

2019-2020

OKAMURA TODAY

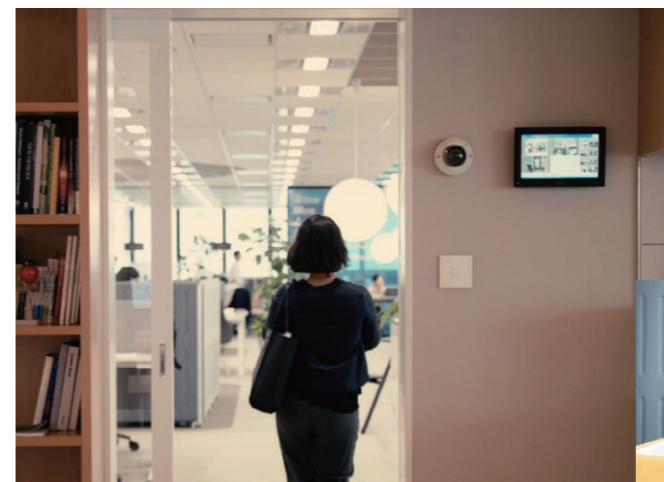
OKAMURA CORPORATION Corporate Profile

Office / School / Library / Hall
Art Museum / Theater / Bank
Healthcare / Laboratory
Security / Home interior
Supermarket / Convenience
store / Food speciality store
Pharmacy / Apparel store
Stationery shop / Book store
Material handling systems
Logistics center / Powertrain

okamura

Set the stage for people

Office spaces, commercial environments, distribution centers and beyond. Okamura creates new value in spaces where people work and live. Heightened inspiration means greater productivity. Where comfort and health go hand in hand. Human-centric spaces — created by Okamura.



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The spirit of manufacturing passed down through generations

The Okamura Corporation had its beginnings in 1945, based in the town of Okamura in Yokohama.

With a strong belief in Okamura's mission, the founding members brought together the technical and financial support to launch the company as the Okamura Manufacturing Facility, an industrial manufacturing cooperative.

Okamura's founding spirit is still alive today in the five principles of the company's creativity, cooperation, frugality, savings and service. Since its founding, Okamura has provided high-quality products and services for offices, education, healthcare, R&D, commercial facilities and distribution centers under the motto "Quality pays for itself." Okamura's strength lies in its extensive knowledge and technical expertise in many fields, the foundation of creating comfortable spaces for customers worldwide.

Technologies Certified as Mechanical Engineering Heritage

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

In July 2015, the Japan Society of Mechanical Engineers recognized the torque converter developed in 1951 and used in the automatic transmission of the Mikasa as part of Japan's Mechanical Engineering Heritage.* It remains part of the manufacturing heritage that is embodied in Okamura products today.



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



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

1948 Okamura restructured as a joint-stock company

1950 New Tokyo Office opened (Shimbashi, Tamura-cho, Minato-ku)
1952 Kanagawa Plant established (Kitasaiwai-cho, Nishi-ku, Yokohama)

1953 The N-52, Japan's first postwar airplane, completed

1955 Kansai Sales Office opened (Kobe City) Mikasa, Japan's first automatic front wheel drive car, developed

1957 Mikasa Mark I and Mikasa Sport displayed at the 4th Japan Motor Show
Yokohama Sales Office opened

Tokyo Sales office and showroom opened in Akasaka (Nagata-cho, Chiyoda-ku)

1958 Oppama Plant founded Osaka Sales Office and Nagoya Sales Office opened

1959 Sendai Sales Office opened

Office Furniture

1947 Manufacture of US military club furniture



Manufacture of garden tables and chairs



1951 Production started on steel desks and chairs

1956 DX line of steel furniture launched



U line furniture for apartment housing launched



1957 Type-31 and Type-36 steel office desks launched



Steel office desks and chairs launched under the Office Master name



Store Displays

1957 Gondola store shelving launched



Low Boy store shelving launched



1960 Kansai Okamura Manufacturing Co., Ltd. (Osaka) established
IBM punch card system introduced, allowing for mechanization of office work

1961 Fukuoka Sales Office opened

Okamura listed in the second section of the Tokyo Stock Exchange

1969 Industrial robots developed

First Okamura Business Show held

Isu no Kagaku (Chair Science) PR magazine published

1963 First Good Design Award G-Mark awarded for a folding chair

1964 Junior desk and chair launched

Technology partnership with AllSteel Inc. (USA) for desks and chairs

1966 Inter-Wall launched

1968 Products displayed at NOPA Exhibition in New York City

1970 Tokyo Showroom opened



Fuji Plant in Shizuoka completed



Okamura listed on the first section of the Tokyo Stock Exchange

1972 Okamura-Tyler Fuji Plant in Shizuoka completed

1973 Headquarters moved to Yokohama Tenri Building

1974 Takahata Plant in Yamagata completed



New Otani Showroom opened



1976 RC-04 type pneumatic robot developed



1979 Osaka Showroom opened



Material Handling Systems & Others

1948 Torque converter R&D started

1951 Torque converter production began



1957 Torque converter for small forklifts developed

Products displayed at Torque Converter Engineering Show



1961 Celta Steel Gondola series launched

1963 Technology partnership with the Darling Company in Los Angeles for system gondolas

1969 Technology partnership with the Tyler Refrigeration Corp. (USA) for refrigerated showcases, Okamura-Tyler established

1972 Products displayed at Japan's first store system show, 1st JAPAN SHOP

1976 Okamura Multiple Unit Display System (OMUDIS) launched

1978 No-defrost refrigerated showcase system launched



1970 Type-61 Heavy Rack (pallet rack) production started in a technology partnership with Palmer Shale company in the USA Type-63 Lightweight Shelving launched, first Japanese-made boltless rack system

1973 Technology partnership with Ermanno Co. in the USA for conveyors

1976 Products displayed at an international logistics and machines exhibition

1978 Rotary Rack launched



- 1981** 12th Ishikawa Prize awarded by the Union of Japanese Scientists and Engineers for the development of an integrated management information system
- 1982** *Okamura's OA Strategy* published
- 1987**  Siam Okamura Steel Co., Ltd. established in Thailand
- 1988**  JT Okamura Co., Ltd. established in Okayama
- 1989** Okamura Logistics Corporation established

1980

Office Furniture

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

1990

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

2000

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



2010

- 1980** Office Research Center opened
 OA-compatible head office opened
Various visits / press coverage
- 1981** N50-type low partition launched
- 1984**  D-10 Series desk system launched
- 1986**  28 Series ergonomic chair launched
- 1988** *New Office* published

Store Displays

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



- 2000** Ercio office seating launched
- 2001** Sales agreement with FujiSeiko Co., Ltd. signed for entry into the security business
- 2002** Products displayed for the first time at ORGATEC 2002 in Germany Contessa announced
- 2003**  Contessa ergonomic mesh chair launched
Products displayed for the first time at Security Show 2003
Products displayed at NeoCon2003 (USA), Contessa announced
- 2004** Products displayed at EIMU2004 (Italy)
- 2005** *Office Evolution—The Future of Offices* published
Baron ergonomic mesh chair launched
Cruise and Atlas personal workstations announced
- 2007** *Creating a Good Relationship between Office and People* published
Products displayed at The Office Exhibition 2007 (JAE / Dubai)
- 2008** Products displayed at NeoCon 2008 (USA) Exhibition
- 2009**  Office Labo opened

- 2011** *Copresence Work – New Workplace for Social Networking Age* published
- 2012** Sew Future Work Studio opened
- 2013** *Knowledge Commons—A Campus for Global Human Resource Development* published
- 2014** Okamura Future Studio = KIZUKI LABO opened
Products displayed at the 33rd China International Furniture Fair (Guangzhou) (CIFF)
- 2015**  Swift height-adjustable table launched
Sea Open Innovation Biotope opened
Diversified Workstyles and Spaces Make Offices More Fun published
- 2016** WORK MILL activity started
Mennolu Labo, Cue Open Innovation Biotope opened
- 2017** Contessa II (Contessa Seconda) office seating launched
Bee Open Innovation Biotope opened
- 2018** CO-Dō LABO opened
 Lives office furniture series launched
Tie Open Innovation Biotope opened
TELECUBE by OKAMURA and Snow Hut work booths launched


- 1980** JAPAN SHOP Minister of International Trade and Industry Prize received
Prime Minister's Award
- 1989** New store information magazine *Stores of the Month* published


Material Handling Systems & Others


- 1990**  AV software / CD fixtures launched
- 1998**  Fontana refrigerated showcases announced


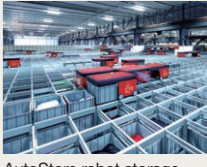
- 2001**  Products displayed at 1st Japan Drugstore Show
- 2002** Products displayed at a supermarket trade show
- 2008**  Visplay Showroom opened

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

- 1982** Rotary rack technology exported to the USA
- 1987**  Rotary Rack M vertical multi-row independent rotary rack launched

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

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

- 2010** Smart Hawk overhead transfer system launched
- 2012**  Rotary Sorter automatic injection / output / sorting system launched
- 2014**  AutoStore robot storage system launched

We serve society by creating environments for dynamic interaction through innovative ideas and proven quality.

At Okamura Corporation, our philosophy is that “Quality pays for itself.” This is reflected today in each of our products and services.

In April 2018, we pledged to further enhance our corporate value in line with Okamura’s mission: “We serve society by creating environments for dynamic interaction through innovative ideas and proven quality.”

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

Our current age is one of transformation—a dramatic shift that occurs just once in several decades, prompting a change in societal values. The labor shortage brought about by a declining population, ongoing digital transformation and the progression of work style reforms will change all of our lives. Yet when there is change, new demand is also born.

Okamura’s commitment to research gives us insight into the future and allows us to develop value-added products and complete solutions, creating new markets that respond to the social issues currently at hand.

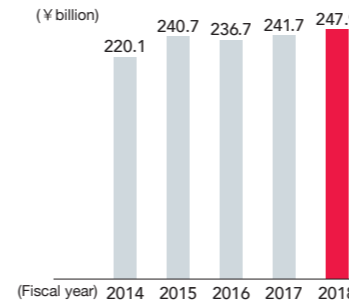
We look forward to your continued support and encouragement in the years ahead.

Representative Director, President and CEO

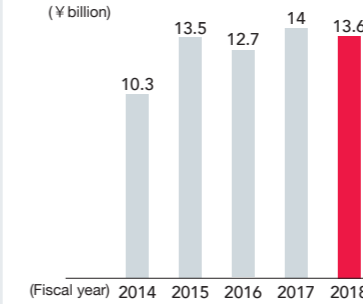



Financial Highlights (Consolidated)

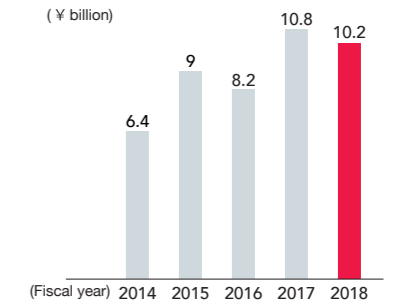
Net sales
247.9 billion yen



Ordinary income
13.6 billion yen



Profit*
10.2 billion yen



*Profit attributable to owners of parent

Highlights by segment

Office Furniture

Net sales
134.5 billion yen

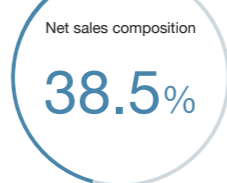
Operating income
10.2 billion yen



Store Displays

Net sales
95.3 billion yen

Operating income
0.7 billion yen



Material Handling Systems & Others

Net sales
18 billion yen

Operating income
1.3 billion yen



OFFICE FURNITURE

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



Workplace



Communication spaces



Workplace



Lounge spaces



Meeting rooms



Workplace



Municipal government facilities



Banking facilities



Workplace



Partitions



Restroom booths

OFFICE FURNITURE



Active learning



Lecture rooms



Classrooms



Physical and chemical laboratories



System development rooms



Materials / chemical laboratories



Food inspection rooms



Libraries



Galleries and museums



Theaters and halls



Stadium bleachers



Safe doors



Access control systems



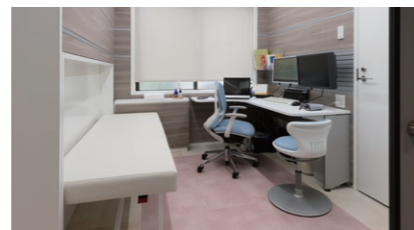
Flood barriers



Fully automatic deposit boxes



Staff stations



Examination rooms



Hospital rooms



Intensive care units



Study desks



Open storage systems



Home office furniture



Home furniture

STORE DISPLAYS

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



Refrigerated showcases



Multiple unit display system



Specialized display fixtures



Refrigerated showcases



Multiple unit display system



Refrigerated showcases



Multiple unit display system



Specialized display fixtures



Multiple unit display system



Specialized display fixtures



Specialized display fixtures

STORE DISPLAYS

MATERIAL HANDLING SYSTEMS

Okamura seeks to streamline logistics, constantly developing and providing new distribution systems through real-life experimentation. We offer total support, from material handling system proposals resulting in financial benefits through increased speed, accuracy and safety of logistics, to software development, equipment installation, operational support and after-sales service.



Specialized display fixtures



Specialized display fixtures



Horizontal carousel storage systems



Robot storage systems



Specialized display fixtures



Specialized display fixtures



Multiple unit display system



Specialized display fixtures



Multiple unit display system



Specialized display fixtures



Specialized display fixtures



Transfer equipment



Sorting equipment



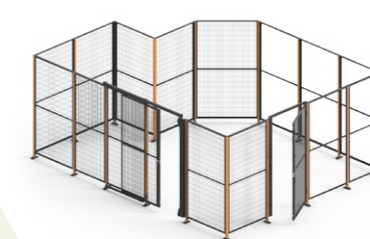
Fixed shelving



Flow-through racks



Workstations



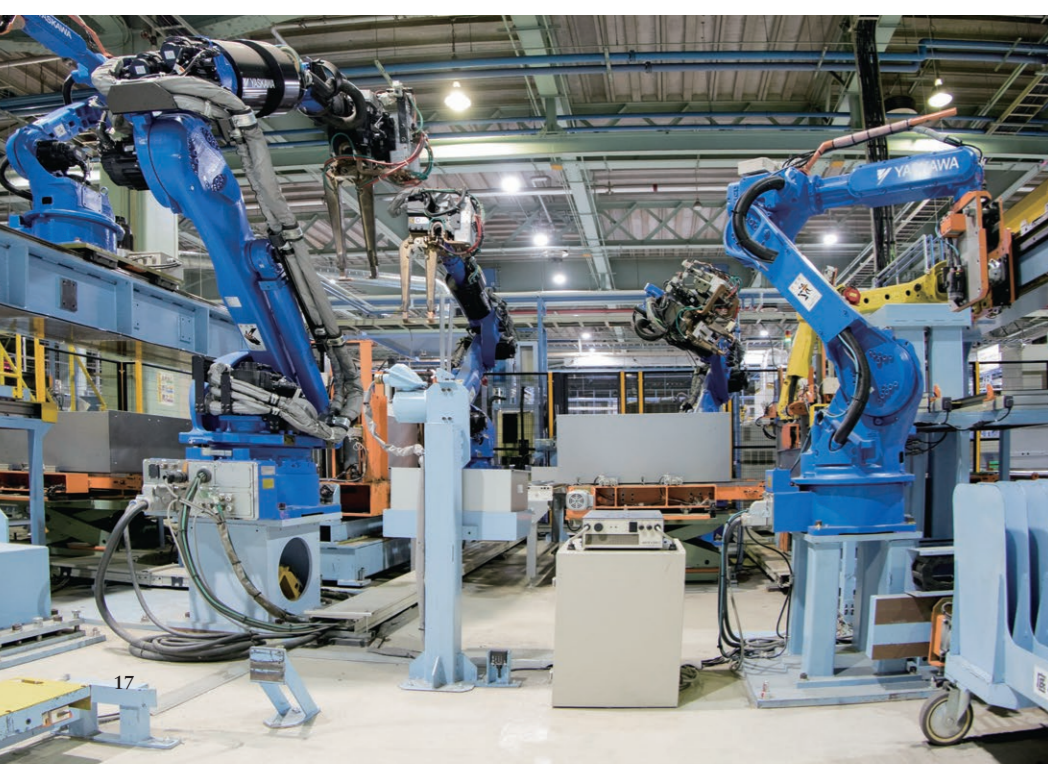
Guard fences



Transmissions for snow removal vehicles



Torque converter type transmission for forklifts



Okamura's Strength
Sources of Technology <Production>

Creating new value from technological expertise

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

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

Production Technology

OPS proprietary production management system — OKAMURA PRODUCTION SYSTEM Pursuing efficiency to increase productivity

By increasing productivity and maintaining quality assurance, we have established a strong corporate manufacturing structure.



Our unmanned production line features robots that can visually recognize parts based on their shape. Through automation using cutting-edge equipment, we are increasing productivity and maintaining high-level quality assurance.

Human Resource Development

Building the foundation of quality through the next generation

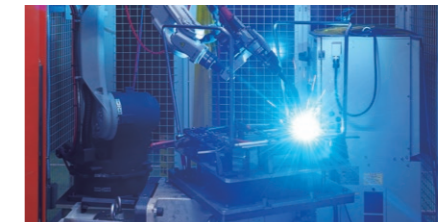
At the Technical Skills Training Center, our mission is training future generations of engineers to ensure that our long heritage of advanced technology and skills continues to be passed down. The Center hosts a diverse variety of training courses each year, making an invaluable contribution to product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



In-house processes developed over many years

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

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



Steel Processing



Covering



Unmanned production lines



Sewing



Resin molding



Assembly



Woodworking

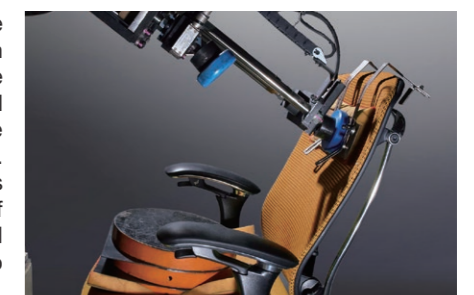


Testing

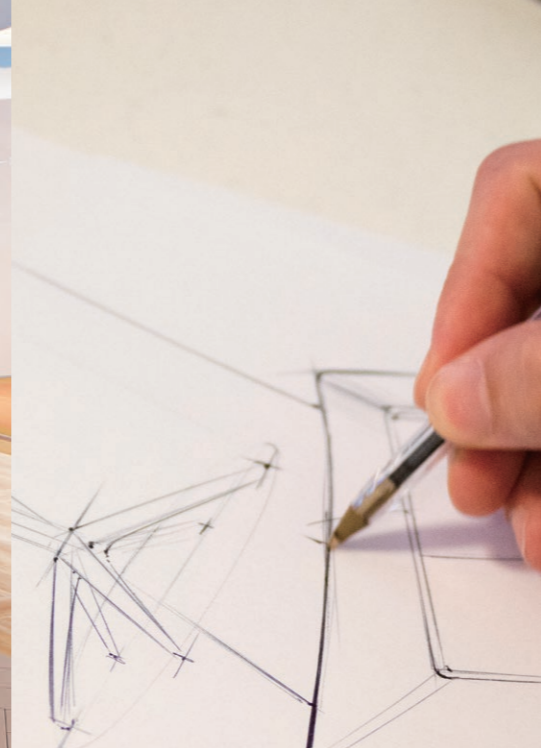
Quality Management

Ensuring quality and safety through proprietary standards

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



Durability testing



Okamura's Strength

Sources of Creativity <Design / Development>

Bringing creativity and new value to interior spaces

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

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

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



Since the founding of Okamura, we have worked to create optimized human environments using our knowledge of hardware and software. Through the three tenets of our design policy, we create attractive spaces for the next generation.

In the pursuit of manufacturing that benefits all people, Okamura's high-quality designs employ both functionality and safety.

The Okamura Group's Design Policy



Quality Design

Provide customers with products of true value

Pursuing the true essence of a product, we provide our customers with products they can truly appreciate. In the pursuit of "the perfect product," we are constantly refining our manufacturing abilities. We aim to create high-quality designs that give our customers added value.

Okamura is committed to satisfying the needs of our customers by ensuring safety and improving comfort. This includes product development based on ergonomic principles and creating environments that enhance creativity.



Ergonomic Seating Simulator

Eco-Design

Develop products with lower environmental burdens

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

Green Wave and Green Wave+

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, 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.



Universal Design

Work towards a world in which everyone feels comfortable and prosperous

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

Awards and certifications received in Japan and overseas



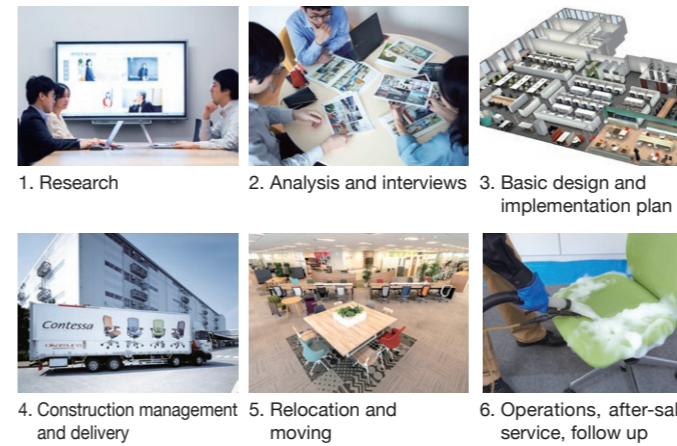
Office Furniture

Building optimal spaces that are comfortable and promote creativity, productivity and well-being

We provide products and services through ideal spaces, including offices, educational and medical institutions, and research facilities. In order to help individuals and organizations to perform at their best, we propose creating an environment which accommodates diverse working styles.



Workflow



Store Displays

From research to planning, design, construction, maintenance and feedback, we support every aspect of retail store development.

We offer total support, from the store planning stage to opening day, proposing attractive store layouts in line with our customers' wishes. After the store opening, we conduct efficacy verification, equipment maintenance, existing store renovation and the opening of additional stores. Moreover, since all of the sales representatives, designers, construction supervisors, logistics and factory members that make our fixtures in Japan are managed by Okamura, we minimize the troublesome administrative work that comes with opening a store.



Workflow



Material Handling Systems

We offer an optimized distribution system to our customers, based on creative new ideas and our extensive experience in the field.

The logistics industry is becoming more diverse and sophisticated by the moment. As such, streamlining logistics is a major aim of every company. At Okamura, we propose optimal distribution management systems based on our abundant experience and outstanding technology. We offer total solutions, from consulting, simulation-based capacity calculation, optimal plan review, system design, performance tests and maintenance available 24 hours a day.



Workflow



WORK MILL

Changing workplaces and working styles to affect lives.



<http://workmill.jp>

For more than half a century, Okamura has been thinking about office furniture and working environments. Through an initiative called Work Mill, the staff at Okamura are looking to change the meaning of work. Work Mill gathers expertise and creates new value in the form of fresh work environments, working styles and lifestyles for Okamura's diverse customer base.



Web magazine
(<http://workmill.jp/webzine>)



Print magazine
Business magazines on the topic of work

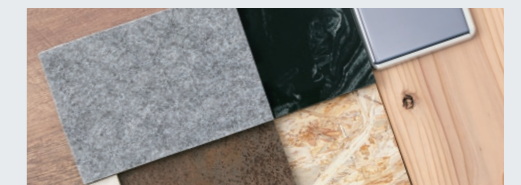


Co-creation spaces (for details, see P28 and P32)

Using the strengths of different materials to coordinate interior spaces

CMF (Color / Material / Finish)

In the CMF department, we create designs based on proposals for color schemes, materials and finishes. When designing furniture, we first create a storyboard with images and text capturing recent trends and market movements, then we prepare CMF that reflects the current era.



Production bases and distribution network

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



1. Oppama Plant

5-2944-1 Urago-cho, Yokosuka, Kanagawa Prefecture

Products Office Seating / Lobby Seating / Conference Room Sets / Torque Converters & Transmissions
(ISO 9001/ISO 14001 Certifications)



2. Tsukuba Plant

Techno-Park Toyosato, 1-2-2 Midorigahara, Tsukuba City, Ibaraki Prefecture

Products Storage Cabinets / Low Partitions / Furniture & Equipment for Healthcare & R&D Facilities / Furniture & Equipment for Public & Educational Facilities
(ISO 9001/ISO 14001 Certifications)



3. Takahata Plant

2635 Kitaharago, Nukanome, Takahata-machi, Higashi Okitama-gun, Yamagata Prefecture

Products Luxury Wooden Desks / Wooden Conference Tables / Wooden Storage Cabinets / SOHO Furniture / Furniture & Equipment for Healthcare & R&D Facilities / Furniture & Equipment for Public & Educational Facilities / Store Equipment
(ISO 9001/ISO 14001 Certifications)



4. Fuji Plant

102-1 Osaka, Gotemba, Shizuoka Prefecture

Products Movable Partitions / Logistics Systems / Store Equipment
(ISO 9001/ISO 14001 Certifications)



5. Nakai Plant

390 Sakai, Nakai-machi, Ashigarakami-gun, Kanagawa Prefecture

Products Store Equipment
(ISO 9001/ISO 14001 Certifications)



6. Gotemba Plant

744 Kita, Shibanta, Gotemba, Shizuoka Prefecture

Products Refrigerated Showcases
(ISO 9001/ISO 14001 Certifications)



7. Kansai Okamura Corporation

2-8-63, Inada-Uemachi, Higashi Osaka, Osaka

Products Office Systems / Desks / Counters
(ISO 9001/ISO 14001 Certifications)



8. NS Okamura Corporation

23-15 Suzuko-cho, Kamaishi City, Iwate Prefecture

Products Desks / Logistics Systems / Storage Cabinets / Furniture & Equipment for R&D Facilities
(ISO 9001/ISO 14001 Certifications)



9. Sanyo Okamura Corporation

1 Aino-machi, Takahashi-shi, Okayama Prefecture

Products Office Systems / Desks / Storage Cabinets / Store Equipment
(ISO 9001/ISO 14001 Certifications)



10. Tsurumi Plant / Seeder Co., Ltd.

2-2-17 Suehiro-cho, Tsurumi-ku, Yokohama, Kanagawa Prefecture

Products Conveyor Systems for Cleanroom
(Tsurumi: ISO 14001 Certification)
(Seeder: KES Certification)



11. FujiSeiko Co., Ltd.

25 Ohama-machi, Nomi, Ishikawa Prefecture

Products Safe Vault Doors & Document Storage Room Doors / Security Systems / Safes / Banking Business Equipment / Safety Deposit Boxes / Walls and Wall Surface Construction Work / Protective Products for Nuclear Power & other Industries
(ISO 9001/ISO 14001 Certifications)



12. Sunahata Co., Ltd.

4-13-1, Nishihokima Adachi-ku, Tokyo

Products Store Equipment

Distribution Network

Distribution Centers

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

Regional Distribution Centers

Sapporo Regional Distribution Center
Sendai Regional Distribution Center
Tokyo Safe Wall Support Center
Tokyo Metropolitan Area Transfer Center
Chubu Regional Distribution Center
Settsu Regional Distribution Center
Hiroshima Regional Distribution Center
Fukuoka Regional Distribution Center

Cross-docking Centers

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

Factory Warehouses (Distribution Centers)

Oppama
Fuji
Takahata
Tsukuba
Gotemba
Nakai

Associate Warehouses (Distribution Centers)

Kansai Okamura Corporation
NS Okamura Corporation
Sanyo Okamura Corporation



Siam Okamura Steel Co., Ltd.

51/5 Moo 2 Poochao Rd., Bangyaparak, Phrapradaeng, Samutprakarn, 10130, Thailand

Products Sales of office furniture and store display equipment in Southeast Asian countries
(ISO 9001/ISO 14001 Certifications)



Hangzhou Okamura Transmission Co., Ltd.

No. 88 Donghuan Road, Lin'an Economic Development Zone, Zhejiang, China

Products Torque Converters for China
(ISO14001 Certification)

Global Network

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

Sales Bases

North America

Chicago



Chicago Branch / Showroom
222 Merchandise Mart Plaza, Suite 1100, Chicago, IL 60654, USA
TEL : +1-312-645-0115

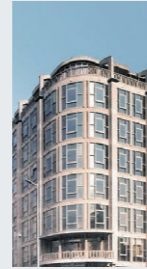
Europe

London



London Branch
1st Floor, 54 Hatton Garden, London EC1N 8HN, UK
TEL : +44-20-3077-5930

Rotterdam



Rotterdam Branch
Stationsplein 45, Unit B7.043, 3013 AK Rotterdam, The Netherlands
TEL : +31-10-213-4414

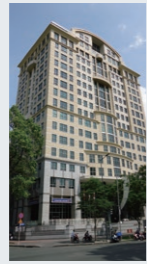
Asia

Dubai



Dubai Branch
Bldg.6 East,Block A, office No.521, Dubai Airport Freezone, Dubai, UAE
TEL : +971-4-3575197

Ho Chi Minh



Ho Chi Minh Representative Office
Suite 1104 11th Floor Saigon Tower, 29 Le Duan St., District 1, HCMC, Vietnam
TEL : +84-28-3822-6392

Singapore



Okamura International (Singapore) Pte., Ltd.
16 Raffles Quay #14-02 Hong Leong Building, Singapore 048581
TEL : +65-6224-7995
Sales of office furniture and store display equipment in Singapore and nearby Southeast Asian countries

Shanghai



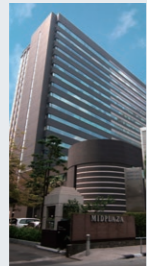
Okamura (China) Co., Ltd.
15F B block, FutureLand building, No.5 Lane 388, Zhongjiang Road, Putuo District, Shanghai, 200062 China
TEL : +86-21-6226-5589
Sales of office furniture, material handling systems and store display equipment in China

Hong Kong



Okamura Salotto Hong Kong Limited
2903 Two Chinachem Exchange Square, 338 King's Road, North Point, Hong Kong
TEL : +852-2898-9777
Sales of office furniture in Hong Kong

Jakarta



PT. Okamura Chitose Indonesia
Midplaza 2, 22nd Floor, JL Jenderal Sudirman Kav 10-11, Jakarta Pusat 10220 Indonesia
TEL : +62-21-572-3925
Sales of office furniture and store display equipment in Indonesia

Bangkok



Siam Okamura International Co.,Ltd.
3199 Maleenont Tower 19th Floor, Rama4 Road, Klongton, Klongtoey, Bangkok 10110, Thailand
TEL : +66-2661-5474~79
Sales of office furniture and store display equipment in Thailand and nearby Southeast Asian countries

Kuala Lumpur



Okamura International Malaysia Sdn. Bhd.
Unit 13-02, Level 13, Q sentral, 2A, Jalan Stesen Sentral 2, Kuala Lumpur Sentral, 50470 Kuala Lumpur Wilayah Persekutuan, Malaysia
TEL : +603 2732 9827
Sales of office furniture and store display equipment in Malaysia

Overseas Partnerships

Office Furniture



Fora Form, Norway
Lobby / Lounge chairs



Pro-Cord S.p.A., Italy
Meeting chairs



Hub Design S.r.l., Italy
Amenity chairs



Wiesner-Hager, Austria
Meeting tables / Chairs



Wogg AG, Switzerland
Meeting tables



erlab D.F.S.S.A.S., France
Green fume hoods



DORMA Hüppe Raumtrennsysteme GmbH+Co KG, Germany
Sliding partitions

Store Displays



Darling Company, USA
Store fixtures systems



Visplay Co., Switzerland
Display fixtures for stores

Material Handling Systems



OCS Overhead Conveyor System AB, Sweden
Overhead conveyor systems



TGW SYSTEMS Inc., USA
Transportation and sorting equipment



AutoStore AS, Norway
Robot storage systems

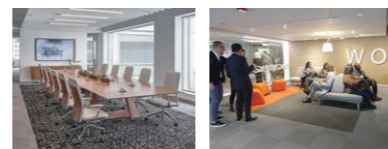
Global Topics

Okamura has been energetically participating in trade shows worldwide, seeking opportunities to gain trust in international markets by presenting our technological and design capabilities. We are also continually developing new business areas while monitoring the rapidly changing market environment.

North America

NeoCon 2019

In June 2019, Okamura exhibited at NeoCon 2019, one of the largest commercial interior exhibitions, held in Chicago, Illinois USA. Since 2008, Okamura has operated a branch and showroom in Chicago, at The Mart. This year, we expanded the facility to 1.7 times its previous size, and showcased a new sofa series and conference seating in the renovated showroom.



Europe

ORGATEC 2018

Okamura displayed products at ORGATEC 2018 (Orgatec Cologne International Office Furniture Trade Fair 2018) in Cologne, Germany in October 2018. The new office chair Finora was launched at the Orgatec event prior to its launch in Japan. This provided an opportunity to popularize the Okamura brand globally.



Asia

VMARK Interior Design Week 2019

In May 2019, Okamura exhibited at the first VMARK Interior Design Week 2019 in Ho Chi Minh City, Vietnam. The exhibition focused on office furniture made in Japan and highlighted its high level of functionality and design. This event helped Okamura develop brand awareness.



Communication Places

In Tokyo, the Okamura Garden Court Show Room in Akasaka provides around 4,400 square meters of display area surrounded by green parks. Further afield, visitors can experience Okamura products in showrooms in the rest of Japan, Chicago, USA and Shanghai, China. The showrooms allow visitors to see and try out Okamura's latest range of product lines and concepts covering furniture for offices, schools and hospitals, as well as commercial product displays. Meanwhile, exhibits at the Okamura Chair Museum in Tokyo offer a chance to learn first-hand about chairs, tracing the evolution and history of office seating and Okamura's contributions in developing new ergonomic technology. "Labo offices" that are experimental offices set up in several locations as part of our workplaces manifest some of our ideas for the future workplace. At our four co-creation spaces in Tokyo, Nagoya, Osaka and Fukuoka, we hold events aimed at cultivating new "working values" with guests and participants.

Showrooms



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 5:30 p.m. (Weekdays), 10:00 a.m. to 5:00 p.m. (Saturdays)
Closed: Sundays and Holidays



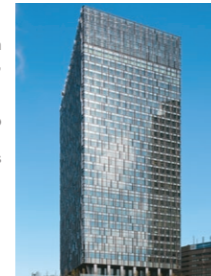
Osaka Showroom

Location: Grand Front Osaka Tower-A, 21st Floor, 4-20 Ofuka-cho, Kita-ku, Osaka-shi, Osaka, Japan
Telephone: +81-6-4802-3370
Opening Hours: 9:00 a.m. to 5:30 p.m. (Weekdays)
Closed: Saturdays, Sundays and Holidays



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 5:30 p.m. (Weekdays)
Closed: Saturdays, Sundays and Holidays



Nagoya Showroom

Location: Dainagoya Bldg., 14th Floor, 3-28-12 Meieki, Nakamura-ku, Nagoya-shi, Aichi, Japan
Telephone: +81-52-551-3170
Opening Hours: 9:00 a.m. to 5:30 p.m. (Weekdays)
Closed: Saturdays, Sundays and Holidays (Reservations required)



Fukuoka Showroom

Location: Meijiyasuda Watanabe Bldg., 1st Floor, 1-3-3 Hakataekimae, Hakata-ku, Fukuoka-shi, Fukuoka, Japan
Telephone: +81-92-482-8822
Opening Hours: 9:00 a.m. to 5:30 p.m. (Weekdays)
Closed: Saturdays, Sundays and Holidays



Visplay Showroom

Location: Higashiote Bldg., 1st Floor, 1-1-7 Uchikanda, Chiyoda-ku, Tokyo, Japan
Telephone: +81-3-3259-6028
Opening Hours: 9:00 a.m. to 5:30 p.m. (Weekdays)
Closed: Saturdays, Sundays and Holidays



Chicago Showroom

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



Shanghai Showroom

Location: Room 08-15, 18F, Infinitus Tower, 168 Hubin Road, Huangpu District, Shanghai 200021 China
Telephone: +86-21-6333-9080

Museum



Chair exhibition room (8F)



Mikasa Touring exhibit



Okamura Chair Museum

Location: 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. (Weekdays)
Closed: Saturdays, Sundays and Holidays
 (Free entry / Reservations required)

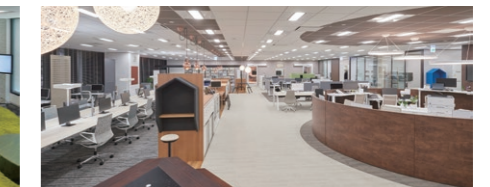
Labo Offices



CO-D6 LABO



MENNOLU LABO



CO-D6 LABO

Co-creation spaces



Open Innovation Biotope "Sea"

Akasaka Intercity AIR 13th Floor, 1-8-1 Akasaka Minato-ku, Tokyo, Japan



Open Innovation Biotope "Cue"

Dainagoya Bldg., 14th Floor, 3-28-12 Meieki, Nakamura-ku, Nagoya-shi, Aichi, Japan



Open Innovation Biotope "bee"

Grand Front Osaka Tower-A, 21st Floor, 4-20 Ofuka-cho, Kita-ku, Osaka-shi, Osaka, Japan



Open Innovation Biotope "Tie"

Meijiyasuda Watanabe Bldg., 2nd Floor, 1-3-3 Hakata-ekimae, Hakata-ku, Fukuoka-shi, Fukuoka, Japan

Towards a Sustainable Society

Okamura Group aims to be a global company trusted and appreciated by society and fulfill its obligations to our shareholders through our business activities. In agreement with the philosophy of the Sustainable Development Goals (SDGs), international goals set by the United Nations for the realization of a sustainable world by 2030, Okamura will contribute to the achievement of these goals through our business and social contribution activities.

Okamura will fulfill our corporate social responsibility based on our mission: "We serve society by creating environments for dynamic interaction through innovative ideas and proven quality." In order to respond collectively to the expectations of stakeholders and the demands of society, we identified a number of CSR Materiality (Material Issues) in 2019 that we will engage as a unified Group.

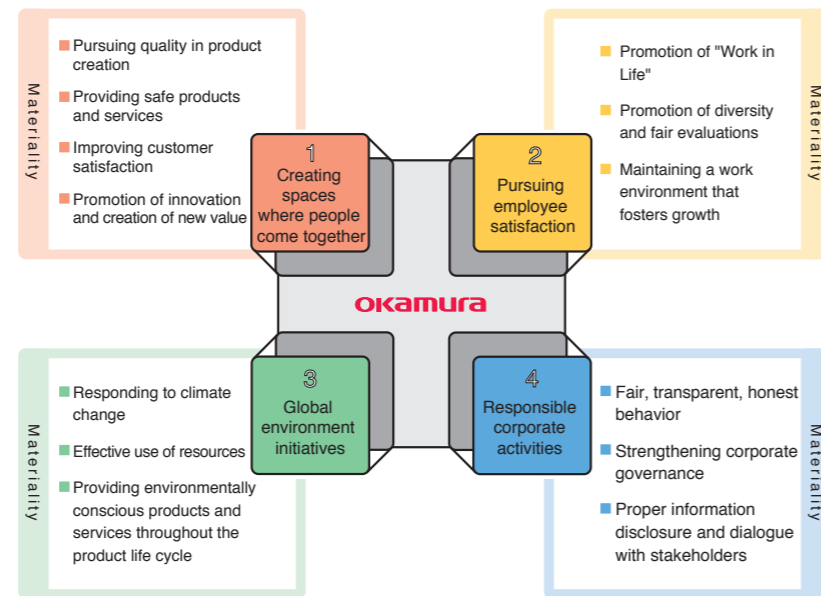
Okamura Group's CSR activities
<http://www.okamura.co.jp/company/csr/>



CSR at the Okamura Group



CSR Materiality (Material Issues)



Aiming to create happy workplace where diverse employees can work together

Okamura developed the Weltz series of "active movement" chairs to help people work in their own unique way. We developed this chair in collaboration with Saga University, Kanagawa Rehabilitation Center and Nissin Medical Instrument to realize an office chair that moves smoothly while the user is in a seated posture. In April 2018, we released the Weltz-self. In October 2018, we announced the Weltz-EV chair with a motorized drive system.

By combining Okamura's technology for creating chairs with our partners' expertise in wheelchairs, we were able to create a comfortable chair that moves smoothly while the user is seated. The Weltz series employs a sophisticated design that blends naturally with furniture in any environment, helping to realize a positive workplace for diverse employees to work together.



Cooperating with industry, academia and government to promote education on trees* and the use of local timber

Since FY 2014, representatives from Okamura have acted as special lecturers in the Furniture Design Seminar held at the Department of Product Design at Tohoku University of Art and Design in Yamagata Prefecture. In Oguni, Yamagata Prefecture, which is rich in woodland resources, Okamura is aiming to deepen its understanding of local traditional tree culture and its ties with the local people. Moreover, we hope to create new value as a regional brand through a project promoting education on trees and the use of local timber. In this project in Oguni, Okamura also partnered with Tohoku University of Art and Design, and in July 2018, the three parties signed an agreement on the use of Oguni's timber and the promotion of education on trees. In the first project, 3-year-old children in Oguni were presented with Deiku children's desks as a piece of "first furniture" for children. The desks were created using local cedar wood, and final processing was completed at local facilities. Using our strengths in furniture development, design, surveys, research and production, Okamura helped to develop human resources, revitalize the region and develop a sustainable community.

*Education on trees: learning about the benefits of wood, why we should use it, and more.



The Deiku children's desk employs a design that is easily assembled. It was devised by students of Tohoku University of Art and Design.



Commemorative photo holding a Deiku children's desk assembled by children and their parents

"WiL-BE" : Okamura's philosophy on work style reforms and implementing them

Since 2018, Okamura has been actively promoting activities related to work style reforms through its "WiL-BE" initiatives. "WiL-BE" is an initiative derived from the "Work in Life" project advocated by Okamura. Work in Life is based on the idea that "Life is composed of many parts, of which work is one." The main goal of this initiative is to promote work style reform as a means to shape Okamura into the company it should be. Although Okamura is a company that creates new working environments for its customers, we are also working on new ways of working at our own company, and will pass the knowledge obtained through this effort on to society.

Four actions taken under "WiL-BE"

Action 1	Action 2	Action 3	Action 4
Human Development	Work Rules	Work Smart	Workplace
Change how people view work to promote motivation and capacity for growth.	Create an in-house system that allows every employee to enjoy their work.	Establish an ICT environment to improve work capacity and efficiency.	Create working environments that enhance efficiency and creativity
Human resource development Motivation	Systems / Rules Behavior modification / Rule enforcement / Rule establishment	Working capacity improvements Efficiency improvements	Experiments / demonstrations Evidence / Manufacturing as a service

Accreditations / certifications



CSR Management

Promoting corporate activities based on the Okamura Group's CSR policy

In March 2010, Okamura compiled information on its CSR activities into a CSR policy document, based on the founding principles of the Okamura Group. In April 2014, we revised our CSR policy due to changes in societal demands, leading us to the seven principles of CSR shown here.

The Okamura Group's CSR policy

- | | |
|-------------------------------|-----------------------------|
| 1. Promotion of compliance | 5. Workplace improvements |
| 2. Pursuit of quality | 6. Respect for human rights |
| 3. Environmental friendliness | 7. Harmony with society |
| 4. Disclosure of information | |

Pursuit of Quality

Creation of comfortable and safe workspaces suitable for teleworking

Teleworking allows employees to work whenever and wherever they want. It is drawing attention as an effective tool in work style reforms, and is becoming ever more popular. However, spaces such as cafes and satellite offices used for teleworking are not suitable for creating materials or making calls involving confidential information, thus there is a need for more places that are suited to teleworking. Although open offices are becoming increasingly popular, more and more employees want to work via remote conferencing, individually or in small groups.

To solve these problems, we have developed a work booth in a new style: a private room. We're contributing to the transformation of work styles through partnership with V-Cube by developing "TELECUBE by OKAMURA," a chair and desk combination that offers optimum height and seated comfort, allowing the user to work for long periods of time with minimal fatigue.



Environmental Friendliness

Promotion of ACORN activities

Our lives and economic activities are supported by the natural environment and many forms of life. The Okamura Group wants to realize a sustainable society, and considers it its mission to protect and nurture our environment. The ACORN initiative includes our activities towards promoting symbiosis with nature and biodiversity conservation, and we conduct a number of activities both within and outside of the company to this end. We have also established a website (<http://acorn.okamura.co.jp/>) to disseminate information on these activities. The site also features regular articles.

Hands-on training at the Afan Woodland



Fuji Plant: Approaches on reducing the environmental impact of the manufacturing process

In the production division of the Okamura Group, we are focusing on ways to improve the coating process, where a large environmental load is likely to arise even during manufacturing. In the coating process, a baking and drying furnace is used to fix paint onto items being treated, however when the external air heated by the burner is drawn into the drying furnace, part of the heat is lost to the outside. In our system, this waste heat is passed through a heat exchanger to raise the temperature up 3–4 times. By using this air as the air supply for the burner, the amount of gas needed to keep the drying furnace at a high temperature is reduced by 13%. Because it reduces overall energy usage, this system will also be installed at Okamura's other business sites, allowing the Group as a whole to further reduce greenhouse gas emissions.

Workplace Improvements

Development of initiatives and systems to realize diverse work styles

From the perspective of "Work in Life," the Okamura Group is developing initiatives and systems to realize diverse work styles, allowing each and every employee to feel motivated in their work.

- | | | | |
|---------------------------------------|--|---|---|
| <Examples of initiatives and systems> | • Ensuring no overtime work is performed | • Introduction of a teleworking system | • Assistance allowing for use of childcare services |
| | • Promoting work at other sites | • Introduction of an hourly paid leave system | • Introduction of a return-to-work system |
| | • Eliminating core time within the flextime system | | |

Activities encouraging employees to reflect on their work style

Employees throughout Okamura are encouraged to reflect on their work style to improve their work and change how they view their daily tasks. To this end, Okamura holds regular meetings, identifies issues, decides on measures and takes concrete action. Measures include effective use of time, making work more efficient through ICT, improvement of communication and awareness reform.

- | | | |
|------------------------|--|---|
| <Examples of measures> | • Reduction of time spent in meetings | • "Thank You Tree" (a place for employees to express their gratitude) |
| | • Communication via chat | • Paid leave acquisition calendar (allowing employees to see the leave they accrue) |
| | • Using cards that show when an employee has gone home early | |



Harmony with Society

Environmental classes presented by visiting teachers at elementary schools

As part of our activities to contribute to society, we have provided environmental classes for elementary school students since 2007. Okamura employees teach the lessons, in which students learn about the "3Rs" (reduce, reuse, recycle) with regard to the desks and chairs designed for use in schools. The students also learn how to use things with care, and study the forests of the world with a focus on biodiversity conservation and sustainable use of forest resources. With this information at hand, the students are able to consider what they can do for the environment. We plan to further improve these lessons in the future, while promoting understanding and awareness of environmental issues among the next generation and manufacturing that respects the natural environment.



Working through the lens of regional characteristics

From 2017 to 2018, we collaborated with Center for Promotion of Interaction and Rural mountainous area Residence in Aichi on the Mikawa Yamazato × Cue project. Center for Promotion of Interaction and Rural mountainous area Residence in Aichi was established through cooperation between private organizations and local governments with the aim of reenergizing the Mikawa rural mountainous area of Aichi Prefecture. Based on the dual perspectives of working and living in the Yamazato area and working and living in urban areas, we held four sessions to consider the future of how people work. In the second and third sessions, we listened to stories about work in the Yamazato area from people who actually work there, and observed a number of workplaces. In the final session, we held a workshop at the Open Innovation Biotope "Cue," a co-creation space operated by Okamura, based on the past observations and the concept of "Work in Life." A variety of people participated in the events, including those interested in migrating to the Mikawa rural mountainous area, students thinking about their own future work styles, and local government staff supporting a number of work-related activities. All those who took part were given the opportunity to gain new perspective on the meaning of work.



Corporate Data	
Company Name	OKAMURA CORPORATION
Registered Office	2-7-18, Kitasaiwai, Nishi-ku, Yokohama, Kanagawa 220-0004, Japan
Head Office	Tenri Bldg. 19F, 1-4-1, Kitasaiwai, Nishi-ku, Yokohama, Kanagawa 220-0004, Japan Telephone: +81-45-319-3401
Foundation	October 1945
Paid-in Capital	¥18,670 million
Number of Employees	3,472 (As of March 31 2019)
Business Activities	Manufacture and sale of steel furniture Manufacture and sale of industrial machinery and other equipment Contracting of metal fitting installation work Auxiliary works, design, manufacture and sale related to the construction industry Manufacture and sales of display fixtures and other equipment Auxiliary construction, design and sale of security systems Design, manufacture and sales of medical equipment and other machinery and equipment Provision of information on improvement of office environments and improvement of office / production efficiency; manufacture and sale of related equipment
Affiliated Banks	MUFG Bank / The Bank of Yokohama / Mizuho Bank / Other bank branches where Okamura has company branches
Stock Information	Number of shareholders 5,439 (as of March 31, 2019) Number of shares of common stock issued 112,391,530 Fiscal year end March 31
Directors and Auditors	
Representative Director, President and CEO	Masayuki Nakamura
Director and Senior Managing Executive Officers	Shigeji Kikuchi Senior General Manager, Office Sales Division Teiichi Toshida Corporate Functional Officer Fumio Yamamoto Senior General Manager, Store Displays Division
Director and Managing Executive Officer	Kenichi Yamaki Senior General Manager, Production Division
Director and Executive Officer	Sakae Fukuda CFO
Outside Directors	Kotaro Tsukamoto Executive Vice President & Group CEO, Industrial Materials Group, Mitsubishi Corporation Hiromi Asano Hiroyoshi Ito External Auditor, Keystone Partners Co., Ltd
Corporate Auditors	Katsunori Aratani Toshikazu Iwata
Outside Auditors	Yuichi Suzuki lawyer Keiko Kishigami certified public accountant
Executive Officers	
Managing Executive Officer	Hajime Kaneko Senior General Manager, International Sales & Marketing Division
Senior Executive Officers	Ken Inoue Senior General Manager, East Japan Regional Sales Office, Store Displays Division Makoto Tajiri Senior General Manager, Material Handling Systems Division Hirosi Makino Senior General Manager, Telecom Sales Division Shinji Sakatoku Senior General Manager, West Japan Regional Sales Office, Store Displays Division Naoki Kono Senior General Manager, Tokyo Regional Sales Office, Office Sales Division Kazumi Arakawa Senior General Manager, Marketing Division
Executive Officers	Yoshikazu Yamashita General Manager, Marketing Office, Material Handling Systems Division Yoshikazu Sato CHRO Takefumi Kondo Senior General Manager, Healthcare Division Miyoshi Kurihara General Manager, Second Plant Department, Production Division Yoshihito Ohno General Manager, Work Style Consulting Office, Office Sales Division

Subsidiaries and Associates

Company name	Principal business activities
Japan	
Okamura Logistics Corporation	Transportation, storage, loading and unloading, assembly during distribution processing, construction, interior finishing and others
Okamura Support and Service Corporation	Installation, maintenance and after-sales service for all Okamura products
FM Solution Corporation	Office consulting and related business centering on facility management
Hill International Inc.	Importation and sale of high-end furniture and interior goods from Europe and North America
Td Japan Ltd.	Importation and sale of dealing desks and monitor arms
SEC Co., Ltd.	Construction, maintenance and repairs for the store display business
Kansai Okamura Corporation	Production of desk systems and storage cabinets
NS Okamura Corporation	Production of desk systems and material handling system products
Sanyo Okamura Corporation	Production of desk systems and store display equipment
Seeder Co., Ltd.	Production of conveyor systems
FujiSeiko Co., Ltd.	Production and sales of automatic safe deposit vaults and office security systems
Sunahata Co., Ltd.	Production of store display equipment
Okamura Business Support Corporation	Life and non-life insurance agency business, welfare services for the Okamura Group
Overseas	
Okamura International (Singapore) Pte., Ltd.	Sales of office furniture and store display equipment in Singapore and nearby South-East Asian countries
Okamura (China) Co., Ltd.	Sales of office furniture, material handling system products, store display equipment and others in China
Shanghai Okamura Architecture Co., Ltd.	Construction and management of design, construction and interior/finishing carpentry work for offices and store displays in China
Okamura Trading (Shanghai) Co., Ltd.	Procurement of products and parts for the Okamura Group
Okamura Salotto Hong Kong Limited	Sales of office furniture in Hong Kong
Hangzhou Okamura Transmission Co., Ltd.	Production of transmission devices in China
PT. Okamura Chitose Indonesia	Sales of office furniture and store display equipment in Indonesia
Siam Okamura Steel Co., Ltd.	Production of office furniture, store display equipment and other products for Thailand and nearby South-East Asian countries
Siam Okamura International Co., Ltd.	Sales of office furniture and store display equipment in Thailand and nearby South-East Asian countries
(12 other companies; total of 34)	

		2014	2015	2016	2017	2018
Operating Results (Annual)						
Net sales	(millions of yen)	220,130	240,794	236,776	241,752	247,925
Gross profit	(millions of yen)	65,041	73,493	73,998	75,794	78,924
Selling, general and administrative expenses	(millions of yen)	56,274	60,532	62,182	62,651	66,506
Operating income	(millions of yen)	8,766	12,960	11,815	13,142	12,418
Ordinary income	(millions of yen)	10,347	13,590	12,761	14,000	13,677
Profit attributable to owners of parent	(millions of yen)	6,422	9,067	8,295	10,820	10,234
Financial Position (Fiscal year end)						
Total assets	(millions of yen)	207,387	217,485	218,741	235,765	229,276
Total net assets	(millions of yen)	103,544	108,491	114,249	125,585	130,403
Cash Flows						
Net cash provided by (used in) operating activities	(millions of yen)	7,463	13,870	11,439	12,059	9,464
Net cash provided by (used in) investing activities	(millions of yen)	△6,487	△6,896	△9,153	△7,665	△5,436
Free cash flow	(millions of yen)	976	6,974	2,286	4,394	4,028
Net cash provided by (used in) financing activities	(millions of yen)	△3,296	△2,114	△4,184	△3,870	△3,860
Cash and cash equivalents at the end of the fiscal year	(millions of yen)	22,808	27,547	25,461	26,122	26,133
Borrowings and corporate bonds at the end of the fiscal year	(millions of yen)	24,288	24,448	23,490	23,001	22,530
Per Share Data						
Profit per share	(Yen)	58.30	82.31	75.30	98.23	92.92
Net assets per share	(Yen)	936.59	980.32	1,032.06	1,136.82	1,179.63
Cash Dividends per share	(Yen)	17.00	24.00	24.00	26.00	28.00
Financial Indicators						
Gross profit to net sales	(%)	29.5	30.5	31.3	31.4	31.8
Operating income to net sales	(%)	4.0	5.4	5.0	5.4	5.0
Return on equity	(%)	6.5	8.6	7.5	9.1	8.0
Ordinary income to total assets	(%)	5.2	6.4	5.9	6.2	5.9
Equity ratio	(%)	49.8	49.7	52.0	53.1	56.7

(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 the current consolidated fiscal year. For each consolidated fiscal year from fiscal 2014 to fiscal 2017, the figures before retroactive application of the relevant accounting standards are stated.

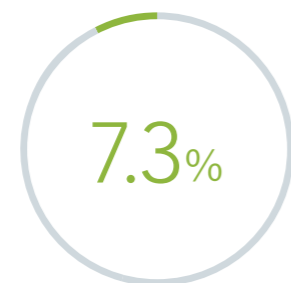
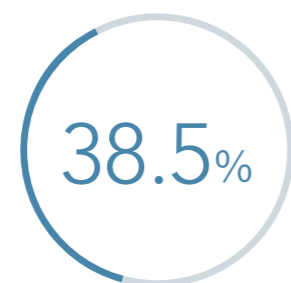
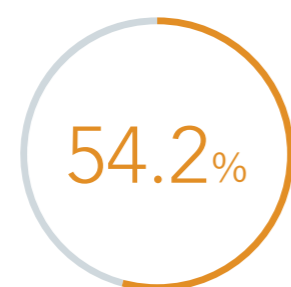


Office Furniture

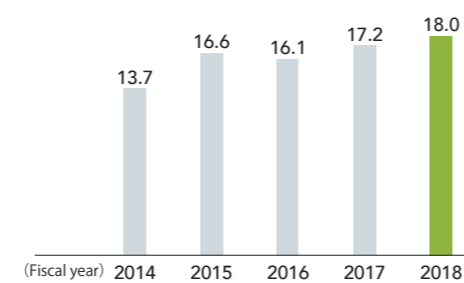
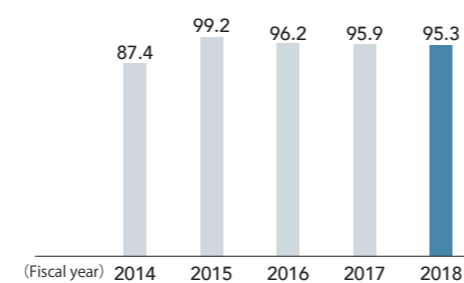
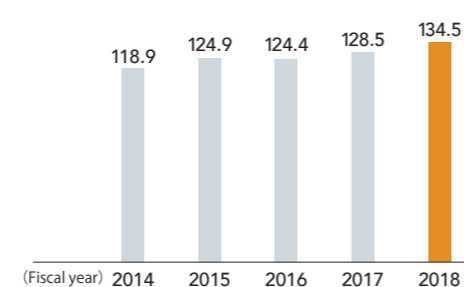
Store Displays

Material Handling Systems & Others

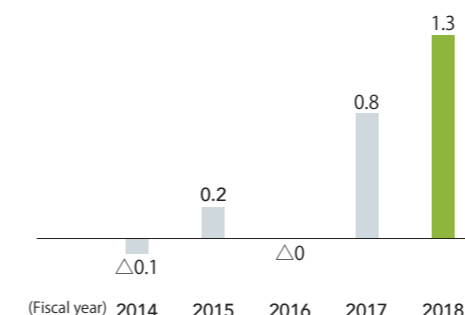
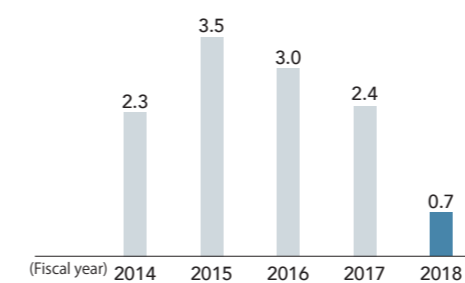
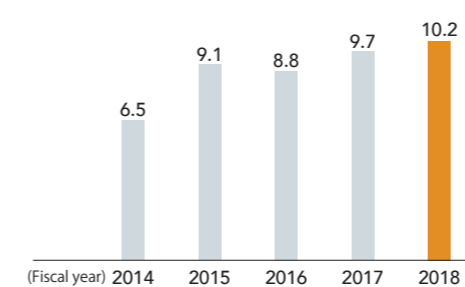
Net sales composition



Net sales (¥ billion)



Operating income (¥ billion)



Breakdown

■ In the Office Furniture segment, the number of large office relocation projects increased alongside the steady supply of large-scale office buildings in central Tokyo, and demand for office relocations and office renovation, mainly by companies with strong business results, remained robust. Under these circumstances, the Company made active efforts to popularize proposals on how to create new office environments in response to work style reform in offices and growing interest in health, which lead to an increase in the number of high-value added major projects, achieving year-over-year growth in both net sales and income. As a result, net sales in this segment amounted to ¥134,504 million (a year-over-year increase of 4.7%) and the segment income amounted to a record ¥10,288 million (a year-over-year increase of 5.2%).

■ In the Store Displays segment, on the back of labor shortages and the forthcoming consumption tax hike, retailers gave priority to ICT-related investment (e.g., replacement of cash registers) and revised their store opening plans in the face of declining store profitability, reducing investments in new stores. Under these circumstances, the Company stepped up efforts to deliver total solutions for display fixtures, refrigerated showcases, store carts, store security products, and the like to increase its market share and reduce costs. Despite these efforts, net sales were flat and income decreased compared to the previous consolidated fiscal year, unable to fully absorb increases in costs for materials, contract installation work and logistics.

As a result, net sales in this segment amounted to ¥95,363 million (a year-over-year decrease of 0.6%) and the segment income amounted to ¥792 million (a year-over-year decrease of 68.1%).

■ In the Material Handling Systems segment, demand for automated warehouse equipment remained at high levels on the back of growing labor-saving needs arising from labor shortages. Under these circumstances, the Company engaged in aggressive promotion activities by maximum utilization of its products, which stand out from others due to their superiority. The organization also worked to strengthen its engineering platform, thereby aiming to grow sales and secure steady income. As a result, net sales increased and income significantly improved.

As a result, net sales in this segment amounted to ¥18,057 million (a year-over-year increase of 4.5%) and the segment income amounted to ¥1,337 million (a year-over-year increase of 53.3%).

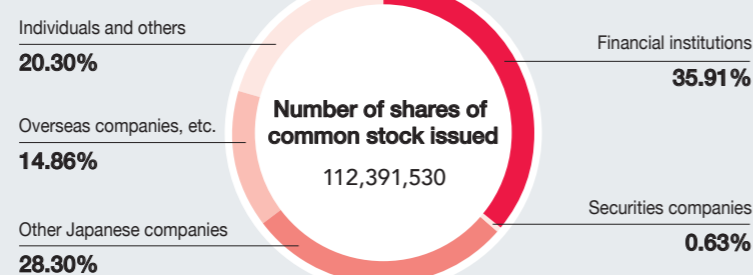
Stock Information

(As of March 31, 2019)

Share Information

Number of shares of common stock authorized	400,000,000	Trading units	100 shares
Number of shares of common stock issued	112,391,530	Number of shareholders	5,439

Stock Distribution Status by Owner

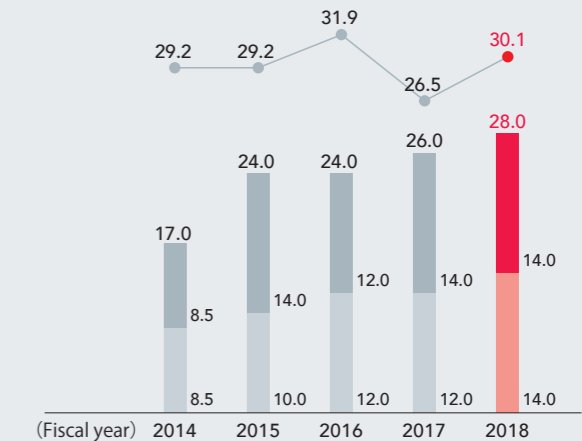


Major shareholders

Shareholder	(thousand shares)	(%)
Japan Trustee Services Bank, Ltd. (Trust Account)	10,791	9.78
The Master Trust Bank of Japan, Ltd. (Trust Account)	6,367	5.77
Mitsubishi Corporation	6,300	5.71
Okamura Group Employees Stock Ownership Plan	5,798	5.26
Meiji Yasuda Life Insurance Company	5,436	4.93
Nippon Steel & Sumitomo Metal Corporation	5,313	4.82
MUFG Bank, Ltd.	4,805	4.36
Mitsui Sumitomo Insurance Company, Limited	4,236	3.84
The Bank of Yokohama, Ltd.	4,076	3.69
Okamura Cooperation Companies Stock Ownership Plan	3,626	3.29

Notes: 1. The holding ratio excludes 2,066,983 shares of treasury stock held by the Company.
2. April 1, 2019, Nippon Steel & Sumitomo Metal Corporation changed its legal name to Nippon Steel Corporation.

Cash dividends per share/ Payout ratio



■ Interim dividends (Yen) ■ Year-end dividends (Yen) ● Payout ratio (%)

OKamura

OKAMURA CORPORATION

International Sales & Marketing Div.

2-14-27, Akasaka, Minato-ku, Tokyo 107-0052, JAPAN

Tel: +81-3-5561-4085 Fax: +81-3-5561-4086

www.okamura.com