



OKAMURA  
TODAY  
2011-2012

# Greetings from the Management



Quality pays for itself.

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

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

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

In addition, Okamura aims to improve environmental efficiency over the entire product life cycle from production, distribution and consumption through disposal. Moreover, even among our customers we are promoting the Green Workplace® approach, which entails each business reducing its environmental burden by extending environmental awareness throughout the office and among employees, even as it strives to achieve its original purposes and functions. Through this Green Workplace® approach, we are contributing to the establishment of a sustainable society. Furthermore, we are making every effort to secure compliance management based on corporate social responsibility (CSR) and to reinforce our corporate governance.

As a solutions company that creates comfortable spaces, Okamura continues to take up the challenge of fashioning new innovations. To that end, we will forge ahead with our unrelenting efforts to deliver products and services that gain customer satisfaction, and to contribute to the well-being of society through our diverse business activities.

We ask for your continued support and understanding of these efforts.



Kikuo Nakamura, Chairman



Kazuyoshi Hisamatsu, President

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# Highlights of the Year 2010–2011

## 2010

### Jul.



**OKAMURA Design Space R "PARTY PARTY" Held**

The OKAMURA Design Space R "PARTY PARTY" was held at the Garden Court Showroom from July 20 to August 6, 2010. The venue was collaboratively decorated by the architectural firm Kazuhiro Kojima + Kazuko Akamatsu/Cat and food artist Ayako Suwa, who staged the space in with the lighting designer Izumi Okayasu acting as technical adviser.

### Sept.



**Participation in LOGIS-TECH TOKYO 2010**

Okamura participated in LOGIS-TECH TOKYO 2010, which was held at the Tokyo Big Sight exhibition center from September 14 to 17, 2010. During the event, Okamura presented various products, including the *Smart Hawk* ceiling-mounted delivery system with excellent energy-saving properties as well as the *Rotary Rack H* multi-level storage system with independent, horizontally rotating trays. The Company's demonstrations of the latest in logistics system equipment drew a number of visitors' attention.

### Oct.



**Okamura Delivers Seating for Tokyo International Airport (Haneda Airport) International Flight Passenger Terminal Lobby**

Okamura delivered seating for 2,821 to the new International Flight Passenger Terminal lobby of the Tokyo International Airport (Haneda Airport), which opened on October 21, 2010. The relatively roomier seats of this tandem-type seating for lobbies provide users greater comfort. The style takes into account universal design concepts, with narrow gaps between the seats that will not trap hands or feet.

### Nov.



**Okamura Delivers Products to the APEC JAPAN 2010 Venue**

Okamura furnishings were used at the Asia-Pacific Economic Cooperation (APEC) Conference held in Yokohama City, Kanagawa Prefecture from November 7 to 14, 2010. Okamura delivered 21 original chairs and other furnishings specially designed to support the concept behind the conference to the conference venue, Pacifico Yokohama.



**The New Product Exhibition 2010 Held**

Okamura held its New Product Exhibition 2010 at the Garden Court Showroom from November 10 to 12, 2010. Under the theme "SmartWork," Okamura introduced workstations that spark creativity and the Green Workplace® concept aimed at realizing ecology and wellness. The products exhibited were primarily aimed at the public facilities, health care facilities and laboratory facilities markets.

## 2011

### Feb.



**Exhibition at the 2011 Supermarket Trade Show**

Okamura exhibited a number of furnishings that will suit various store styles at the 2011 Supermarket Trade Show held at Tokyo Big Sight from February 8 to 10, 2011. In view of diversifying needs for store design, including for low-carbon and energy-saving layout proposals for supermarkets, Okamura presented various ideas to a number of visitors throughout the event.

### Mar.



**Leopard Received Two Awards for Its Universal Design**

On March 2, 2011, *Leopard*, Okamura's new concept seating, received the universal design award 2011 based on the evaluation of specialists, and the universal design consumer favorite 2011 based on the evaluation of general consumers. This was the first time Okamura received this international universal design award sponsored by universal design e.V. in Germany and its operating company, universal design GmbH.



**Exhibition at JAPAN SHOP 2011**

Okamura participated in JAPAN SHOP 2011 held at the Tokyo Big Sight from March 8 to 11, 2011. Utilizing *Visplay* modular systems for commercial interiors, Okamura presented comprehensive solutions ranging from product displays to store layout proposals to meet diversifying needs for store design.

### Apr.



**Exhibition at Salone Ufficio 2011**

Having previously participated in 2008, Okamura exhibited at the Salone Ufficio 2011 held in Milano, Italy, from April 12 to 17, 2011. This exhibition of office furniture was part of the world-class "Milano Salone" interior trade show. The Company's exhibit centered on the *Luce* and *Leopard* lines.

### Jun.



**Exhibition at NeoCon World Trade Fair 2011**

Okamura exhibited at NeoCon World Trade Fair 2011, which was held in Chicago, U.S.A., from June 13 to 15, 2011, and is the largest office furniture trade show in the world. In addition to *Luce*, Okamura newly introduced and displayed the *Zart* meeting chair. With a mesh material used for the backrest and seat, *Zart* offers both extreme comfort and a stylish design and drew a number of visitors' attention at the venue.



# 2010 ▶ 11

# History of Innovation

1940

1950

1960

1970

1980

1990

## ▶ International Operations



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



NOPA Exhibition in New York City (1968)



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



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



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



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



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



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

## ▶ Domestic Operations



Okamura founded on October 10 in Yokohama (1945)



Torque converter production began (1950)



Oppama Plant established (1958)



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



Industrial robot developed (1970)



Hotel New Otani Showroom opened (1974)



IBM-3081K installed (1982)



IBM-3090 installed (1985)



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



Nakai Plant completed (1997)



Start of club furniture manufacture (1947)



Plant Number One established in Yokohama (1952)



First model of the Mikasa completed (1957)



Junior desk and seating production and sales began (1964)



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



Takahata (Yamagata) Plant completed (1974)



28-series ergonomic seating sales began (1986)



F-series integrated office furniture introduced (1991)



Profice office system introduced (1997)



Garden table and seating manufacture began (1948)



Start of Type-36 desk production (1955)



Production of JCE Gondola Low-boy began (1957)



First Okamura Fair held (1962)



Inter-Wall production and sales began (1965)



Fuji Plant completed (1970)



System kitchen introduced (1976)



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



Garden Court Showroom opened (1991)



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



Oppama Plant received ISO 14001 certification (1997)



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



Akasaka Showroom established (1957)

## ▶ Awards



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



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



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



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



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



Tsukuba Plant won OA Office Award (1997)

2000

2010



Participated in ORGATEC (2002, 2004, 2006)



Participated in Salone Ufficio 2008 (2008)



Chicago Showroom opened Participated in NeoCon 2008 (2008)



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



Participated in ORGATEC 2010 (2010)



Participated in Salone Ufficio 2011 (2011)



Participated in NeoCon 2011 (2011)



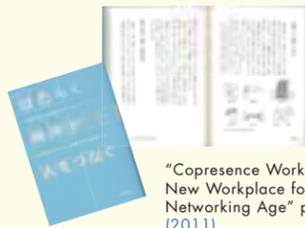
Launched ERCIO office seating (2000)



Construction of Tsurumi Plant completed (2006)



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



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



Participated in first Japan Drugstore Show (2001)



Okamura Museum opened (2009)



Visplay Showroom opened (2008)



Contessa series debuted (2002)



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



OFFICE LABO opened (2009)



Td Japan established (2011)



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



Contessa won Industrial Design Excellence Award (2004)



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



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



Leopard won iF Product Design Award (2010)

Okamura received a letter of appreciation from the Chief of the Forestry Agency at the Kizukai Campaign award commendation ceremony (2010)



Leopard won Best of NeoCon 2010 Innovation Award (2010)

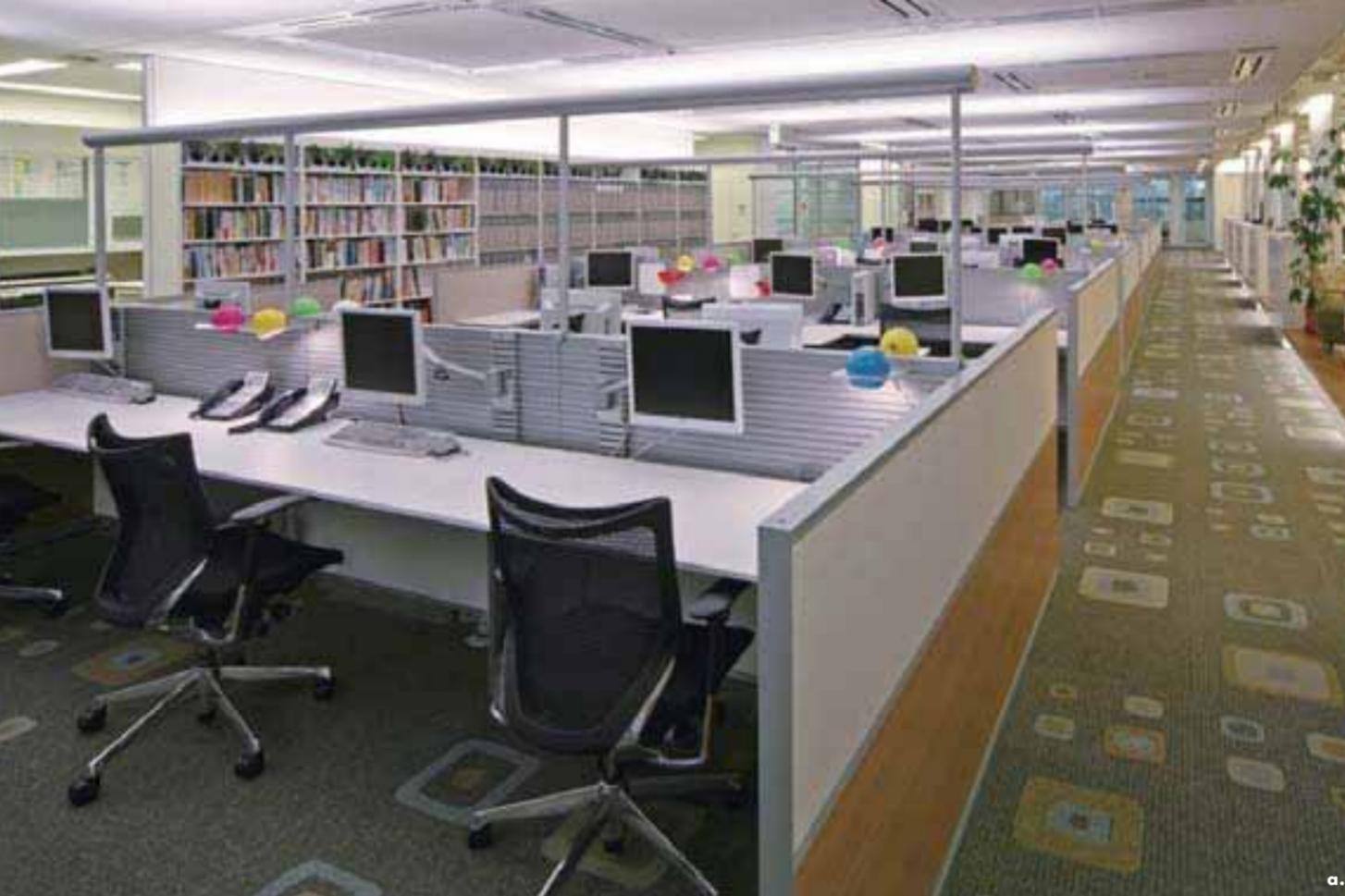


Leopard won the Ergonomics Excellence Award (2010)

Leopard Received Two Awards for Its Universal Design (2011)

# Outline of Business

1. **Office Furniture**  
From general offices, reception areas and conference rooms to areas for relaxation, Okamura creates attractive spaces.
2. **Public Facilities**  
From schools and libraries to community centers, theaters and museums, Okamura offers quality products and fixtures to fill the spaces in which people interact.
3. **Healthcare Facilities**  
Proposing optimal solutions, Okamura supports the creation of medical care environments that are comfortable and meet the needs of all users.
4. **Laboratory Facilities**  
By creating both spaces that enable researchers to concentrate on their work and spaces that foster communications between researchers, Okamura offers facilities that nurture high intellectual productivity.
5. **Security Systems**  
For financial institutions, offices, logistic systems and retail spaces, Okamura provides systems that ensure safety and protect property.
6. **Telecommunication Systems**  
Combining information technology with functional, attractive office design, Okamura provides solutions for today's multimedia offices.
7. **Architectural Products**  
Safe, soundproof and flame resistant, Okamura's partitions provide the flexibility to easily change floor layouts to meet a diverse range of architectural requirements.
8. **Home Interior & SOHO-Related Products**  
Okamura creates interior products for all ages to enjoy comfortable study and SOHO environments in the networking age.
9. **Store Displays**  
With a full product lineup and abundant know-how, Okamura offers total coordinated store development, crafting retail spaces with an emphasis on sensibility.
10. **Material Handling Systems**  
Through mechatronics and computer control technologies, Okamura provides total material handling support that saves space, reduces labor and boosts speed.
11. **Industrial Machinery Systems**  
Developed through independent research, Okamura's products are used in industrial vehicles, material handling machines and construction equipment, with recognized results in a wide range of fields.



a.

## Office Furniture

*Active Attractive Workplaces* > Offices of the future will be required to function as spaces that consistently elicit intellectually creative work. Okamura proposes office environments for Active Workplaces® that function as strategic bases for Intellectually Creative Work Spaces.

### MAIN PRODUCTS

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



b.



d.



c.

1.

### PHOTOS

- a. Active Workplace
- b. Meeting room
- c. Collaboration space
- d. Center office



a.

## Public Facilities

*Creating Public Environments* > Okamura's products and fixtures become the building blocks for creating a wide variety of environments in which people interact, from educational facilities such as schools and libraries to public spaces such as community centers, theaters, museums and stadiums.

### MAIN PRODUCTS

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



b.



d.



c.

2.

### PHOTOS

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



a.



a.

## Healthcare Facilities

*Pursuing Functionality and Comfort* > Okamura offers a range of fixtures combining functionality and comfort, including products for hospital lobbies, the treatment and rehabilitation of the elderly and other products to support cutting-edge research and development.

### MAIN PRODUCTS

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



b.



d.



c.

# 3.

### PHOTOS

- a. Furnishings for medical facilities
- b. Furnishings for staff station
- c. Fixtures for medical examination room
- d. Furnishings for lobby

## Laboratory Facilities

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

### MAIN PRODUCTS

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



b.



c.



d.



e.



f.

### PHOTOS

- a. Laboratory system RIFORMA
- b. Scrubber
- c. Steel laboratory table and fumehoods
- d. Wooden laboratory table
- e. Research and measuring table
- f. Fumehoods BREZZA

# 4.



a.



a.

## Security Systems

### MAIN PRODUCTS

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

*Protecting Valuable Assets and Ensuring Safety* > Okamura offers an abundant lineup of products for total security systems that protect valuable assets and ensure safety in all types of facilities, including financial institutions, office buildings, commercial facilities, medical institutions and nuclear power plants. While enabling the creation of such security systems by combining high-tech devices, Okamura offers products that include various types of protectors, entry and exit monitoring systems, document and personal property management systems, surveillance camera systems, and water and tide protection systems for protecting against water damage.

### PHOTOS

- a. Financial institution branch office
- b. Rental safety deposit boxes
- c. Entry and exit monitoring systems
- d. Document and personal property management systems



b.



c.



d.

5.

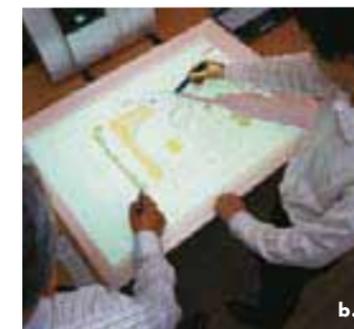
## Telecommunication Systems

### MAIN PRODUCTS

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

*Integrating Office and Information Systems* > Upgrading office environments that utilize information and communication technology (ICT) is steadily becoming a strategic factor for companies and organizations. In addition to office furniture and interiors, Okamura provides total support, from consultation services for renewing information systems and network infrastructure upgrading in new buildings or during office moves to the provision of supervisory services during construction. Through its highly specialized knowledge and rich array of achievements, Okamura realizes "Total settings for work environments."

6.



b.



c.

- PHOTOS
- a. AV conference system
  - b. Anoto Solution, a communications tool that allows the digital storage of information that is written by hand
  - c. OFFICE NAVI EcoViz. system for visualizing power consumption



a.



a.

## Architectural Products

### MAIN PRODUCTS

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

*ACHIEVING FLEXIBILITY OF DESIGN AND FUNCTION >* Okamura creates spaces with abundant amenities in a host of domains within the office setting and surrounding environments by offering products that include partitions that achieve a balance between promoting communications and ensuring privacy. The Company also offers sliding walls and partitions for hotels and halls as well as linear motor automatic doors, restroom booths and ceiling systems.

### PHOTOS

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



b.



c.



d.

7.

## Home Interior & SOHO-Related Products

### MAIN PRODUCTS

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

*Home Learning and Work Environments >* With the proliferation of broadband, an increasing number of PCs and information devices can be found in the home as well as the office. Utilizing its know-how in the office furniture business, Okamura offers storage systems, easy-to-assemble tables and an array of new interior products for various functions, from children's learning environments to SOHO workers' needs, purposefully designed to save space and maximize freedom of movement.

8.

### PHOTOS

- a. LINTO series desk, shelving
- b. Pierna fit
- c. AITIA study furniture
- d. FALTE SOHO furniture



b.



d.





a.

## Store Displays

### MAIN PRODUCTS:

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

*Providing Total Support for Creating Retail spaces* > Retailers face a new era of competition in accordance with changes in the social environment and marketplace. Okamura provides total support for creating retail spaces, from proposals to designs that reflect changes in the operating environment surrounding retailers. Developed with accumulated expertise and know-how, our product lineup covers a broad range of categories from sales floors to backyards and distribution systems, including store displays, refrigerator showcases, freezer showcases and a variety of specialized displays. Okamura products have garnered high ratings from numerous customers.



b.



c.



d.

### PHOTOS

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

9.

## Material Handling Systems

### MAIN PRODUCTS

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

10.



a.

### PHOTOS

- a. Bucket Stacker automated tote-type storage
- b. Smart Hawk ceiling-mounted delivery system
- c. Sliding Shoe Sorter

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

## Industrial Machinery

### MAIN PRODUCTS

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

### PHOTOS

- d. Torque converter for forklift



d.

11.



b.



c.

# Design & Solutions

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

## Awards

### Good Design Award



Proselva office system



Zephyr office seating

Sponsored by the Japan Design Industrial Promotion Organization, the Good Design Award is Japan's only comprehensive design evaluation and commendation system. Since first receiving the award in 1962, Okamura has been honored continuously. With 478 items or facilities recognized to date, Okamura boasts the top position in the industry in terms of number of awards received.

### JIDA Design Museum Selection



ALBROAD lobby seating

In 1998, the Japan Industrial Designers' Association (JIDA) launched JIDA Design Museum Selection for the purpose of highlighting specific museum collections. JIDA chooses from among its museum archives items that are noteworthy exemplars of design sophistication and of particular relevance to their era. The items gathered are then promoted, displayed and archived together. Okamura's ALBROAD lobby seating was included in fiscal 2011.

### Intellectual Property Merit Award



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

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

### Overseas Design Awards

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



- a. Contessa ergonomic mesh chair
- b. Cruise creative workstation
- c. Baron/OKAMURA CP ergonomic mesh chair
- d. NT folding table
- e. Leopard new concept seating



reddot design award winner 2006

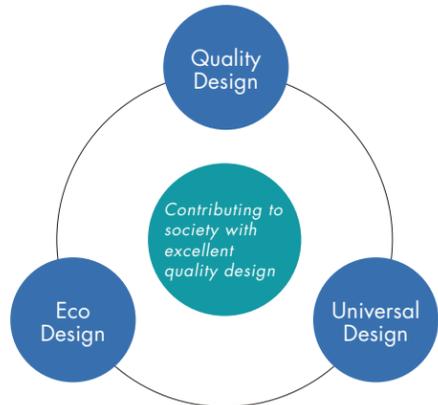


- 2004 • Industrial Design Excellence Award, Gold Prize: Contessa ergonomic mesh chair
- 2006 • iF Product Design Award: Baron/OKAMURA CP ergonomic mesh chair
- reddot design award: Baron/OKAMURA CP ergonomic mesh chair, Cruise creative workstation
- 2007 • iF Product Design Award: NT folding table
- Ergonomic Excellence Award: Contessa ergonomic mesh chair, Baron/OKAMURA CP ergonomic mesh chair
- 2010 • iF Product Design Award: Leopard new concept seating
- Best of NeoCon 2010 Innovation Award: Leopard new concept seating
- 2011 • universal design award: Leopard new concept seating
- universal design consumer favorite: Leopard new concept seating

# Product Design & Space Planning

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

## Design Policy



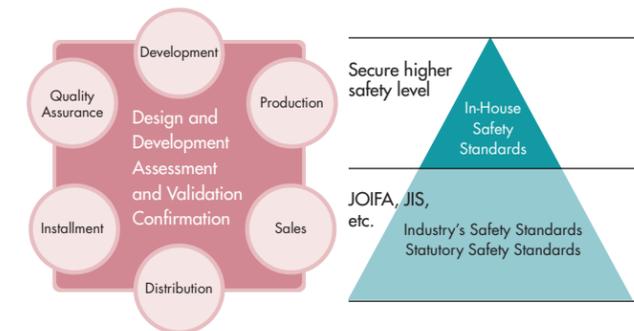
### Luce Ergonomic Multipurpose Seating

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



### Pursuing Safety and Durability

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



## Quality Design

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

### Collaboration with International Designers

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



### Designs Based on Human Dynamics

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



## Eco-Design

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

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



### CERTIFIED PRODUCTS:

- Ergonomic mesh chair *Contessa*
- Ergonomic mesh chair *Baron/OKAMURA CP*
- New Concept seating *Leopard*
- Ergonomic multi-purpose seating *Luce*
- Office seating *Visconte*
- Office seating *ESCUDO*
- Office seating *Zephyr*
- Meeting chair *Grata*
- Meeting chair *Zart*



## Energy Consumption Reduced at Automated Warehouses

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



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

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



\*MDF: Medium density fiberboard

## Universal Design

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

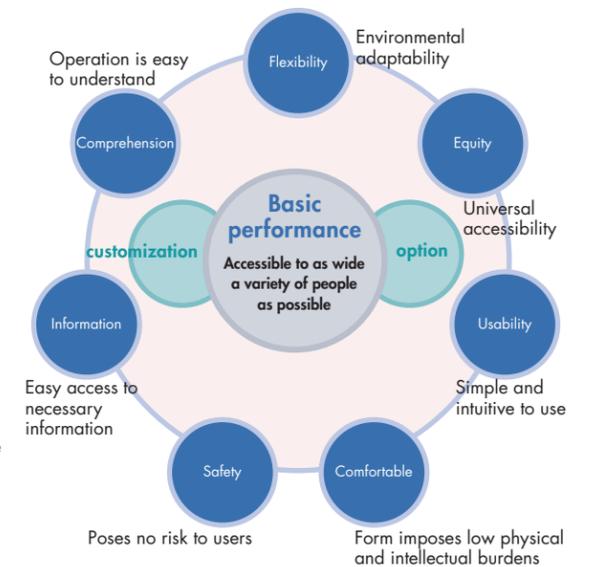
### Leopard New Concept Seating

*Leopard's* forward inclined seat welcomes the sitter by absorbing the impact of sitting. Once the user is seated, the highly responsive seat gently returns to a maximum forward incline of 25 degrees to cradle the user's body. The backrest is shaped from a mesh fabric and reclines no more than 27 degrees from the vertical, to ensure snug and secure seating comfort. During the act of standing, the backrest and seat gently guide the user forward, providing natural support while reducing the load on muscles.



### Okamura's Initiatives to Promote Universal Design

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



## Space Planning



### Office Solutions

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



### Green Workplace®

Okamura advocates the Green Workplace®, office systems that help reduce environmental burdens while meeting the purposes and functions of workplace and taking into consideration the needs of both the office and the workers. At OFFICE LABO, Okamura conducts various experiments and verifications to promote creative ways of working with the ultimate aim of further developing work styles based on knowledge gained by trying out products in actual settings.



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

### Total Store Planning

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

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

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

# Sustainable Development

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

## Environmental Management



Principles and Policies

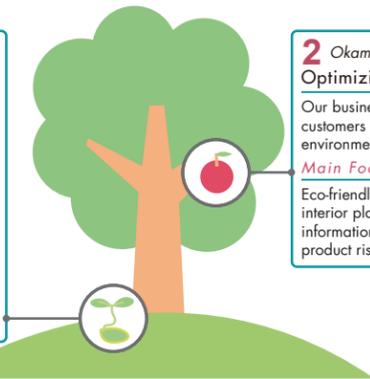
Fully aware of its corporate social responsibility, Okamura contributes to the preservation of the global environment and the creation of a recyclable society through technologies and activities that are friendly to the environment. GREEN WAVE 21 is Okamura's platform for initiatives to solve environmental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

**1 Okamura Eco-Action**  
Sowing the seeds

Cutting environmental burdens through green manufacturing and communication with society

**Main Focus**

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



**2 Okamura Eco-Proposal**  
Optimizing the yield

Our business is helping customers reduce their environmental burdens

**Main Focus**

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

### Criteria for Selecting GREEN WAVE Products:

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

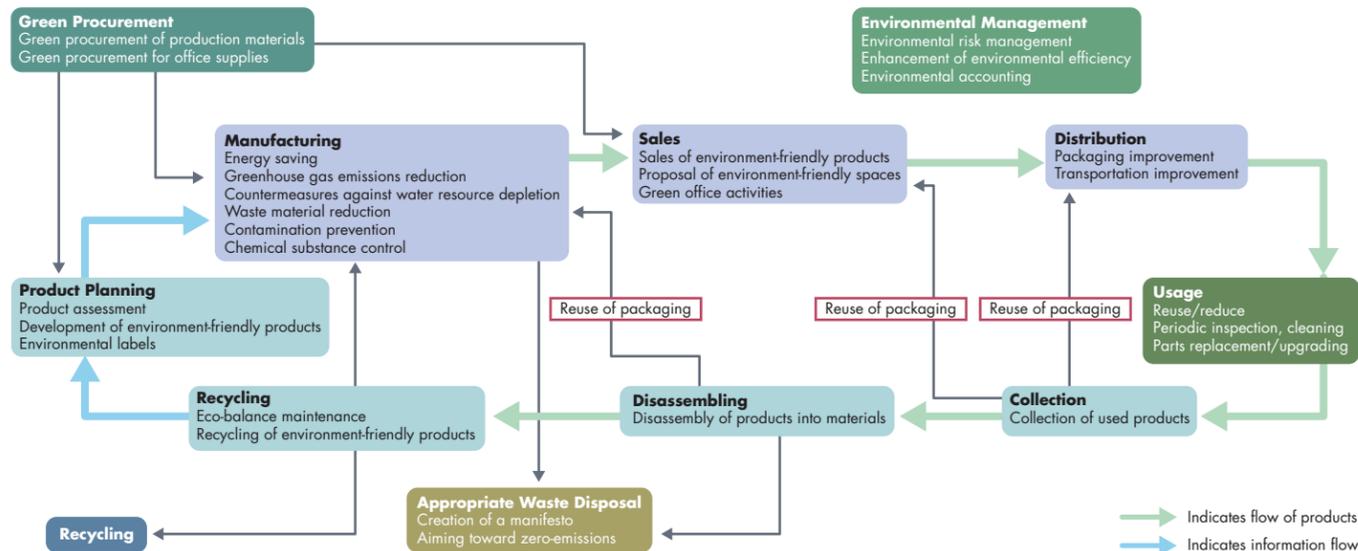


Okamura introduces a host of environmental activities in its CSR Report 2011.

### ISO 14001 Certified:

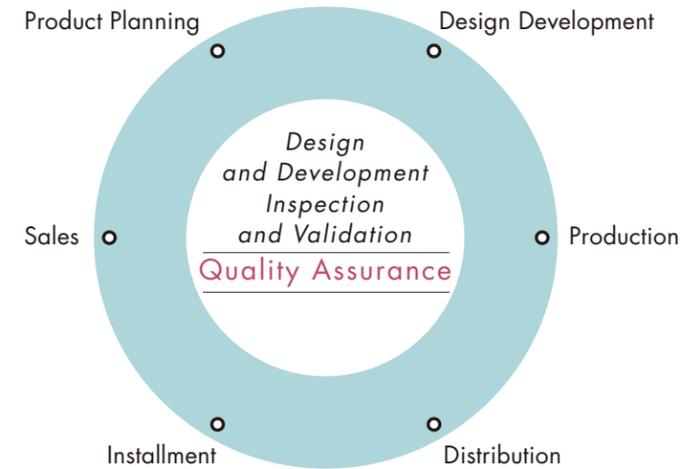
- Okamura Corporation: JSAE 283
- Kansai Okamura Mfg. Co., Ltd.: JQA-EM 0459
- Sanyo Okamura Corporation: JQA-EM 1166
- Okamura Logistics Corp.: JSAE 324
- Okamura Support and Service Corporation: JSAE 679
- Siam Okamura Steel Co., Ltd.: 04104 2006 5025 E5
- Fuji Seiko Honsha Co., Ltd.: KHK 09 ER-793

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



# Quality Management

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



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

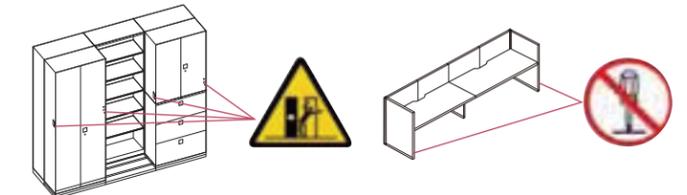
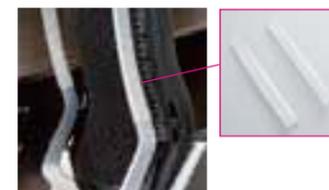
### ISO 9001 Certified Plants and Offices:

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

## Product Safety

### Design Review

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

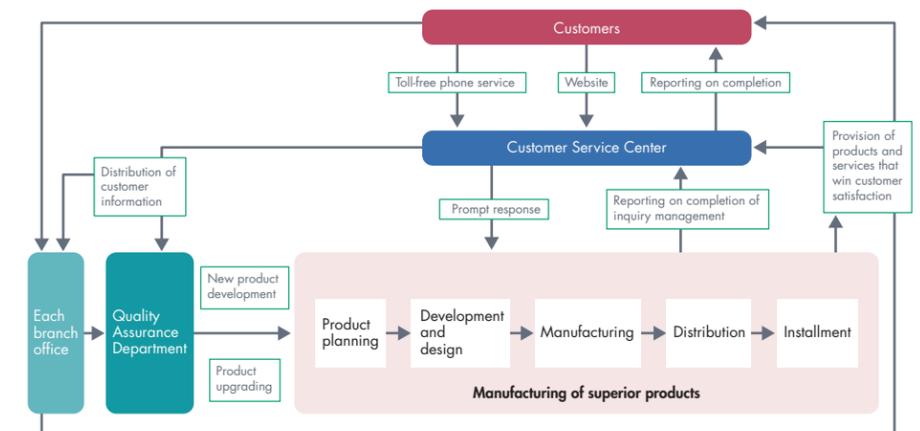


### Information Provision for Safe Product Use

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

### Okamura Quality Assurance System

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





## Showrooms & Museum

### Greeting Clients with Comfort and Convenience >

Okamura showrooms around Japan reflect Okamura's pursuit of functionality and comfort in offices as well as other public spaces and provide an environment that is expressive of the Company's newly developed products and concepts. Surrounded by a lush garden in the Akasaka district of Tokyo, Okamura's Garden Court Showroom is located in the Hotel New Otani and boasts approximately 4,400m<sup>2</sup> of showroom space. As a place for promptly and expertly introducing Okamura products with our presentation abilities and know-how, our showrooms represent Okamura's new brand name through proposals for creating comfortable environments from a variety of perspectives.

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



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



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



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



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



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



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



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



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



# Global Network

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

## Overseas Offices & Companies

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



### Okamura Corporation, Chicago Branch

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



### Okamura Corporation, Rotterdam Branch

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



### Okamura Corporation, London Branch

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



### Okamura Corporation, Dubai Representative Office

Location: P.O.Box 127024, Dubai, UAE  
Telephone: +971-4-357-5197  
Facsimile: +971-4-357-5198



### Siam Okamura Steel Co., Ltd.

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



### Okamura International (Singapore) Pte Ltd.

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



### Siam Okamura International Co., Ltd.

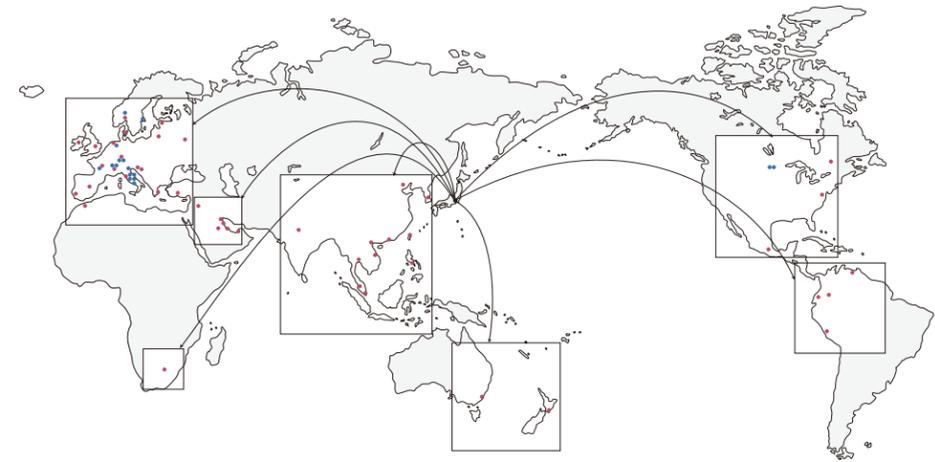
Location: 3199 Maleenont Tower 19th Floor, Rama 4 Road, Klongton, Klongtoey, Bangkok 10110, Thailand  
Telephone: +66-2-661-5474~79  
Facsimile: +66-2-661-5261~62



### Shanghai Okamura Furniture and Logistic System Co., Ltd.

Location: 19F, Cloud Nine Shopping Mall, 1018 Changing Road, Shanghai 200040, China  
Telephone: +86-21-6115-7577  
Facsimile: +86-21-6115-7597

# Export & Import Partners



• Exports  
• Imports

## TECHNICAL & PRODUCT EXPORTS

### Office Furniture



### Refrigerator Showcases and Store Fixtures



- China
- Hong Kong
- Singapore
- Thailand
- Vietnam

### Material Handling Equipment



- China
- Mexico
- Philippines
- Poland
- Singapore
- South Korea
- Taiwan
- Thailand

- Australia
- Bahrain
- Canada
- China
- Colombia
- Croatia
- Denmark
- Ecuador
- Estonia
- France
- Germany
- Greece
- Hong Kong
- India
- Indonesia
- Italy
- Ireland
- Jordan
- Kuwait
- Malaysia
- Mexico
- Morocco
- Netherlands
- New Zealand
- Norway
- Peru
- Philippines
- Portugal
- Qatar
- Russia
- Saudi Arabia
- Singapore
- Slovenia
- South Africa
- South Korea
- Spain
- Switzerland
- Taiwan
- Thailand
- Turkey
- UAE
- UK
- U.S.A.
- Venezuela
- Vietnam

## TECHNICAL & PRODUCT IMPORTS

### Office Furniture



• arrben snc, Italy—Seating



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



• Koninklijke Ahrend NV, Netherlands—Office furniture



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

### Material Handling Systems



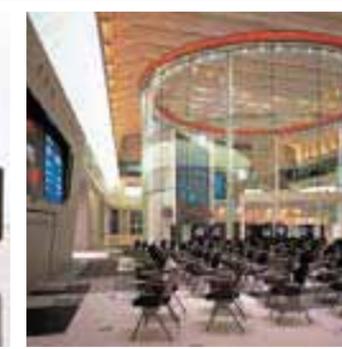
• TGW SYSTEMS, Inc., U.S.A.—XenoROL® conveyors



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



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



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



• Fora Form AS, Norway—System tables



• König+Neurath AG Office Furniture Systems, Germany—Office furniture

### Architectural Products



• WOGG AG, Switzerland—Folding tables



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

### Store Displays



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



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

# Production Facilities & Logistics

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



**OPPAMA PLANT**  
(ISO 9001/ISO 14001 Certifications)  
Location: Yokosuka, Kanagawa Prefecture  
Site Area: 56,352m<sup>2</sup>  
Floor Area: 52,404 m<sup>2</sup>  
Products: Ergonomic Mesh Chairs / Office Seating / Conference Room Sets / Tubular Furniture / Lobby Seating / Neuro Floors / Torque Converters & Transmissions



**TSUKUBA PLANT**  
(ISO 9001/ISO 14001 Certifications)  
Location: Tsukuba, Ibaraki Prefecture  
Site Area: 99,457 m<sup>2</sup>  
Floor Area: 37,621 m<sup>2</sup>  
Products: Storage Cabinets / Low Partitions / Store Fixtures / Furniture & Equipment for Medical & Research Facilities / Furniture & Equipment for Cultural & Educational Facilities



**TAKAHATA PLANT**  
(ISO 9001/ISO 14001 Certifications)  
Location: Higashiokitama, Yamagata Prefecture  
Site Area: 114,459 m<sup>2</sup>  
Floor Area: 27,278 m<sup>2</sup>  
Products: Wooden Desks / Wooden Partitions / Storage Cabinets / SOHO Furniture / Furniture & Equipment for Medical & Research Facilities / Furniture & Equipment for Cultural & Educational Facilities



**FUJI PLANT**  
(ISO 9001/ISO 14001 Certifications)  
Location: Gotemba, Shizuoka Prefecture  
Site Area: 85,763 m<sup>2</sup>  
Floor Area: 51,881 m<sup>2</sup>  
Products: Store Equipment / Steel Partitions / Logistics System Equipment / Movable Stadium Seats & Benches



**GOTEMBA PLANT**  
(ISO 9001/ISO 14001 Certifications)  
Location: Gotemba, Shizuoka Prefecture  
Site Area: 42,512 m<sup>2</sup>  
Floor Area: 16,432 m<sup>2</sup>  
Products: Refrigerator Showcases



**NAKAI PLANT**  
(ISO 9001/ISO 14001 Certifications)  
Location: Nakai, Kanagawa Prefecture  
Site Area: 53,890 m<sup>2</sup>  
Floor Area: 35,388 m<sup>2</sup>  
Products: Store Equipment



**KANSAI OKAMURA MFG. CO., LTD.**  
(ISO 9001/ISO 14001 Certifications)  
Location: Higashiosaka, Osaka Prefecture  
Site Area: 23,852 m<sup>2</sup>  
Floor Area: 30,730 m<sup>2</sup>  
Products: Office Systems / Desks / Slim Line/ Storage Cabinets / Counters



**SANYO OKAMURA CORP.**  
(ISO 9001/ISO 14001 Certifications)  
Location: Takahashi, Okayama Prefecture  
Site Area: 36,098 m<sup>2</sup>  
Floor Area: 28,166 m<sup>2</sup>  
Products: Office Systems / Desks / Store Equipment



**TSURUMI PLANT/SEEDER CO., LTD.**  
(Seeder: KES Certifications)  
Location: Tsurumi-ku, Yokohama, Kanagawa Prefecture  
Site Area: 11,411 m<sup>2</sup>  
Floor Area: 22,484 m<sup>2</sup>  
Products: Conveyor systems



**FUJI SEIKO HONSHA CO., LTD.**  
(ISO 9001/ISO 14001 Certifications)  
Location: Ohamacho, Nomi, Ishikawa Prefecture  
Site Area: 42,705 m<sup>2</sup>  
Floor Area: 21,666 m<sup>2</sup>  
Products: Safety Deposit Vault Doors & Document Storage Room Doors / Security Systems/ Deposit Boxes / Facilities for Financial Business / Protection Products for Nuclear Power & Others



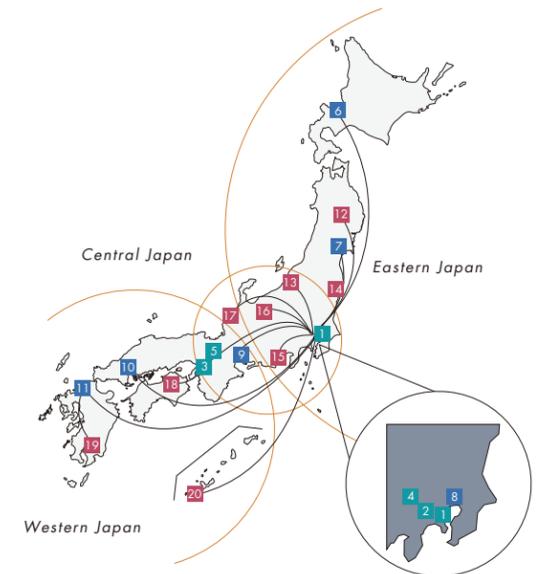
**SIAM OKAMURA STEEL CO., LTD.**  
(ISO 9001/ISO 14001 Certifications)  
Location: Sumutprakarn, Thailand  
Site Area: 11,108 m<sup>2</sup>  
Floor Area: 12,117 m<sup>2</sup>  
Products: Desks / Office Seating / Low Partitions / Store Fixtures / Racks & Shelving

## NS Okamura Corporation

The Great East Japan Earthquake damaged buildings, facilities and equipment belonging to NS Okamura, forcing the company to suspend operations. To ensure the continued production of NS Okamura products, other subsidiaries in the Okamura Group are undertaking manufacturing on that company's behalf. In the meantime, every effort is being made to restore the damaged facilities.

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

## Distribution Network



- |   |  |
|---|--|
| <b>Distribution Centers</b>               | <b>Factory Warehouses (Distribution Centers)</b> |
| 1 Yokohama Distribution Center            | Oppama   |
| 2 Tsurumi Distribution Center             | Fuji   |
| 3 Osaka Distribution Center               | Takahata   |
| 4 Yokohama West Distribution Center       | Tsukuba  |
| 5 Settsu Delivery Center                  | Golemba  |
| <b>Regional Distribution Centers</b>      | Nakai  |
| 6 Sapporo Regional Distribution Center    | Kansai Okamura Mfg. Co., Ltd.                    |
| 7 Sendai Regional Distribution Center     | Sanyo Okamura Corp.                              |
| 8 Tokyo Safe Wall Support Center          | NS Okamura Corp.                                 |
| 9 Chubu Regional Distribution Center      |  |
| 10 Hiroshima Regional Distribution Center |  |
| 11 Fukuoka Regional Distribution Center   |  |
| <b>Cross-docking Centers</b>              |  |
| 12 Morioka Cross-docking Center           |  |
| 13 Niigata Cross-docking Center           |  |
| 14 Tsukuba Cross-docking Center           |  |
| 15 Shizuoka Cross-docking Center          |  |
| 16 Nagano Cross-docking Center            |  |
| 17 Kanazawa Cross-docking Center          |  |
| 18 Takamatsu Cross-docking Center         |  |
| 19 Kajiki Cross-docking Center            |  |
| 20 Okinawa Cross-docking Center           |  |



Osaka Distribution Center



**OKAMURA LOGISTICS CORPORATION**  
(ISO 9001/ISO 14001 Certifications)

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

# Okamura Financial Data

## Five-Year Summary

Years Ended March 31

	Millions of yen, except per share figures					Thousands of U.S. dollars, except per share figures***
	2007	2008	2009	2010	2011	2011
<b>Sales and Income:</b>						
Net sales	¥213,813	¥214,844	¥190,108	¥161,223	<b>¥169,294</b>	<b>\$2,036,007</b>
Cost of sales	147,526	148,185	131,782	111,481	<b>118,932</b>	<b>1,430,331</b>
Selling, general and administrative expenses	55,374	56,826	53,871	48,385	<b>47,962</b>	<b>576,813</b>
Operating income	10,912	9,832	4,455	1,357	<b>2,399</b>	<b>28,851</b>
Income before income taxes	11,163	10,829	5,468	1,982	<b>1,175</b>	<b>14,131</b>
Net income	6,132	5,951	3,293	545	<b>604</b>	<b>7,264</b>
<b>Capital Expenditures, Depreciation and Amortization:</b>						
Capital expenditures	¥ 7,897	¥ 5,188	¥ 5,582	¥ 2,467	<b>¥ 2,490</b>	<b>\$ 29,946</b>
Depreciation and amortization	5,061	5,773	6,107	5,450	<b>4,743</b>	<b>57,041</b>
<b>Profitability:</b>						
Operating income to net sales (%)	5.10%	4.58%	2.34%	0.84%	<b>1.42%</b>	
Net income to net sales (%)	2.87	2.77	1.73	0.34	<b>0.36</b>	
Cost of sales to net sales (%)	69.00	68.97	69.32	69.15	<b>70.25</b>	
Return on equity (%)*	7.74	7.41	4.23	0.70	<b>0.78</b>	
Return on assets (%)**	5.81	5.24	2.52	0.83	<b>1.49</b>	
<b>Assets, Liabilities and Net Assets:</b>						
Total assets	¥189,754	¥185,855	¥167,894	¥160,422	<b>¥161,845</b>	<b>\$1,946,422</b>
Total net assets	84,971	83,121	76,939	78,294	<b>76,638</b>	<b>921,684</b>
Interest-bearing debt	27,847	29,280	32,192	30,910	<b>28,931</b>	<b>347,937</b>
Equity ratio (%)	42.87	42.69	45.47	48.44	<b>47.29</b>	
Total net assets per share	726.44	719.32	692.34	704.88	<b>694.28</b>	<b>8,350</b>
Current assets	99,551	98,340	85,784	80,735	<b>85,401</b>	<b>1,027,072</b>
Current liabilities	71,595	68,941	59,370	51,393	<b>52,410</b>	<b>630,307</b>
Current ratio (%)	139.05	142.64	144.49	157.09	<b>162.95</b>	
<b>Efficiency:</b>						
Inventory turnover (times)	14.13	13.35	11.65	11.81	<b>13.97</b>	
Asset turnover (times)	1.14	1.14	1.07	0.98	<b>1.05</b>	
Number of employees	3,769	4,019	4,375	4,402	<b>4,336</b>	

\* ROE = Net income/Average shareholder's equity

\*\* ROA = Operating income/Average total assets

\*\*\* The translations of the Japanese yen amounts into U.S. dollars are included solely for the convenience of readers outside Japan, using the prevailing exchange rate at March 31, 2011, which was ¥83.15 to U.S. \$1.

## Segment Information

Years Ended March 31

	Millions of yen					Thousands of U.S. dollars	
	2007	2008	2009	2010	2011	2011	2011
<b>Sales:</b>							
Office Furniture	¥131,245	¥136,833	¥115,625	¥ 93,191	¥ 91,661	\$1,102,357	
Store Displays	66,325	63,077	62,570	59,144	64,732	778,497	
Material Handling Systems and Others	16,242	14,932	11,912	8,888	12,900	155,141	
Consolidated	¥213,813	¥214,844	¥190,108	¥161,223	¥169,294	\$2,036,007	
<b>Operating Expenses:</b>							
Office Furniture	¥122,182	¥127,720	¥111,819	¥ 92,039	¥ 90,094	\$1,083,512	
Store Displays	65,477	62,783	61,495	58,621	63,895	768,431	
Material Handling Systems and Others	15,241	14,509	12,339	9,205	12,904	155,189	
Consolidated	¥202,900	¥205,011	¥185,653	¥159,866	¥166,894	\$2,007,144	
<b>Operating Income (Loss):</b>							
Office Furniture	¥ 9,063	¥ 9,113	¥ 3,807	¥ 1,151	¥ 1,567	\$ 18,845	
Store Displays	848	295	1,074	522	837	10,066	
Material Handling Systems and Others	1,000	423	(426)	(317)	(4)	(48)	
Consolidated	¥ 10,912	¥ 9,832	¥ 4,455	¥ 1,357	¥ 2,400	\$ 28,863	
<b>Identifiable Assets:</b>							
Office Furniture	¥ 86,067	¥ 89,594	¥ 86,017	¥ 76,455	¥ 75,787	\$ 911,449	
Store Displays	40,651	35,661	39,986	34,931	35,266	424,125	
Material Handling Systems and Others	11,560	11,289	9,505	9,704	10,216	122,862	
Corporate Assets	138,280	136,544	135,510	121,091	121,270	1,458,449	
Consolidated	¥189,754	¥185,855	¥167,894	¥160,422	¥161,845	\$1,946,418	
<b>Depreciation:</b>							
Office Furniture	¥ 3,505	¥ 4,113	¥ 4,367	¥ 3,886	¥ 3,397	\$ 40,854	
Store Displays	1,095	1,149	1,130	1,008	908	10,920	
Material Handling Systems and Others	460	511	608	554	437	5,256	
Consolidated	¥ 5,061	¥ 5,773	¥ 6,107	¥ 5,450	¥ 4,743	\$ 57,041	
<b>Capital Expenditures:</b>							
Office Furniture	¥ 6,424	¥ 4,210	¥ 4,678	¥ 1,963	¥ 1,798	\$ 21,624	
Store Displays	876	463	453	333	449	5,400	
Material Handling Systems and Others	596	515	450	170	242	2,910	
Consolidated	¥ 7,897	¥ 5,188	¥ 5,582	¥ 2,467	¥ 2,490	\$ 29,946	

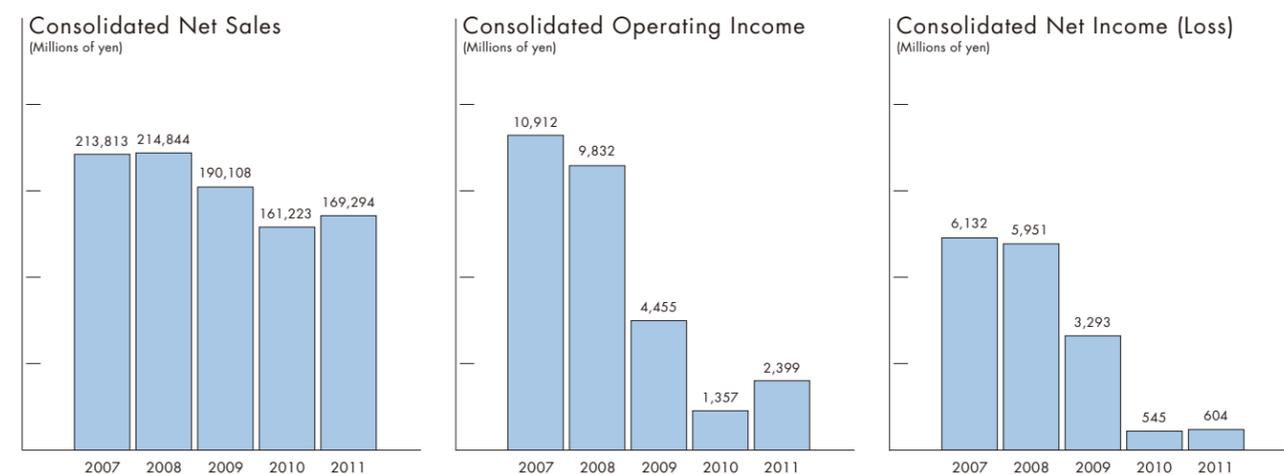
## Cash Flows

Years Ended March 31

	Millions of yen					Thousands of U.S. dollars	
	2007	2008	2009	2010	2011	2011	2011
Cash flows from operating activities	¥ 4,389	¥11,951	¥ 8,012	¥ 7,285	¥ 9,818	\$118,076	
Cash flows from investing activities	(6,830)	(4,308)	(10,194)	(2,469)	(3,422)	(41,155)	
Cash flows from financing activities	(2,915)	(4,849)	1,196	(2,344)	(2,903)	(34,913)	
Effect of exchange rate changes on cash and cash equivalents	23	5	(85)	5	(31)	(373)	
Net (decrease) increase in cash and cash equivalents	(5,331)	2,799	(1,071)	2,477	3,459	41,600	
Cash and cash equivalents at beginning of year	22,028	16,697	19,496	18,425	20,902	251,377	
Cash and cash equivalents at end of year	¥16,697	¥19,496	¥ 18,425	¥20,902	¥24,361	\$292,977	

## Financial Highlights

Years Ended March 31



## Stock Information

(As of March 2011)

### Number of Shares of Common Stock

Authorized: 400,000,000  
Issued: 112,391,530

### Stock Exchange Listings

Tokyo, Osaka

### Number of Shareholders

5,301

Major Shareholders	(Thousands of shares)	(%)
Mitsubishi Corporation	9,163	8.15%
Okamura Group Employees Stock Ownership Plan	6,753	6.01%
Northern Trust Company (AVFC) Sub-account American Client	5,915	5.26%
Mitsui Sumitomo Insurance Co., Ltd.	5,895	5.25%
Meiji Yasuda Life Insurance Company	5,437	4.84%
Nippon Steel Corporation	5,313	4.73%
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	4,805	4.28%
The Bank of Yokohama, Ltd.	4,076	3.63%
Japan Trustee Services Bank, Ltd.(Trust Account)	3,815	3.39%
Okamura Cooperation Companies Stock Ownership Plan	3,770	3.35%

## Board of Directors & Corporate Auditors (As of June 2011)

Chairman  
Kikuo Nakamura



Kikuo Nakamura

President  
Kazuyoshi Hisamatsu



Kazuyoshi Hisamatsu

Managing Directors  
Masayuki Nakamura  
Hiroshi Makino



Masayuki Nakamura



Hiroshi Makino

Managing Directors  
Kiyoshi Sato  
Onoyuki Kondo  
Hiroki Iwashita



Kiyoshi Sato



Onoyuki Kondo



Hiroki Iwashita

Directors  
Jun Kinukawa  
Ken Ebina  
Tadao Kuwano  
Hideharu Sekino  
Takao Suzuki  
Teiichi Toshida  
Seiji Koguma  
Fumio Yamamoto  
Koichi Osada  
Shigeji Kikuchi  
Toshikazu Iwata



Jun Kinukawa



Ken Ebina



Tadao Kuwano



Hideharu Sekino



Takao Suzuki



Teiichi Toshida



Seiji Koguma



Fumio Yamamoto



Koichi Osada



Shigeji Kikuchi



Toshikazu Iwata

Standing Corporate Auditors  
Hiroshi Moriwake  
Shigeru Goto  
Corporate Auditors  
Shohachi Oki  
Yuichi Suzuki



Hiroshi Moriwake



Shigeru Goto



Shohachi Oki



Yuichi Suzuki

## Corporate Data

(As of March 2011)

### Executive Office

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

### Tokyo Office

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

### Foundation

1945

### Paid-in Capital

¥18,670 million

### Number of Employees

4,336

## Subsidiaries & Affiliates

Corporate name	Paid-in capital (Millions of yen except where noted)	Principal business activities	Voting rights held by Okamura Corporation (%)
Kansai Okamura Manufacturing Co., Ltd.	100	Production of work stations and storage cabinets	100.0
Okamura Logistics Corporation	90	Transportation, storage, loading and unloading, assembly during distribution processing, construction, interior finishing and others	100.0
SANYO Okamura Corporation	100	Production of work stations	80.1
Okamura Support and Service Corporation	90	Installation, maintenance and after-sales service for all Okamura products	100.0
Shanghai Okamura Furniture and Logistic System Co., Ltd.	CNY51 million	Sales of office furniture, material handling system products, store display equipment and others in China	100.0
Seeder Co., Ltd.	41	Production and sales of conveyor systems and related products	100.0
Fuji Seiko Honsha Co., Ltd.	36	Production and sales of automatic safe deposit vaults and office security systems	100.0
SEC Co., Ltd.	300	Construction, maintenance and repairs for the store display business	100.0
Td Japan Ltd.	60	Import and sale of dealing desks and arm mounts for monitors	100.0

Seven other companies

### Affiliates

Six companies

okamura

OKAMURA CORPORATION

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

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