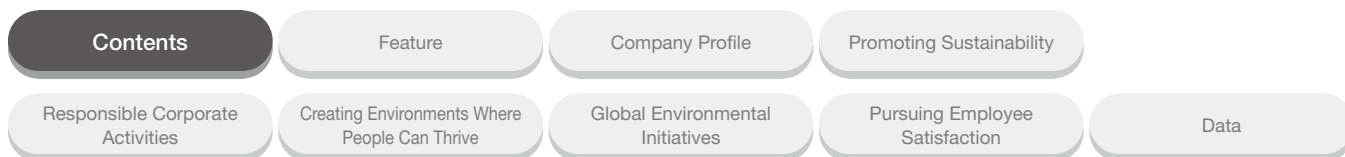




The Okamura Group
Sustainability Report
2021-2022

okamura



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Feature 1 Responding to Climate Change

The Okamura Group's Actions Toward Carbon Neutrality

We recognize the importance of the role of companies in responding to climate change amid growing interest concerning global warming, and thus, in June 2021, the Okamura Group set out to achieve carbon neutrality. We announced that we will aim to achieve virtually zero CO₂ emissions by 2050. To achieve this goal, we will develop effective initiatives in various aspects of our business activities.

Aiming for virtually zero CO₂ emissions by 2050

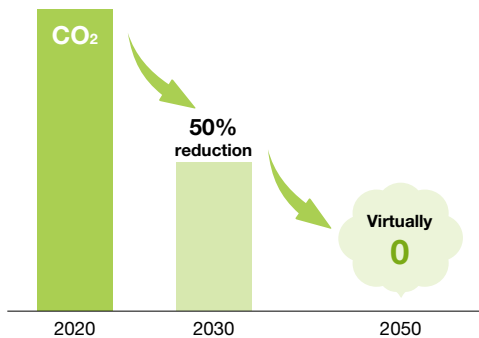
The Okamura Group aims to achieve carbon neutrality by 2050. As a milestone, we have set a goal of a 50% reduction in CO₂ emissions in 2030 compared to 2020.

This is a target value that is in accordance with science-based targets (SBT), which are intended to reduce CO₂ emissions in conformity with a level that controls the global temperature increase to 1.5 degrees Celsius since the industrial revolution, as required by the Paris Agreement.

We have identified “responding to climate change,” as a priority issue in global environmental initiatives, one of the Group’s four

sustainability priority issue areas, and we are promoting measures to combat global warming not only at each stage of our business activities but also in our supply chain. We are also working to reduce greenhouse gas emissions from the perspective of an effective use of resources and providing environmentally conscious products and services throughout the product life cycle. To achieve carbon neutrality, we will further strengthen our existing activities and develop initiatives from a new perspective to contribute to the realization of a decarbonized society.

Target values for greenhouse gases



New initiatives to realize carbon neutrality

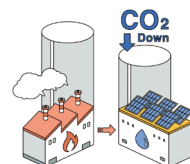
As a new initiative, the Okamura Group switched the source of electricity in each region to renewable energy (hydroelectric power generation) in April 2021.

- Four locations in Kanagawa Prefecture (Oppama Plant, Nakai Plant, Tsurumi Plant, Yokohama Distribution Center): Reduction of roughly 7,000 tons of CO₂
- Takahata Plant in Yamagata Prefecture: Reduction of roughly 1,900 tons of CO₂

The CO₂ reduction effect of this is about 8,900 tons per year, equivalent to 23% of greenhouse gas emissions in fiscal 2019. (See p. 81 for details)

Furthermore, we will actively promote the following initiatives in the future.

- Introduction of renewable energy
 - Installation of solar power generation equipment for self-consumption at production locations
 - Switching to electricity derived from renewable energy for electricity contracts
- Switching to energy-saving equipment
 - Switching to LED indoor and outdoor lighting for plants, offices, warehouses, etc.
- Switching equipment and company cars to electric
 - Switching production equipment to run on electricity
 - Switching company cars to EVs and HVs



Introduction of renewable energy



Switching to energy-saving equipment



Switching equipment and company cars to electric



Endorsement of Task Force on Climate-related Financial Disclosures (TCFD) recommendations and information disclosure

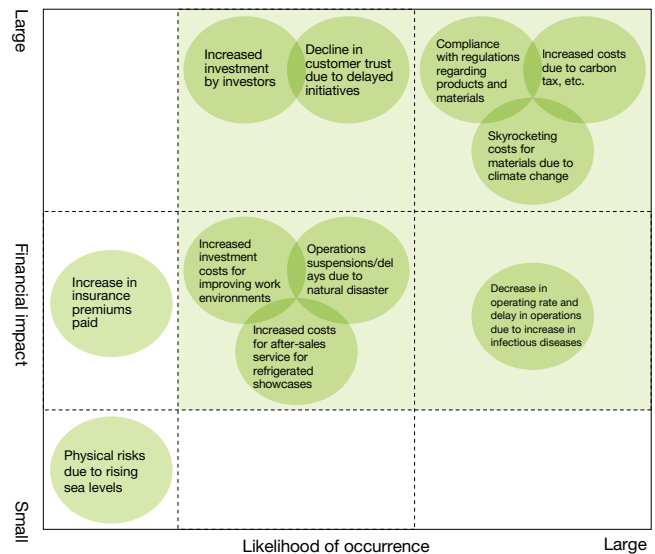
In April 2021, Okamura endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), and disclosed the relevant information in June 2021.

The task force recommends that companies and organizations assess the financial impact of climate change risks and opportunities on management and disclose information on the recommended items: governance, strategy, risk management, and metrics and targets

Using the year 2030 as a target year upon which to base calculations, the Okamura Group identified climate-related risks using “likelihood of occurrence” and “financial impact” as the axis. It then conducts scenario analyses to assess the financial and business impact under different scenarios (temperature increase of less than 2°C and increase of 4°C), as well as to assess the resilience of our strategy to climate-related risks and opportunities. As a result of the scenario analyses, while there are risks such as increased costs due to the impact of policies, regulations, and raw material markets, there are also opportunities such as reduced costs through improved resource use efficiency, as well as increased customer demand and sales of products and services that contribute to climate change mitigation and adaptation. These risks and opportunities are discussed by the Sustainability Committee and reported to the Board of Directors on a regular basis for management and supervision.

We will incorporate financial impact assessments based on the TCFD recommendations into our management strategies from a mid- to long-term perspective, actively promote activities aimed at mitigating and adapting to climate change, and work to enhance the disclosure of climate-related information.

Climate-related risks for the Okamura Group



Business/financial impact assessment

- Large: Impact on business strategy or financial impact is expected to be significant
- Medium: Impact on business strategy or financial impact is expected to be moderate
- Small: Impact on business strategy or financial impact is expected to be minimal

Expected financial impact in 2030 and Okamura Group's response and resilience

Category		Content	Business/financial impact		Current company response policy	
			Less than 2°C	4°C		
Risks	Transition risks	Policies/regulations	Increased costs due to the introduction of regulations such as a carbon tax	Medium	Small	Monitoring of carbon price policy trends, promote the use of decarbonized and low-carbon energy
			Compliance with regulations regarding products and materials	Large	Medium	Monitoring of trends in environmental regulations
		Technology	Procurement risk and cost increase as a result of switching to environmentally friendly raw materials and materials	Large	Medium	Stable procurement due to multiple suppliers and procurement at a reasonable price
	Markets	Increased procurement costs due to soaring steel materials and aluminum prices	Large	Medium	Monitoring of market trends for raw material manufacturers and industries	
	Reputation	[1] Decline in customer trust due to delayed initiatives [2] Increased investment by investors	Large	Medium	Set CO ₂ emission reduction targets in line with long-term environmental goals and clarify that they will be addressed as a business strategy.	
	Physical risks	Acute	Damage to and suspension of operations of production and sales locations due to natural disasters, and delays in procurement due to paralyzed logistics	Small	Medium	Formulation and strengthening of business continuity plan
Chronic		[1] Increased investment costs for improving the work environment (e.g., measures against heat stroke)	Small	Large	Improve the work environment and promote work style reform; maintain operations by early detection and prevention of defects through remote monitoring of sales products	
		[2] Decreased operation rates and procurement delays due to increased infectious diseases [3] Increased costs for after-sales service for refrigerated showcases	Small	Large		
Opportunities	Resource efficiency	Recycling of raw materials	Large	Medium	Contributing to the realization of a circular economy through closed recycling	
		Cost reduction through efficient transportation	No calculation	No calculation	Implement efficient transportation by maintaining an appropriate level of inventory	
	Energy sources	Reduce fossil energy risks	Large	Medium	Switch to renewable energy and introduce solar power generation equipment for self-consumption	
		Appeal to customers by increasing the rate of renewable energy (improve corporate reputation)	Large	Medium	Increase sales from proposals for products and ancillary services that lead to climate change mitigation/adaptation	
Products and services	Expand sales of products for climate change mitigation and adaptation	Large	Large	Increase sales through development of products and services to address climate change and through development of new markets		

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Feature 2 Our COVID-19 Response

In-house Initiatives and Support for Society

With the prolonged effects of the spread of COVID-19, the Okamura Group has been implementing measures to ensure safety and prevent infection in accordance with the policies of the national and local governments. In addition, in anticipation of the new normal, we are helping companies and schools respond to this issue by providing products and information, and contributing to the development of a safe living and working environment.

Initiatives to ensure the safety of employees

Use of work from home systems and accommodating flexible work arrangements

The Okamura Group is working to reduce the risk of infection and ensure the safety of employees and their families by implementing thorough infection control measures at each plant, using work from home and flextime systems, using remote conference systems, prohibiting overseas business trips, and refraining from domestic business trips where at all possible. (See p. 35, 138 for details)

Health support for employees

Through a mental health survey on the health status, mental stress, and anxiety of employees who work from home, we are working to understand the mental and physical impact of the change in work style and link it to health management.

(See p. 132 for details)

In addition, in order to reduce the risk of infection, we are now able to conduct previously face-to-face interviews with occupational physicians online from plants and homes (as of April 2021, 80 to 90% are conducted online).



(See p. 135 for details)

Time for catch-ups and chats

Since April 2020, the Human Resource Development Department has been offering online “chat time” two to three times a month. In particular, time to chat freely about anything and everything among team members has helped to encourage communication among and enhance employee relationships, something which has been difficult to maintain during the pandemic. (See p. 134 for details)



Increased flexibility through online training

In fiscal 2020, as a countermeasure against the spread of COVID-19, the Okamura Group made training and other programs available online, expanding opportunities for employees to learn in their offices or at home. Through utilizing this experience, we will continue to enhance our human resource development initiatives by adopting various forms and methods of training that can accommodate a wide variety of situations. (See p. 123 for details)

Communicating with the hearing impaired

The use of masks to prevent the spread of COVID-19 has made it difficult for employees with hearing impairments to communicate through lip-reading. In response to this situation, we provide support to maintain an environment that is easy to work in that does not hinder communication based on the needs of the individual.

(See p. 121 for details)

Hands-on training on a large screen

At the Afan Forest in Shinano-machi, Nagano Prefecture, we have been conducting hands-on training for our employees, including forest care. As we were unable to visit the site in person in fiscal 2020 due to the pandemic, instead, we have been working to raise the environmental awareness of our employees by showing them videos on both the training at the Afan Forest and on our tree-related initiatives.

(See p. 102 for details)



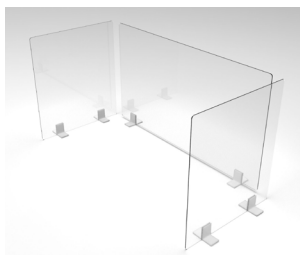
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Initiatives for society and communicating information

Improvement of the environment for infection control and support for telework

Launch of panels to prevent the spread of droplets

Okamura launched the “Desktop Partition Panel to Prevent the Spread of Droplets” in May 2020, which can be placed on a desk or table to create a physical barrier on the front and sides. Many companies have found it useful to prevent infection. (See p. 55 for details)



Donation of panels to prevent the spread of droplets to elementary schools

The employees wanted to do something for the children in the local community, and so we began making panels to prevent the spread of droplets that would be suitable for schools. We trialed this initiative at Okamura Elementary School in Okamura, Isogo-ku, Yokohama, where Okamura was founded, and we donated both cardboard and resin panels. The panels were used in the library and the home economics classroom and we received a letter of appreciation from the Yokohama Board of Education. (See p. 55 for details)



Using the environment to support working from home

In December 2020, Okamura launched VIVANT, a compact and functional support tool for working from home. For corporate customers, we also offer a program that allows their employees to purchase furniture for working from home. Through these products and services, we are supporting companies in their response to changes in work style as a result of the COVID-19 pandemic. (See p. 55 for details)



Providing a space that can be used for telework and online job interviews

With the COVID-19 pandemic leading to the spread of telework and other remote methods of work and communication, job interviews are increasingly being conducted online. However, some people say that they cannot concentrate on interviews in their home environment. In response, Okamura, in collaboration with other companies, opened the “Telecube Web Conferencing Center” for a limited time and provided a space for these needs. In addition, Reitaku University installed five private booths with internet capabilities as part of renovating their career center. (See p. 65 for details)



Communicating information about the new normal to society

Publication of reports and research results

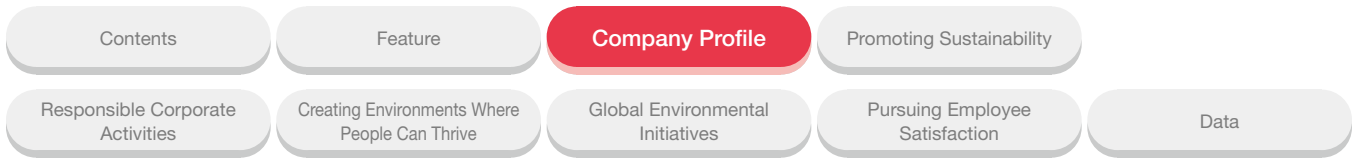
With the aim of supporting initiatives in offices, Okamura has published a variety of reports and survey results on remote work on its website as a guide for considering the changing work styles and workplaces due to the spread of COVID-19. (See p. 66 for details)



WORK MILL activities and communicating information

Okamura is promoting WORK MILL, an initiative to change how we work, through envisioning work styles and workplaces with various stakeholders. We communicate the information from data, surveys, and research results we have accumulated by publishing articles in online magazines and business journals. We link this to how people view, think about, and take action toward the new normal of tomorrow's society. (See p. 67 for details)





Preparing This Report

The Okamura Group aims to become a company trusted and appreciated by society. By fulfilling our corporate social responsibilities through our business activities, not only do we communicate to a wide range of stakeholders our approach to solving social issues, this report also serves as a communication tool to tie the opinions we hear from customers to improvements.

When preparing this report, we created a chapter for each of the four policy areas in the Okamura Group Sustainability Policies and strove to report on the status of our activities in each of these fields in an easy to understand manner.

We also emphasize the philosophy of the sustainable development goals (SDGs) adopted at the UN Summit, and we have included the SDGs logos with initiatives that contribute to each goal.

We hope that this report will deepen your understanding of our efforts to promote sustainability at the Okamura Group.

Report summary

Report scope

The Okamura Group consists of 33 companies, and this report primarily covers Okamura Corporation and its 24 subsidiaries and associates.

*See P. 143 for report scope

Report period

Fiscal 2020 (April 2020—March 2021)

*Details from April 2021 and after are included in the information on our vision and some activities.

Reference guidelines

- GRI “Sustainability Reporting Guidelines (Standard)”
- “Guidance on Social Responsibility; (ISO26000:2010)” (International Organization for Standardization)
- “Environmental Reporting Guidelines 2018” (Ministry of the Environment)

Notations used in this report

Okamura

The Okamura Corporation or the Okamura brand

Okamura Group

The Okamura Corporation as well as its subsidiaries and associates

Third-party audit

Environmental performance data have undergone third-party audits continuously since fiscal 2000.

For fiscal 2020, the third-party audit was conducted by Bureau Veritas Japan Co., Ltd.

Indicators subject to audit were as follows.

- Total energy input, emissions of CO₂ from energy sources (→P. 80, 151-155)
- Volume of wastes and emissions, volume of recycled materials, final disposal volume (→P. 84, 151-155)
- Water resource input, total wastewater output, BOD/COD emissions volume (→P. 84, 151-155)
- Volume of handled substances targeted by PRTR and volume transferred (→P. 89, 151-155)
- NOx and SOx emissions volume (→P. 151-155)

Published

July 2021 (Previous report: July 2020)

Next report: Planned for July 2022 (this report is published each year as an annual report) (Japanese version)

This report is published each year as an annual report. The English version was published in December 2021 and is a translation of the Japanese version that was published in July 2021.

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Okamura Profile

Okamura Corporation Corporate Data

Company Name	Okamura Corporation (OKAMURA CORPORATION)
Head Office	Tenri Bldg. 19F, 1-4-1, Kitasaiwai, Nishi-ku, Yokohama, Kanagawa
Foundation	October 1945
Paid-in Capital	¥18,670 million (as of March 31, 2021)
Number of Employees	3,834 (as of March 31, 2021)

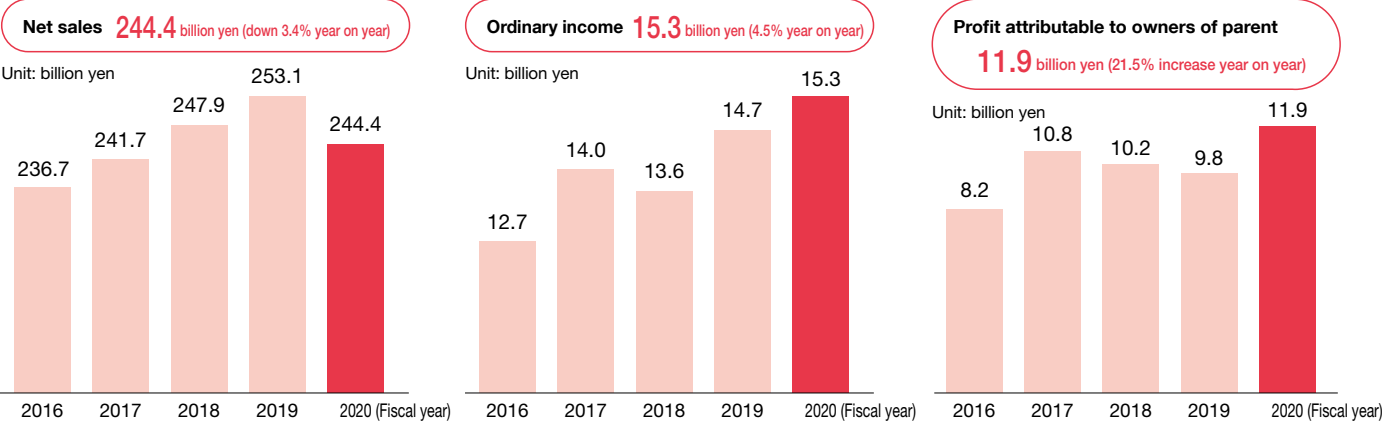
Business Activities	Manufacture and sale of steel furniture Manufacture and sale of industrial machinery and other equipment Undertaking of metal fitting installation work Auxiliary works, design, manufacture and sales related to the construction industry Manufacture and sale of display fixtures and 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 sales of related equipment
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For more information on the corporate overview, please visit the link below.
[▶ https://www.okamura.co.jp/company/outline/index.html](https://www.okamura.co.jp/company/outline/index.html)

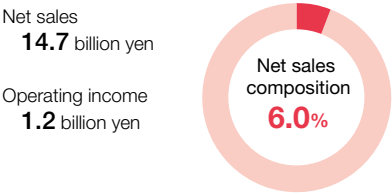
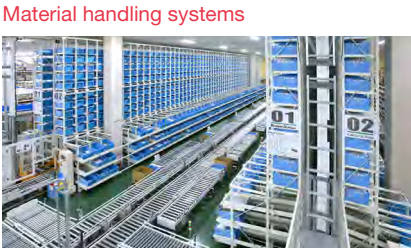
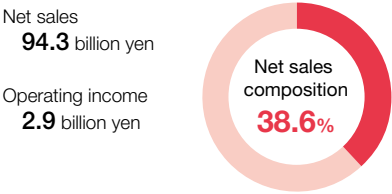
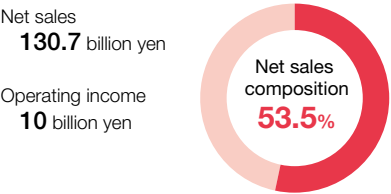
Introduction to Okamura's main businesses
[▶ https://www.okamura.co.jp/company/business/index.html](https://www.okamura.co.jp/company/business/index.html)

List of Okamura subsidiaries and associate companies in Japan and overseas
[▶ https://www.okamura.co.jp/company/outline/group.html](https://www.okamura.co.jp/company/outline/group.html)

Financial Highlights (Consolidated)



Highlights by Segment



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Message from the CEO

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

At Okamura Corporation, since our establishment we have provided society with high-quality products and services that precisely address our customers' needs. In line with Okamura's mission—"Contribute to society by creating environments where people can thrive with rich ideas and reliable quality"—we will continue to propel global expansion through a transformation into a total solutions company, enhancing our corporate value and contributing to solving issues facing society.

Amidst changes in our social environment, including the ongoing decrease in the working population, spread of work style reforms and progress of digital technology, we have set targets for five years' time and formulated a Midterm Management Plan for the three-year period from March 2021 to March 2023, in our efforts to achieve these targets. We will push structural reforms to develop products and services that anticipate changes in social and market requirements, promote and achieve the establishment of new business models and ensure that our current operational systems can meet future changes.

Also, due to the effects of the coronavirus pandemic, we will further strengthen our ability to propose solutions and supply products in response to changes in the distribution industry and evolving office layouts.

With the pursuit of new values that aim to realize a sustainable society, we believe that allowing each individual to thrive will lead

to solutions of social issues. In July 2021, we partially revised our existing management philosophy and reintroduced it as the Okamura Way.

Under the "Health Management Declaration," the Okamura Group strives to create a workplace that considers the health and safety of its employees. Based on our Diversity and Inclusion Policy, we aim to create an environment that respects the diversity of each individual, where employees feel like their work is rewarding, cooperate with one another, and can grow as an individual. We will contribute to the realization of a society in which all people can work and live with vitality and smiles.

In order to fulfill our mission, we have identified sustainability priority issues from the following four perspectives: 1) Creating environments where people can thrive, 2) Pursuing employee satisfaction, 3) Global environmental initiatives and 4) Responsible corporate activities. We have created key performance indicators (KPIs) for these issues and continue to promote our efforts towards them. Climate change is a particularly urgent issue, and we have positioned it as a strategic management issue that will also lead to business opportunities, and we will actively and systematically promote initiatives relating to this issue.

Okamura will strive to contribute to society and continuously improve our corporate value, aiming to be a trusted leading company.

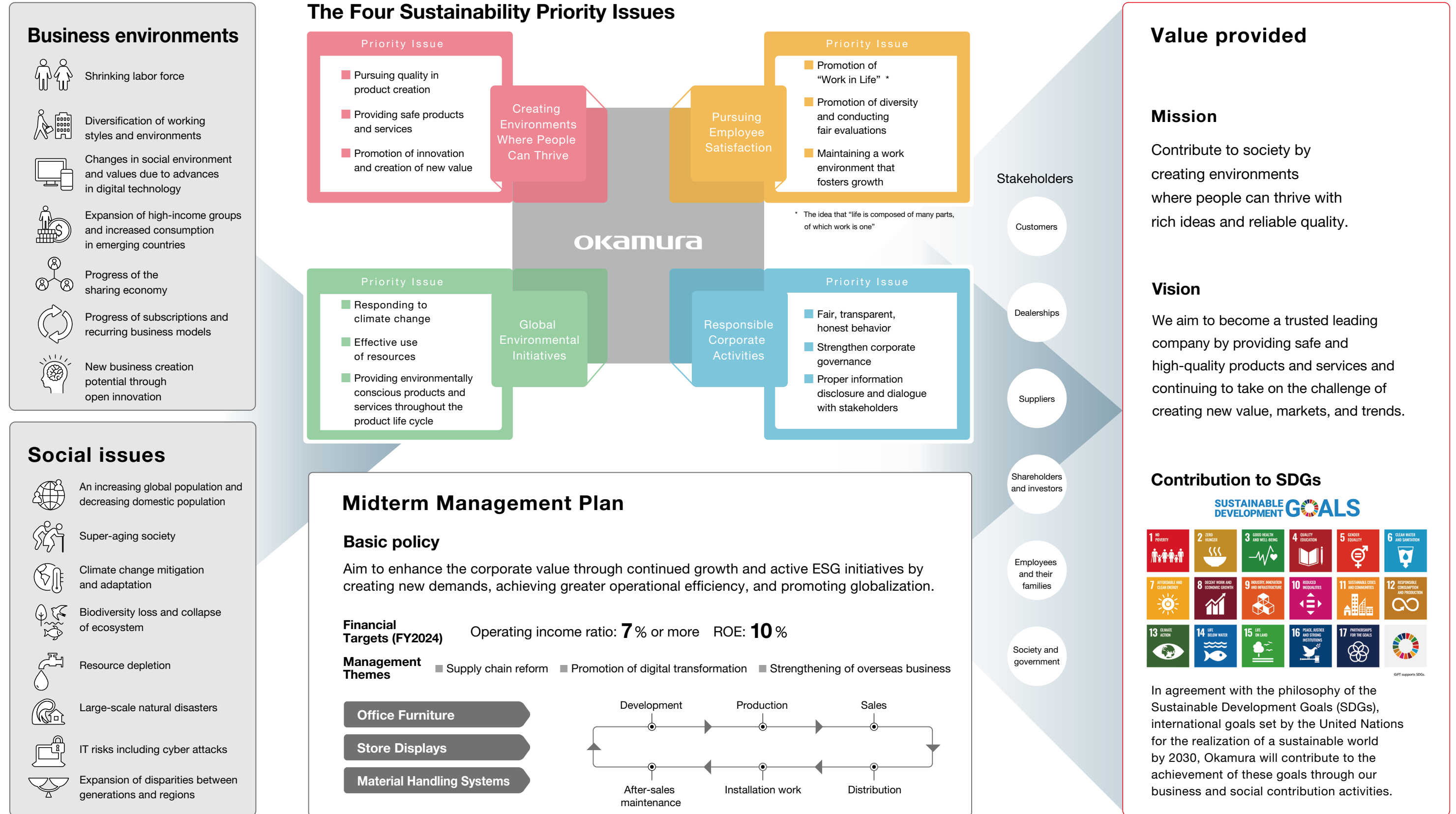
We look forward to your continued support and encouragement.

Representative Director, President and CEO



The Okamura Group's Value Creation Story

We will continue to create new value in order to fulfill its mission.



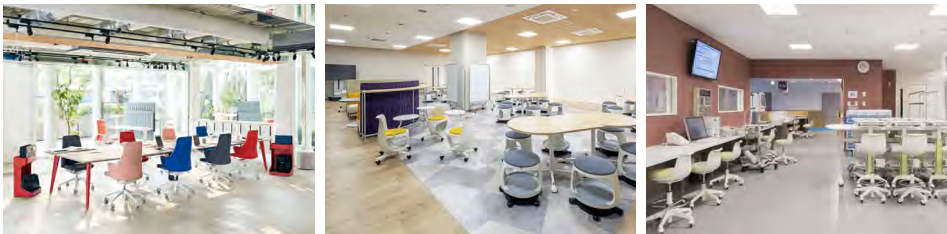
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Responding to Okamura's Business and Sustainability Priority Issues

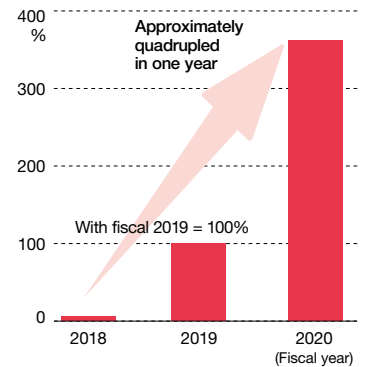
The Okamura Group will provide new value toward the realization of a sustainable society by accurately understanding social issues and changes in the business environment.

Office Furniture

Okamura strives to solve social issues through products and services that pursue functionality, comfort, safety, and environmental friendliness, 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.



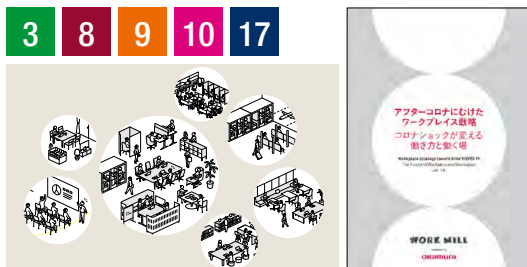
Sales of major products for work booths



Creating Environments Where People Can Thrive	Priority Issue <ul style="list-style-type: none"> ■ Pursuing quality in product creation ■ Providing safe products and services ■ Promotion of innovation and creation of new value
---	---

Realize diverse workstyles in the new normal for society

- Review of the concept of the workplace as work styles change
- Propose a workplace that realizes diversity
- Propose a workplace where everyone can work comfortably and choose their workstyle
- Solve social issues through co-creation activities



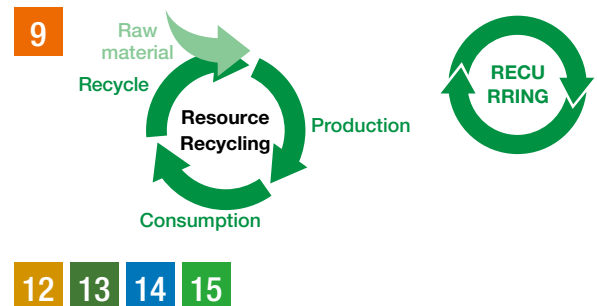
Value provided

- Secure human resources and labor saving in view of the continued shrinking of the labor force
- Respond to diversifying office environment needs
- Well-being of workers

Global Environmental Initiatives	Priority Issue <ul style="list-style-type: none"> ■ Responding to Climate Change ■ Effective use of resources ■ Providing environmentally conscious products and services throughout the product life cycle
----------------------------------	---

Provide a workplace that realizes a sustainable society

- Mechanism to allow for continued use of products and raw materials without throwing them away (Circular economy design, extend the life of products)
- Spread of workplaces that can contribute to controlling climate change and conserving biodiversity



Value provided

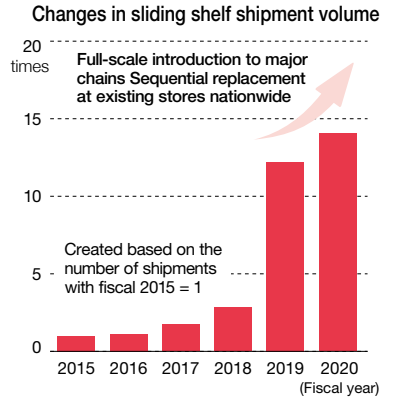
- Solve social issues through business (reduction of CO₂ emissions volume, effective use of limited resources, etc.)
- Ripple effect that originates from the workplace
- Conservation of ecosystems

*The numbers indicate the relevant SDGs

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Store Displays

Retailers need to constantly create new retail formats to keep up with shifting markets and social environments. We are working to solve various social issues within stores with the aim of becoming a partner who “thinks together” about next-generation commercial environments.



Creating Environments Where People Can Thrive

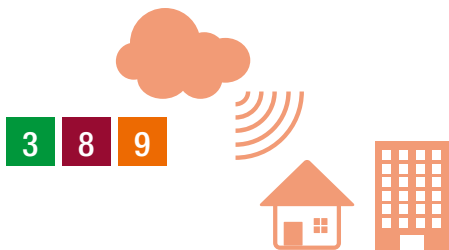
Priority Issue

- Pursuing quality in product creation
- Providing safe products and services
- Promotion of innovation and creation of new value

Response to the shrinking labor force

- Promote intelligent fixtures (built-in digital devices)
- Strengthen the development of labor-saving furniture (sliding shelves)

8 9



Contribute to the new normal for society

- Strengthen development of new products for COVID-19 measures

Value provided

- Utilize the evolution of digital technology to avoid having to use emergency responses (shift to an operation system that responds to a shrinking labor force).
- Propose and provide products and spaces that are truly valuable to customers, inspiring innovation
- Provide a safe and secure environment

Global Environmental Initiatives

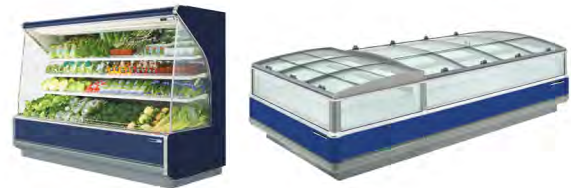
Priority Issue

- Responding to Climate Change
- Effective use of resources
- Providing environmentally conscious products and services throughout the product life cycle

Contribution to climate change mitigation

- Power reduction and early temperature anomaly detection via remote control using the Internet
- Convert from refrigerated showcases to refrigerants with a low global warming potential
- Develop non-defrost type refrigerated showcases and those with reduced defrost frequency

7 13



Refrigerated showcases

9 13



Value provided

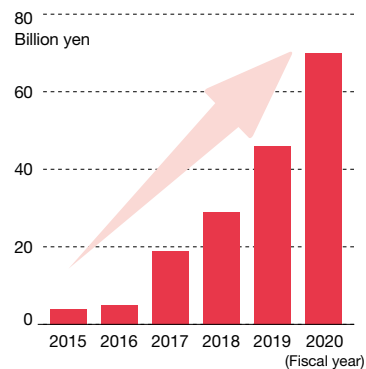
- Reduction of energy consumption, reduction of CO₂ emissions volume
- Effective use of limited resources
- Reduce food loss

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Material Handling Systems

Okamura seeks to streamline logistics, constantly developing new distribution systems. We are working to realize increased speed, accuracy, and safety of logistics, resulting in financial benefits in addition to solving social issues.

AutoStore cumulative net sales



Creating Environments Where People Can Thrive

Priority Issue

- Pursuing quality in product creation
- Providing safe products and services
- Promotion of innovation and creation of new value

Response to the continued shrinking of the labor force

- Robot development (picking/automatic transfer)
- Operation of showrooms where logistics users can experience the products
- Initiatives for preventive and predictive maintenance by providing maintenance services that use digital technology

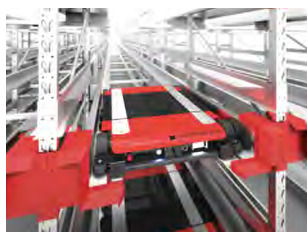
8 9



Robot picking system "RightPick"



Autonomous mobile robot "ORV"



Pallet storage system "Cybistor"

Value provided

- Realize diverse work styles through automation and labor saving
- Respond to a super-aging society and the continued shrinking of the labor force
- Build an environment where humans and robots coexist (improving work efficiency)
- Propose new workstyles
- Realize logistics that never stop

Global Environmental Initiatives

Priority Issue

- Responding to Climate Change
- Effective use of resources
- Providing environmentally conscious products and services throughout the product life cycle

Contribution to climate change mitigation

- Provide material handling products that use regenerative power
- Providing an AutoStore with high energy-saving performance

12 13

Value provided

- Control climate change through the development of energy-saving products
- Resource saving by extending the service life of the product

17



Material Handling Systems showroom "LUX"

9



Remote monitoring of logistics system operation

Contents	Feature	Company Profile	Promoting Sustainability	Data
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Promoting Sustainability at the Okamura Group

At the Okamura Group, we create physical spaces and environments where people can thrive*, and we manage our business with the aim of allowing all people to work and live with vitality.



* The phrase "where people can thrive" means that each individual not only demonstrates his or her individuality and expertise, but also collaboratively creates new value through good relationships with others. In addition, we will use a new style of expression based on diversity and co-creation to showcase the activities that are linked to Okamura's values and originality, which are centered on the concept of people who thrive.

Okamura Basics -SMILE-

To make all the people involved with us smile.

Shine

Improve your sensibility, and you will come alive.

More

Challenge boldly, and the work will come alive.

Imagine

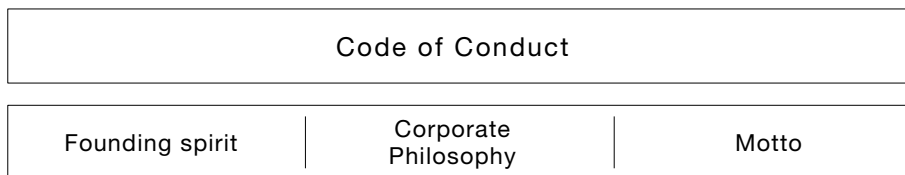
Be compassionate and creative, and others will come alive.

Link

Love diversity and collaboration, and the team will come alive.

Expert

Pursue excellence continuously, and society will come alive.



- Founding spirit
- Cooperative industry
- Corporate Philosophy
- Innovative Creation, Cooperation, Being Cost Conscious, Saving for Future, Social Responsibility
- Motto
- Quality pays for itself.

Sustainability Policies at the Okamura Group

Through our mission at the Okamura Group—"Contribute to society by creating environments where people can thrive with rich ideas and reliable quality"—we aim for enhanced corporate value and providing solutions to issues facing society.

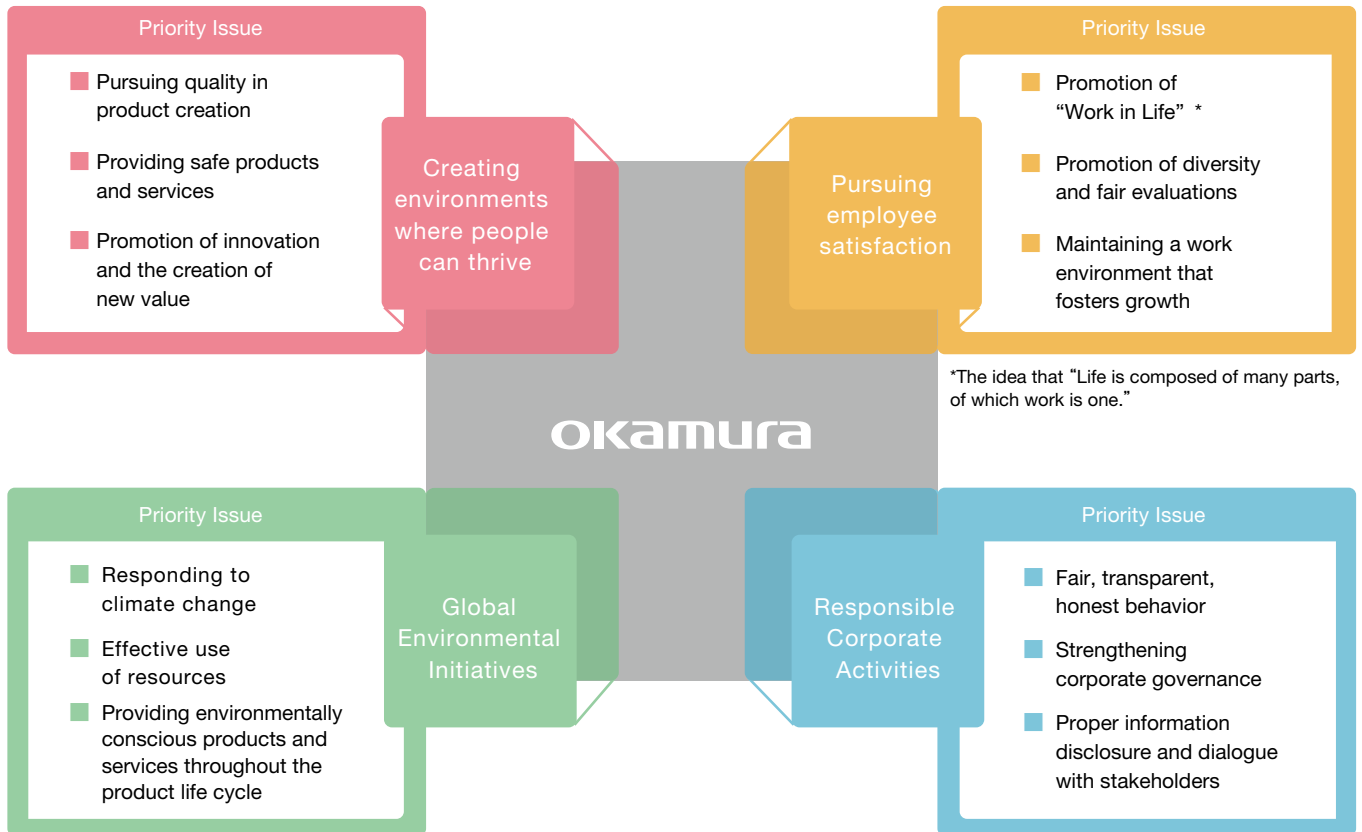
<p>Creating environments where people can thrive</p> <p>We will continue to take on the challenge of creating new values, markets and trends by providing society with innovative products and services with reliable quality and safety.</p>	<p>Pursuing employee satisfaction</p> <p>In addition to making our workplaces both healthier and safer, we respect the diversity of our employees and provide them working environments that promote fulfillment in their work and help them achieve personal growth through cooperation.</p>
<p>Global environmental initiatives</p> <p>We will help create a sustainable society by thoroughly considering our impact on the global environment throughout the supply chain of our business activities.</p>	<p>Responsible corporate activities</p> <p>We will respect human rights and strive to respect each person's individuality—including their cultural background—while eliminating discrimination. By conducting corporate activities based on legal compliance and a high standard of ethics, we will disclose information in a timely and appropriate manner to our stakeholders, enhance our communications initiatives, coexist with local communities and society, and engage in fair, transparent and honest corporate activities as a global company that is trusted and appreciated by society.</p>

**We revised the "Okamura Group CSR Policy," which was established in April 2010 and revised in April 2014, and in November 2020, established the "Okamura Group Sustainability Policies" based on the four sustainability priority issues.

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The sustainability priority issues of the Okamura Group

To meet the expectations of our stakeholders and society as a whole, we have set the following four themes and priority tasks while promoting our business activities: (1) Creating environments where people can thrive, (2) Pursuing employee satisfaction, (3) Global environmental initiatives and (4) Responsible corporate activities.



Contribution to SDGs

The Okamura Group will promote initiatives to address sustainability priority issues and contribute to the achievement of Sustainable Development Goals (SDGs) goals through business and social contribution activities.



Report content

Responsible corporate activities (p. 29)



Creating environments where people can thrive (p. 51)

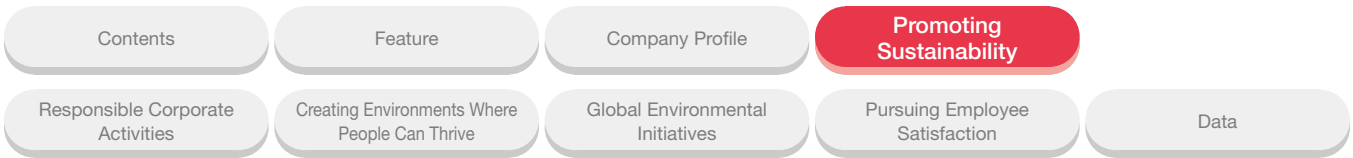


Global environmental initiatives (p. 74)



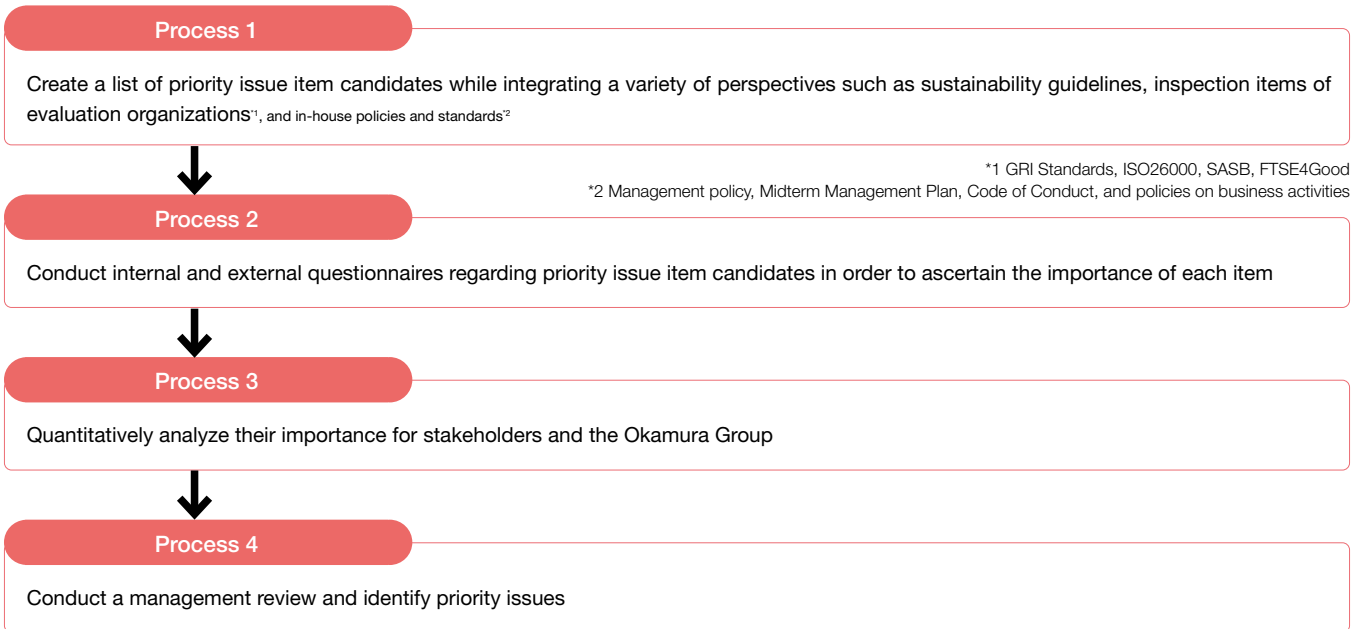
Pursuing employee satisfaction (p. 108)





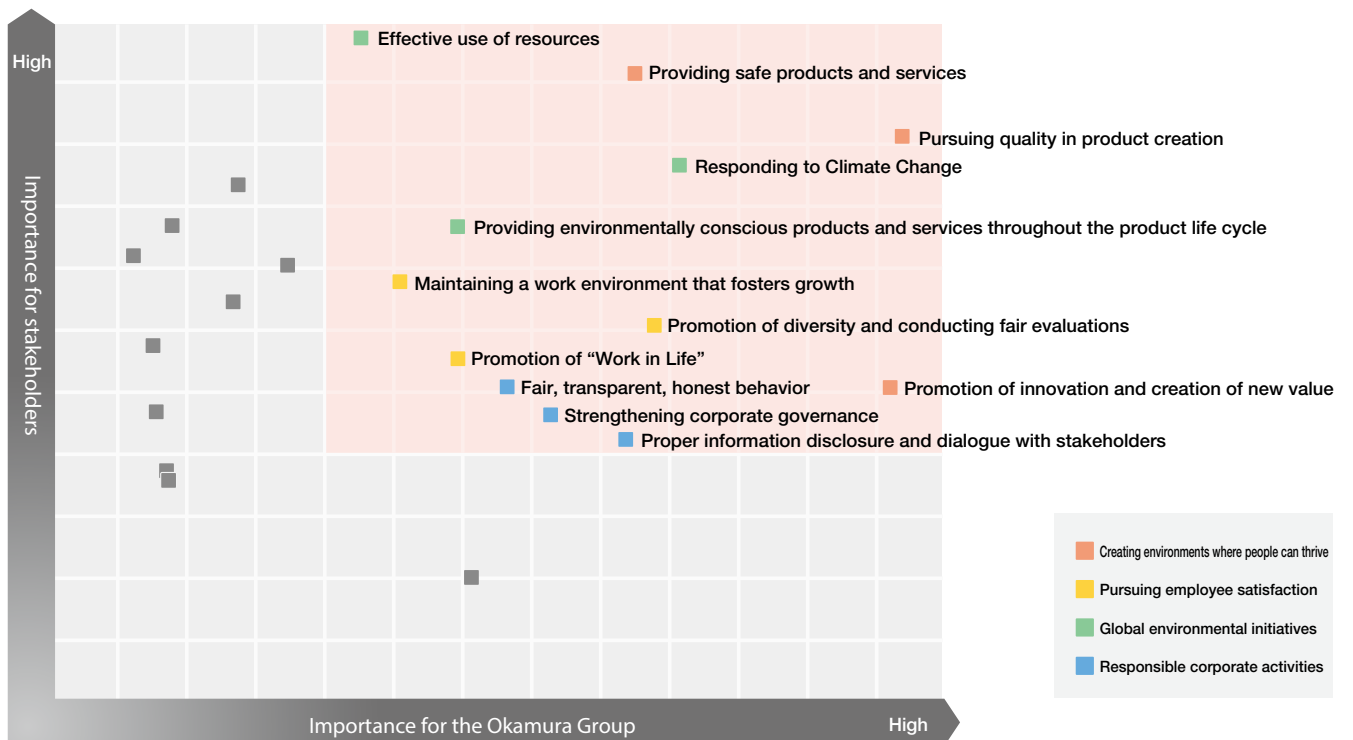
Processes for identifying priority issues

Sustainability priority issues were identified using the following processes to extract issues and analyze their importance. This was followed by a management review. (Identified in fiscal 2018)



Priority issues map

Priority issues have been clarified by mapping sustainability-related issues on a graph that shows importance of stakeholders on one axis and importance for the Okamura Group on the other.

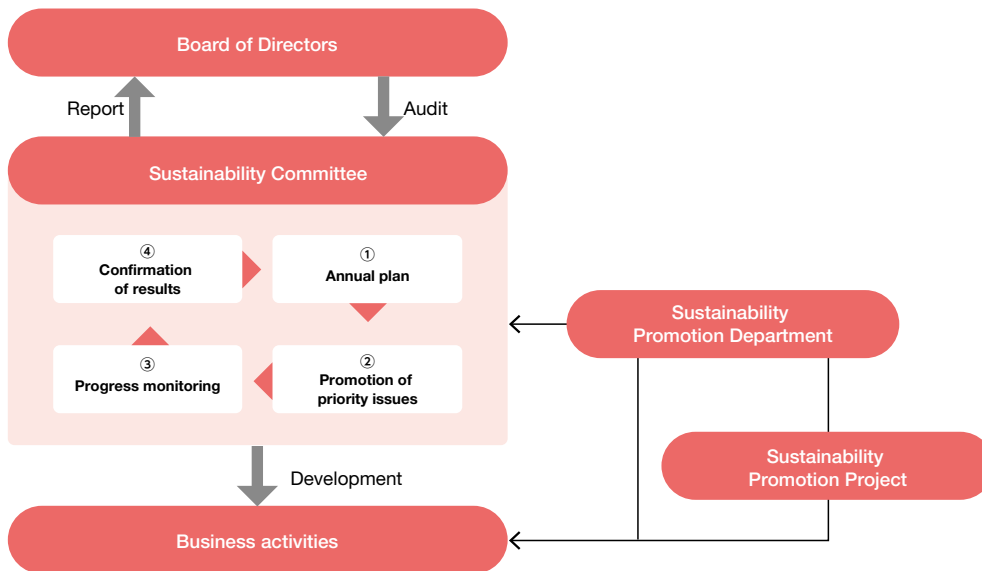


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Sustainability promotion system

At the Okamura Group, we have established a Sustainability Committee in order to promote sustainability activities in a more systematic and planned manner. The Sustainability Committee formulates an annual plan for sustainability, promotes and supports group-wide initiatives on priority issues, monitors progress, formulates response policies, and deploys them to related departments. The Sustainability Promotion Department operates the committee as its secretariat, develops approval items into business activities

through each internal organization, and regularly conducts follow ups. In addition, we have launched a company-wide sustainability promotion project to follow up on the progress of each business division and spread awareness of the activities among employees. These results are reported to the Board of Directors on a regular basis, and the Board of Directors manages and supervises the contents of the report.



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Understanding Opportunities and Risks Throughout the Value Chain

At the Okamura Group, we recognize the social issues to be solved through business activities and the opportunities and risks in business activities at each stage of the value chain, and in addition to seizing opportunities, we strive to reduce risks and promote our initiatives to steadily solve issues.

Value chain	Development	Procurement/Manufacturing	Distribution	Consulting/Sales/Service	Disposal/Recycling
Social issues, opportunities, and risks	<ul style="list-style-type: none"> Research/planning development Marketing 	<ul style="list-style-type: none"> Selection of suppliers Raw material/parts/product procurement Production Quality control Equipment maintenance 	<ul style="list-style-type: none"> Distribution center management and operation Shipping/transportation Delivery Export 	<ul style="list-style-type: none"> Understand customer needs and create proposals Product sales Operation of show rooms, "Labo offices", co-creation spaces, etc. 	<ul style="list-style-type: none"> Collection and recycling of used products Proper waste disposal
Social issues	<div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Climate change</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Biodiversity loss and collapse of ecosystem</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Waste disposal/resource depletion</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Decline in the labor force</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">IT risks such as cyber attacks</div> <div style="background-color: #ffe0b2; padding: 5px;">Increase in threatening infectious diseases</div>				
Opportunities	<div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Improve corporate value by developing products and services that solve social issues</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Market evaluation by more energy efficient technology and procurement of renewable energy</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Increase market share through sustainable and stable procurement</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Support the environment and labor saving by optimizing logistics</div> <div style="background-color: #ffe0b2; padding: 5px;">Waste reduction and treatment cost savings through the promotion of a circular economy</div>				
Risks	<div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Delay in responding to changes in the market environment caused by social issues</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Increased response costs due to environmental regulations, renewable energy conversion, and abnormal weather</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Supply chain disruption and production suspension due to natural disaster</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Increased waste</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Tightening international regulations, increased demands from society (environment, resources, labor, human rights, markets)</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Social criticism and increased response costs due to environmental pollution</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Labor shortage due to shrinking labor force</div> <div style="background-color: #ffe0b2; padding: 5px;">Decrease in sales due to shifts in the market environment caused by social issues</div> <div style="background-color: #ffe0b2; padding: 5px;">Occurrence of a serious accident</div> <div style="background-color: #ffe0b2; padding: 5px;">Social criticism and increased processing costs due to increased waste</div>				
Initiatives	<div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Develop products and services that contribute to the mitigation of climate change</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Energy-saving initiatives/use of renewable energy</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Provide products and services that contribute to the mitigation of climate change</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Supply chain reform</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Research and development of workplaces that realize a sustainable society</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Sustainable procurement survey</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Resource saving initiatives at the production, distribution, and installation work stages</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Provide workplaces that realize a sustainable society</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Develop products and services that respond to the shrinking labor force</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Preventing environmental pollution</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Provide products and services that respond to the shrinking labor force</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Develop products and services to realize diverse workstyles in the new normal for society</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Conserving biodiversity</div> <div style="background-color: #ffe0b2; padding: 5px; margin-bottom: 5px;">Provide products and services to realize diverse workstyles in the new normal for society</div> <div style="background-color: #ffe0b2; padding: 5px;">Promoting resource recycling of used products</div>				

A foundation that supports the value chain "Pursuing employee satisfaction," "Global environmental initiatives," "Responsible corporate activities"



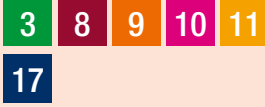


The numbers in Social Issues, Opportunities, and Risks indicate the relevant SDGs.

Contents	Feature	Company Profile	Promoting Sustainability	
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Sustainability Action Plan

Creating Environments Where People Can Thrive	<h3>Sustainability Policies</h3> <p>We pursue reliable standards of quality and safety, and provide society with creative products and services – continuing to take on the challenge of creating new value, markets and trends.</p>	<h3>Midterm goal (-2022)</h3> <p>Propose and provide products and spaces that offer true value to customers and contribute to the solving of social issues by further driving innovation.</p>
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ESG category: S (Social)








Issue (★ indicates priority issue)	KPI	Fiscal 2020 target	Fiscal 2020 results	Fiscal 2021 target
★ Pursuit of quality in product creation 	See the Midterm Management Plan (published May 13, 2020, "Announcement of Formulation of the Midterm Management Plan" https://www.okamura.co.jp/company/ir/news.html) ● Propose and provide products and spaces that offer true value to society ● Innovation generated by Okamura itself. Bring about innovation for the whole of society through spaces with true value *Fiscal 2020 is not managed as a fiscal year		● Clarify the direction of business sustainability ● Develop and sell products and services to help to prevent the spread of COVID-19 	● Realize diverse work styles in the new normal for society ● Provide workplaces that realize a sustainable society ● Respond to the shrinking labor force ● Contribute to climate change mitigation
★ Promotion of innovation and creation of new value 				
★ Providing safe products and services 	Number of serious product accidents *Definition of serious product accident: Accidents caused by Okamura products that result in serious damage to life or body, and accidents caused by Okamura products that result in serious damage, such as fires, to property other than the product at fault.	0	0 	0

*The numbers in "Issues" indicate the related SDGs
 Self-assessment legend 😊 = Goal achieved 😐 = Partially achieved ☹️ = Not achieved

Contents	Feature	Company Profile	Promoting Sustainability
Responsible Corporate Activities	Creating Environments Where People Can Thrive	Global Environmental Initiatives	Pursuing Employee Satisfaction
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Pursuing Employee Satisfaction	<h3>Sustainability Policies</h3> <p>In addition to making our workplaces both healthier and safer, we respect the diversity of our employees and provide them working environments that promote fulfillment in their work and achieving personal growth through cooperation.</p>	<h3>Midterm goal (-2022)</h3> <p>Pursue an environment in which employees can work in a lively manner and implement workplace improvements that make it possible for diverse employees to flourish, change their own awareness and act in a corresponding manner.</p>
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ESG category: S (Social)

Issue (★ indicates priority issue)	KPI	Fiscal 2020 target	Fiscal 2020 results	Fiscal 2021 target	
★ Promotion of “Work in Life” “WiL-BE” ^{*1} <div style="display: flex; gap: 5px;"> <div style="background-color: #27ae60; color: white; padding: 2px 5px;">3</div> <div style="background-color: #a63d4a; color: white; padding: 2px 5px;">8</div> </div>	Level of understanding of “WiL-BE” and “Work in Life”	Promote initiatives to “exceed 80% by fiscal 2021”	In working toward our goals, our level of understanding has increased significantly compared to fiscal 2019. (Based on questionnaire results) ● “WiL-BE” 70.7% (55.4% in fiscal 2019) ● “Work in Life” 73.0% (59.4% in fiscal 2019) 	Promote initiatives to “exceed 80% by fiscal 2021”	
★ Promoting diversity and conducting fair evaluations Work Rule ^{*1} <div style="display: flex; gap: 5px;"> <div style="background-color: #e91e63; color: white; padding: 2px 5px;">5</div> <div style="background-color: #a63d4a; color: white; padding: 2px 5px;">8</div> <div style="background-color: #e91e63; color: white; padding: 2px 5px;">10</div> </div>	Percentage of female employees	21%	20% 	21%	
	Percentage of employees with disabilities	As of June 1, 2021 2.3% or more	As of June 1, 2021 2.5%	As of June 1, 2021 	As of June 1, 2022 2.5% or more
	Number of women in management positions or that are candidates for management positions	Promote initiatives to achieve “ 1.5 times the results of fiscal 2019 by the end of fiscal 2021”	1.13 times as of the end of fiscal 2020	1.13 times as of the end of fiscal 2020 	● Promote initiatives to achieve “ 1.5 times the results of fiscal 2019 by the end of fiscal 2021” ● Implement measures to increase the number of female candidates, and in turn, the number of female managers
	Percentage of female new graduate hires	40%	20%	20% 	40%
	Percentage of employees who return to work after taking childcare leave	90% for both men and women	100% for men, 92.9% for women	100% for men, 92.9% for women 	90% for both men and women
	Number of male employees who take childcare leave	Implement measures that encourage male employees to take childcare leave	7	7 	Implement measures that encourage male employees to take childcare leave

*Target scope: Okamura Corporation

*1 Details → p. 110

Contents	Feature	Company Profile	Promoting Sustainability	
Responsible Corporate Activities	Creating Environments Where People Can Thrive	Global Environmental Initiatives	Pursuing Employee Satisfaction	Data

Issue (★ indicates priority issue)	KPI	Fiscal 2020 target	Fiscal 2020 results	Fiscal 2021 target
★ Creation of a work environment in which employees can achieve personal growth Human Development ¹ 4 8	Increasing team and individual performance through mutual understanding ● Percentage of new hire instructor interviews conducted ● Percentage of training interviews conducted (July and August) ● Percentage of goal management interviews conducted (April and October)	Achieve 100% for each item and verify effect through questionnaires	● Percentage of new hire instructor interviews conducted 52% ● Percentage of training interviews conducted (July and August) 88.2% ● Percentage of goal management interviews conducted (April and October) 92.2% 	Aim is to achieve 100% for each item
	Support desire of employees to proactively study ● E-learning participation rate	Expand e-learning (subsidy system available) ● 15% of e-learning participants cover all costs themselves	● E-learning participants 5% 	● 8% of e-learning participants cover all costs themselves
	Open “Okamura University (OkaUni),” an in-house university in fiscal 2020 where employees can learn their “ideal selves” ● Participant satisfaction	Set quantitative targets starting in fiscal 2021 for new initiatives	Opened the “OkaUni” in-house university Participant satisfaction: 65 points 	Satisfaction of “OkaUni” participants 80 points
Making our workplaces healthier and safer 3 8	Paid leave average acquisition rate	70%	57.2% 	70%
	Regular general health examination uptake rate	100%	100% 	100%
	Stress check uptake rate	100%	98.1% 	100%
	Percentage of smokers	30%	29.5% 	28%
	Percentage of persons subject to “active support” or “motivation support” (health examination subjects who are 40 years old or older)	12%, 6% respectively	15.8%, 9.9% respectively 	12%, 6% respectively
Execution of work through teamwork 8 17	Dialogue ² implementation rate	100% implementation	48.4% *Due to the spread of COVID-19, implementation was canceled for the period between April and September 2020. 	100% implemented







*Target scope: Okamura Corporation

*1 Details → p. 110 *2 “Dialogue”: company-wide initiative to resolve workplace issues and improve the environment

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Global Environmental Initiatives	<h3>Sustainability Policies</h3> <p>We will help create a sustainable society by thoroughly reducing the burden on the global environment throughout the supply chain of our business activities.</p>	<h3>Midterm goal (-2022)</h3> <p>We will nurture “eco seeds” by putting our environmental activities into practice and provide to customers “eco fruits,” our products and services born through these environmental activities. (See p. 78 for details)</p>
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ESG category: E (Environmental)

Issue (★ indicates priority issue)	KPI	Fiscal 2020 target	Fiscal 2020 results	Fiscal 2021 target
★ Responding to climate change 7 13 15	1-1 Promotion of measures to prevent global warming <ul style="list-style-type: none"> ● Increase energy productivity ● Global warming prevention in logistics 	Increase energy productivity 1% year on year <ul style="list-style-type: none"> ● Reduce consumption rate at production-related sites ● Maintain consumption rate of office-related sites at current levels ● Reduce logistics CO₂emissions volume 	Increased energy productivity 2.5% year on year <ul style="list-style-type: none"> ● Reduced consumption by 1.5% at production-related sites ● Reduced consumption at office-related sites by 9.7% ● Reduced logistics CO₂emissions volume by 3.6% 	Increase energy productivity 1% year on year <ul style="list-style-type: none"> ● Reduce consumption rate at production-related sites ● Maintain consumption rate of office-related sites at current levels ● Reduce logistics CO₂emissions volume Reduce greenhouse gas emissions by 1,000t-CO ₂ /per year <ul style="list-style-type: none"> ● Reduce industrial fuel by 1% ● Reduce vehicle fuel by 5%
★ Effective use of resources 6 7 12 14 15	1-2 Promote resource recycling through resource saving and waste reduction <ul style="list-style-type: none"> ● Increase recycling rate for distribution and installation work-related waste ● Operational assessment of manifest digitization ● Maintain zero emissions and expand the target scope of zero emissions efforts 	<ul style="list-style-type: none"> ● Continue to evaluate the recycling rate for disposal companies ● Operate digital manifests for installation work-related waste ● Maintain zero emissions and expand the scope of delivery centers 	<ul style="list-style-type: none"> ● Ascertained recycling rate and assessed results ● Expanded digitization of manifests ● Maintained zero emissions and expanded target scope 	<ul style="list-style-type: none"> ● Maintain production waste at current levels ● Maintain zero emissions for distribution and installation-related waste, continue digitized manifests, and expand target scope
★ Providing environmentally conscious products and services throughout the product life cycle 6 7 9 12 13 14 15	1-4 Promote environmentally conscious planning and design in product development <ul style="list-style-type: none"> ● Improve product development rate (Green Wave and Green Wave+ product development management) ● Improve product environmental information management (update and improve SDS) ● Increase precision of assessment management (Review of check items by business area) 	<ul style="list-style-type: none"> ● Improve Green Wave and Green Wave+ product sales ratios and proposal rates ● Improve environmentally friendly product proposal rates within the office furniture market for office furniture and store fixture markets 	<ul style="list-style-type: none"> ● Continuously ascertained sales ratio by business area ● Continued to propose products with reduced environmental burden 	<ul style="list-style-type: none"> ● Improve Green Wave and Green Wave+ product sales ratios and proposal rates ● Improve environmentally friendly product proposal rates within the office furniture and store fixture markets
Conserving biodiversity 6 13 14 15 17	<ul style="list-style-type: none"> ● Promote sustainable use of forest resources ● Actively promote ACORN activities: Implement environmental education and social contribution activities 	<ul style="list-style-type: none"> ● Expand use of domestic and local timber ● Actively promote ACORN activities 	<ul style="list-style-type: none"> ● Expanded use of domestic and local timber ● Conducted online classes on the environment 	<ul style="list-style-type: none"> ● Expand use of domestic and local timber ● Actively promote ACORN activities
Preventing environmental pollution 6 11 14 15 17	5-1 Measures for pollution prevention and hazardous chemical substances <ul style="list-style-type: none"> ● Compliance with pollution (air, water) and soil contamination prevention laws and ordinances ● Proper management of high-concentration PCBs and proper treatment of waste that contains mercury ● CFC-related facility inspections and leakage management 	Manage monitoring items required by laws and ordinances	Conducted monitoring; no violations 	Continue implementation of legal compliance
	1-3 Reduction of environmental impact <ul style="list-style-type: none"> ● PRTR emissions 	<ul style="list-style-type: none"> ● PRTR: Reduce per basic unit transfers 1% year on year 	<ul style="list-style-type: none"> ● PRTR: Reduced per basic unit transfers 12.3% year on year 	<ul style="list-style-type: none"> ● PRTR: Reduce per basic unit transfers 1% year on year ● Reduce water resource use by 1% year on year










*Numbers taken from Okamura Group environmental targets

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Responsible Corporate Activities

ESG category: G, S (Governance, Social)

<h3>Sustainability Policies</h3> <p>We shall promote respect for human rights and eliminate prejudice and discrimination while working to understand differences between individuals and cultures.</p> <p>We aim to be a global company that is trusted and appreciated by society by conducting activities based on legal compliance and a high standard of ethics. In addition to the timely and proper disclosure of information to our stakeholders, we will work to enhance communication with them, coexist with local communities and society, and conduct our corporate activities in a fair, transparent, and honest manner.</p>	<h3>Midterm goal (-2022)</h3> <ol style="list-style-type: none"> 1: Strive to strengthen governance, information management, and risk management in order to achieve fair, transparent, and honest corporate management with a high standard of ethics. 2: We will appropriately disclose information based on laws and ordinances and actively disclose information determined to be important for stakeholders. 3: We will ascertain human rights risks—both in house and those related to our wider business activities—and implement initiatives to reduce these risks. 4: We will conduct social contributions that leverage the knowledge and experience accumulated in our business activities, and conduct initiatives to solve social issues.
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Issue (★ indicates priority issue)	KPI	Fiscal 2020 target	Fiscal 2020 results	Fiscal 2021 target
★ Fair, transparent, honest behavior 5 8 10 16	Implementation rate for compliance education conducted at time of hire and for newly appointed executives	100%	Through online training 100% implemented 	100%
	Expansion of compliance education	Revise and promote use of Code of Conduct case book	<ul style="list-style-type: none"> ● Online distribution of revised case book ● Construction Business Act training held 20 times 	Distribute and promote the use of books to raise awareness on contracts and legal affairs
★ Strengthen corporate governance 5 8 10	Strengthen governance by increasing diversity, independence, and objectivity of the Board of Directors	<ul style="list-style-type: none"> ● Appoint female board members ● Appoint independent outside directors 	<ul style="list-style-type: none"> ● 1 female member of the board appointed ● 1 independent outside director appointed 	Ratio of independent outside directors 1/3 or more
Proper information management 10 16	Thorough protection of personal information	PrivacyMark internal audit Implementation rate 100%	Internal audit committee Implementation rate 100% 	PrivacyMark internal audit Implementation rate 100%
	Maintain PrivacyMark qualification	Employee training Implementation rate 100%	Employee training Implementation rate 78.4% 	Employee training Implementation rate 100%
	Personal information management in line with requirements of various countries	Compliance with EU GDPR	No inquiries 	Compliance with the same laws and regulations in other countries
Strengthening disaster measures and risk management system 10 11	Improve and expand emergency stockpiles	Emergency stockpile Deployment rate 100%	Deployment rate 100% 	Emergency stockpile Deployment rate 100%
	Emergency call	Response rate 100%	Response rate 98.7% 	Response rate 100%
	Establish BCP	Review BCP	Reviewed infectious disease countermeasures 	Review BCP

Contents	Feature	Company Profile	Promoting Sustainability	
Responsible Corporate Activities	Creating Environments Where People Can Thrive	Global Environmental Initiatives	Pursuing Employee Satisfaction	Data

Issue (★ indicates priority issue)	KPI	Fiscal 2020 target	Fiscal 2020 results	Fiscal 2021 target
Responsible procurement and build relationships of trust with suppliers 16 17	Analyze various risks in the supply chain	Identify high-risk suppliers	After risk analysis from the perspective of human rights and business continuity, we identified 133 high-risk suppliers in Japan and overseas and conducted a sustainable procurement survey 	Update survey content and conduct surveys
	Activities to spread awareness of Sustainable Procurement Guidelines	Revise Business Guide	Added information regarding Sustainable Procurement Guidelines to the Business Guide 	Expand scope for sustainable procurement
★ Proper information disclosure and dialogue with stakeholders 16 17	Conduct stakeholder dialogues	Conduct stakeholder dialogues	Dialogue held between the Sustainability Promotion Department and outside experts 	Expansion of participating internal departments
Respect for human rights 5 8 10	Continue to be a signatory of the UN Global Compact	Submit COP (annual report) and be actively involved with related organizations	Submitted COP, participated in the Global Compact Network Japan Subcommittee 	Submit COP (annual report) and be actively involved with related organizations
	Analyze various risks related to human rights	Identify high-risk fields related to human rights	Conducted human rights impact assessment 	Conduct due diligence and raise our level in regard to human rights
Establish good relationships with local communities 17	Formulate policies relating to social contribution	Formulate policies relating to social contribution	Formulated the Social Contribution Activity Policy 	Formulate criteria for implementing social contribution activities

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Stakeholder Engagement

Okamura Group stakeholders

The Okamura Group aims to be a company trusted and appreciated by society by communicating with a wide range of stakeholders and linking the opinions and requests of our stakeholders to a variety of initiatives and the enhancing of management.



Stakeholder	Basic stance
Customers	We aim to increase customer satisfaction through the “provision of safe and high-quality products and services.”
Dealerships	We will increase the corporate value of both Okamura and dealerships toward a common goal of maximizing customer satisfaction.
Suppliers	Premised on fair and impartial business with suppliers, we will promote business improvement activities through mutual collaboration as well as procurement activities that emphasize sustainability.
Shareholders and investors	In addition to working to increase shareholder value by expanding business and continually increasing corporate value, we will conduct proper, timely information disclosure and aim for highly transparent management in order to gain even greater trust from shareholders and investors.
Employees and their families	We are moving forward with creating workplaces in which every employee can demonstrate their capabilities to the fullest by emphasizing mutual cooperation between employees and based on a fair labor-management relationship. We will link this to the growth of the company and improving the lives of employees.
Society and government	We actively engage in dialogue and interact with various fields, persons of varied ages, and various related organizations, and work to coexist with society.

Conducting of employee questionnaires on sustainability and raising awareness regarding the initiatives

In September 2020, we conducted a questionnaire for all employees with the aim of enhancing sustainability initiatives, and asked questions about awareness and actions related to social issues, awareness of “Sustainable Development Goals (SDGs),” and other topics. The response rate was only 60%, but we were able to obtain important data for advancing future initiatives. In addition, an analysis by occupation, age group, departmental affiliation, etc. brought to light areas for consideration as well.

Using the results of the questionnaire we are trying to further educate our employees and deepen knowledge of our approach towards sustainability issues and the initiatives that we have in place.

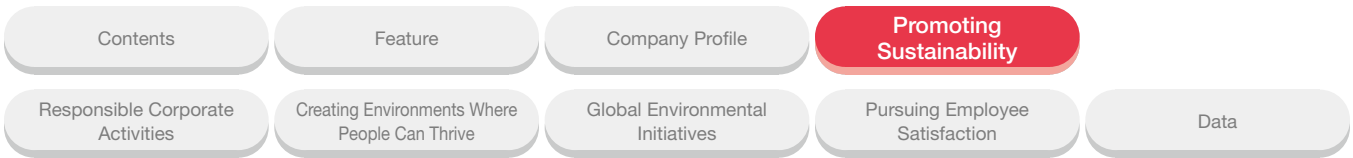
- Introducing activities for sustainability through an in-house magazine
- Distributing a sustainability newsletter by email once a month to introduce current affairs information, relevant seminars, reference books, etc.

- Sustainability Promotion Department serves as the instructors and holds study groups

We will continue to conduct questionnaires every year to raise employee awareness and encourage action, which will lead to the enhancement of our initiatives.

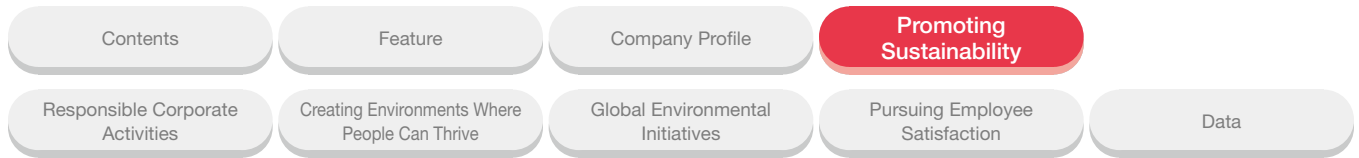


Questionnaire results (partial)



How we communicate with various stakeholders and principal examples

Customers	Basic stance	<p>Customer satisfaction increases only when the products themselves have superior quality and functions, combined with high quality service. The Okamura Group clearly states the "provision of safe and high-quality products and services" in its Code of Conduct* and aims to provide products and services that lead to increased customer satisfaction.</p> <p>* Code of Conduct: Summarizes the attitude and behavior stance demanded in corporate activities and is based on the Okamura Group Basic Policy (see p. 30 for details)</p>	
	How we communicate	Customer Consultation Office	Principal examples
		After-sales maintenance (inspections and repairs)	
Communicating product information Installation examples and publication of information magazines	<p>In addition to accurately responding to consultations and requests from customers, we have established a Customer Consultation Office in order to reflect the details of these into our corporate activities. In fiscal 2020, the Customer Consultation Office handled roughly 22,600 inquiries, which were primarily product inquiries, after-sales service requests, and catalog requests.</p> <p>We have established an integrated support system for after-sales maintenance for products purchased by customers. We provide support that extends the life of purchased products, such as maintenance and inspections, repairs and servicing, and cleaning. This is done for a wide range of Okamura products, including office furniture, architectural products in public spaces, and disaster prevention equipment such as flood barriers.</p> <p>We regularly publish catalogs for each field, including furniture market for corporate office facilities, furniture for educational facilities, furniture for healthcare facilities, furniture for R&D facilities, commercial environments, and material handling systems, as well as provide product information appropriate for the business and industry of the customer. In addition, we make catalogs and important information related to product safety and quality widely available through our website.</p> <p>We also publish booklets and information magazines that feature a collection of outstanding installation examples as well as propose the creation of spaces that meet the changing times and customer needs.</p>		
Dealerships	Basic stance	<p>The Okamura Group not only conducts direct sales but also sells products through dealerships in order to meticulously meet the diverse needs of customers. Based on the idea that dealerships are not only partners of Okamura but also our customers, we will work with them to increase mutual corporate value toward the common goal of maximizing customer satisfaction.</p>	
	How we communicate	Dealership associations by handled products	Principal examples
		Various workshops	
Information website for dealerships		<p>We have created dealership associations for each product handled with the aim of fostering interactions with dealerships and their development. For each dealership association, we work to enhance communication through exchange meetings and other events on both a national and regional level. In addition, we offer awards for outstanding installation examples and performance and link these to improving corporate mindset and taking on new challenges.</p> <p>We hold a wide range of training programs, from business manners education for new employees to several types of training to improve sales skills as well as seminars to train future managers. More specifically, we offer numerous educational opportunities, including catalog workshops, presentation workshops, business manners workshops, and overseas training. We also work to share information and experience by providing support appropriate for the characteristics of each dealership association. These can take the form of correspondence education courses for dealership employees and tours of installation examples. In 2020, we held various workshops and virtual tours online.</p> <p>We have created an information site for dealerships that provides numerous types of information to accurately meet the needs of customers and maximize customer satisfaction.</p>	
Suppliers	Basic stance	<p>The Okamura Group clearly states in its Basic Purchasing Policy its concept that "the fundamental principle of business is free competition, and we will work toward coexistence and mutual prosperity with suppliers based on an equal footing and mutual trust" and created the Sustainability Procurement Guidelines. Based on this perspective and premised on fair and impartial business with suppliers, we will promote business improvement activities through mutual collaboration as well as procurement activities that emphasize sustainability.</p>	
	How we communicate	Information exchange meetings and technical exchange meetings	Principal examples
		Regular interviews and visits	
Electronic network system		<p>In order to strengthen our collaborative relationship with suppliers and further mutual development, we have organized cooperation meetings and regularly hold information exchange and technical exchange meetings.</p> <p>In addition to conducting sustainable procurement surveys of suppliers that primarily cover the four topics of human rights, working conditions, environmental conservation, and compliance, we regularly visit suppliers and exchange opinions related to quality management and manufacturing technology, which we link to improving the level of quality management for material procurement.</p> <p>In order to meet diversifying customer needs, we share demand forecasts, production plans, and other information using a digital network system that links us to suppliers. This system is helpful in improving customer satisfaction and increasing the efficiency of the overall supply chain.</p>	



Shareholders and investors	Basic stance	We will strive to increase shareholder value by expanding business and continually increasing corporate value. In addition to conducting timely and proper disclosure of information to gain even greater trust from shareholders and investors, we will actively disclose information considered useful for shareholders and investors and aim for highly transparent management by expanding communication through various opportunities.	
	How we communicate	General meeting of shareholders	We are working to increase investor and shareholder convenience by posting convocation notices online and introducing a system that will enable the exercising of voting rights via the Internet.
		Financial Results Briefings and facility tours	When announcing earnings, we hold a Financial Results Briefing twice a year, where management provides explanations on earnings details and the Midterm Management Plan. We also strive to conduct a wide range of IR activities, including holding individual meetings with Japanese and overseas investors and analysts (around 100 times a year); conducting tours of production plants, show rooms, and other facilities; and participating in IR conferences held by securities companies.
		Information magazine and website	In addition to the legal requirement for information disclosure, our IR activities include publishing the OKAMURA REPORT, an information magazine for shareholders and investors as well as providing the latest financial and new product information. Additionally, we also post IR information on our website and make efforts to quickly and accurately disclose information.
Employees and their families	Basic stance	At the Okamura Group, we view employees as collaborators as well as being members of a team, and together, we will grow the company. We aim to create even greater results through business activities that emphasize mutual collaboration among employees. We are moving forward with creating workplaces in which every employee can demonstrate their capabilities to the fullest based on a fair labor-management relationship. We will link this to the growth of the company and improving the lives of employees.	
	How we communicate	Discussions between labor and management	We strive to build a healthy labor-management relationship by regularly holding joint labor-management meetings and various committee meetings. We formulated our Health and Productivity Declaration [®] in September 2017 based on the Occupational Safety and Health Policy in order to promote health and productivity and revised the declaration on April 1, 2020 in order to strengthen such activities.
		Initiatives to realize employee "Work in Life"	In order to realize "Work in Life" that the Okamura Corporation proposes, we are also focusing on building and operating various systems and strive to create a safe workplace that is rewarding and easy to work in for every employee.
		Activities to promote diversity and inclusion	We strive to offer inclusive employment and an inclusive work environment based on our Diversity and Inclusion Policy. We have implemented various measures so that each employee can play an active role in the business, such as launching the Diversity Promotion Project (informally known as the Sodateru Project) from August 2016 to March 2020 and in April 2018, we opened the Diversity Promotion Office (name changed to the D&I Promotion Office in March 2020).
Society and government	Basic stance	We actively engage in dialogue and exchange with local residents, government agencies, companies, organizations, and the younger generation that will support society in the future.	
	How we communicate	Relationship with local communities	We strive to conduct exchanges and social contributions through participation in social and environmental activities in each region as well as production plant tours and other means.
			Activities targeting society

[®]"Health Management" is a registered trademark of the Nonprofit Organization KenkoKeiei

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Participation in external initiatives

We participate in various initiatives related to resolving environmental, social, and economic issues.

UN Global Compact

The UN Global Compact advocated by the United Nations is an international initiative to realize a sustainable society. Okamura Corporation has signed the compact and was registered as a participating company in February 2020.

As for the Ten Principles of the Global Compact in the four fields of Human Rights, Labor, Environment, and Anti-Corruption, we actively undertake related initiatives and report on the state of these initiatives and their results to the UN once a year.

WE SUPPORT



Japan Climate Initiative (JCI)

The Japan Climate Initiative is a network of organizations to strengthen the provision of information and sharing of opinions among members, which include companies, government agencies, NGOs, and other entities actively working to combat climate change. Okamura became a member in December 2019 and is advancing initiatives toward the realization of a decarbonized society based on the declaration of the initiative.



Task Force on Climate-related Financial Disclosures (TCFD)

The Task Force on Climate-related Financial Disclosures (TCFD) was established by the Financial Stability Board (FSB) at the request of the G20, and aims to disclose information related to climate change and promote the response of financial institutions. Okamura announced its support for the TCFD in April 2021.

Feature 1: The Okamura Group's actions toward becoming carbon neutral (→p. 3)



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Responsible Corporate Activities



Responsible Corporate Activities

We shall promote respect for human rights and eliminate prejudice and discrimination while working to understand differences between individuals and cultures.

By conducting corporate activities based on legal compliance and a high standard of ethics, we will disclose information in a timely and appropriate manner to our stakeholders, enhance our communications initiatives, coexist with local communities and society, and engage in fair, transparent and honest corporate activities as a global company that is trusted and appreciated by society.

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Promotion of Corporate Activities Based on the Code of Conduct

The Okamura Group works to thoroughly spread awareness of our Code of Conduct among employees so that we can conduct responsible corporate activities based on our Basic Policy that is based on the five phrases of the company creed, “Innovative Creation, Cooperation, Being Cost Conscious, Saving for Future, Social Responsibility.” The mindset and stance regarding our actions demanded in corporate activities are compiled in the Code of Conduct, and the Code clarifies matters that all employees should engage in on a daily basis. Our Code of Conduct was revised in April 2014 to reflect changes in international trends and in the needs of society, and based on the fact that new responsibilities and roles are required of companies. A summary of the Code of Conduct has been translated into English and Chinese. As a global company, Okamura distributes the Code to employees at overseas branches and local subsidiaries to encourage responsible actions by all Group employees.

Code of Conduct

Striving to be a global company that is trusted and appreciated by society, we, the members of the Okamura Group, join hands to constantly generate new value and provide better products and services so as to contribute to growth of economic society through fair competition and play a positive role in society.

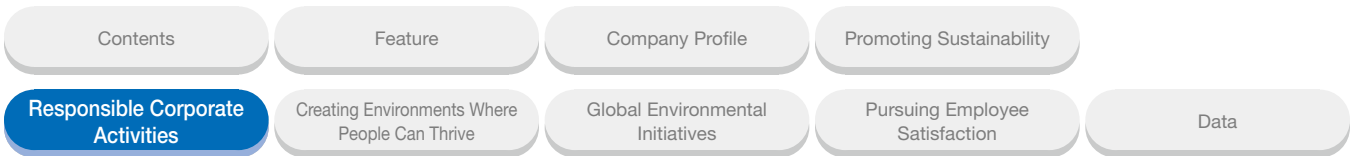
With this in mind, all of us, the officers and employees of the Okamura Group, pledge to act with respect for human rights and in accordance with social decency, which includes not only legal compliance but also a high sense of ethics, in both domestic and international business based on the following basic principles of behavior.

<ol style="list-style-type: none"> 1. Respect for human rights 2. Ethical behavior as members of society 3. Maintenance of free competition and honest business 4. Provision of safe and high-quality products and services 5. Appropriate management and disclosure of information 	<ol style="list-style-type: none"> 6. Environmental protection and contribution to society 7. Cooperation with the international community 8. Maintenance of sound relationship with government 9. Disassociation from antisocial forces 10. Cultivation of vibrant work environments
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(Excerpt from Code of Conduct Handbook)



Okamura Group Code of Conduct
https://www.okamura.com/common/pdf/sustainability/code_of_conduct_220105.pdf



Corporate Governance

In order for Okamura to continue to be a company that is trusted and appreciated by stakeholders, we must always conduct sound and transparent management.

At the Okamura Group, we consider strengthening corporate governance¹ one of the highest priority management issues, and we strive to strengthen our group management structure, work to further enhance relations with stakeholders, and pursue maximization of our corporate value.

At Okamura, we also strive to improve the effectiveness of our corporate governance and transparency of management by conducting disclosures based on the Corporate Governance Code² in the Corporate Governance Report submitted to the Tokyo Stock Exchange and by disclosing our Corporate Governance Guidelines and criteria for determining independence of outside board members on our website.

¹1 Corporate governance: A mechanism to ensure the effectiveness and legal compliance of management and the sound operation of the company.

²2 Corporate Governance Code: Consists of 83 principles stipulated by the Tokyo Stock Exchange in order to realize effective corporate governance.

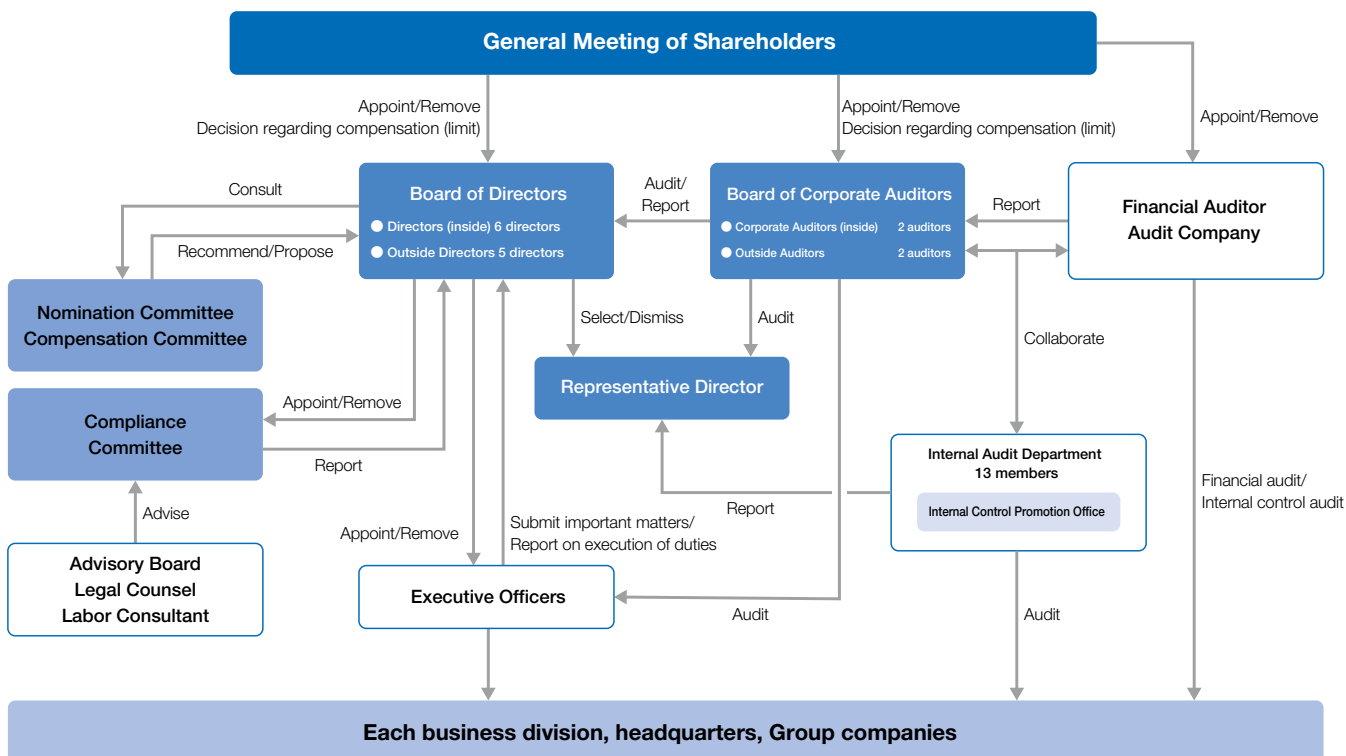
Corporate governance system

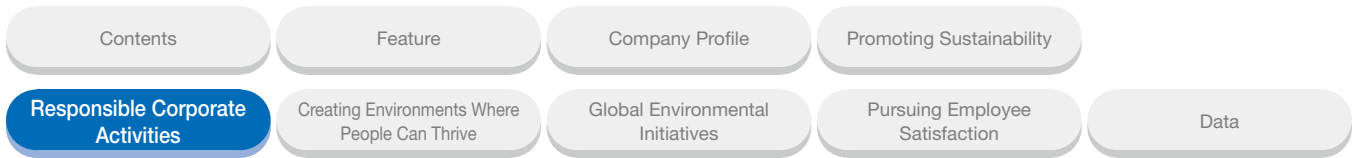
Okamura has introduced an executive officer system for the purpose of ensuring flexibility of management and to enhance the monitoring functions of the Board of Directors. Its main role is to create a system in which executive officers execute operations based on the instructions of the representative director, and for the Board of Directors to conduct decision-making on matters important for management and to monitor the execution of operations. In addition to appointing outside directors to the Board of Directors, by establishing a nomination committee and compensation committee, chaired by independent outside directors and composing its main members, as arbitrary advisory bodies to the Board of Directors, we ensure the objectivity and

transparency of the appointment process for board members and executive officers, as well as the determination process for compensation and other matters. Segregation of Duty Rules and Job Authority Rules stipulate the duties and authority of each position and ensure appropriate and efficient execution of duties. The Board of Directors is composed of eleven directors, five of whom are outside directors.

Furthermore, Okamura has a board of corporate auditors that conduct strict audits of the execution of duties by directors and executive officers. Our board of corporate auditors is composed of four auditors, two of whom are external.

Corporate governance system (as of June 29, 2021)





Audits by corporate auditors

Based on the Board of Corporate Auditors Rules, our corporate auditors meet at a Board of Corporate Auditors meeting that is held once a month in principle, in addition to checking whether directors are executing their duties properly by attending important meetings such as the Board of Directors meetings, management

meetings, and Compliance Committee meetings, as well as viewing approval documents.

In addition, they regularly exchange opinions with the representative director and work with accounting auditors and the Internal Audit Department to ensure the effectiveness of audits.

Collaboration with accounting auditors

Corporate auditors not only receive reports on various matters, including a summary of audit plans from accounting auditors, priority audit items, audit results, state of internal control systems, and risk assessments, but also work closely together, such as by exchanging opinions.

They also are present at on-site inspections by accounting auditors and audit reviews as well as request audit progress reports from accounting auditors when appropriate.

Collaboration with the Internal Audit Department

Corporate auditors conduct internal audits regarding legal compliance and assessment of internal control systems by working in collaboration with our Internal Audit Department. If deemed necessary by corporate auditors, the system is one where the Internal Audit Department can be request to conduct audition operations that should be implemented.

Initiatives for internal controls relating to financial reports

The Financial Instruments and Exchange Act requires that companies establish a system to ensure internal controls related to financial reports, assessments of the system by managers, and independent audits of the system. In response to this obligation for an internal control report system, the Okamura Group has established the Internal Control Promotion Office within the Internal Audit Department, with this office being responsible for these assessments. The office maintains and promotes internal controls to ensure the reliability of financial reports and

conducts operations to improve the effectiveness and efficiency of operations as well as preserve assets.

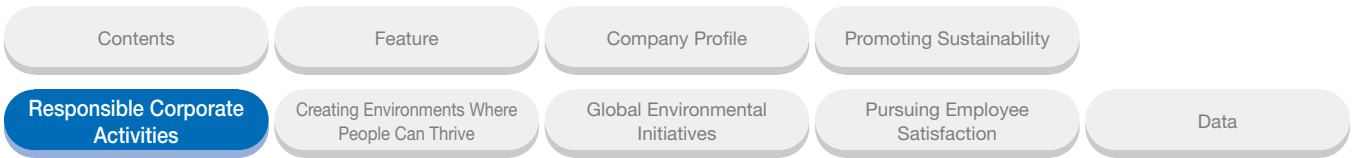
In addition, a process owner system¹ has been introduced to clarify responsibilities and roles for designing, establishing, operating, and maintaining the operational processes of each department, as well as to maintain and improve the effectiveness of internal controls related to operations (application controls).

¹Process owner system: A management system that assigns responsibility and authority for each operational process by stipulating the owner of each process.

Elimination of antisocial forces

The Okamura Group clearly states in our Code of Conduct and Basic Approach Regarding Internal Controls that we are resolutely opposed to and will disassociate from antisocial forces and organizations that threaten order and people's safety. We

have stipulated the department responsible for handling matters related to antisocial forces, and we collect and manage related information as well as conduct employee education.



Tax Policy

The Okamura Group has formulated the Tax Policy in accordance with the Code of Conduct, which is based on the Basic Policy. The Tax Policy clarifies the governance system and risk initiatives for proper tax payment in the countries and regions where we conduct business.

Tax Policy

Basic approach

By conducting corporate activities based on legal compliance and a high standard of ethics according to our company policy, the Okamura Group will disclose information in a timely and appropriate manner to our stakeholders, enhance our communications initiatives, coexist with local communities and society, and engage in fair, transparent and honest corporate activities as a global company that is trusted and appreciated by society.

In terms of tax, we believe that ensuring transparency in taxation and contributing to the development of the economy and society of the countries and regions in which we conduct business through proper tax payments are important elements of corporate social responsibility.

Tax governance system

The Okamura Group understands that for the tax compliance system to function properly, it is important to promote and establish awareness related to tax compliance among management and employees.

To that end, we strive to ensure thorough legal compliance and reduce tax risks by raising awareness regarding appropriate tax processing, sharing various types of information, and providing consultation.

In addition, the Sustainability Committee, which supervises the entire group, manages and monitors risks related to compliance and corporate ethics, including taxation. Concurrently, through the Compliance Helpline System, we strive to prevent, detect at an early stage, and correct acts that violate laws, ordinances, and our Code of Conduct within the Group.

Initiatives for tax risk

For transactions that are expected to have high tax risk, we strive to reduce tax risk by asking for advice and guidance from tax experts as necessary.

Transfer pricing taxation is calculated based on the Transfer Pricing Guidelines published by the OECD*, and the calculation method will be appropriately documented based on such things as transaction scale and tax risk.

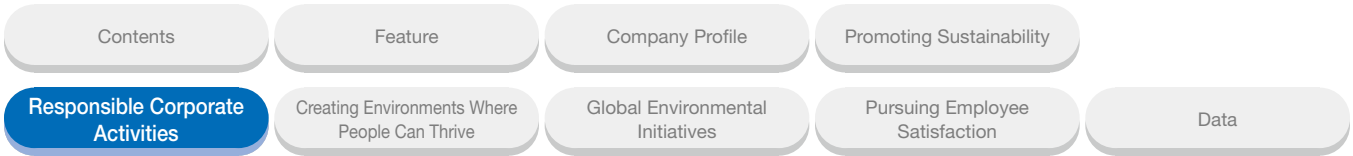
Regarding disclosure, we are working to implement necessary measures as appropriate based on requests from stakeholders and social trends.

Relationship with tax authorities

The Okamura Group strives to provide responses to the tax authorities in a sincere manner and maintain a good relationship of trust.

We provide explanations and responses based on facts in an honest and courteous manner to requests by tax auditors and tax authorities.

*OECD: Organisation for Economic Co-operation and Development An international organization whose objective is to discuss all aspects of the international economy.



Risk Management

Based on the Basic Approach Regarding Internal Controls, Okamura envisions various risks related to corporate activities and implements necessary measures.

As for the main business operation risks, such as financial, legal, disaster, environmental, quality, and information security risks, each responsible department creates and distributes rules, guidelines, and manuals as necessary so that if such a situation were to occur, it can be handled appropriately and quickly. If situations not covered by these rules, guidelines, and manuals occur, a mechanism is in place where a director is promptly put in charge of handling the situation and the response is based on their orders.

Strengthening disaster response

In order for all employees to act properly when a disaster strikes, as well to ensure their safety and minimize the impact on business activities, the Okamura Group implements comprehensive measures,

including distributing and spreading awareness of related manuals, establishing emergency information systems, storing emergency stockpiles, and conducting training.

Distribution of the Disaster Response Manual

The Okamura Group provides all of its employees with a copy of the Disaster Response Manual in order to strengthen its response to disasters. The manual is revised when necessary to reflect current knowledge regarding disaster response and the demands of society. We are currently working to spread awareness of the Disaster Response Manual Vol. 4, which was revised in March 2021.

The manual defines natural disasters (major earthquakes, tsunamis, typhoons, lightning strikes, heavy snow, heavy rains, floods, sudden gusts of wind, eruptions, and other disasters caused by climate change), fire, terrorism, and infectious diseases as disasters for which suspension of duties and operations is unavoidable, and includes the basic stance and behavioral guidelines in the case of a disaster as well as a systematic list of actions, from the establishment of a disaster response division to implementing measures, that managers and employees should take, such as preparations that should be made during non-emergency times. It also clarifies the criteria for deciding whether to continue or suspend operations and whether employees should return home or remain in the workplace.

In addition to indicating criteria for storing and distributing emergency stockpiles at workplaces, it includes information such as how to contact families when a disaster strikes, and explains how to quickly confirm the safety of employees.

Education through e-learning for all employees is being conducted in order to spread awareness of the content of the manual throughout the company.

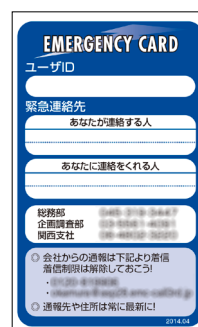
Establishing a safety confirmation system

We have established a safety confirmation system that makes it possible to quickly confirm the safety of employees when a disaster strikes. When a disaster such as an earthquake of seismic intensity of “6 Lower” or greater (“5 Upper” or greater for the Tokyo metropolitan area) hits, employees in the impacted areas are contacted by email or phone to confirm their safety. Until recently, Okamura used an automated transmission system so the head office could confirm employee safety at once. However, considering the damage caused by recent typhoons, there are plans to improve how the system operates so that bases can independently confirm employee safety when a disaster occurs.

There is regular training, twice a year, to ensure the system functions effectively. In addition, emergency cards that explain how to use the system are distributed to all employees so that they can keep them on them at all times.



Disaster Response Manual Ver. 4



Emergency Card

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Establishment of an emergency communication network

Efforts are being made to ensure communication if it becomes impossible to use landlines or mobile phones for any reason. Main bases (19 locations) are equipped with MCA radio systems* or satellite phones. Furthermore, we are increasing effectiveness by conducting regular communication training that uses the emergency communication network.

*MCA radio system: A commercial radio system that makes it possible to communicate over a wide area.

Storing of emergency stockpiles

Assuming that transportation systems would be paralyzed and employees may be forced to stay at offices or production facilities, we have stored enough water, food, and portable toilets to last three days, in addition to helmets and blankets for every employee at bases throughout Japan. We have also set up emergency generators at major bases. We have distributed food that can be eaten without preparation, such as rice and side dishes, so that each person receives about 1,300 kcal per day, and 20% of the total supply is allergy-friendly food.

TOPICS



Our COVID-19 response

The Okamura Group is working to prevent the spread of COVID-19 based on the policies of the government and each prefecture. For the purpose of ensuring the safety of all concerned parties, employees and their families, we are implementing various measures such as working from home and staggering work hours by using the flextime system. (See p. 138 for details) Furthermore, seminars and events hosted by Okamura were canceled or changed to online ones, and all six showrooms throughout Japan as well as the Okamura Chair Museum were temporarily closed or are in operation with a reservation system in place upon thorough hygiene management such as providing customers with disinfection solution and disinfection of the facilities and furniture. We have published various survey results and reports on the changes in work styles and workplaces due to the spread of COVID-19 on our website with the aim of helping our initiatives in offices and other locations. (See p. 66 for details)



Showroom reception area with infection prevention measures

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Protection of personal information

Okamura has established a Personal Information Management Committee for the purpose of promoting initiatives to protect personal information, and it conducts education activities as well as auditing and providing guidance on-site. Furthermore, we have obtained certification under the PrivacyMark system operated by the JIPDEC. We thoroughly implement measures based on certification standards.



Addressing the EU General Data Protection Regulation (GDPR)

In May 2018, the EU General Data Protection Regulation, a framework for the purpose of privacy protection, came into effect in the European Union. The Okamura Group appropriately handles information subject to the GDPR in line with the regulation.

*GDPR: General Data Protection Regulation

GDPR Compliance

https://www.okamura.com/en_eu/policy/gdpr-compliance/

Enhancing information security measures

The Okamura Group has made information system departments responsible for supervising and promoting efforts to improve information security for the Group as a whole. It also provides guidance to various Group companies, mainly regarding computers, servers, and networks that form the system infrastructure.

We have stipulated the proper use of information terminals, networks, electronic mail systems, and similar infrastructure for employees and those working outside the company in the In-House Information System Use Rules. We are also working to raise awareness of information management through public

announcements and e-learning.

As specific measures to prevent information leaks, we are moving forward with measures such as data encryption, computer operation logs, website filtering systems and training on targeted attack emails on a company-wide basis. We have also created guidelines on the use of social media. Furthermore, we have appropriate security measures related to authenticating individuals when they use systems and managing physical access to the office. In preparation for disasters, our main host computers, servers, and other equipment have been moved to data centers that are highly earthquake resistant.

Revising the Social Media Guidelines

Regarding the private use of social media by Okamura Group employees, we have compiled and distributed basic principles that should be understood and complied with. Considering the increase in various services offered by social media, users, and

cases of flaming and other problems stemming from posted information, our Social Media Guidelines were revised in March 2020 and employees received education through e-learning in June of 2020.

TOPICS



Initiatives to prevent information security incidents and minimize their impact

As an organization whose purpose is to respond promptly and appropriately to information security incidents (accidents) such as virus infections, unauthorized access, information leaks, and system outages caused by cyber attacks and internal fraud, as well as to share information among related parties, we established OKAMURA-CSIRT in October 2020. In addition, we have established the "CSIRT Charter" that stipulates the details and authority for activities to prevent accidents (advance response) and activities to minimize the impact of accidents (post-incident response), and we are working on initiatives to reduce the risk of information security incidents.

*CSIRT (pronounced see-sirt): Computer Security Incident Response Team

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Promotion of Compliance

Thorough compliance is indispensable for conducting business that is trusted by stakeholders. At the Okamura Group, in addition to establishing an organization structure and reporting system to promote compliance, we are also working to urge each employee to act in accordance with the Code of Conduct and spread compliance awareness throughout the entire organization through education and awareness-raising activities.

Compliance promotion system

A Group Compliance Committee and a Compliance Committee have been established under the Chief Compliance Officer (CCO) as bodies that deliberate on and make decisions regarding measures relating to compliance and measures to resolve issues. The Compliance Committee comprised of senior general managers from each division in Okamura meets twice a year, and the Group Compliance Committee comprised of management level employees from subsidiaries and associates meets once a year. Both committees examine matters related to compliance and exchange opinions.



Compliance Committee meeting (held August 2020)

We have also assigned a person in charge of compliance within each Okamura division and in each subsidiary and associate, and in addition to collaborating with the Compliance Committee, we promote activities by holding a meeting with all persons in charge of compliance once a year. (See p. 31 for related information)

There were no legal violations with administrative penalties, or criminal charges due to accidents or incidents in fiscal 2020.

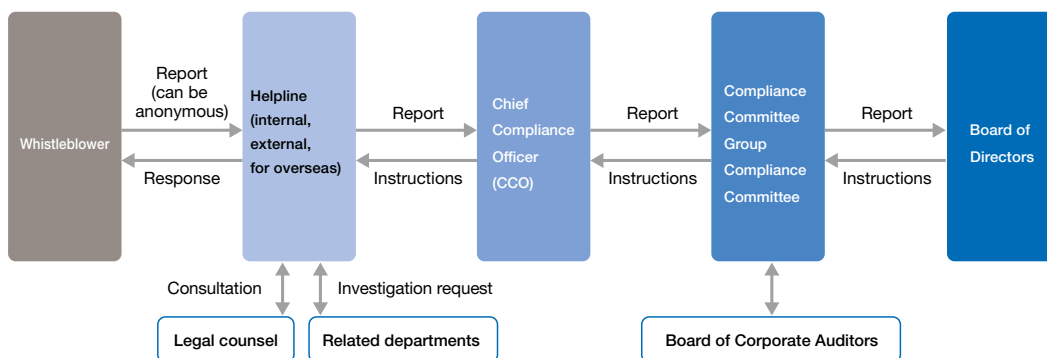
Internal whistleblower system

Okamura has established an internal whistleblower system (known as the Helpline System) to facilitate the discovery of acts that is or may be a violation of the Code of Conduct, and to ensure a reporting route different from the normal reporting route through the supervisor for employees who have discovered such acts. We have also formulated Compliance Helpline System Rules, which protect whistleblowers so that they are not treated unfairly for filing reports. The system is available for Okamura Group employees,

temporary employees, contract employees, and outsourcing contractors. In addition to accepting reports from within the company, points of contact have also been established externally (law office) so as to enable more effective use of the system. Since April 2019, the helpline system has also been available for overseas subsidiaries and associates.

The helpline was used for six cases in fiscal 2020, and the matters were related to suspicions of power harassment and unfair assessment.

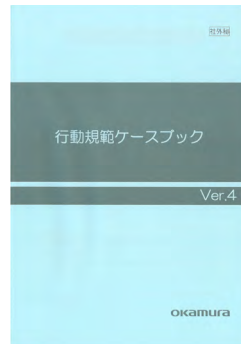
Helpline flow



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Spreading compliance awareness

At the Okamura Group, in addition to creating and distributing material so that all employees act in a compliance-conscious manner we also conduct training and awareness-raising activities. One of our initiatives is to distribute the Code of Conduct Casebook, which compiles various compliance-related issues, in order to increase awareness among employees regarding compliance risks that can occur in daily operations and urge caution in their daily actions and words. In fiscal 2019, we revised the Code of Conduct Casebook and expanded its content by revising the included cases and listing laws, ordinances, and related internal rules for each case in order to further deepen the understanding of each individual.

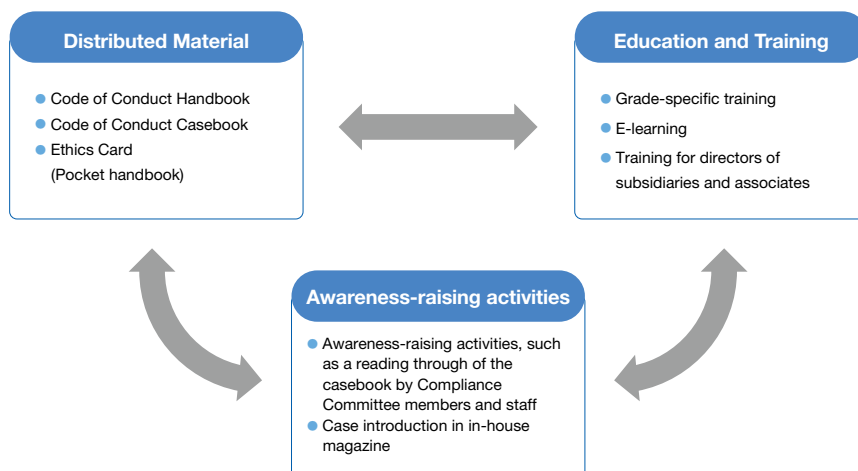


Code of Conduct Casebook



TERRACE in-house magazine compliance information page

Summary of activities to spread compliance awareness



Conducting employee awareness surveys

At the Okamura Group, we conduct an employee awareness survey on compliance, the workplace environment, and engagement once every three years. In this way, we strive to raise awareness of compliance, the level of understanding of the Code of Conduct, and ascertain issues related to workplace improvements.

The response rate for the survey conducted in January 2020 was 76.3%.

In addition to being reported to managers in each workplace and the management team of each subsidiary and associate, the results of the survey are provided as feedback for all employees through e-learning. Based on the awareness survey, we are promoting initiatives to ensure thorough compliance, including introducing a physical access management system, establishing a new external helpline, and holding grade-specific discussions with employees.

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Training for board members of subsidiaries and associates

We hold annual training sessions for board members of subsidiaries and associates for various purposes, including on issues related to increasing corporate value and the sharing of risks associated with corporate activities. In the training, we bring the board members of both Japanese and overseas subsidiaries and associates together in one location and have experts give

lectures on the basics of compliance risk in management and on the changes in the demands of society. This makes it possible to share information on differences in such things as culture, laws, and ordinances between countries and regions, and then link this to the promotion of appropriate business activities.





Participating in training for board members of subsidiaries and associates



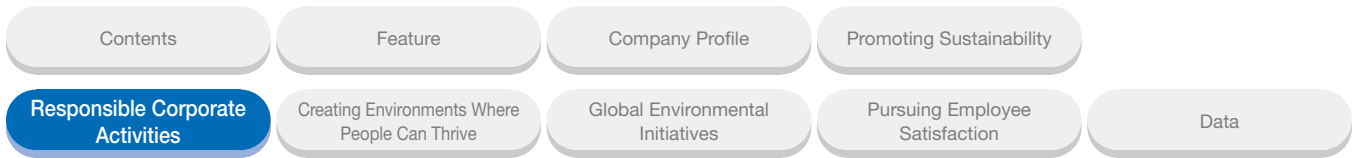
Okamura International Malaysia Sdn. Bhd.
Managing Director
Genya Okada

Okamura International Malaysia Sdn. Bhd. is a new company celebrating its third year since it was established. In deploying our business activities, we are working to create an organization with thorough compliance while respecting local culture and customs.

Since the training for board members of subsidiaries and associates was held online this time, it was possible to collaborate and interact with board members of subsidiaries and associates in various countries and regions without being restricted by time and place, and it was a chance to experience the new normal. During the training, we shared our awareness and exchanged opinions about common issues within the Okamura Group, and this provided a useful opportunity to gain new inspirations and reconfirm our direction going forward.

From a historical perspective, Malaysia has nurtured a style and way of thinking that mixes various cultures, both Western and Eastern. It can be said that people have achieved “Work in Life” in various ways from long ago, in work styles, such as the job type and membership type. As the work environment changes at an accelerating pace, I was able to reaffirm the importance of striving to improve corporate value through sound management so that we can continue to flexibly provide services.

*See p. 110 for details



Respect for human rights

Aiming to be a global company that is trusted and appreciated by society, the Okamura Group will fully consider the impact of our business activities on human rights issues and strive to prevent the occurrence of incidents that lead to human rights abuses. In addition, we strive to understand individual personalities and diverse cultures, eliminate discrimination and harassment, and ensure a safe workplace that is easy to work in.

Putting into practice actions based on human rights policies

The Okamura Group clearly states our approach toward the respect for human rights in our Sustainability Policy, Code of Conduct, and Diversity and Inclusion Policy, and strives to put into practice actions based on these policies through our business activities.

Participation in the Global Compact

Okamura signed the UN Global Compact and was registered as a participating company on February 26, 2020. Taking into consideration the two Global Compact principles related to human rights - "Businesses should support and respect the protection of

Related policies

- Sustainability Policy → p. 14
- Code of Conduct → p. 30
- Diversity and Inclusion Policy → p. 116
- Sustainable Procurement Guidelines → p. 41

internationally proclaimed human rights" and "make sure that they are not complicit in human rights abuses" - we are moving forward with initiatives in various corporate activity aspects. (See p. 28 for related information)

Implement human rights due diligence

Regarding human rights issues specified in various guidelines related to business and human rights, as well as human rights issues specified in Okamura's human rights policies, we have identified and assessed the actual and potential negative impacts

on Okamura's business activities. In fiscal 2020, we confirmed the employment environment of foreign technical trainees and the status of human rights issues in our supply chain. We then took the following actions, respectively.

Internal audit of the foreign technical trainee employment environment

In March 2021, we conducted an internal audit to check the employment situation and other factors at some production plants that employ foreign technical trainees, and confirmed that there were no serious concerns. We will continue to accurately understand the current situation and issues through similar internal audits and maintain and improve the employment environment for trainees.

Response to the UK Modern Slavery Act 2015

The Okamura Group has released a statement regarding its initiatives related to preventing slave labor and human trafficking based on the UK Modern Slavery Act 2015.

UK Modern Slavery Act

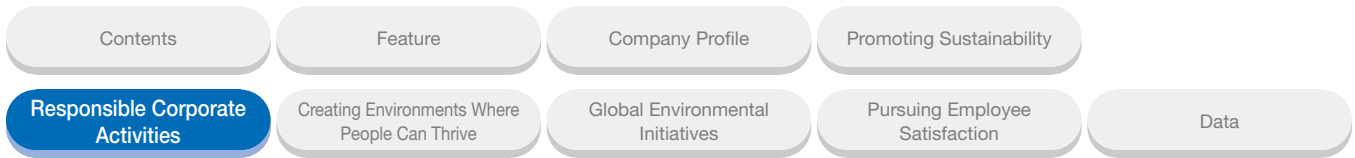
https://www.okamura.com/en_eu/msa2015/pdf/msa2015statement.pdf

Survey on sustainable procurement

To conduct procurement activities with an emphasis on sustainability, the Okamura Group has established "Sustainable Procurement Guidelines" that include thorough compliance, respect for human rights, ensuring a work environment that takes health and safety into consideration, environmental protection, and contribution to society. The Okamura Group has also requested cooperation from our suppliers.

In addition to requesting cooperation from suppliers based on the "Sustainable Procurement Guidelines," we are also confirming the state of the initiatives of our suppliers. We will also conduct surveys on items related to human rights and labor, and depending on the status of the response, conduct individual interviews and field surveys.

(See p. 41 for details)



Supply Chain Management

The Okamura Group clearly states in the Okamura Group Basic Purchasing Policy the concept that “the fundamental principle of business is free competition, and we will work toward coexistence and mutual prosperity with suppliers based on an equal footing and mutual trust.” Based on this approach and premised on fair and impartial business with suppliers, we promote business improvement activities through mutual collaboration as well as procurement activities that emphasize sustainability aspects.

Summary of the Okamura Group supply chain

The Okamura Group manufactures and sells products in a wide range of fields, centered on the office furniture business, store displays business, and material handling systems business. Production takes place mainly in Japan and Asian countries, with sales locations all around the world. We have formed a supply chain that includes procurement of raw materials and parts, sales of products and associated transportation/installation work,

support for products in use by customers, and handling after product use. We procure a wide variety of items such as metals, resins, wood, packaging, and purchased products/parts, and we procure these items through domestic and overseas suppliers. With the cooperation of dealerships, we provide products and services to our customers, in addition to carrying out after-sales maintenance and collection of used products.

Policy on initiatives

In addition to stating our basic stance on supply chain management in the “Basic Purchasing Policy,” in order to carry out procurement activities with an emphasis on sustainability, the Okamura Group has established the “Sustainable Procurement Guidelines” with

content pertaining to thorough compliance, respect for human rights, appropriate labor practices, environmental protection, and contribution to society. We have also requested the cooperation of our suppliers.

Sustainable procurement surveys of our suppliers

In addition to requesting cooperation from suppliers based on the “Sustainable Procurement Guidelines,” we are also confirming the state of the initiatives of our suppliers. In fiscal 2020, we conducted a survey of a total of 133 suppliers to production plants and received responses from 131 companies. In the future, we will expand the scope of the survey to those other than suppliers to production plants, promote sustainable procurement activities by conducting continuous surveys, and link the obtained results to the enhancement of supply chain management.

Points of contact for consultation/reporting for suppliers

We have established points of contacts for suppliers who are members of the cooperation meetings to receive consultations or reports related to business activities. We strive to build healthier relationships with our suppliers and strengthen compliance in accordance with the “Sustainable Procurement Guidelines.”

Okamura Group Sustainable Procurement Guidelines
<https://www.okamura.co.jp/company/sustainability/>

Initiatives toward strengthening our collaborative relationship with suppliers

In order to strengthen our collaborative relationship with suppliers and further mutual development, the Okamura Group has organized cooperation meetings and regularly holds information exchange and technical exchange meetings. In addition, Okamura representatives regularly visit suppliers to share information and exchange opinions related to quality management and manufacturing technology, which we link to improving the level of quality management for material procurement. (See p. 26 for related information)

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Disclosure of Information and Social Assessment

The Okamura Group will disclose information to stakeholders in a timely and appropriate manner. In addition, we will actively disclose information considered to be useful, aim for highly transparent management, and strive to gain even greater trust and earn a higher assessment from our stakeholders by communicating through various opportunities.

Disclosure of information

The Okamura Group will appropriately disclose information based on laws and ordinances and strive to actively disclose information

determined to be important for stakeholders. (See p. 25-27 for related information)

Assessment by society

The various activities of the Okamura Group related to sustainability has led to awards and certifications from outside organizations.

Major certifications and awards in fiscal 2020

24th Environmental Communication Awards

The Ministry of the Environment and the Global Environmental Forum present the Environmental Communication Awards every year for the purpose of promoting environmental communication initiatives of businesses and improving their quality. The Okamura Group Sustainability Report 2020 received the "Excellence Award in the Environmental Report Category" in the 24th Environmental Communication Awards. (February 2021)



Outstanding Health and Productivity Management Organization 2021 (White 500)

The Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi have jointly assessed corporations that practice outstanding health management and have certified them as an "Outstanding Health and Productivity Management Organization." For the fourth consecutive year, Okamura has been certified in the "Large Enterprise Category (White 500)" (March 2021)



L-Boshi (Level 2)

Okamura has been recognized by the Ministry of Health, Labour and Welfare with an "L-Boshi" (Level 2) certification in the system for certifying outstanding companies based on the "The Act on Promotion of Women's Participation and Advancement in the Workplace (Act on the Promotion of Female Advancement)." (December 2020)



Sports Yell Company 2021

Okamura is a member of the Sport in Life Consortium, which works to promote sports, and was certified as a "Sports Yell Company 2021" by the Japan Sports Agency. It certifies companies that actively promote measures to improve employee health through sport. (February 2021)



Cancer Ally Award 2020 Silver

Okamura received the Silver at the "Cancer Ally Award 2020" (sponsored by the Gan-Ally-Bu), which recognizes organizations that support people who work while receiving cancer treatment. The system to ensure a comfortable working environment while receiving medical treatment and employee awareness activities were highly evaluated. (January 2021)



Japan's Human Resources Department "HR Award" 2020

Corporate Human Resources Division

The "HR Award" 2020 (sponsored by the Japan's Human Resources Department HR Award Steering Committee) is an award system with the aim to grow companies nationwide through human resources by widely disseminating outstanding initiatives in the areas of human resources and HR solutions. Okamura won an award in the "Corporate Human Resources Division." (October 2020)

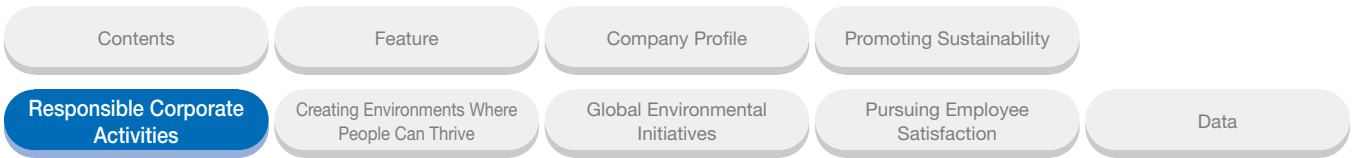


Main assessment results in fiscal 2020

Global Environmental Equity Index

Selected as a constituent stock of the S&P/JPX Carbon Efficient Index

Okamura was selected as a constituent stock of the S&P/JPX Carbon Efficient Index, which is a global environmental stock index selected by the Government Pension Investment Fund (GPIF). (March 2021)



Coexisting with Local Communities and Society

To develop together with the local people, we will strive to interact and contribute to society by participating in social activities and environmental activities in each region. Leveraging the knowledge and experience we have accumulated through our business activities, the Okamura Group will contribute to the creation of a sustainable society through efforts such as developing human resources and providing information and spaces for solving social issues.

Okamura Group Social Contribution Activities Policy

In May 2021, we formulated the Okamura Group Social Contribution Activities Policy based on the Basic Policy, which has been passed down since our founding, with the aim of promoting initiatives that contribute to solving a wide range of social

issues. This policy clearly states our stance on initiatives such as coexisting with society through dialogue and exchange, leveraging knowledge and experience accumulated in our business, and support for employee activities.

Okamura Group Social Contribution Activities Policy

The founding spirit of the Okamura Group has been established within the corporate culture through the company creed consisting of the five phrases “Innovative Creation, Cooperation, Being Cost Conscious, Saving for Future, Social Responsibility,” and the Basic Policy. It has been passed down through the management and business activities of the Group.

There is a passage in the Basic Policy that states “management always strives for harmony with society.” Based on this spirit that has been passed down from our founding to the present day, the Okamura Group Social Contribution Activities Policy is set forth below for the progress of initiatives that contribute to solving a wide range of social issues.

1. We will coexist with society and become a trusted company through various dialogues and exchanges with local communities and society.
We will respond to requests from local residents near production plants and offices, as well as from local governments in a sincere manner.
2. We will leverage the knowledge and experience accumulated through our business and contribute to solving social issues.
 - Priority fields: fields related to disaster relief, next generation human resource development, global environmental protection, and “places where people can thrive.”
 - We will actively make use of management resources in the above priority fields and contribute to solving social issues.
 - We will actively co-create both within the company and outside the company.
3. We will support volunteer activities of employees.
When employees participate in a wide range of volunteer activities, they put the knowledge they gained back into business activities, which builds a virtuous cycle towards solving social issues.

Volunteer leave was newly established

In October 2020, we established a new system that allows employees to take volunteer leave to support their participation in volunteer activities. Volunteer leave can be used out of the injury and illness leave (paid leave) held by employees for up to five days a year. We are promoting the use of this system by introducing on the intranet and in the in-house magazine testimonials from those who have used this type of leave and how to apply. There were three users of the system in 2020. (See p. 113 for related information)

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Participating in local community activities

At each base of the Okamura Group, we actively participate in and cooperate with the local community by taking part in events and clean-up activities, letting local residents use our sports fields, and providing assistance during emergencies such as natural disasters.

Main local community support activities in fiscal 2020

- Sports field lent out to youth baseball teams and others (Sanyo Okamura Corporation)
- Allowed use of our rugby field (Tsukuba Plant)
- Conducted plant tours for local residents and children (see p. 46 for details)
- Community cleaning activities (at each production plant)
- Blood donation volunteering (at each production plant and office)

Sports support

The Okamura Group conducts various activities that support sports, including letting local sports teams use our sports fields, and sponsoring professional sports and sports events. In April 2021, we hired a para-athlete and we are supporting his competitive activities. (See p. 121 for details)

<Examples of sports team sponsorship>

- Yokohama FC
- Kamaishi Seawaves RFC*

*Kamaishi Seawaves RFC: A rugby team formed in April 25, 2001 as Japan's first community-based rugby team. The team plays in the Top Challenge League, a second-tier companies league. Until fiscal 2019, a number of NS Okamura employees were members of Kamaishi Seawaves RFC.

Disaster relief

The Okamura Group provides assistance to victims of large-scale natural disasters in Japan as well as assistance activities for recovery in the affected areas in the form of donations and supplies. Okamura is a supporting member of Japan Platform (JPF), an NPO that collaborates with NGOs, the business community, and the government to provide emergency humanitarian assistance in the event of a conflict or disaster.

In March 2021, we donated our own products such as chairs and desks to JPF member NGOs and NPOs that are promoting support activities in the face of various impacts caused by the spread of COVID-19.



Youth baseball



Yokohama FC



Kamaishi Seawaves RFC

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Activities for the use of timber and regional revitalization through industry-academia-government collaboration

Okamura is focusing on educational support for furniture design in addition to human resource development and regional revitalization through the use of local materials. As part of these initiatives, since fiscal 2014, we have collaborated with the Furniture Design Seminar (Professor Hisato Fujita) of the Product Design Department of Tohoku University of Art & Design (Yamagata City), and our employees involved in planning and design have participated as special lecturers. Oguni-machi (Yamagata Prefecture) was added in 2015, with designing for regional revitalization using town-produced materials while placing importance on interaction with the townspeople as the topic of the seminar. Through this, furniture design proposals using beech and Japanese cedar are produced.

This industry-academia/regional collaboration class has developed, and in July 2018, together with Oguni-machi (Yamagata Prefecture) and the Tohoku University of Art & Design, and with “wood” as our keyword, we are working together to make effective use of the resources possessed by the three parties and promoting active relations with timber in local communities, including mokuiku (“wood education”), and concluded a three-party agreement regarding the use of timber. One of the activities based on this agreement is the First Furniture Business, to produce furniture designed by students at a facility in the town using locally-produced materials and present it to all three-year-old children living in the town.

In March 2021, the third First Furniture presentation ceremony was held. On the day, Mr. Nishina, the mayor of Oguni-machi, and Mr. Wakatsuki, the General Manager of the Takahata Plant (Yamagata Prefecture), who also provides production advice, attended the ceremony where children received a picture book rack (Bookman). These racks had their name engraved on them, making them one of a kind. This activity won the Japan Wood Design Award 2020 (Social Design Category, Communication Field).



Out of 30 3-year-olds in Oguni-machi, 22 parent and child pairs participated.



At the workshop, children were able to choose the parts for the “eyes” themselves



Ryuki Sato, who made the furniture participates via the internet



Donation activities in Thailand

Thai-based Siam Okamura International Co., Ltd. contributes to the community every year and conducts social contribution activities based on themes such as next-generation development support. In February 2021, in conjunction with the renovation of the showroom and office, since all the local staff are Buddhists, we invited a monk from the temple and held a “tambun (make merit)” ceremony to pray for the peace of mind of the employees and the prosperity of the company. Through a matching gift program in which the company matches donations made by employees, we provided donations and offerings related to the tambun ceremony. We will continue to work closely with Thai society and people as a conscientious corporate citizen, and we will continue to conduct steady activities and express our feelings of appreciation.



The tambun ceremony

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Communication at production plants

Okamura Group production facilities conduct tours not only for our customers, but also for children who visit us to learn about working at large companies. In these factory tours, participants get to see how our products are made, hear some tricks of the trade, and are introduced to how we nurture our staff by passing down our knowledge to ensure they can fulfil their potential.

The Oppama Plant has offered the Summer Vacation Tour since fiscal 2013. Through these tours, we convey the fun of manufacturing

by letting participants make coin cases from scraps of leather used for chairs and card cases from steel sheets. At regularly held social gatherings and company tours held for members of the local community, we show visitors the manufacturing process and waste facilities, explain our environmental initiatives, and create venues to exchange opinions that lead to the understanding and peace of mind of local residents.

TOPICS



A New Form of Tours - Oppama Plant -

In 2020, it was difficult for schools to conduct social studies field trips due to the spread of COVID-19, and it was also difficult for companies to accept visitors. However, in November 2020, as an initial trial at the Oppama Plant in Yokosuka City, Kanagawa Prefecture, we conducted a “new form” of a tour for 68 third-grade students from Yokosuka Municipal Natsushima Elementary School located near the plant.

The purpose of this tour was to learn about how people work at local companies and about manufacturing, and to deepen their understanding of the connection with their lives, including environmental issues. After careful discussions with the teachers in advance and taking sufficient infection control measures, we created a plan that included content that gives the children an experience as close as possible to the actual tour, such as a “virtual tour” using ICT. On the day, we maintained an appropriate distance between everyone in a wide open area of the school and conducted classes according to the following program.

1. “Let’s learn about environmental issues”: Learning about resources
2. “Virtual tour”: Learning about various processes and the people involved through a video of the production site
3. “Let’s look, touch, and experience!”: Learn about the safety considerations and ingenuity of designs by using the actual product

We will continue our activities by devising inventive ways, including the use of ICT, and contribute to providing a place for children to learn.



Commentary on videos about manufacturing at the plant



A designer uses the product to explain the tricks of the trade



Is this the true form of comfortable seating!?

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Initiatives for an inclusive society

We value diversity and promote various initiatives toward the realization of an “inclusive (non-exclusive) society” in which each individual can live true to themselves.

Initiatives at production plants

At Okamura’s production plants, we outsource to nearby welfare offices through a company that supports the employment of people with disabilities, and have people with disabilities take charge of various work related to the upkeep of the plants.

<Initiative examples>

- Gotemba Plant: Activities such as mowing grass, picking up trash, and pruning work on plant grounds.
- Oppama Plant: Creating sample chips



People with disabilities engaged in work

TOPICS



An Exhibit at “2020, Shibuya. Experience the Daily Life of Super Welfare (Also known as: Super Welfare Expo)”

The Super Welfare Expo (sponsored by the NPO, People Design Institute) has been held every year since 2014, and Okamura has been exhibiting since 2018. This time, the final round, was held with “8/ (Hachi)” on the 8th floor of Shibuya Hikarie (Shibuya, Tokyo) as the base, and the symposium was held online as a measure against the spread of COVID-19.

Okamura’s exhibit was located on the 8th floor of Shibuya Hikarie, at 8/COURT, featuring the electric powered Weltz-EV that allows you to freely move around interior spaces such as an office, and the Weltz-self that allows you to move smoothly using your feet while sitting down. At the symposium, “What does the future office where anyone can work look like?”, Okamura’s “labo office,” “CO-EN LABO” (Shibuya Scramble Square) was introduced as the latest example of such an office. We also exchanged opinions with people from various positions about what a workplace should be like in the future, and the ideal work place that people are starting to think about, now that work styles have changed drastically.



Exhibiting the Weltz-EV and Weltz-self at 8/COURT on the 8th floor of Shibuya Hikarie



The “What does the future office where anyone can work look like?” symposium held at Okamura’s labo office, “CO-EN LABO”

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Support for cultural and arts activities

Okamura has held the special OKAMURA Design Space R exhibition at the Okamura Garden Court Showroom in Chiyoda, Tokyo every year since 2003. Based on the concept of collaboration between architects and creators from outside the world of architecture, these unique events offer innovative perspectives and something entirely different to the solo exhibits of the respective collaborators. Every year, various artists participate as collaborators in the exhibition planned by renowned architects. In 2020, we decided not to hold the event due to the spread of COVID-19, but we plan to continue to hold exhibitions in the future.

Communicating information through the Okamura Chair Museum

The development and production of office seating continues to evolve as times change. We opened the Okamura Chair Museum in 2009 as a venue to widely communicate the post-war industrial and technological history and spirit of manufacturing. The museum introduces these topics in a multifaceted manner from perspectives such as the history of office seating and office seating technology. In addition to collecting information and conducting research and studies on furniture that is vital for the creation of comfortable spaces, we offer a space where people can learn in a fun manner.



Okamura Chair Museum
<https://www.okamura.co.jp/company/museum/>

Contributing to solving social problems stemming from a shortage of truck drivers

Endorsing the White Logistics Movement promoted by the Ministry of Land, Infrastructure, Transport and Tourism; Ministry of Economy, Trade and Industry; and Ministry of Agriculture, Forestry and Fisheries, Okamura submitted its own voluntary action declaration in August 2019. The White Logistics Movement is a response to the shortage of truck drivers, which continues to grow more serious. The movement aims to ensure stable logistics, which are necessary for the life of the people and for industrial activities, as well as to contribute to economic growth. To achieve this, the movement involves increasing the productivity of truck transportation and efficiency of logistics as well as creating a better work environment that is easy to work in regardless of age or sex.

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Support for developing the next generation

At the Okamura Group, we are engaged in initiatives to educate the youth that will support society in the future by leveraging the experience we have accumulated as a company.

Classes held in nature

As part of our social contribution activities, Okamura has been conducting elementary school classes held in nature since 2007. With employees serving as instructors, there are classes that teach the spirit of using things with care based on the “3Rs” of desks and chairs” for schools as well as learning about the current state of the world’s forests based on the theme of “Let’s think about the forests of Japan.” These classes allow students to realize the importance of conserving biodiversity and the sustainable use of forest resources, and to think about what they themselves can do. In addition, since elementary schools have begun to incorporate learning about the SDGs, the content of the lessons is designed for the children to think about things in relation to the SDGs even in the classes held in nature.

In 2020, the number of classes held at schools decreased due to the spread of COVID-19, but we took on the challenge of finding a new form for the activities (see p. 46 for related information) such as holding classes remotely and in places other than classrooms. We will continue to consider various class formats and continue activities so that more children will be interested in their relationship with the environment and become change makers for the creation of a sustainable society.

*3Rs: Reduce, Reuse, Recycle

Contributing to human resource development as university lecturers by leveraging practical experience

Okamura employees leverage the knowledge gained through work in areas such as design and research, and continuously serve as a part-time lecturers in universities. We have class hours at Kanto Gakuin University and Nihon University throughout half of the academic year, and as practitioners of ergonomics and product design, we give lectures while introducing practical examples and new technologies.

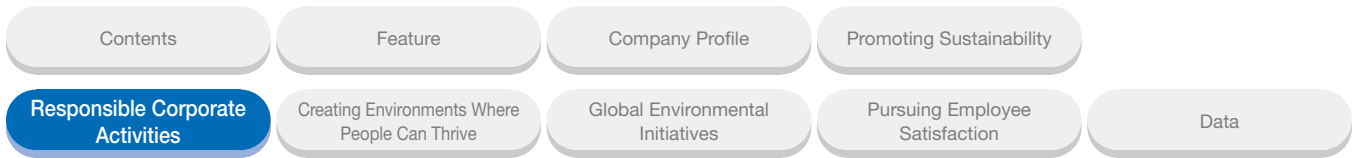
In addition, as special lecturers at the universities, we contribute to the development of the next generation by holding classes, seminars, and lectures on space design and product design.

Classes held in nature results

Year	Students	Schools	Year	Students	Schools
2007	120	1	2016	513	6
2009	362	3	2017	329	5
2010	643	7	2018	450	7
2011	215	3	2019	444	4
2012	274	4	2020	197	4
2013	191	2			
2014	340	3			
2015	443	6			



The classes were conducted with anti-infection measures in place



Launch of the On Campus Internship at Osaka University

As one joint industry-academia project in education, Okamura has held the active learning On Campus Internship for undergraduate students at Osaka University since fiscal 2019. This is an endeavor that offers a corporate internship as part of university classes and the purpose is to give students in the “learning” stage an opportunity to think about “working,” to make their learning at university independent, and to acquire an orientation toward the future in addition to problem-solving skills.

Although we held office tours at Okamura’s Open Innovation Biotope “bee” in fiscal 2019, the classes were held online in fiscal 2020, and lectures were held from April 2020 for half of the school year. The group work-based lectures emphasized acquiring new perspectives and being able to think from different perspectives; not through one-way learning from faculty to students, but through dialogue between people of different positions, namely, faculty, company employees, and students.

As a company that will continue to face various issues that occur in society, we will continue to create spaces for practical learning and dialogue through joint creation between universities, which are responsible for research in various fields and student education, and pursue a better approach to problem solving.

Support for the development of young people in the fields of science, mathematics, and technology.

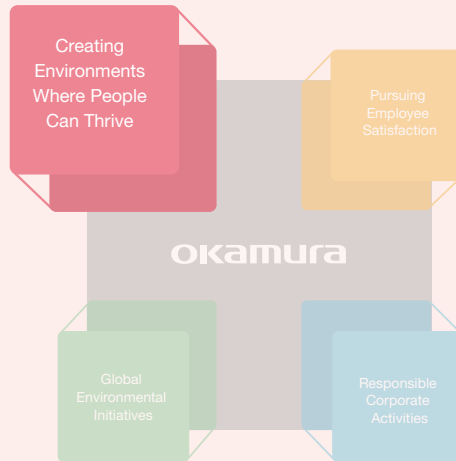
NPO WRO Japan holds an international robot contest (World Robot Olympiad) for elementary and junior high school students, and raises interest in the science, math, and technology fields by providing opportunities to experience science and technology. Their aim is to foster scientists and engineers who will contribute to the world in the future and support Japan in becoming a leading nation in science and technology, while linking this to an improvement of motivation in manufacturing. Okamura continues to provide support as a Bronze Sponsor of WRO Japan.

Supporting the ad design contest business for students

Okamura cosponsors the Japan Student BtoB Newspaper Advertising Awards presented by BtoB Advertising Association Japan. The Japan Student BtoB Newspaper Advertising Awards is a design contest for students enrolled in a Japanese university, technical school, or similar educational institution. It is held to deepen understanding of BtoB business, improve the skills of future creators and marketers, broaden the potential of advertisements, and invigorate BtoB businesses by having the younger generation create newspaper advertisements. Applicants take the position of a seller and take up a product, service, or corporate brand submitted by a sponsor as the theme to create a related newspaper advertisement using the information provided, the product logo, and other information.

For the 5th Japan Student BtoB Newspaper Advertising Awards in 2020, the theme was “TELECUBE by Okamura,” a fully enclosed work booth. There were numerous submissions, including ones that focused on how to use the product and its features, and advertising designs to spread awareness, one of the challenges.

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Creating Environments Where People Can Thrive

We will continue to take on the challenge of creating new values, markets and trends by providing society with innovative products and services with reliable quality and safety.

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Pursuing Quality in Product Creation

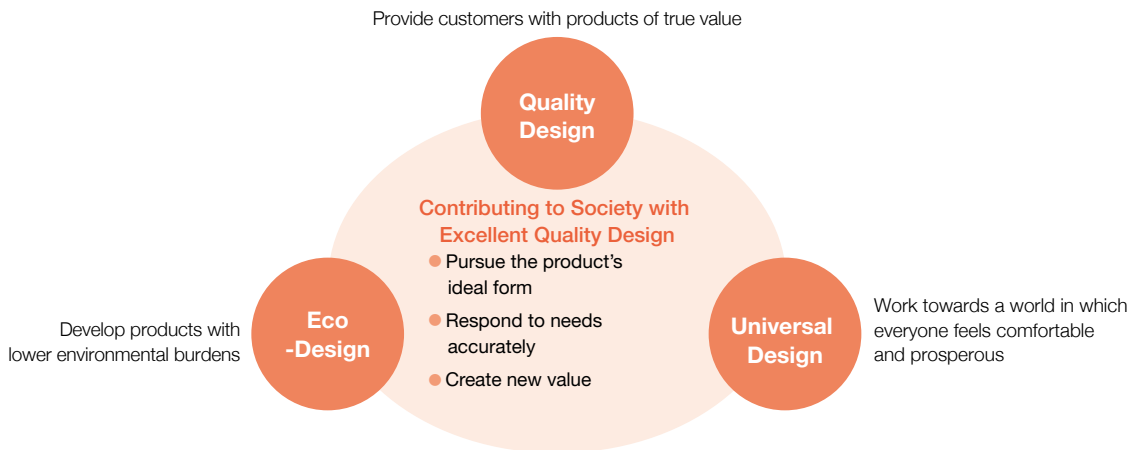
Based on the motto of “quality pays for itself,” the Okamura Group strives to improve quality and safety from a global perspective while also continuing to pursue the ideal form of products and optimal interior spaces for various venues, including offices, education, healthcare, R&D, commercial facilities, and distribution centers by accurately responding to the needs of customers.

The Okamura Group’s design policy

The Okamura Group aims to commit itself to manufacturing and to achieving high-quality design that benefits all people and allows us to pass on an even better environment to the next generation. Since the founding of Okamura, we have worked to create optimized

human environments using our knowledge of hardware and software. In order to achieve this, we are advancing with product development based on the idea that the three perspectives of Quality Design, Eco-Design, and Universal Design are essential.

The Okamura Group’s design policy



Pursuing quality design

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.

*Ergonomics: A scientific field that aims to understand human physical, cognitive, and organizational characteristics and apply them to various products, environments, and services.

Pursuing eco-design

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. We achieve this goal by carrying out product assessments* at the planning and design stages and applying certification according

to our own environmental standards. (See p. 97 for related information)

* Product assessments: Assessments of the environmental impact of a proposed product during the development and design stages in order to create products with less of an environmental burden.

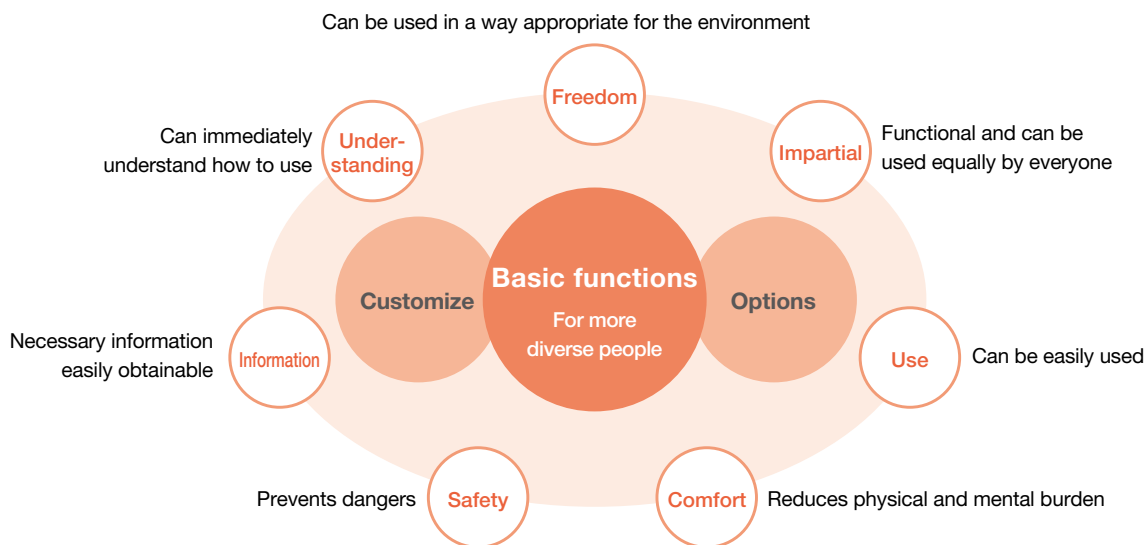
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Pursuing universal design

The Okamura Group 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.

The Okamura Group's approach towards universal design



Initiatives to spread universal design

Okamura has participated in the International Association for Universal Design (IAUD) since the founding of the association. We also sponsor international conferences and support IAUD activities. The IAUD works for the sound development of society and the creating of fulfilling lifestyles through the further spread and implementation of universal design.

TOPICS



Our company received the BEST OF DECADE Universal Design Company award

At the German Universal Design Competition 2021, Okamura received the BEST OF DECADE Universal Design Company award, presented to companies that have contributed to the principles and philosophies of universal design for many years.

The Universal Design Competition is an internationally prestigious design award that is awarded based on screening criteria that take into account innovativeness and marketability from the perspective of universal design characteristics that make them easy to use by everyone. Okamura has participated in this design award for many years and has received a total of 24 awards, which is the largest number in the industry in Japan, and our achievements in product development based on universal design has been highly regarded.



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Manufacturing based on the design policy

Development of products that accommodate changes in work styles

Social trends such as work style reform and the COVID-19 pandemic are also changing the roles and work styles in offices. In a survey conducted by Okamura, many people stated that the role that offices should play in the new normal is to be a place to enhance teamwork and for employees to communicate with each other. In light of these needs, Okamura has developed “SPRINT,” a creative furniture series that supports the creation of a place to produce even greater results with a sense of speed when working on projects and in teams. By combining stands, pedestals, tables, and stools that serve various functions and can be moved, the furniture supports the improvement of teamwork by encouraging optimization of the environment according to the content of the work and the number of participants, sharing ideas among members, and visualization of the discussion process.

In addition, while open offices with few pillars and partitions are becoming mainstream from the perspective of stimulating communication, there are an increasing number of workers who sometimes want to concentrate on their work, either alone or with a small number of people. Furthermore, there is an increase in working from home and avoidance of face-to-face meetings, and opportunities are increasing for communication through web conferencing. As a result, Okamura is proposing various work booths surrounded by glass and sound absorbing material panels to create an environment where it is easy to concentrate while still taking advantage of the characteristics of an open office. The multi-work booth “co-comori” is a work booth that creates a sense of seclusion without making the user feel trapped, by surrounding it with a panel made of recycled felt and combining sofas and

tables. As the demand increases for work booths for various situations, they can be easily installed even in small spaces. We are also working to reduce our environmental impact by reducing the size and weight of our products and reducing the amount of raw materials used.

Okamura will develop various products as a fine-tuned response to diversifying work styles and to support the realization of a more comfortable and efficient working environment.



SPRINT creative furniture



co-comori multi-work booth

Upgrading offices to a healthy working space

Amid growing awareness of the importance of promoting health management in companies, we have developed the “PARK WORK” furniture series to support the realization of an office with good health management and to bring about the “seven actions to maintain and improve health” (feel comfortable, communicate, rest/feel refreshed, move, eat properly, keep clean, and raise health awareness) recommended by the Ministry of Economy, Trade and Industry.

We used Central Park in New York as an inspiration when considering a place to carry out the “seven actions to maintain and improve health.” It is a place of relaxation, where workers gather to exercise, eat, rest, and chat. There are areas of differing elevation in the park, with plants, trees, benches, and playsets. To recreate this in an office environment, we unified the width and depth of base units with different heights to 900 mm and made it possible to create various layouts by combining them. The series

consists of items such as benches, decks, stretch poles, and balance balls, creating a park-like space where workers can work in a healthy manner according to their individual style.



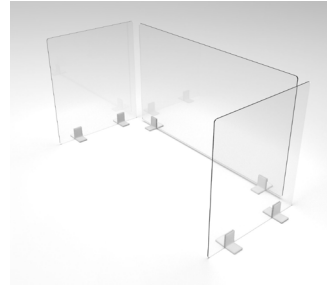
PARK WORK office furniture series

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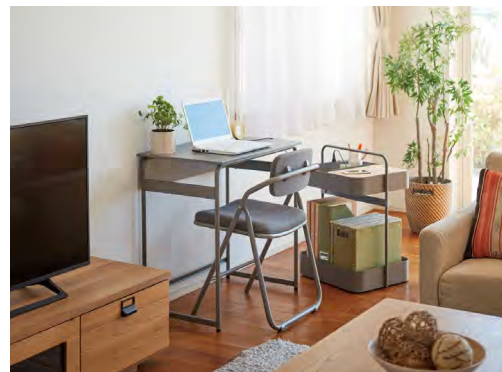
Supporting the creation of office environments and working from home during the COVID-19 pandemic

Due to the spread of COVID-19, many companies are implementing measures for face-to-face work in offices and facilities, and they have introduced remote work such as working from home. In light of these circumstances, Okamura launched the “Desktop Partition Panel to Prevent the Spread of Droplets” in May 2020, which can be placed on a desk or table to create a physical barrier on the front and sides. This product, which has been installed by many companies, is made of PVC resin, which has excellent chemical resistance and can be used with disinfectants containing sodium hypochlorite in addition to alcohol-based disinfectants. It also has an easy-to-use design, such as being able to adjust the panel to a height where a person’s mouth would be.

In December 2020, to support the creation of a compact and functional home work environment at home, we launched “VIVANT,” a home telework support tool that consists of a slim table, foldable chair, and wagons for storing items. For corporate customers, we provide the “Okamura for e-Biz” program that allows employees to purchase furniture for working from home, and we support measures to establish working from home and improve employee satisfaction.



“Desktop Partition Panel to Prevent the Spread of Droplets”



“VIVANT” home telework support tool

TOPICS



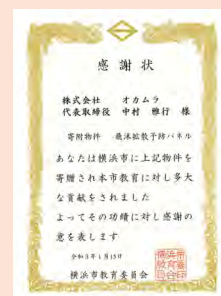
Donated panels to prevent the spread of droplets to Yokohama Municipal Okamura Elementary School

As the impact of COVID-19 spreads to various areas, our employees thought about what they could do for the children. This desire led to them working to create panels to prevent the spread of droplets that were suitable for schools. When we consulted with the Yokohama City Board of Education about conducting a verification in a school using two prototypes, one made of cardboard and one made of resin. The Board introduced us to Okamura Elementary School in Okamura, Isogo-ku, Yokohama, where the Okamura Corporation was founded. As a result of the verification, we found that some methods of use were better suited to cardboard, and some were better suited to resin. For the resin panels in particular, in consideration of safety during use, we affixed rubber around the panel, made it a size that would fit on a school desk, and made it possible to stack and store them, making it easy for these panels to be used in schools.

We donated panels to prevent the spread of droplets to Okamura Elementary School, who kindly cooperated with us. The panels are now in use in areas such as the library and home economics classroom. We received the following feedback from a staff member: “The panels introduced into the library to prevent the spread of droplets is highly transparent, has sufficient height, and is effective. It also has a stand to prevent it from tipping over, giving it a sense of stability. The stand is also processed to prevent slipping, which is convenient because it does not move even if you touch it a little. The children are able to concentrate on their reading without worry. We also use the panels in situations where the parents and faculty meet face-to-face.” We also received a letter of appreciation from the Yokohama City Board of Education for the donation.



Library with the panels to prevent spread of droplets



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Development of tablet/PC charging cabinet to respond to school education needs and reducing power load during charging

Okamura has been focusing on the development of equipment for the furniture market for educational facilities to contribute to the improvement of the learning environment in schools. Following the launch of the GIGA School Concept* by the Ministry of Education, Culture, Sports, Science and Technology in December 2019, we developed a tablet/PC charging cabinet for storing and charging ICT terminals used in elementary and junior high schools, high schools, and special needs schools across Japan.

The tablet/PC charging cabinet uses a rotating charging method that divides the tablets and PCs being stored into four groups and automatically charges each group 10 minutes at a time to reduce the power load during charging. Okamura's unique tray type station, which stores five terminals in each tray, makes it easy to distribute and collect the devices, and children/students can put them in and out without crowding in one spot. In addition, in anticipation of situations where the devices are used in the classroom, we gave careful consideration to the design, such as universal design handles on the doors and the corners of the storage unit body are rounded for the safety of children and students.

*GIGA School Concept: A measure promoted by the Ministry of Education, Culture, Sports, Science and Technology, which aims to realize an educational ICT environment that can more reliably develop the qualities and abilities of diverse children, and to maximize the power of teachers and children through the best mix of ICT.



Tablet/PC charging cabinet



Stores five units in each tray and uses a rotating charging method

Supporting the improvement of the playing environment in the e-sports market

Okamura developed the STRIKER gaming furniture with the aim of improving the playing environment in the continuously growing e-sports market.

The e-sports market, which has expanded rapidly in recent years. There are many new facilities and spaces for e-sports where professional competitions are held being opened. Additionally, games are enjoyed in homes by people of all ages who take advantage of the characteristic of the games being online.

In e-sports, the playing environment is an important factor for players to be able to concentrate on the game in a comfortable position for long periods of time. Through investigating and analyzing various positions depending on the game genre, play styles, and differences in devices such as keyboards, mice, and controllers, Okamura has developed gaming furniture based on ergonomics and the research results thus far. By leveraging the development and manufacturing technology of office furniture and providing high-quality products, we support a comfortable play environment in which gamers will not tire, even after an extended period of use.



STRIKER gaming furniture

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Contributing to advances in medical technology with the development of robot-assisted surgery chairs

Okamura manufactures and sells furniture as well as designs spaces for hospitals, clinics, and long-term care facilities, and is working on product development while conducting surveys and research at healthcare facilities.

In December 2020, in collaboration with the Mediaroid Corporation and Kobe University, we developed the kumpel chair for the hinotori™ surgical robot system manufactured by the Mediaroid Corporation. Robot-assisted surgery involves frequent detailed manipulation with the hands and feet while in a position of peering through a scope over a long period of time. Because of this, we studied the posture of the working surgeon and developed a chair aimed at reducing the burden on the surgeon and improving operability.

The seat is tilted forward five degrees to raise the pelvis and support the correct posture when sitting. This leads to the surgeon not feeling tired even after working for a long period of time and makes it easier to move their legs when operating the foot pedals. We designed the seat with an integrated seat back in pursuit of a backrest that wraps around the waist and a seating surface shape that does not press the back of the thighs so that surgical work can be performed comfortably. Various innovations have also been incorporated. For example, the depth of the seat has been shortened to make it easier to operate the foot pedals and the front edge has a V-shape.



kumpel robot-assisted surgery chair

TOPICS



Contributing to our customer’s sustainability transformation (SX) as a partner in retail store creation

FRESTA Co., Ltd., is a company that operates a total of 62 supermarkets primarily in Hiroshima prefecture, in addition to Okayama and Yamaguchi prefectures. It is engaged in various environmental and social activities as part of the regional infrastructure that provides food. From the perspective of the SDGs, the company has recently been promoting the creation of stores for the sustainable development of the region.

In conjunction with the opening of the new FRESTA Nakasuji Store, Okamura and FRESTA held a succession of meetings to discuss the keywords “regional & sustainable.” We proposed ideas such as using timber sourced within Hiroshima and a kids space where local children could experience the scent and warmth of wood. We supported the creation of stores while holding discussions with the Hiroshima Prefectural Forestry Section and specialist institutions.

In November 2020, along with the opening of the FRESTA Nakasuji Store, Fresta Forest was also opened. FRESTA Forest is the first space in Hiroshima with a wood education kids space and also features a space to eat and relax. The store is popular with everyone in the community, from children to the elderly.

In addition, FRESTA has introduced OSCOM, Okamura’s showcase navigation system, into multiple stores. The system helps control the power consumption of the entire store, including showcases, refrigerators, lighting, and air conditioning, and has achieved energy-saving at the stores. As a partner to jointly consider the next-generation commercial environment with, Okamura will support customers in solving business issues through store creation.



Store interior



FRESTA Forest wood education kids space



Visualization of the store’s environmental initiatives

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Development and commercialization of autonomous mobile robots

Okamura is seeking to automate its operations in distribution centers, warehouses and other logistics facilities that handle large cargo volumes. We have developed the Okamura Robot Vehicle (ORV), an autonomous mobile robot, to automate the tasks of moving and carrying objects.

Conventional automatic guided vehicles used in logistics facilities require route tape and markings on the floor, which makes it difficult to change their tracks, and it is not possible for those vehicles to avoid obstacles on the track. The ORV uses simultaneous localization and mapping (SLAM) technology that scans the surrounding environment with sensors, creates a map and ascertains its own position. It then uses artificial intelligence (AI) to automatically recognize the roll box pallet, pick it up and transport it to its destination while avoiding obstacles. By grabbing one side of the pallet instead of towing it, the system is able to perform precise maneuvers like turning on a dime. We are currently verifying the practical application of this system, such as the usability of ORV and operation software, through operational testing.



ORV autonomous mobile robot

TOPICS

Developing environmentally conscious products

Reducing the weight of products is a key factor in reducing energy consumption and CO₂ emissions in processes including procurement, manufacturing and distribution. In addition, using just one material to make a product and using recycled materials helps to reduce environmental impact by promoting resource recycling. These initiatives also lead to benefits for users during and after product use.

The project to develop CYNARA office seating began with the aim of creating the lightest office seating in the world, and development progressed with ideas about how to reduce weight while maintaining the design and strength. Specifically, we adopted a new mechanism in which the back and seat are combined in a single frame and the seat is made to flex in certain areas, making the structure more compact. In addition, by devising the seat back so that mesh is directly attached to the frame, it is possible to maintain sitting comfort while reducing the number of parts. As a result of these efforts, we were able to reduce the weight of structural parts by approximately 50% and reduce CO₂ emissions throughout the product life cycle by roughly 35% compared to our conventional office seating.

Other products developed in 2020 include the nel table, in which all parts from the top plate to the legs are made of steel, and the co-comori multi-work booth that uses recycled felt as the surface material of the panels to make the product smaller and lighter, reducing environmental impact from various aspects.



CYNARA office seating



Minimal parts and lightweight design



Multi-work booth co-comori



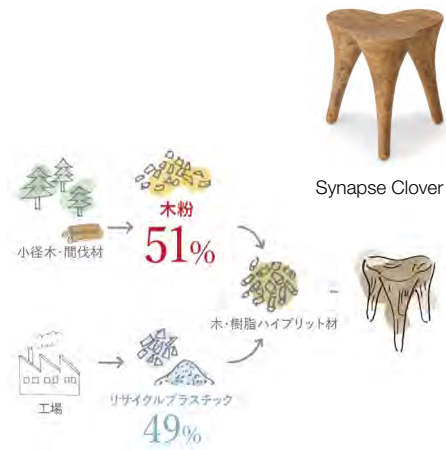
nel table with slim tabletop design

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Development of products made from thinned wood and recycled resin

Okamura is working to develop environment-friendly products by making effective use of unused and recycled materials. Synapse Clover is a stool that is molded by mixing 51% of the raw materials with wood flour of thinned wood and small-diameter wood and 49% with recycled resin. By using a hybrid material of wood and resin, it is possible to ensure durability by creating the characteristic of being scratch resistant while retaining the texture of wood. Designed by Kazuko Fujie, one of Japan's leading furniture designers, it has been carefully designed in a unique clover-like shape that makes it easy to sit on.

The use of thinned wood and small-diameter wood promotes the health of forests and curbs global warming, and the use of recycled resin contributes to resource recycling and the control of waste generation.



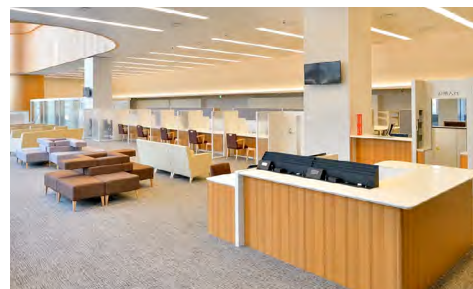
Hybrid material made of wood and resin

Promoting the use of domestic timber in office spaces

The Okamura Group is working to promote the use of domestic timber by promoting the sustainable use of timber, to contribute to the conservation of the natural environment and control global warming, as well as to foster healthy forests and revitalize local industries. We are working to popularize domestic timber-based products, mainly in urban offices, in order to encourage more customers to use wooden furniture as well as to convey the warmth and texture of wood and its beneficial effects on the mind and body.

In addition, Okamura is a registered operator of the Minato Model Carbon Dioxide Fixation Certification System*, and contributes to the realization of a low-carbon society through the use of timber from Japanese municipalities that have signed an agreement with Minato Ward in Tokyo.

(See p. 93 for related information)



Reception area of Fukui Bank Main Branch using Japanese cedar from Fukui

*Minato Model Carbon Dioxide Fixation Certification System: A certification system with the purpose of promoting the use of domestic timber in buildings in Tokyo's Minato Ward, and to contribute to the prevention of global warming by increasing the amount of CO₂ fixation and promoting the maintenance of domestic forests.

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Creating the WELL PLUS mark

The WELL certification*, a system that evaluates whether a space is one where people can spend time in a healthy and comfortable manner, has recently seen its adoption spreading as an assessment criteria for office spaces. At Okamura, we place the WELL PLUS mark on products that support the attaining of WELL certification, and we assist the customer in improving office environments and creating offices.

*WELL certification (WELL v2 pilot): An evaluation system for office spaces that aims to create a better living environment by adding the perspective of “human health” to the design, construction, and operation of spaces. A rank is assigned in three categories—platinum, gold, and silver—according to the total score. It was started in 2014 by the International WELL Building Institute (IWBI), a US public benefit corporation. In 2018, the second version (WELL v2 pilot) with revised evaluation items and standards was released. The evaluation is based on ten concepts: air, water, nourishment, light, movement, thermal comfort, sound, materials, mind, community, and innovation.



WELL PLUS mark

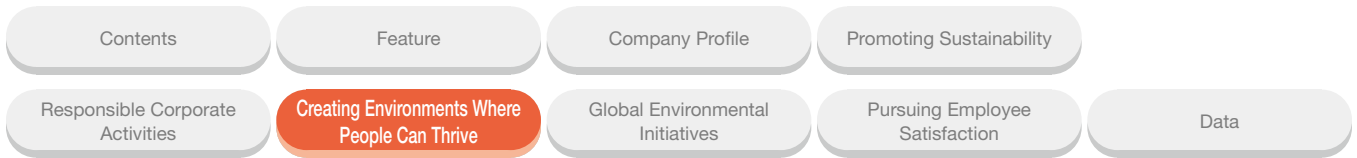
Proposing the use of color, material, and finish (CMF) in office environments

CMF refers to the three elements that make up the surface of an object. They are color (colors such as red, blue, and yellow), material (materials such as wood, resin, and metal), and finish (finish such as gloss and matte). At Okamura, we want the office to be a place where the power of the materials stimulates your senses, from the perspective that an exciting office environment fosters creativity and gives rise to efficiency. In addition, we believe that each action has its own CMF, such as careful concentration, active collaboration, and relaxation, and we incorporate it into product development and in the construction of spaces. We propose spaces from the perspective of CMF, where each person can choose a place that suits their work and purpose, and work in comfort.



CMF

<https://www.okamura.co.jp/product/cmf/index.html>



Assessment by society

The Okamura Group has been committed to manufacturing, providing society with products that will satisfy customers. Our stance toward development is to emphasize not only functionality, safety, durability, and reliability, but also exterior beauty and to

pursue a product's ideal form. This stance has been highly regarded domestically and abroad, leading to numerous awards and certifications to date.

HiP Awards at NeoCon*

Winner - HiP Awards 2020 at NeoCon, Workplace: Task Seating Category
(June 2020)

- Finora office seating

* HiP Awards at NeoCon: An awards program hosted by INTERIOR DESIGN magazine. Winners are selected from products announced at NeoCon, one of the world's largest office furniture trade shows, and designers and other parties active in the industry. The selection is based on an evaluation of innovative products by category and contributions to the industry.



Good Design Award*

Winner - 2020 Good Design Award
(October 2021)

- SOLISTE office desk
- drape single-user work booth
- Smartcharge charging system equipment
- PISTE laboratory system

* Good Design Award: A recommendation-based comprehensive design award presented by the Japan Institute of Design Promotion. The purpose of the award is to promote a more fulfilling life, richer industry, and more vibrant overall society by recognizing good designs.



**GOOD DESIGN
AWARD 2020**

DFA Design for Asia Awards*

**DFA Design for Asia Awards 2020
Winner - Merit Award** (November 2020)

- Marca meeting table and chairs

* DFA Design for Asia Awards: An international design awards program that has been held since 2003 by the Hong Kong Design Centre. The program celebrates design excellence and acknowledges outstanding designs with Asian perspectives



"CHO" MONODZUKURI Parts and Components Award*

Winner - 2020 "CHO" MONODZUKURI Parts and Components Award, Parts Related to Solutions for Life and Social Issues Award
(December 2020)

- Flair sliding wall

**"CHO" MONODZUKURI Parts and Components Award: Sponsored by the MONODZUKURI Nippon Conference and the Nikkan Kogyo Shimbun, it is a program that recognizes parts and components that contribute to the development of the industry and society by being "powerful behind the scenes," to support the improvement of the competitiveness of Japanese manufacturing. Founded in 2003 as the "Manufacturing Parts Award," it was rebranded with the current name in 2008. The six fields eligible for awards are: Machines/Robots, Electrical/Electronics, Mobility-Related, Environment/Resource/Energy-Related, Health and Welfare/Bio/Medical Equipment, and Life/Social Issues Solutions-Related



FX International Interior Design Awards*

FX International Interior Design Awards 2020 Winner - Public, Leisure or Office Furniture Category (December 2020)

- NAGARE sofa series

*FX International Interior Design Awards: A design award with a history going back over 20 years presented by British design magazine, FX Magazine.



Best of Year Awards*

**Best of Year Awards 2020
Winner - Task Seating Category**
(December 2020)

- NAGARE sofa series

* Best of Year Awards: A design award program for the design industry presented by INTERIOR DESIGN magazine. Recipients are selected by votes. In addition to praising innovative products and outstanding contributions to the industry for each product category, designers, architects, and manufacturers are also recognized.



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GOOD DESIGN*

Winner - GOOD DESIGN 2020 (Furniture Category)

(January 2021)

- SOLISTE office desk
- NAGARE sofa series
- Marca meeting table and chairs

* GOOD DESIGN: The world's longest-running, internationally prestigious design award presented by the Chicago Athenaeum: Museum of Architecture and Design since 1950. A panel of experts judge items from aspects such as innovative design, new technology, form, materials, architecture, concept, function, and aesthetics.

UNIVERSAL DESIGN COMPETITION*

BEST OF DECADE universal design company

- Okamura Corporation

Winner - Universal Design Expert 2021

Winner - UNIVERSAL DESIGN CONSUMER 2021 (March 2021)

- REGAS office desk

* UNIVERSAL DESIGN COMPETITION: A competition held by the Institute for Universal Design of Germany. Winning products are selected based on not only outstanding universal design characteristics that make them easy to use by everyone but also other factors, such as innovativeness and marketability. The screening is conducted by a group of experts in the field of universal design and 100 general consumers, with each group selecting the UNIVERSAL DESIGN EXPERT prize and UNIVERSAL DESIGN CONSUMER prize, respectively. The BEST OF DECADE universal design company is awarded to companies that have contributed to the principles and philosophies of universal design for many years.



Red Dot Design Award*

Winner - Best of the Best: 2021 Product Design Category

(April 2021)

- CYNARA office seating

Winner - 2021 Product Design Category (April 2021)

- CYNARA office seating
- REGAS office desk
- co-comori multi-work booth
- nel design table series

* Red Dot Design Award: Presented by Design Zentrum Nordrhein Westfalen of Germany. It is one of the largest and most prestigious design awards in the world and has been presented every year since 1955. Items in three categories: Product Design, Design Concept, and Brands & Communication Design, are judged based on principles such as innovation, functionality, quality and ergonomics. Those that are particularly outstanding are presented with the Best of the Best Award.



iF Design Award*

Winner - iF Design Award 2021 (April 2021)

- SALITRO active learning chair and Staff II standing support desk

* iF Design Award: Presented by iF International Forum Design GmbH, it is a prestigious international award presented every year to industrial products from around the world with outstanding industrial designs.



We feature the process and aspects of planning & research, design, and manufacturing behind the craftsmanship of Okamura; the Product Story, which tells the background and thoughts leading up to the development of various products; and a list of awards and award-winning products.

Make with: The Craftsmanship of Okamura
<https://www.okamura.co.jp/company/products/makewith/>

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An office desk that supports working in a good posture

Since 1980, Okamura has established a research institute on work styles and work spaces, and has continued to investigate and study body posture when working. The research results have been announced at various academic conferences, study groups, and published in the 2015 book, *The Posture: Thinking about Working Posture*. The research is also used in the development of products that allow users to work comfortably in a pleasant environment.

The REGAS office desk was developed from the perspective of whether one desk could cover the five working postures proposed by Okamura: seat lowered/backward-leaning posture, basic posture, forward-leaning posture, semi-standing posture, and standing posture. REGAS is equipped with the function of being able to move the tabletop up and down, a tilt function with an inclination angle of up to 15 degrees, and a horizontal tabletop. It supports users of various physiques in addition to various postures such as standing and sitting. It also supports the optimum posture for each situation, such as work using a computer and work using writing utensils. As a result of a questionnaire, about 70% of respondents answered that tilting the tabletop makes the computer or tablet screen easier to see and operate. In addition, users can place their drinks and documents on the horizontal part of the tabletop while they work, and by using the privacy panel with a roof that follows the vertical movement of the table, people and objects within view will be blocked out, so users can concentrate on their work.

By using a desk that can accommodate individual body types and various tasks, workers can maintain a good posture, which leads to reduction of workload and improvement of work efficiency.

The Universal Design Competition in Germany selects products based on not only outstanding universal design characteristics that make them easy to use by everyone but also other aspects such as innovativeness and marketability. This product was selected for the Universal Design Expert Award, which is judged by universal design experts, and the Universal Design Consumer Award, judged by 100 general consumers.



REGAS office desk



Tabletop tilts for workability



The roof panel blocks out surroundings

Award-winning movable partition parts

The Flair movable partition received the Parts Related to Solutions for Life and Social Issues Award in the 2020 “CHO” MONODZUKURI Parts and Components Award. The “CHO” MONODZUKURI Parts and Components Award is a program that commends parts and components that contribute to the development of the industry and society by being “powerful behind the scenes,” to support the improvement of the competitiveness of Japanese manufacturing.

Flair is a double-glazed movable partition that features both transparency and soundproofing and is easy to operate. When the partition panel is locked after it is moved, a built-in vertical pressure welding system fills the gap between the floor and ceiling to improve soundproofing. It was highly acclaimed for its reduced footprint, being built into a frame with a height of only 28 mm.

By changing the spring, which is a core component, from the conventional single-coil spring to a multi-coil spring, we were able to achieve miniaturization and ensure the same elasticity and soundproofing effect as before.



Flair sliding wall

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Promotion of Innovation and Creation of New Value

With our aim to “set the stage for people,” the Okamura Group proposes ideal spaces for people to spend highly creative and efficient times in a comfortable and healthy manner by offering outstanding products and services for various facilities. In addition to conducting research and studies relating to what it is to work, we will continue to create new value through communicating information and creating new businesses through co-creation.

Promoting innovation

Digital transformation of work styles

In recent years, IoT has been introduced into various fields through the promotion of work style reform and digital transformation. In offices, work styles that enhance comfort and productivity are being pursued. In addition, due to the spread of COVID-19, work styles in companies have changed significantly, and now include working from home and avoidance of face-to-face meetings. From the perspective of ensuring business continuity as well, construction of new work styles and workplaces is also required in addition to management reform.

In collaboration with Bitkey Inc., Okamura has developed the “Work x D” management system that connects all spaces, things, and data using the worker’s ID and integrates various systems surrounding the working environment. By connecting various digital services that are becoming increasingly popular and digitizing work

spaces such as offices, we will build a system that comprehensively supports the diverse work styles of companies and employees. Facility managers will be able to enhance facility management, and workers will be able to work comfortably and efficiently using one ID and one application. We will use the power of digital to connect new work styles and work place designs as we move toward the new normal, where offices are decentralized and people who work remotely coexist with people who work in the office.



point 0 marunouchi co-working space receives Gold level WELL certification

The point 0 marunouchi co-working space operated by point 0 Co., Ltd., which receives funding from Okamura Corporation, has acquired Gold level WELL certification (WELL v2 pilot)*, which evaluates and certifies spaces such as offices. This acquisition, together with Daikin Industries, Ltd. and Panasonic Life Solutions Company, which also invest in point 0 Co., Ltd., was achieved by making full use of the knowledge, technology, and products in three different fields of expertise: air/space, furniture, and lighting. In terms of air and space, the layout is arranged from the design stage so that the ventilation volume of each area and private room meets the certification standards, and the air conditioning ventilation system is enhanced by adding a high-performance air filter to maintain good quality air. For furniture, office chairs are equipped with ergonomic adjustment mechanisms and office desks are equipped with motorized vertical lift mechanisms to achieve a good posture for working and a work style that prevents prolonged sitting. For lighting, we used simulation tools to select equipment and plan lighting to meet certification standards. By also taking circadian rhythm into account while preventing glare, we have achieved a space with comfortable lighting that takes health into consideration.

By making use of the knowledge gained in the process of acquiring the certification, we will make proposals for the realization of office spaces that emphasize the physical and mental health of workers.

*WELL certification (WELL v2 pilot): An evaluation system for office spaces that aims to create a better living environment by adding the perspective of “human health” to the design, construction, and operation of spaces. A rank is assigned in three categories—platinum, gold, and silver—according to the total score. It was started in 2014 by the International WELL Building Institute (IWBI), a US public benefit corporation. In 2018, the second version (WELL v2 pilot) with revised evaluation items and standards was released. The evaluation is based on ten concepts: air, water, nourishment, light, movement, thermal comfort, sound, materials, mind, community, and innovation.



point 0 marunouchi co-working space

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Providing a space that can be used for telework and online job interviews

In recent years, telework has been attracting attention against the backdrop of the promotion of work style reform, and needs are increasing further due to the impact of the COVID-19 pandemic. In addition, there are an increasing number of cases in which interviews are conducted online in a person's job search. Meanwhile, due to restrictions on living space, there are issues in terms of work efficiency when working from home, and some people say that it is not possible to secure an environment where they can concentrate at home when interviewing during their job search.

Taking this situation into consideration, Okamura opened the "Telecube Web Conference Center" in collaboration with Telecube Services Co., Ltd., Telecube Inc., V-cube, Inc., and Mitsubishi Estate Co., Ltd., as a demonstration space from October 1, 2020 to March 31, 2021. The aim of the Telecube Web Conferencing Center is to propose a new telework space using the private smart work booth that was launched in 2019 and to verify customer needs. We set up clusters of nine comfortable, soundproof private booths in the Shin-Marunouchi Building and six in Toyosu Foresia so that users could concentrate when web conferencing and participating in interviews. In addition to installing tablet terminals, Wi-Fi, and lighting equipment, we also provided services that allowed users to use web conferencing and participate in interviews without bringing their own computer, providing a space with added value, in which they could communicate with another party comfortably and with peace of mind.

In April 2021, Reitaku University completely renovated its career center to flexibly respond to new forms of job hunting, and set up five private booths for online job interviews. Of these, one is an accessible booth that can accommodate a wheelchair inside the booth.

Going forward, we will continue to research comfortable environments that meet diverse work styles and needs, and link them to the provision of products and services.



Telecube web conferencing center



We supplied a wheelchair-accessible private booth to Reitaku University

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Researching, studying, and communicating information on work styles

Against the backdrop of changes in social structures, advances in technology, and diversification of lifestyles, there is a growing movement to rethink how work styles and workplaces should be and where work is positioned in our lives. Taking this situation into

consideration, Okamura will conduct studies and research on work from new perspectives, as well as move forward with providing information and collaborating with various companies, students, and people from wide-ranging fields.

TOPICS



Publication of survey results and guideline report on work styles and workplaces

In 1980, Okamura established a research institute on work styles and work spaces and has been conducting surveys and research since then. Through various academic conferences, study groups, and WORK MILL, which conducts activities to change work, we widely disseminate research results and knowledge to society.

Due to the spread of COVID-19, many companies are reviewing their work styles and are considering new ways of working and workplaces, such as introducing remote work (e.g. working from home) and use of shared offices. In view of this situation, Okamura has published survey results on remote work and reports that serve as guidelines in considering future work styles and workplaces.

[Main reports and publication date]

- Verification of the effects of flexible working styles, "Survey on Working From Home as a Countermeasure Against COVID-19 - Preliminary Version" (April 2020)
- Verification of the effects of flexible working styles, "Survey on Working From Home as a Countermeasure Against COVID-19 - Conference Version" (April 2020)
- "Strategies for the Post-Corona Workplace" (May 2020)
- Verification of the effects of flexible work styles "Living With COVID-19: Work Styles and Workplaces" (May 2020)
- Verification of the effects of flexible working styles, "Survey on Working From Home as a Countermeasure Against COVID-19 - Changes Before/After the State of Emergency Version" (June 2020)
- "NEW NORMAL WORKPLACE PRINCIPLE/Guidelines for Considering Workplaces in the New Normal" (September 2020)
- Verification of the effects of flexible working styles, "Collection of Data on Work Styles and Workplaces in the New Normal" (October 2020)
- "NEW NORMAL LEARNING SPACE - Considering Places to Learn in the New Normal" (February 2021)
- Verification of the effects of flexible work styles, "Collection of Data on Work Styles and Workplaces Under the Prolonged Measures Against COVID-19" (March 2021)



Guidelines for Considering Workplaces in the New Normal

These reports can be downloaded from our website.

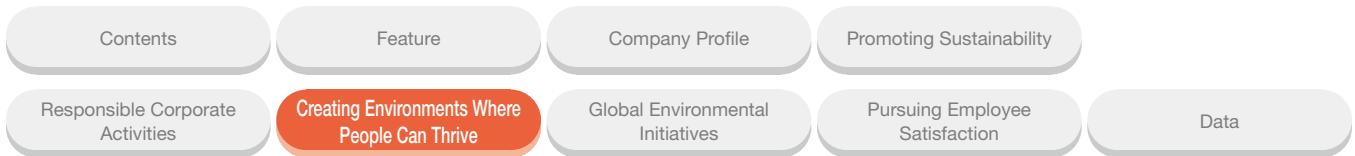
Okamura Office Construction Solutions site Document download list
<https://workplace.okamura.co.jp/solutions/download/>

Joint surveys and research with external organizations

Okamura conducts surveys and research on work styles and workplaces in collaboration with various companies, research institutes, and universities. The survey results and findings are disseminated to society as well as reflected in our business activities.

Demonstration experiments in collaboration with the Institute of Physical Research at Meiji Yasuda Life Foundation of Health and Welfare on work style reform through improvements in the office environment were started in October 2018. Through these experiments, we obtained survey results on the effects of office

measures to eliminate prolonged sitting and the impact of office relocation on health examination data. The results of this research were published in international academic journals in January 2020 and February 2021, respectively. In addition, at Okamura's WORK MILL, which conducts activities to change work, we conducted research on the work style of single people in collaboration with +ONE LIFE LAB, a research institute for living and housing for single people operated by Nippon Steel Kowa Real Estate Co., Ltd.



WORK MILL activities

In exploring future work styles, in addition to various approaches such as creating a mechanism to increase productivity and a change in awareness, it is also important to consider how to design and improve upon the workplace, which is closely related to work style. Based on this idea, Okamura promotes the activities of WORK MILL with the aim of envisioning work styles and workplaces jointly with various stakeholders.

Through WORK MILL, we continue to collect information on work styles and workplaces, understand the actual situation and issues, and continue to explore what we can do through the design of workplaces. In addition, the accumulated data, survey results, research results, and other information will be disseminated through online magazines and business magazines, as well as through the operation of co-creation spaces. Through these activities, we will receive new hints about working, and link this to how we view, think about, and take action toward tomorrow's society.

Activities in co-creation spaces

Okamura opened and operates four co-creation spaces with the theme of “working”: Open Innovation Biotope Sea (Tokyo), Cue (Nagoya), bee (Osaka), and Tie (Fukuoka). In addition to providing opportunities for anyone to participate by publishing event information online, we also conduct co-creation activities to meet the needs of various people, such as customers, local people, and students who are solving problems and creating value.

With the aim of providing support that leads to work style reform, we hold events and workshops with “working” as the central theme, and we are working on activities in cooperation with external partners such as co-sponsoring and cooperating on both internal and external projects. In fiscal 2020, we held an online event in consideration of the COVID-19 pandemic, and many people who live outside the areas where the co-creation spaces are located participated.

[Examples of co-sponsored events in each co-creation space]

- WORK MILL event rethinking the value of real places, held three times: “Office Edition,” “Co-Working Space Edition,” “Co-Creation Space (Session Space) Edition” (June-July 2020, Sea)
- Sea Academy “What Health Management Initiatives Does Japan Airlines (JAL) Engage In? Learning from JAL’s Corporate Philosophy and Wellness,” and 11 other events (April 2020-January 2021, Sea)
- “Cue Dream Project produced by Aichi Pro Bono Initiative,” held 10 times (December 2020-March 2021, Cue)
- “100-person Meeting in Nagoya” Vol. 7-11 (June 2020-February 2021, Cue)
- “My Projects Chubu x Cue” (July 2020 - December 2020, Cue)
- “Easy Work Thinking x Movie #01-04” Co-sponsored by Osaka University (April-July 2020, bee)
- An Encouragement of Learning “Evolving Through Deeper Learning: A Modern Version of an Encouragement of Learning, Vol. 01-02” (June and August 2020, bee)

WORK MILL



WORK MILL with Forbes JAPAN EXTRA ISSUE (June 2020), ISSUE 6 (April 2021)

WORK MILL RESEARCH ISSUE 02 (November 2020)

Download site for awareness survey and research results related to working
<https://workmill.jp/research.html>
<https://workplace.okamura.co.jp/solutions/download/>



<https://sea.workmill.jp/>



<https://cue.workmill.jp/>



<https://bee.workmill.jp/>



<https://tie.workmill.jp/>

- “Working” x bee x Kobe “What is the ‘Future Work Style’ for Women That Will Emerge From the ‘Work Style of Women?’” (November 2020, bee)
- Work Styles in Fukuoka 2.0 “Ask People With Side Jobs and Gig Workers! Thinking About Your Happiness in an Age Where People Live to 100” (April 2020, Tie)
- Tie x Sports “Towards Our NEXT STEP - What Does it Mean to Not Give Up?” (July 2020, Tie)
- Tie x Graduate School of Project Design “The Business Concept You Should Think About Now - Post-COVID-19,” and others (four times, May 2020-February 2021, Tie)

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Sponsorship and exhibition at Sustainable Brands International Conference 2021 Yokohama

Okamura co-sponsored the Sustainable Brands International Conference 2021 held at Pacifico Yokohama North from February 24 to 25, 2021. We also set up an exhibition booth and gave a presentation in a session. The conference was held using a hybrid system of in-person exhibitions and online, with thorough anti-infection measures in place.

At the Okamura booth, we exhibited panels introducing the activities of WORK MILL and the digital transformation service Work x D. We received a great deal of interest from representatives of companies in other industries, students, and other visitors. We also presented at a break out session and introduced Okamura's work style reform and future work styles.

In addition, during a session of the concurrently held 3rd Sustainable Cities & Communities Forum, we introduced various co-creation activities such as initiatives to create work spaces in condominiums and workation (work/vacation) initiatives from WORK MILL. This was our second year participating in the Sustainable Cities & Communities Forum and we have been able to communicate Okamura's initiatives to a large number of people.



Okamura's booth

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Constructing and proposing a variety of environments

Okamura's "Labo Offices" vision for working styles and workplaces

At Okamura, when thinking about work styles, we focus on the worker. We believe that it is important to comprehensively reform three elements of system, technology, and environment, so that the worker can maximize their abilities. Okamura's work style reform initiative "WiL-BE" develops four movements in line with this concept: "Human Development," "Work Rule," "Work Smart," and "Work Place." As part of the "Work Place" movement, one

of the four pillars of Okamura's "WiL-BE" initiative to reform the way people work, Okamura is building internal locations and developing environments that enable flexible work styles. Okamura is developing Labo Offices at multiple locations across the country as locations to carry out work style reforms by proposing and demonstrating new work styles and environments, each based on a different concept.

[Examples of Labo Offices]



HEADQUARTERS OFFICE (Akasaka, Tokyo)

In all the departments at Okamura, staff, creatives and other employees practice Activity Based Working (ABW), allowing them to select the most appropriate workplace according to the purpose and content of their work. With respective departments interacting across domains, we are able to maximize the creativity of our staff.



CO-RiZ LABO (Kyobashi, Tokyo)

The CO-RiZ LABO is a laboratory where individuals work together, transcending departmental and generational barriers, to maximize organizational performance.



CO-REKA LABO (Hibiya, Tokyo)

The CO-REKA LABO is a laboratory for experimenting with and proposing new ways of working in the offices of the future.



WORK HARBOR YOKOHAMA (Yokohama, Kanagawa)

WORK HARBOR YOKOHAMA is an important satellite base located conveniently near Yokohama Station in Kanagawa Prefecture.

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Thorough Quality Management

The Okamura Group has established a company-wide promotion system to enhance quality through the operation of a quality management system as well as an assessment system. Through these efforts, we strive to provide safe and high quality products.

Promoting quality activities consistently across the company to increase customer satisfaction

The Okamura Group promotes consistent quality activities from procurement to production, distribution, and installation work to provide customers with reliable quality. To date, we have been working on quality issues in each department, but with the aim of further raising our level, we have newly established a Quality Assurance Committee and subcommittees as an organization to promote initiatives across the company, and we are working to improve quality through the entire supply chain. In addition, to accurately respond to customer requests regarding quality, we are developing improvement activities through collaboration between departments, leading to improved customer satisfaction.

Quality Assurance Committee organizational chart



Quality management based on ISO 9001 international quality assurance standards

In order to continually improve product quality in all of the Okamura Group's business fields, we have obtained ISO 9001* certification for each of our production plants, including those overseas, and we have established and operate a quality management system based on those same standards.

With regard to the operation of the quality management system, we continually work to improve quality by reflecting the numerous opinions from stakeholders into the various production stages, from planning to design and production, as well as assessing the

functionality, safety, and durability of products.

Furthermore, we have established a system to ensure that we can provide products that will satisfy customers through numerous efforts, including creating in-house qualifications to ensure the ability to maintain high quality standards in production processes and constructing a database for sharing necessary know-how.

* ISO 9001: International standards for quality management systems stipulated by the International Organization for Standardization (ISO).

Product assessment according to global standards

At Okamura, we have incorporated stricter global standards into our internal standards and conduct repeated performance and durability tests from the prototype stage to assess and confirm the quality and safety of our products, so that customers can confidently use our products for many years. For seating, assuming the various situations in which customers use the product, tests are conducted on each part, such as the seat, back, and armrests, and assessments are performed according to strict standards.



Armrest durability test according to BIFMA standards

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Human Resources Development That Supports Manufacturing

In addition to maintaining an education and training system to develop outstanding human resources who will support manufacturing and working to pass on the advanced technology and skills accumulated over many years, we place great importance on employees obtaining certifications and work to improve the overall skill level of employees.

Technical Skills Training Center

We opened the Technical Skills Training Center in 2011 in order to develop outstanding human resources who will support our high-quality products. At the Center, we provide education to employees involved in manufacturing through various programs. Around 300 employees take courses here every year. During the courses, eligible employees fully remove themselves from their usual duties and concentrate on learning. For example, the Leader Development Course in the field of basic skills is a two-month course in which participants learn the principles to

ensuring precision and quality in manufacturing. Participants are able to receive guidance directly from skilled instructions, which allows them to learn how to approach manufacturing and leads to improved on-site capabilities.

In the training for new employees, group training with sales staff, designers, and other held at the Technical Skills Training Center, providing opportunities to learn concepts and approaches to manufacturing.

Passing on technology and skills

We strive to pass on advanced technology and skills necessary for manufacturing at each production plant.

We develop specialists at each workplace to ensure that production activities are carried out safely and smoothly, and that the quality of our products is maintained and improved.

The passing on of technology and skills from a modern master craftsman

Koichi Hataoka, the Center Director of the Technical Skills Training Center, has been engaged in producing prototypes and designing office furniture since joining the company in 1966. He has been focusing on improving the function and design of Japanese office chairs, such as establishing the industry's first flexible urethane foam surface integrated molding method. In recognition of his achievements, he was commended as an "Outstanding Technician (Modern Master Craftsman)"*1 in 2016. Today, he is passionate about developing younger generations and pass on his manufacturing skills.

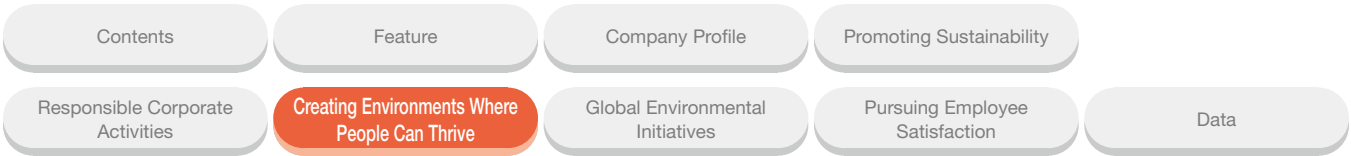
In addition, he is certified and registered as a "Monozukuri Meister" based on the Ministry of Health, Labour and Welfare's project to support the development of young technicians (Monozukuri Meister System)*2, and he provides technical instruction not only to students but also to technical high school teachers. Going forward, we will continue to contribute to the development of young technicians while leveraging the skills that Okamura has cultivated and the outstanding abilities and experience of our in-house human resources.



Instruction by Center Director, Mr. Hataoka

*1 Outstanding Technician (Modern Master Craftsmen) Recognition System: With the aim of improving the status and skill level of technicians, technicians who have outstanding skills and are regarded as a leading expert in their field are commended by the Minister of Health, Labour and Welfare in this program

*2 Activity to Support Human Resources Development of Young Technicians (Monozukuri Meister System): In this activity, persons with excellent skills and experience in manufacturing are certified and registered as "Monozukuri Meisters." Monozukuri Meisters make use of competition tasks of skill competitions to provide practical guidance to young technicians at small and medium-sized enterprises and schools, effectively pass on skills, and develop successors.

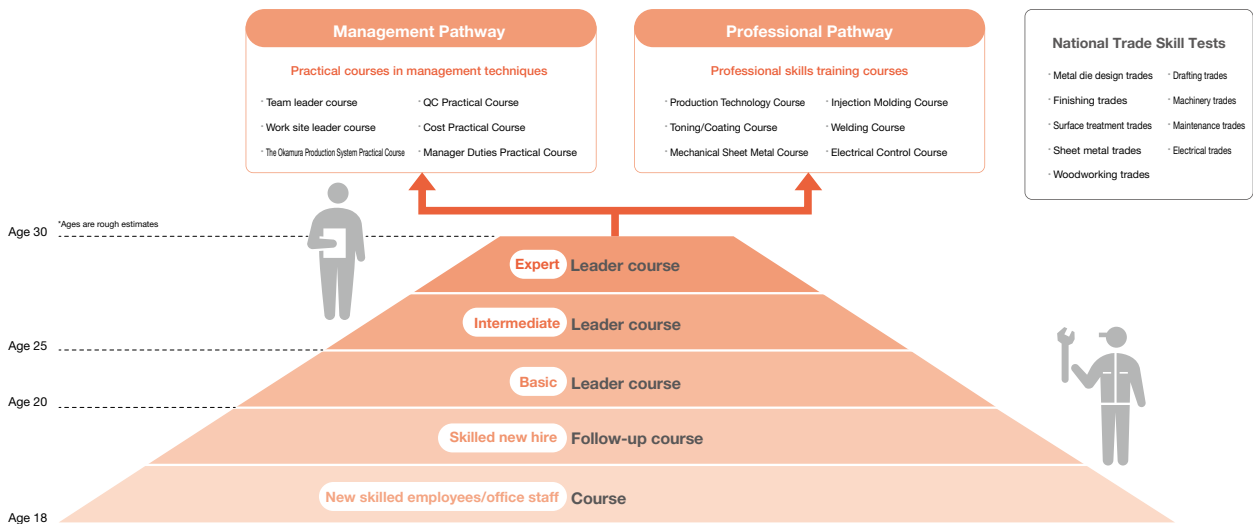


Strengthening the acquisition of National Trade Skill Test & Certification

The Okamura Group is focusing on encouraging employees to obtain National Trade Skill Test qualifications, and the total number of successful applicants has now exceeded 800. At the Technical Skills Training Center, we have prepared courses for National Trade Skill Tests on electrical, sheet metal, surface treatment,

mold design, and drafting systems. These courses can be taken by applicants with more than three years of work experience at production plants. The status for those who possess qualifications is posted on the in-house notice board at all plants to increase employee motivation to acquire qualifications.

Educational programs at the Technical Skills Training Center



Improvement of technology and skills through participation in the National Skills Competition

The National Skills Competition is a competition that aims to give young technicians who will support society in the future a goal to work toward and to provide young people in the area where the competition is held with an opportunity to see and experience examples of outstanding skills. Okamura has participated in the National Skills Competition consecutively since 2013 after qualifying in each region. Repeated training with the goal of winning the competition has led to improvements in technology and skills, as well as improvements in leadership in the workplace.

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The Okamura Production System (OPS) activities: Human resource development through improvement activities

At the Okamura Group's production plants, we promote the Okamura Production System (OPS) activities with the participation of all employees. OPS is a production method that thoroughly pursues reasonableness in manufacturing, leading to the development of human resources at production plants.

At the root of OPS is the idea of thorough elimination of waste. With the ensuring of safety as the foundation, we are increasing production efficiency by improving wasteful processes, creating a comfortable working environment, improving quality, and pursuing production processes with fewer resources and less energy. Through these activities, we are working to accurately understand where waste exists and develop human resources who can eliminate waste.

Since 2015, each production plant has been holding study groups using the OPS Human Resources Map - Improvement Method Manual for the purpose of acquiring knowledge about OPS. In addition, we have set up practical opportunities for young employees, such as the OPS Practical Course and the Independent Study Group for Training, to develop human resources who promote improvement activities.

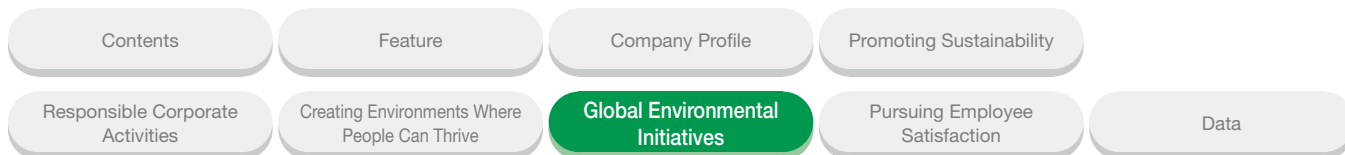
At the OPS Monthly Report Meeting held at all production plants, we report on improvement cases that we are working on every day. By providing these opportunities, we work to increase motivation for improvement and improve on-site capabilities. In addition, at the Company-Wide OPS Presentation that reports on the results of the year's activities, cases of outstanding improvement are shared throughout the company, and through horizontal deployment, the aim is to improve the level of all production plants.



OPS Report Meeting



Company-Wide OPS Presentation (February 2020)

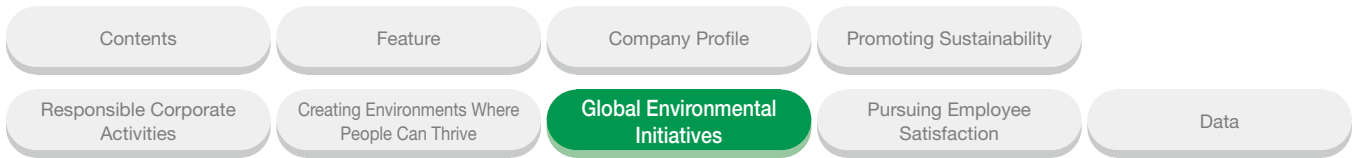


Global Environmental Initiatives

We will help create a sustainable society by thoroughly reducing our impact on the global environment throughout the supply chain of our business activities.

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The Okamura Group’s Approach Toward the Environment

The Okamura Group positions the environment an important theme for corporate management and will promote proactive environmental activities, including making efficient use of resources, conserving biodiversity, and reducing the burden on the global environment through all our business activities in partnership with the entire Group as well as with suppliers, and customers.

The Okamura Group’s Environmental Policy

At the Okamura Group, top management has expressed the overall aim and orientation of environmental initiatives as the Environmental Policy. We will achieve greater environmental

performance and reduced environmental burden by undertaking environmental activities as a Group based on a shared Environmental Policy.

The Okamura Group’s Environmental Policy

Environmental Basic Policy

Based on the idea of generating and then riding a GREEN WAVE, the Okamura Group will engage in activities to reduce our burden on the environment by using our management resources (people, facilities, materials, and technology) in all business activities. In addition, we will contribute to the creation of a sustainable society by providing all stakeholders with information on our accomplishments.

Environmental Behavioral Guidelines

1. What Okamura puts into practice

Okamura will promote the reduction of its environmental burden through manufacturing and communication.

- **Priority items**
 - **Environmental protection activities in manufacturing**
We will practice environmental protection activities in the various fields of development, production, sales, and distribution.
 - **Spreading environmental activities throughout society**
Through our business and employee activities, we will broaden our communication with local communities and society and deepen mutual understanding.
(Main activities: Preventing global warming, resource saving, reducing waste, and conserving biodiversity)

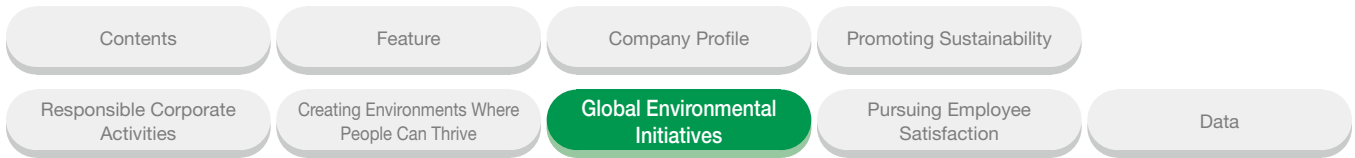
2. What Okamura proposes

We help customers reduce their environmental burden through our business activities.

- **Priority items**
 - **Product proposals**
We will supply environmentally conscious products that offer customer satisfaction.
 - **Space proposals**
We will plan spaces that can reduce environmental burden.
(Main activities: Planning environmentally conscious products and spaces, disclosing product information, and reducing product risk)

In addition to informing all personnel of the Environmental Policy by posting it on each Okamura Group website, we will also disclose it to the general public.

(Excerpt)



Promoting Activities for the GREEN WAVE 2030 Long-term Environmental Vision

At the Okamura Group, we formulate a Long-term Environmental Vision every ten years that indicates the direction we should move in based on our Environmental Policy.

We achieved the targets in each of the items in the GREEN WAVE 2020 Long-term Environmental Vision, for which 2020 was the final year. In fiscal 2021, we started initiatives based on the new Long-term Environmental Vision, GREEN WAVE 2030, which was formulated in anticipation of fiscal 2030.

In GREEN WAVE 2030, in addition to reducing greenhouse gas emissions by 50% (compared to fiscal 2020), increasing energy productivity by 10% (compared to fiscal 2020), we have also set quantitative targets for reducing water resource use, reducing production waste emissions per unit, and reducing the release and transfer of specified chemical substances per unit. We also set qualitative targets such as reducing the environmental burden of product development and sales.

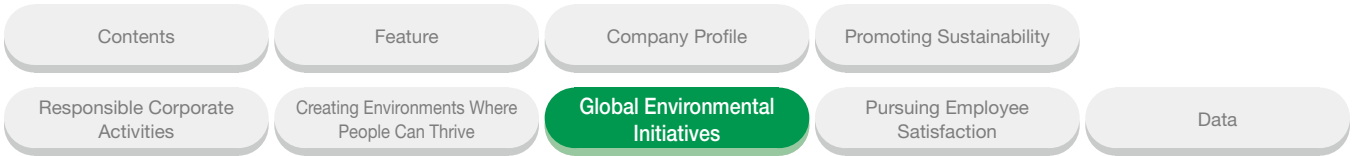
Main content of the long-term environmental plan, GREEN WAVE 2030

Item	Targets for FY2030
1.Measures to prevent global warming	Reduce greenhouse gas emissions by 50% (compared to FY2020) Improve energy productivity by 10% (compared to FY2020)
2.Conserve resources, reduce waste	Reduce water resource use by 10% (compared to FY2020) Reduce produced waste by 9% (compared to FY2020)
3.Reduce specified chemical substances	Reduce use of PRTR substances by 10% (compared to FY2020)
4.Promote environmental consideration in product development	Expand the scope of various environmental labels
5.Conduct environmental activities more broadly throughout society	Promote ACORN activities and contribute to society through environmental education
6.Propose products and spaces to customers	Increase the percentage of sales of environmentally friendly products and the percentage of proposals for environmentally-friendly spaces

Midterm Environmental Plan, environmental targets

The Okamura Group formulates a Midterm Environmental Plan every three years based on its Long-term Environmental Vision. In the Midterm Environmental Plan, we clearly indicate a goal for three years' time. We also set targets for years one and two of the Midterm Plan and ensure to manage activity progress. We are promoting various activities for our 10th Environmental Midterm Plan in fiscal 2021 as the first year of GREEN WAVE 2030. (See p. 78 for related information)





Environmental Management at the Okamura Group

In order to promote environmental management based on our Environmental Policy, we maintain an organizational system that includes Group companies and aim to continue to promote initiatives and improve our environmental performance by establishing and operating an environmental management system.

Establishing and operating an environmental management system

The Okamura Group has already obtained ISO14001^{*1} certification for each Group company and has established and operates an environmental management system. By assigning a person responsible for environmental management in each Okamura department and Group company, we are establishing a system to manage and promote environmental initiatives as a Group.

In addition, we work to actively interact with outside environmental organizations and similar entities, and strive to acquire new knowledge and the latest information related to environmental administration and management. We will link these to raising the level of environmental management of the Group as a whole.

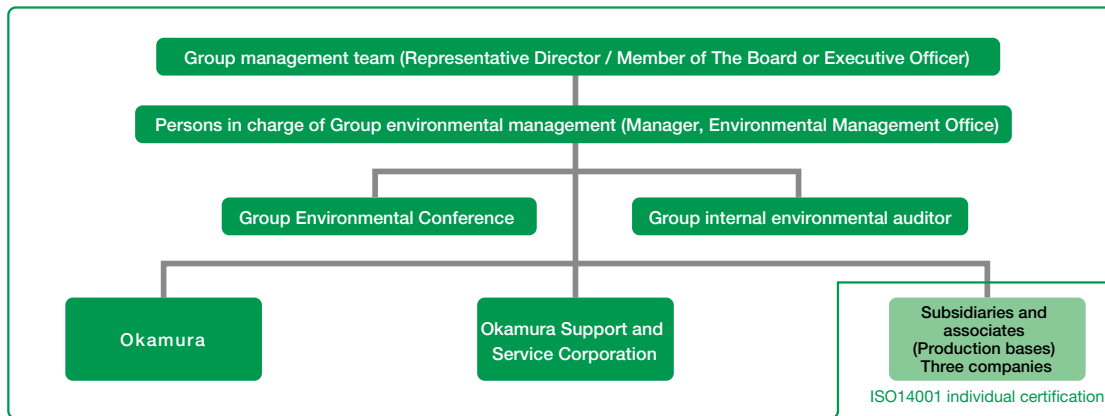
*1 ISO14001: International standards for environmental management systems stipulated by the International Organization for Standardization (ISO)

Management by the admin team and persons responsible for environmental management.

The Environmental Conference, attended by managers from the various Group companies, is held twice a year to promote environmental management for the Okamura Group as a whole. At the conference, we confirm the annual plan for achieving the goals of the Long-term Environmental Vision and the Midterm Environmental Plan, and discuss issues related to our initiatives. We also hold Group Environmental Management Supervisor

Conferences. At these conferences, items such as the state of the environmental management system, including our response to laws/regulations and international trends as well as issues and measures at various levels of the Okamura Group are discussed. Efforts are made to communicate opinions and share information among Group companies and examples of improvements and other such information are shared horizontally.

Environmental management system promotion system at the Okamura Group



Scope of ISO14001 Group certification

Audits by independent organizations and group internal audits

In July 2020, JSA Solutions Co., Ltd. conducted a regular maintenance audit of the environmental management system, and the validity of the integrated certification of the Okamura Group (Okamura Corporation, Okamura Support and Service Corporation) was confirmed. As for issues identified during the maintenance audit, one minor non-conformity and one matter for improvement were found.

Within the Group, every year there is also an environmental audit for each location and a Group environmental audit. As for the results of the Group internal audit for fiscal 2020, there were 0 audit exceptions, 5 observations, and 22 opportunities for improvement. The audit results are reported on at the Group Environmental Management Supervisor Conference and Group Environmental Conference, and these are linked to improvements in the environmental management system.

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Fiscal 2020 Environmental Activity Results and Setting of Fiscal 2021 Target

Based on the Midterm Environmental Plan, activities for fiscal 2020 were progressed by setting targets for the Okamura Group as a whole and Okamura Corporation itself. Activities to achieve the GREEN WAVE 2030 Long-term Environmental Vision will continue to be undertaken by assessing the results of activities undertaken in fiscal 2020 and setting targets for fiscal 2021.

Status of fiscal 2020 environmental activities for the 9th Midterm Environmental Plan

In fiscal 2020, the last year of the 9th Midterm Environmental Plan, we moved forward with activities and conducted an assessment of the results.

Targets were set and activities were promoted for the Okamura Group as a whole, including increasing energy productivity, cutting greenhouse gas emissions through greater distribution efficiency, promoting proper processing and recycling of waste from installation work, and reducing the release and transfer of PRTR

Act substances per unit. Furthermore, for Okamura Corporation itself, we set a target of developing environmentally conscious products and increasing their sales ratio.

In relation to energy productivity, both production plants and offices achieved their targets. The achievement status for other items is as shown in the Data section (p. 149). (See Feature on p. 3 for related information)

The 10th Midterm Environmental Plan and Setting of 2021 Fiscal Targets

As the first year of the 10th Midterm Environmental Plan, in fiscal 2021 we set targets based on GREEN WAVE 2030. We will continue to work towards targets that we were unable to achieve in fiscal 2020, whilst also undertaking new targets as of 2021.

At the Okamura Group, we promote activities to reduce our environmental burden from the two aspects of “eco seeds,” which are primarily in-house initiatives, and “eco-fruits,” which focus on customers and the supply chain.



Eco seeds

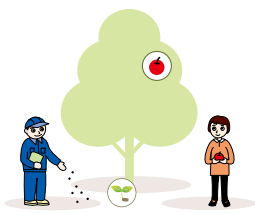
We promote our successes in reducing the amount of energy used in the production process, reducing the release and transfer of substances subject to the PRTR Act, cutting greenhouse gas emissions through greater distribution efficiency, and proper processing and recycling waste from installation work at offices and stores. We will increase the development rate of environmentally conscious products as well as operate and manage product assessments.* In addition, we will undertake social contribution activities in cooperation with environmental protection organizations, support environmental education activities for children, and other similar activities.

Eco fruits

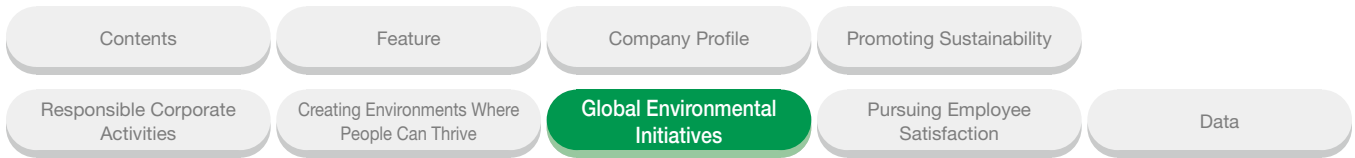
We will move forward with providing customers with environmentally conscious products and space planning. In addition, we will compile environmental information on products and actively disclose this information to customers. We will work to reduce greenhouse gas emissions through collaboration with companies that form our supply chain by calculating greenhouse gas emissions throughout the supply chain, clarifying stages with large emissions and those with major potential to reduce emissions, and partnering with other businesses.

*Product assessments: Assessments of the environmental impact of a proposed product during the development and design stages in order to create products with less of an environmental burden.

<p>“Eco seeds,” what Okamura puts into practice </p>	<p>“Eco fruits,” what Okamura proposes </p>
<p>“Eco seeds” refer to efforts, such as those below, that are conducted in areas that are not visible to customers.</p> <ul style="list-style-type: none"> ● Material use ● Production methods ● Transportation and packaging 	<p>“Eco fruits” are products and services that contain numerous numbers of benefits, such as those below, for customers.</p> <ul style="list-style-type: none"> ● Products and services that use little energy when used ● Creating spaces with little waste and spaces that are highly functional and comfortable ● Products that do not use harmful chemical substances ● Highly versatile and durable products that can be used for many years



→ See Data “Fiscal 2020 Environmental Targets/Activities Results and Fiscal 2021 Environmental Targets” (p. 149) for details.



Business Activities and Environmental Burden

By understanding the amount of resources and energy input in all of the business activities of the Okamura Group, as well as the amount of emissions, such as from greenhouse gas and waste, we are linking this to effective initiatives to reduce our burden on the environment.

Understanding environmental burden and GREEN WAVE ACTIVITY

Through our business activities, the Okamura Group invests resources and energy (input) to provide products and services, while at the same time, we emit greenhouse gases, waste, and chemical substances (output). To reduce the environmental burden associated with our business activities, we will quantitatively and

comprehensively ascertain the environmental burdens across the entire product life cycle, and promote initiatives for the GREEN WAVE ACTIVITY environmental activities carried out by the entire Group on a daily basis.

Business status

In fiscal 2020, net sales for the Group as a whole fell 3.4% compared to fiscal 2019.

Status of accidents and violations

In 2020, there were no environmental accidents, litigations, fines, or serious complaints.

Review of inputs

Compared to fiscal 2019, energy input fell by 9.3% in the sales stage, 8.2% in the manufacturing stage, and 8.8% in the distribution stage. Across all of our business activities, there was a 8.4% reduction compared to fiscal 2019. The amount of water resources input was 219,000 m³, a 1.0% increase from fiscal 2019.

Review of outputs

Greenhouse gas emissions fell by 8.7% in the sales stage, 8.1% in the manufacturing stage, and 7.7% in the distribution stage compared to fiscal 2019. Across all of our business activities, there was a 8.2% reduction compared to fiscal 2019. (See p. 80 for details) For the volume of released and transferred substances subject to PRTR Act, there was a 18.6% reduction compared to fiscal 2019. (See p. 89 for details)

See Data "Balance of Environmental Burden Associated With Okamura Group Activities" (p. 151) for details

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Responding to Climate Change

In order to reduce greenhouse gas emissions from business activities, the Okamura Group is moving forward with Group-wide initiatives, including increasing the energy use efficiency of and introducing renewable energy at production plants, introducing energy-saving equipment to and reducing energy use at offices, and improving distribution efficiency. Furthermore, we will work to promote effective measures to control climate change with an eye on the entire supply chain.

[Feature 1: The Okamura Group’s actions toward becoming carbon neutral \(→p. 3\)](#)

Status of greenhouse gas emissions in fiscal 2020

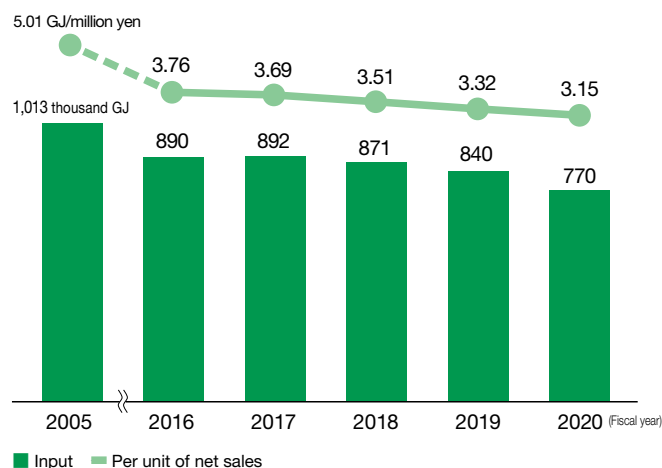
In fiscal 2020, greenhouse gas emissions fell 8.2% year on year to 36,053 tons. Emissions per unit of net sales declined 5.2% to 0.147 tons. In addition to working to strengthen measures to reduce greenhouse gas emissions at production plants, which

account for 87.8% of the emissions by the Okamura Group, we will continue to engage in efforts to reduce greenhouse gas emissions throughout the Group by further strengthening initiatives at distribution departments and offices.

Total energy input volume

Input 770 thousand GJ (fiscal 2020)

Per unit of net sales 3.15 GJ/million yen (fiscal 2020)

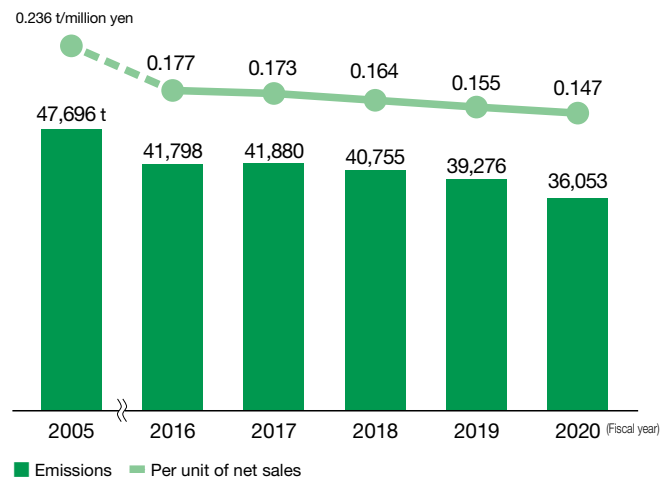


* The scope of the report is shown on page 149.

Greenhouse gas emissions

Emissions 36,053 t (fiscal 2020)

Per unit of net sales 0.147 t/million yen (fiscal 2020)



* The scope of the report is shown on page 149.

* Excludes LPG cylinders used for such things as water heaters and carbon dioxide cylinders used for welding as their impacts are minor.

* During the GREEN WAVE 2020 period (from fiscal 2010 to fiscal 2020) the calculation is made using a fixed greenhouse gas emission coefficient. The actual emissions in fiscal 2020 disclosed in TCFD are different from the above values because the most recent coefficients are used (including for subsidiaries and associates).

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Initiatives to reduce greenhouse gas emissions through the use of renewable energy

Greenhouse gas emissions from the use of fossil fuels are a major factor in global warming, and there is increasing importance in converting to renewable energy with less environmental burden. The Okamura Group is promoting the conversion of fossil fuels

to renewable energy in cooperation with local governments and energy-related businesses that carry out business activities using electricity at production plants, which account for the majority of our energy use.

TOPICS



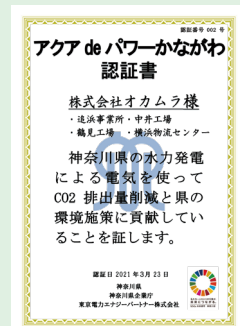
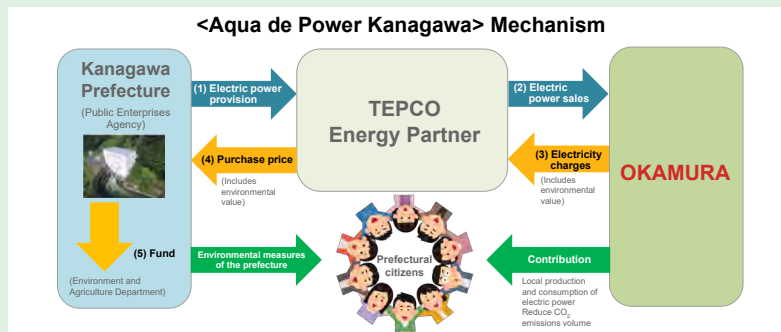
Promoting conversion to renewable energy to reduce greenhouse gases

Since April 2021, the Okamura Group has been promoting the conversion to renewable energy at its four production and distribution locations in Kanagawa Prefecture and the Takahata Plant in Yamagata Prefecture as an initiative to reduce greenhouse gases. As a result, it is expected that emissions will be reduced at production plants and distribution centers in Kanagawa Prefecture by approximately 7,000 tons annually, which is equivalent to roughly 18% of CO₂ emissions in fiscal 2019, and by about 5%, or 1,900 tons at the Takahata Plant.^{*1}

At our locations in Kanagawa Prefecture, we have introduced power using “Aqua de Power Kanagawa,” which was started in January 2020 by Kanagawa Prefecture, the Kanagawa Prefecture Public Enterprises Agency, and TEPCO Energy Partner, Incorporated. “Aqua de Power Kanagawa” is a system in which electricity generated by 11 hydroelectric power plants operated by the prefecture is supplied to companies in the prefecture, with corporate electricity users paying a portion of the environmental value on top of their fees. By following the principle of local production for local consumption^{*2} of renewable energy, Okamura will reduce CO₂ emissions, and will also contribute to local initiatives such as the promotion of climate change measures in Kanagawa Prefecture through the payment of electricity costs.

*1 Calculated based on annual power consumption in fiscal 2019

*2 Local production for local consumption: The concept of local consumption of locally produced products



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Cutting greenhouse gas emissions at the production stage

At the Okamura Group, each plant formulates an energy-saving plan and engages in efforts such as introducing energy-saving equipment and improving operations.

Regarding processes such as the painting line and continuous process for which the operating rate has a major impact on energy productivity, we are engaged in efforts to reduce energy consumption by reviewing work flows and increasing efficiency.

Furthermore, we are striving to improve energy use efficiency by introducing new technologies, such as those to decrease energy use through the effective utilization of waste heat in the painting process.

With regard to lighting in production plants, we are moving forward with switching from fluorescent lights and mercury-vapor lamps to LED lighting. Switching to LED lighting will not only reduce energy consumption but also lead to reductions in resource consumption and suppressing waste thanks to the longer durable life of the lights. Okamura is a specified business operator¹ under the Energy Saving Law², and has two type 1 designated energy management factories³

and two type 2 designated energy management factories.⁴ We are engaged in efforts to make more efficient use of energy by managing the energy used.

In addition, under the Ministry of Economy, Trade and Industry's Business Operator Classification Evaluation System, we have been rated an outstanding business operator with excellent energy-saving initiatives (S-class business operator⁵) for five consecutive years, from fiscal 2015 to the submission of the Energy Saving Law periodic report in fiscal 2020.

*1 Energy Saving Law: The Act on the Rational Use of Energy. The act promotes the efficient use of energy and leveling of electricity demand

*2 Specified business operator: A business operator with an oil-equivalent energy use volume of 1,500 kl/year or more that is obligated to engage in energy management under the Energy Saving Law

*3 Type 1 designated energy management factory: A factory with an oil-equivalent energy use volume of 3,000 kl/year or more

*4 Type 2 designated energy management factory: A factory with an oil-equivalent energy use volume of 1,500 kl/year or more but less than 3,000 kl/year

*5 S class business operator: A business operator that states in its regular report that it has reduced its 5-year average consumption rate by 1% or more (non-binding target) annually or achieved its bench mark target

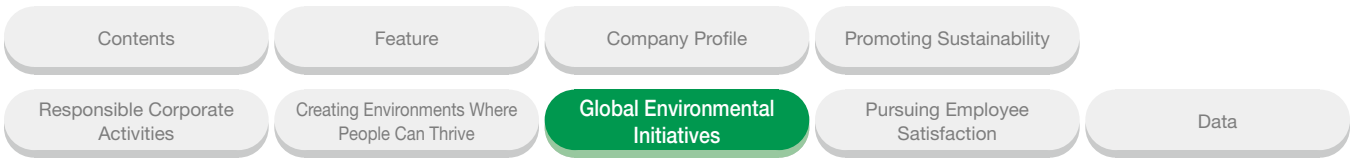
Initiatives to reduce greenhouse gas emissions at offices

At Okamura's offices throughout Japan, we are continuing our initiatives to save energy and reduce electricity use. We are steadily reducing per person energy use at our offices, with a 6.0% reduction year on year in fiscal 2018, 5.6% in fiscal 2019, and 10.7% in fiscal 2020.

In May 2020, we consolidated the Engineering Department, from two floors to one newly renovated floorspace. In the renovated office, we have introduced a free address/group address system in the work space area. This has led to a reduction in energy consumption by reducing the number of seats. We are also working to reduce greenhouse gas emissions by reducing unnecessary documents as well as digitizing drawings and materials.



Engineering Department office that achieved a reduction in energy consumption

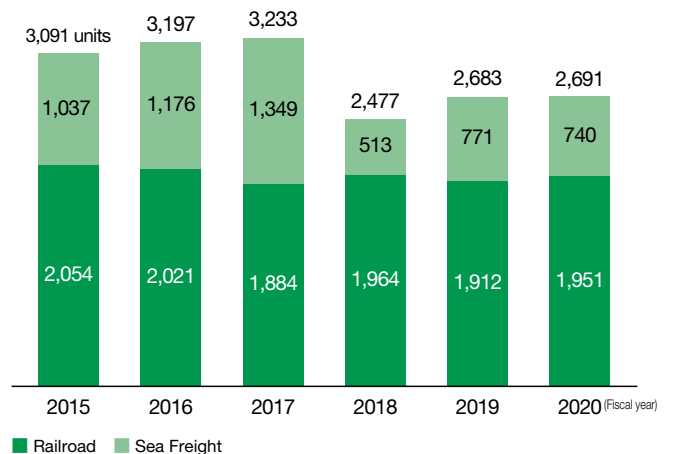


Initiatives to reduce greenhouse gas emissions at the distribution stage

In fiscal 2020, net sales for the Group as a whole fell by 3.4% year on year, and greenhouse gas emissions related to transportation decreased by 1,537 tons year on year to 23,971 tons. Greenhouse gas emissions per unit of net sales fell 3.58% year on year. We will strive to hold down emissions by continuing initiatives such as modal shifts* and increasing transportation efficiency.

* Modal shift: To switch to the use of railroad containers and marine containers, which have a lighter environmental burden, for long-haul transport

Change in modal shift (number of containers)



Reducing greenhouse gas emissions throughout the supply chain

In order to move forward with effective measures to prevent global warming, we consider it important to ascertain not only greenhouse gas emissions from Okamura Group business activities (scope 1 emissions¹ and scope 2 emissions²) but also emissions in the supply chain (scope 3 emissions³) and work to reduce greenhouse gas emissions in both Group business activities and the overall supply chain.

For scope 3 emissions, we will continue to calculate the figures based on the results of each year for the six categories that accounted for more than 1% of total emissions volume for fiscal 2012.⁴

In fiscal 2019, scope 1 and scope 2 emissions fell 5.8% year on year and 4.5% year on year, respectively. However scope 3 emissions, which composes a large amount of the total, as well as the supply chain as a whole remained flat.

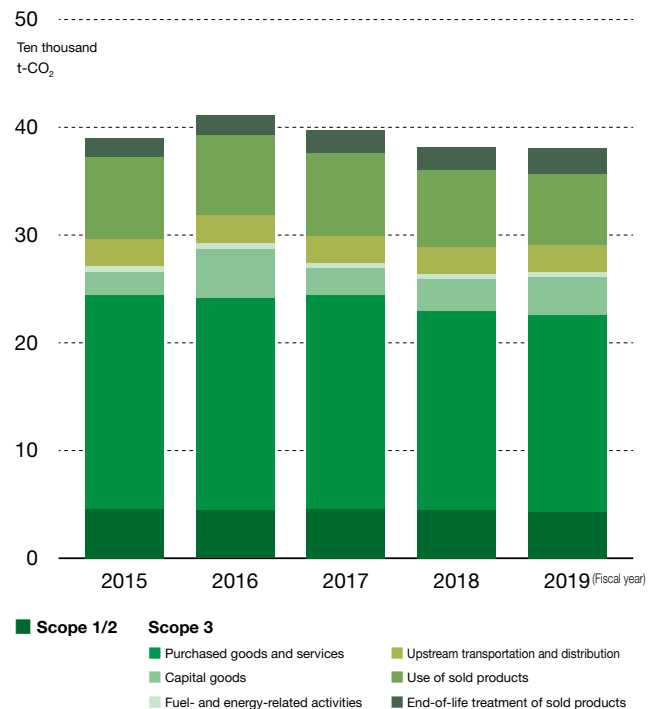
¹ Scope 1 emissions: Direct emissions. Direct greenhouse gas emissions from the company's own emission sources (plants, officers, vehicles, etc.)

² Scope 2 emissions: Indirect emissions from energy sources. Greenhouse gas emissions at the production stage, such as those related to heat and power from other suppliers

³ Scope 3 emissions: Emissions other than scope 1 and scope 2 emissions. Indirect greenhouse gas emissions from business activities in the supply chain.

⁴ Calculated in line with Basic Guidelines on Accounting for Greenhouse Gas Emissions throughout the Supply Chain Ver. 1.0 stipulated by the Ministry of the Environment and the Ministry of Economy, Trade and Industry

Details of greenhouse gas emissions throughout the supply chain



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Resource Saving and Resource Recycling

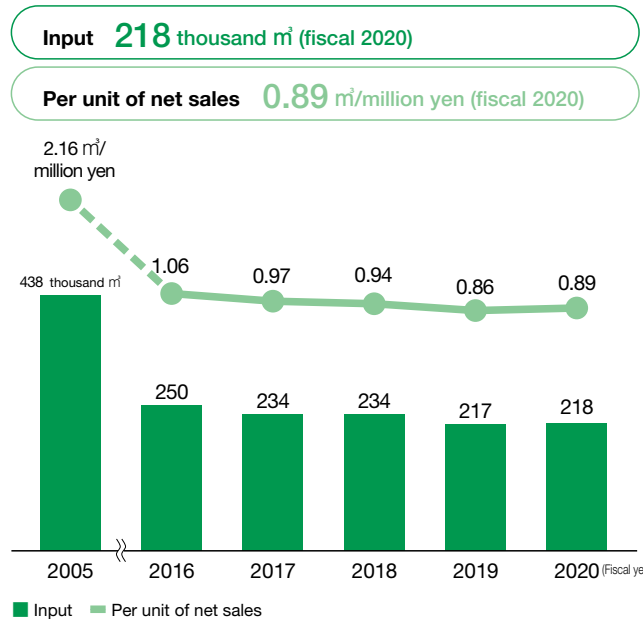
The Okamura group is working to reduce inputs in business activities through the efficient use of raw product materials as well as resources used in the production and distribution processes. We are also striving to reduce output through zero emission* initiatives at plants and distribution centers as well as promoting the reuse and recycling of used products customers no longer need and proper processing of waste.

* Zero emissions: To completely eliminate the final disposal volume of industrial waste emitted from plants and distribution centers (based on the definition of zero emissions for the Okamura Group)

Initiatives for water resources in 2020

The Okamura Group recognizes the importance of water resource problems, which are becoming issues of global concern due to climate change and population growth. We are working to reduce and effectively utilize water resources in our business activities. At production plants, we are working to reduce water resource input by introducing a water-saving circulation system. The Fuji Plant is located at the foot of Mt. Fuji. Through the use of the abundant groundwater that maintains a constant temperature throughout the year for the air conditioning system for the air conditioning system used during the product painting and pre-treatment process, we are linking this to effective use of water resources, improving energy efficiency, and reducing environmental burden. In fiscal 2020, the Okamura Group's water resource input rose 0.7% year on year to 218,000m³. In addition, regarding wastewater from production plants, we strive to thoroughly comply with laws and regulations, as well as manage and reduce wastewater.

Water source input (including rain water)



* The scope of the report is shown on page 149.

Fiscal 2020 industrial waste emissions status

Industrial waste emitted due to Okamura Group's business activities include production-related waste, installation waste generated when undertaking interior/finishing carpentry work at offices, and distribution-related waste due to the collection of used products no longer needed by customers. In fiscal 2020, the industrial waste emissions rose 8.8% year on year to 35,294 tons. Installation work-related waste emissions increased and the details by field are as follows: 43% was production-related waste, 46% was installation work-related waste, and 11% was distribution-related waste. We will move forward with initiatives to reduce emissions in the various fields and to recycle resources.

Emissions by field of industrial waste (fiscal 2020)



* The scope of the report is shown on page 149.

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Resource saving and resource recycling initiatives at the production, distribution, and installation work stages

At the Okamura Group, we are moving forward with continuous initiatives to recycle resources and reduce industrial waste emissions in the production, distribution, and installation work stages, and we will increase the effectiveness of activities by sharing information on the details and results of the various initiatives.

Production stage initiatives

At production plants, we are working to save resources and reduce waste by reducing the amount of raw materials used and increasing the efficiency of production processes. Specifically, we are minimizing raw material put to waste and reducing waste through efforts such as working to increase yields, that is, increasing the ratio of products produced compared to raw materials input. In addition, we thoroughly separate waste when it is emitted and recycle waste through intermediate processing companies.

As a result of these initiatives, we have maintained zero emissions at all Okamura Group plants in Japan since fiscal 2008 and achieved zero final disposal volume for industrial waste in fiscal 2020.

Distribution stage initiatives

We collect cardboard used for shipping products and reuse it at distribution centers and production plants. We have steadily expanded targeted products, and in fiscal 2020, we were able to reduce cardboard use by 77.27 tons compared to if we were to not reuse cardboard.

Distribution centers recycle used desks, chairs, and other products collected from customers when delivering new pieces of furniture. The Yokohama Distribution Center is moving forward with recycling parts and materials through efforts such as carefully separating items by hand, and they have maintained zero emissions since September 2008. The Osaka Distribution Center is also continually working to raise its recycling rate and achieved zero emissions in fiscal 2013. One distribution center after another is also achieving the goal.

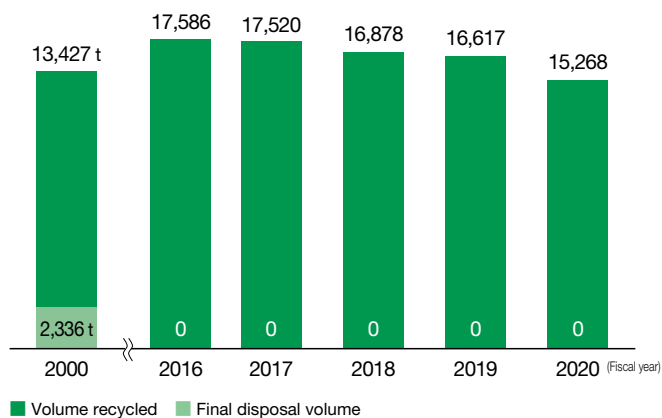
In addition to these initiatives, we are reducing waste by returning reusable packaging material to production plants and making use of the material.

From the perspective of responding to the problem of environmental pollution from waste plastic, we are also strengthening initiatives to reduce the amount of packaging material when delivering products and to recycle resources.

Industrial waste emissions from production plants (volume of recycled resources and final disposal volume)

Volume recycled 15,268 t (fiscal 2020)

Final disposal volume 0 t (fiscal 2020)



* Including metal scraps.

* The scope of the report is shown on page 149.



Separating by hand at the Osaka Distribution Center

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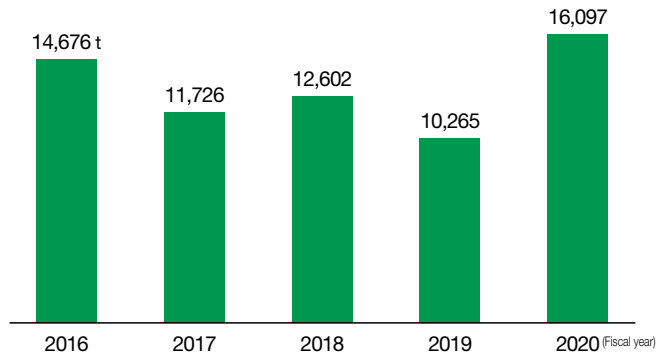
Installation stage initiatives

With regard to waste generated at the installation work stage, we are working to reduce emissions by thoroughly separating waste and recycling resources.

The amount of waste increased by 56.8% year on year as a result of the large amount of waste generated during the installation stage due to the growing demand for renovation of offices and stores. We will work to improve the thoroughness of waste separation and strive to reduce waste emissions.

Installation work-related industrial waste emissions

Installation work-related industrial waste emissions **16,097 t** (fiscal 2020)



TOPICS



Reduction of environmental burden by reusing waste paint

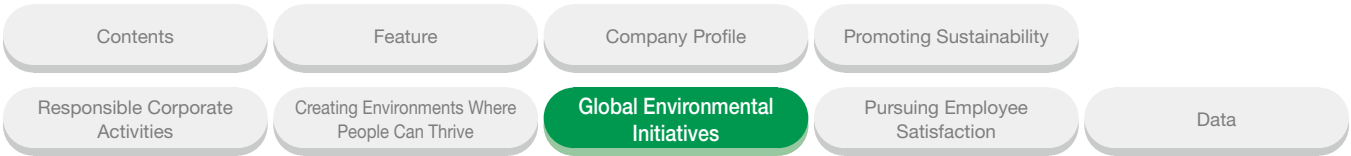
At the Nakai Plant, which mainly produces store fixtures, powder coating is used in the painting process, and about 27.7 tons of paint is discarded annually on a single painting line. For these reasons, we have worked to reuse paint to reduce the environmental burden caused by disposal.

Conventionally, waste paint has a small particle size, and there were problems such as reduced fluidity in the paint tank and with paint clogging in the paint hose. However, by adjusting the ratio of new powder and waste paint and adjusting the equipment settings, we were able to use the resulting mixture for painting. In terms of facilities, we made improvements such as changing the pre-correction black robot booth to a waste powder undercoat booth. As a result, we confirmed that there were no problems in terms of quality, including hardness, adhesion, color difference, and finished appearance, and thus it was introduced into the painting process.

Reused paint is mainly used for undercoating the back of products, and a finish coating of paint is applied afterward. With this improvement, we were able to reduce the amount of powder paint waste by 50%. We will continue to review the production process from various perspectives and promote waste reduction and recycling of resources.



Promoting reuse by installing a new tank for waste paint



Promoting resource recycling of used products

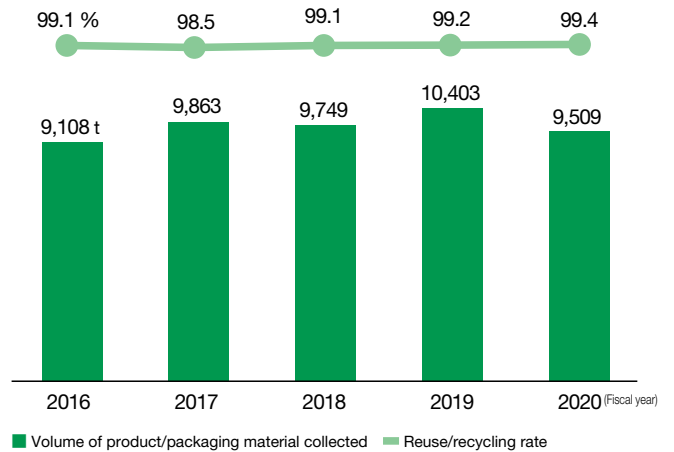
At the Okamura Group, we not only work to extend the lives of products but also work to recycle resources from used products in order to reduce the environmental burden throughout the product life cycle. We suggest that customers continue to use products if they can continue to be done so. Products that customers no longer use can be collected from them if desired when we deliver new products. We will make effective use of resources and reduce waste through reuse, recycling, and proper processing. In addition, we work to separate packaging material used for transporting and carrying in products by material and then recycling those materials. We continued to maintain a high level of reuse/recycling in 2020, with 99.4% of the used products and packaging collected from customers being recycled or repurposed.

Systematically sorting collected products and promoting reuse and recycling

By carefully sorting products collected from customers based on length of time used, functions, appearance, and other factors as well as whether they can be repaired, we are moving ahead with reusing products and recycling materials. In situations when it is difficult to do this, we properly process and dispose of items.

Reusing/recycling collected products and packaging material

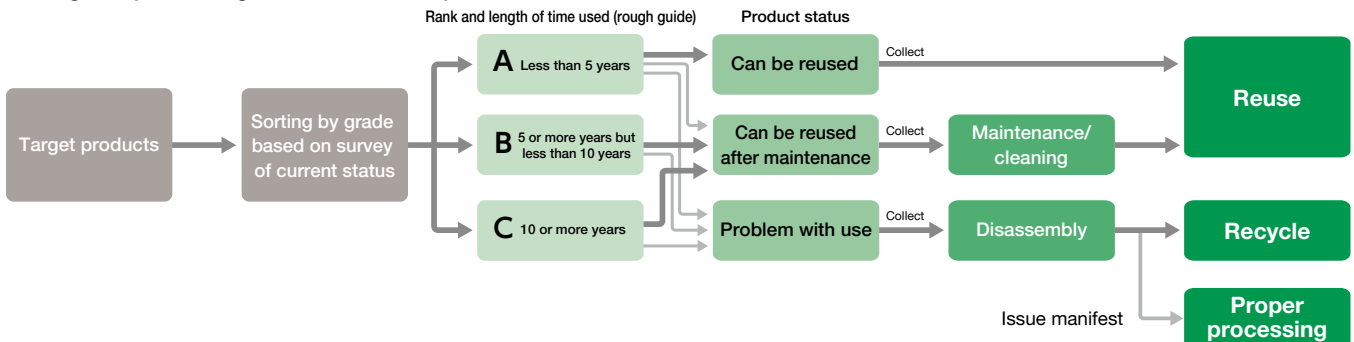
Volume of product/packaging material collected **9,509 t** (fiscal 2020)
 Reuse/recycling rate **99.4%** (fiscal 2020)



Method for recycling resources of collected products

Response	Target and resource recycling/processing method
Reuse	If the customer wishes to reuse a product, and if the product can be reused following cleaning and repairs, Okamura Support and Service Corporation purchases and resells the product as a used item.
Recycle	If the customer does not wish to reuse a product and the product cannot be reused due to problems in using it, the product is disassembled, the parts separated, and recycled according to material.
Proper processing	Parts that cannot be recycled are properly processed according to the industrial waste management sheet (manifest) based on the Waste Management and Public Cleansing Act. Industrial waste whose processing has been outsourced to intermediate processing companies and that can be recycled is recycled by the business operator.

Sorting and processing flow for collected products



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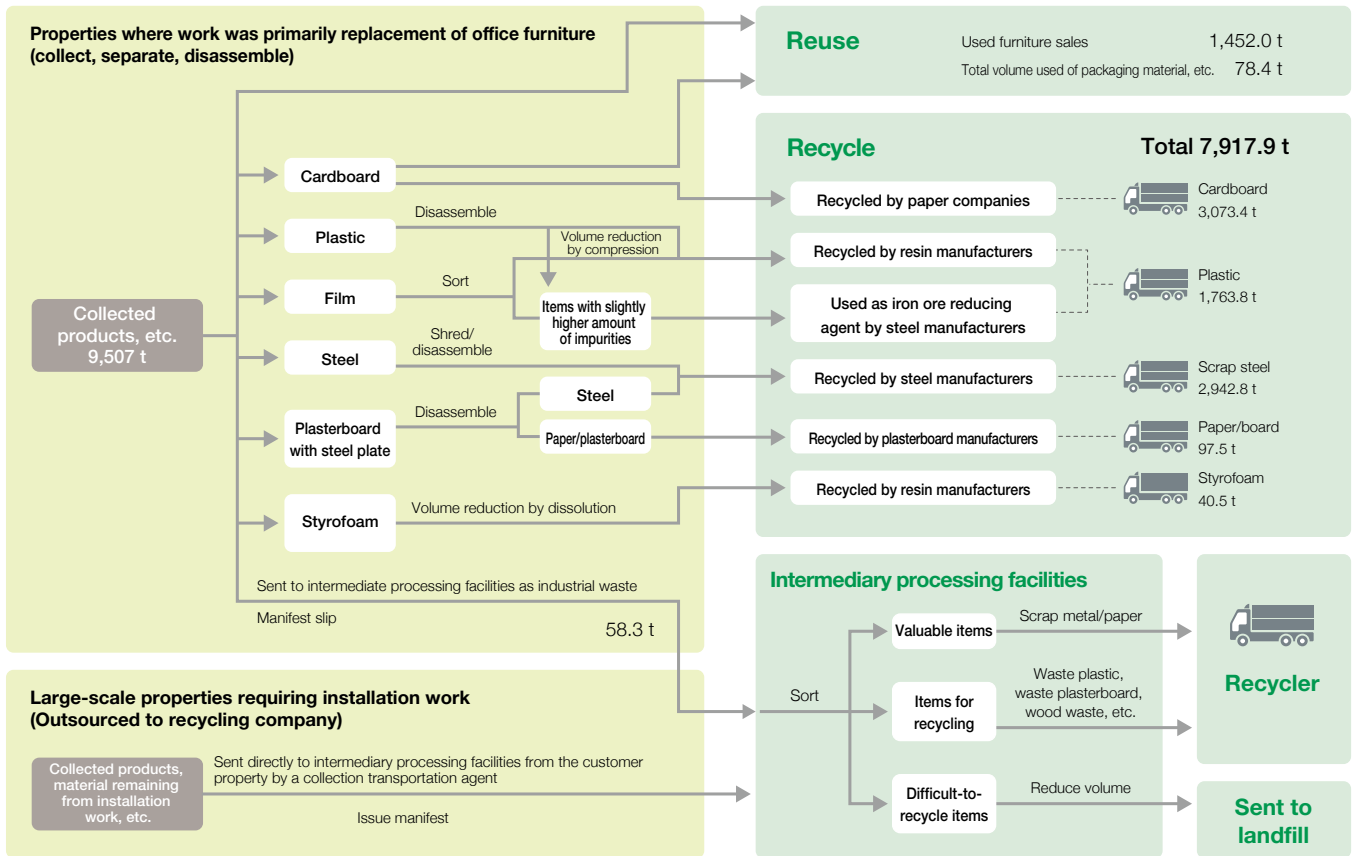
Used product collection and reuse business

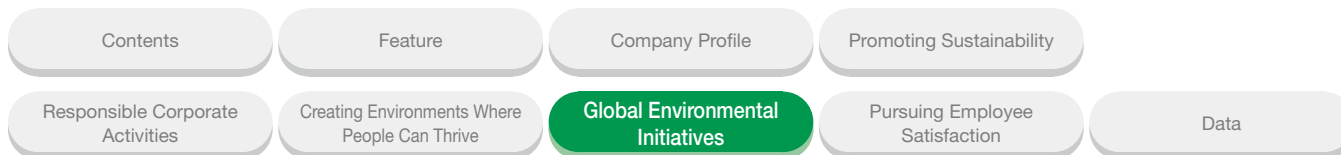
In order to meet the needs of customers considering purchasing reuse products for any of various reasons such as for environmental considerations or increasingly diverse purposes of use, Okamura Support and Service Corporation, as a company with a secondhand dealer license, collects and reuses used office furniture. If the customer so wishes at the time of product collection, products that can be reused will be (purchased and

resold as used items), leading to reduced environmental burden through long-term use of products.

In fiscal 2020, we were asked to collect 1,564 tons of items that our customers wished to be reused instead of disposed of. Of this, we were able to reuse 1,452 tons (92.8%) of the total amount.

Status of reusing/recycling collected products and packaging material in fiscal 2020





Managing Chemical Substances and Preventing Pollution

We at the Okamura Group are fully aware of the possible impact on the environment and human health posed by chemical substances used during production and as product raw materials. As a result, we are working to strengthen our management of chemical substances. In addition, we thoroughly undertake proper management of the related facilities, such as those of development and production departments, in order to prevent pollution.

2020 targets and achievement status

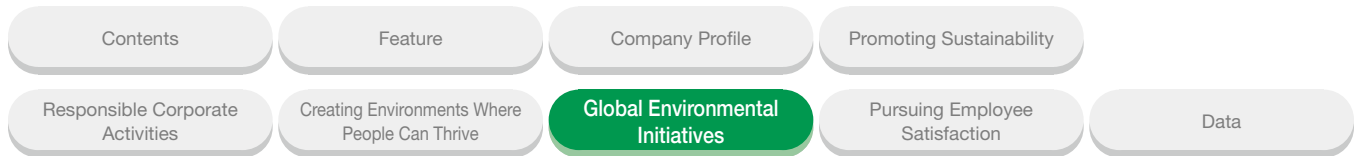
The Okamura Group works to continuously reduce the volume of released and transferred substances subject to notification² under the PRTR Act,¹ and for fiscal 2020, we have cut volume by 12.3% compared to a target of a reduction of 1.0% per Group production plant finished product. We are making steady progress in reducing the volume of such substances through various measures such as switching painting pre-treatment agents and adhesives to those that do not contain substances subject to notification under the PRTR Act.

*1 PRTR Act: Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof. The law requires that the amount of harmful chemical substances released and transferred be ascertained and managed

*2 Substances subject to notification: Substances of which 1,000 kg or more are handled per year

Volume of substances subject to notification under the PRTR Act released (fiscal 2020)

Class	Cabinet Order number	CAS Number	Substance name (alias)	Amount handled (kg)	Amount released (kg)		Amount transferred (kg)	
					Released into air	Released into public waters	Transferred to sewer	Other transfers
Class 1	053	100-41-4	Ethylbenzene	14,511.2	13,375.2	0.1	0.0	1,025.3
Class 1	076	105-60-2	Epsilon-caprolactam	6,540.3	648.8	10.3	0.0	0.0
Class 1	080	-	Xylene	31,045.8	26,486.6	0.7	0.0	2,066.8
Class 1	186	75-09-2	Dichloromethane	2,935.2	2,850.0	63.9	0.0	21.3
Class 1	235	-	Water-soluble salts of bromic acid	1,087.2	8.1	324.9	35.0	60.9
Class 1	239	-	Organic tin compounds	1,861.9	304.6	0.0	0.0	236.8
Class 1	296	95-63-6	1,2,4-Trimethylbenzene	13,961.9	12,804.2	0.0	0.0	976.9
Class 1	297	108-67-8	1,3,5-Trimethylbenzene	3,381.2	3,079.2	0.0	0.0	237.5
Class 1	298	26471-62-5	Tolylene diisocyanate	31,489.0	0.0	0.0	0.0	29.0
Class 1	300	108-88-3	Toluene	25,217.6	23,856.1	0.0	0.0	1,322.5
Class 1	302	91-20-3	Naphthalene	2,681.3	2,401.2	0.0	0.0	188.0
Class 1	392	110-54-3	n-Hexane	6,933.7	5,222.4	0.0	0.0	1,711.3
Specific Class 1	411	50-00-0	Formaldehyde	1,874.3	1,658.7	0.0	0.0	130.7
Class 1	448	101-68-8	Methylenebis (4,1-phenylene) = diisocyanate	100,093.0	50.5	0.0	0.0	162.2
Total				243,613.5	92,745.6	399.9	35.0	8,169.3



Management of chemical substances in products

Because the Okamura Group uses chemical substances for such things as surface processing agents, adhesives, resins, and decorative material, we have established Hazardous Chemical Substance Management Criteria and manage these chemical substances. Specifically, we check if regulated chemical substances have been used during product development or design, and if they have, we change them to materials that have less of an environmental burden.

Furthermore, we select members from related in-house departments and promote projects to strengthen the chemical substance management system in order to appropriately respond to various environmental standards and chemical substance-related regulations that are becoming stricter both in Japan and overseas.

Preventing pollution through proper management of chemical substances

At Okamura, we have fluorescent lighting ballasts, which are equipment that contain polychlorinated biphenyls (PCBs). We notify government authorities regarding this equipment as stipulated by laws and regulations, and we strictly manage and store them until we are able to process them at designated facilities.

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Conserving Biodiversity – ACORN Activities

Our lifestyle and economic activities are supported by nature and the chain of activities of numerous living creatures. The Okamura Group’s business activities are possible because of the bounties of nature, which fosters rich biodiversity, but those same activities also have an impact on biodiversity.

We are aware of our responsibility as a company that uses resources such as timber, and we will continue to promote measures that tackle problems that affect biodiversity. We will contribute to the creation of a society in which we can continue to enjoy the “ecosystem services” provided by nature in which people and nature can coexist.

*Ecosystem services: The bounties of nature that are created by biodiversity and benefit us as humans. These are classified into the four categories of “Provisioning,” “Regulating,” “Cultural,” and “Supporting.”

ACORN activities

ACORN is the name that the Okamura Group has given to our actions that we conduct with the aim of creating a society in which we coexist with nature and sustainably enjoy the “ecosystem services” provided by nature. Acorns are essential for the next seeds to take root and symbolize Okamura’s activities.



ACORN logo

Initiatives based on our Timber Use Policy

Okamura uses timber for various products, including office furniture, education system furniture, and store fixtures. Considering the vital position of timber use in the relationship between our business activities and the conservation of biodiversity, the Okamura Group is promoting the sustainable use of forest resources that places emphasis on biodiversity, based on the Okamura Group Timber Use Policy, which was formulated in October 2009.

Okamura Group Timber Use Policy

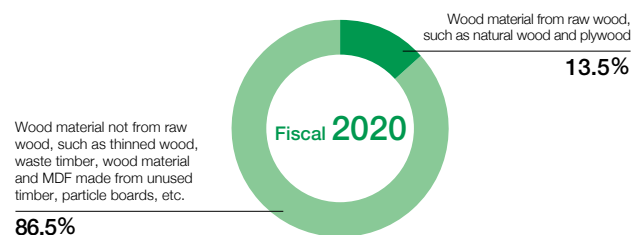
1. We will not use the following timber.
 - 1) Endangered species
 - 2) Timber illegally cut, produced, or traded
 - 3) Timber that has a negative impact on forest ecosystems or local communities
2. We will make greater use of the following types of timber.
 - 1) Timber that has received a trustworthy forest certification (or timber with an equivalent guarantee)
 - 2) Construction scrap wood and recycled material
 - 3) Domestic and local timber

Status of timber use

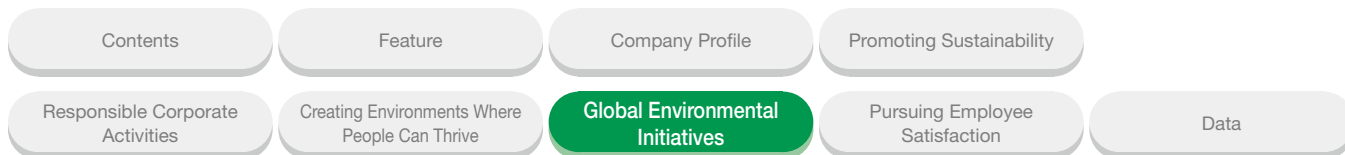
In fiscal 2020, wood material accounted for 3.5% of Okamura Group’s total raw material input. A breakdown reveals that 13.5% of that was wood material from raw wood, which includes natural wood^{*1} and plywood^{*2}, and 86.5% was wood material not from raw wood, such as thinned wood^{*3}, waste timber, and unused material and wood boards (MDF and particle boards; a product of unused material made through secondary processing).^{*4}



Status of timber use at the Okamura Group



*1 Natural wood: Material, such as boards, cut to the required size directly from raw wood
 *2 Plywood: A material manufactured from thin sheets shaved from logs (veneers) that are glued together with each sheet layered on top another so that their wood grains are orthogonal to each other. Commonly referred to as “beniya-ita” in Japanese.
 *3 Thinned wood: Timber made from trees cut to keep forests from becoming overcrowded due to the long life of the trees
 *4 Wood boards: Sheets made by finely chopping wood-based raw materials into fiber or small chips and then re-forming it into a sheet using adhesive or other bonding agent. An example of the former is medium-density fiberboard (MDF) while an example of the latter is particle board, and the main component of those is recycled wood material



Responding to the environmental risk accompanying the use of forest resources

At the Okamura Group, we are aware of the fact that our business activities affect biodiversity and so we conduct an annual investigation and ascertain the species, volume handled, and place of origin of the timber used as material with the goal of reducing environmental risk accompanying the use of forest resources.

In addition to conducting an annual investigation to check that endangered species are not being used by referring to the Washington Convention (CITES)^{*1} and JOIFA Priority Management Material,^{*2, 3} we examine timber legality^{*4} based on the Act on Promoting Green Procurement^{*5} for each product. Okamura has been certified as a legal timber and timber product business operator by JOIFA and will continue to strengthen our management system based on certification requirements.

*1 Washington Convention (CITES): The Convention on International Trade in Endangered Species of Wild Fauna and Flora

*2 JOIFA: The Japan Office Institutional Furniture Association. An office furniture industry association.

*3 JOIFA Priority Management Material: Timber selected by JOIFA based on the Washington Convention and other agreements, whose use is managed for various purposes, including ascertaining actual use.

*4 Act on Promoting Green Procurement: The Act on Promotion of Procurement of Eco-Friendly Goods and Services by the State and Other Entities. A law aimed at expanding demand by having government bodies, including the national government, take the lead in purchasing environmental products, providing related information, and taking other measures

*5 Timber legality: Refers to properly completing procedures in line with forest-related laws and regulations in the country or region the raw wood was produced when felling timber

Species, country or origin, and volume of timber handled by Okamura (fiscal 2020)

Species	Timber form	Volume handled (converted to m ³)	Export country/region (country of origin)
Lauan	Natural wood, plywood, molded plywood, laminated wood	1,416.81	Indonesia, Malaysia, France
Poplar	Natural wood	71.68	Southeast Asia
Kapur	Natural wood, plywood	160.55	Malaysia, France
Rubberwood	Natural wood, laminated wood	79.63	Thailand, Vietnam, Belgium
Beech	Natural wood, plywood, veneer	124.33	New Zealand, France, Northern Europe, Germany, other
Beech	Natural wood, plywood, molded plywood, veneer, laminated wood	602.38	Denmark, Germany, Japan, Northern Europe
Japanese cypress	Natural wood, laminated wood	0.39	Japan
White oak	Solid natural wood, veneer (tanpan), veneer (tsukiita)	6.08	Japan, North America, other
Ayous	Veneer (tanpan), veneer (tsukiita), laminated wood	25.03	Africa, United States
Rosewood	Veneer	2.45	Southeast Asia, South America
Others	Natural wood, plywood, veneer, etc.	136.83	
Total		2,626.17	

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Product development based on the Timber Use Policy

At the Okamura Group, we not only develop products based on the Timber Use Policy but also promote the sustainable use of forest resources by proposing to customers spaces that make use of these products.

Use of timber that has received a trustworthy forest certification

Having obtained FSC® certification^{*1} (CoC certification^{*2}), an internationally recognized forest certification system, in June 2010, Okamura is moving forward with the development and sale of products that use FSC®-certified timber. As of March 2020, we have expanded the use of FSC®-certified timber to products in 11 product series. By moving ahead with the use of FSC®-certified timber, we are contributing to expanding opportunities for many people to use products made from timber that takes the environment into consideration.

^{*1} FSC® certification: An international certification system for properly managed forests. The Forest Stewardship Council® (FSC) is an international non-profit organization whose objective is to spread responsible forest management globally. See www.fsc.org for details.

Certification number: SGSHK-COC-350013
Trademark license code: FSC-C092797

^{*2} Chain-of-custody (CoC) certification: An FSC® certification for production, processing, and distribution processes

Using recycled wood material

In 1966, Okamura was the first in Japan to introduce particle board, which is mainly made from recycled wood material, into furniture. Since then, particle board and medium-density fiberboard (MDF) have been used as the core material of appropriate products. Their use has been expanded to a wide range of applications

including desk systems and conference tables, thus promoting resource recycling of wood materials.

We are also promoting the use of MDF made from unused and underutilized timber such as thinned wood in products, contributing to the health of forests.

Using domestic and local timber

Sustainable use of domestic and local timber will help control and restore forest degradation and contribute to the revitalization of local industries. Okamura uses local timber based on the idea of local production for local consumption* through collaboration and cooperation with forestry associations and processors in each region. We are also working to expand the use of local timber in various ways, including manufacturing furniture using natural wood such as Japanese cedar and cypress, as well as using it in MDF, which is made from mill ends.

At Okamura we are also carrying out initiatives to use timber more effectively. The cut logs include bent and thin logs, as well as those full of knots. However, by utilizing squared timber modularized using special technology, we are moving forward with creating products that can use wood without waste, including using mill ends. We are also working to extend the life of wood products by using high-hardness coating that allows long-term use without damage.

In addition, Okamura is registered as a business operator in the Minato Model Carbon Dioxide Fixation Certification System promoted by Minato Ward in Tokyo to prevent global warming. Through the active use of timber from local governments that have signed an agreement with Minato Ward, we are promoting the use of timber in urban areas.

*Local production for local consumption: The concept of local consumption of locally produced products



The counter at the Okinoshima Town Hall that uses Japanese cedar wood from the island of Okinoshima itself.



Waiting area benches at Kagoshima Shinko Ferry Terminal using cedar wood from Kagoshima prefecture

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Communicating information to expand the use of domestic timber

At Okamura, we have conducted extensive research into the selection, sawing, drying, and processing methods of timber that has been considered unsuitable for furniture, such as domestic timber like Japanese cedar and cypress. We have promoted the use of domestic timber by providing our customers with furniture that has been processed to prevent warping and cracking.

With the aim of further expanding these initiatives, we created the “Creating Furniture Using Domestic Timber - Okamura Japanese Wood Project” catalog in December 2019. This catalog contains a summary of initiatives related to the use of domestic timber. It also explains in an easy-to-understand manner such things as the appeal of wood, the current state of forests and domestic timber, Okamura’s policies and technologies, knowledge about trees, examples of use, product features, and ACORN activities.

Following this catalog, we published “The Okamura Japanese Wood Project Example Collection Vol. 1” in January 2021, which introduced examples of how domestic timber is used. It contains 19 case examples with stories related to the introduction of domestic lumber interwoven with our products and services. Together with the “Comprehensive Catalog of Domestic Timber,” it not only provides information that encourages customers to use domestic timber, but also helps our employees in various departments deepen their understanding.



Easy-to-understand explanations using plenty of photographs and illustrations



Domestic timber use example collection

TOPICS



Supporting the introduction of furniture using domestic timber in the office

When NOK Corporation, a major oil seal manufacturer, rebuilt their head office (located in Minato Ward, Tokyo), their aim was to create “an office in which we protect the forest while we work” that both raises environmental awareness and hospitality. As a result, domestic timber was used for much of the equipment in the office. We have been certified by the Minato Model Carbon Dioxide Fixation Certification System* due to our work on these initiatives.

As a registered business operator of this certification system, Okamura manufactured furniture using timber from Sakai City in Fukui Prefecture and Ishinomaki City in Miyagi Prefecture, both of which are local governments that have signed an agreement with Minato Ward, and delivered it to NOK’s new office building. Specifically, we made workstations, meeting tables, hall furniture, countertops and decorative side panels for storage, counter storage, among other items, and helped create an office that surrounds employees with the smell and warmth of wood.

Going forward, we will continue to leverage our experience in making furniture using domestic timber and the technology we have accumulated to promote the introduction of this initiative in more offices.

*Minato Model Carbon Dioxide Fixation Certification System: A certification system with the purpose of promoting the use of domestic timber in buildings in Tokyo’s Minato Ward, and to contribute to the prevention of global warming by increasing the amount of CO₂ fixation and promoting the maintenance of domestic forests.



Abundant use of domestic timber in the NOK Corporation head office building

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Promoting ACORN activities

In order to further expand ACORN activities throughout the company, we have assigned a person in charge in each region to promote the activities and work to raise employee awareness of the environment by holding study groups and training, conducting environmental protection activities that take into consideration the unique traits of the region. Furthermore, we are broadening the ring of activities by deepening customer understanding of

biodiversity and sustainable use of timber.

Okamura endorses the Declaration of Biodiversity by Keidanren and Action Policy (revised in 2009), in which Keidanren indicates its resolve and action plan to conserve biodiversity from a corporate perspective, and we are moving forward with initiatives based on the declaration's intent.

Conducting educational activities to expand the circle of activities

We provide opportunities to learn about the natural environment and wood products in order to expand the circle of ACORN activities.

We participate in factory tours with the cooperation of our suppliers in order to learn about the characteristics of wood and the manufacturing process of wooden furniture, and to give optimal suggestions and advice to our customers.

In addition to holding hands-on workshops, we have also been holding "WoodLand WoodWork" workshops since 2017. This workshop, with the key phrase, "knowing the forest, knowing the trees, knowing the techniques," serves as a place for exchanges between customers and local governments who are interested in using domestic timber. Through such educational opportunities, we will share the significance of ACORN activities with society and further expand our initiatives.



Lecture by a forestry worker at a workshop held in May 2019



Experiencing the logging process through manual labor

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Communicating information through the publication of websites and booklets

The ACORN website has been set up with the aim of introducing the Okamura Group's ACORN activities to many people and to deepen their understanding of the natural environment and biodiversity.

In addition to past activities and products born from ACORN, we strive to communicate information that many people can enjoy while deepening their understanding, such as articles about seasonal topics and interviews. In addition, as "basic knowledge of timber use," we will introduce the knowledge we have gained as a company that uses timber as a raw material in products. We will also publish feature articles with the cooperation of external experts, such as articles on knowledge required for healthy forests. We also publish information on ACORN activities in a booklet, with Vol. 1 published in 2018 and Vol. 2 in 2019. These booklets are distributed during classes held in nature* at elementary schools, and they are used to create opportunities to foster interest in the natural environment and forests.

Going forward, we will continue to provide easy-to-understand information to a wide range of people regarding initiatives and knowledge regarding coexistence with nature, conservation of biodiversity, and the use of timber.

*Classes held in nature: An activity in which employees visit elementary schools to give classes based on the knowledge accumulated by Okamura, with the aim of raising the environmental awareness of children. (See p. 49 for related information)



Okamura ACORN website
<http://acom.okamura.co.jp/>



We edited "Akaoni no Tsubuyaki," a column by the late C.W. Nicol that was published on the ACORN site every month from May 2016 to January 2020, and made it into a book, "Afan Tree Anthology - Kurohime no Akaoni no Kioku."

The sales of this book are returned to the Afan Woodland Trust and are used for activities to continue to protect the forest.

TOPICS

Introducing activities regarding the use of timber in an endowed lecture at Yokohama City University

On October 22, 2020, we served as lecturers in an endowed lecture conducted in collaboration with Yokohama City University and Yokohama Green Purchasing Network*, of which Okamura is a member. In fiscal 2020, it was conducted remotely for about 30 students in their second to fourth years at Yokohama City University. The lecture was titled "Green Purchasing and the Future of Environmental Cities Created by SDGs - Learn the Cutting Edge of Environmental Management," and we introduced Okamura's "Promotion of Sustainability Through the Use of Timber" initiative. The students who took part in the course commented that they learned that the use of domestic timber could help solve social issues and that they had a new perspective on the concept of environmental protection. We believe that we were able to provide a new opportunities for awareness of sustainability activities.

We will continue to take advantage of these opportunities to convey the significance and current situation of timber use to younger generations, and to broaden understanding of the sustainable use of forest resources. (See p. 49 for related information)

*Yokohama Green Purchasing Network: A network that values ties with the local community and works with the aim of promoting the purchase and provision of environmentally conscious products and services in cooperation with citizens, companies/organizations, and the government.

Yokohama Green Purchasing Network Endowed lecture http://www.y-gpn.org/?page_id=1610



Introducing Okamura's sustainability activities



Introducing the use of domestic timber

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Environmental Considerations in Products and Services

In addition to meeting the diverse needs of customers, the Okamura Group helps customers reduce their environmental burden by providing environmentally conscious products and services through our business activities. We strive to develop and provide products that have the lowest possible level of environmental burden throughout their life cycle by considering everything from the selection and procurement of raw materials to production, distribution, use, recycling and disposal.

Development of environmentally conscious products

Having positioned eco-design as an important perspective in product development, the Okamura Group is working to reduce the environmental burden throughout the product life cycle. We conduct product assessments^{*1} at the planning and design stages and work to develop products with a lower environmental burden by reducing the amount of raw materials used, using recycled material, creating structures that make recycling easier, increasing the service life of products by improving durability, avoiding the use of hazardous chemical substances, saving energy, and implementing other measures.

(See p. 52–60 for related information)

When promoting the environmental consciousness of products, we strive to reduce the environmental burden by setting Okamura

Group proprietary standards and emphasizing compliance with independent certification standards. For office furniture, we always aim to acquire US Indoor Advantage^{*2} certification related to chemical substance emissions in indoor spaces, and we have obtained the stricter Indoor Advantage Gold certification for many of our products in fiscal 2020.

^{*1} Product assessments: Assessments at the development and design stages of the product of the impact that it has on the environment in order to develop products with less of an environmental burden

^{*2} Indoor Advantage: An international environmental certification given to furniture and indoor construction material that meet strict standards for volatile organic compounds (VOCs) released from products into the air. There is both a normal certification and a stricter GOLD certification

Providing Green Wave and Green Wave+ products

Okamura specially created these environmental product standards, and the Green Wave standard was put into practice in 1997. 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 logo.

In 2010, considering various factors such as changes in social conditions and international trends related to the environmental friendliness of products, we created the Green Wave+ standard for products that are even more environmentally friendly. By offering these products to our customers, we are helping to reduce the burden on the environment. In fiscal 2020, Green Wave and Green Wave+ products accounted for 84.3% of product sales (excluding purchased products) in the Office Furniture business and 73.7% in

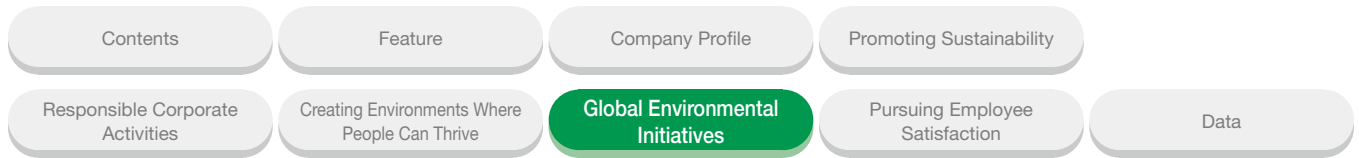
the Store Displays business. We will continue to expand our lineup of environmentally conscious products and actively propose them in order to contribute to reductions in the environmental burden of customers.



Green Wave logo



Green Wave+ logo



Green Wave and Green Wave+ criteria

Item (purpose)	Target	Green Wave criteria	Green Wave+ criteria
Required			
Safety	For products using materials for which there are JIS or JAS formaldehyde emissions standards, all materials have received F☆☆☆☆ or higher certification, alternatively, materials of equivalent quality are used		
	Products that comply with management criteria for hazardous chemical substances that should be regulated		
Optional			
Resource saving Streamlining use of raw materials, etc.	Products that use timber for their main material, apart from metal	Products that use timber obtained from sustainable forests, unused timber, or rapidly renewable materials	Products whose main material, apart from metal, is biomass, at least 25% of which is rapidly renewable materials, or are forest-certified products
	Products that are lighter	Products that are lighter while maintaining the functions of traditional equivalent products	Products that result in greenhouse gas reductions of 6% or more based on materials or 5% or more when the whole products is taken into account.
Use of recycled material	Products that use plastic for their main material, apart from metal	Products for which recycled plastics account for 10% or more of the total amount of plastics	Products for which post-consumer recycled material ^{*1} accounts for 20% or more of total product mass
	Streamlined use of raw materials, etc.	Products that use paper for their main material, apart from metal	Products for which plant-based plastics for which an environmental burden reduction effect has been confirmed account for 25% or more of total plastic mass
Recycling Structural ingenuity Ingenuity for separation	Products that use timber for their main material, apart from metal	Products for which recycled paper accounts for 50% or more of total paper mass	
	Products that can be broken down into a single material components	Products that use recycled timber	Products for which 95% or more of the total mass can be broken down into single material components using general tools and for which 90% or more of the resin and non-metal parts used in the product are included in the material list (target products: products 30g or heavier)
Reusability Reusability considerations	Products that themselves and their parts are reusable	Products with a structure that can be reused	Products for which 95% or more of the total mass can be broken down into single material components using general tools and for which 90% or more of the resin and non-metal parts used in the product are included in the material list and for which a disassembly manual will be created and made available (target products: products 30g or heavier)
Long service life Promote long-term use	Products whose parts can be easily repaired with general tools Or, products whose software can be updated	Products whose consumable parts are service parts	Used products or parts of used products will be collected and made into new products
		Products that are easy to maintain (e.g., covering, cleaning, software updates, etc.)	
Safety and environmental protection Safety considerations	Products that use less hazardous chemical substances	Products that can be upgraded by changing or adding products or certain parts	Products that meet overseas global strength standards (e.g. BIFMA ^{*2} , GS ^{*3})
		For products using materials for which there are JIS or JAS formaldehyde emissions standards, all materials have received F☆☆☆☆ certification. Alternatively, materials of equivalent quality are used	Products that not only meet the Green Wave criteria on the left but also have a formaldehyde emission speed of 5µg/m ³ or less
Energy conservation Reduced consumed energy	Products aimed at reducing consumed energy when used	Products, etc., that use materials and parts that reduce environmental burden more than previously	Products that adhere to the prohibition on the use of specified hazardous substances (must comply with RoHS Directive ^{*4}) or products for which it has been confirmed that they do not use substances regulated by the REACH Regulation ^{*5} or use them in a permitted manner
		Products that reduce consumed energy by 10% or more compared to traditional equivalent products	Products that can reduce greenhouse gas emissions (CO ₂ equivalent) 30% when used compared to current equivalent products

If the following two conditions are met, the product is judged to be a Green Wave or Green Wave+ product.

- Meet all the criteria in the required items listed above.
- Meet one of the criteria in the optional items listed above.

*1 Post-consumer recycled material: Material that was released to the market, collected after use, and then recycled.

*2 The Business and Institutional Furniture Manufacturers Association (BIFMA): A North American office furniture industry organization

*3 Geprüfte Sicherheit (GS): German safety certification

*4 RoHS Directive: Regulation issued by the EU regarding the use of specified hazardous materials in electrical and electronic equipment (cadmium, lead, mercury, hexavalent chromium, polybrominated biphenyl, polybrominated diphenyl ethers, etc.)

*5 REACH Regulation: Regulation related to chemical substances enacted in the EU in 2007

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Initiatives to eliminate plastic

Recognizing the importance of responding to the problem of environmental pollution from waste plastic, the Okamura Group is moving forward with initiatives to eliminate plastic from packaging materials.

When packing products in cardboard, a plastic bag is used to prevent scratches and dust from adhering. Since we were able to confirm that wrapping the seat part of the Runa meeting chair with kraft paper prevented scratches and dust from adhering, we were able to stop using plastic bags.

We examined multiple alternative materials and decided to use kraft paper because it functions as a packaging material and is easy to recycle.

In the future, we will consider switching to alternative materials for other series of products as well, and move forward with eliminating plastic from packaging materials.



Packaging material changed to kraft paper from plastic bags

Initiatives to reduce CO₂ emissions in product development

Reducing the weight of products is a key factor in reducing energy consumption and CO₂ emissions in processes including procurement, manufacturing and distribution. In addition, using just one material to make a product and using recycled materials helps to reduce environmental burden by promoting resource recycling.

Supporting energy-saving for the entire store

Okamura is developing various equipment that contribute to energy-saving in stores. From the layout of the entire store to the interior and the introduction and operation of refrigerated showcases, we have established a system to make comprehensive proposals, support store initiatives, and contribute to reducing greenhouse gas emissions.

The Fontana-Neo refrigerated showcases released in June 2020 has reduced the energy consumption required for cooling by 15% compared to conventional products by improving the air curtain and the cooling control method. In addition, we have incorporated functions that lead to the reduction of environmental burden, such as a lineup of “Smart Defrost Cases” that efficiently defrost while maintaining the freshness of displayed products, improved case interior colors, and enhanced LED lighting.

Along with the Oscom Alto and Oscom Mini showcase navigation systems, which are optimized for Fontana-Neo, the OSCOM CLOUD cloud service manages various data collected by these systems and contributes to reducing the environmental burden in store operations. Going forward, we will continue to work to reduce the environmental burden from various perspectives, such as the adoption of CO₂ refrigerant.

By leveraging these energy-saving technologies, Okamura has been participating in the government’s projects to support business operators working to improve energy efficiency since 2015 with the aim to provide stable power supply against the backdrop of the Great East Japan Earthquake. In this project (the renovation of commercial facilities), energy consumption is controlled and

monitored by an energy management system (EMS). By switching the refrigeration equipment, store lighting and air conditioning to energy-saving equipment, the total energy consumption can be reduced by 25% or more.



Refrigerated showcase Fontana-Neo



Showcase navigation system OSCOM Alto



Supermarket Trade Show 2021 exhibit

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Initiatives in Procurement Activities

Environmental consciousness in material procurement

As a company that procures various raw materials and parts and produces and sells products, the Okamura Group recognizes the importance of promoting green purchasing^{*1} and we are moving forward with related activities in cooperation with suppliers. Based on the Sustainable Procurement Guidelines that clarify our approach toward green purchasing, we conduct surveys of suppliers and strive to procure materials that have a light environmental burden from suppliers who actively undertake environmental activities.

In addition, we have created a Materials Guide that establishes criteria for procurement activities; procure materials that comply with the Chemical Substances Control Act,^{*2} Building Standards

Act, as well as various EU laws and regulations,^{*3}; and are moving forward with environmentally conscious procurement of even materials that are not subject to the various laws and regulations taking into consideration the criteria stipulated in the laws and regulations.

^{*1} Green purchasing: Refers to carefully considering necessity and taking into consideration the environment when purchasing products and services and then selecting and purchasing those that place a minimal burden on the environment

^{*2} Chemical Substances Control Act: The Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture, etc. The purpose of the law is to prevent environmental pollution by chemical substances that may have an impact on human health or the ecosystem

^{*3} Various EU laws and regulations: REACH Regulation, RoHS Directive, etc. In the EU, progress is being made in establishing laws to manage chemical substances and their use in order to protect human health and the environment

Reducing environmental burden in collaboration with suppliers

By disclosing the Materials Guide to our suppliers and sharing our approach toward material procurement, the Okamura Group supports suppliers promote environmentally conscious material procurement. In addition to these initiatives, we encourage suppliers to conduct green purchasing in their business

activities and are moving forward with the joint development of environmentally conscious materials with suppliers through communication such as providing information at the Okamura Metropolitan Area Partner Association. (See p. 26 for related information)

Supporting efforts to extend the life of products

The Okamura Group has established an integrated support system for after-sales maintenance for products purchased by customers. Our Group company, Okamura Support and Service Corporation, provides support that extends the life of purchased products, such as maintenance and inspections, repairs and servicing, and cleaning. This is done for a wide range of Okamura products, including office furniture, architectural products in public spaces, and disaster prevention equipment such as flood barriers. Having customers use our products for many years has various benefits, including increasing customer satisfaction while also reducing resource consumption and waste, which contributes to the creation of a sustainable society.

Maintenance and inspections

In order to maintain products in their optimal condition and keep them easy to use, we propose that customers receive regular inspections after a certain amount of time has passed. Regular inspections of products makes possible the early detection of areas that need repairs.

Repairs

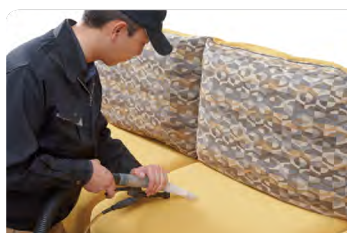
In order to extend the life of products beloved by customers, we provide an environment in which customers can maintain the condition of those products and continue to use them with peace of mind by having our specialist employees use their expertise to conduct repairs.

Cleaning and refurbishing

We offer cleaning services to our customers so that they are able to use our products in an optimal condition for many years and maintain a comfortable office environment. Almost all office furniture, including partitions, office seating, and lockers, can be cleaned. Using a cleaning method appropriate for each material, we are able to effectively remove dirt and restore the material's original feel and beauty. In addition, for items that are extremely dirty or damaged and cannot be dealt with by cleaning, we propose refurbishing, such as replacing the fabric.



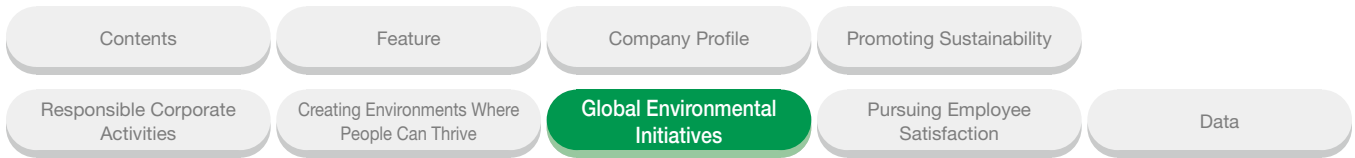
Replacement and repair of chair parts



Sofa cleaning



Repairing theater/hall chairs



Environmental Education and Awareness-Raising Activities

We state the reduction of our environmental burden in all business activities in our Environmental Policy, and the Okamura Group focuses on environmental education and awareness-raising activities.

Expanding our environmental education program

At the Okamura Group, we have created a systematic environmental education program, the goal of which is have all employees understand the significance and importance of environmental protection activities, have each employee understand their role appropriate for their position, and act in a corresponding manner. We also create opportunities to learn about the natural environment, biodiversity, and other issues through hands-on activities and promote and put into practice greater environmental awareness.

Conducting systematic environmental education

There is both required education for all new employees and mid-career hires as well as department education developed by each department based on ISO14001 in order to deepen employee understanding of the environmental burden of corporate activities, Okamura Group's Environmental Policy and plans, and initiatives based on the environmental management system so that they are able to convert this education into concrete steps to achieve the goals.

In addition, for related departments that handle FSC®-certified products and materials, there is extensive education in order to share and thoroughly implement matters pointed out during annual in-house and independent audits as well as improvements made during daily operations. For ISO14001 education, which all employees must take, items related to FSC® certification have been included, which promotes understanding of the system.

(See p. 93 for related information)

Okamura environmental education

Type	Target	Title	Content
Required education	New employees	New Employee Training	<ul style="list-style-type: none"> Environmental issues Introduction to EMS^{*1}: Corporate activities and environmental burden
		New Employee Follow-up Training	<ul style="list-style-type: none"> Practical EMS activities
	Mid-career hire	Mid-Career Hire Training	<ul style="list-style-type: none"> Environmental issues Introduction to EMS: Corporate activities and environmental burden
Department education (based on ISO14001 ^{*2})	All employees	General Education	<ul style="list-style-type: none"> Environmental Policy and company-wide environmental objectives, targets, and implementation plan Green office activities
		Specialized Education	<ul style="list-style-type: none"> Environmental objectives, targets, and implementation plans for each department Education and training to match notable environmental aspects
		Manager Education	<ul style="list-style-type: none"> EMS training for managers, etc.
FSC® education (based on CoC certification)	All employees	General Education	<ul style="list-style-type: none"> Understanding certification systems
	Related departments	Specialized Education	<ul style="list-style-type: none"> Understanding management rules and procedures
Hands-on education	All employees	Biodiversity and Reforestation Training	<ul style="list-style-type: none"> Biodiversity conservation and forest maintenance (including fieldwork)
	Persons in charge of promotion		<ul style="list-style-type: none"> Knowledge to promote ACORN activities

*1 EMS: Environmental management system

*2 ISO14001: International standards for environmental management systems stipulated by the International Organization for Standardization (ISO)

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Hands-on education

Since 2011, we have been conducting hands-on training for employees at Afan Forest, owned by the CW Nicol Afan Woodland Trust, of which Okamura is an official sponsor, in Shinano, Nagano Prefecture. This training is to learn about biodiversity through work such as forest maintenance and in-person experiences. We will continue to conduct this type of hands-on education so that the knowledge acquired by the participants can be made use of in products, services and our operations. In addition, we are planning study groups and hands-on training for each region to promote ACORN activities. We were not able to travel to the local sites in fiscal 2020 due to the COVID-19 pandemic, so instead we provided opportunities to increase interest in the environment, such as by showing videos of training and initiatives related to timber in our offices.



Providing environmental information using the 4-screen multi-view screen at the JR Yokohama Tower office

Initiatives to improve the eco-mind of employees

The Okamura Group strives to raise employee awareness of the environment by sharing information related to environmental consciousness at work and at home through the company intranet page.

Furthermore, since fiscal 2003, we have established a system to commend outstanding environmental activities in order to improve employee motivation and foster awareness toward the development and provision of more environmentally conscious products and services. In fiscal 2020, in addition to activities to reduce energy consumption, we have also commended initiatives to extend the service life of products.

The Okamura Group's environmental activity awards (fiscal 2020)

Award details	Winners
Created and utilized a service video for purchases of used furniture to contribute to longer product life	Okamura Support and Service Corporation
Energy reduction by improving the operation of the circulation pump on the painting line	Kansai Okamura Corporation
Reduction of the amount of gas used by introducing waste heat collection equipment to the drying furnace on the painting line	Fuji Plant
Energy reduction by silanization in painting pre-treatment	Nakai Plant
Reduction in the amount of city gas used by changing the cleaning agent	Powertrain Department
Establishment of an Okamura original WELL PLUS mark, for products that contribute to WELL certification	Marketing Division
Increase of social contribution through ACORN activities	Marketing Division

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Environmental Communication

The Okamura Group discloses environmental information related to our business activities and strives for two-way communication with stakeholders, leading to the enhancement of environmental protection activities for the entire group. We also support green purchasing by customers by communicating environmental information about our products, which leads to the reduction of environmental burden.

Communicating information related to environmental initiatives

Since we published the “Towards a Prosperous Future” environmental pamphlet in 1995, the Okamura Group has been communicating environmental information through various media, and introducing our initiatives at environment-related events and new product launches. Through this, we are striving to enhance environmental communication.

The Okamura Group Sustainability Report 2020 received the Excellence Award in the Environmental Report Category for the second consecutive year at the 24th Environmental Communication Awards. In this report, we created a story about value creation and identified the issues that the group should address as four sustainability priority issues. We have set KPIs in the Sustainability Action Plan and clearly state that we will take on the challenge of creating new value by fulfilling our mission. (See p. 22 for related information)

Regarding our environmental initiatives, we have provided the feedback from the opinions and suggestions received from

stakeholders to the relevant departments. In addition to reflecting the feedback in our activities, it has also been useful in fostering more meaningful and thorough communication.

In addition, since its first fiscal year, we have been participating in the Ministry of the Environment’s “ESG Dialogue Platform for Parties including companies and investors,” as part of the Environmental Reporting Platform Development Pilot Project, which was established as a forum for communication that links parties including companies and investors.

*Ministry of the Environment Environmental Reporting Platform Development Pilot Project
<https://www.env-report.env.go.jp/portal.html>



Communication through ACORN activities

As a company that uses forest resources as raw materials, the Okamura Group promotes ACORN activities aimed at biodiversity conservation and sustainable use of forest resources. We convey the knowledge gained through our initiatives, as well as our knowledge and ingenuity from the perspective of manufacturing, through booklets, websites, and classes held in nature. (See p. 49, 96 for related information)



Explaining that desks and chairs are made of resources from around the world

Disclosure of environmental information on products

The Okamura Group discloses product environmental information through product catalogs and our website, and this is used by customers and other stakeholders to make green purchasing¹ decisions. In addition, the Green Purchasing Network’s (GPN)² database of environmentally conscious products, Eco Product Net³, etc., also discloses the environmentally conscious points of products.

Furthermore, we will promptly disclose information regarding F☆☆☆☆⁴ classification certification and certification of compliance with the Act on Promoting Green Procurement⁵ for materials used in our products when requested by stakeholders, making it possible to confirm the environmental friendliness of our products.

(See p. 26 for related information)

¹ Green purchasing: Refers to carefully considering necessity and taking into consideration the environment when purchasing products and services and then selecting and purchasing those that place a minimal burden on the environment

² Green Purchasing Network (GPN): A network of companies, governments, and consumers established in 1996 to promote green purchasing efforts.

³ Eco Product Net: Japan’s largest environmental information database that publishes environmental information on environmentally conscious products and services in order to build a society based on sustainable production and consumption <http://www.gpn.jp/econet/>



⁴ F☆☆☆☆: Japanese Industrial Standards (JIS)/Japanese Agricultural Standards (JAS) standards related to formaldehyde emissions

⁵ Act on Promoting Green Procurement: The Act on Promotion of Procurement of Eco-Friendly Goods and Services by the State and Other Entities. It aims to have public institutions, such as the national government, take the lead in green purchasing to reduce environmental burden and promote the foundation of a sustainable society.

Environmental Efficiency

At the Okamura Group, we conduct assessments using environmental efficiency indicators and tie these to promoting environmental management in order to minimize the environmental impact of our business activities and maximize value provided to society.

Setting environmental efficiency indicators*

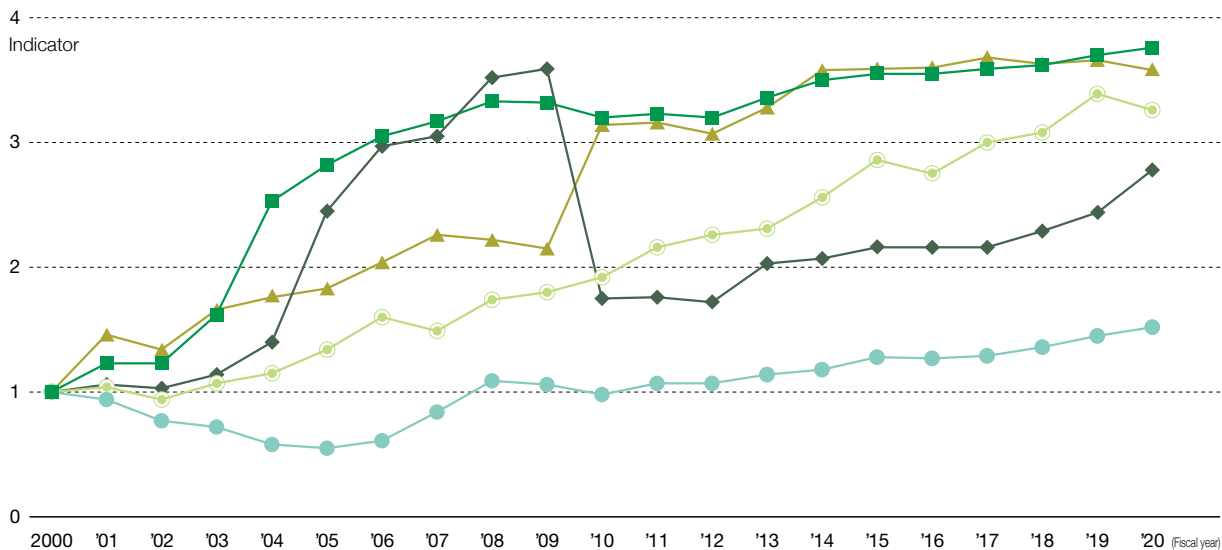
The five environmental efficiency indicators that we have set are greenhouse gas emissions, water resources, PRTR (hazardous chemical substances), industrial waste, and environmentally conscious products. Using 2000 as a base year, we ascertain and assess changes by comparing our net sales against the various environmental indicators mentioned above.

* Environmental efficiency indicator: An indicator based on the concept of environmental efficiency, which assesses corporate management from the aspects of both value (net sales) and environmental burden of products and services produced through corporate activities. In many cases, it is calculated as a ratio whose numerator is the environmental burden and denominator is net sales. Environmental efficiency indicators improve when the environmental burden decreases relative to net sales

Fiscal 2020 integrated environmental efficiency indicators

With the base year of fiscal 2000 as 1.0, the integrated environmental efficiency indicator was approximately 3.7 in fiscal 2020. While Group net sales have risen 31% compared to fiscal 2000, the base year, the various indicators have also improved due to continued initiatives to reduce environmental burden. We will expand these activities with the goal of steadily improving environmental efficiency indicators.

Changes in environmental efficiency indicators



$$\text{Integrated environmental efficiency index} = \sum_{n=1}^5 (I_n \times w_n)$$

*w is the weight for each

$$\text{Water resource indicator} = \frac{\text{Net sales/water resource input volume}}{\text{Base year (net sales/water resource input volume)}}$$

(I₂)

$$\text{Industrial waste indicator} = \frac{\text{Net sales/industrial waste final disposal volume}}{\text{Base year (net sales/industrial waste final disposal volume)}}$$

(I₄)

* Industrial waste indicator is not shown on graph as zero emissions have been achieved and maintained since fiscal 2008.

$$\text{Greenhouse gas indicator} = \frac{\text{Net sales/greenhouse gas emission volume}}{\text{Base year (net sales/greenhouse gas emission volume)}}$$

(I₁)

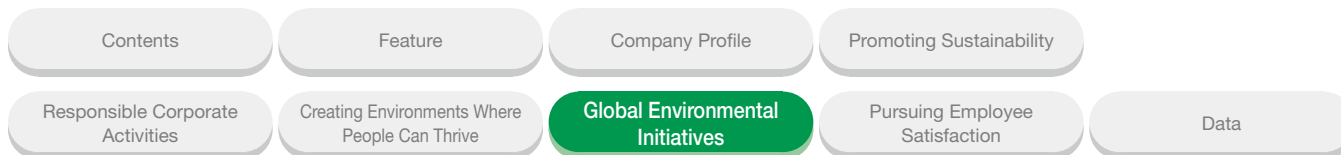
$$\text{PRTR indicator} = \frac{\text{Net sales/volume of PRTR substances handled}}{\text{Base year (net sales/volume of PRTR substances handled)}}$$

(I₃)

$$\text{Environmentally conscious product indicator} = \frac{\text{Net sales of environmentally conscious products/net sales}}{\text{Base year (net sales of environmentally conscious products/net sales)}}$$

(I₅)

* Net sales: Group net sales



Environmental Accounting

The Okamura Group introduced managerial accounting-linked environmental accounting in fiscal 1997. Since 2001, we have broadened the scope to the entire group in order to ascertain the effects and costs of environmental protection for all business activities.

Fiscal 2020 status

Fiscal 2020 net sales fell 3.4% year on year. Although CO₂ emissions per net sales and input of water resources decreased, but the amount of substances subject to the PRTR Law increased.

We continued to make investments and implement measures to reduce environmental burden, which incurred costs.

Environmental protection costs

Environmental conservation costs for the Okamura Group in fiscal 2020 were 41.0 million yen (39.6 million yen for the previous fiscal year) in investments and 1,058 million yen (1,038 million for the previous fiscal year) in expenses. Investments were primarily for upgrading to energy-saving production equipment and introducing high-efficiency lighting.

Environmental protection effects

We were able to reduce total energy input and lower energy input per unit of net sales by increasing production process efficiency, introducing energy-saving production equipment and lighting, and taking other steps.

As for water use, input per unit of net sales rose.

* The scope of the report is shown on page 149.

→ See Environmental Data “Environmental Management Data for Production Plants and Main Subsidiaries and Associates (Fiscal 2020)” for results for each plant (p. 152)

Environmental protection costs

(Unit: Millions of yen)

Category	Details of main initiatives	Investment	Cost
1. Business area costs	Business area costs total	41.0	323
1-1. Pollution prevention costs	Preventing air pollution, water pollution, bad smells, etc.	2.5	95
1-2. Global environmental protection costs	Preventing global warming, protecting the ozone layer, energy saving, etc.	38.0	63
1-3. Resource recycling costs	Reducing water use, using rainwater, reducing waste, recycling, etc.	0.4	165
2. Upstream, downstream costs	Green purchasing, collecting products and packaging, recycling, etc.	—	369
3. Management activity costs	Environmental burden monitoring and measurements, operating the EMS	—	144
4. R&D costs	Developing environmentally conscious products, reducing environmental burden during production, etc.	—	220
5. Social activity costs	Supporting environmental protection organizations, etc.	—	3
6. Environmental damage response costs		—	—
7. Other costs		—	—
	Total	41.0	1,058

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Environmental protection effects

Categories of environmental conservation effects	Environmental performance indicators (units)	Fiscal 2019	Fiscal 2020	Year on year difference
Environmental protection effects related to resources input into business activities	Total energy input	839,863 GJ	769,679 GJ	-70,184 GJ
	Per unit of net sales	3.32 GJ/million yen	3.15 GJ/million yen	-0.17 GJ/million yen
	Water resource input	216,754 m ³	218,196 m ³	1,415 m ³
	Per unit of net sales	0.86 m ³ /million yen	0.89 m ³ /million yen	0.03 m ³ /million yen
	Volume of substances subject to PRTR handled	301,343 kg	288,302 kg	-13,042 kg
Per unit of net sales	1.19 kg/million yen	1.18 kg/million yen	-0.01 kg/million yen	
Environmental protection effects related to environmental burden and waste from business activities	CO ₂ emissions	39,276 t-CO ₂	36,053 t-CO ₂	-3,223 t-CO ₂
	Per unit of net sales	0.155 t-CO ₂ /million yen	0.147 t-CO ₂ /million yen	-0.01 t-CO ₂ /million yen
	Release/transfer of substances subject to PRTR	125,691 kg	102,303 kg	-23,388 kg
	Per unit of net sales	0.50 kg/million yen	0.42 kg/million yen	-0.08 kg/million yen
	Emissions of waste, etc.	16,617 t	15,268 t	-1,349 t
	Per unit of net sales	0.066 t/million yen	0.062 t/million yen	0 t/million yen
	Final disposal volume of waste, etc.	0 t	0 t	0 t
Per unit of net sales	0.00 t/million yen	0.00 t/million yen	0 t/million yen	
Environmental protection effects related to finances and services generated from business activities	Net sales of Green Wave products	99,637 million yen	97,934 million yen	-1,702 million yen
	*Net sales ratio → share among standard products	80.2 %	78.3 %	-1.9 %
	Net sales of products that comply with the Act on Promoting Green Procurement	58,937 million yen	55,075 million yen	-3,862 million yen
	*Net sales ratio → share among standard products	60.7 %	61.5 %	0.8 %
	Volume of collected products and packaging material recycled	706 t	1,530 t	824 t
Per unit of net sales	2.79 kg/million yen	6.26 kg/million yen	3.47 kg/million yen	
Other environmental protection effects	Ratio of consumable green office supplies purchased	57.1 %	52.6 %	-4.5 %
	Shipping volume stemming from modal shift	2,683 Units	2,692 Units	9 Units

Total for relevant period

(Unit: Millions of yen)

Item	Details, etc.	Amount
Total investment for relevant period	Upgrading of production facilities, increasing labor efficiency, alternative to industrial fuel, etc.	524
Total R&D expenses for relevant period	Reduction in environmental burden during new product R&D and production	900

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Economic effects associated with environmental protection measures

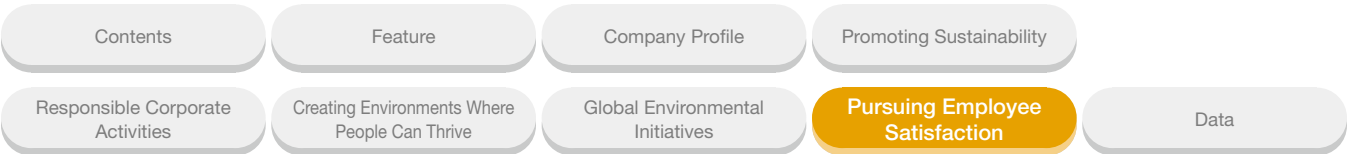
(Unit: Millions of yen)

Effect details		Amount
Revenue	Business from recycling waste generated from main business activities or recycling used products, etc.	251
	Subsidies and grants	—
Reduction in expenses	Reduction in energy expenses through energy-saving	3
	Reduction in waste processing expenses due to resource saving and recycling	2
	Reduction in costs through reuse	11

Net sales

(Unit: Millions of yen)

	Fiscal 2019	Fiscal 2020	Year on year difference
Net sales (consolidated)	253,170	244,454	-8,716



Pursuing Employee Satisfaction

By endeavoring to make our workplaces both healthier and safer, and respecting the diversity of every one of our employees, we aim to create an environment in which every individual feels fulfillment in their work and achieves personal growth through mutual cooperation.

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Approach Toward Human Resources

At the Okamura Group, we view employees as collaborators as well as being members of a team, and together, we will grow the company. We aim to create even greater results through business activities that emphasize mutual collaboration among employees. We are moving forward with creating workplaces in which every employee can demonstrate their capabilities to the fullest based on a fair labor-management relationship. We will link this to the growth of the company and improving the lives of employees.

Approach toward human resources in the Okamura Basic Policy

In light of the background of Okamura's founding, employees are work collaborators, people who we are fortunate to have as members of the same company. Employees are collaborators who we work together with to make the company prosper. Each employee is a team member. We cooperate with each other while always keeping in mind the idea that teamwork leads to outstanding results.

It is our hope that Okamura and our employees will work together to help the company prosper and improve each other's lives using all our knowledge and skills, based on a fair labor-management relationship.

(Excerpt from Okamura Basic Policy)

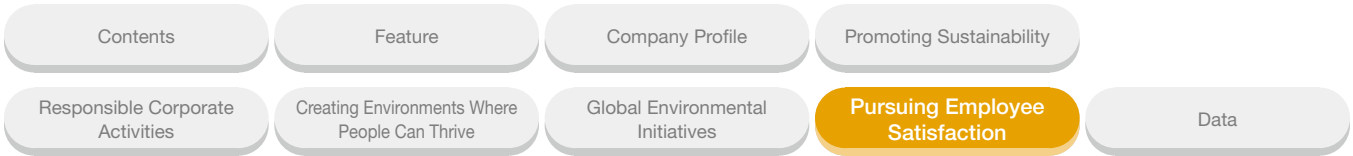
Improving the work environment through labor-management meetings

The Okamura Group strives to build sound labor-management relations through discussions between labor and management, based on maintaining and improving the working conditions of employees and achieving a stable way of life as the company develops.

Labor-management meetings and various committee meetings are held regularly to discuss various themes such as the status of our business performance and human resource systems.

Results of main labor-management and committee meetings held in fiscal 2020

	April	May	June	July	August	September	October	November	December	January	February	March
Central Labor-Management Meeting			●				●		●		●	
Individual (by themes) committees			●	●	●	●	●	●	●	●	●	●



Initiatives to Realize Employee “Work in Life”

At the Okamura Group, we are pursuing an environment in which all employees can work in a lively manner by working to create systems and mechanisms, engaging in workplace improvements, as well through each individual employee taking action upon changing their awareness.

The “Work in Life” approach

“Work in Life” proposed by Okamura refers to the idea that “life” and “work” are not equal elements but that “life is composed of many parts, of which work is one.” Other elements that make

up life include family, hobbies, learning, and community. This approach positions work alongside these other elements.

The “WiL-Be” initiative, created from the perspective of “Work in Life”

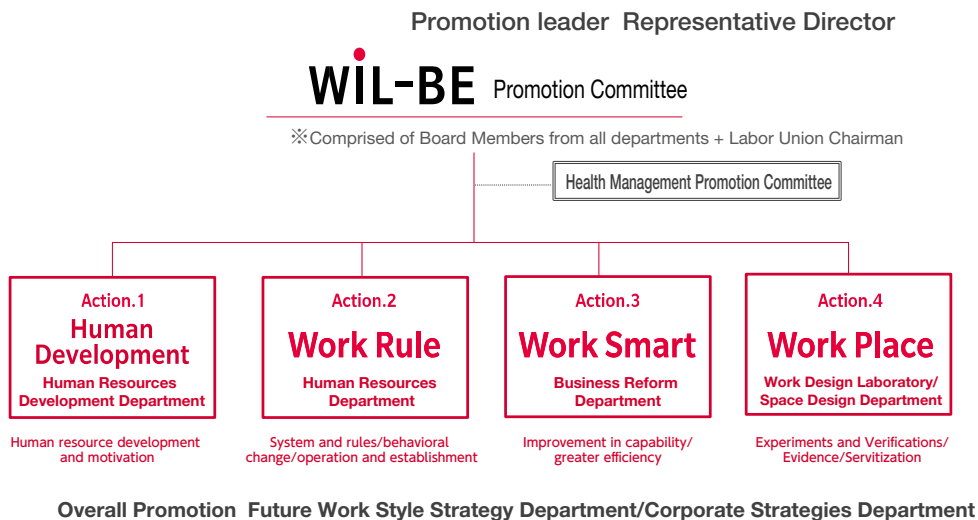
Okamura established the Work Life Balance Promotion Committee in April 2016, and it has been working on concrete initiatives so that each employee can lead a healthy and fulfilling life. In June 2018, we organized various initiatives related to work style reform up to that point and integrated all of them into an activity aimed at “creating a workplace full of people working with enjoyment so that they can enjoy life in their own way,” referred to as “WiL-BE.” As a company that proposes a work environment in which the Representative Director is the Promotion Leader, we aim to achieve the life we envision by having each employee plan how they want to live and find enjoyment in their work.

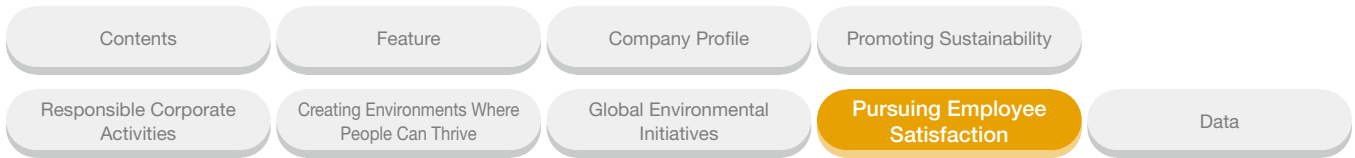
In April 2019, the activities were rearranged into “four actions,” and fiscal 2019 was a phase to spread awareness about “WiL-BE” and “Work in Life.” Fiscal 2020 was the phase for promoting activities to personalize these. In addition, since April 2020, we have positioned health management as the foundation of “WiL-BE” and are promoting activities from a broader perspective with an emphasis on strengthening initiatives to improve health.

WiL-BE

<https://www.okamura.co.jp/company/wil-be/>

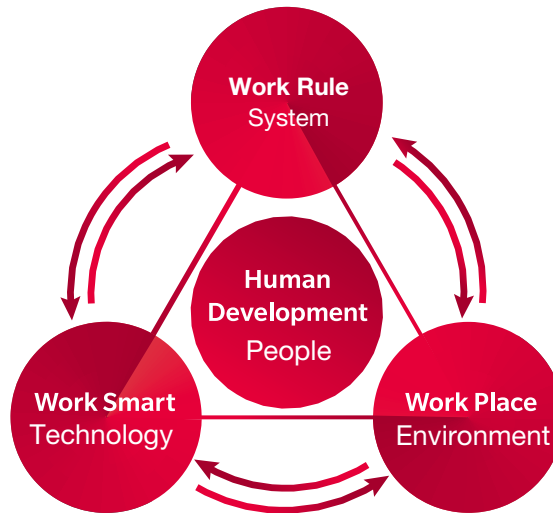
“WiL-BE” promotion system (fiscal 2020)





The “four actions” of “WiL-BE”

The activities of “WiL-BE” are the development of four actions, the “3 + 1 elements of work style reform,” which are centered on people.



● Human Development (People)

The Human Resources Development Department is in charge of activities under the theme of “change how people view work to promote motivation and capacity for growth.” In fiscal 2020, we verified and put into practice a hybrid of in-person and online methods for human resource development, such as conducting training and interviews online, and opening the in-house university “Okamura University.” In addition, we worked on diversity and inclusion measures, such as “Okazemi” and “1-on-1 Trial,” which led to the development of in-house study groups. (See p. 123-125 for details)

● Work Smart (Technology)

The Business Reform Department is in charge of activities under the theme of “establish an ICT environment to improve work capacity and efficiency.” In fiscal 2020, we promoted the expansion of the ICT environment and the spread of its use to work efficiently regardless of whether employees are at work or at home. This included providing virtual desktops that allow users to work securely from their own personal computer, and responding to inquiries on ICT tools and human resources/general affairs procedures using a chatbot. In addition, we have promoted paperless internal procedures such as payment applications and various slips in the sales process, speeding up decision-making and enabling work processing regardless of location.

● Work Rules (System)

The Human Resources Department is in charge of the activities under the theme of “create an in-house system where that allows every employee to enjoy their work.” In fiscal 2020, we established an attendance rate, published guidelines for work styles that make use of telework, and introduced systems such as Superflex. In addition, we also promoted “Activities for Change!,” established volunteer leaves, started trials of flexible work time system, and implemented e-learning for positive self-care. (See p. 113-115, 132 for details)

● Work Place (Environment)

Under the supervision of the Work Design Laboratory and Space Design Department, we are working on the theme of “create working environments that enhance safety, efficiency and creativity. In fiscal 2020, we promoted creative originality, such as installing panels to prevent infection by droplets, thorough disinfection, preparing a new COVID-19 infection control guide for offices, and expanding the options for places to work by contracting with shared office service companies. In addition, we have redefined the Okamura Workplace Strategy with the aim to realize the most efficient and productive work style by selecting the most suitable work place for oneself to match the content and purpose of the job. We have created an environment of using different places for different purposes, in which employees themselves choose where they will work to match the content and purpose of the job.

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Initiatives to inform employees about “WiL-BE” and to spread awareness

We are working to inform employees about “WiL-BE” activities and spread awareness so that each Okamura employee can realize “Work in Life.” The goals of the three-year plan, of which fiscal 2019 is the first year, are to “know & understand” “Work in Life” (FY2019), “think about it as if it’s your own problem” (FY2020), and “take action” (FY2021). We also provide opportunities to think about and put “Work in Life” into practice.

● “WiL-BE” events

We hold “WiL-BE” events to think about “Work in Life” while spending time with others. In fiscal 2020, we recruited participants throughout the company to work in teams and held a total of three online events to get to know our colleagues and leverage this in our work.

● “WiL-BA,” a space to communicate and experience “WiL-BE” activities

In December 2020, we opened “WiL-BA,” a space to communicate and experience “WiL-BE” activities at our headquarters office in Chiyoda-ku, Tokyo. “WiL-BA” is a central place to spread awareness about “WiL-BE” to employees from all locations, and it is a place for both information on “WiL-BE” and for people who want this information. It can also be used for holding in-house events and as a touchdown space for employees from other locations.

At “WiL-BA,” we conduct activities based on the three themes of “learning,” “health,” and “co-creation.”

In “learning,” with the theme of cultivating knowledge, we carry out reading services at “WiL-BA” and activities that use books to relay emotions to employees and activate communication (see p. 113 for related information).

With the theme of providing energy, in “health,” we provide light meals and drinks for the health of our employees. In addition, by providing a space that takes people with disabilities into

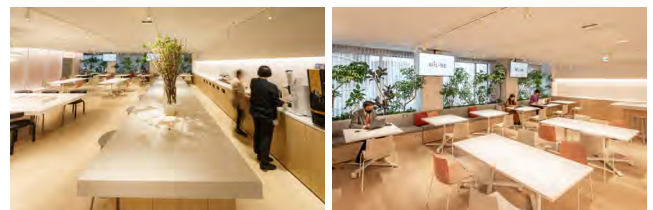
● “WiL-BE” Yammer* (in-house SNS)

We use our in-house social network to deliver the latest information on “WiL-BE” two to three times a week. In fiscal 2020, there were more than 100 posts, and each post was viewed by a maximum of over 2,000 employees.

● “WiL-BE” company-wide questionnaire

We conducted a company-wide questionnaire and shared the results on the “WiL-BE” Yammer* page to ascertain the level of understanding of “WiL-BE” and the current status of the workplace. Regarding “Work in Life,” 73.0% (59.4% in fiscal 2019) answered they “understand” the concept, and for “WiL-BE,” this was 70.4% (55.4% in fiscal 2019). Thus, we confirmed that the concepts of both “Work in Life” and “WiL-BE” have spread throughout the company. In addition, there were items related to engagement, such as the state of mutual trust between employees and whether direct superiors fully understand the capabilities and personalities of each of their subordinates.

consideration, adopting universal design, and taking measures against infectious diseases, we respect diversity and provide an environment where co-creation can be done with peace of mind. With “co-creation,” we work with the theme of nurturing each other, and we operate a touch-down space for both information and people to mingle, and by delivering content such as “WiL-BE” events and news, we promote co-creation throughout the entire company.



“WiL-BA” space

*Microsoft Yammer is a trademark or registered trademark of the Microsoft Corporation.

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Knowledge Circulation Project

One of the “learning” activities of “WiL-BA” is the “Knowledge Circulation Project.” Mr. Yohei Kawakami, the representative of book pick orchestra, cooperated with us in this project. The aim of this project is to revitalize employee communication through books, through two major activities.

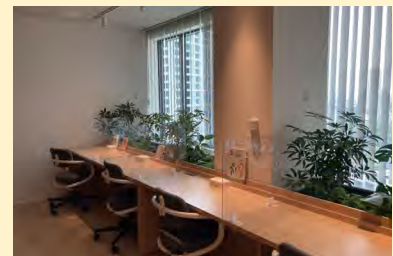
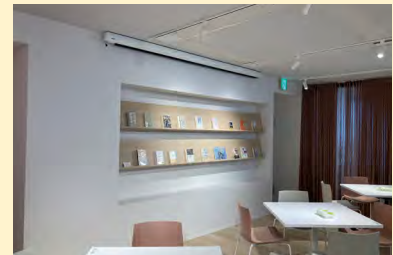
- “WiL-BA” reading service

We asked Mr. Kawakami, the book selector, to select books on themes such as SDGs. People were able to freely enjoy reading at “WiL-BA” and learn new things.

- Knowledge circulation workshop

Employees gather together, bringing books from different departments and work locations, and Mr. Kawakami facilitates the workshop to introduce books about once a month (the workshops were all conducted online in fiscal 2020).

Participants relay the knowledge gained and emotions evoked by the books to others. This leads to learning about each other through idle conversation, accepting diverse values, and naturally respecting the other person. The workshop allows for this type of experience.



“WiL-BA” reading service

Initiatives to support “Work in Life” for employees

To support the realization of “Work in Life” for employees, it is important to implement workplace improvements that make it possible for diverse employees to flourish. From this perspective, we will actively introduce systems and mechanisms such as no overtime days, a flextime system (applicable plants only), hourly paid leave, volunteer leave, in addition to promoting the use of

shared offices and satellite offices as well as working from home (with usage requirements). We are pursuing an environment in which employees can work in a lively manner by encouraging employees to understand, raise their awareness, and take action on these systems and mechanisms.

Examples of support systems/mechanisms (as of March 31, 2021)

Title	Summary
No overtime day	Every Wednesday is no overtime day, and we are working to raise employee awareness regarding leaving the office on time and put it into practice.
Flextime system	This is a system that allows employees to decide what time they arrive at and leave work for the purpose of achieving a flexible working style and balance work with childcare, nursing care, and medical treatment. When using this system, there are rules such as working a prescribed number of working hours x number of work days in one month, working for at least one hour a day (superflex), and temporarily leaving work for personal reasons during work hours for up to three hours in one day. *Only for plants with applicable flextime systems
Hourly paid leave	This is a system that allows employees to use three days’ worth of newly granted paid leave on an hourly basis.
Volunteer leave	This system allows employees who are participating in volunteer work approved by the company, to use up to five days a year out of their injury and illness leave (paid). The purpose is to help employees enhance their “Work in Life” by supporting their participation in local community activities.
Promoting the use of shared offices and satellite offices	From the perspective of reducing long working hours, health management, and especially in fiscal 2020, adjusting the number of employees working in the office to prevent COVID-19 infection, we will promote the use of shared offices contracted by the company and the use of reserved satellite offices.
Work from home	This system allows employees who are raising children or caring for their families to work from home in order to work more efficiently and continue to work. As a rule, an employee may work their prescribed hours between the hours of 5:00 a.m. to 10:00 p.m., up to once a week, and work may be temporarily suspended during work hours depending on circumstances such as childcare and nursing care. In addition, employees who are able to work remotely can work from home when going straight to an outside work-related appointment and/or heading straight home afterward, or in the event of a disaster. *As a response to the spread of COVID-19 in fiscal 2020, employees worked from home depending on their work. (See p. 138 for details)

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Notification of important matters

If there is a work change that has a significant impact on employees, we take measures such as setting an appropriate notification period in advance. Human resource changes are announced in the company newsletter two weeks before the date of the change.

Promotion of “Change Your Work Style! Project”

Since April 2017, we have been promoting the “Change in Work Style! Project,” which is an activity to improve work and raise awareness, and for employees to take the initiative in reconsidering and changing their own work styles. It was developed in April 2019 as one of the “WIL-BE” Work Rule actions, and it has evolved into a company-wide activity called “Change Your Work Style! Project” In fiscal 2020, we organized teams for each location and department, held regular meetings, identified issues and decided on measures, and developed activities using the slogan, “Change Your Work Style! Project and Connecting Results to the Future!” Specifically, the theme of the company-wide measures was “improvement of work efficiency,” and each team set numerical targets for a paperless & paper stock-less office, elimination of unnecessary work, and use of in-house leased lines. In addition, a survey found that 99% of employees were involved in “Change Your Work Style! Project” in some form.

In January 2021, we held a primary report meeting for “Change Your Work Style! Project,” and ten teams selected from this meeting reported on their unique initiatives and results at the company-wide report meeting held in February 2021. In April 2021, the three teams that created outstanding initiatives received the Platinum Award (the highest award). Through these types of opportunities, we are working to horizontally deploy outstanding improvement measures, and we will continue to promote steady problem-solving activities originating from work sites as part of our business.

In November 2020, “Change Your Work Style! Project” won a prize in the Corporate Human Resources category of the “HR Award” 2020 by the Japan Human Resources Department and was also highly regarded by external parties.



Company-wide reporting meeting for “Change Your Work Style! Project”



HR Award 2020 winner

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VOICE



Activities of the three teams awarded the “Change Your Work Style! Project” Platinum Award (the highest award) in fiscal 2020

Turning pride in manufacturing to fulfilment in work by aiming to create products that make people say, “that’s Okamura for you!”

Oppama Kaeru (OPK; “kaeru” is Japanese for “change”) is a team of 320 members from the Oppama Plant, Technical Skills Training Center, and Oppama Distribution Center. To realize the company-wide slogans of “Change Your Work Style! Project,” and “Activities for Change and Connecting Results to the Future!,” employees on this team work under the slogan, “We want people to say, ‘that’s Oppama for you!’”

One of the unique activities of OPK is the use of the “That’s Oppama for you!” channel, where the team shares activities they are proud of on Microsoft Teams*. On this channel, the person in charge of the Oppama Distribution Center posted that “the trucks that carry the products that make people say, ‘that’s Oppama for you!’ are always polished to a shine.” Sharing these thoughts led to the awareness of wanting to work together to deliver “reliable quality” from production to delivery.

Fiscal 2020 was also the year in which we were able to feel that the accumulation of our small efforts would lead to the next step, and that step would lead to workplace improvements. Workplace improvements will lead to an increase in the number of employees who feel satisfaction in their work, and satisfaction in work will surely lead to the creation of products that embody Okamura’s motto, “quality pays for itself.” We believe that if we can satisfy our customers with even better products, it will become a new way of feeling satisfied in our work, leading to a positive cycle of continuous improvement.

We want for people to say, “that’s Oppama for you!” when talking about our plant. We want to create products that make people say, “that’s Okamura for you!” We will continue to promote activities as a team.



Production Division, Plant
Department I
Oppama Plant
OPK leadership team

Aiming to enhance “Work in Life” by creating an environment that is easy to work in

At the Nakai Plant, we believe that it is important to create a good work environment and atmosphere, and promotion of “Change Your Work Style! Project” happens on a daily basis. If “Work in Life” is enhanced, work efficiency will increase and employees can enjoy their work every day. In advancing these activities, we set up a venue to discuss concerns and improvements twice a month. Opinions were exchanged and discussion were held while placing importance on light-hearted, fun, and energetic communication.

We implemented measures such as displaying an “end of work hours timer” on the computer screen that allows employees to count down the time until the end of the work day, in order to promote going home early and create an environment that makes it easy to take time off. These measures led to reducing overtime hours and increasing the number of days of paid leave taken.

We feel that the atmosphere of the entire plant has become more upbeat as the awareness of employees has changed through the “Change Your Work Style! Project.” Going forward, we would like to continue to promote these activities to create a workplace that is easy to work in and improve productivity.



Production Division, Plant
Department II
Fuji Production Base, Store
Manufacturing Control
Department, Nakai Plant
Kaede Mogi

A year of trying out a new work style as a team

“Change Your Work Style! Project” in fiscal 2020 was greatly affected by the spread of COVID-19. Face-to-face meetings became difficult, and I think there were many changes in various aspects, including work styles. In a situation where nobody knew what was going on, we encouraged the idea of “giving it a shot,” and as a result, we were able to implement many measures that resulted in what could be considered as positive changes.

For example, we began to hold the morning assembly and company-wide meetings online right away, created an online meeting manual, and tied this to an environment where people can work with peace of mind by implementing measures against infectious diseases. In addition, the leader of “Change Your Work Style! Project” named the actions that should be taken by members of the Work Style Consulting Office the “work style consulting behaviors.” By making them known in the morning assembly and through Microsoft Teams*, they have been extremely effective in spreading awareness of the measures. Some of the things that we worked on with the attitude of “giving it a shot” were not very effective, and there were measures for which we updated the method. Based on this trial and error experience, we hope to leverage this in future office proposals for our customers.



Office Sales Division
Work Style Consulting Office
Space Design Department I
Jyunko Kawabata

* Microsoft Teams is a trademark or registered trademark of Microsoft Corporation and is a tool for business chats and web conferencing.

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Promoting Diversity and Inclusion

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.

Approach toward diversity and inclusion

Okamura considers promoting diversity an important management topic, and the Diversity Promotion Project, commonly referred to as the Sodateru Project, is taking the lead as an organization that promotes specific initiatives. The Diversity & Inclusion Declaration was formulated between August 2016 and March 2020 and various activities were undertaken. These include creating a system to provide support for balancing work with childcare and nursing care, and raising awareness about our approach toward diversity and inclusion. In June 2020, we formulated the

Diversity and Inclusion Policy, which summarizes Sodateru Project activities. We are aiming for a state in which “each one of us compose our own vision, is always aware of growing in our own way in all situations, and works with coworkers to contribute to the development of the organization in various ways.” We are moving forward with expanding this system and creating a workplace environment under the three themes of spreading diversity and inclusion, supporting the active participation of diverse human resources, and promoting the active participation of women.

Diversity and Inclusion Policy

Okamura defines diversity and inclusion (D&I) as respecting, recognizing and making the most of each individual's talents, regardless of external characteristics including age, gender, disability and nationality, and internal characteristics including lifestyle, work history and personal values. To achieve further corporate growth, we view the promotion of diversity as a management strategy that is necessary to pursue. To this end, we strive to ensure a company-wide understanding of D&I, create a corporate culture that enables the exercise of diverse abilities and realize our “Work in Life” concept. These efforts help everyone at Okamura become motivated in our work and contribute to society with rich ideas and reliable quality.



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Creating a work environment for each person to demonstrate their abilities

Creating a work environment where people can demonstrate their abilities regardless of gender

From the perspective of diversity and inclusion, the Okamura Group strives to create a work environment where each employee can demonstrate their abilities regardless of gender, and we recognize that raising the ratio of female employees and female managers is also an issue. In fiscal 2020, the ratio of female employees in Okamura was 19.6%, and the number of female employees in positions equivalent to section manager or higher was 28. In addition, the Okamura Group hired 141 new graduates in fiscal 2020, of which 43 (30.5%) were women.

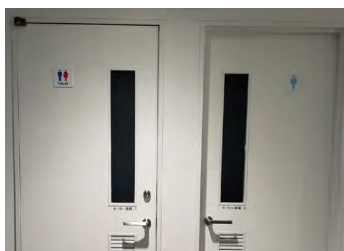
Initiatives to promote understanding of diversity and inclusion

In October 2020, we conducted an e-learning course with the aim of deepening our employees' understanding of diversity, inclusion, and respect for others, as well as learning communication methods that show respect for oneself and others. Okamura's managers and certain executives are required to participate, and other employees participate voluntarily.

In addition, a survey was conducted targeting Okamura's Board Members and employees in February 2021 for the purpose of confirming the extent of the awareness, understanding, and effectiveness of the diversity and inclusion measures to date. Current issues were identified and solutions were ranked in order of priority.

Establishment of a consultation window for LGBT parties and creating an in-house facility

We have set up a consultation window as a mechanism to listen to various requests of LGBT parties. In addition, we are continuing to maintain in-house facilities for reducing stress when LGBT parties are at work. In 2017, the Fuji Production Base installed gender-free changing rooms and toilets.



Gender-free toilets

Use of internal names

To support marriage, other circumstances, and LGBT, we have made it possible to use internal names, such as maiden names. It is possible to use a name that is different from the name on the family register, such as a maiden name, in e-mail addresses, business cards, company newsletters, employee ID cards, and to register in internal systems.

Receiving L-Boshi Level 2 certification

On December 1, 2020, Okamura acquired L-Boshi Level 2 certification from the Ministry of Health, Labour and Welfare, based on the "Act on Promotion of Women's Participation and Advancement in the Workplace (Act on Promoting Women's Advancement)." This certification system is intended for companies that have formulated and submitted action plans for promoting the active participation of women and certifies companies that have excelled in the implementation of initiatives on three levels, based on evaluation standards of five items: recruitment, continuous employment, work style such as working hours, managerial position ratio, and various career courses.

Okamura's initiatives in diversity, inclusion, and human resource development, including the active participation of women, fulfilled the three criteria of continuous employment, work styles such as working hours, and various career courses. As a result, we received the Level 2 certification.

Going forward, we will continue to promote the active participation of women and continue to create an environment in which each employee can work more comfortably and fully demonstrate their abilities.



Feedback on results of the questionnaire regarding LGBT understanding

In August 2020, we published within the company the results of a questionnaire on LGBT understanding from the perspective of diversity and inclusion. The survey was conducted from January to February 2020 for Board Members, employees, and temporary employees of Okamura and some of its subsidiaries and associates. This questionnaire was conducted with the aim of ascertaining the degree of understanding of LGBT-related courses conducted through e-learning in fiscal 2019 and educational booklets, in addition to gathering information about concerns and problems and making use of this information in future measures. A total of 1,796 people responded to the questionnaire.

After viewing and browsing through LGBT materials, 82% said they deepened their understanding regarding diversity and inclusion (including those who originally knew about the topic), and 86% said they deepened their understanding regarding LGBT (including those who originally knew about the topic). We will continue to carry out activities to deepen understanding of diversity and inclusion as well as LGBT.

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Support for employees who work while raising children and providing nursing care

Okamura is continuously improving the environment for diverse work styles so that employees who have restrictions on time and location for work due to childcare and nursing care can achieve the careers they are aiming for. In January 2020, we formulated the “Company Vision to Support the Balance of Work and Childcare,” to raise awareness within the company.

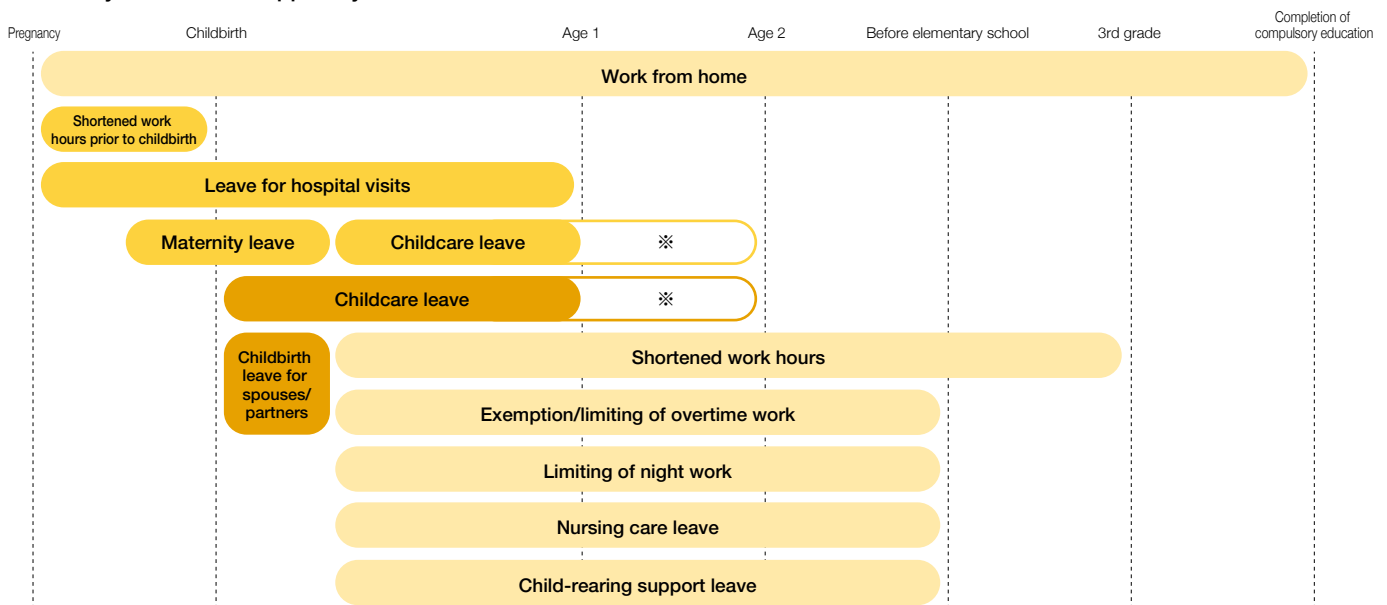
Company Vision to Support the Balance of Work and Childcare

Okamura fosters a work environment that makes it easy for employees to participate in childcare regardless of gender in order for each employee to achieve “Work in Life.”

System/mechanism to support the balance of work and childcare that can be used regardless of gender

To support employees in balancing work and childcare, Okamura has established systems and mechanisms such as childcare leave, shortened work hours, work from home, and subsidies for childcare service costs.

Summary of childcare support system



■ Available regardless of gender ■ Available only to women ■ Available only to men

* As a rule, the period of childcare leave is limited to the day when the child reaches one year of age. However, if there are circumstances in which the employee wants to enroll their child in daycare but is unable to enroll their child in daycare, childcare leave may be extended until the child reaches the age of two.

Examples of support systems and mechanisms

Title	Summary
Subsidy for childcare costs	We provide subsidies for employees' overnight business trips, training, and expenses for using temporary childcare services other than daycare centers and facilities for school-aged children in the event of a sudden illness of a child. (Up to 20,000 yen per child per day, up to 50,000 yen per month, with usage conditions).

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Parenting support project

Okamura launched the Diversity Promotion Project, commonly referred to as the Sodateru Project, in August 2016 with the aim of promoting diversity and inclusion, and up to March 2020, we have been working on expanding the activities. Among these activities is the Fathers' Project, which was set up in consideration of childcare support for men, and the parenting support project was started in the form of taking over these activities.

Volunteers from the Human Resources Development Department, the Human Resources Department, Team WiL-BE (the WiL-BE promotion secretariat), the labor union, and male employees who took childcare leave participate in the Parenting Support Project. About once a month, the project sends out "Parenting Support News," and provides information to spread awareness on male participation in childcare, such as the planning needed before and after taking childcare leave and measures related to daycare admission.



Parenting Support News

Supporting the balancing of work and childcare for male employees

Based on the feedback from male employees who are raising children and issues in the workplace, since January 2020, we have implemented two measures as one of the approaches to

promote support for male employees who balance childcare and work: mandatory childcare leave for spouses/partners and parenting preparation interviews.

Examples of support systems and mechanisms

Title	Summary
Parenting leave for spouses/partners	This is a system that provides a total of three days of paid leave within one month from the day the spouse/partner gives birth.
Parenting preparation interview	We discuss with the employee how they would like to work at home before and after childbirth, and based on this, employees will have an interview with their manager. The purpose is to share workstyles and any plans to take leave in advance so that both the employee and the members of the workplace can carry out their work smoothly.

VOICE



Sharing childcare and work with multiple people



Office Sales Division
Work Style Consulting Office
Global & Solution
Marketing Center
Jyouji Kakiya

My first child was born in October 2020. From about one week before the delivery to early January 2021, I focused on childcare by combining annual paid leave, parenting leave for spouses/partners, and childcare leave. The number one reason I decided to take childcare leave is simply because I was blessed with the child that I have longed to have, and wanted to be the one to raise my child. In addition, due to the spread of COVID-19, it was difficult for both my wife and I to receive support from our parents.

In preparation for the birth of my child, I took inventory of my work, consulted with my superior about who would take over during my childcare leave, and requested support from the team members I had been working with. After the birth of our child, my wife and I do not have fixed roles, rather, we basically share the duties. For example, when the baby cries at night, we both take care of this, in addition to bathing the baby. The good thing about taking childcare leave was that I realized that if I share work and childcare with multiple people, it is possible to flexibly divide roles according to the situation. Once I had a child, I needed to work within a limited amount of time, so I make sure I don't spend too much time thinking about things by myself and instead consult with the people around me, and make every effort to improve speed and quality.

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Systems and mechanisms to support the balance of work and nursing care

To support employees who are providing nursing care for family members, Okamura has introduced a system that allows employees to take long-term care leave for a total period of one year (the legal requirement is three months). It is also possible to make use of the work from home system and the reduced work hours system, which allows the shortening of work hours by up to 1 hour after the start of the work day and 1 hour before the end

of the work day. In addition, we are working to create a workplace environment in which employees who provide nursing care for family members can continue to work without leaving their jobs, by introducing a welfare service that allows them to use various services, such as the use of nursing care facilities and purchase of nursing care products at member prices.

Communication tool that supports both work and childcare/nursing care

We publish “The Support Book for Balancing Childcare” and “Balancing Work and Nursing Care,” as communications tools that summarize the information necessary for balancing work and childcare/nursing care. Regarding the “The Support Book for Balancing Childcare and Work,” we publish a Mother’s Edition that details the procedures for taking maternity leave, and a Father’s Edition that aims to inform readers of the systems and mechanisms that are available for use. The Father’s Edition was newly issued in February 2020 in response to the feedback from employees who wanted to be involved in childcare a little more but did not know how to speak up about it and did not know what kind of systems or mechanisms were available. Through these tools, we are creating an environment where employees can participate in childcare in the way they want, regardless of gender.



The Support Book for Balancing Childcare and Work (Mother’s Edition)



The Support Book for Balancing Childcare and Work (Father’s Edition)



Balancing Work and Nursing Care

Promoting the employment of people with disabilities and supporting retention

Okamura employs people with various disabilities, including people with physical, intellectual, and mental disabilities. We conduct in-depth interviews about the situation of each person with a disability who wishes to find a job and consider the work environment in our efforts to avoid any mismatches in recruitment

activities. In addition, we strive to maintain a work environment that makes it easy for people with disabilities to work, by focusing on support for workplace assimilation, such as through holding regular workplace interviews so that they will continue to work for us for a long time after joining the company.

Accepting internship students from the Tsukuba University of Technology

At Okamura, each department plans and conducts internships from various perspectives every year. Continuing from fiscal 2019, we conducted internships for hearing-impaired students from the Tsukuba University of Technology in November 2020 at our office in Tokyo.

and the internship was one that students will be able to make use of in their future student life.

Internship students learned about Okamura through a program that introduced our business, the work and work styles of university alumni employees, and a tour of the office. At the end of the program, each internship student was asked to freely propose and present their ideas on the theme, “what kind of space do we need as a result of the COVID-19 pandemic?” Many ideas incorporating digital technologies such as VR were presented, and questions were asked, making it a discussion for not only the internship students but also employees to deepen their understanding of an environment that is easy for a variety of people to use. After the presentations, alumni employees also made individual comments,

Deepening mutual understanding through this internship has led to actual hiring, and we plan to continue to create new matching opportunities in the future.



Scene from the internship




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Employment retention support for people with disabilities

At Okamura, we have established an in-house support system so that employees who are hired within the employment quota for persons with disabilities can work stably for a long time after joining the company. This is done through employee retention support from those in charge of health promotion in the Human Resources Department. In addition, when the employees join the company, we encourage them to register with an external employment support center. By increasing the number of people providing support, we are working to tie this to continuous employment. Generally, a retention support interview is held once a month, and after having a three-party interview with the employee, a person from the employment support center, and a person from the Human Resources Department. Afterward, a four-party interview is held


with a supervisor from the employee’s department, a staff member in charge of following up, a person from the employment support center, and a person from the Human Resources Department. In the interviews, we try to listen carefully based on the characteristics of each disability, and hear about issues and concerns in terms of employment, life, and physical condition, and connect this feedback to improvement. In cooperation with the employee’s department, the Human Resources Department, and the external employment support center, we will consider such things as how to conduct more effective interviews. We will also focus on creating an environment and providing support that will allow employees to work for a long time at Okamura and advance their career.

TOPICS



Recruitment through the “Athnavi” employment support program for top athletes

Okamura has hired Kazuki Shichino, who is active in para table tennis, through the Athnavi employment support program for top athletes conducted by the Japanese Olympic Committee (JOC). Shichino has won the Para Table Tennis Championships (Class 6) by International Classification for the third consecutive time since 2017 in the domestic competition. In international competitions, he has won third place in the 2019 ITTF World Tour Czech Open. Okamura will continue to support Shichino’s efforts to balance his athletic and work life, and we look forward to him contributing to society through his work as well as his activities as an athlete who continues to compete on the world stage. Based on our Diversity and Inclusion Policy, we will continue to create an environment in which diverse human resources can enjoy their work and demonstrate their abilities to the fullest.



Kazuki Shichino, Sustainability Promotion Department

VOICE

New ways of working and hearing impairment in the With COVID-19 age



Design Division
Product Design Department
Saeka Tatsumi

I work on designing products using various methods such as sketching, drawing, and modeling. I try to take note of things that come to mind in my daily life and features of interesting products so that I can create designs that make customers want to buy our products.

I suddenly went deaf when I was two years old, and I have been communicating through lip reading and writing ever since. However, currently, the wearing of masks, one of the measures taken to prevent the spread of COVID-19, has made it increasingly difficult to communicate in an environment where it is not possible to see people’s mouths.

Under these circumstances, everyone in the workplace is taking various measures, such as using written conversations and illustrations, and having transparent shield masks ready, to create an environment where communication is easy and it is easy to work. In addition, others frequently take notes (written interpretation) via the chat function and check that everything is okay during the conversation during web conferences. There was a lot that I didn’t understand at first, but now I actively ask questions so that we can support each other and deepen our understanding. Thanks to everyone’s support, I am enjoying my work every day.

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Promoting diversity recruiting

When recruiting new graduates, Okamura has opportunities to make contact with many students from all over Japan. We take all possible measures to prevent the spread of COVID-19 and hold face-to-face interviews, as well as distributed unofficial job offer ceremony. We also conduct informational sessions about the company and internships online, creating an environment where students from all over Japan can easily participate. We aim for diversity in recruitment in consideration of equal employment opportunities. For example, gender is not taken into consideration in the selection process, and we have a self-reporting system with three options: male, female, and other.

In mid-career recruitment, we strive to hire people from a wide range of backgrounds, regardless of age, so that they can leverage the valuable experience and skills they have cultivated up to that point.



Distributed unofficial job offer ceremony. Avoiding the “Three Cs,” wearing a mask (transparent or non-woven), and maintaining an appropriate distance while conversing.

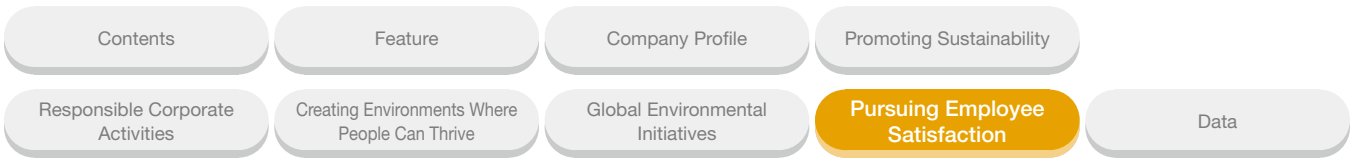
Promoting the active participation of senior employees

Okamura had introduced a reemployment system that allows employees to continue working after the age of 60 if they wish, but in order to further promote the activities of senior employees, the mandatory retirement age was progressively raised from 60 to 65 from March 2018. Specifically, the retirement age was set at 61 starting in March 2018. It was raised by one year each year thereafter, and the retirement age will be 65 in March 2022. Even after the mandatory retirement age of 60, employees will be evaluated based on their performance, and in principle, their positions will be rotated in order to provide opportunities for human resource development.

In addition, as a measure to encourage senior employees to play an active role in the company, we provide career support training

for employees in their 50s, providing them with time to reflect on who they have become and how they can prepare for the future. In order to proactively build their future careers, managers have career interviews with external counselors after training sessions. The purpose of this is to provide them with opportunities to look at their own potential and develop a vision for the future. We have received a great deal of positive feedback from employees who have undergone the training and career interviews, and it has become one of the most important measures for senior human resources to play an active role in the company.

Through these initiatives, we are striving to create an environment in which experienced senior human resources can work with a high level of motivation.



Human Resources Development

The Okamura Group clearly states in our Human Resources Policy that we “actively provide education necessary (for employees) to develop and demonstrate their capabilities, and for cooperation and harmonization, as well as working to increase their desire for self-development.” To this end, we have been working to systematize in-house training programs, promote education throughout the company, and we are creating an environment in which employees can engage in self-development. In addition, we are establishing numerous training programs and systems in pursuit of greater opportunities for employee self-realization and satisfaction.

Human resource development initiatives to support employees realize “Work in Life”

The Okamura Group’s Human Resources Development Department is leading the implementation of human resources development measures related to common items across departments to support the ability of employees to realize “Work in Life.” In fiscal 2020, under the theme of “changing employee mindsets about work and unlocking motivation and growth,” we focused on measures to “spread awareness about interviews that encourage growth in diverse members” and “make work fun through new learning opportunities.” As for specialized knowledge and skills related to

operations, we provide specialized training for each division on the business model and products specific to that business areas. In fiscal 2020, training and other programs were made available online as a countermeasure against the spread of COVID-19. This expanded the places for learning from training rooms to offices and homes, and it greatly changed the way we learn. In leveraging this experience, we will continue to enhance our human resource development initiatives by incorporating various forms and methods.

Fiscal 2020 training programs and systems (conducted by the Human Resources Development Department)

	Required training	Okamura University				Career support	Self-realization		
	Grade-specific training	Thinking skills	Execution skills	People moving skills	Self-control skills				
Upper-level manager				Team building					
Manager	Newly appointed manager training	Critical thinking	Standard/Introduction/Basic/Practical project management	Assertive communication	Coaching/1-on-1	Self-leadership	59-year-old career training	56-year-old career training	
	Section manager regular training								
Leaders	Newly appointed section manager training	Creating presentation materials	Marketing	Accounting	Presentation		Correspondence education	E-learning	
	M3 middle leader training								
Mid-level	M2 leader training	Logical thinking							
Young new employees	1st-3rd year training						34-year-old career training	Instructor training	29-year-old career training

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Examples of human resources development

Title	Summary
Educational scholarship rules	As a project to honor the late Kenjiro Yoshiwara, the founder of our company, we have established educational scholarship rules to further promote management based on one of his mottos, "Business is People." In order to respond to technological innovation and internationalization, we aim to provide our employees with opportunities to acquire a wide range of new technologies, skills, and knowledge. There have been cases where employees have used this system to study at graduate schools in Japan with the aim of obtaining an MBA degree while working at their regular jobs.
Self-assessment system	We have introduced a system that allows employees to declare their preferred jobs and departments based on the basic idea that productivity is highest when each employee is engaged in a job that gives them a sense of fulfillment and satisfaction. In addition, we use the reported information and reflect it in workplace rotations.
Global human resources development system	The purpose of this system is to develop global human resources who can respond to the expansion of overseas markets. Employees are assigned to overseas subsidiaries or overseas branches for one year to experience actual business and develop comprehensive adaptability to working overseas.
Instructor system	Newly hired graduates are supported one-on-one by senior employees who act as instructors for one year after joining the company, and mid-career hires for six months. Both have the opportunity to grow through the mutual relationship of new hires "learning the job" and instructors "teaching and developing others." Both parties meet bimonthly and deepen communication over a company-subsidized meal. (In fiscal 2020, meetings over meals were cancelled to prevent the spread of COVID-19.)

Conducting interviews for employee growth and career development

To date, we have provided opportunities for interviews between superiors and subordinates, such as goal management

interviews. However, in fiscal 2020, we reorganized the existing system and added a new "one-on-one trial" to promote employee growth as well as mutual understanding between superiors and subordinates.

Interview examples

Title	Summary
Goal management interview	Direct superiors and subordinates will meet once each in the first and second half of the year to discuss short-term content and results for the purpose of setting and evaluating work goals.
Development interview	Secondary reviewers and subordinates meet in an annual review to discuss medium-term content to share future aspirations and careers.
One-on-one trial	We provide time for dialogue between superiors and subordinates for the purpose of mutual understanding, growth of subordinates, and improvement of organizational performance. For subordinates, it is a place where they can develop their own growth and careers, improve and consult on issues in their work, the organization, and team. For superiors, it is a place where they can build a relationship of trust and mutual understanding with their subordinates, promote the growth of each individual and the organization, and check the condition of their subordinates (including checking their physical and mental health).

VOICE



The "one-on-one trial" was an opportunity to deepen the relationship with members



Office Sales Division
Work Style Consulting Office
Work Design Laboratory
Research Center
Manager **Mai Morita**

Since August 2020, our department has been a subject of the "one-on-one trial" and we have been engaged in a series of dialogues with our members. At first, we were not sure what to say to each other, but as we continued to hold the meetings, the discussion topics expanded, and members began to voluntarily request to extend the duration of the meeting, or hold it twice a month, and we began to hold the meeting flexibly according to the situation.

I felt that it would be difficult to make time for the "one-on-one trial" every month, given how busy we are every day. However, the fact that it was a rule in the system gave us the push we needed and it led to it becoming a valuable time for the members to feel free to consult with each other. We sometimes talk about our personal lives in addition to our work, and it makes me happy to see the refreshed and cheerful expressions on everyone's face afterwards.

I think it is important to continue these one-on-ones and make it a habit, so I would like to continue it in order to foster mutual trust.

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Providing a new place to learn

From the perspective of “Work-in-Life” and so that employees can feel more fulfilled and enjoy working, in addition to organizing existing training and study group sessions, we have established a new in-house university, Okamura University.

Education/training examples

Title	Summary
Grade-specific training	The content of the previous training program has been overhauled to focus on practical training and interaction for all promoted employees. Through a blended training program that combines training interviews, e-learning input for prior knowledge, group training, and group discussions, our aim is to improve the efficiency of learning and to make learning more routine by incorporating experiential learning. In addition, as part of the measures to improve health literacy for managers, one of the themes of the training for new managers is the handling of mental health issues.
Training for young employees	We are building a curriculum for employees in their first to third year of employment to help them become full-fledged employees in three years. The goal at the end of the third year has been set as “human resources who can attain self-growth through repeating Try & Learn, and achieve results through involving others.” Training is conducted on themes that match the behavioral objectives for the first, second, and third years.
Career development support training	Training programs are held for employees who have reached a certain age to encourage career planning, raise awareness, and lead to self-realization. During the training, career interviews are also conducted by the Human Resources Department and the Human Resource Development Department to support the increase in growth and motivation of each employee. For senior employees, upon providing training on the importance of career autonomy, we then hold interviews conducted by external career counselors.
Okamura University (Abbreviation: OkaUni)	Starting in fiscal 2020, we have launched a program that allows students to design their own learning by selecting courses and dates that interest them on the e-learning system. It is possible to take a single course at a time online. In fiscal 2020, a total of 11 courses, including team building and design thinking, were offered online, with a total of 256 participants.
E-learning system “GLOBIS Unlimited” and distance education	In response to each employee’s desire to learn, we provide distance education consisting of the “GLOBIS Unlimited” e-learning system operated by the GLOBIS Corporation and courses offered by five educational organizations, as opportunities for employees to learn independently without having to choose a time or place. Employees can choose from content on a wide range of topics, from business skills to health and education.
In-house study group (commonly known as “Okazemi”)	This is an initiative to develop a culture of mutual learning at Okamura by sharing information through internal study group sessions held by each department on the e-learning system. In the future, as we accumulate information, we will evolve this into a place for cross-departmental learning by allowing departments to invite other departments to their study group sessions.

VOICE



What I learned at OkaUni



Office Sales Division, Sales Planning Department, Marketing Supervision Center
Taisuke Kawamura

Being able to enhance one’s skills is essential for business people. What I learned through work, what I learned through dialogue and reading, and what provided me with the missing piece that I lacked was OkaUni (Okamura University).

To put it simply, it’s a free business school you can attend flexibly while working! It was a great benefit to be able to systematically learn the skills I wanted to acquire from top instructors in the field, as well as learn from internal colleagues that I would never have met on the job.

Among them, Critical Thinking was an eye-opener for me. I was able to learn a framework for identifying the essence of a problem and solving it, which is very useful for my current work. In addition, I became good friends with someone I met at the Coaching Skills workshop, and this has led to inter-departmental exchanges as a result of our networking and returns for the business.

What I learned from OkaUni is the formula of “people x skills x people.”

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Health Management

We at the Okamura Group have positioned health management as the foundation for “WiL-BE,” an activity for work style reform, and it has established a system to promote health management based on the Okamura Health Management Declaration and Health Management Policy. We are moving forward with various initiatives, such as expanding various types of health exams and disease prevention measures as well as encouraging employees to take paid leave. We are also striving to create a workplace environment that is conscious of employee health. We also provide health literacy education and communicate information so that employees can raise their health awareness and work to improve their own health.

Promoting health management

Okamura Health Management Declaration for health management

The Okamura Group considers maintaining and promoting the mental and physical health of employees an important management issue, and so formulated the Okamura Health Management Declaration in September 2017 in order to promote health management throughout the company. Recognizing once

again the importance of health as a foundation to realize “Work in Life,” we revised the declaration in April 2020. Based on the declaration, we have systematized employee health promotion activities and promote strategic health management.

Okamura Health Management Declaration

The Okamura Group respects the diversity of every employee, and we believe the foundation of everything we do is to ensuring that everyone involved in our corporate activities is physically and mentally healthy. Accordingly, we declare to maintain and improve the physical and mental health of our employees and maintain a healthy work environment, allowing us to work steadily toward the realization of the “Work in Life” concept. Through the products and services that we provide to individuals and society as a whole, the Okamura Group aims to be a company that is trusted by society.

[Priority Measures]

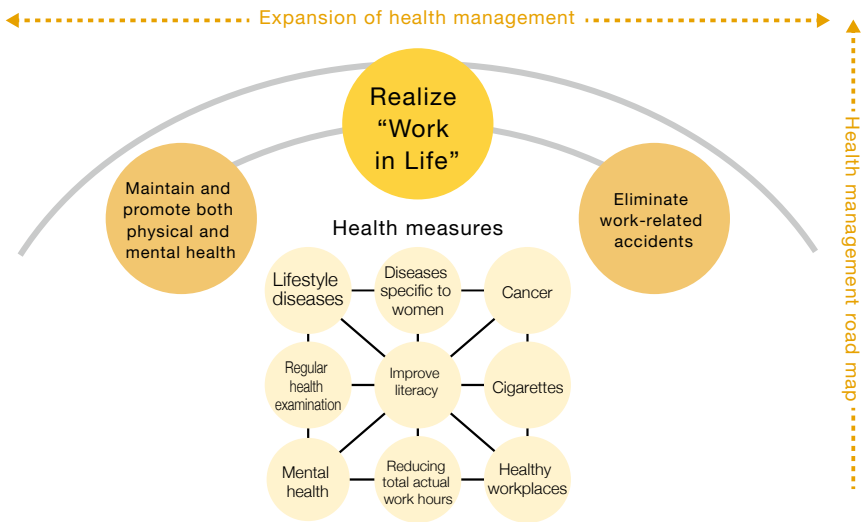
- Regular health examination uptake to 100% and post-exam follow ups
- Improving the uptake rate for secondary health examinations
- Mental health measures
 - Promotion of interviews with occupational physicians based on stress check results, interviews with occupational physicians for employees who work long hours
 - Improving presenteeism* to improve performance values
- Improving the paid leave acquisition rate.
- Promoting smoking cessation
- Improve implementation rate of specified health guidance
- Eradicating work-related accidents and traffic accidents with “safety” as the highest priority

*Presenteeism (working while sick): A state in which work efficiency is reduced due to some type of health problem.

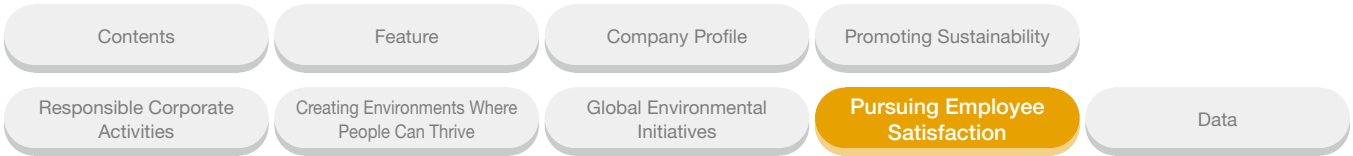
Okamura health management approach

Realizing “Work in Life” through health management

- We strive to maintain and improve the physical and mental health of each employee through health activities
- We will create a healthy and safe work environment for each employee.



Foundation of Okamura Health Management
 Formulation of Okamura Health Management Declaration/Establish a system to promote health management/Identify health-related issues and set measures

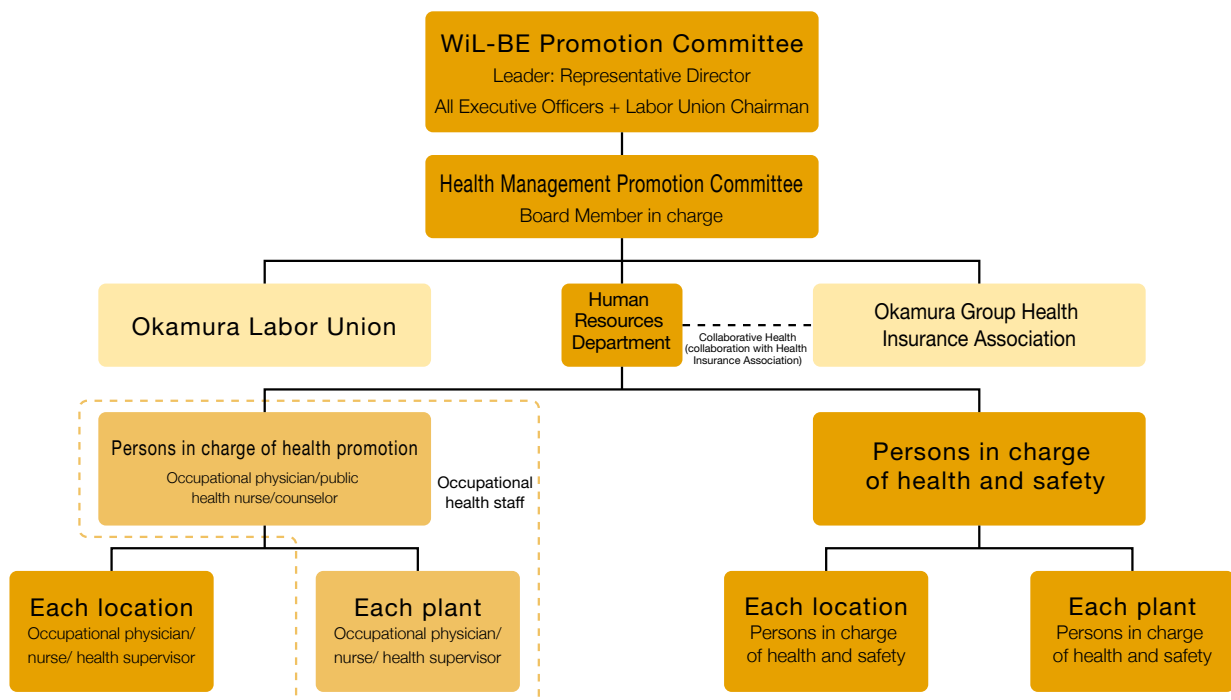


Change in activities

The Okamura Group established the Okamura Manufacturing Health Insurance Association in 1967 with the aim of becoming a vibrant company that emphasizes health. In 1992, the Labor-Management Joint Work and Health (WH) Promotion Committee was established to promote initiatives aimed at achieving harmony between work and health. The Health Management Office was established in 2011 to enhance the organization for promoting employee health management. In 2017, the name of the committee was changed from the WH Promotion Committee to

the Health Management Promotion Committee, and the Okamura Health Management Declaration was established. In 2020, we changed the name of the Health Management Office to the Health Promotion Office, and we are working to strengthen our initiatives to maintain and promote employee health in cooperation with the Okamura Labor Union, the Okamura Group Health Insurance Association, and occupational health staff (such as occupational physicians and public health nurses).

Health management promotion system chart



Initiatives for health maintenance and promotion in fiscal 2020 and implementation results

Item	April	May	June	July	August	September	October	November	December	January	February	March
Health Management Promotion Committee *In April, only materials were submitted	●*							●				
Regular health examinations (primary health examination)				●	●	●	●	●	●	●	●	●
Secondary health examination follow-up and health guidance					●	●	●	●	●	●	●	●
Stress check							●	●				
Interview with occupational physician and employee's manager			●	●	●	●	●	●	●	●	●	●
Promote the systematic use of annual paid leave	●	●	●	●	●	●	●	●	●	●	●	●
Management of long work hours	●	●	●	●	●	●	●	●	●	●	●	●

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Health Management Promotion Committee

The Health Management Promotion Committee meets twice a year, in April and October, to promote initiatives to improve the health of employees. This committee is composed of the Board Member in charge, the Human Resources Department, the Okamura Labor Union, and the Okamura Group Health Insurance Association. It examines such issues as management of working hours, the use of paid leave, various health examinations, disease prevention measures, and the creation of health-conscious workplaces.

Occupational health staff

To promote the maintenance and improvement of employee health, 14 occupational physicians, 1 public health nurse, 5 registered nurses, and 1 industrial counselor serve as the core of our occupational health staff, conducting regular health examinations, stress checks, and workplace inspections in accordance with the law.

Holding meetings for nursing staff

A meeting of nurses consisting of public health nurses and registered nurses is held online once every three months for the purpose of enhancing the occupational health care system at each plant and resolving issues in order to maintain and improve the health of employees.

Establishing health consultation windows

We have established internal and external consultation windows so that employees can consult with us about their physical and mental health. Occupational health staff (occupational physicians, public health nurses, registered nurses, and occupational counselors) are available through the internal consultation window. In addition, occupational physicians and registered nurses at each plant also collaborate with the Human Resources and General Affairs Section to provide detailed support.

Regarding the external consultation window, we introduced a new chat-type medical consultation service for Okamura Group Health Insurance Association members in April 2021. It provides an environment where members can casually and anonymously consult with medical specialists about their mental and physical problems 24 hours a day, 365 days a year.



Chat-type medical consultation

Establishment of a consultation window for mental and physical illnesses specific to women

Women may suffer from physical and mental issues due to menstruation and hormonal imbalance. We have set up a consultation window for mental and physical maintenance according to life stages. We also have a system in place for employees to receive advice from two occupational physicians (female doctors).

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Social evaluation of health management

Certified as a Health & Productivity Management Outstanding Organization (White 500)

Okamura has been certified as a 2021 Health & Productivity Management Outstanding Organization (White 500), jointly selected by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, for the fourth consecutive year since 2018.

Through a variety of initiatives, including work style reform, we aim to maintain and improve the physical and mental health of each employee, while we propose healthy work styles to our customers and become a company that is trusted by society.



Certified as Sports Yell Company 2021

Okamura is a member of the Sport in Life Consortium and was certified as the “Sports Yell Company 2021” by the Japan Sports Agency, which recognizes companies that actively promote measures to improve employees’ health through sport.

[Okamura’s main initiatives]

- Conducting company-wide morning radio calisthenics and morning stretch sessions (see p. 133 for details)
- Introducing new work styles that includes standing and the use of height-adjustable tables.
- Support for sports club activities
- Installation of exercise equipment
- Publication of a health column

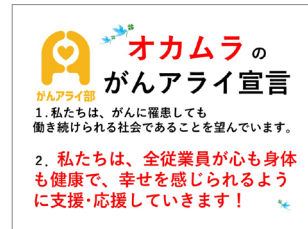


Joining the Sport in Life Consortium

Okamura has become a member of the Sport in Life Consortium established by the Japan Sports Agency. The Sport in Life Consortium aims to take advantage of the momentum generated by the Tokyo 2020 Olympic and Paralympic Games to achieve a national sports participation rate of 65% (an increase of 10 million new athletes) by the end of fiscal 2021, through an all-Japan sports promotion effort involving local governments, sports organizations, and economic organizations.



Balancing cancer treatment and work: Okamura’s Cancer Ally Declaration



Received Cancer Ally Award 2020 Silver

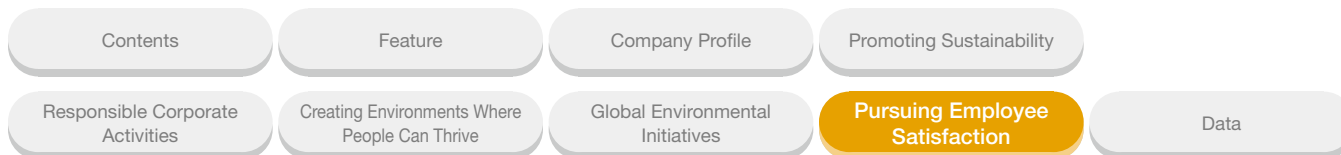
Okamura received the Silver award at the “Cancer Ally Award 2020,” which recognizes organizations that support people who work while receiving cancer treatment. The system to ensure a comfortable working environment while receiving medical treatment and employee awareness activities were highly evaluated.

[Okamura’s main initiatives]

- Creating an environment and culture: Initiatives for health management as well as diversity and inclusion
- Education and awareness: Holding seminars to make as many employees as possible aware of cancer
- Systems/Considerations: Sick leave, personal injury leave, flextime system, hourly paid leave, promotion of use of shared and satellite offices, work from home, injury and illness allowance, long-term hospitalization allowance, etc.



Cancer Ally Department website: Examples of initiatives by companies who received the Cancer Ally Award
 [Cancer Ally Award 2020 Silver] The Okamura Corporation’s “cancer and work” policy
<https://www.gan-ally-bu.com/declaration/2485>



Initiatives to promote employee health

Refreshing the mind and body

The Okamura Group works together with labor and management to encourage the systematic use of annual paid leave. We also encourage our employees to take consecutive paid vacations in order to improve their health and expand leisure activities. The average number of days of paid leave taken by Okamura employees in fiscal 2020 was 9.9 days, and the acquisition rate was 57.2%. In addition, we have introduced a refreshment leave system for employees who have been with the company for a certain number of years, as an opportunity for employees to refresh their minds and bodies and for self-improvement.

*The paid leave acquisition rate for fiscal 2019 was 67.6%. One of the reasons for the decline in the annual paid leave acquisition rate in fiscal 2020 may be the granting of special disaster leave due to the spread of COVID-19.

Regular health examinations and secondary health examinations

From the perspective of promoting employee health as well as the early detection and treatment of diseases, we conduct regular health examinations and encourage employees to undergo secondary health examinations. The examination uptake rate has been high at about 98% every year. After the completion of the secondary health examination, an interview with an occupational physician is conducted as necessary based on the results of the health examination. The presence or absence of restrictions on employment (results of fitness for work) is also reported to the head of the department for appropriate action.

We review the examination items every year in order to provide more thorough health examinations. In 2020, gynecological health exams will be conducted at health examination institutions nationwide, and PSA tests for men will be included in the blood test items to expand cancer screening. In fiscal 2021, we will offer the option of gastroscopy in addition to the conventional barium test for gastric examination. This is being done in order to detect diseases at an early stage through a variety of tests.

Health management for employees posted overseas

We provide health examinations and vaccinations to employees and their accompanying family members for the purpose of managing their health when they are posted overseas. In addition, we have introduced the Okamura Healthcare Program, which allows employees and their accompanying family members to receive local medical services after they are posted to a new location, providing a system that allows them to work overseas with peace of mind.

Okamura Healthcare Program Applicable items

Illness/injury	Medical, dental
Other than the above	Pregnancy, childbirth, health examinations, dental checkups, vaccinations

Measures against long working hours

Okamura places importance on the physical and mental health of its employees, and from the perspective of realizing “Work in Life” and reasonable working hours, Okamura has set up a day for no overtime work, as well as hourly paid leave, super-flex, and other systems to avoid long working hours.

For employees who work more than the prescribed number of hours in a month, we conduct health guidance interviews with occupational physicians and provide feedback to their managers for improvement.

Stress check

Okamura conducts an annual stress check for each employee to confirm and understand the level of mental health comparable to a physical health examination. If the results of the stress check show that the employee is under high stress, an interview with an occupational physician is recommended to understand the employee’s mental health status and to determine the need for continuous follow-up by the employee’s family doctor. In addition, WLQ* values are used to understand any decline in the productivity of employees as a whole due to a decline in mental health, and links these to improvement measures. The WLQ value for fiscal 2020 decreased by 0.1% from the previous year. One reason for this was that work was concentrated in the second half of the fiscal year due to the spread of COVID-19. Because of this, many employees needed to cope with rapid changes in their work as a result of the increase in work from home. In light of this situation, we have been conducting a mental health survey every two months since December 2020 to understand and analyze the “situation, mental stress and anxiety” of employees working from home in order to take measures to enhance mental health and motivation. Based on these results, we plan to take measures to improve WLQ values, and in 2021, we plan to implement line care* and practical self-care (learning mindfulness, etc.).

*WLQ (Work Limitations Questionnaire): A questionnaire that measures the rate of decline in work performance

*Line care: As part of mental health care measures in the workplace, the direct manager or another staff member should be able to quickly recognize any irregularities or changes in the condition of subordinates and take appropriate measures to reduce stress through interviews and improvements to the work environment.

Initiatives to prevent smoking and second-hand smoking

With the revision of the Health Promotion Act that came into effect on April 1, 2020, preventing unwanted second-hand smoking by employees has been added as one of the corporate responsibilities, and more measures are now required. In addition to taking non-smokers into consideration by taking measures to prevent second-hand smoking in the office, Okamura and the Health Insurance Association are working together to promote initiatives for smokers such as an online smoking cessation program with the goals of reducing the smoking rate by 1% every year and halving the number of outdoor smoking areas by 2025.

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Initiatives by the Okamura Group Health Insurance Association

In addition to our own corporate measures, the Okamura Group is working with the Okamura Group Health Insurance Association to enhance initiatives to maintain and improve employee health and prevent illness. The Okamura Group Health Insurance Association promotes a variety of health programs, including enhanced health examinations and health guidance, subsidies for examinations and prevention-related expenses, and provision of health-related information.

Health service initiatives for fiscal 2020

Item
Online smoking cessation program
Expansion of optional items for regular health examinations (gastric examination)
Subsidies for private comprehensive health examinations
Specified health guidance (40 years old and over)
Health guidance for young people (under 40 years old) - Trial
Serious illness prevention program - Trial
Subsidy for influenza vaccinations
Distribution of difference notices to promote the use of generic drugs
Distribution of medical cost notifications (four times a year)
Family health counseling
Mental health counseling
Best Doctors Service
*Introduction of "chat-type medical health counseling" from April 2021
Publication and distribution of news about the health insurance program

VOICE



Initiatives by the Okamura Group Health Insurance Association



Okamura Group Health Insurance Association
Yuuji Takahashi

The basic purpose of a health insurance association is to support its members who are suffering from illnesses through insurance benefits and other activities based on the law. However, it cannot be said that a health insurance association plays a sufficient role by only providing such services. We believe it is important to promote our own projects to prevent members from contracting diseases (disease prevention expenses and specified health guidance expenses) and to provide information useful to promote the health of members (advertising expenses for health guidance), leading to early detection of diseases, as well as maintaining and promoting health. With everybody's help, we have been able to significantly increase the implementation rate for Specified Health Guidance from fiscal 2019. We have recently gradually expanded our health guidance to younger people (under 40 years old). The Okamura Group Health Insurance Association will continue to enhance its programs to support the health of its members in preparation for the "era of the 100-year life."

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Reducing health risks through the population approach

In order to reduce the health risks of employees, the Okamura Group is promoting a variety of initiatives, including the provision and support of opportunities for physical exercise and participation

Improving health literacy

Work styles have changed significantly due to the COVID-19 pandemic, and while flexible work styles such as work from home and telework have been adopted, the importance of self-management is increasing not only in terms of time management and work management but also for health management. To this end, we have implemented a self-care e-learning program focused on health management, and we are working to improve the health literacy of employees. The participation rate for the Positive Self-Care e-learning program in fiscal 2020 was 84.3%.

Holding seminars to raise awareness on cancer

Okamura Business Support, which provides insurance agency services for the Okamura Group, provides information on insurance products for employees and holds seminars to raise awareness about cancer among as many employees as possible. They talk about what is important in early detection of cancer, and what kind of treatments will be given after being diagnosed with cancer.

Through these activities, we aim to spread appropriate knowledge about cancer and link this to early and appropriate treatments if an employee is diagnosed with cancer.

in sports, awareness-raising activities, and survey activities, from the perspective of the population approach that works across the entire target population.

Publication of a health column

A monthly column on health is being published to raise the health awareness of employees. We take a broad view of health and choose subjects from a variety of perspectives, including exercise, sleep, diet, and mindfulness. In fiscal 2020, we focused on the importance of self-maintenance and self-management in consideration of the impact of COVID-19. We also provided information on easy to do exercises and movements.

Conducting mental health surveys

We conduct mental health surveys of employees who have experience with working from home, regarding their health conditions, mental stress, and concerns when working from home. We are trying to understand whether employees are staying healthy, whether they have any problems or concerns, if there are problems, what those problems are, and linking these to appropriate measures.

The impact of the COVID-19 pandemic has significantly changed the way we work, but we plan to continue the survey to find new ways of working for the Post-COVID-19 era. The survey was started once every two months from December 2020, with the response rate for Vol. 1 at 74.0% and 72.0% for Vol. 2.

VOICE



Refreshing health activities - Getting healthy using a power tower



Store Displays Division, Sales Division
Kanto Shin-etsu Sales Department,
Ibaraki Branch
Branch Manager
Nobuyuki Maruyama

When the Ibaraki Branch moved to a new office, the space became larger by about 16 square meters, and as part of workplace improvement, there were requests for the installation of health equipment in the office to relieve the lack of daily exercise and stress. In response, we installed the power tower, which an employee can use to perform more than 10 types of bodyweight training. Moving your body a little bit when you have a mental block or feeling stressed can make you feel refreshed and change your mood. The power tower has become popular for its usefulness in addressing lack of exercise and building communication. During the day, you can also look out over Kasumigaura Bay while training, which I think provides a sense of spaciousness in front of the rich nature of Ibaraki. I hope that we can continue to devise ways to maintain and improve our physical and mental health.



Training with the power tower

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Conducting daily morning radio calisthenics and morning stretches

We conduct radio calisthenics and morning stretches for the whole company. Especially in manufacturing facilities where safety comes first, it is important to relax the body and mind and activate the brain before starting work in order to prevent accidents. To achieve this, all employees take part in radio calisthenics and morning stretches every morning.

In addition, some of our production plants conduct “refreshment exercises” after work hours two days a week to promote health.



Morning stretches (Oppama Plant)



Radio calisthenics (Takahata Plant)

Support for club activities - sports clubs/cultural clubs

Okamura supports club activities with the aim of promoting the physical and mental health of our employees. For sports clubs, Okamura provides subsidies for expenses and support for publicizing activities. For cultural clubs, Okamura provides venues for activities. The baseball and soccer clubs have been active for more than 35 years each as Okamura-approved club activities. Due to the COVID-19 pandemic, we may not be able to engage in activities as in the past, but we participate in official games and local scrimmages on a regular basis.

Subsidies for healthy snacks and drinks

Daily dietary habits are very important in maintaining and improving health, and it is important to eat and drink with careful consideration of ingredients and nutritional balance. From this perspective, the company provides health-conscious snacks and drinks during work hours, and subsidizes a portion of the cost. In addition to expanding benefits, we aim to improve productivity and realize “Work in Life” through the health of our employees, who can work with enjoyment and in good physical and mental health.

VOICE

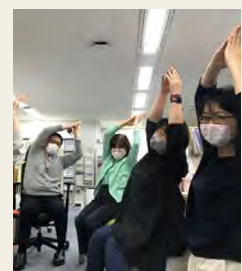
Refreshing yoga during break times



Corporate Functional Officer
Human Resources Group,
Customer Consultation Office
Iyo Kitamura

The Customer Consultation Office strives to provide the best possible response to customer inquiries by thinking of each customer and being attentive to their feelings. It is essential for members to be healthy both physically and mentally in order to concentrate and respond better to the various feedback from customers. We therefore began to make use of the gaps of time during our day for refreshing yoga that anyone could do.

Yoga has many benefits, such as relieving stress, improving physical condition, relieving fatigue, changing mood, and improving concentration and work efficiency by moving your body in sync with your breathing. Although it is only for a short time, the participants commented that they were able to feel refreshed and change their mood through simple poses and abdominal breathing. Although it depends on the type of work, I believe that if this kind of initiative were to spread throughout the company, people would be able to refresh themselves both physically and mentally to concentrate on their work.



Yoga in the office



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TOPICS



Online communication through idle chat times

Since April 2020, the Human Resource Development Department has been holding Hygge & Fika Time, a period for online idle chats two to three times a month. This project was started with the aim of exploring different ways of communication as workplaces become more dispersed, partly due to the COVID-19 pandemic.

Rather than communication as a means to achieve some goal, this is a time for communication among team members with no particular goal in mind, leading to the enhancement of mutual relationships. It is an opportunity to think about how team communication should be in diverse work styles by discussing topics that are not usually talked about in business and having fun communicating while doing light exercises such as squats.



Online idle chat time for communication

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High-risk approach: supporting employees with high health risks

At the Okamura Group, occupational health staff and the Health Insurance Association play a central role in providing detailed support to reduce risk factors at each stage of the disease

Implementing specified health guidance

The Okamura Group Health Insurance Association, in cooperation with the Human Resources Department, provides individual dietary and exercise guidance as specified health guidance for people aged 40 and over who are at high risk for lifestyle-related diseases. High-risk individuals are classified at regular health examinations by risk level based on standard levels for abdominal BMI, blood glucose, lipids, and blood pressure, in addition to smoking habits. They receive health guidance such as proactive support and motivational support according to their risk level. In addition, we have created an environment in which it is easy to receive health guidance by setting locations and times that take into consideration the impact on the employee's work.

Implementing support activities to prevent serious illness

The Okamura Group Health Insurance Association has been implementing a new program since January 2021, the Support Program to Prevent Serious Illness, for employees who are judged by occupational physicians to be in need of support. In order to support the improvement of lifestyle habits according to the health condition of each person, measurement devices will be distributed to the participants, who will be asked to measure number of steps, pulse rate, etc. on a daily basis. Subsequently, supportive telephone interviews are conducted every two weeks for six months, and the effectiveness of the program is measured after its completion, leading to risk reduction for the participating employee.

process, including prevention, treatment, and rehabilitation, from the perspective of a high-risk approach that works especially with employees with high health risks.

Providing health guidance to young people

Based on the results of regular health examinations, the Okamura Group Health Insurance Association provides health guidance to employees under the age of 40 in a similar manner as specified health guidance. The aim is to make them aware of the need to review their lifestyle habits from an early stage. People over the age of 40 may also receive the service if they desire. We also conduct questionnaire surveys on the content and satisfaction of the programs for the employees who have received the guidance. By receiving feedback on the status of implementation of the guidance and improvement in their lives, we connect this to the improvement of the guidance methods.

Supporting the balance of work and medical treatment

In order to enable employees who need medical treatment for illness or injury to work according to their own circumstances and physical condition, Okamura offers flexible working arrangements, including flextime, hourly paid leave, use of shared and satellite offices, and work from home. (See p. 113 for related information) When employees who have been on leave due to illness return to work, we use a rehabilitation attendance system to prevent recurrence of illness or injury. We also allow them to use shorter working hours to gradually get used to the workplace and work, thereby reducing the burden associated with returning to work. We also offer sick leave that can be used for medical treatment and hospital visits after returning to work. In addition, we have a system in place to ensure the livelihood of our employees in the event that they are unable to receive their salaries due to long-term illness or other reasons. This includes an injury and illness allowance from the Health Insurance Association and compensatory benefits for absence from work and long-term hospitalization from the Okamura Group Mutual Aid Association.

VOICE



Initiatives to move interviews with occupational physicians online



Occupational physician
Nobuaki Kiyama

Until April 2020, when the COVID-19 pandemic began, most occupational physician interviews were conducted face-to-face, but as of April 2021, 80% to 90% of interviews have been conducted online. The ability to conduct interviews at work or at home not only prevents infection among those being interviewed but also reduces travel time, and employees feel that the threshold for interviews with occupational physicians has been lowered. However, there are times when face-to-face interviews are more desirable than online ones, and I believe it is important to choose the method as appropriate. We would like to continue to contribute to maintaining and improving the health of our employees through interviews with occupational physicians.



An online interview being conducted

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Industrial Safety and Health

Based on our Work Safety and Health Policy, the Okamura Group's labor and management are working as one to create a safe work environment that is easy to work with the goal of eliminating work-related accidents, traffic accidents, and health disorders. In light of the unique workplace characteristics of production, sales, and administrative departments, there are safety and health activities that all employees participate in, and these activities are centered on the Safety and Health Committee.

Occupational safety and health policy and management system

The Okamura Group clearly states in our Occupational Safety and Health Policy that occupational safety and health is the foundation of management, and we outline the basic items to be addressed. In

addition, the Safety and Health Management Plan is formulated for each fiscal year, and initiatives are carried out under the safety and health management system based on basic policies and goals.

Occupational Safety and Health Policy

Occupational safety and health is the foundation of management, and as the most important matter, it should be promoted in cooperation with labor and management in unison with business management.

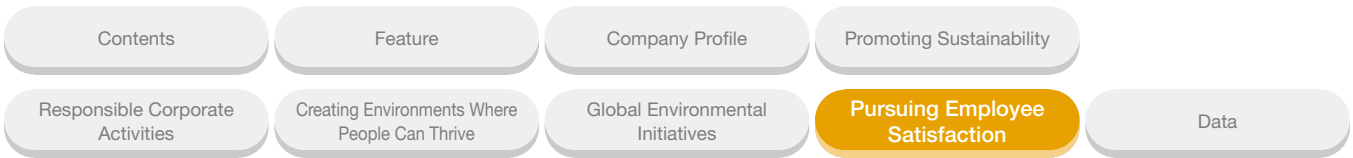
1. Spirit of compliance	5. Establishment of a safety and health management system
2. Philosophy of respect for human life	6. Target setting
3. Responsibilities of managers	7. Formulation of annual occupational safety and health plan
4. Activities with participation by all	8. Safety and health activities

(Excerpt from the Occupational Safety and Health Policy)

Safety and Health Management Plan for fiscal 2020, key implementation items

- Company-wide Basic Policy**
All employees shall participate in safety and health activities based on the Occupational Safety and Health Policy. We will act with safety first in all circumstances, strive for the elimination of industrial accidents and traffic accidents, promote the maintenance and improvement of physical and mental health, and the formation of a comfortable work environment.
- Company-wide targets**
Safety: Zero work-related accidents,
Traffic: Zero traffic accidents,
Health: Zero health disorders
- Slogans**
"Health and safety is our top priority! Follow the rules for zero accidents!"





Occupational safety and health

As occupational safety and health-related initiatives, we conduct various activities to prevent occupational accidents and accidents related to company cars and other equipment. Based on the Safety and Health

Management Plan, we work to ensure the safety of employees by reporting on activity plans and results to the committee and implementing necessary measures.

Fiscal 2020 occupational safety and health activity items and implementation results

Item	Target	April	May	June	July	August	September	October	November	December	January	February	March
Central Labor and Management Safety and Health Committee	Company-wide							●					
Labor Safety and Health Subcommittee	Production			●		●		●		●		●	
	Sales						●			●		●	
Safety and Health Staff Meeting	Production		●		●		●		●		●		●
	Sales	●	●	●	●	●	●	●	●	●	●	●	●
National Safety Week Central Labor-Management Patrol	Production/Sales				●								
Committee for Preventing Work-related Accidents and Accidents Involving Company Cars	Company-wide	As needed											
Safe driving seminar*	Production/Sales												
Safety award	Company-wide							●					
KY (hazard prediction activities)/ risk assessment activities	Each department	●	●	●	●	●	●	●	●	●	●	●	●

*Safe driving seminars were cancelled in fiscal 2020 to avoid group training sessions.

Conducting morning safety meetings

At Okamura's production plants, morning safety meetings are held with the aim of achieving zero accidents. At the morning safety meeting, the safety manager explains the previous month's occupational accidents, commuting accidents, and accidents involving company cars, as well as the decisions made by the disaster countermeasures subcommittee. The safety manager also reminds the employees of the important safety and health items to be implemented during the month, and ties this to the enhancement of safety measures and KY (hazard prediction) activities.

* KY activities: Kiken (hazard) yochi (prediction) activities

Initiatives to prevent traffic accidents

To achieve the goal of zero traffic accidents, we hold safe driving seminars for all employees, including those who commute using their own car. Dash cams have been installed in all company cars, and the images are used for traffic KY activities and to analyze the causes of accidents, thereby helping to prevent traffic accidents. In addition, through various committees related to occupational health and safety as well as on-site audits of company cars, we are working to further strengthen our accident prevention measures. In fiscal 2020, Okamura had 28 incidents involving company cars.

*The scope of the report is for Okamura itself

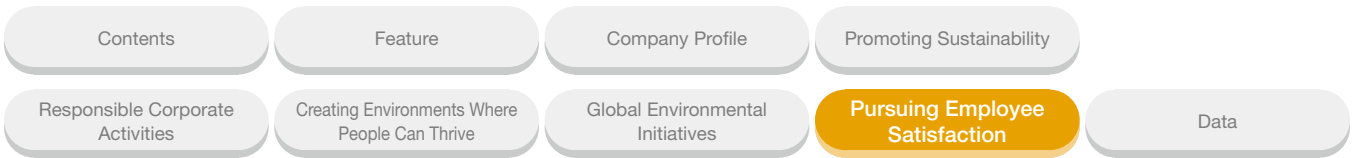
Initiatives to prevent work-related accidents

With the goal of achieving zero work-related accidents, we conduct KY (hazard prediction) activities and safety education, as well as risk assessment* activities to eliminate risk factors related to machinery and equipment, which will lead to the prevention of work-related accidents. In addition, through various committees and safety patrols, labor and management are working together to further strengthen safety measures.

*Risk assessment: A series of procedures for identifying business hazards and harms, estimating risks, setting priorities, and determining risk reduction measures.

Safety award system

In order to spread the importance of safety throughout the company, we have established an award system to recognize departments that have contributed to the promotion of safety without causing work-related accidents or accidents involving company cars. In fiscal 2020, Okamura had 19 locations and 57 units eligible for the award.



Our COVID-19 response

The Okamura Group is working to prevent the spread of COVID-19 in accordance with the policies of the national and prefectural governments, and we are implementing the following measures to ensure the safety of all related parties, employees, and their families.

- Implementation of work from home and staggered commuting using the flextime system
- Conducting work in a workplace that takes safety into consideration by thoroughly implementing infection control measures
- Use of remote conference systems for internal and external meetings
- Prohibiting overseas business trips, refraining from domestic business trips
- In principle, dinner with customers and suppliers, and dinner among employees is prohibited
- Conduct PCR tests, etc. depending on the situation of business and sales activities

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Third-Party Opinion and Audit Report

In order to increase the reliability of this report and for it to meet the expectations of society, we received a third-party opinion and audit.

Third-party opinion



Mr. Junichi Mizuo

Professor Emeritus, Surugadai University, Ph.D. (Business Administration)
Representative Chairman, Japan Compliance & Governance Institute

Retired from Shiseido Co., Ltd. at the end of March 2018 after serving as Professor and Director of the Institute of Economic Research at Surugadai University. Outside Auditor, Daicel Corporation Visiting researcher at the University of London in 2010. Author of multiple books, including "Sustainable Company: The Business Concept of a Company that Prospers Forever," Sendenkaigi Co., Ltd.

I would like to offer the following third-party opinion on the Okamura Group's (hereinafter referred to as "the Company") Sustainability Report 2021 from the standpoint of having promoted "the integration of CSR theory and practice" through the promotion of CSR practices in companies and the development of theories at universities and subsequent research institute.

Highly commendable points:

One is able to understand that the company creates "a lively 'place' for stakeholders."

The Company's four priority issues are presented in four areas: the environment where people can thrive (consumers and suppliers), employee job satisfaction, the global environment, and conducting responsible corporate activities (shareholders and investors). To put it simply, this can be understood as "a lively place for stakeholders."

In addition to clarifying the sustainability policy and midterm targets for each of these items, this report also links them to the 17 SDG targets and clarifies plans and results based on KPIs. On top of this, the report clarifies the results of specific efforts to address the four priority issues and future challenges, which clearly shows that the Company's efforts to address the SDGs and its sustainability action plan are integrated.

The SDGs integrated with the business are "visualized."

The work style reform that the Company is currently proposing and implementing in the COVID-19 pandemic, such as telework and satellite offices, as well as proposing office spaces, workplaces, and work environments for better living, are deeply related to solving organizational issues.

The Company's manufacturing is also related to the effective use of materials and resources, such as timber, and the reduction of greenhouse gas emissions, which is why the company has issued a Carbon Neutral Declaration to reduce carbon

emissions by 100% by 2050 and is promoting advanced initiatives.

These initiatives are not only the implementation of the SDGs, but also the Company's business itself, and this report provides sufficient visualization of the situation so that we can learn about how the SDGs are integrated with the company's business.

What I would like to see for the future:

Proposal of the Okamura Group Pentagon Model to lead to the success of SDGs.

The Sustainability Report 2021 has presented a visualization of how "SDGs are integrated with the company's business," and in the future, I hope to see, for example, "SDGs in 2050, where we want our company to be," presented with a view to 2050.

A carbon-neutral declaration for E (environmental), and a roadmap for 50% reduction by 2030 has already been issued. In the future, I would like to see a clarification of the "ideal state" from five perspectives, including B, for business perspective, (business plans, business structure, etc.) as the foundation of corporate management that is not included in the SDGs and ESGs, in addition to other items related to the SDGs and ESGs, such as S (social: especially relationships with external parties), G (governance), and W (work style: especially internal work style).

As a result, it will be possible to draw an equilateral pentagon using ESGWB, and by visualizing an ideal state for each item as the Okamura Group Pentagon Model, ("Pentagon refers to the pentagonal building of the U.S. Department of Defense) that leads to the success of the SDGs, it will lead to providing dreams and hopes to stakeholders including employees. Then, as in the case of the environment, I believe that a roadmap for 2030 will further clarify the Company's goals.

This is a new concept that takes ESG one step further and forms the foundation for corporate management. It is a business model with centripetal force that enables employees to move forward as one toward their goals. I hope that the Pentagon model will lead to the sustainable development of the company.

A response to the third-party opinion

In publishing the The Okamura Group Sustainability Report 2021-2022, we received many valuable opinions from stakeholders in many fields, and we have referred to these opinions to report on the Group's efforts to build a sustainable society.

I would like to express my gratitude to Dr. Mizuo for his frank opinions from a professional standpoint.

Based on our response to the points raised last year, we received an evaluation of the progress on our initiatives and a proposal for a new way of thinking, the Pentagon Model.

This is a new concept that will become the foundation for management that further advances our sustainability activities. We recognize this as an important opinion for the next stage for our company, and we will strive to reflect it in our initiatives.

We will continue to uphold "contribute to society by creating environments where people can thrive with rich ideas and reliable quality" as our mission, and in addition to advancing our Midterm Management Plan, we will steadily contribute to the realization of a sustainable society through our core business to solve a variety of social issues.

Yoshikazu Sato, Executive Officer

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BUREAU
VERITAS

June 11, 2021

To: Okamura Corporation

Bureau Veritas Japan Co., Ltd.
Certification Division Head Office

Bureau Veritas Japan Co., Ltd. (hereafter, Bureau Veritas) has been engaged by Okamura Corporation (hereafter, Okamura) to conduct an independent review of its environmental performance data for FY 2020 selected by Okamura for inclusion in Okamura Group Sustainability Report 2021, issued under the responsibility of Okamura. Responsibility of Bureau Veritas is to review its environmental performance data from an independent position and to report its result, not to conduct verification work for providing assurance.

Review Outline

Bureau Veritas conducted the following review based on agreement with Okamura:

Environmental Management Office, Okamura Head Office

- Reliability of environmental performance data management system used at Okamura EMS Office
- Adequacy of information included in the Sustainability Report

Gotenba Plant

- Environmental performance data reported to Okamura EMS Office from April 2020 to March 2021
- Reliability of environmental performance data management system used at Gotenba Plant

Scope of Review







- Total energy input and CO₂ emissions from energy use
- Waste discharged, Waste recycled and Final disposal waste
- Water usage, Wastewater discharged and BOD/COD discharged
- PRTR substances handled, released and transferred
- NOx and SOx emissions

Findings

1. Several minor errors were identified in the data reported to Okamura EMS Office from the sites of Okamura group. All errors have been duly corrected.
2. Nothing comes to our attention to suggest that there is no consistency between environmental performance data included in Okamura Group Sustainability Report 2021 and the data collected by Okamura EMS Office.

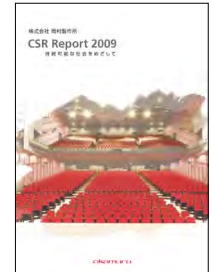
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History of Sustainability Activities at the Okamura Group

Years	Environmental/social activities	Environment-related communication/assessments/awards	
1945 } 1992	<ul style="list-style-type: none"> ● Production/sales of first particle board furniture in Japan [1966] ● Organization of pollution measures and facilities department [1966] ● Formulation of environmental measures policy for products [1991] ● Introduction of recycling car [1992] ● Stopped the use of the adhesive trichloroethane [1992] 	<ul style="list-style-type: none"> ● Takahata Plant received the "Energy Conservation Minister of International Trade and Industry Award" [1981] ● Takahata Plant received the "Chairperson's Award - Japan Greenery Research and Development Center" [1984] 	
1st Environmental Midterm Plan April 1993 } March 1997	<ul style="list-style-type: none"> ● Start of the 1st Environmental Midterm Plan, "Toward a Prosperous Future" [1993] ● Nakai Plant: Conducted environmental assessment [1996] ● Became member of Green Purchasing Network (GPN) [1996] ● Environmental Measures Department established [1996] 	<ul style="list-style-type: none"> ● Publication of the environmental pamphlet "Toward a Prosperous Future" [1995] 	
2nd Environmental Midterm Plan April 1997 } March 2000	<ul style="list-style-type: none"> ● Started operation of Green Wave, a voluntary environmental standard for products [1997] ● Introduction of environmental accounting [1997] ● Oppama Plant: ISO 14001 certification registration [September 1997] ● Started Green Office Activities [June 1999] 	<ul style="list-style-type: none"> ● Publication of environmental pamphlet Green Wave 21 [October 1997] ● Publication of Green Purchasing Guide [June 1998] ● Publication of 1999 Environmental Report [September 1999] 	
3rd Environmental Midterm Plan April 2000 } March 2003	<ul style="list-style-type: none"> ● Okamura: ISO 14001 Company-wide integrated certification registration [October 2000] ● Completion of ISO 14001 certification registration for all domestic production plants [2001] 	<ul style="list-style-type: none"> ● 2001 Environmental Report wins the "5th Environmental Report Award" Excellence Award [December 2001] ● Returnable transport package wins the "Asia Star Award" [December 2002] 	
4th Environmental Midterm Plan April 2003 } March 2006	<ul style="list-style-type: none"> ● GREEN WAVE 2010 Environmental Long-term Vision launched [April 2003] ● Contessa receives GREEN GUARD US environmental standard [June 2003] ● Achieved zero emissions at all Okamura production plants [March 2005] ● Siam Okamura Steel Co., Ltd.: ISO 14001 certification registration [February 2006] 	<ul style="list-style-type: none"> ● 2002 Environmental Report wins the "6th Environmental Report Award" Excellence Award [May 2003] 	
5th Environmental Midterm Plan April 2006 } March 2009	<ul style="list-style-type: none"> ● Obtained business certification from Japan Office Institutional Furniture Association (JOIFA) in response to the revision of the procurement standards of the Act on Promoting Green Procurement for wood materials [September 2006] ● Three products receive GREENGUARD certification [December 2007] ● Achieved zero emissions at the Yokohama Distribution Center [September 2008] ● Proposed "Eco for the Office" at the new products presentation [November 2008] ● Opened the Okamura Chair Museum [February 2009] 	<ul style="list-style-type: none"> ● 2005 Environmental Report wins the "9th Environmental Report Award" Excellence Award [May 2006] ● 2006 Environmental Report wins the "10th Environmental Communication Award" Excellence Award for Environmental Reports [February 2007] ● CSR Report 2007 wins the "2008 Japan B2B Advertising Award" Annual CSR Environmental Report Category Honorable Mention [January 2008] 	
6th Environmental Midterm Plan April 2009 } March 2012	<ul style="list-style-type: none"> ● Formulated the Okamura Group Timber Use Policy [October 2009] ● Formulated Green Wave+ voluntary environmental standard for products [2010] ● ACORN activities started [2010] ● Established the Okamura Group CSR Policy [March 2010] ● GREEN WAVE 2020 Environmental Long-term Vision launched [April 2010] ● FSC® certification/CoC certification obtained [June 2010] 	<ul style="list-style-type: none"> ● Received a letter of appreciation from the Director of the Ministry of Forestry for the "Kizukai (Due Care to Wood Use) Movement" award [January 2010] ● Received the Excellence Award in the "13th Green Purchasing Awards" [September 2011] 	

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Years	Environmental/social activities	Environment-related communication/assessments/ awards
7th Environmental Midterm Plan April 2012 } March 2015	<ul style="list-style-type: none"> Okamura Logistics Corporation: integrated ISO 14001 certification registration with Okamura [April 2012] Okamura Support and Service Corporation: ISO 14001 integrated certification registration with Okamura Group [February 2013] Achieved zero emissions at the Osaka Distribution Center [April 2013] Nakai Plant: Introduced heat pumps [September 2013] Kansai Regional Sales Office: Opened the Okamura Future Studio, KiZUKI LABO [February 2014] Revised the Okamura Group CSR Policy and Code of Conduct [April 2014] Introduction of biomass resources into products [November 2014] Fuji Production Base: Introduced water-cooled heat pumps [January 2015] 	<ul style="list-style-type: none"> Kagoshima Prefecture received the Minister of the Environment Award for a project in collaboration with Okamura that used local timber from the prefecture in furniture at the "14th Green Purchasing Awards" [October 2012] CSR Report 2012 wins the "Biodiversity Report Special Excellence Award" at "16th Environmental Communication Awards" [February 2013] Okamura Logistics Corporation Receives "20th Yokohama Environmental Activity Award" [March 2013] Exhibited at Eco-Products 2013 [December 2013] Exhibited at Eco-Products 2014 [December 2014] CSR Report 2014 wins the "Excellence Award (Jury Chairperson's Award)" at the "18th Environmental Communication Awards" [February 2015]
8th Environmental Midterm Plan April 2015 } March 2018	<ul style="list-style-type: none"> Achieved zero emissions at the Metropolitan Area Transfer Center and Chubu Distribution Center [April 2015] Achieved zero emissions at the Sendai Distribution Center [September 2015] Establishment of Work-Life Balance Promotion Committee [April 2016] Launch of Diversity Promotion Project [August 2016] Launch of WORK MILL [December 2016] Chubu Regional Sales Office: Opened MENNOLU LABO [December 2016] Launch of project for business improvement/changing ways of thinking [April 2017] Okamura Health Management Declaration [September 2017] Publication of WORK MILL with Forbes JAPAN ISSUE 01 [September 2017] Approved as a "TOKYO Work Style Reform Declaration Company" [December 2017] Certified as a Health & Productivity Outstanding Organization 2018 (White 500) (February 2018) 	<ul style="list-style-type: none"> Exhibited at Eco-Products 2015 [December 2015] CSR Report 2015 wins the "Environmental Reporting Category Excellence Award" at the "19th Environmental Communication Awards" [February 2016] NS Okamura Corporation receives the "Minister of the Environment Award for Promoting the Formation of a Recycling Society" [October 2016] Exhibited at Eco-Products 2016 [December 2016] NS Okamura Corporation receives the "Energy Conservation Grand Prize, Minister of Economy, Trade and Industry Award" [February 2017] CSR Report 2016 wins the "Excellence Award (Jury Chairperson's Award)" at the "20th Environmental Communication Awards" [February 2017] Exhibited at Eco-Products 2017 [December 2017]
9th Environmental Midterm Plan April 2018 } March 2020	<ul style="list-style-type: none"> Company name changed from Okamura Manufacturing to Okamura [April 2018] Start of the 9th Environmental Midterm Plan (April 2018) Established the CSR Promotion Office [April 2018] Certified as a Health & Productivity Outstanding Organization 2019 (White 500) (February 2019) Registered as a member of the Japan Climate Initiative (JCI) [December 2019] Endorsed the Declaration of Biodiversity by Keidanren [2019] Certified as a Health & Productivity Outstanding Organization 2020 (White 500) (February 2020) Participated in the United Nations Global Compact [February 2020] 	<ul style="list-style-type: none"> Exhibited at Eco-Products 2018 [December 2018] CSR Report 2018 wins the "Environmental Reporting Category Excellence Award" at the "22nd Environmental Communication Awards" [February 2019] CSR Report 2019 wins the "Environmental Reporting Category Excellence Award" at the "23rd Environmental Communication Awards" [February 2020]
10th Environmental Midterm Plan April 2020 } March 2023	<ul style="list-style-type: none"> Received L-Boshi (Level 2) certification [December 2020] point 0 marunouchi receives the WELL Certification Gold Rank [January 2021] Certified as a Sports Yell Company 2021 [February 2021] Certified as a Health & Productivity Outstanding Organization 2021 (White 500) (March 2021) Start of the 10th Environmental Midterm Plan (April 2021) Endorsed the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) [April 2021] Announced target for virtually zero CO₂ emissions by 2050 [June 2021] 	<ul style="list-style-type: none"> Sustainability Report 2020 wins the "Environmental Reporting Category Excellence Award" at the "24th Environmental Communication Awards" [February 2021]



CSR Report 2009



CSR Report 2012



CSR Report 2015



CSR Report 2019



Sustainability Report 2020

Contents	Feature	Company Profile	Promoting Sustainability
Responsible Corporate Activities	Creating Environments Where People Can Thrive	Global Environmental Initiatives	Pursuing Employee Satisfaction
			Data

Report Scope

The Okamura Group consists of 33 companies, and this report primarily covers Okamura Corporation and the following 24 companies. It also reports on the initiatives of the Okamura Group Health Insurance Association.

*The report scope of environment and human resources-related data is described in the data section.

Sales Locations	Hill International Inc.
	Td Japan Ltd.
	Ichie Co., Ltd.
	Okamura (China) Co., Ltd.
	Shanghai Okamura Architecture Co., Ltd.
	Okamura Trading (Shanghai) Co., Ltd ^{*1}
	Okamura Salotto Hong Kong Limited
	Okamura International (Singapore) Pte., Ltd.
	PT. Okamura Chitose Indonesia
	Okamura International Malaysia Sdn. Bhd.
	Siam Okamura International Co., Ltd.
	Okamura International Vietnam Co., Ltd.
Production Facilities	Kansai Okamura Corporation
	NS Okamura Corporation
	Sanyo Okamura Corporation
	Seeder Co., Ltd. ^{*2}
	FujiSeiko Co., Ltd.
	Hangzhou Okamura Transmission Co., Ltd.
	Sunahata Co., Ltd.

Service Locations	Okamura Logistics Corporation ^{*2}
	Okamura Support and Service Corporation
	SEC Co., Ltd.
	FM Solution Corporation
	Okamura Business Support Corporation
Other	Okamura Group Health Insurance Association

*1. Name changed to Okamura (Shanghai) Co., Ltd. from July 9, 2021.

*2. Integrated into Okamura Corporation through an absorption-type merger (July 1, 2020)

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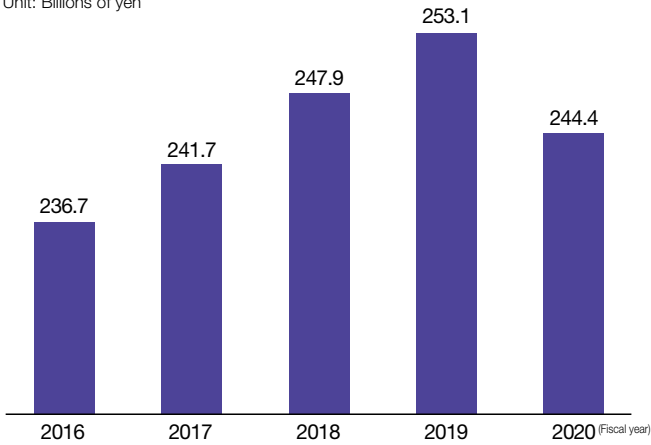
Item (purpose)		2016	2017	2018	2019	2020
Operating Results (Annual)						
Net sales	(millions of yen)	236,776	241,752	247,925	253,170	244,454
Gross profit	(millions of yen)	73,998	75,794	78,924	81,748	80,113
Selling, general and administrative expenses	(millions of yen)	62,182	62,651	66,506	68,357	65,937
Operating income	(millions of yen)	11,815	13,142	12,418	13,391	14,175
Ordinary income	(millions of yen)	12,761	14,000	13,677	14,712	15,377
Profit attributable to owners of parent	(millions of yen)	8,295	10,820	10,234	9,851	11,971
Financial Position (Fiscal year end)						
Total assets	(millions of yen)	216,216	233,110	229,276	236,327	245,473
Total net assets	(millions of yen)	114,249	125,585	130,403	135,497	139,776
Cash Flows						
Net cash provided by (used in) operating activities	(millions of yen)	11,439	12,059	9,464	14,501	26,921
Net cash provided by (used in) investing activities	(millions of yen)	△9,153	△7,665	△5,436	△5,661	△833
Net cash provided by (used in) financing activities	(millions of yen)	△4,184	△3,870	△3,860	△4,388	△13,073
Cash and cash equivalents at the end of the fiscal year	(millions of yen)	25,461	26,122	26,133	31,497	44,419
Borrowings and corporate bonds at the end of the fiscal year	(millions of yen)	23,490	23,001	22,530	22,140	21,721
Per Share Data						
Profit per share	(Yen)	75.30	98.23	92.92	89.44	112.51
Net assets per share	(Yen)	1,032.06	1,136.82	1,179.63	1,219.18	1,381.61
Cash dividends per share	(Yen)	24.00	26.00	28.00	32.00	32.00
Financial Indicators						
Operating income to net sales	(%)	5.0	5.4	5.0	5.3	5.8
Return on equity	(%)	7.5	9.1	8.0	7.5	8.8
Ordinary income to total assets	(%)	5.9	6.2	5.9	6.3	6.4
Equity ratio	(%)	52.6	53.7	56.7	56.8	56.5

Note: "Partial Amendments to Accounting Standard for Tax Effect Accounting" (Business Accounting Standard No. 28; February 16, 2018), etc., have been applied from the beginning of fiscal 2018. For the consolidated fiscal years from fiscal 2016 to fiscal 2017, the indicators and targets, etc., after retroactive application of the relevant accounting standards are stated.

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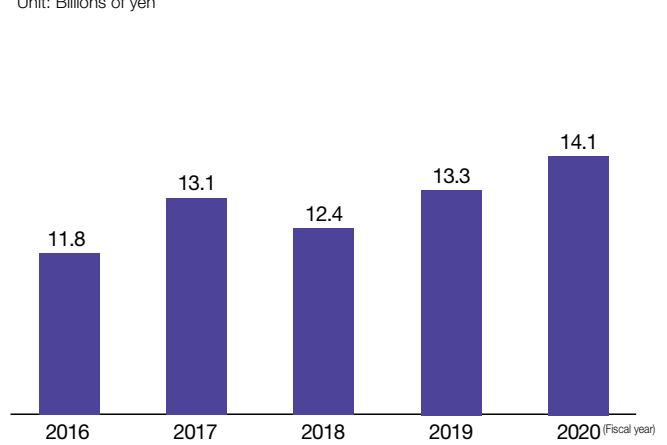
Net sales 244.4 billion yen (fiscal 2020)

Unit: Billions of yen



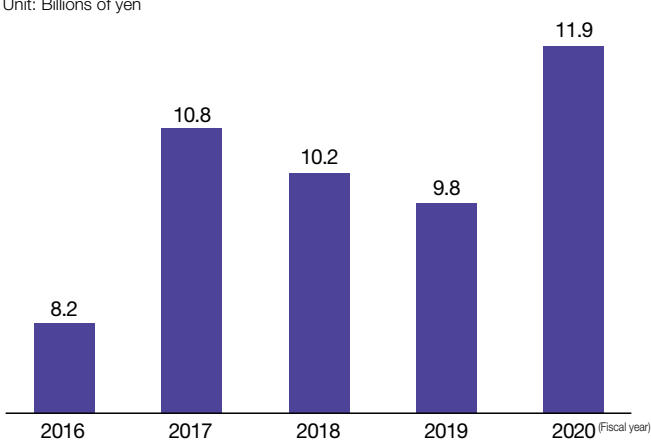
Operating income 14.1 billion yen (fiscal 2020)

Unit: Billions of yen

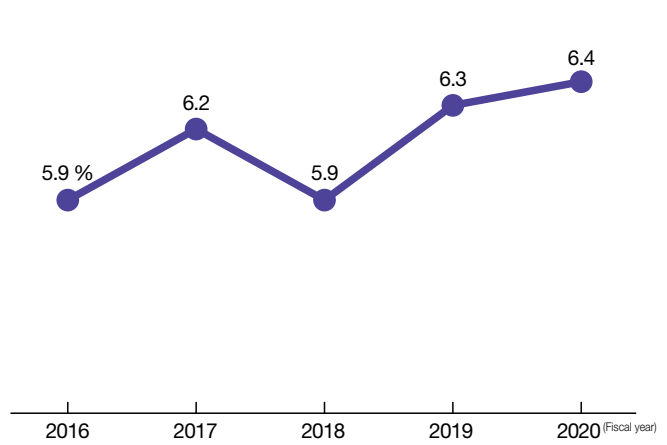


Profit attributable to owners of parent 11.9 billion yen (fiscal 2020)

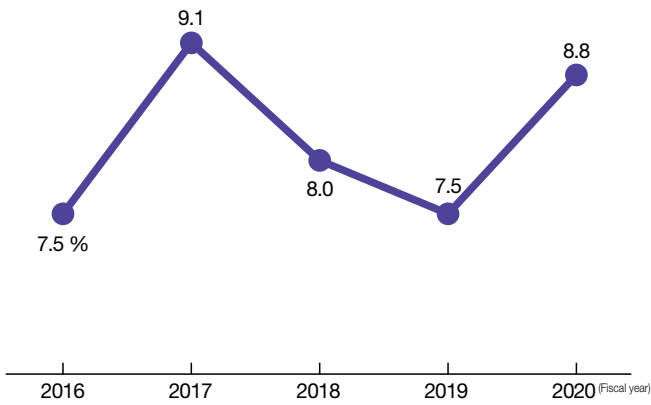
Unit: Billions of yen



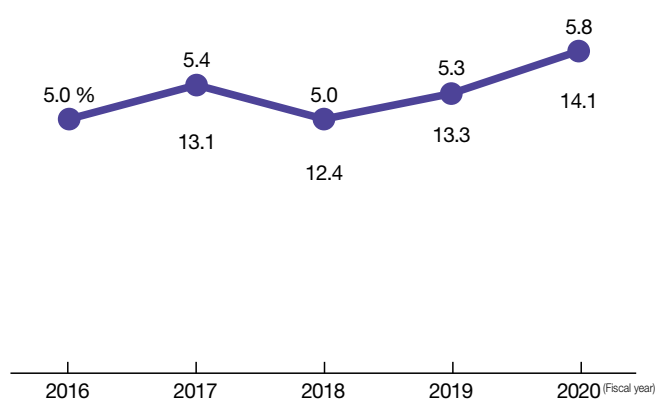
Ordinary income to total assets (ROA) 6.4% (fiscal 2020)



Return on equity (ROE) 8.8% (fiscal 2020)



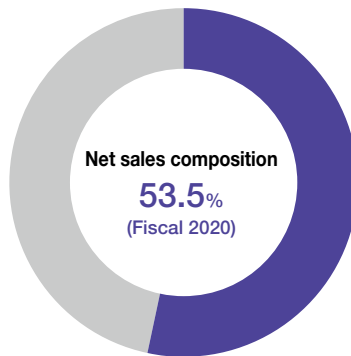
Operating income to net sales 5.8% (fiscal 2020)



Segment Information

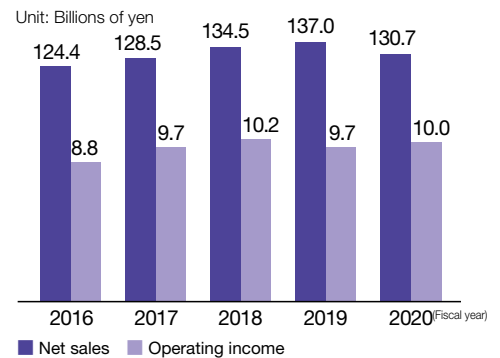
Office Furniture

In the Office Furniture segment, the trend to create new office environments, such as work style reform, is expanding nationwide, reaching a broad base of companies, regardless of industry or scale. This trend is further intensifying due to rapid changes in the ways that people work amid the novel coronavirus pandemic. Under these circumstances, the Company made active efforts to popularize proposals on how to create new office environments, leveraging the results obtained from our proof-of-concept office "LABO Office" to put into practice and verify new ways of working, in addition to the experience and knowledge gained from various measures executed within the Company as part of our own work style reform. As a result, net sales of this segment amounted to ¥130,783 million (a year-over-year decrease of 4.6%), and the segment income amounted to ¥10,059 million (a year-over-year increase of 3.3%). Compared to the previous consolidated fiscal year, net sales decreased while income increased for the fiscal year under review.



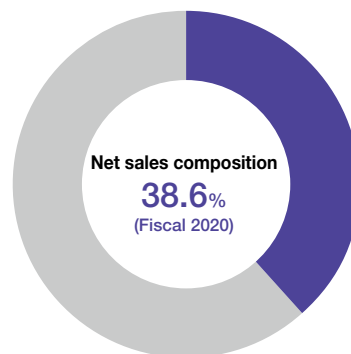
Net sales **130.7** billion yen (fiscal 2020)

Operating income **10.0** billion yen (fiscal 2020)



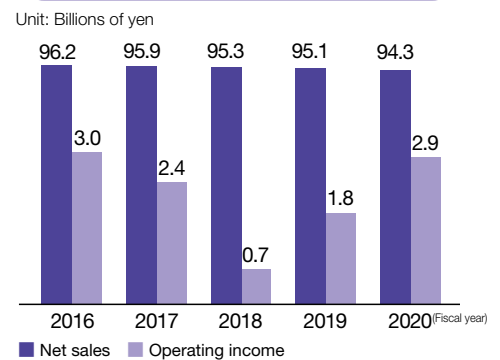
Store Displays

In the Store Display segment, renovation demand increased sharply after stagnating markedly as the request for continuation of operation issued by the authorities made it difficult for retailers such as supermarkets and drug stores, which represent the Company's main customer base, to temporarily close their operation amid the novel coronavirus pandemic. Under these circumstances, the Company stepped up efforts to deliver total solutions for display fixtures, store carts, store security products, and the like by leveraging the organization's comprehensive capabilities. The Company also made efforts to cater to new demand for infection prevention measures. As a result, the Company posted record high quarterly net sales and income in the fourth quarter for two consecutive quarters since the third quarter of the fiscal year ended March 31, 2021. As a result, net sales of this segment amounted to ¥94,329 million (a year-over-year decrease of 0.9%) and the segment income amounted to ¥2,968 million (a year-over-year increase of 63.4%). Compared to the previous consolidated fiscal year, net sales remained flat while income increased considerably for the fiscal year under review.



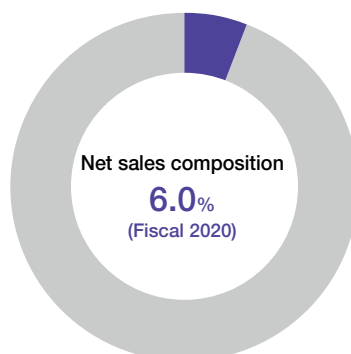
Net sales **94.3** billion yen (fiscal 2020)

Operating income **2.9** billion yen (fiscal 2020)



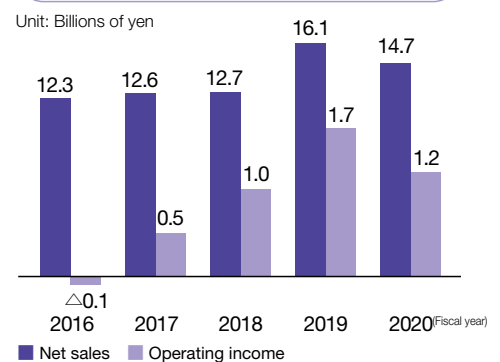
Material Handling Systems

In the Material Handling Systems segment, demand for automated warehouse equipment was more or less as predicted mainly among major logistics facilities on the back of growing labor-saving needs arising from labor shortages. Under these circumstances, the Company actively engaged in promotion activities for proposals that maximize the strengths of its products, which stand out due to their superiority. It also worked to take infection prevention measures thoroughly at work sites as well as to strengthen the engineering platform. Despite these efforts, the number of completed projects declined in the second half of the fiscal year under review mainly due to stagnation in sales negotiations at the beginning of the fiscal year and customers' postponement of investment resulting from the spread of novel coronavirus infections. As a result, the net sales of this segment amounted to ¥14,764 million (a year-over-year decrease of 8.4%) and the segment income amounted to ¥1,266 million (a year-over-year decrease of 28.4%). Compared to the previous consolidated fiscal year, both net sales and income decreased.



Net sales **14.7** billion yen (fiscal 2020)

Operating income **1.2** billion yen (fiscal 2020)



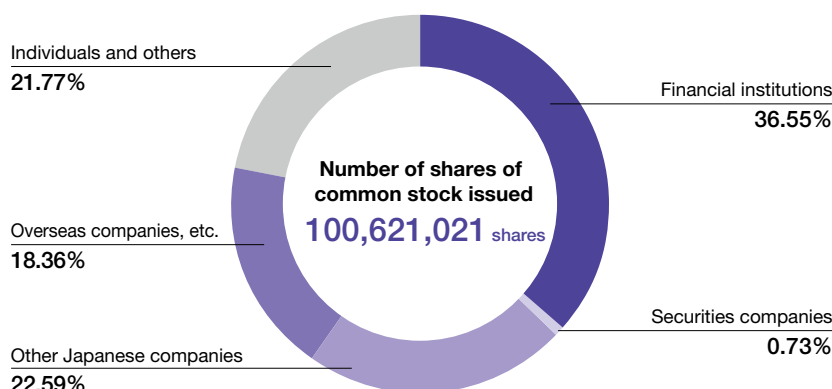
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Shareholder/Stock Information (As of March 31, 2021)

Stock information

Number of shares of common stock authorized	400,000,000	Trading units	100
Number of shares of common stock issued	100,621,021	Number of shareholders	6,011

Stock Distribution Status by Owner



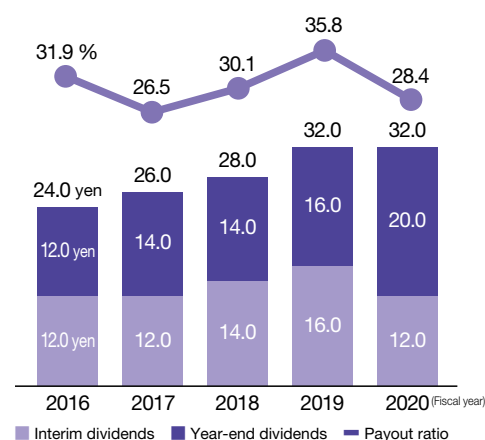
Major Shareholders

Shareholder	Number of share held (thousand shares)	Shareholding ratio (%)
Custody Bank of Japan, Ltd. (Trust Account)	10,048	9.99
Okamura Group Employees Stock Ownership Plan	6,356	6.32
The Master Trust Bank of Japan, Ltd. (Trust Account)	6,050	6.01
Meiji Yasuda Life Insurance Company	5,496	5.46
Nippon Steel Corporation	5,313	5.28
MUFG Bank, Ltd.	4,805	4.78
Mitsui Sumitomo Insurance Company, Limited	4,236	4.21
Okamura Cooperation Companies Stock Ownership Plan	3,859	3.84
The Bank of Yokohama, Ltd.	2,853	2.84
Government of Norway	1,878	1.87

- Notes:
- The number of shares held is rounded down to the nearest thousand.
 - The holding ratio excludes 313 shares of treasury stock held by the Company.
 - Japan Trustee Services Bank, Ltd. merged with JTC Holdings, Inc. and Trust & Custody Services Bank, Ltd. on July 27, 2020, and changed its trade name to Custody Bank of Japan, Ltd.

Cash dividends per share/Payout ratio

Interim dividends	12 yen (fiscal 2020)
Year-end dividends	20 yen (fiscal 2020)
Payout ratio	28.4% (fiscal 2020)



Contents	Feature	Company Profile	Promoting Sustainability
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Fiscal 2020 Environmental Targets, Activity Results, and Fiscal 2021 Environmental Targets

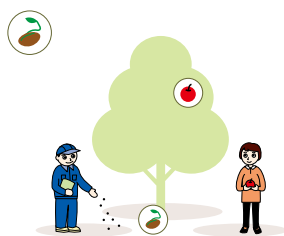
Okamura’s Eco Story—Nurturing Eco seeds and providing Eco fruits to customers

The Okamura Group Environmental Policy stipulates that the ideal way to expand the business is to contribute to the creation of a sustainable society by working as one and putting environmental activities into practice to nurture Eco seeds, and then providing customers with Eco fruit—that is, the products and services created through environmental activities. (See p. 78 for related information)

“Eco seeds,” what Okamura puts into practice

“Eco seeds” refer to efforts, such as those below, that are conducted in areas that are not visible to customers.

- Material use
- Production methods
- Transportation and packaging



“Eco fruits,” what Okamura proposes

“Eco fruits” are products and services that contain numerous numbers of benefits, such as those below, for customers.

- Products and services that use little energy when used
- Creating spaces with little waste and spaces that are highly functional and comfortable
- Products that do not use harmful chemical substances
- Highly versatile and durable products that can be used for many years

Scope of data aggregation for subsidiaries and associates

Production Facilities	Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation
Other Service Locations	Okamura Support and Service Corporation

Fiscal 2020 environmental targets, activity results, and fiscal 2021 environmental targets

“Eco seeds,” what Okamura puts into practice

1. Environmental protection activities in manufacturing

Activity purpose	Fiscal 2020 target	Fiscal 2020 activity results	Assessment	Fiscal 2021 target
1-1. Promotion of measures to prevent global warming Increase energy productivity	Respond to and then maintain a system to manage the response to the Energy Saving Law ● Increase energy productivity 1% year on year. Production related: Reduce unit energy consumption per in-house finished product by 1.1% year on year. Assess plant energy productivity. Office related: Maintain unit energy consumption per total number of employees. Manage volume of energy used for employees (the measurement is OKL).	Responded to and then maintained a system to manage the response to the Energy Saving Law ● Production related: 672,503 GJ, 1.5% per unit increase Office related: 97,207 GJ, 9.7% per unit increase	A	Respond to and then maintain a system to manage the response to the Energy Saving Law ● Reduce greenhouse gas emissions: 1,000 t of CO ₂ emission reduction per year for the entire group ● Reduce fuel-related energy consumption: Reduce industrial fuel consumption by 1% on average over 5 years (CO ₂ conversion assessment) Reduce vehicle fuel consumption by 5% on average over 5 years (CO ₂ conversion assessment) ● Increase energy productivity: Production related: Reduce unit energy consumption per in-house finished product by 1.1% year on year Office related: Maintain unit energy consumption per total number of employees
Global warming prevention in distribution	Manage CO ₂ emissions reductions as a specified consigner Improve 1% year on year per unit	Reduced CO ₂ emissions by increasing distribution efficiency. Improved 3.6% year on year per unit	A	Distribution: Reduce CO ₂ emissions by 1% year on year per unit as a specified consigner and in work in the warehouse.
1-2. Promote resource recycling through resource saving and reducing waste	Increase recycling rate for distribution and installation work-related waste	Ascertained recycling rate and assessed results	A	Production waste measures: Maintain consumption rate per in-house finished product
Installation work waste measures	Operational assessment of manifest digitization	Expanded digitization of manifests	A	
Production/distribution waste measures	Maintain zero emissions and expand target scope	Maintain zero emissions and expand target scope	A	Distribution and installation work waste: Maintain zero emissions, continue manifest digitization, and expand target scope

Contents	Feature	Company Profile	Promoting Sustainability
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Activity purpose	Fiscal 2020 target	Fiscal 2020 activity results	Assessment	Fiscal 2021 target
1-3. Reduce degree of environmental impact	Reduce released/transferred substances subject to the PRTR Act 1% year on year per unit of in-house finished product	Reduced released/transferred substances subject to the PRTR Act 12.3% year on year per unit of in-house finished product	A	Reduce released/transferred substances subject to the PRTR Act 1% year on year per unit of in-house finished product Reduce use of water resources 1% year on year per unit of in-house finished product
1-4. Promote environmentally conscious planning and design in product development	Increase product development rate (GW and GW+ development product management)	Established numerical targets for application rate during planning and ascertained results	A	Increase product development rate (GW and GW+ development product management)
	Improve product environmental information management (operational assessment)	Prepared technical information Expanded products that comply with global standards	A	Improve accuracy of product assessment
	Improve accuracy of assessment management (reassess current status)	Assessed effectiveness of new check sheet	A	

2. Spreading environmental activities throughout society

2-1. Promote social contribution activities Focus on ACORN activities and school education	Actively promote ACORN activities		A	Promote development of ACORN activities
	Social contribution activities by conducting environmental education classes at schools	Conducted online classes on the environment	A	Social contribution activities by conducting environmental education classes at schools

Fiscal 2020 environmental targets, activity results, and fiscal 2021 environmental targets

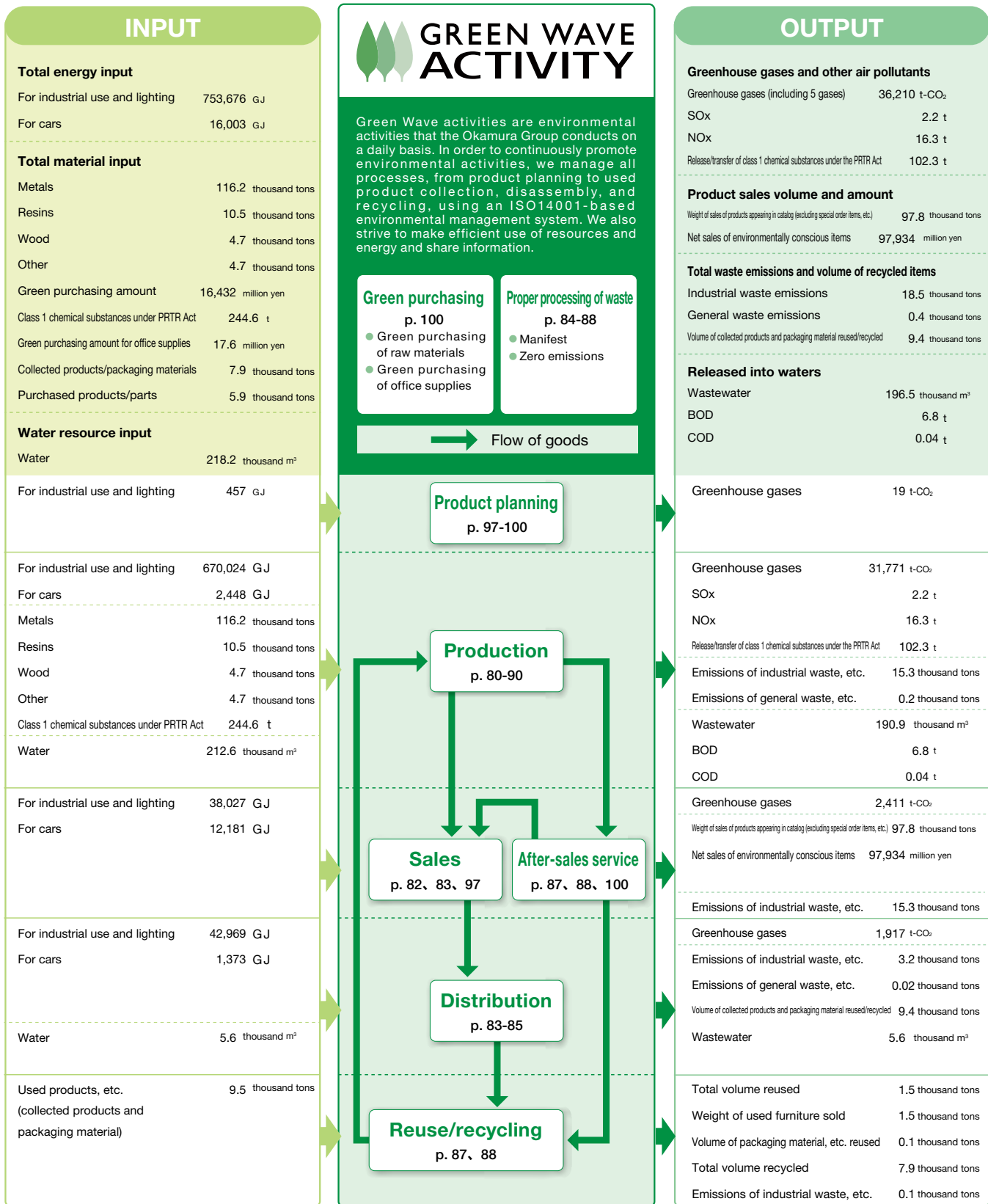
“Eco fruits,” what Okamura proposes

3. Product/space proposals to customers

Activity purpose	Fiscal 2020 target	Fiscal 2020 activity results	Assessment	Fiscal 2021 target
3-1. Provide environmentally conscious products and promote space planning	Increase sales ratio of environmentally conscious products (GW and GW+ sales product management)	Continuously ascertained sales ratio by business area	A	Increase sales ratio of environmentally conscious products (GW and GW+ sales product management)
	Increase ratio of office and store environmental proposals	Continued to propose products with reduced environmental burden	A	Increase ratio of office and store environmental proposals
3-2. Promote sustainable use of forest resources	Increase sales ratio of products that use legal timber	Conducted FSC-specialized training	A	Promote use based on Timber Use Policy
3-3. Promote product information disclosure methods	Increase accuracy of product environmental information disclosure	131 instances of product information disclosures	A	Compliance information with laws and standards and response to customer needs




Contents	Feature	Company Profile	Promoting Sustainability
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Balance of Environmental Impact Associated With Okamura Group Business Activities (Fiscal 2020)



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Environmental Management Data for Production Plants, Distribution Locations, and Major Subsidiaries and Associates (Fiscal 2020)

Name of plant/major subsidiary or associate	Production plants		
	Oppama Plant	Takahata Plant	Tsukuba Plant
			
Address	5-2944-1 Urago-cho, Yokosuka, Kanagawa Prefecture	Takahata-machi, Higashi Okitama-gun, Yamagata Prefecture 2635 Kitaharago, Nukanome	1-2-2 Midorigahara, Tsukuba City, Ibaraki Prefecture Techno-Park Toyosato
Land area (m ²)	56,352	114,459	99,457
Buildings (total floor area) (m ²)	52,343	27,278	41,376
Greening area (m ²)	3,492	45,401	41,718
Ratio of greening (%)	6.2%	39.7%	41.9%
Main products	Office environment equipment, torque converters	Office environment equipment (wood), store equipment	Office environment equipment, store equipment

Environmental performance

Item (unit)	Actual	Actual	Actual
Name of plant/major subsidiary or associate	Oppama Plant	Takahata Plant	Tsukuba Plant
Total energy input (GJ) ¹	100,902.5	37,333.8	99,816.0
Water			
Water resource input (m ³) ²	11,829.0	13,201.0	31,600.0
Rainwater input (m ³)	—	—	—
Water saved through water-saving system (m ³)	387.0	—	7,977.8
Total wastewater (m ³)	9,479.0	13,201.0	31,600.0
Air			
CO ₂ emissions (t-CO ₂) ¹	4,523.0	1,789.3	4,575.4
Ozone-depleting substance emissions (ODP-kg)	—	—	—
SOx emissions (t)	0.001	1.956	—
NOx emissions (t)	0.051	6.857	1.574
Industrial waste			
Volume recycled (t)	2,767.1	251.7	1,185.4
Final disposal volume (t)	—	—	—
Substances subject to the PRTR Act ³			
Volume handled (kg)	62,986.0	109.2	18,115.8
Released into air (kg)	13,321.6	—	8,373.1
Toluene (kg)	472.1	—	4.4
Xylene (kg)	6,986.3	—	1,217.4
Other (kg)	5,863.2	—	7,151.2
Released into public waters (kg)	—	85.5	—
Transferred into sewer (kg)	35.0	—	—
Transferred to waste (kg)	676.4	23.7	2,146.1
Generation of offensive odors			
Xylene (ppm)	—	—	0.100
Isobutanol (ppm)	—	—	0.090
Ethyl acetate (ppm)	—	—	0.300
Toluene (ppm)	—	—	1.000
Styrene (ppm)	—	—	0.040
Ethylbenzene (ppm)	—	—	—
Odor index	10.0	16.0	—
Waters ⁴			
BOD emissions (t)	0.014	2.300	2.729
COD emissions (t)	0.018	—	—
Nitrogen emissions (t)	0.013	—	—
Phosphorus emissions (t)	0.001	—	—

¹ Calculation coefficients of total energy input and CO₂ emissions are based on the standard calorific value and carbon emission coefficients for each energy source in the "Comprehensive Energy Statistics" and the energy consumption (crude oil equivalent) simple calculation table in the "Summary of the Energy Conservation Act."

² Water resource input is the total of tap water, industrial water, ground water, and rain water. The water resource input and the total wastewater output from the Tsurumi Plant is not included in this report since they are not used in the production process and have a minor impact.

³ No substances subject to the PRTR Act were released into the soil or disposed of in landfills at plants. If the content of target substances in materials and other items is reported as 0.1–1.0%, etc., calculations are made using 1%.

⁴ Released into waters includes wastewater released into public waters by the Fuji Plant, Gotemba Plant, NS Okamura Corporation, and Sanyo Okamura Corporation.




⁵ Please refer to page 83 for greenhouse gas emissions at the distribution stage.

Main responses to laws and regulations

Item (unit)	Regulation	Actual value	Regulation	Actual value	Regulation	Actual value
	value		value		value	
Name of plant/major subsidiary or associate	Oppama Plant		Takahata Plant		Tsukuba Plant	
Air						
SOx emission concentration (m ³ /h)	0.2	0.0	11.2	0.1	—	—
NOx emission concentration (ppm)	590.0	343.0	300.0	81.0	—	22.0
Soot and smoke emission concentration (g/m ³ N)	0.3	0.0	0.6	0.0	—	0.0
Noise						
Magnitude (daytime/morning and evening/night) (dB)	75/75/65	72/60	70/65/55	61/46/40	60/55/50	54/46/46
Vibrations						
Magnitude (daytime/night) (dB)	65/55	54/38	65/60	42/29	60/55	44/40

* "Regulation value" is based on law, local ordinance, etc. * "Actual value" is the maximum value. * — : No actual figure or it is not regulated.

Contents	Feature	Company Profile	Promoting Sustainability
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Name of plant/major subsidiary or associate	Production plants		
	Fuji Plant	Nakai Plant	Tsurumi Plant
			
Address	102-1 Osaka, Gotemba, Shizuoka Prefecture	390 Sakai, Nakai-machi, Ashigarakami-gun, Kanagawa Prefecture	2-2-17 Suehiro-cho, Tsurumi-ku, Yokohama, Kanagawa Prefecture
Land area (m ²)	85,763	53,890	11,411
Buildings (total floor area) (m ²)	56,091	35,388	4,135
Greening area (m ²)	14,837	20,128	2,339
Ratio of greening (%)	17.3%	37.4%	20.5%
Main products	Store display fixtures, etc.	Store display fixtures	Transfer conveyor systems

Environmental performance

Item (unit)		Actual	Actual	Actual
Name of plant/major subsidiary or associate		Fuji Plant	Nakai Plant	Tsurumi Plant
Total energy input (GJ) ¹		145,918.2	44,158.1	2,012.9
Water	Water resource input (m ³) ²	91,248.0	2,940.0	—
	Rainwater input (m ³)	—	1,036.0	—
	Water saved through water-saving system (m ³)	—	13,617.0	—
	Total wastewater (m ³)	91,248.0	448.0	—
Air	CO ₂ emissions (t-CO ₂) ¹¹	6,701.6	2,017.3	85.3
	Ozone-depleting substance emissions (ODP-kg)	—	—	—
	SOx emissions (t)	—	—	—
	NOx emissions (t)	1,486	0.052	—
Industrial waste	Volume recycled (t)	2,559.8	2,210.0	8.3
	Final disposal volume (t)	—	—	—
Substances subject to the PRTR Act ³	Volume handled (kg)	63,957.0	64.0	29.5
	Released into air (kg)	58,913.9	—	28.0
	Toluene (kg)	22,309.4	—	24.6
	Xylene (kg)	15,153.6	—	1.4
	Other (kg)	21,450.9	—	2.0
	Released into public waters (kg)	324.9	1.3	—
	Transferred to sewer (kg)	—	—	—
Generation of offensive odors	Transferred to waste (kg)	3,138.1	60.8	1.5
	Xylene (ppm)	—	—	—
	Isobutanol (ppm)	—	—	—
	Ethyl acetate (ppm)	—	—	—
	Toluene (ppm)	—	—	—
	Styrene (ppm)	—	—	—
	Ethylbenzene (ppm)	—	—	—
Waters ⁴	Odor index	10.0	10.0	—
	BOD emissions (t)	0.374	0.0022	—
	COD emissions (t)	—	—	—
	Nitrogen emissions (t)	0.301	—	—
	Phosphorus emissions (t)	0.666	—	—

¹ Calculation coefficients of total energy input and CO₂ emissions are based on the standard calorific value and carbon emission coefficients for each energy source in the "Comprehensive Energy Statistics" and the energy consumption (crude oil equivalent) simple calculation table in the "Summary of the Energy Conservation Act."

² Water resource input is the total of tap water, industrial water, ground water, and rain water. The water resource input and the total wastewater output from the Tsurumi Plant is not included in this report since they are not used in the production process and have a minor impact.

³ No substances subject to the PRTR Act were released into the soil or disposed of in landfills at plants. If the content of target substances in materials and other items is reported as 0.1–1.0%, etc., calculations are made using 1%.

⁴ Released into waters includes wastewater released into public waters by the Fuji Plant, Gotemba Plant, NS Okamura Corporation, and Sanyo Okamura Corporation.



⁵ Please refer to page 83 for greenhouse gas emissions at the distribution stage.

Main responses to laws and regulations

Item (unit)	Regulation value	Actual value	Regulation value	Actual value	Regulation value	Actual value
	Fuji Plant		Nakai Plant		Tsurumi Plant	
Air	SOx emission concentration (m ³ N/h)	—	—	—	—	—
	NOx emission concentration (ppm)	120.0	16.3	230.0	13.0	—
	Soot and smoke emission concentration (g/m ³ N)	0.3	0.0	0.2	0.0	—
Noise	Magnitude (daytime/morning and evening/night) (dB)	65/70/—	59.6/59.4/—	75/75/65	48.7/45.9/47.2	—
Vibrations	Magnitude (daytime/night) (dB)	70/—	46/—	70/65	38/38	—

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Name of plant/major subsidiary or associate	Production plants	
	Gotemba Plant	Distribution locations
		
Address	744 Kita, Shibanta, Shizuoka Prefecture	2-4-3 Suehiro-cho, Tsurumi-ku, Yokohama, Kanagawa Prefecture
Land area (m ²)	87,028	43,969
Buildings (total floor area) (m ²)	33,012	77,254
Greening area (m ²)	34,360	6,644
Ratio of greening (%)	39.5%	15.1%
Main products	Refrigerated showcases	Shipping, storage, cargo handling, distribution, processing, installation work, and interior/finishing carpentry work

Environmental performance

Name of plant/major subsidiary or associate	Item (unit)	Actual	Actual
		Gotemba Plant	Distribution locations
Total energy input (GJ) ¹		73,919.5	44,342.7
Water	Water resource input (m ³) ²	10,630.0	5,599.3
	Rainwater input (m ³)	—	—
	Water saved through water-saving system (m ³)	—	—
	Total wastewater (m ³)	6,342.0	5,599.3
Air	CO ₂ emissions (t-CO ₂) ¹	3,505.6	1,889.3
	Ozone-depleting substance emissions (ODP-kg)	—	—
	SOx emissions (t)	—	—
	NOx emissions (t)	0.540	—
Industrial waste	Volume recycled (t)	2,558.2	3,168.6
	Final disposal volume (t)	—	22.1
Substances subject to the PRTR Act ³	Volume handled (kg)	86,882.4	—
	Released into air (kg)	5,279.9	—
	Toluene (kg)	1,037.6	—
	Xylene (kg)	1,748.0	—
	Other (kg)	2,494.3	—
	Released into public waters (kg)	—	—
	Transferred to sewer (kg)	—	—
Generation of offensive odors	Transferred to waste (kg)	584.8	—
	Xylene (ppm)	—	—
	Isobutanol (ppm)	—	—
	Ethyl acetate (ppm)	—	—
	Toluene (ppm)	—	—
	Styrene (ppm)	—	—
	Ethylbenzene (ppm)	—	—
Waters ⁴	Odor index	10.0	—
	BOD emissions (t)	0.051	—
	COD emissions (t)	0.017	—
	Nitrogen emissions (t)	0.011	—
	Phosphorus emissions (t)	—	—

*1 Calculation coefficients of total energy input and CO₂ emissions are based on the standard calorific value and carbon emission coefficients for each energy source in the "Comprehensive Energy Statistics" and the energy consumption (crude oil equivalent) simple calculation table in the "Summary of the Energy Conservation Act."

*2 Water resource input is the total of tap water, industrial water, ground water, and rain water. The water resource input and the total wastewater output from the Tsurumi Plant is not included in this report since they are not used in the production process and have a minor impact.

*3 No substances subject to the PRTR Act were released into the soil or disposed of in landfills at plants. If the content of target substances in materials and other items is reported as 0.1–1.0%, etc., calculations are made using 1%.

*4 Released into waters includes wastewater released into public waters by the Fuji Plant, Gotemba Plant, NS Okamura Corporation, and Sanyo Okamura Corporation.




*5 Please refer to page 83 for greenhouse gas emissions at the distribution stage.

Main responses to laws and regulations

Name of plant/major subsidiary or associate	Item (unit)	Regulation value	Actual value	Regulation value	Actual value
		Gotemba Plant		Distribution locations	
Air	SOx emission concentration (m ³ N/h)	15.6	—	—	—
	NOx emission concentration (ppm)	230.0	40.0	—	—
	Soot and smoke emission concentration (g/m ³ N)	—	—	—	—
Noise	Magnitude (daytime/morning and evening/night) (dB)	55/50/45	52//43.6	—	—
Vibrations	Magnitude (daytime/night) (dB)	65/55	42/—	—	—

* "Regulation value" is based on law, local ordinance, etc. * "Actual value" is the maximum value. * - : No actual figure or it is not regulated.

Contents	Feature	Company Profile	Promoting Sustainability
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Name of plant/major subsidiary or associate	Subsidiaries and associates		
	Kansai Okamura Corporation	NS Okamura Corporation	Sanyo Okamura Corporation
			
Address	2-8-63 Inada-Uemachi, Higashi Osaka, Osaka	23-15 Suzuko-cho, Kamaishi City, Iwate Prefecture	1 Aino-machi, Takahashi-shi, Okayama Prefecture
Land area (m ²)	23,853	22,048	36,098
Buildings (total floor area) (m ²)	30,731	12,064	28,749
Greening area (m ²)	2,210	3,308	6,471
Ratio of greening (%)	9.3%	15.0%	17.9%
Main products	Office environment equipment	Inventory management shelves, office environment equipment	Office environment equipment, store display fixtures

Environmental performance

Item (unit)		Actual	Actual	Actual
Name of plant/major subsidiary or associate		Kansai Okamura Corporation	NS Okamura Corporation	Sanyo Okamura Corporation
Total energy input (GJ) ¹		83,293.0	46,800.8	38,317.0
Water	Water resource input (m ³) ²	22,942.0	5,359.0	21,698.0
	Rainwater input (m ³)	—	—	—
	Water saved through water-saving system (m ³)	—	—	8,359.8
	Total wastewater (m ³)	23,101.0	2,851.0	12,626.0
Air	CO ₂ emissions (t-CO ₂) ¹¹	3,470.2	2,490.1	2,483.0
	Ozone-depleting substance emissions (ODP-kg)	—	—	—
	SOx emissions (t)	—	0.253	—
	NOx emissions (t)	0.700	3.770	1.310
Industrial waste	Volume recycled (t)	1,887.7	1,073.9	765.8
	Final disposal volume (t)	—	—	—
Substances subject to the PRTR Act ³	Volume handled (kg)	1,520.2	608.3	10,329.2
	Released into air (kg)	371.6	7.0	6,543.6
	Toluene (kg)	0.9	7.0	—
	Xylene (kg)	—	—	1,380.0
	Other (kg)	370.8	—	5,163.6
	Released into public waters (kg)	11.1	—	—
	Transferred into sewer (kg)	8.1	—	34.6
Generation of offensive odors	Transferred to waste (kg)	190.5	592.9	1,549.4
	Xylene (ppm)	—	—	—
	Isobutanol (ppm)	—	—	—
	Ethyl acetate (ppm)	—	—	—
	Toluene (ppm)	—	—	—
	Styrene (ppm)	—	—	—
Waters ⁴	Ethylbenzene (ppm)	—	—	—
	Odor index	—	—	—
	BOD emissions (t)	1.220	—	0.131
	COD emissions (t)	—	—	—
	Nitrogen emissions (t)	—	—	0.352
	Phosphorus emissions (t)	—	—	0.781

*1 Calculation coefficients of total energy input and CO₂ emissions are based on the standard calorific value and carbon emission coefficients for each energy source in the "Comprehensive Energy Statistics" and the energy consumption (crude oil equivalent) simple calculation table in the "Summary of the Energy Conservation Act."

*2 Water resource input is the total of tap water, industrial water, ground water, and rain water. The water resource input and the total wastewater output from the Tsurumi Plant is not included in this report since they are not used in the production process and have a minor impact.

*3 No substances subject to the PRTR Act were released into the soil or disposed of in landfills at plants. If the content of target substances in materials and other items is reported as 0.1-1.0%, etc., calculations are made using 1%.

*4 Released into waters includes wastewater released into public waters by the Fuji Plant, Gotemba Plant, NS Okamura Corporation, and Sanyo Okamura Corporation.

*5 Please refer to page 83 for greenhouse gas emissions at the distribution stage.

Main responses to laws and regulations

Item (unit)		Regulation value	Actual value	Regulation value	Actual value	Regulation value	Actual value
Name of plant/major subsidiary or associate		Kansai Okamura Corporation	NS Okamura Corporation	NS Okamura Corporation	Sanyo Okamura Corporation	Sanyo Okamura Corporation	Sanyo Okamura Corporation
Air	SOx emission concentration (m ³ /h)	—	—	9.0	0.0	13.8	—
	NOx emission concentration (ppm)	150.0	37.0	176.7	57.3	245.0	26.3
	Soot and smoke emission concentration (g/m ³ N)	0.1	0.0	0.4	0.0	0.5	0.0
Noise	Magnitude (daytime/morning and evening/night) (dB)	70/65/60	—/—/—	70/65/60	52/54/48	55/45/40	54.4/—/—
Vibrations	Magnitude (daytime/night) (dB)	70/65	—/—	—/—	—/—	55/50	45/—

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Employee-related Data Report Scope

Report scope

Unless otherwise stated, the totals are as follows.

		Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Okamura Corporation^{*1}		○	○	○	○	○
Domestic subsidiaries and associates	Okamura Support and Service Corporation	-	-	-	-	○
	FM Solution Corporation	-	-	-	-	○
	Hill International Inc.	-	-	-	-	○
	Td Japan Ltd.	-	-	-	-	○
	Kansai Okamura Corporation	-	-	-	-	○
	Okamura Business Support Corporation	-	-	-	-	○
	Okamura Logistics Corporation ^{*2}	-	-	-	-	○
	SEC Co., Ltd.	-	-	-	-	○
	NS Okamura Corporation	-	-	-	-	○
	Sanyo Okamura Corporation	-	-	-	-	○
	FujiSeiko Co., Ltd.	-	-	-	-	○
	Sunahata Co., Ltd.	-	-	-	-	○
	Ichie Co., Ltd.	-	-	-	-	○
	Seeder Co., Ltd. ^{*2}	-	-	-	-	○
Overseas subsidiaries and associates	Okamura International (Singapore) Pte., Ltd.	-	-	-	-	○
	Okamura (China) Co., Ltd.	-	-	-	-	○
	Shanghai Okamura Architecture Co., Ltd.	-	-	-	-	○
	Okamura Trading (Shanghai) Co., Ltd.	-	-	-	-	○
	Okamura Salotto Hong Kong Limited	-	-	-	-	○
	Hangzhou Okamura Transmission Co., Ltd.	-	-	-	-	○
	PT. Okamura Chitose Indonesia	-	-	-	-	○
	Siam Okamura International Co., Ltd.	-	-	-	-	○
	Okamura International Malaysia Sdn. Bhd.	-	-	-	-	○
	Okamura International Vietnam Co., Ltd.	-	-	-	-	○

*1 Company name changed from Okamura Manufacturing Facility to Okamura Corporation on April 1, 2018

*2. Integrated into Okamura Corporation through an absorption-type merger (July 1, 2020)

Explanation of terms

Terms	Definitions
Employees	Employees with direct employment relationships (excluding temporary employees)
Regular employees	Of the employees with direct employment relationships, full-time employees with permanent employment (Excluding contract employees, fixed-term employees, and part-time employees who have converted from fixed-term employment contracts to indefinite employment contracts)
Non-regular employees	Employees with direct employment relationships who are not considered full-time employees with fixed-term contracts or have working hours that are less than full-time (Contract employees, fixed-term employees, part-time employees, etc.)

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Employee Status

Employee composition

(As of March 20 of each fiscal year^{*1})

	Unit	Fiscal 2016			Fiscal 2017			Fiscal 2018			Fiscal 2019			Fiscal 2020		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Okamura Corporation	People	3,090	607	3,697	3,142	641	3,783	3,222	710	3,932	3,250	766	4,016	3,458	845	4,303
Regular employees	^{*2} People	2,833	495	3,328	2,897	532	3,429	3,001	594	3,595	3,028	647	3,675	3,239	711	3,950
Non-regular employees	People	257	112	369	245	109	354	221	116	337	222	119	341	219	134	353
Domestic subsidiaries and associates	People	-	-	-	-	-	-	-	-	-	-	-	-	885	170	1,055
Regular employees	^{*3} People	-	-	-	-	-	-	-	-	-	-	-	-	817	153	970
Non-regular employees	^{*3} People	-	-	-	-	-	-	-	-	-	-	-	-	68	17	85
Overseas subsidiaries and associates	People	-	-	-	-	-	-	-	-	-	-	-	-	183	152	335
Regular employees	^{*3} People	-	-	-	-	-	-	-	-	-	-	-	-	176	150	326
Non-regular employees	^{*3} People	-	-	-	-	-	-	-	-	-	-	-	-	7	2	9
Okamura Group total	People	-	-	-	-	-	-	-	-	-	-	-	-	4,526	1,167	5,693
Regular employees	People	-	-	-	-	-	-	-	-	-	-	-	-	4,232	1,014	5,246
Non-regular employees	People	-	-	-	-	-	-	-	-	-	-	-	-	294	153	447

*1 Includes some aggregated data as of March 31

*2 Includes seconded employees from other companies and employees seconded to other companies

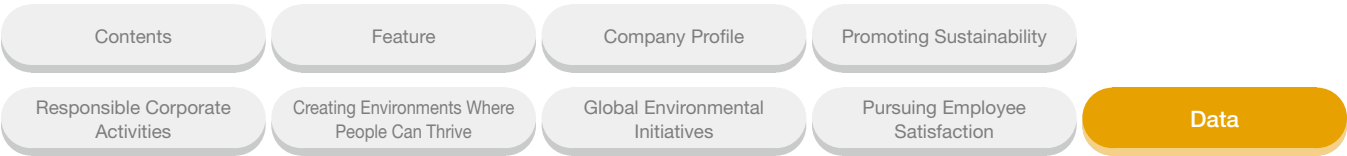
*3 Excludes seconded employees from companies within the Okamura Group

Average years of service of regular employees^{*1}

(As of March 20 of each fiscal year)

	Unit	Fiscal 2016			Fiscal 2017			Fiscal 2018			Fiscal 2019			Fiscal 2020		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Okamura Corporation	Year	17.6	11.2	16.6	17.5	11.0	16.5	17.4	11.3	16.4	17.7	11.2	16.5	18.1	11.3	16.8

*1 Excludes seconded employees



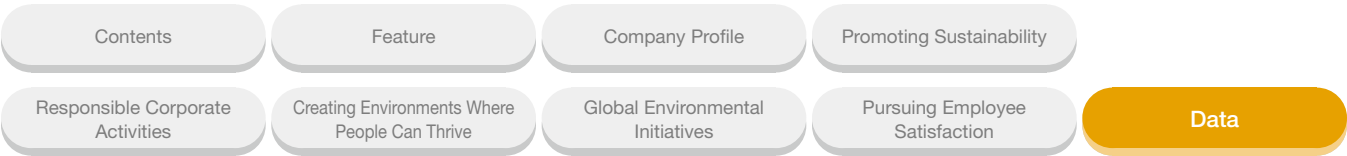
Number of new employees and percentage of new employees

(Aggregation period for each fiscal year: From March 21 of the current year to March 20 of the following year*)

		Unit	Fiscal 2016			Fiscal 2017			Fiscal 2018			Fiscal 2019			Fiscal 2020		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Okamura Corporation		People	139	59	198	155	66	221	222	94	316	165	81	246	171	74	245
All employees	Percentage of new employees by gender	%	70.2	29.8	100.0	70.1	29.9	100.0	70.3	29.7	100.0	67.1	32.9	100.0	69.8	30.2	100.0
Regular employees	Number of new graduates hired	People	64	29	93	86	38	124	83	30	113	89	48	137	98	43	141
	Number of mid-career employees hired	People	51	15	66	36	7	43	86	6	92	37	8	45	36	6	42
Under 30 years old		People	106	33	139	126	44	170	156	41	197	126	57	183	116	46	162
	Percentage of new hires who are under 30 years old	%	76.3	55.9	70.2	81.3	66.7	76.9	70.3	43.6	62.3	76.4	70.4	74.4	67.8	62.2	66.1
	Gender ratio within the same age group	%	76.3	23.7	100.0	74.1	25.9	100.0	79.2	20.8	100.0	68.9	31.1	100.0	71.6	28.4	100.0
Age 30-49		People	27	26	53	21	19	40	47	48	95	26	18	44	32	24	56
	Percentage of new hires who are age 30-49	%	19.4	44.1	26.8	13.5	28.8	18.1	21.2	51.1	30.1	15.8	22.2	17.9	18.7	32.4	22.9
	Gender ratio within the same age group	%	50.9	49.1	100.0	52.5	47.5	100.0	49.5	50.5	100.0	59.1	40.9	100.0	57.1	42.9	100.0
50 and over		People	6	0	6	8	3	11	19	5	24	13	6	19	23	4	27
	Percentage of new hires who are 50 and over	%	4.3	0.0	3.0	5.2	4.5	5.0	8.6	5.3	7.6	7.9	7.4	7.7	13.5	5.4	11.0
	Gender ratio within the same age group	%	100.0	0.0	100.0	72.7	27.3	100.0	79.2	20.8	100.0	68.4	31.6	100.0	85.2	14.8	100.0
Domestic subsidiaries and associates		People	-	-	-	-	-	-	-	-	-	-	-	-	28	16	44
All employees	Percentage of new employees by gender	%	-	-	-	-	-	-	-	-	-	-	-	-	63.6	36.4	100.0
Under 30 years old		People	-	-	-	-	-	-	-	-	-	-	-	-	22	11	33
	Percentage of new hires who are under 30 years old	%	-	-	-	-	-	-	-	-	-	-	-	-	78.6	68.8	75.0
	Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	-	-	66.7	33.3	100.0
Age 30-49		People	-	-	-	-	-	-	-	-	-	-	-	-	3	4	7
	Percentage of new hires who are age 30-49	%	-	-	-	-	-	-	-	-	-	-	-	-	10.7	25.0	15.9
	Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	-	-	42.9	57.1	100.0
50 and over		People	-	-	-	-	-	-	-	-	-	-	-	-	3	1	4
	Percentage of new hires who are 50 and over	%	-	-	-	-	-	-	-	-	-	-	-	-	10.7	6.3	9.1
	Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	-	-	75.0	25.0	100.0
Overseas subsidiaries and associates		People	-	-	-	-	-	-	-	-	-	-	-	-	29	19	48
All employees	Percentage of new employees by gender	%	-	-	-	-	-	-	-	-	-	-	-	-	60.4	39.6	100.0
Under 30 years old		People	-	-	-	-	-	-	-	-	-	-	-	-	5	8	13
	Percentage of new hires who are under 30 years old	%	-	-	-	-	-	-	-	-	-	-	-	-	17.2	42.1	27.1
	Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	-	-	38.5	61.5	100.0
Age 30-49		People	-	-	-	-	-	-	-	-	-	-	-	-	21	11	32
	Percentage of new hires who are age 30-49	%	-	-	-	-	-	-	-	-	-	-	-	-	72.4	57.9	66.7
	Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	-	-	65.6	34.4	100.0
50 and over		People	-	-	-	-	-	-	-	-	-	-	-	-	3	0	3
	Percentage of new hires who are 50 and over	%	-	-	-	-	-	-	-	-	-	-	-	-	10.3	0.0	6.3
	Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	-	-	100.0	0.0	100.0
Okamura Group total		People	-	-	-	-	-	-	-	-	-	-	-	-	228	109	337
All employees	Percentage of new employees by gender	%	-	-	-	-	-	-	-	-	-	-	-	-	67.7	32.3	100.0
Under 30 years old		People	-	-	-	-	-	-	-	-	-	-	-	-	143	65	208
	Percentage of new hires who are under 30 years old	%	-	-	-	-	-	-	-	-	-	-	-	-	62.7	59.6	61.7
	Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	-	-	68.8	31.3	100.0
Age 30-49		People	-	-	-	-	-	-	-	-	-	-	-	-	56	39	95
	Percentage of new hires who are age 30-49	%	-	-	-	-	-	-	-	-	-	-	-	-	24.6	35.8	28.2
	Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	-	-	58.9	41.1	100.0
50 and over		People	-	-	-	-	-	-	-	-	-	-	-	-	29	5	34
	Percentage of new hires who are 50 and over	%	-	-	-	-	-	-	-	-	-	-	-	-	12.7	4.6	10.1
	Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	-	-	85.3	14.7	100.0

*1 Includes some aggregated data from April 1 of the current year to March 31 of the following year

*2 Aggregated by age at the time of joining the company



Number of employee turnovers¹ and turnover rate²

(Aggregation period for each fiscal year: From March 21 of the current year to March 20 of the following year³)

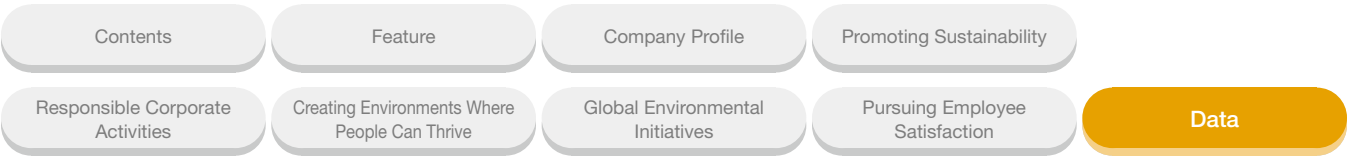
	Unit	Fiscal 2016			Fiscal 2017			Fiscal 2018			Fiscal 2019			Fiscal 2020			
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Okamura Corporation	People	140	32	172	115	27	142	141	24	165	129	25	154	164	20	184	
All employees	Turnover rate by gender	%	4.8	5.6	4.9	3.7	4.2	3.8	4.4	3.6	4.3	3.9	3.3	3.8	4.9	2.5	4.5
Regular employees	Number of turnovers (excluding retirees)	People	35	15	50	44	16	60	72	13	85	76	14	90	62	10	72
Under 30 years old	People	20	6	26	28	8	36	34	7	41	43	9	52	46	8	54	
	Percentage of turnovers who are under 30 years old	%	11.6	3.5	15.1	19.7	5.6	25.4	20.6	4.2	24.8	27.9	5.8	33.8	25.0	4.3	29.3
	Gender ratio within the same generation	%	4.3	3.9	4.2	5.2	4.5	5.0	5.8	3.6	5.3	6.5	3.9	5.8	6.6	3.1	5.6
Age 30-49	People	22	20	42	31	16	47	41	10	51	34	13	47	28	8	36	
	Percentage of turnovers who are age 30-49	%	12.8	11.6	24.4	21.8	11.3	33.1	24.8	6.1	30.9	22.1	8.4	30.5	15.2	4.3	19.6
	Gender ratio within the same generation	%	1.5	5.8	2.3	2.1	4.2	2.5	2.9	2.6	2.9	2.5	3.1	2.6	2.1	1.8	2.1
50 and over	People	98	6	104	56	3	59	66	7	73	52	3	55	90	4	94	
	Percentage of turnovers who are 50 and over	%	57.0	3.5	60.5	39.4	2.1	41.5	40.0	4.2	44.2	33.8	1.9	35.7	48.9	2.2	51.1
	Gender ratio within the same generation	%	9.6	8.1	9.5	5.0	3.7	4.9	5.5	7.4	5.6	4.2	2.8	4.1	6.9	3.3	6.6
Domestic subsidiaries and associates	People	-	-	-	-	-	-	-	-	-	-	-	-	49	5	54	
All employees	Turnover rate by gender	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Under 30 years old	People	-	-	-	-	-	-	-	-	-	-	-	-	10	3	13	
	Percentage of turnovers who are under 30 years old	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Gender ratio within the same generation	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Age 30-49	People	-	-	-	-	-	-	-	-	-	-	-	-	10	0	10	
	Percentage of turnovers who are age 30-49	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Gender ratio within the same generation	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
50 and over	People	-	-	-	-	-	-	-	-	-	-	-	-	29	2	31	
	Percentage of turnovers who are 50 and over	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Gender ratio within the same generation	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Overseas subsidiaries and associates	People	-	-	-	-	-	-	-	-	-	-	-	-	39	15	54	
All employees	Turnover rate by gender	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Under 30 years old	People	-	-	-	-	-	-	-	-	-	-	-	-	6	3	9	
	Percentage of turnovers who are under 30 years old	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Gender ratio within the same generation	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Age 30-49	People	-	-	-	-	-	-	-	-	-	-	-	-	29	9	38	
	Percentage of turnovers who are age 30-49	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Gender ratio within the same generation	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
50 and over	People	-	-	-	-	-	-	-	-	-	-	-	-	4	3	7	
	Percentage of turnovers who are 50 and over	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Gender ratio within the same generation	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Okamura Group total	People	-	-	-	-	-	-	-	-	-	-	-	-	252	40	292	
All employees	Turnover rate by gender	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Under 30 years old	People	-	-	-	-	-	-	-	-	-	-	-	-	62	14	76	
	Percentage of turnovers who are under 30 years old	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Gender ratio within the same generation	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Age 30-49	People	-	-	-	-	-	-	-	-	-	-	-	-	67	17	84	
	Percentage of turnovers who are age 30-49	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Gender ratio within the same generation	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
50 and over	People	-	-	-	-	-	-	-	-	-	-	-	-	123	9	132	
	Percentage of turnovers who are 50 and over	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Gender ratio within the same generation	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

*1 Unless otherwise noted, the number of turnovers includes the number of employees who have retired

*2 Turnover rate = Number of turnovers within the fiscal year (including those who retired) ÷ Number of employees enrolled at the beginning of the fiscal year x 100

*3 Includes some aggregated data from April 1 of the current year to March 31 of the following year

*4 Aggregated by age at the time of separation



Diversity and Inclusion Related

Status of taking childcare leave and spousal childbirth leave^{*1}

(Aggregation period for each year: From March 21 of the current year to March 20 of the following year)

Okamura Corporation		Unit	Fiscal 2016			Fiscal 2017			Fiscal 2018			Fiscal 2019			Fiscal 2020		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
All employees	Total number of employees who had the right to take childcare leave	^{*2} People	85	32	117	66	22	88	76	27	103	64	18	82	59	24	83
	Total number of employees who have newly taken childcare leave	^{*3} People	0	32	32	0	21	21	2	27	29	4	17	21	7	24	31
	Total number of employees who took only spousal childbirth leave	^{*4} People	27	-	27	40	-	40	30	-	30	42	-	42	40	-	40
	Employee childcare leave acquisition rate	^{*5} %	0.0	100.0	27.4	0.0	95.5	23.9	2.6	100.0	28.2	6.3	94.4	25.6	11.9	100.0	37.3
	Employee spousal childbirth/ childcare leave acquisition rate	^{*6} %	31.8	100.0	50.4	60.6	95.5	69.3	42.1	100.0	57.3	71.9	94.4	76.8	79.7	100.0	85.5
	Total number of employees returning from childcare leave	People	0	15	15	0	35	35	1	18	19	3	27	30	5	13	18
	Total number of employees who retired during childcare leave	People	0	6	6	0	3	3	0	2	2	0	2	2	0	1	1
	Return rate after childcare leave	^{*7} %	-	71.4	71.4	-	92.1	92.1	100.0	90.0	90.5	100.0	93.1	93.8	100.0	92.9	94.7
	Total number of employees still working 12 months after returning from childcare leave	^{*8} People	0	18	18	0	15	15	0	32	32	1	18	19	3	27	30
	Total number of employees who left their job within 12 months after returning from childcare leave	^{*9} People	0	1	1	0	0	0	0	3	3	0	0	0	0	0	0
Employee retention rate after childcare leave	^{*10} %	-	94.7	94.7	-	100.0	100.0	-	91.4	91.4	100.0	100.0	100.0	100.0	100.0	100.0	
Regular employees	Total number of regular employees who have newly taken childcare leave	People	0	31	31	0	20	20	2	26	28	4	16	20	7	21	28
	Total number of regular employees who took only spousal childbirth leave	People	27	-	27	40	-	40	30	-	30	42	-	42	40	-	40
	Average number of days of childcare leave for male regular employees	^{*11} Days	0.0	-	-	0.0	-	-	147.5	-	-	49.3	-	-	123.1	-	-

- *1 Spousal childbirth is a system that provides a total of three days of paid leave within one month from the day the employee's spouse/partner gives birth
- *2 Male: The number of employees whose spouse/partner gave birth within the relevant fiscal year
Female: The number of employees who have completed postnatal leave (maternity leave) and are able to take childcare leave within the relevant fiscal year
- *3 If male employees take childcare leave separately, it will be recorded based on the date of the first childcare leave taken
- *4 Based on the first day of spousal childbirth leave
- *5 Childcare leave acquisition rate = Number employees who newly took childcare leaves / Number of employees who hold the right to take childcare leave
- *6 Spousal childcare leave / childcare leave acquisition rate = (Employees newly taking childcare leave + employees who take spousal childbirth leave only) ÷ number of employees who hold the right to take childcare leave
- *7 Return rate after childcare leave = Total number of employees who returned from childcare leave within the relevant fiscal year ÷ (number of employees returning to work + number of employees who left their job)
- *8 The count is of the number of people who returned to work in the previous year and are still employed as of the same day one year after returning to work. However, if the employee returned to work on February 29 in a leap year, it will be as of February 28 of the following year
- *9 The count is of the number of people who returned to work in the previous year and who left their job within one year from the date of returning to work
- *10 Retention rate of employees after childcare leave = Number of employees still employed 12 months after returning to work ÷ (number of employees + number of those who left their job)
- *11 Average number of days of childcare leave = Number of days of taking childcare leave within the year in which childcare leave was started ÷ number of people taking childcare leave

Status of taking nursing care leave

(Aggregation period for each year: From March 21 of the current year to March 20 of the following year)

Okamura Corporation		Unit	Fiscal 2016			Fiscal 2017			Fiscal 2018			Fiscal 2019			Fiscal 2020		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total number of employees who newly took nursing care leave	^{*1} People	0	0	0	2	1	3	0	0	0	2	0	2	0	0	0	

- *1 Recorded based on the first start date if taken in installments

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Diversity in governance bodies

(As of March 20 of each fiscal year)

Okamura Corporation	Unit	Fiscal 2016			Fiscal 2017			Fiscal 2018			Fiscal 2019			Fiscal 2020		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of directors	People	19	0	19	18	0	18	18	0	18	9	0	9	9	1	10
Percentage of directors by gender	%	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0	100.0	90.0	10.0	100.0
Number of inside directors	People	16	0	16	15	0	15	15	0	15	6	0	6	6	0	6
Outside directors	People	3	0	3	3	0	3	3	0	3	3	0	3	3	1	4
Percentage of outside directors ^{*1}	%	15.8	-	15.8	16.7	-	16.7	16.7	-	16.7	33.3	-	33.3	33.3	100.0	40.0
Number of corporate auditors	People	4	0	4	4	0	4	4	0	4	3	1	4	3	1	4
Percentage of corporate auditors by gender	%	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0	100.0	75.0	25.0	100.0	75.0	25.0	100.0
Number of inside corporate auditors	People	2	0	2	2	0	2	2	0	2	2	0	2	2	0	2
Number of outside auditors	People	2	0	2	2	0	2	2	0	2	1	1	2	1	1	2
Percentage of outside auditors ^{*2}	%	50.0	-	50.0	50.0	-	50.0	50.0	-	50.0	33.3	100.0	50.0	33.3	100.0	50.0
Total number of directors and corporate auditors	People	23	0	23	22	0	22	22	0	22	12	1	13	12	2	14
Percentage of directors and corporate auditors by gender	%	100.0	0.0	100.0	100.0	0.0	100.0	100.0	0.0	100.0	92.3	7.7	100.0	85.7	14.3	100.0
Executive officers	People	-	-	-	-	-	-	-	-	-	18	0	18	18	0	18
Percentage of executive officers by gender	%	-	-	-	-	-	-	-	-	-	100.0	0.0	100.0	100.0	0.0	100.0

*1 Percentage of outside directors = Number of outside directors ÷ number of directors x 100

*2 Percentage of outside auditors = Number of outside auditors ÷ number of corporate auditors x 100

*3 Including those who also serve as directors

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Employee diversity

(As of March 20 of each fiscal year)

Okamura Corporation		Unit	Fiscal 2016			Fiscal 2017			Fiscal 2018			Fiscal 2019			Fiscal 2020		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
All employees	Under 30 years old	People	452	140	592	498	163	661	576	182	758	607	213	820	635	232	867
	Age 30-39	People	613	208	821	596	203	799	577	202	779	538	207	745	564	228	792
	Age 40-49	People	868	175	1,043	807	179	986	787	218	1,005	770	225	995	770	242	1,012
	Age 50-59	People	835	68	903	900	77	977	914	88	1,002	950	101	1,051	1,056	119	1,175
	60 and over	People	322	16	338	341	19	360	368	20	388	385	20	405	433	24	457
Regular employees	Under 30 years old	People	424	133	557	473	156	629	543	170	713	570	200	770	601	222	823
	Age 30-39	People	573	181	754	565	181	746	542	178	720	502	181	683	536	192	728
	Age 40-49	People	808	139	947	756	145	901	756	165	921	740	174	914	743	187	930
	Age 50-59	People	778	35	813	838	42	880	880	70	950	919	79	998	1,024	93	1,117
	60 and over	People	45	1	46	53	2	55	115	6	121	155	6	161	219	12	231
Management	Number of people	People	-	-	-	-	-	-	-	-	-	550	21	571	603	28	631
	Percentage of managers by gender	%	-	-	-	-	-	-	-	-	-	96.3	3.7	100.0	95.6	4.4	100.0
	Number of managers who are equivalent to general manager or higher	People	-	-	-	-	-	-	-	-	-	204	3	207	214	2	216
	Number of managers equivalent to section managers	People	-	-	-	-	-	-	-	-	-	318	16	334	349	26	375

Percentage of employees with disabilities

(As of June 1 of each fiscal year)

Okamura Corporation		Unit	2017	2018	2019	2020	2021
Employment rate		%	1.92	2.16	2.19	2.08	2.53

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Related to Health Management

Status of regular employees taking annual paid leave^{*1}

(As of March 20 of each fiscal year)

		Unit	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Okamura Corporation	Acquisition rate	%	51.3	49.8	52.8	67.6	57.2
	Average number of days taken	Days	8.1	8.0	8.5	10.9	9.9

*1 Excludes seconded employees

Occupational safety and health

(As of March 31 of each fiscal year)

		Unit	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Okamura Corporation	Number of work-related accidents ^{*1}	Cases	0	0	3	2	1
	Number of company car accidents	Cases	30	25	35	23	28
	At-fault/single-car accident	Cases	20	13	20	16	16
	Victim of accident	Cases	10	12	15	7	12

*1 Total value of work-related accidents and commuting accidents (limited to those requiring leave of four days or more)

Working hours

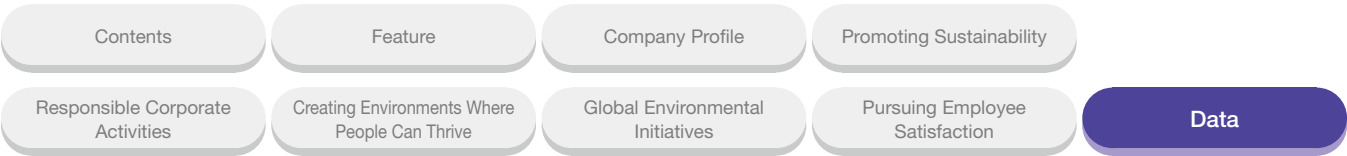
(As of March 20 of each fiscal year)

		Unit	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Okamura Corporation	Total actual working hours (year)	Hours	-	2,116.2	2,106.6	2,065.4	2,022.3
	Overtime working hours (year)	Hours	-	247.3	249.6	221.3	196.3

Health management

(As of March 31 of each fiscal year)

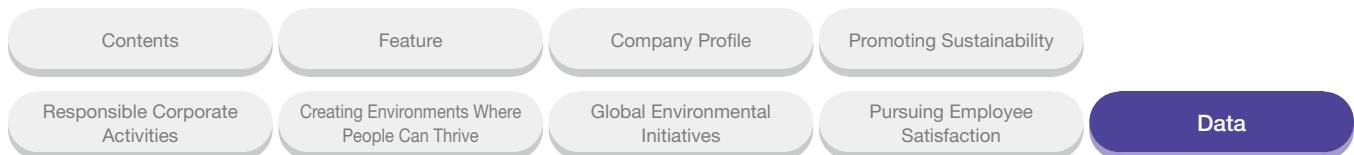
		Unit	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Okamura Corporation	Stress check consultation rate	%	90.5	95.2	95.9	95.2	98.1
	Percentage of smokers	%	-	-	-	-	29.5



GRI Standard Comparison Table

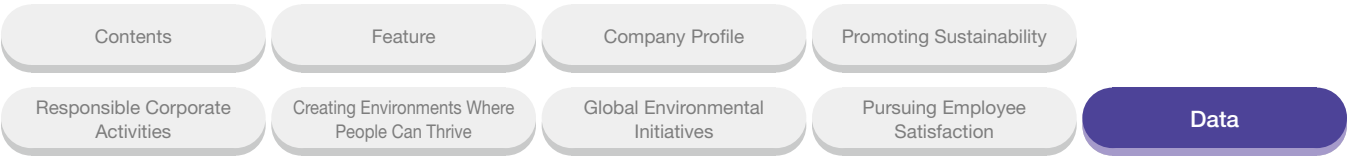
Description	Standards	GRI Standards Questions	Page
GRI 102: General Disclosures			
1. Organizational profile	<input type="radio"/> 102-1	Name of the organization	Okamura Profile p. 8
	<input type="radio"/> 102-2	Activities, brands, products, and services	Okamura Profile p. 8
	<input type="radio"/> 102-3	Location of headquarters	Okamura Profile p. 8
	<input type="radio"/> 102-4	Location of operations	Subsidiaries and associates Overseas locations
	<input type="radio"/> 102-5	Ownership and legal form	Okamura Profile p. 8
	<input type="radio"/> 102-6	Markets served	Okamura Profile p. 8
	<input type="radio"/> 102-7	Scale of the organization	Okamura Profile p. 8
	<input type="radio"/> 102-8	Information on employees and other workers	Employee-related Data p. 156
	<input type="radio"/> 102-9	Supply chain	Supply Chain Management p. 41
	<input type="radio"/> 102-10	Significant changes to the organization and its supply chain	Okamura Profile p. 8 Supply Chain Management p. 41
	<input type="radio"/> 102-11	Precautionary Principle or approach	Short-term Investment Securities Report p. 10 p. 11 Understanding Opportunities and Risks Throughout the Value Chain p. 18 Environmental Management at the Okamura Group p. 77
	<input type="radio"/> 102-12	External initiatives	Participating in External Initiatives p. 28
	<input type="radio"/> 102-13	Membership of associations	Participating in External Initiatives p. 28
2. Strategy	<input type="radio"/> 102-14	Statement from senior decision-maker	Message from the CEO p. 9
	<input type="radio"/> 102-15	Key impacts, risks, and opportunities	Short-term Investment Securities Report p. 10 Promoting Sustainability at the Okamura Group p. 14
3. Ethics and integrity	<input type="radio"/> 102-16	Values, principles, standards, and norms of behavior	Promoting Sustainability at the Okamura Group p. 14
	<input type="radio"/> 102-17	Mechanisms for advice and concerns about ethics	Corporate Governance p. 31 Promotion of Compliance p. 37 Supply Chain Management p. 41
4. Governance	<input type="radio"/> 102-18	Governance structure	Corporate Governance p. 31
	<input type="radio"/> 102-19	Delegating authority	Corporate Governance p. 31 Environmental Management at the Okamura Group p. 77
	<input type="radio"/> 102-20	Executive-level responsibility for economic, environmental, and social topics	Corporate Governance p. 31 Environmental Management at the Okamura Group p. 77
	<input type="radio"/> 102-21	Consulting stakeholders on economic, environmental, and social topics	Promoting Sustainability at the Okamura Group p. 14
	<input type="radio"/> 102-22	Composition of the highest governance body and its committees	Short-term Investment Securities Report p. 27 Corporate Governance Report Corporate Governance p. 31
	<input type="radio"/> 102-23	Chair of the highest governance body	Short-term Investment Securities Report p. 27 Convocation notices
	<input type="radio"/> 102-24	Nominating and selecting the highest governance body	Short-term Investment Securities Report p. 31 Corporate Governance Report
	<input type="radio"/> 102-25	Conflicts of interest	Short-term Investment Securities Report p. 42
	<input type="radio"/> 102-26	Role of highest governance body in setting purpose, values, and strategy	Promoting Sustainability at the Okamura Group p. 14
	<input type="radio"/> 102-27	Collective knowledge of highest governance body	-
	<input type="radio"/> 102-28	Evaluating the highest governance body's performance	Corporate Governance p. 31
	<input type="radio"/> 102-29	Identifying and managing economic, environmental, and social impacts	Short-term Investment Securities Report p. 12 Promoting Sustainability at the Okamura Group p. 14
	<input type="radio"/> 102-30	Effectiveness of risk management processes	Short-term Investment Securities Report p. 12 Risk Management p. 34
	<input type="radio"/> 102-31	Review of economic, environmental, and social topics	Short-term Investment Securities Report p. 11 Promoting Sustainability at the Okamura Group p. 14
	4. Governance	<input type="radio"/> 102-32	Highest governance body's role in sustainability reporting
<input type="radio"/> 102-33		Communicating critical concerns	Corporate Governance p. 31
<input type="radio"/> 102-34		Nature and total number of critical concerns	-
<input type="radio"/> 102-35		Remuneration policies	Short-term Investment Securities Report p. 40
<input type="radio"/> 102-36		Process for determining remuneration	Short-term Investment Securities Report p. 40

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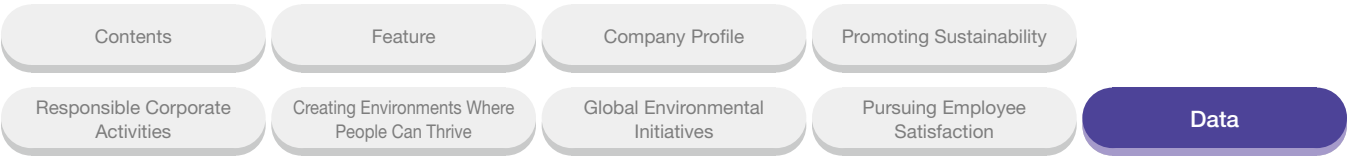
Description	Standards	GRI Standards Questions	Page
4. Governance	102-37	Stakeholders' involvement in remuneration	Short-term Investment Securities Report p. 40
	102-38	Annual total compensation ratio	-
	102-39	Percentage increase in annual total compensation ratio	-
5. Stakeholder engagement	○ 102-40	List of stakeholder groups	Promoting Sustainability at the Okamura Group p. 14
	○ 102-41	Collective bargaining agreements	Short-term Investment Securities Report p. 7
	○ 102-42	Identifying and selecting stakeholders	Promoting Sustainability at the Okamura Group p. 14
	○ 102-43	Approach to stakeholder engagement	Promoting Sustainability at the Okamura Group p. 14
	○ 102-44	Key topics and concerns raised	Promoting Sustainability at the Okamura Group p. 14
6. Reporting practice	○ 102-45	Entities included in the consolidated financial statements	Short-term Investment Securities Report p. 6
	○ 102-46	Defining report content and topic Boundaries	Preparing This Report p. 7 Report Scope p. 143
	○ 102-47	List of material topics	Promoting Sustainability at the Okamura Group p. 14
	○ 102-48	Restatements of information	Report Scope p. 143
	○ 102-49	Changes in reporting	-
	○ 102-50	Reporting period	Preparing This Report p. 7
	○ 102-51	Date of most recent report	Preparing This Report p. 7
	○ 102-52	Reporting cycle	Preparing This Report p. 7
	○ 102-53	Contact point for questions regarding the report	Back cover
	○ 102-54	Claims of reporting in accordance with the GRI Standards	-
	○ 102-55	GRI content index	GRI Standard Comparison Table p. 164
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	GRI 103: MANAGEMENT APPROACH		
	103-1	Explanation of the material topic and its Boundary	Promoting Sustainability at the Okamura Group p. 14
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GRI 201: ECONOMIC PERFORMANCE			
	201-1	Direct economic value generated and distributed	Short-term Investment Securities Report p. 49
	* 201-2	Financial implications and other risks and opportunities due to climate change	Short-term Investment Securities Report p. 12
	201-3	Defined benefit plan obligations and other retirement plans	Short-term Investment Securities Report p. 49
	201-4	Financial assistance received from government	-
GRI 202: MARKET PRESENCE			
	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	-
	202-2	Proportion of senior management hired from the local community	-
GRI 203: INDIRECT ECONOMIC IMPACTS			
	203-1	Infrastructure investments and services supported	Coexisting with Local Communities and Society p. 43
	203-2	Significant indirect economic impacts	-
GRI 204: PROCUREMENT PRACTICES			
	204-1	Proportion of spending on local suppliers	-
GRI 205: ANTI-CORRUPTION			
	* 205-1	Operations assessed for risks related to corruption	Promotion of Compliance p. 37
	* 205-2	Communication and training about anti-corruption policies and procedures	Promoting Sustainability at the Okamura Group p. 14 Promotion of Compliance p. 37
	* 205-3	Confirmed incidents of corruption and actions taken	Promotion of Compliance p. 37
GRI 206: ANTI-COMPETITIVE BEHAVIOR			
	* 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Promotion of Compliance p. 37
GRI 207: TAX			
	207-1	Approach to tax	Corporate Governance p. 31
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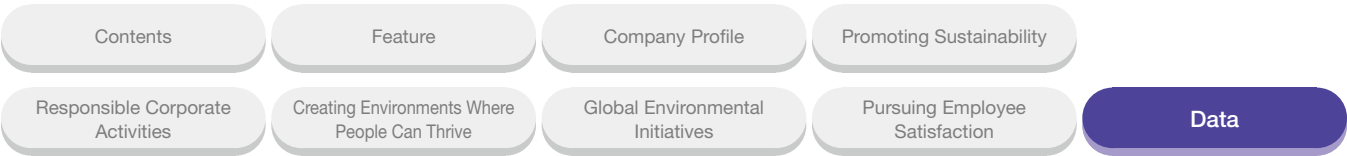
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	207-3	Stakeholder engagement and management of concerns related to tax	Corporate Governance p. 31
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*	302-3	Energy intensity	Environmental Accounting p. 105
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	303-5	Water consumption	Resource Saving and Resource Recycling p. 84 Environmental Data p. 149
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	304-2	Significant impacts of activities, products, and services on biodiversity	Conserving Biodiversity - ACORN Activities p. 91
	304-3	Habitats protected or restored	-
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	-
GRI 305: EMISSIONS			
*	305-1	Direct (Scope 1) GHG emissions	Responding to Climate Change p. 80 Environmental Data p. 149
*	305-2	Energy indirect (Scope 2) GHG emissions	Responding to Climate Change p. 80 Environmental Data p. 149
*	305-3	Other indirect (Scope 3) GHG emissions	Responding to Climate Change p. 80 Environmental Data p. 149
*	305-4	GHG emissions intensity	Environmental Accounting p. 105
*	305-5	Reduction of GHG emissions	Responding to Climate Change p. 80 Environmental Data p. 149
*	305-6	Emissions of ozone-depleting substances (ODS)	Environmental Data p. 149
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GRI 306: EFFLUENTS AND WASTE			
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*	306-2	Waste by type and disposal method	Resource Saving and Resource Recycling p. 84 Managing Chemical Substances and Preventing Pollution p.89
	306-3	Significant spills	Business Activities and Environmental Burden p. 79
	306-4	Transport of hazardous waste	-
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*	307-1	Non-compliance with environmental laws and regulations	Business Activities and Environmental Burden p. 79
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT			
	308-1	New suppliers that were screened using environmental criteria	-
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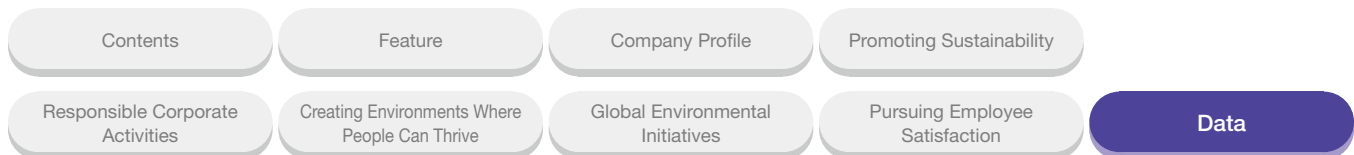
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	403-8	Workers covered by an occupational health and safety management system	Occupational Safety and Health p. 136
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	403-10	Work-related ill health	Employee-related Data p. 156
GRI 404: TRAINING AND EDUCATION			
	404-1	Average hours of training per year per employee	-
	* 404-2	Programs for upgrading employee skills and transition assistance programs	Human Resources Development p. 123
	404-3	Percentage of employees receiving regular performance and career development reviews	Promoting Sustainability at the Okamura Group p. 14 Human Resources Development p. 123
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	* 405-1	Diversity in governing bodies and employees	Employee-related Data p. 156
	405-2	Ratio of basic salary and remuneration of women to men	-
GRI 406: NON-DISCRIMINATION			
	* 406-1	Incidents of discrimination and corrective actions taken	Respect for Human Rights p. 40 Promotion of Compliance p. 37
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
	* 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Promotion of Corporate Activities Based on the Code of Conduct p. 30 Supply Chain Management p. 41
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	* 408-1	Operations and suppliers at significant risk for incidents of child labor	Supply Chain Management p. 41
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	* 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Supply Chain Management p. 41
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	410-1	Security personnel trained in human rights policies or procedures	-
GRI 411: RIGHTS OF INDIGENOUS PEOPLES			
	411-1	Incidents of violations involving rights of indigenous peoples	-
GRI 412: HUMAN RIGHTS ASSESSMENT			
	* 412-1	Operations that have been subject to human rights reviews or impact assessments	Respect for Human Rights p. 40
	412-2	Employee training on human rights policies or procedures	-
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	-

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GRI 414: SUPPLIER SOCIAL ASSESSMENT			
	414-1	New suppliers that were screened using social criteria	Supply Chain Management p. 41
	414-2	Negative social impacts in the supply chain and actions taken	-
GRI 415: PUBLIC POLICY			
	415-1	Political contributions	-
GRI 416: CUSTOMER HEALTH AND SAFETY			
	* 416-1	Assessment of the health and safety impacts of product and service categories	Thorough Quality Management p. 70
	* 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Promoting Sustainability at the Okamura Group p. 14 Thorough Quality Management p. 70
GRI 417: MARKETING AND LABELING			
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GRI 418: CUSTOMER PRIVACY			
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Risk Management p. 34
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	* 419-1	Non-compliance with laws and regulations in the social and economic area	Promotion of Compliance p. 37

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ISO 26000 Comparison Table

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Core subjects	Issues	Item
Organizational governance		Message from the CEO (9) Okamura Group's Value Creation Story (10) Promoting Sustainability at the Okamura Group (14) Corporate Governance (31) Risk Management (34) Promotion of Compliance (37) Respect for Human Rights (40) Supply Chain Management (41) Disclosure of Information and Social Assessment (42) Environmental Management at the Okamura Group (77) Initiatives to Realize Employee "Work in Life" (110) Third Party Opinions and Assessment Reports (139) History of Sustainability Activities at the Okamura Group (141) Data (144)
Human rights	<ol style="list-style-type: none"> 1. Due diligence 2. Human rights risk situations 3. Avoidance of complicity 4. Resolving grievances 5. Discrimination and vulnerable groups 6. Civil and political rights 7. Economic, social and cultural rights 8. Fundamental principles and rights at work 	Message from the CEO (9) Okamura Group's Value Creation Story (10) Promoting Sustainability at the Okamura Group (14) Risk Management (34) Promotion of Compliance (37) Respect for Human Rights (40) Supply Chain Management (41) Disclosure of Information and Social Assessment (42) Pursuing Quality in Product Creation (52) Promoting Diversity and Inclusion (116) Human Resources Development (123) Health Management (126) Occupational Safety and Health (136)
Labor practices	<ol style="list-style-type: none"> 1. Employment and employment relationships 2. Conditions of work and social protection 3. Social dialogue 4. Health and safety at work 5. Human development and training in the workplace 	Message from the CEO (9) Okamura Group's Value Creation Story (10) Promoting Sustainability at the Okamura Group (14) Risk Management (34) Promotion of Compliance (37) Disclosure of Information and Social Assessment (42) Thorough Quality Management (70) Human Resources Development That Supports Manufacturing (56) Initiatives to Realize Employee "Work in Life" (110) Promoting Diversity and Inclusion (116) Human Resources Development (123) Health Management (126) Occupational Safety and Health (136)
The environment	<ol style="list-style-type: none"> 1. Prevention of pollution 2. Sustainable resource use 3. Climate change mitigation and adaptation 4. Protection of the environment, biodiversity and restoration of natural habitats 	Message from the CEO (9) Okamura Group's Value Creation Story (10) Promoting Sustainability at the Okamura Group (14) Pursuing Quality in Product Creation (52) Promotion of Innovation and Creation of New Value (64) Okamura Group's Approach Toward the Environment (75) Environmental Management at the Okamura Group (77) Fiscal 2020 Environmental Activities Results and Setting of Fiscal 2021 Targets (78) Business Activities and Environmental Burden (79) Responding to Climate Change (80) Resource Saving and Resource Recycling (84) Managing Chemical Substances and Preventing Pollution (89) Conserving Biodiversity - ACORN Activities (91) Environmental Considerations in Products and Services (97) Environmental Education and Awareness-Raising Activities (101) Environmental Communication (103) Environmental Efficiency (104) Environmental Accounting (105) Data (144)
Fair operating practices	<ol style="list-style-type: none"> 1. Anti-corruption 2. Responsible political involvement 3. Fair competition 4. Promoting social responsibility in the value chain 5. Respect for property rights 	Message from the CEO (9) Okamura Group's Value Creation Story (10) Promoting Sustainability at the Okamura Group (14) Corporate Governance (31) Promotion of Compliance (37) Respect for Human Rights (40) Supply Chain Management (41) Disclosure of Information and Social Assessment (42) Environmental Communication (103)
Consumer issues	<ol style="list-style-type: none"> 1. Fair marketing, factual and unbiased information and fair contractual practices 2. Protecting consumers' health and safety 3. Sustainable consumption 4. Consumer service, support, and complaint and dispute resolution 5. Consumer data protection and privacy 6. Access to essential services 7. Education and awareness 	Message from the CEO (9) Okamura Group's Value Creation Story (10) Promoting Sustainability at the Okamura Group (14) Risk Management (34) Disclosure of Information and Social Assessment (42) Pursuing Quality in Product Creation (52) Promotion of Innovation and Creation of New Value (64) Thorough Quality Management (70) Okamura Group's Approach Toward the Environment (75) Conserving Biodiversity - ACORN Activities (91) Environmental Considerations in Products and Services (97)
Community involvement and development	<ol style="list-style-type: none"> 1. Community involvement 2. Education and culture 3. Employment creation and skills development 4. Technology development and access 5. Wealth and income creation 6. Health 7. Social investment 	Message from the CEO (9) Promoting Sustainability at the Okamura Group (14) Disclosure of Information and Social Assessment (42) Conserving Biodiversity - ACORN Activities (91) Coexisting with Local Communities and Society (43) Data (144)



Cover: Paralymp Art piece

Minna No Te Ga Yobu SDGs (All Hands In For SDGs)

Artist: Mika Kamijo

I drew hands with various skin colors showing their enthusiasm and about to do their best. The background colors are the colors of SDGs.

Paralymp Art in an effort promoted by SHOUGAISHA JIRITSU SUIISHIN KIKOU ASSOCIATION (Association for the Promotion of Independence for Individuals With Disabilities) to "create a world in which people with disabilities can fulfill their dreams through art." Private-sector companies and other entities support the participation of people with disabilities in society by paying artists with disabilities for the right to use their art (paintings, design, etc.).

 **Paralymp Art**[®]
障がい者アートを応援しています



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.