

# OKAMURA TODAY 2023-2024

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OKAMURA CORPORATION Corporate Profile

**okamura**

**okamura**

# Loving people, creating places

To increase the number of people who can live their lives in their own way, and to build a society full of smiles, Okamura will continue loving people and creating places where they can thrive.

Since our founding, we've been developing our business with high aspirations for manufacturing, and created a variety of places, from offices and commercial and logistics facilities to hospitals and schools.

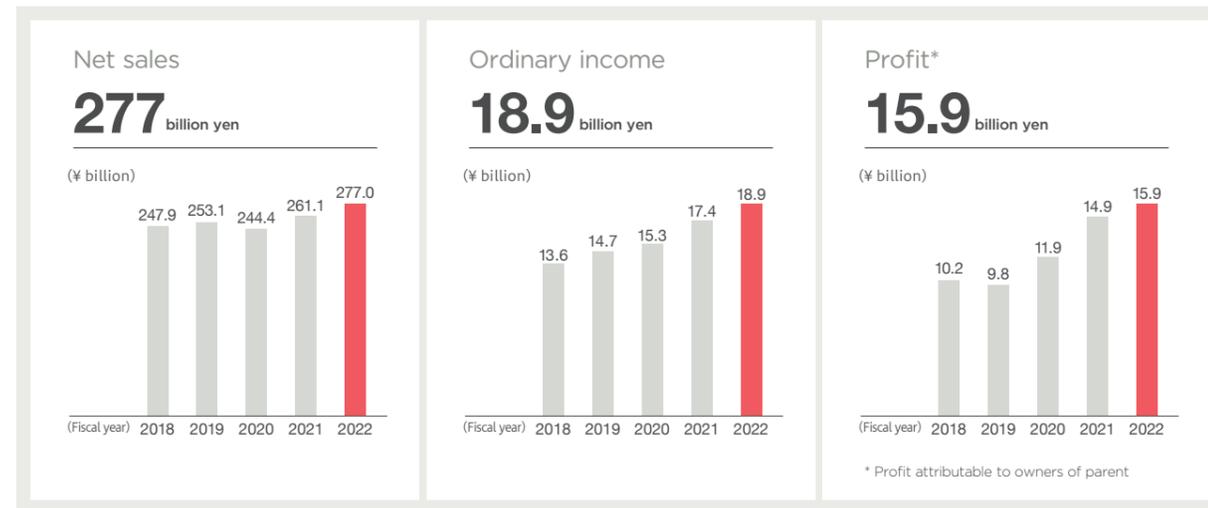
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## Financial Highlights (Consolidated)



## Highlights by Segment



## Sustainability Global Environmental Initiatives

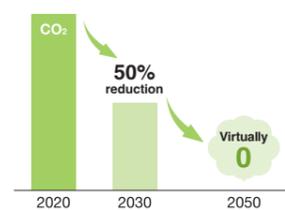
### Becoming Carbon Neutral by 2050

The Okamura Group aims to achieve carbon neutrality by 2050. As a milestone, we have set a goal of a 50% reduction in CO<sub>2</sub> emissions in 2030 compared to 2020. This reduction goal is recognized by the international initiative SBTi (The Science Based Targets initiative) as a scientific target to limit the increase in global average temperature to 1.5°C above pre-industrial levels, in accordance with the Paris Agreement.

At the Okamura Group, our Global Environmental Initiative is a key management focus, and we are minimizing our global environmental impact throughout the entire supply chain in our business activities. Therein, "Contributions towards the climate change problem and realizing carbon neutrality" are both key challenges. We are also working to promotion of a circular economy and sustainable use and conservation of natural resources.

We will contribute to the achievement of a decarbonized society by doubling down on our goal to achieve carbon neutrality and the steady implementation of long-term initiatives.

### Greenhouse Gas Targets



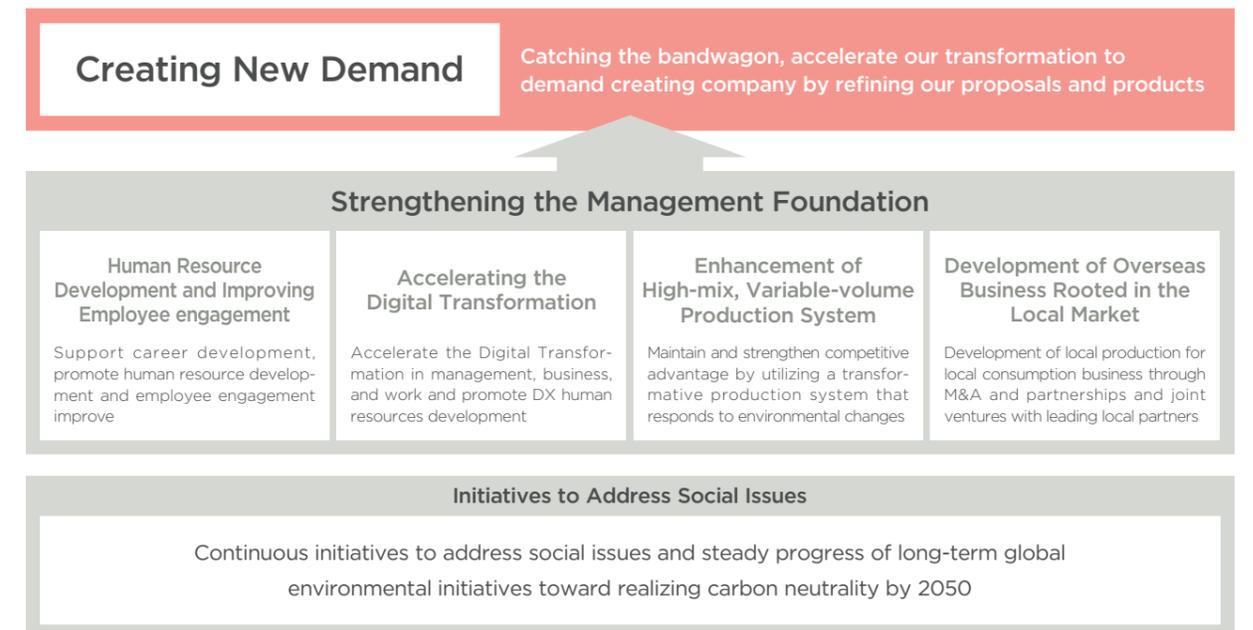
## The Okamura Group's Management Policy

In addition to creating new demand and aiming to strengthen our management foundation to respond to changes, the Okamura Group strives to provide solutions to social issues through business.



## Midterm Management Plan 2025 Formulated May, 2023; For fiscal years 2023 to 2025 (fiscal years ending March 31, 2024 to March 31, 2026)

### Aims of the Midterm Management Plan 2025



### Financial Targets (FY2025)

Net sales	Operating income	Operating income ratio	ROE (Return on equity)
300.0 billion yen or more	24 billion yen	8.0%	10.0%

## Contribute to society by creating environments where people can thrive with rich ideas and reliable quality.

With “Contribute to society by creating environments where people can thrive with rich ideas and reliable quality” as our mission, at the Okamura Group we are realizing a society where people can thrive. We strive to provide society with high-quality products and services that accurately capture the needs of consumers, and work to further improve corporate value and solve the challenges society faces.

As the importance of sustainability becomes more evident, to meet the expectations of our stakeholders and society as a whole, we have identified and are working on important management challenges from the following four perspectives: creating environments where people can thrive, pursuing employee engagement, global environmental initiatives and responsible corporate behavior.

In 1945, Okamura’s founding members—a group of aircraft engineers with shared principles—brought together the technical and financial

support to launch the company as the Okamura Manufacturing Facility, a cooperative industry. The founding spirit was based on five principles that comprise our Corporate Philosophy: innovative creation, cooperation, being cost conscious, saving for the future and social responsibility. These founding principles have established our corporate culture, and we work by the motto “Quality pays for itself.” This spirit has been passed down from generation to generation and is alive and well in our current management business activities as part of Okamura’s DNA.

At the Okamura Group we have formulated our Medium-Term Management Plan 2025, covering the three-year period from the fiscal year ending March 2024 to the fiscal year ending March 2026. Under this plan, our aim is creating new demand, grasp what is trending in the current era, redefine our capabilities to propose new solutions and products, and accelerate our transformation into a “demand-creating company.” In bolstering our management



capabilities to respond to future generational shifts, we are working to develop human resources and improve employee engagement, accelerate digital transformation, enhance high-mix, variable-volume production systems and develop overseas businesses rooted in local markets. To this end, further developing our human resources and job satisfaction reforms to improve employee engagement is leading directly to sustainable growth. By enabling each employee to work enthusiastically in their own way, we are focused on becoming an even more powerful Okamura that responds to environmental changes. We will also continue to reduce our global environmental impact across the entire supply chain, implement long-term initiatives to achieve carbon neutrality by 2050,

and, through our business activities, drive new initiatives that address social issues.

The Okamura Group aims to contribute to society through sustainable initiatives that realize a society where people can thrive.

We look forward to your continued support.

Representative Director, President and CEO

## The History of Okamura

# The spirit of manufacturing passed down through generations

Since its founding, Okamura has provided high-quality products and services for offices, education, healthcare, R&D, commercial facilities and distribution centers under the motto "Quality pays for itself." Okamura's strength lies in its extensive knowledge and technical expertise in many fields, the foundation of creating comfortable spaces for customers worldwide.

## Foundation

1945 Okamura founded on October 10 Okamura-cho, Isogo-ku, Yokohama-shi, Kanagawa



1947 Manufacture of US military club furniture



Manufacture of garden tables and chairs

1948 Okamura restructured as a joint-stock company Torque converter R&D started



\* Mikasa, Japan's first automatic front wheel drive car, developed

In July 2015, the Japan Society of Mechanical Engineers recognized the torque converter developed in 1951 and fitted in the Mikasa as part of Japan's Mechanical Engineering Heritage.

# 1950—1980

- 1950 New Tokyo Office opened (Tamura-cho, Shimbashi, Minato-ku)
- 1952 Kanagawa Plant established (Kitasaiwai-cho, Nishi-ku, Yokohama-shi)
- 1953 The N-52, Japan's first postwar airplane, completed 
- 1955 Mikasa, Japan's first automatic front wheel drive car, developed\*
- 1957 Mikasa Mark I and Mikasa Sport displayed at the 4th Japan Motor Show 
- Tokyo Sales office and showroom opened in Akasaka (Nagata-cho, Chiyoda-ku) 
- 1958 Oppama Plant operations commenced
- 1960 Kansai Okamura Manufacturing Co., Ltd. (Osaka) established
- IBM punch card system introduced, allowing for mechanization of office work
- 1961 Okamura listed in the second section of the Tokyo Stock Exchange

- 1969 Okamura Transport Corporation established Industrial robots developed
- 1970 Tokyo Showroom opened 
- Fuji Plant in Shizuoka completed
- Okamura listed on the first section of the Tokyo Stock Exchange
- 1973 Headquarters moved to Yokohama Tenri Building
- 1974 Takahata Plant in Yamagata completed New Otani Showroom opened
- 1976 RC-04 type pneumatic robot developed 
- 1982 Okamura's OA Strategy published
- 1987 Siam Okamura Steel Co., Ltd. established in Thailand
- 1988 JT Okamura Co., Ltd. established in Okayama
- 1989 Okamura Logistics Corporation established

## Office Furniture

- 1951 Production started on steel desks and chairs
- 1955 U line furniture for apartment housing launched 
- 1956 DX line of steel furniture launched 
- 1957 Type-31 and Type-36 steel office desks launched
- Steel office desks and chairs launched under the Office Master name 
- 1962 First Okamura Business Show held 
- Isu no Kagaku* (Chair Science) PR magazine published
- 1963 First Good Design Award (G-Mark) awarded for a folding chair
- 1964 Junior desk and chair launched
- Technology partnership with All Steel Inc. (USA) for desks and chairs
- 1966 Inter-Wall launched 

- 1968 Products displayed at NOPA Exhibition in New York City
- 1975 Okamura Bau building equipment show held System kitchen introduced
- 1976 Ferro Wall movable partitions launched 
- Slimline storage system launched
- 1977 20 series chair launched 
- 1978 Salvarani Longline Italian-made system kitchen launched 
- 1980 Office Research Center opened
- OA-compatible head office opened Various visits / press coverage
- 1981 N50-type low partition launched
- 1984 D-10 Series desk system launched 
- 1986 28 Series ergonomic chair launched 
- 1988 *New Office* published

## Store Displays

- 1957 Gondola store shelving launched 
- Low Boy store shelving launched 
- 1961 Celta Steel Gondola series launched
- 1963 Technology partnership with the Darling Company in Los Angeles for system gondolas 

- 1969 Technology partnership with the Tyler Refrigeration Corp. (USA) for refrigerated showcases 
- Okamura-Tyler established
- 1972 Products displayed at Japan's first store system show, 1st JAPAN SHOP
- 1976 Okamura Multiple Unit Display System (OMUDIS) launched
- 1978 No-defrost refrigerated showcase system launched 
- 1989 New store information magazine *Stores of the Month* published

## Material Handling Systems & Others

- 1951 Torque converter production began 
- 1957 Torque converter for small forklifts developed
- Products displayed at Torque Converter Engineering Show 
- 1970 Technology partnership with Palmer Shale company in the USA
- Type-61 Heavy Rack (pallet rack) production started
- Type-63 Lightweight Shelving launched, first Japanese-made boltless rack system

- 1973 Technology partnership with Ermanco Co. in the USA for conveyors
- 1976 Products displayed at an international logistics and machines exhibition
- 1978 Rotary Rack launched 
- 1982 Rotary rack technology exported to the USA
- 1987 Rotary Rack M vertical multi-row independent rotary rack launched 

# 1990

- 1990 Tsukuba Plant completed in Ibaraki
- 1991 Yokohama Distribution Center completed NS Okamura Corporation established in Iwate
- 1992 Okamura International (Singapore) Pte., Ltd. established
- 1994 Okamura Business Support Corporation established
- 1996 Siam Okamura International Co., Ltd. established in Thailand
- 1997 Nakai Plant completed in Kanagawa
- 1998 FM Solution Corporation established
- 1999 Okamura Support and Service Corporation established

- 1991 Okamura Garden Court Showroom opened
- F Series of integrated office furniture launched 
- 1996 *Workplace Strategy* published
- 1997 Proface Next Generation Office System launched 
- 1998 *New Workplaces for New Workstyles* published
- 1999 Pro Stack multipurpose meeting furniture launched

- 1990 AV software / CD fixtures launched
- 1993 Display shelf with slide function launched
- 1998 Fontana refrigerated showcases announced 

- 1993 Space Hawk 3D transport system launched 
- 1995 Technology partnership with OCS in Sweden for overhead conveyor systems

# 2000

- 2000 Hill International Inc. established ISO 14001 company wide integrated review and registration
- 2003 1st Okamura Design Space R held
- 2004 Shanghai Okamura Furniture and Logistic System Co., Ltd. established in China
- 2005 Seeder Co., Ltd. acquired
- 2006 Tsurumi Plant completed in Kanagawa
- 2008 FujiSeiko Co., Ltd. acquired Chicago Showroom opened
- 2009 Okamura Chair Museum opened 
- SEC Co., Ltd. acquired

- 2000 Ercio office seating launched
- 2001 Sales agreement with FujiSeiko Co., Ltd. signed for entry into the security business
- 2002 Products displayed for the first time at ORGATEC (Germany) and Contessa announced
- 2003 Contessa ergonomic mesh chair launched 
- Products displayed for the first time at Security Show 2003
- Products displayed at NeoCon2003 (USA), Contessa announced
- 2004 Products displayed at EIMU2004 (Italy)
- 2005 *Office Evolution—The Future of Offices* published
- Baron ergonomic mesh chair launched 
- Cruise and Atlas personal workstations announced
- 2007 Products displayed at The Office Exhibition 2007 (UAE / Dubai)
- 2009 LABO Office established 

- 2001 Products displayed at 1st Japan Drugstore Show
- 2002 Products displayed at a supermarket trade show
- 2008 Visplay display fixtures system launched
- Visplay Showroom opened 

- 2001 Light Roller conveyor system with simplified controls launched 
- 2002 Multi-stage torque converter displayed at the 3rd bauma China international construction machinery trade fair in 2002
- 2008 Line Belt Sorter NBS Wave high speed sorting equipment launched

# 2010

- 2010 Td Japan Ltd. established
- 2013 Hangzhou Okamura Transmission Co., Ltd. established
- Salotto Group (Hong Kong) acquired
- Sunahata Co., Ltd. acquired
- Ichie Co., Ltd. acquired
- Shanghai Okamura Architecture Co., Ltd. established
- 2014 Okamura Trading (Shanghai) Co., Ltd. established
- 2015 PT. Okamura Chitose Indonesia established
- Japan's first front wheel drive automatic car "Mikasa" with automatic transmission certified as "Mechanical Engineering Heritage" (P9)
- 2018 Okamura International Malaysia Sdn. Bhd. established

- 2014 Products displayed at the 33rd China International Furniture Fair (Guangzhou) (CIFF) 
- 2015 Swift height-adjustable table launched 
- Sea Open Innovation Biotope opened
- 2016 WORK MILL activity started
- 2017 Contessa II (Contessa Seconda) office seating launched
- 2018 Lives office furniture series launched 
- TELECUBE by OKAMURA launched 
- Finora office seating launched
- 2019 "point 0 marunouchi" opened

- 2014 Store carts launched
- 2015 Oscom Qlus showcase navigation system launched 
- 2017 GONDOLA-IN CASE store shelving with a built-in refrigerator launched 

- 2010 Smart Hawk overhead transfer system launched
- 2012 Rotary Sorter automatic injection / output / sorting system launched 
- 2014 AutoStore robot storage system launched 
- 2015 CYBISTOR pallet storage system launched
- 2016 Business partnership with GROUND for automatic conveyor robots

# 2020-

- 2020 Okamura International Vietnam Co., Ltd. established
- 2021 Systematically organized management philosophy to formulate the Okamura Way DB&B Holdings Pte.Ltd acquired
- NovolBa established
- 2022 Zhejiang Hangcha Okamura Co.,Ltd established
- Hangzhou Okamura Furniture Co., Ltd. established

- 2020 Digital transformation service "Work x D" announced
- Cynara office seating launched 
- 2021 OC portable battery launched 
- WORK CARRIER creative furniture launched 
- Spher task seating announced 
- 2022 WORK VILLA creative furniture launched

- 2020 Fontana-Neo refrigerated showcase launched 
- 2021 SUG Slide Rail Shelf product display shelves launched

- 2020 Business partnership with RightHand Robotics Inc. for robot piece picking system
- RightPick robot piece picking system launched
- Material Handling Systems Showroom "LUX" opened
- 2021 CYBISTOR 2 pallet storage system launched 
- 2022 ORV autonomous mobile robot launched



### Educational facilities



Furniture for educational facilities

### Library



Library bookcases

### Cultural facilities



Hall seats

### Healthcare facilities



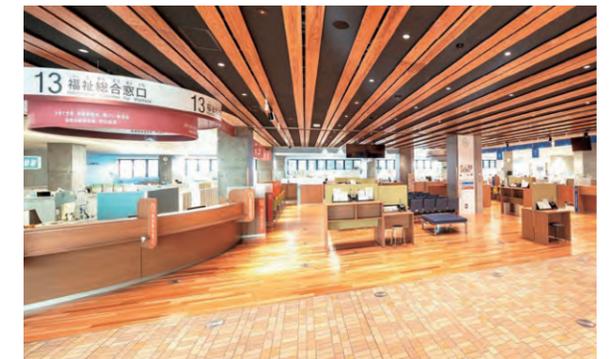
Staff stations

### Research and development facilities



Laboratories

### Municipal government facilities

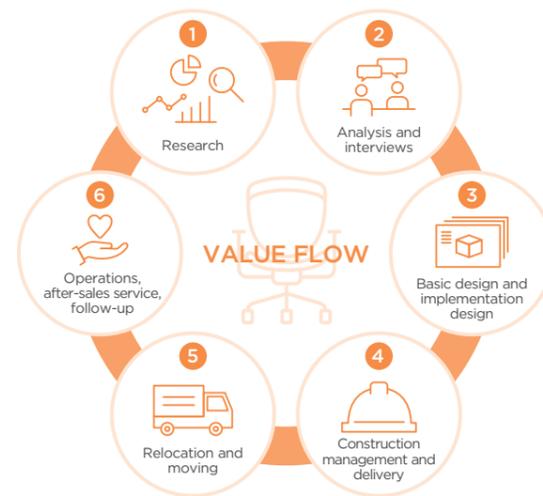


Receptions / Lobbies

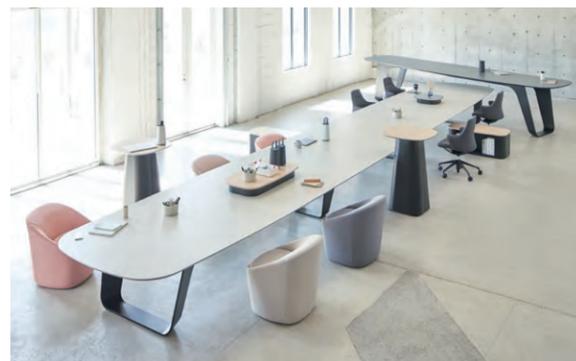
### Business Introduction

## OFFICE FURNITURE

Okamura provides products and services that create functional and comfortable spaces, from offices that accommodate diverse working styles to educational institutions where people connect, cultural facilities including theaters and museums, and specialized facilities for research, healthcare and the elderly. Okamura also offers a wide range of products and services to various government agencies, municipal facilities, banking facilities and home interiors.



### Workspaces



Office desks and chairs

### Private rooms / Meeting rooms



Partitioning materials

### Home



Furniture for working from home

### Security



Security gates



Drugstores



Multiple unit display systems

Roadside stations and direct sales stations



Specialized display fixtures

Home centers



Multiple unit display systems

Outdoor / Sports

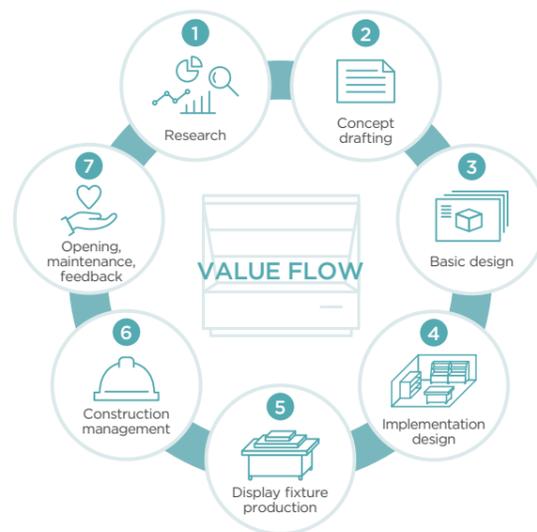


Specialized display fixtures

Business Introduction

# STORE DISPLAYS

Retailers need to constantly create new retail formats to keep up with shifting markets and social environments. Timely monitoring of the retail environment allows Okamura to provide total support for the creation of store environments, from layout and interior planning by designers, to the manufacture, installation and maintenance of fittings. We offer multiple unit display systems, refrigerated showcases, specialized display fixtures, backroom equipment to meet every need.



Stationery / Miscellaneous goods



Specialized display fixtures

Apparel



Specialized display fixtures

Supermarkets



Refrigerated showcases



Multiple unit display systems

Bookstores



Specialized display fixtures

Overseas expansion



Specialized display fixtures



Transfer and sorting equipment



Sorting equipment

Robots



Autonomous mobile robot



Piece picking robot

Racking / Shelving



Fixed shelving

Workstation / Peripheral equipment



Workstations



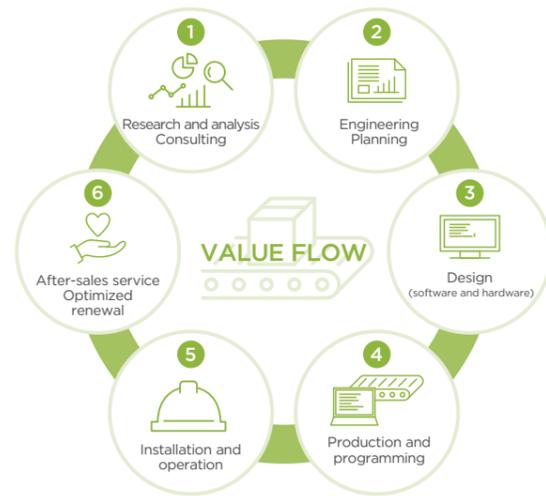
Protection fences

Business Introduction

# MATERIAL HANDLING SYSTEMS

Okamura seeks to streamline logistics, constantly developing and providing new distribution systems through real-life experimentation.

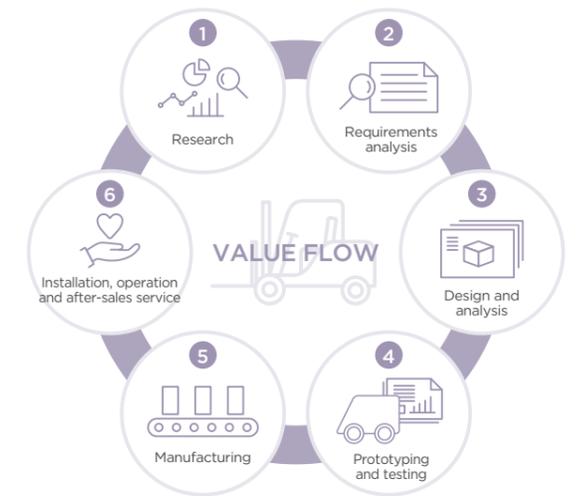
We offer total support, from material handling system proposals resulting in financial benefits through increased speed, accuracy and safety of logistics, to software development, equipment installation, operational support and after-sales service.



Business Introduction

# POWERTRAIN

We develop and manufacture torque converters and transmissions at the heart of industrial and construction vehicles. Leveraging a wide range of research, we provide efficiently produced and high-quality products that undergo thorough quality control, and are tailored to your requests.



Automated storage systems



Robot storage systems



Automated storage / Retrieval systems

Powertrain



Transmissions for snow removal vehicles



Torque converter type transmission for forklifts



Okamura's Strengths

Sources of Creativity | Design / Development

# Bringing creativity and new value to interior spaces

Expectations regarding interior spaces have changed in step with evolving lifestyles and work styles.

Okamura anticipates these changes and conceptualizes optimal interior spaces that meet the needs of every user.

Through ideal interior spaces, we create new value for offices, educational, healthcare, R&D and commercial facilities, and distribution centers.

## The Okamura Group's Design Policy

Since the founding of Okamura, we have worked to create optimized human environments using our knowledge of hardware and software. Through the three tenets of our design policy, we create attractive spaces for the next generation. In the pursuit of manufacturing that benefits all people, Okamura's high-quality designs employ both functionality and safety.



## 20th anniversary of the launch of our flagship seating "Contessa"

Okamura's flagship Contessa office chair came to life thanks to a collaboration with ITALDESIGN, a design firm based in Turin, Italy. Contessa is an original, unique mesh chair with excellent functionality and a sleek form that fits many work scenarios and positions. The item was originally announced at the ORGATEC international trade fair in Cologne, Germany, and went on sale in 2003. Twenty years later, this highly acclaimed office chair's popularity hasn't faded, thanks to its elegant aluminum frame and light, airy mesh support. In 2016, we launched Contessa II (Contessa Seconda), which marked an upgrade in functionality and strength in response to, diversifying global work styles. Contessa's design and comfort have been received very well both domestically and internationally, winning a number of design awards.



### Quality Design

Provide customers with products of true value

Pursuing the true essence of a product, we provide our customers with products they can truly appreciate. In the pursuit of "the perfect product," we are constantly refining our manufacturing abilities. We aim to create high-quality designs that give our customers added value. Okamura is committed to satisfying the needs of our customers by ensuring safety and improving comfort. This includes product development based on ergonomic principles and creating environments that enhance creativity.

### Eco-Design

Develop products with lower environmental burdens

The Okamura Group strives to design products that have the lowest possible level of environmental impact throughout their life cycle, from the selection of raw materials, to disposal after use. This contributes to a sustainable society. We achieve this goal by carrying out product assessments at the planning and design stages and applying certification according to our own environmental standards.

>>> [Green Wave](#) [More details on p.25](#)

### Universal Design

Work towards a world in which everyone feels comfortable and prosperous

Okamura pursues designs that benefit all people, developing individualized products and spaces for people from all walks of life. We offer products and spaces so that a greater number of people can use them comfortably, focusing on safety, comfort, adaptability, ease of comprehension, access to information and basic performance, including ample customization and optional extras.

## Awards received in Japan and overseas



## Make with

Okamura's manufacturing, founded on advanced technology and rich imagination

Our corporate website introduces the processes and conditions involved in Okamura's manufacturing, including planning, research, design and product creation. The site also features a Product Story section that describes the background and thoughts behind the development of various products, and an Awards section that introduces our award-winning products and paints a clearer picture of the manufacturing that takes place at Okamura.



<https://www.okamura.co.jp/company/products/makewith/>

## CMF (Color · Material · Finish)

Using the strengths of different materials to coordinate interior spaces

Our designs start from the three elements that comprise the surface of a product—color, material and finish (CMF). We also develop environmentally friendly materials based on the concept of circular design. Okamura aims to create office spaces that stimulate the senses through the world of materials, fostering creativity and efficient work styles. To this end, we incorporate CMF that encourages concentration, collaboration and relaxation when developing products and creating spaces.





Okamura's Strengths

Sources of Technology | Production

# Creating new value from technological expertise

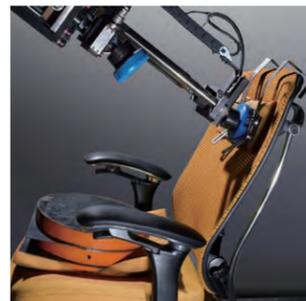
Okamura prides itself on its proprietary processing technology, built upon years of experience in the field.

Our sheet metal processing technology for aircraft, developed at the time of Okamura's founding, provided the starting point for a legacy of innovation. At Okamura, we use these technological assets alongside the latest systems and tools to manufacture products that respond to society's needs.

Quality Management

Ensuring quality and safety through proprietary standards

Okamura creates products that can be used with confidence for many years. In addition to compliance with Japanese Industrial Standards (JIS) and international standards, we apply our own in-house standards, which are even more rigorous. Based on these standards, we assess and confirm the quality and safety of each product through analyses, and by repeatedly subjecting samples to performance and durability tests.



Durability testing

Technologies Certified as Mechanical Engineering Heritage

Like many other companies in Japan, after the war Okamura began manufacturing daily necessities in an effort to rebuild the country and provide people the things they needed for everyday life. However, Okamura's engineers, including the founder Kenjiro Yoshiwara,—himself an aircraft engineer—had a dream and a powerful desire to build mechanical products. The world's first torque converter was born from this dream in 1951. Shortly thereafter, in 1955, the four-wheel drive Mikasa car was manufactured by Okamura, featuring Japan's first automatic transmission using a torque converter. In July 2015, the Japan Society of Mechanical Engineers recognized the torque converter developed in 1951 and fitted in the Mikasa as part of Japan's Mechanical Engineering Heritage.\*

It remains part of the manufacturing heritage that is embodied in Okamura products today.



\* The Mechanical Engineering Heritage designation is given by the Japan Society of Mechanical Engineers with the aim of preserving the historical heritage of Japan's mechanical technology, and ensuring that it is passed on to future generations as a part of their cultural heritage.



Production Technology

In-house processes developed over many years

Okamura has built up a repertoire of proprietary technology used in manufacturing, allowing us to perform all necessary processes in-house. Our experience in metal processing dates back to Okamura's founding in 1945, when the company conducted sheet metal processing for aircraft. Our metalworking legacy is passed on to future generations through employee education at our Technical Skills Training Center. Furthermore, we assist workers with specialist training to help them achieve national qualifications.

Our manufacturing facilities operate under our own production management system, the "Okamura Production System" (OPS). The complete elimination of idle processes—those detracting from added value—and extensive robotic automation are our keys to increasing productivity and maintaining high-level quality assurance.



Steel Processing



Resin molding



Unmanned production lines



Sewing



Covering



Coatings



Assembly



Woodworking

Proprietary production management system "OPS" (OKAMURA PRODUCTION SYSTEM)

Pursuing efficiency to increase productivity

"OPS" is the culmination of our quest for rational space creation. It allows us to work efficiently and fulfill orders for customers as quickly as possible. By improving productivity and stabilizing quality, we have built a strong corporate manufacturing system that includes an unmanned robotic production line that can visually recognize parts based on their shape.

Okamura is making automation possible through cutting-edge equipment. (Photo right)



Educating the next generation

Developing human resources to ensure quality

At the Technical Skills Training Center, our mission is training future generations of engineers to ensure that our long heritage of advanced technology and skills continues to be passed down. The Center hosts a diverse variety of training courses each year, making an invaluable contribution to product quality maintenance and improvement.



# Production Bases and Distribution Network

Okamura's products are created at its production bases in Japan. In fact, Okamura has more production bases than any other company in the domestic industry. Our customers trust us for our rigorous quality control in creating the finest products, the stability of our supply chain, meticulous attention to detail and short lead times.



## 1 Oppama Plant

5-2944-1 Urago-cho, Yokosuka-shi, Kanagawa  
**Products** Office Seating / Lobby Seating / Meeting Chairs and Tables / Torque Converters & Transmissions (ISO 9001 / ISO 14001 Certifications)



## 2 Tsukuba Plant

Techno-Park Toyosato, 1-2-2 Midorigahara, Tsukuba-shi, Ibaraki  
**Products** Storage Cabinets / Work Booths / Low Partitions / Furniture & Equipment for Healthcare & R&D Facilities / Furniture & Equipment for Public & Educational Facilities (ISO 9001 / ISO 14001 Certifications)



## 3 Takahata Plant

2635 Kitaharago, Nukanome, Takahata-machi, Higashi Okitama-gun, Yamagata  
**Products** Luxury Wooden Desks / Wooden Conference Tables / Wooden Storage Cabinets / Workstation Booths with Sofas / Furniture & Equipment for Healthcare & R&D Facilities / Furniture & Equipment for Public & Educational Facilities / Store Equipment (ISO 9001 / ISO 14001 Certifications)



## 4 Fuji Plant

102-1 Osaka, Gotemba-shi, Shizuoka  
**Products** Movable Partitions / Material Handling Systems / Store Equipment (ISO 9001 / ISO 14001 Certifications)



## 5 Fuji Production Base - Nakai Plant

390 Sakai, Nakai-machi, Ashigarakami-gun, Kanagawa  
**Products** Store Equipment (ISO 9001 / ISO 14001 Certifications)



## 6 Fuji Production Base - Tsurumi Plant

2-2-17 Suehiro-cho, Tsurumi-ku, Yokohama-shi, Kanagawa  
**Products** Conveyor Systems for Cleanroom (ISO 9001 / ISO 14001 Certifications)



## 7 Gotemba Plant

744 Kita, Shibanta, Gotemba-shi, Shizuoka  
**Products** Refrigerated Showcases (ISO 9001 / ISO 14001 Certifications)



## 8 Kansai Okamura Corporation

2-8-63, Inada-Uemachi, Higashiosaka-shi, Osaka  
**Products** Creative Furniture / Desks / Furniture & Equipment for Healthcare & R&D Facilities / Furniture & Equipment for Public Facilities (ISO 9001 / ISO 14001 Certifications)



## 9 NS Okamura Corporation

23-15 Suzuko-cho, Kamaishi-shi, Iwate  
**Products** Desks / Material Handling Systems / Furniture & Equipment for R&D Facilities / Furniture & Equipment for Healthcare Facilities / Shelves, Storage Cabinets and Movable Partitions (ISO 9001 / ISO 14001 Certifications)



## 10 Sanyo Okamura Corporation

1 Aino-machi, Takahashi-shi, Okayama  
**Products** Office Systems / Desks / Storage Cabinets / Store Equipment (ISO 9001 / ISO 14001 Certifications)



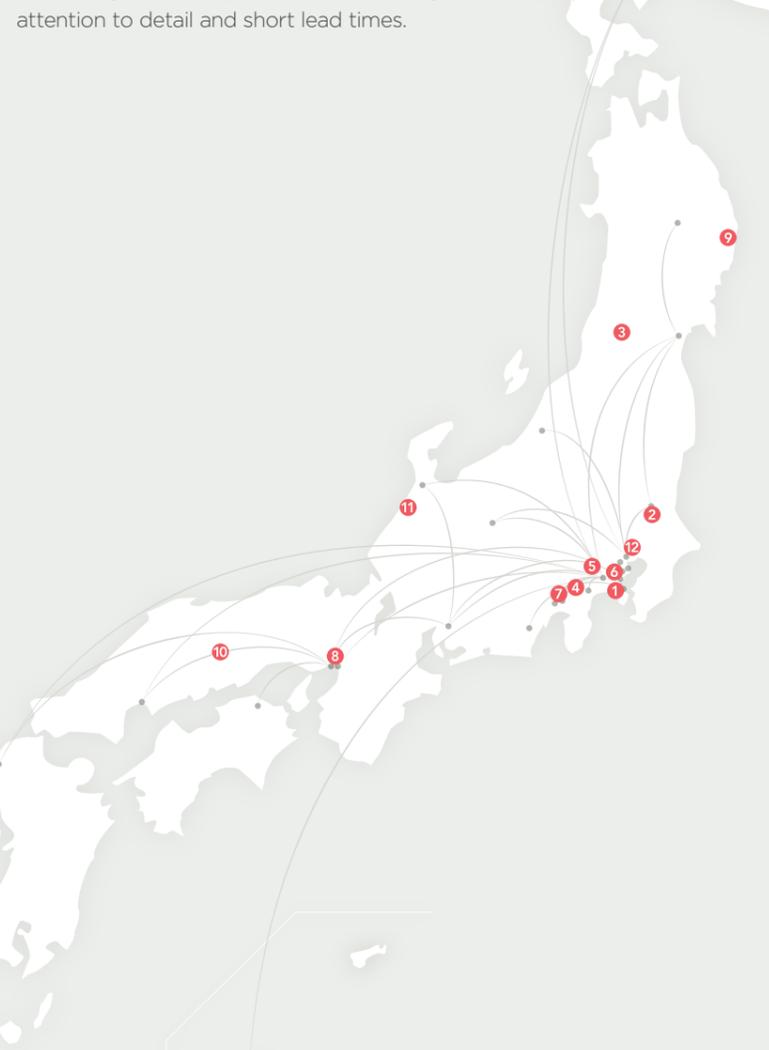
## 11 FujiSeiko Co., Ltd.

25 Ya, Ohama-machi, Nomi-shi, Ishikawa  
**Products** Vaults and Safe Deposit Boxes / Security Equipment / Waterproofing Equipment and Nuclear Power / Electronic Systems (ISO 9001 / ISO 14001 Certifications)



## 12 Sunahata Co., Ltd.

4-13-1, Nishihokima Adachi-ku, Tokyo  
**Products** Store Equipment



## Distribution Network

### Distribution Centers

Yokohama Distribution Center  
 Tsurumi Distribution Center  
 Osaka Distribution Center  
 Ayase Distribution Center



### Regional Shipping Centers

Sapporo Regional Distribution Center  
 Sendai Regional Distribution Center  
 Tokyo Metropolitan Area Transfer Center  
 Chubu Regional Distribution Center  
 Hiroshima Regional Distribution Center  
 Fukuoka Regional Distribution Center

### Cross-docking Centers

Morioka Cross-docking Center  
 Niigata Cross-docking Center  
 Tsukuba Cross-docking Center  
 Shizuoka Cross-docking Center  
 Nagano Cross-docking Center  
 Kanazawa Cross-docking Center  
 Takamatsu Cross-docking Center  
 Okinawa Cross-docking Center

### Factory Warehouses (Distribution Centers)

Oppama  
 Fuji  
 Takahata  
 Tsukuba  
 Gotemba  
 Nakai

### Associate Warehouses (Distribution Centers)

Kansai Okamura Corporation  
 NS Okamura Corporation  
 Sanyo Okamura Corporation



## Siam Okamura Steel Co., Ltd.

51/5 Moo 2 Poochao Rd., Bangyaparak, Phrapradaeng, Samutprakarn, 10130, Thailand  
**Products** Sales of office furniture and store display equipment in Southeast Asian countries (ISO 9001 / ISO 14001 Certifications)



## Hangzhou Okamura Transmission Co., Ltd.

No.666 Xiangfu Road, Qingshanhu Sub-district, Lin'an District, Hangzhou City, Zhejiang Province, China  
**Products** Torque Converters for China (ISO 9001 / ISO 14001 Certifications)

## Hangzhou Okamura Furniture Co., Ltd.

No.2799 Dayuan Road, Qingshanhu Sub-district, Lin'an District, Hangzhou City, Zhejiang Province, China  
**Products** Office seating for the Chinese market

## Zhejiang Hangcha Okamura Co., Ltd.

No.666 Xiangfu Road, Qingshanhu Sub-district, Lin'an District, Hangzhou City, Zhejiang Province, China  
**Products** Stacker cranes

# Communication Places

Okamura's products can be viewed in persona at showrooms throughout Japan and overseas. The showrooms introduce Okamura's latest range of product lines and concepts, including furniture for offices, schools and hospitals, as well as specialized display fixtures showing product lineup exhibitions and logistics equipment.

## Showrooms

\*As of July 2023 Please check our website for the latest information.  
<https://www.okamura.co.jp/company/showroom/>

### Japan



**Garden Court Showroom**  
**Location:** Hotel New Otani, 3rd Floor, Garden Court, 4-1 Kioicho, Chiyoda-ku, Tokyo  
**Telephone:** +81-3-5276-2001  
**Opening Hours:** 10:00 a.m. to 5:00 p.m. (Weekdays)  
**Closed:** Saturdays, Sundays and Holidays (Reservations required)



**Sendai Showroom**  
**Location:** Kakyoin Square, 12th Floor, 1-1-20 Kakyoin, Aoba-ku, Sendai-shi, Miyagi  
**Telephone:** +81-22-712-1531  
**Opening Hours:** 10:00 a.m. to 5:30 p.m. (Weekdays)  
**Closed:** Saturdays, Sundays and Holidays (Reservations required)



**Fukuoka Showroom**  
**Location:** Meijiyasuda Watanabe Bldg., 1st Floor, 1-3-3 Hakataekimae, Hakata-ku, Fukuoka-shi, Fukuoka  
**Telephone:** +81-92-482-8833  
**Opening Hours:** 10:00 a.m. to 5:00 p.m. (Weekdays)  
**Closed:** Saturdays, Sundays and Holidays (Reservations required)



**Osaka Showroom**  
**Location:** Grand Front Osaka Tower-A, 21st Floor, 4-20 Ofuka-cho, Kita-ku, Osaka-shi, Osaka  
**Telephone:** +81-6-4802-3370  
**Opening Hours:** 10:00 a.m. to 5:00 p.m. (Weekdays)  
**Closed:** Saturdays, Sundays and Holidays (Reservations required)



**Nagoya Showroom**  
**Location:** Dainagoya Bldg., 14th Floor, 3-28-12 Meieki, Nakamura-ku, Nagoya-shi, Aichi  
**Telephone:** +81-52-551-3170  
**Opening Hours:** 10:00 a.m. to 5:30 p.m. (Weekdays)  
**Closed:** Saturdays, Sundays and Holidays (Reservations required)  
 \*For corporate customers only



**Visplay Showroom**  
**Location:** Higashiote Bldg., 1st Floor, 1-1-7 Uchikanda, Chiyoda-ku, Tokyo  
**Telephone:** +81-3-3259-6028  
**Opening Hours:** 10:00 a.m. to 5:00 p.m. (Weekdays)  
**Closed:** Saturdays, Sundays and Holidays (Reservations required)



**Material Handling Systems Showroom "LUX"**  
**Location:** 102-1 Osaka, Gotemba-shi, Shizuoka  
**Telephone:** +81-3-5501-3520 (Material Handling Systems Sales Department)  
**Opening Hours:** 10:00 a.m. to 5:00 p.m. (Weekdays)  
**Closed:** Saturdays, Sundays and Holidays (Reservations required) \*For corporate customers only

### Overseas



**Chicago Showroom**  
**Location:** 222 Merchandise Mart Plaza, Suite 1100, Chicago, IL 60654, USA  
**Telephone:** +1-312-645-0115



**Hong Kong Showroom**  
**Location:** 2908 Two Chinachem Exchange Square, 338 King's Road, North Point, Hong Kong  
**Telephone:** +852-2898-9777



**Singapore Showroom**  
**Location:** 137 Cecil Street, #01-01/04 Hengda Building Singapore 069537  
**Telephone:** +65-6224-7995



**Bangkok Showroom**  
**Location:** 3199 Maleenont Tower 19th Floor, Rama4 Road, Klongton, Klongtoey, Bangkok 10110, Thailand  
**Telephone:** +66-2661-5474 ~79



**Jakarta Showroom**  
**Location:** MidPlaza-2 22nd Floor, JL Jenderal. Sudirman Kav 10-11, Jakarta Pusat 10220, Indonesia  
**Telephone:** +62-215723925



**Hanoi Showroom**  
**Location:** CP2.L.02, 19 Floor, Capital Place, No 29 Lieu Giai St., Ngoc Khanh Ward, Ba Dinh District, Hanoi  
**Telephone:** +84-24-7300-6879

## Museum

Okamura Chair Museum [Temporarily closed]

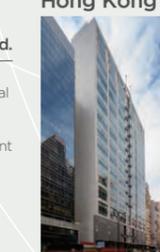


Chair exhibition room

# Global Network

Okamura's products are manufactured at domestic and overseas plants and shipped throughout the world using a comprehensive logistics network. We are working to improve quality and service while promoting close cooperation between our sales partners, domestic and international associates, and our headquarters and branch offices. This includes technical and sales partnerships with companies in over fifty countries.

## Overseas Bases

<p><b>North America</b></p> <p><b>Chicago</b>                  Chicago Branch</p> 	<p><b>Europe</b></p> <p><b>Rotterdam</b>                  Rotterdam Branch</p> 	<p><b>London</b>                  London Branch</p>
<p><b>Asia</b></p> <p><b>Shanghai</b>                  Okamura (China) Co., Ltd.                  Sales of office furniture, material handling system products, store display equipment in China                  Branch                  • Beijing                  • Chengdu</p> 	<p><b>Hong Kong</b>                  Okamura Salotto Hong Kong Limited                  Sales of office furniture in Hong Kong                  Branch                  • Shanghai                  • Philippines                  • Bangkok</p> 	<p><b>Singapore</b>                  Okamura International (Singapore) Pte Ltd                  Sales of office furniture and store display equipment in Singapore and nearby Southeast Asian countries                  Branch                  • Shanghai                  • Philippines                  • Bangkok</p> 
<p><b>Kuala Lumpur</b>                  Okamura International Malaysia Sdn. Bhd.                  Sales of office furniture and store display equipment in Malaysia</p> 	<p><b>Bangkok</b>                  Siam Okamura International Co., Ltd.                  Sales of office furniture and store display equipment in Thailand and nearby Southeast Asian countries                  Branch                  • Chonburi</p> 	<p><b>Jakarta</b>                  PT. Okamura Chitose Indonesia                  Sales of office furniture and store display equipment in Indonesia</p> 
		<p><b>Singapore</b>                  DB&amp;B Holdings Pte.Ltd                  Office design, interior design and construction in Singapore, China, and nearby Southeast Asian countries                  Branch                  • Shanghai                  • Philippines                  • Bangkok</p> 
		<p><b>Ho Chi Minh</b>                  Okamura International Vietnam Co., Ltd.                  Sales of office furniture and store display equipment in Vietnam                  Branch                  • Hanoi</p> 

## Overseas Partnerships

### Office Furniture

- Pro-Cord S.p.A., Italy  
Meeting chairs
- Wiesner-Hager, Austria  
Meeting tables / Chairs
- erlab D.F.S.S.A.S., France  
Green fume hoods
- LAMMHULTS MÖBEL AB, Sweden  
Meeting tables / Chairs

### Store Displays

- Visplay Co., Germany  
Display fixtures for stores

### Material Handling Systems

- AutoStore, Norway  
Robot storage systems
- OCS Overhead Conveyor System AB, Sweden  
Overhead conveyor systems
- RightHand Robotics Inc., USA  
Robot piece picking system
- FORTNA, USA  
Transportation and sorting equipment

# Towards a Sustainable Society

At the Okamura Group, our mission is to “contribute to society by creating environments where people can thrive with rich ideas and reliable quality.” To that end, we are mindful of the importance of social and environmental aspects of our business, as well as economic aspects. We hold the Sustainability Policies at the Okamura Group to be of utmost importance, while being committed to management that fulfills our social responsibility as a corporation. To realize our vision of a society where people can live to the fullest, we have set the following four themes and priority tasks while promoting our business activities: Creating environments where people can thrive, Pursuing employee engagement, Global environmental initiatives and Responsible corporate behavior.

For details on the Okamura Group's sustainability efforts, please see the Okamura Group Sustainability Report on our website.

Sustainability at the Okamura Group



## Creating environments where people can thrive

### Environmental initiatives in product development

The Okamura Group has set forth the idea of circular design based on the concept of a circular economy. Throughout the product life cycle, from product planning and design to procurement, manufacturing, sales, maintenance, reuse and recycling, we create products that use limited resources more effectively for longer and minimize waste, thereby reducing impact on the environment and contributing to a sustainable society.



Since 1997, Okamura has established environmental standards for its products based on the concept of the “Green Wave,” with which we create, and subsequently ride, a green (environmentally friendly) wave. We certify environmentally conscious products based on seven criteria, namely: “Resource saving,” “Use of recycled materials,” “Recycling ability,” “Reusability,” “Long service life,” “Safety and environmental protection” and “Energy conservation.” We certify products that meet these criteria as recommended products bearing the “Green Wave” and “Green Wave +” logo. By offering these products to our customers, we are helping to reduce the burden on the environment.



<https://www.okamura.co.jp/corporate/sustainability/greenwave/>

### Re:birth Project

At Okamura, we have our own “Re:birth” recycling infrastructure initiative for developing products through circular manufacturing. In the initiative, we collect and dismantle used Okamura products for use as part of the raw materials of new Okamura products. For example, we collect resin legs from used office chairs, and after sorting and crushing them, they are made into new recycled resin legs once more. This process is used for our Potam task seating circular model. By transforming the main materials used in furniture into new products we are helping to realize a circular economy.



## Research, study, information sharing and activities related to work styles and workplaces

In 1980, Okamura established a research institute to study and research work styles and workplaces. Working alongside researchers specializing in respective fields at universities and other institutions, we are exploring ways of working and workplaces that are forward thinking and dynamic. We share our research findings with society through academic conferences, research meetings, research pamphlets and online content. We also promote WORK MILL as a catalyst to change the way we work by envisioning newly envisioned working styles and workplaces together with our stakeholders. Based on an open co-creation process with diverse participants, we conduct activities including publishing web magazines, journals and booklets, and developing co-creation spaces.

### Co-creation Spaces



**Open Innovation Biotope “Sea”**  
Akasaka Intercity AIR 13th Floor, 1-8-1 Akasaka Minato-ku, Tokyo



**Open Innovation Biotope “Cue”**  
Dainagoya Bldg., 14th Floor, 3-28-12 Meieki, Nakamura-ku, Nagoya-shi, Aichi



**Open Innovation Biotope “bee”**  
Grand Front Osaka Tower-A, 21st Floor, 4-20 Ofuka-cho, Kita-ku, Osaka-shi, Osaka



**Open Innovation Biotope “Tie”**  
Meijiyasuda Watanabe Bldg., 2nd Floor, 1-3-3 Hakata-ekimae, Hakata-ku, Fukuoka-shi, Fukuoka



KNOWLEDGE - WORK DESIGN REVIEW 2022 (November 2022)



WORK MILL with Forbes JAPAN ISSUE 08 (July 2023)

## WORK MILL

<https://workmill.jp/>

## Products development with consideration to energy and labor savings in store environments

Traditionally, many refrigerated showcases that displayed frozen and refrigerated food products in supermarkets and drugstores did not have doors, but were instead open showcases that made access to the products easier. However, with an increased interest in energy saving within the retail industry in recent years, attributable to soaring energy bills, the demand for display cases with doors that give a better return on cooling efficiency is growing. At Okamura, we have developed “retrofit doors” that can be attached to existing open-type refrigerator showcases. Using retrofit doors reduces the refrigeration load by about 30% when compared to open showcases. The doors themselves are frameless, which ensures proper visibility of the products in the refrigerators and freezers for customers. Not only does this save energy and achieve uniform temperature inside the refrigerators and freezers, it also eliminates the need for night covers when stores are closed, contributing to labor savings.



## Solutions for warehouse automation and labor savings

As the required level of logistics services increases and the workforce population decreases, warehouse managers are increasingly required to automate processes and efficiency in warehouse operations. Moving and transporting roll box pallets is not only hard labor but also a frequent task, so automation is required. At Okamura, we developed Okamura Robot Vehicle (ORV), an autonomous mobile robot. ORV is powered by SLAM\* technology and AI. ORV automatically recognizes roll box pallets, moves to collect them, raises them up by grasping one side, then, while avoiding obstacles, transports them to their destinations. Since ORV can turn in a small radius and travel backwards, it can align roll box pallets even in small spaces, and it does not leave any gaps between roll box pallets and walls. Through automated transportation, ORV can reduce staff workloads at warehouse and improve productivity.

\*SLAM technology: Simultaneous Localization and Mapping, which can ascertain the surrounding area environment with sensors, create a surrounding area map and estimate unique position.

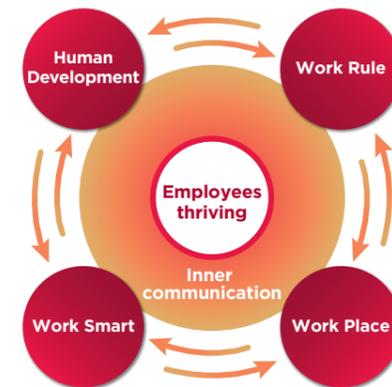


## From work style reform to pursuing employee engagement

Through “WiL-BE”, an initiative promoted to improve work styles since 2018, Okamura helps realize “Work in Life” for each individual and pursues and enhances job satisfaction. “Work in Life” refers to the concept that “Work” and “Life” are not two separate elements, but rather that “Life” has many facets, and “Work” is one of them. WiL-BE refers to a state in which each person acts independently so that “working” is a benefit to their life when considering the whole.

From April 2023, we are updating “WiL-BE” to “WiL-BE 2.0 Project for Improving Employee Engagement” Our message is, “realizing a society where people can thrive,” and Okamura is driving initiatives so that every employee can work and thrive while feeling fulfilled in their job.

Action map for WiL-BE 2.0 Project for Improving Employee Engagement



## Promoting diversity and inclusion (D&I)

The Okamura Group is striving to improve its hiring process and workplace environments based on its diversity and inclusion policy. Based on the concept of embracing diversity, we actively recruit human resources with respective attributes, values and ideas, striving to create environments where every employee can work comfortably and fully demonstrate his or her abilities. At the same time, we foster a corporate culture that flexibly responds to social and cultural diversity and environmental changes. Further, by respecting every individual and valuing equity, we strive to evolve from simply “D&I” to “DE&I” (Diversity, Equity and Inclusion).



## Health management

The Okamura Group considers health management as the foundation of “Work in Life.” Based on the Okamura Health Management Declaration and Health Management Policy, we have established a health management promotion system, encouraging health checkups and disease prevention measures, asking employees to take annual paid leave and promoting other measures to create a workplace that values employee health. We also provide health literacy education and information sharing to raise health awareness among employees, encouraging them to actively improve their own health.

Okamura was certified as a “White 500” company (large enterprise category) in the Health & Productivity Outstanding Entities Recognition Program for FY 2023. We have received this certification for six years running since FY2018.



## DX Learning Platform (DXLP) initiatives

We are leveraging the latest digital technology and bolstering our drive toward DX (digital transformation) in order to respond flexibly to diversifying needs, fast-changing work styles and social challenges within evolving work environments. We are working to drive DX forward based on our DX strategy aiming to improve customer experience value and operational efficiency. In May 2023, Okamura Group was recognized as a DX Certified Business Operator by the Ministry of Economy, Trade and Industry.

One of our current DX strategies, to cultivate DX human resources, is our DX Learning Platform (DXLP). This strategy recruits in-house participants who are interested in DX, and after studying digital technology and design approaches, introduces plans for new ventures and business improvements. Ideas that stand out will be presented to the president and executives, and some of them will be made into projects with the ultimate aim of putting them into actual practice. By educating human resources within the Okamura Group to be high in DX literacy across a wide range of areas, our aim is to create a culture that sparks DX ideas from within the workplace.

## Responding to climate change

In terms of Scope 1 and Scope 2 greenhouse gas emissions, the Okamura Group has set a target of a 50% reduction by 2030 when compared to 2020, and net zero by 2050. In terms of Scope 3 emissions, our target is a 25% reduction by 2030 when compared to 2020. To hit these targets, we are expanding our use of renewable energy, and we are also a member of RE100, an international initiative in which businesses seek to source their electricity needs from 100% renewable energy (since March 2022). At production sites, we are driving the switch to hydroelectric power generation and installing solar power generation equipment, as well as systematically introducing renewable energy while switching to energy-saving equipment. Based on the recommendations of the TCFD (Task Force on Climate-related Financial Disclosures), we intend to assess the impact of risks and opportunities attributable to climate change on management, and publish relevant information as appropriate, as well as reflect findings in our management strategy from a medium- to long-term perspective.



### The switch to renewable energy at offices, plants and distribution bases

#### <Switched to renewable energy generated by hydroelectric power plants>

- Oppama Plant (Kanagawa)
- Nakai Plant (Kanagawa)
- Tsurumi Plant (Kanagawa)
- Yokohama Distribution Center (Kanagawa)
- Takahata Plant (Yamagata)
- FujiSeiko Co., Ltd.

#### <Installed a solar power generation system for private consumption>

- Oppama Plant (Kanagawa)
- Osaka Distribution Center (Osaka)
- Gotemba Plant (Shizuoka)
- Kansai Okamura Corporation

## Participation in international initiatives

The Okamura Group participates in a number of initiatives related to the solving of environmental, social and economic issues.

We signed the United Nations Global Compact and were registered as a participating company in February 2020. This is an international initiative put forward by the UN which is focused on achieving a sustainable society. The Okamura Group also became a member of the Japan Climate Initiative in December 2019. This is a network for bolstering information dissemination and the exchange of views among companies, local governments, NGOs and more that are actively working on countermeasures against climate change. We also joined the Japan Climate Leaders Partnership (JCLP) at the same time as joining RE100 (March 2022). The JCLP is a corporate group focused on achieving a sustainable decarbonized society.



## Responsible corporate behavior

## A global company trusted and appreciated by society

In order to carry out responsible corporate behavior based on Okamura’s Corporate Philosophy through the five principles of innovative creation, cooperation, being cost conscious, saving for future and social responsibility, we conduct ourselves according to the “Basic Policy” founded on these principles. To this end, the Okamura Group also strives to thoroughly implement our “Code of Conduct” for all employees. We consider strengthening corporate governance to be one of our most important management issues, and we seek to maximize corporate value by optimizing the Group’s management structure and working to strengthen relationships with all stakeholders. Through participation in social and environmental activities alongside local communities, we continue to expand our dialogue and exchange with society. Okamura also contributes to building a sustainable society by utilizing experience and expertise accumulated through our business activities, developing human resources and creating environments and providing information that helps solve social issues.

## Major accreditations / Awards



## Corporate Data

Company Name	OKAMURA CORPORATION	
Registered Office	2-7-18, Kitasaiwai, Nishi-ku, Yokohama-shi, Kanagawa 220-0004, Japan	
Head Office	Tenri Bldg. 19F, 1-4-1, Kitasaiwai, Nishi-ku, Yokohama-shi, Kanagawa 220-0004, Japan Telephone: +81-45-319-3401	
Foundation	October 1945	
Paid-in Capital	¥18,670 million	
Number of Employees (non-consolidated)	3,844 (as of March 31, 2023)	
Number of Employees (consolidated)	5,492 (as of March 31, 2023)	
Business Activities	Manufacture and sale of steel furniture Manufacture and sale of industrial machinery and other equipment Contracting of metal fitting installation work Auxiliary works, design, manufacture and sale related to the construction industry Manufacture and sales of display fixtures and other equipment Auxiliary construction, design and sale of security systems Design, manufacture and sales of medical equipment and other machinery and equipment Provision of information on improvement of office environments and improvement of office / production efficiency; manufacture and sale of related equipment	
Affiliated Banks	MUFG Bank / The Bank of Yokohama / Mizuho Bank / Other bank branches where Okamura has company branches	
Stock Information	Number of shareholders	7,290 (as of March 31, 2023)
	Number of shares of common stock issued	100,621,021
	Fiscal year end	March 31

## Directors and Auditors

Representative Director, President and CEO	Masayuki Nakamura	
Director and Senior Managing Executive Officer	Naoki Kono	Senior General Manager, Office Furniture Division
Director and Managing Executive Officers	Kenichi Yamaki	Corporate Functional Officer
	Ken Inoue	Senior General Manager, Store Displays Division
	Kazumi Arakawa	Senior General Manager, Production Division
Director and Executive Officer	Sakae Fukuda	Chief Financial Officer
Outside Directors	Hiroyoshi Ito	External Auditor of Keystone Partners Co., Ltd.
	Mari Kano	Specially Appointed Professor, Center for University-wide Education of Showa Women's University
	Tsutomu Kamijo	Senior Advisor of Sapporo Holdings, Ltd.
	Misako Kikuchi	Full-time Auditor of St. Luke's International University
	Nobuko Mizumoto	External Director of Tokuyama Corporation
	Hitoshige Tambo	
Corporate Auditors	Noriyuki Nagai	
	Keiichi Hagiwara	
Outside Auditors	Yuichi Suzuki	Lawyer
	Keiko Kishigami	Certified public accountant

## Executive Officers

Managing Executive Officer	Yoshikazu Sato	Chief HR Officer
Senior Executive Officers	Makoto Tajiri	Senior General Manager, Material Handling Systems Division
	Hiroshi Makino	Senior General Manager, Telecom Sales Division, Office Furniture Sales Division, Office Furniture Division
	Shinji Sakatoku	Senior General Manager, Retail Solutions Division, Store Displays Division
	Yoshihito Ohno	Senior General Manager, International Sales & Marketing Division
Executive Officers	Takefumi Kondo	General Manager, Life Science Division, Office Furniture Sales Division, Office Furniture Division
	Harunori Sato	Senior General Manager, Tokyo Regional Sales Office, Office Furniture Sales Division, Office Furniture Division
	Shinji Ariyoshi	General Manager, Kansai Regional Sales Office, Office Furniture Sales Division, Office Furniture Division
	Iku Teranishi	Senior General Manager, Tokyo Regional Sales Office, Store Displays Sales Division, Store Displays Division
	Tatsuya Kato	General Manager, Plant Department II, Production Division
	Hiroyuki Hishinuma	General Manager, Plant Department I, Production Division
	Hiroyuki Sanada	Senior General Manager, Marketing Division, Office Furniture Division

## Subsidiaries and Associates (other: 21, total: 42)

Japan	
Okamura Support and Service Corporation	Installation, maintenance and after-sales service for all Okamura products
FM Solution Corporation	Office consulting and related business centering on facility management
Hill International Inc.	Importation and sale of high-end furniture and interior goods from Europe and North America
Td Japan Ltd.	Importation and sale of dealing desks and monitor arms
SEC Co., Ltd.	Construction, maintenance and repairs for the store display business
Kansai Okamura Corporation	Production of desk systems and storage cabinets
NS Okamura Corporation	Production of desk systems and material handling system products
Sanyo Okamura Corporation	Production of desk systems and store display equipment
FujiSeiko Co., Ltd.	Production and sales of automatic safe deposit vaults and office security systems
Sunahata Co., Ltd.	Production of store display equipment
Okamura Business Support Corporation	Life and non-life insurance agency business, welfare services for the Okamura Group

Overseas	
Okamura International (Singapore) Pte., Ltd.	Sales of office furniture and store display equipment in Singapore and nearby Southeast Asian countries
Okamura (China) Co., Ltd.	Sales of office furniture, material handling system products, store display equipment in China
Okamura Salotto Hong Kong Limited	Sales of office furniture in Hong Kong
Hangzhou Okamura Transmission Co., Ltd.	Production of transmission devices in China
PT. Okamura Chitose Indonesia	Sales of office furniture and store display equipment in Indonesia
Siam Okamura Steel Co., Ltd.	Production of office furniture, store display equipment for Thailand and nearby Southeast Asian countries
Siam Okamura International Co., Ltd.	Sales of office furniture and store display equipment in Thailand and nearby Southeast Asian countries
Okamura International Malaysia Sdn. Bhd.	Sales of office furniture and store display equipment in Malaysia
Okamura International Vietnam Co., Ltd.	Sales of office furniture and store display equipment in Vietnam
DB&B Holdings Pte.Ltd	Office design, interior design and construction in Singapore, China, and nearby Southeast Asian countries

Financial Information (Consolidated)

Operating Results (Annual)		2018	2019	2020	2021	2022
Net sales	(millions of yen)	247,925	253,170	244,454	261,175	277,015
Gross profit	(millions of yen)	78,924	81,748	80,113	83,587	89,005
Selling, general and administrative expenses	(millions of yen)	66,506	68,357	65,937	67,614	71,632
Operating income	(millions of yen)	12,418	13,391	14,175	15,972	17,372
Ordinary income	(millions of yen)	13,677	14,712	15,377	17,491	18,924
Profit attributable to owners of parent	(millions of yen)	10,234	9,851	11,971	14,992	15,906

Financial Position (Fiscal year end)

Total assets	(millions of yen)	229,276	236,327	245,473	245,372	252,914
Total net assets	(millions of yen)	130,403	135,497	139,776	144,121	152,702

Cash Flows

Net cash provided by (used in) operating activities	(millions of yen)	9,464	14,501	26,921	5,328	13,491
Net cash provided by (used in) investing activities	(millions of yen)	△5,436	△5,661	△833	△2,264	△6,660
Net cash provided by (used in) financing activities	(millions of yen)	△3,860	△4,388	△13,073	△8,601	△9,485
Cash and cash equivalents at the end of the fiscal year	(millions of yen)	26,133	31,497	44,419	39,186	36,999
Borrowings and corporate bonds at the end of the fiscal year	(millions of yen)	22,530	22,140	21,721	21,594	21,159

Per Share Data

Profit per share	(Yen)	92.92	89.44	112.51	151.26	163.15
Net assets per share	(Yen)	1,179.63	1,219.18	1,381.61	1,459.34	1,592.79
Cash Dividends per share	(Yen)	28.00	32.00	32.00	40.00	55.00

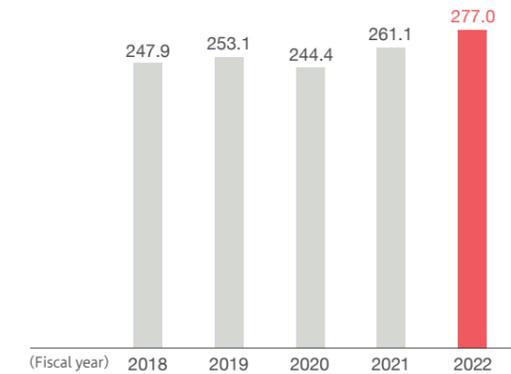
Financial Indicators

Operating income to net sales	(%)	5.0	5.3	5.8	6.1	6.3
Return on equity	(%)	8.0	7.5	8.8	10.7	10.8
Ordinary income to total assets	(%)	5.9	6.3	6.4	7.1	7.6
Equity ratio	(%)	56.7	56.8	56.5	58.1	59.6

(Notes) 1. The "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020) and other standards are applied from the beginning of the 87th fiscal period (FY2021), and the key management indicators, etc. for the 87th fiscal period are those after the application of the relevant accounting standards.  
2. Figures are rounded down to the indicated unit.

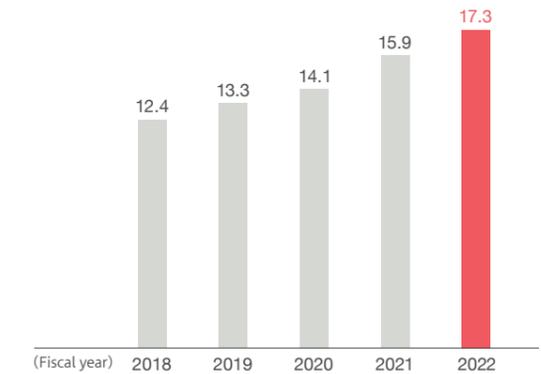
Net sales

(¥ billion)



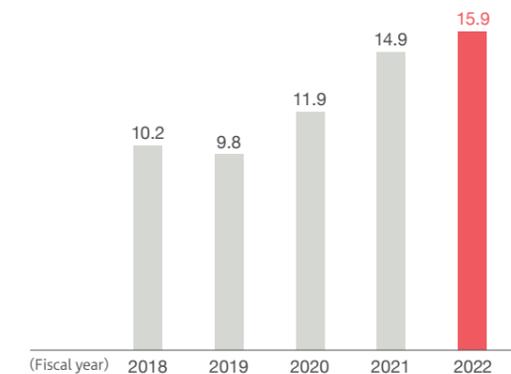
Operating income

(¥ billion)



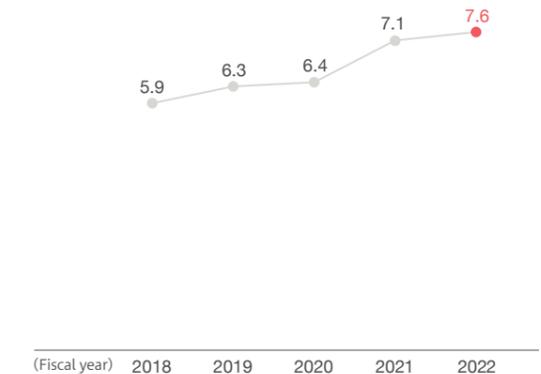
Profit attributable to owners of parent

(¥ billion)



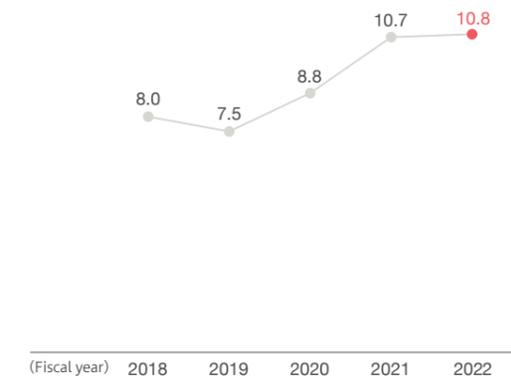
Ordinary income to total assets

(%)



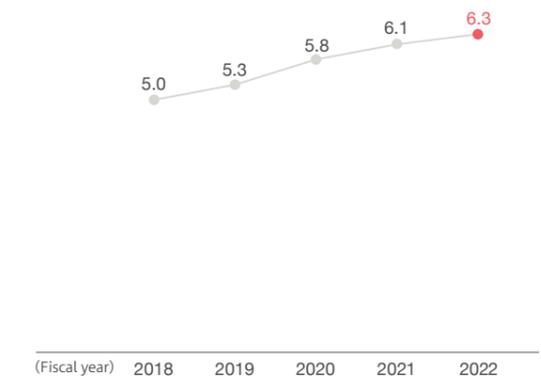
Return on equity

(%)



Operating income to net sales

(%)



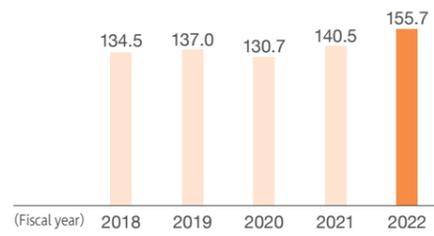
## Segment Information

### Net sales composition

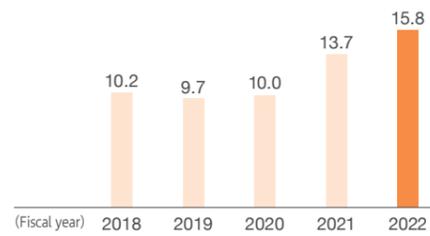
#### Office Furniture



### Net sales (¥ billion)



### Operating income (¥ billion)

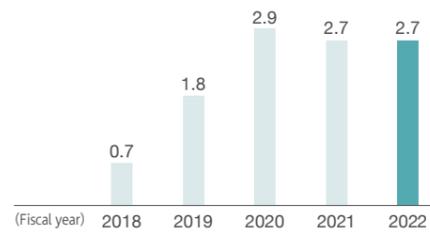
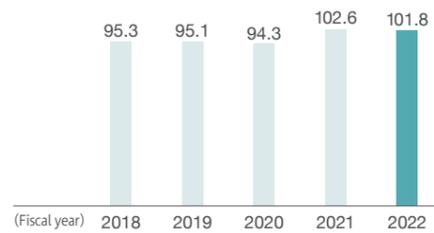


### Breakdown

▶ In the Office Furniture business, it has become a key management issue for many companies, regardless of industry sector or scope, to structure offices that are compatible with new working styles, and demand for office refurbishment was vigorous. Under these conditions, Okamura Corporation (the "Company") endeavored to capture demand through sales proposals for new working styles compatible with hybrid working and the digital age, supporting these proposals with an enhanced lineup of new

products that embrace working style changes. Results were boosted by an increase in overseas sales resulting from the acquisition of DB&B Holdings Pte. Ltd., and the segment achieved its highest-ever levels of both net sales and profit. As a result, segment net sales amounted to 155,760 million yen (up 10.8% year-over-year) and segment profit was 15,885 million yen (up 15.3% year-over-year).

#### Store Displays

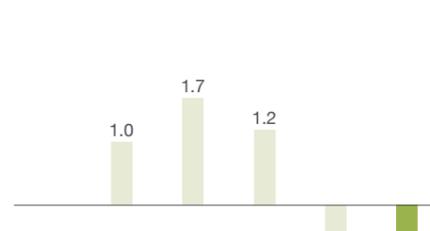
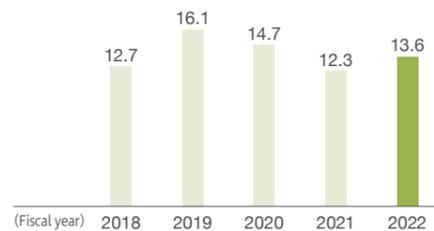


▶ In the Store Displays business, refurbishment demand was robust, primarily from supermarkets, drugstores, and other retailers, the Company's main customers. Under these conditions, the Company worked to capture demand through proposals leveraging its overall strength. This includes its extensive product lineup featuring display fixtures, refrigerated showcases and other products, as well as a total support framework for store creation, including services such as store design and construction

management. The soaring prices of materials and parts had a significant impact, but the Company worked to reduce production and logistics costs, while its efforts to pass on price rises gradually gained traction during the second half. Net sales and profit were both little changed from the previous fiscal year.

As a result, segment net sales amounted to 101,842 million yen (down 0.8% year-over-year) and segment profit was 2,721 million yen (down 0.7% year-over-year).

#### Material Handling Systems



▶ In the Material Handling Systems business, demand for personnel savings and labor savings was strong against the backdrop of the decline in the working population and soaring electricity prices. Demand for automated warehousing equipment remained at a high level, mainly for large-scale logistics facilities. Under these conditions, the Company engaged in proactive proposal activities making maximum use of the strength of its superior products. Recent orders received increased robustly

and net sales rose year-over-year. However, profit declined due to the soaring prices of materials and parts.

As a result, segment net sales amounted to 13,624 million yen (up 10.2% year-over-year) and segment loss was 1,196 million yen (compared to segment loss of 590 million yen in the previous fiscal year).

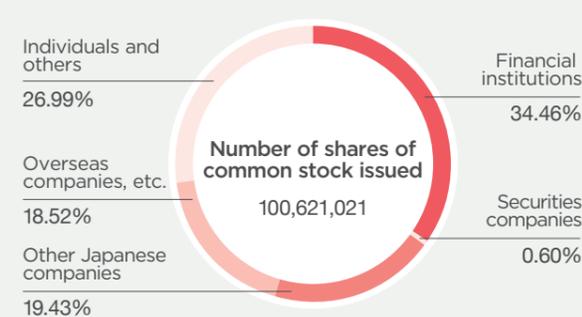
(Note) Figures are rounded down to the nearest 100 million yen.

## Stock Information (As of March 31, 2023)

### Share Information

Number of shares of common stock authorized	400,000,000
Number of shares of common stock issued	100,621,021
Trading units (shares)	100
Number of shareholders	7,290

### Stock Distribution Status by Owner

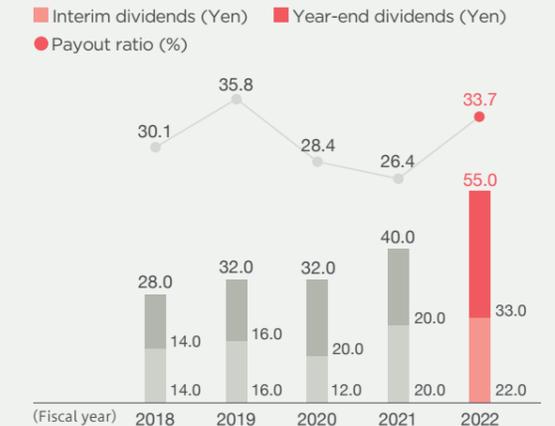


### Major shareholders

Shareholder	(thousand shares)	(%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	11,020	11.62
Okamura Group Employees Stock Ownership Plan	5,813	6.13
Custody Bank of Japan, Ltd. (Trust Account)	5,582	5.89
Nippon Steel Corporation	5,313	5.60
Meiji Yasuda Life Insurance Company	4,892	5.16
MUFG Bank, Ltd.	4,350	4.59
Okamura Cooperation Companies Stock Ownership Plan	3,789	4.00
Mitsui Sumitomo Insurance Company, Limited	3,036	3.20
The Bank of Yokohama, Ltd.	2,853	3.01
Okamura Dealer Kyo-ei-Kai	1,700	1.79

(Notes) 1. The number of shares held is rounded down to the nearest thousand.  
2. The holding ratio excludes 5,783,091 shares of treasury stock held by the Company.

### Cash dividends per share / Payout ratio



**Okamura**

**OKAMURA CORPORATION**

International Sales & Marketing Div.

[www.okamura.com](http://www.okamura.com)