥ 5,450	¥ 4,743	¥ 4,400	\$ 53,534	
Capital Expenditures:							
Office Furniture	¥ 4,210	¥ 4,678	¥ 1,963	¥ 1,798	¥ 2,216	\$ 26,962	
Store Displays	463	453	333	449	579	7,045	
Material Handling Systems and Others	515	450	170	242	465	5,658	
Consolidated	¥ 5,188	¥ 5,582	¥ 2,467	¥ 2,490	¥ 3,261	\$ 39,676	

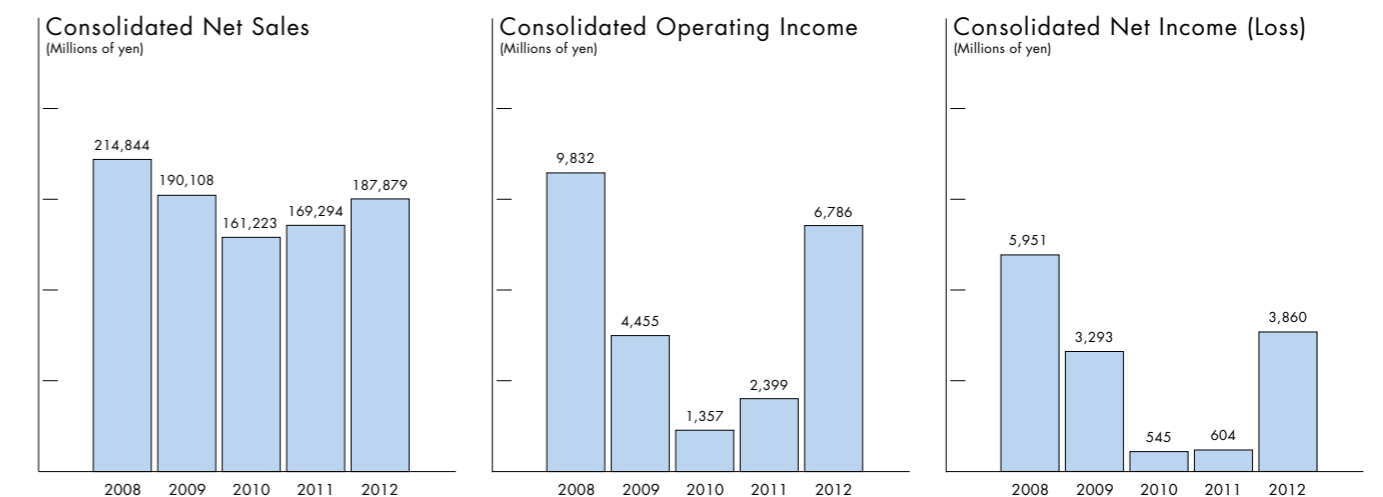
Cash Flows

Years Ended March 31

	Millions of yen					Thousands of U.S. dollars	
	2008	2009	2010	2011	2012	2012	
Cash flows from operating activities	¥11,951	¥ 8,012	¥ 7,285	¥ 9,818	¥ 7,020	\$ 85,412	
Cash flows from investing activities	(4,308)	(10,194)	(2,469)	(3,422)	(2,372)	(28,860)	
Cash flows from financing activities	(4,849)	1,196	(2,344)	(2,903)	(2,816)	(34,262)	
Effect of exchange rate changes on cash and cash equivalents	5	(85)	5	(31)	(14)	(170)	
Net (decrease) increase in cash and cash equivalents	2,799	(1,071)	2,477	3,459	1,817	22,107	
Cash and cash equivalents at beginning of year	16,697	19,496	18,425	20,902	24,361	296,399	
Cash and cash equivalents at end of year	¥19,496	¥ 18,425	¥20,902	¥24,361	¥26,179	\$318,518	

Financial Highlights

Years Ended March 31



Stock Information

(As of March 2012)

Number of Shares of Common Stock
 Authorized: 400,000,000
 Issued: 112,391,530

Stock Exchange Listings
 Tokyo, Osaka

Number of Shareholders
 5,251

Major Shareholders	(Thousands of shares)	(%)
Mitsubishi Corporation	9,163	8.15%
Okamura Group Employees Stock Ownership Plan	7,027	6.25%
Japan Trustee Services Bank, Ltd. (Trust Account)	6,892	6.13%
Meiji Yasuda Life Insurance Company	5,498	4.89%
Northern Trust Company (AVFC) Sub-account American Client	5,331	4.74%
Nippon Steel Corporation	5,313	4.73%
Mitsui Sumitomo Insurance Co., Ltd.	5,298	4.71%
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	4,805	4.28%
The Bank of Yokohama, Ltd.	4,076	3.63%
Okamura Cooperation Companies Stock Ownership Plan	3,908	3.48%

Board of Directors & Corporate Auditors (As of June 2012)

Chairman

Kikuo Nakamura



Kikuo Nakamura

President

Masayuki Nakamura



Masayuki Nakamura

Senior Managing Directors

Hiroshi Makino
Kiyoshi Sato
Hiroki Iwashita



Hiroshi Makino



Kiyoshi Sato



Hiroki Iwashita

Managing Directors

Takao Suzuki
Shigeji Kikuchi
Toshikazu Iwata



Takao Suzuki



Shigeji Kikuchi



Toshikazu Iwata

Directors

Teiichi Toshida
Seiji Koguma
Fumio Yamamoto
Koichi Osada
Katsunori Aratani
Akio Nakajima
Hajime Kaneko
Kenichi Yamaki
Outside Directors
Jun Kinukawa
Ken Ebina
Tadao Kuwano



Jun Kinukawa



Ken Ebina



Tadao Kuwano



Teiichi Toshida



Seiji Koguma



Fumio Yamamoto



Koichi Osada



Katsunori Aratani



Akio Nakajima



Hajime Kaneko



Kenichi Yamaki

Standing Corporate Auditors

Hiroshi Moriwake
Shigeru Goto
Outside Auditors
Shohachi Oki
Yuichi Suzuki



Hiroshi Moriwake



Shigeru Goto



Shohachi Oki



Yuichi Suzuki

Corporate Data

(As of March 2012)

Executive Office

Tenri Bldg.
1-4-1, Kitasaiwai, Nishi-ku,
Yokohama 220-0004, Japan
Telephone: +81-45-319-3401
Facsimile: +81-45-319-3515
<http://www.okamura.jp/>

Tokyo Office

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2-14-27, Akasaka, Minato-ku
Tokyo 107-0052, Japan
Telephone: +81-3-5561-4085
Facsimile: +81-3-5561-4086

Foundation

1945

Paid-in Capital

¥18,670 million

Number of Employees

4,304

Subsidiaries & Affiliates

Corporate name	Paid-in capital (Millions of yen except where noted)	Principal business activities	Voting rights held by Okamura Corporation (%)
Kansai Okamura Manufacturing Co.,Ltd.	100	Production of work stations and storage cabinets	100.0
Okamura Logistics Corporation	90	Transportation, storage, loading and unloading, assembly during distribution processing, construction, interior finishing and others	100.0
Okamura Support and Service Corporation	90	Installation, maintenance and after-sales service for all Okamura products	100.0
NS Okamura Corporation	100	Production of work stations and material handling system products	55.5
Sanyo Okamura Corporation	100	Production of work stations	80.1
FM Solution Corporation	40	Office consulting and related businesses centering on facility management	100.0
Seeder Co.,Ltd.	41	Production and sales of conveyor systems and related products	100.0
Fuji Seiko Honsha Co.,Ltd.	36	Production and sales of automatic safe deposit vaults and office	100.0
SEC Co.,Ltd.	300	Construction, maintenance and repairs for the store display business	100.0
Okamura International (Singapore) Pte Ltd	S\$ 1 million	Sales of office furniture, store display equipment, material handling system products and others in Singapore and nearby South-East Asian countries	100.0
Shanghai Okamura Furniture and Logistic System Co.,Ltd.	CNY51 million	Sales of office furniture, material handling system products, store display equipment and others in China	100.0

Six other companies

Affiliates

Seven companies

okamura

OKAMURA CORPORATION

Tenri Bldg., 1-4-1, Kitasaiwai, Nishi-ku, Yokohama 220-0004, Japan

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YKCZ12 271 P.TP '12-08
Printed in Japan