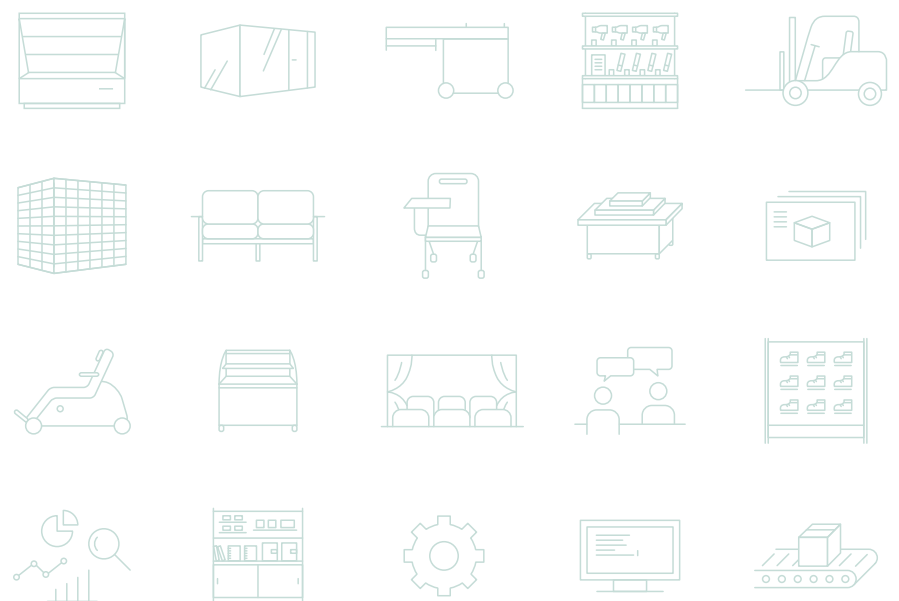





OKAMURA TODAY

OKAMURA CORPORATION Corporate Profile

2020-2021



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.




Contents	
The History of Okamura	3
Message from the CEO	7
Midterm Management Plan /	
Financial Highlights (Consolidated) /	
Highlights by Segment	8
Sustainability and Value Creation Story	9
Business Introduction	
Office Furniture	11
Store Displays	13
Material Handling Systems / Powertrain Business ..	15
Okamura's Strengths	
Sources of Creativity <Design / Development>	17
Sources of Technology <Production>	19
Production Bases and Distribution Network	21
Communication Places	23
Overseas Bases / Partnerships	25
Work Style Reform Initiatives	26
Sustainability Initiatives	27
Corporate Data	29
Financial Information (Consolidated)	31
Segment Information	33

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.

Foundation

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







1947 Manufacture of US military club furniture



Manufacture of garden tables and chairs

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





- 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
- 1958** |  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


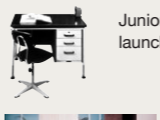

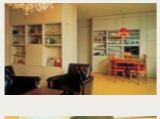

- 1960** |  Kansai Okamura Manufacturing Co., Ltd. (Osaka) established
IBM punch card system introduced, allowing for mechanization of office work
- 1961** | Fukuoka Sales Office opened
Okamura listed in the second section of the Tokyo Stock Exchange
- 1969** | Okamura Transport Corporation established
Industrial robots developed

- 1970** |  Tokyo Showroom opened
 Fuji Plant in Shizuoka completed
Okamura listed on the first section of the Tokyo Stock Exchange
- 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

- 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

Office Furniture



- 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

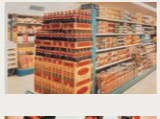

- 1962** |  First Okamura Business Show held
Isu no Kagaku (Chair Science) PR magazine published
- 1963** | First Good Design Award G-Mark awarded for a folding chair
- 1964** |  Junior desk and chair launched
 Technology partnership with AllSteel Inc. (USA) for desks and chairs
- 1966** |  Inter-Wall launched
- 1968** |  Products displayed at NOPA Exhibition in New York City

- 1975** | Okamura Bau building equipment show held System kitchen introduced
- 1976** |  Ferro Wall movable partitions launched
 Slimline storage system launched
- 1977** |  20 series chair launched
- 1978** |  Salvarani Longline Italian-made system kitchen launched

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

Store Displays

- 1957** |  Gondola store shelving launched
 Low Boy store shelving launched


- 1961** | Celta Steel Gondola series launched
- 1963** |  Technology partnership with the Darling Company in Los Angeles for system gondolas
- 1969** |  Technology partnership with the Tyler Refrigeration Corp. (USA) for refrigerated showcases, Okamura-Tyler established

- 1972** | Products displayed at Japan's first store system show, 1st JAPAN SHOP
- 1976** | Okamura Multiple Unit Display System (OMUDIS) launched
- 1978** |  No-defrost refrigerated showcase system launched

- 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

- 1951** |  Torque converter production began
- 1957** | Torque converter for small forklifts developed
 Products displayed at Torque Converter Engineering Show

- 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 Ermacco Co. in the USA for conveyors
- 1976** | Products displayed at an international logistics and machines exhibition
- 1978** |  Rotary Rack launched

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

- 1990 |  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
- 2004 | Osaka Distribution Center completed

2000

- 2005 | Seeder Co., Ltd. acquired
- 2006 | Tsurumi Plant completed in Kanagawa
- 2008 | FujiSeiko Co., Ltd. acquired
- 2008 | Chicago Showroom opened
- 2008 | London branch opened
- 2009 |  Okamura Chair Museum opened
- 2009 | SEC Co., Ltd. acquired
- 2009 | New production facility completed at the Oppama Plant

- 2010 | Td Japan Ltd. established
- 2010 | Shanghai Showroom opened
- 2013 | Hangzhou Okamura Transmission Co., Ltd. established
- 2013 | Salotto Group (Hong Kong) acquired
- 2013 | Sunahata Co., Ltd. acquired
- 2013 | Ichie Co., Ltd. acquired
- 2013 | Shanghai Okamura Architecture Co., Ltd. established
- 2014 | Okamura Trading (Shanghai) Co., Ltd. established
- 2014 | New factory at the Gotemba Plant established

2010

- 2015 | PT. Okamura Chitose Indonesia established
- 2015 | Japan's first front wheel drive automatic car "Mikasa" with automatic transmission certified as "Mechanical Engineering Heritage"
- 2018 | Okamura International Malaysia Sdn. Bhd. established

- 2020 | Okamura International Vietnam Co., Ltd. established

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.




2020

Office Furniture

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

- 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
- 2003 | Products displayed for the first time at Security Show 2003
- 2003 | Products displayed at NeoCon2003 (USA), Contessa announced
- 2004 | Products displayed at EIMU2004 (Italy)

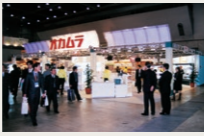
- 2005 | Office Evolution—The Future of Offices published
- 2005 |  Baron ergonomic mesh chair launched
- 2005 | Cruise and Atlas personal workstations announced
- 2007 | Creating a Good Relationship between Office and People published
- 2007 | Products displayed at The Office Exhibition 2007 (UAE / Dubai)
- 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
- 2014 | Products displayed at the 33rd China International Furniture Fair (Guangzhou) (CIFF)
- 2015 |  Swift height-adjustable table launched
- 2015 | Sea Open Innovation Biotope opened
- 2015 | Diversified Workstyles and Spaces Make Offices More Fun published
- 2016 | WORK MILL activity started
- 2016 | Mennolu Labo, Cue Open Innovation Biotope opened

- 2017 | Contessa II (Contessa Seconda) office seating launched
- 2017 | Bee Open Innovation Biotope opened
- 2018 | CO-Dō LABO opened
- 2018 |  Lives office furniture series launched
- 2018 | TELECUBE by OKAMURA and Snow Hut work booths launched
- 2019 | Tie Open Innovation Biotope opened
- 2019 | "point 0 marunouchi" opened

Store Displays

- 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 display fixtures system launched
- 2008 |  Visplay Showroom opened

- 2014 |  Store carts launched
- 2015 |  Oscrom Qlus Showcase navigation system launched


- 2017 |  GONDOLA-IN CASE store shelving with a built-in refrigerator launched

Material Handling Systems & Others

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

- 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
- 2016 | Business partnership with GROUND for automatic conveyor robots

- 2020 | Business partnership with Right-Hand Robotics Inc. for robot piece picking system
- 2020 | RightPick robot piece picking system launched

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

At Okamura Corporation, since our establishment we have provided society with high-quality products and services that precisely address our customers' needs. 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."

As society pursues new values in order to preserve (or secure) its sustainability, we consider it important to focus on ESG in its business operations as it strives to achieve sustainable growth. In order to fulfill our mission, we have set the following four themes and priority tasks to work on in its business activities: (1) Creating spaces for people to come together, (2) Pursuing employee satisfaction, (3) Global environmental initiatives and (4) Responsible corporate activities.

Amidst changes in our social environment, including the ongoing decrease in the working population, spread of work style reforms and progress of digital technology, we have set targets for five years ahead and formulated a midterm management plan that will come into effect March 2021 in our efforts to achieve these targets.

We will push structural reforms to develop products and services that anticipate changes in social and market requirements, promote and achieve the establishment of new business models and ensure that our current operational systems can meet future changes.

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

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

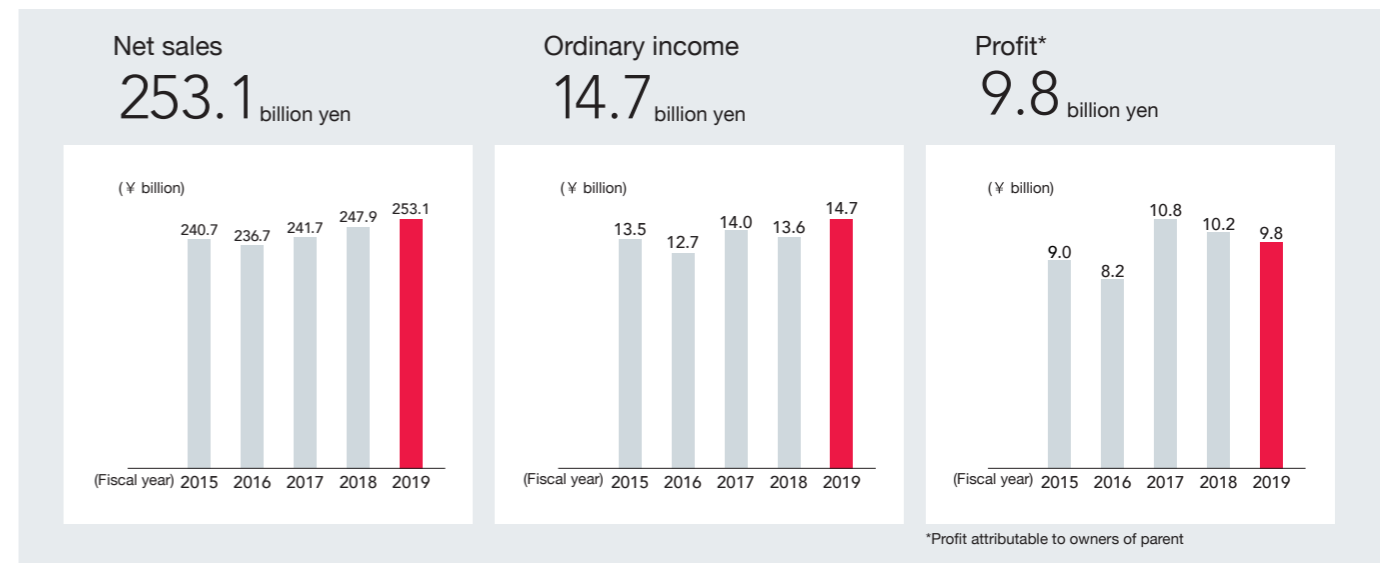
Representative Director, President and CEO




Midterm Management Plan

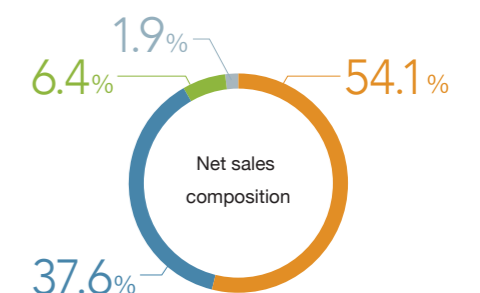
- Basic policy** — Aim to enhance the corporate value through continued growth and active ESG initiatives by creating new demands, achieving greater operational efficiency, and promoting globalization.
- Financial Targets (FY2024)** — Operating income ratio: 7% or more
ROE: 10%
- Management Themes** —
 - Supply chain reforms**
Reform the supply chain to be suitable for manufacturing a wide variety of products flexibly, in an effort to respond to diversifying customer needs and changing market trends.
 - Promotion of digital transformation**
Add greater value to products and services by making the most of advanced digital technologies such as AI, IoT, and robotics; and achieve greater overall operational efficiency.
 - Strengthening of overseas business**
Strengthen overseas business by setting priority markets in ASEAN countries where economic growth, an increase in high-income earners, and urbanization are expected.

Financial Highlights (Consolidated)



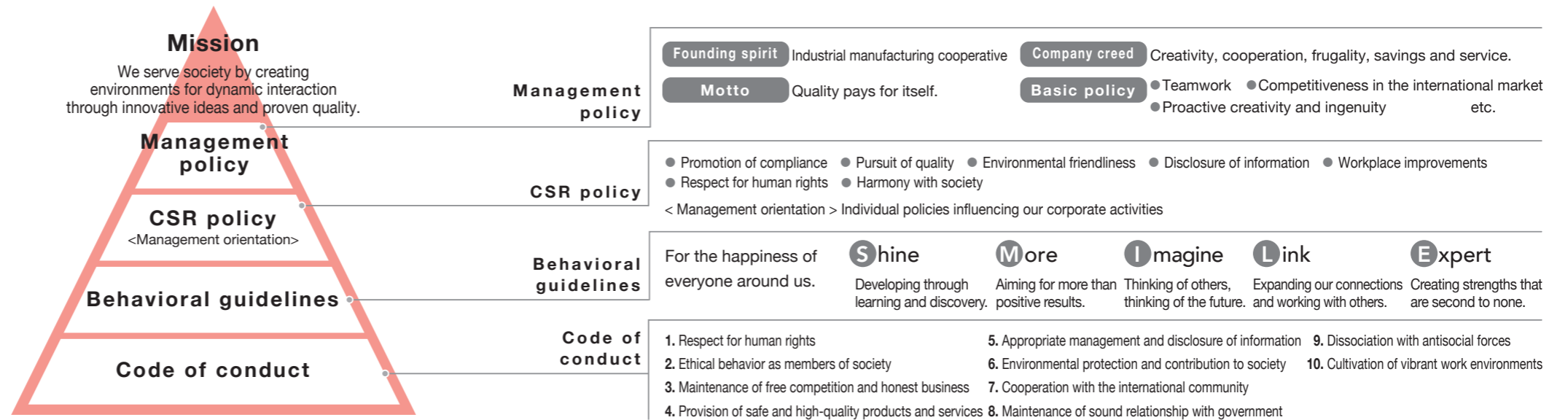
Highlights by Segment

	Net sales	Operating income
Office Furniture	137.0 B yen	9.7 B yen
Store Displays	95.1 B yen	1.8 B yen
Material Handling Systems	16.1 B yen	1.7 B yen
Others	4.7 B yen	0.06 B yen



Sustainability at the Okamura Group

The Okamura Group aims to be a global company trusted and appreciated by society and fulfill its obligations to its shareholders through business activities. Our mission statement is, "We serve society by creating environments for dynamic interaction through innovative ideas and proven quality," and we aim to "set the stage for people" while fulfilling our corporate social responsibilities.



The Okamura Group's Value Creation Story

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

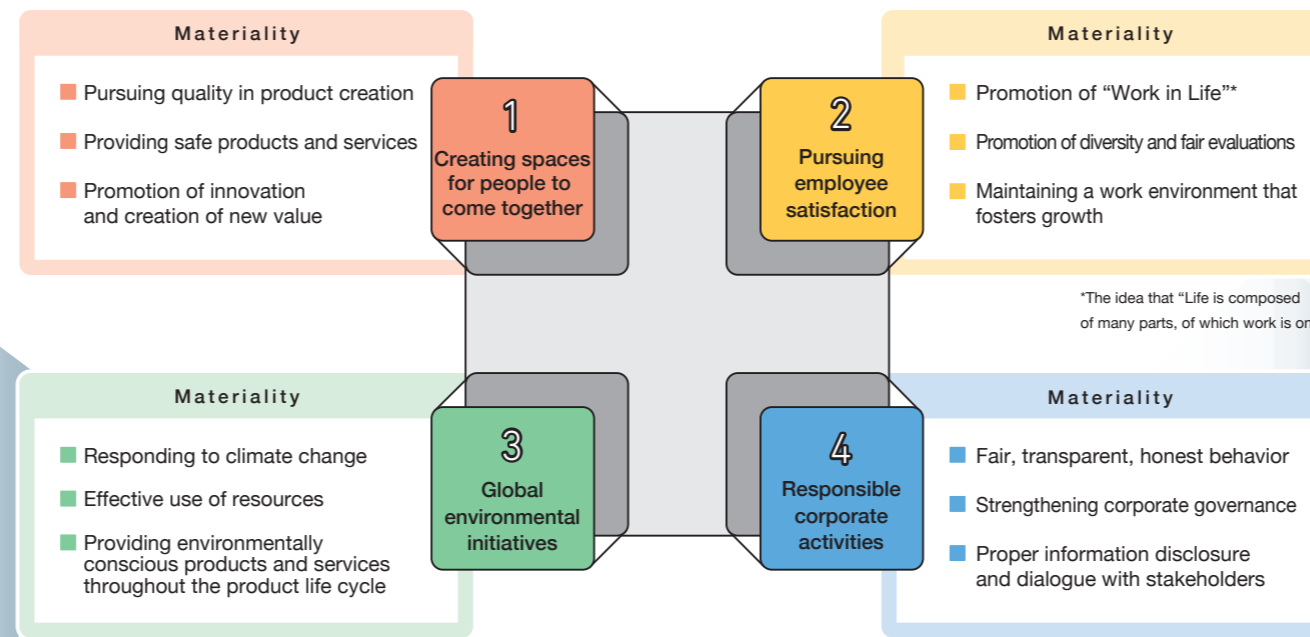
Business environments

- Shrinking labor force
- Diversification of working styles and environments
- Changes in social environment and values due to advances in digital technology
- Expansion of high-income groups and increased consumption in emerging countries
- Progress of the sharing economy
- Progress of subscriptions and recurring business models
- New business creation potential through open innovation

Social issues

- An increasing global population and decreasing domestic population
- Super-aging society
- Climate change mitigation and adaptation
- Biodiversity loss and ecosystem collapse
- Resource depletion
- Large-scale natural disasters
- IT risks including cyber attacks
- Expansion of disparities between generations and regions

The Four Sustainability Priority Issues



Stakeholders

Customers

Dealerships

Suppliers

Shareholders and investors

Employees and their families

Society and government

Value provided

Mission

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

Vision

We aim to become a trusted leading company by continuing to provide high-quality products and services and take on the challenge of creating new value, markets, and trends.

Contribution to SDGs



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.

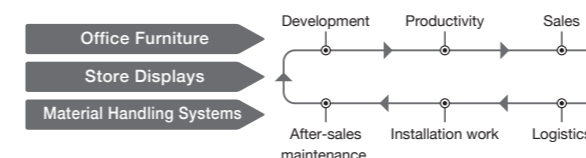
Midterm Management Plan

Basic policy Aim to enhance the corporate value through continued growth and active ESG initiatives by creating new demands, achieving greater operational efficiency, and promoting globalization.

Financial Targets (FY2024)
 Operating income ratio: 7% or more
 ROE: 10%

Management Themes

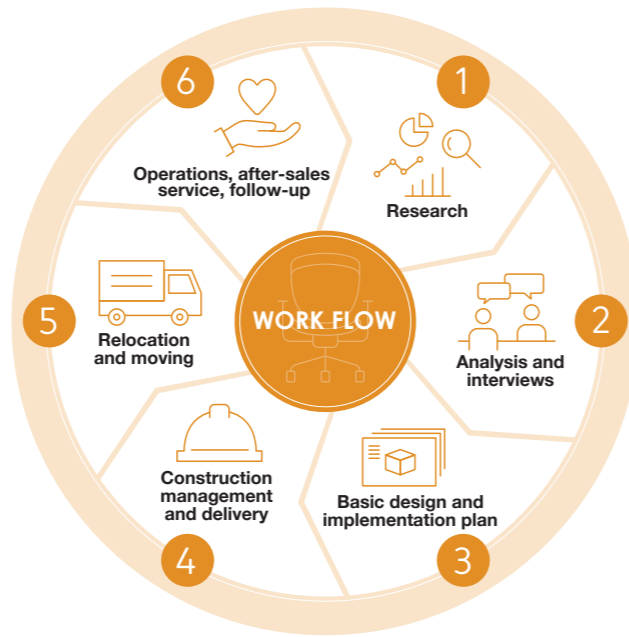
- Supply chain reforms
- Promotion of digital transformation
- Strengthening of overseas business



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.



Office



Workplaces



Communication spaces



Partitions

Reception



Banking facilities / Municipal government facilities

Education



Schools and educational facilities

Culture



Theaters and halls

Healthcare



Staff stations

Laboratories



Chemical laboratories

Security



Entrance security systems

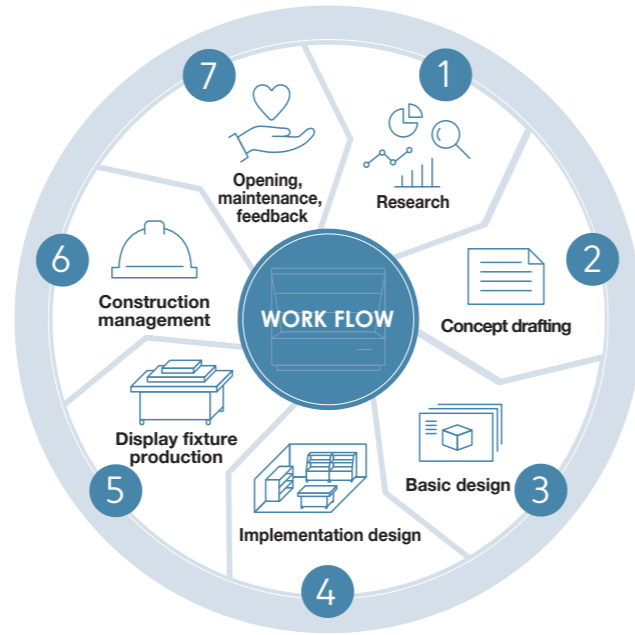
Home interiors



Working from home

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.



Supermarkets / Convenience stores



Refrigerated showcases



Refrigerated showcases



Multiple unit display systems



Food retailers



Specialized display fixtures



Home centers



Multiple unit display systems



Stationery / Miscellaneous goods



Visplay display fixtures



Bookstores



Specialized display fixtures



Drugstores



Multiple unit display systems



Apparel / Sports Shops



Specialized display fixtures



Consumer electronics



Multiple unit display systems



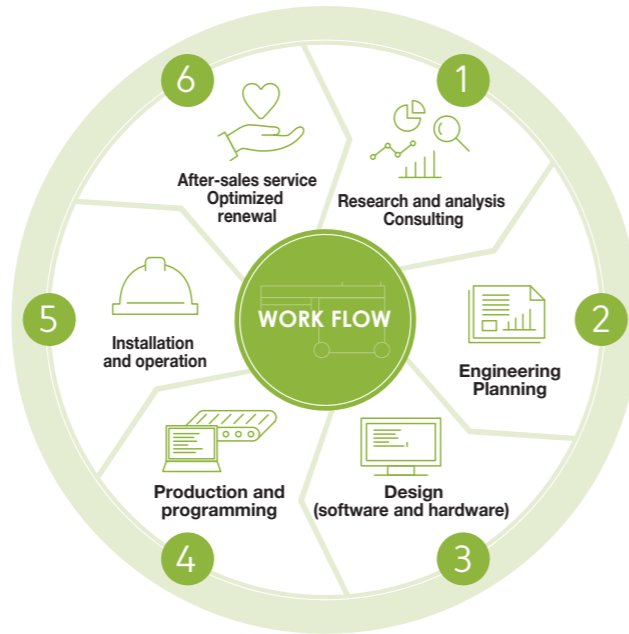
Overseas expansion



Specialized display fixtures

MATERIAL HANDLING SYSTEMS & OTHERS

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.



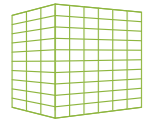
Transfer and sorting equipment



Sorting equipment



Transfer equipment



Automated storage systems



Horizontal carousel storage systems



Robot storage systems



Automated storage / Retrieval systems



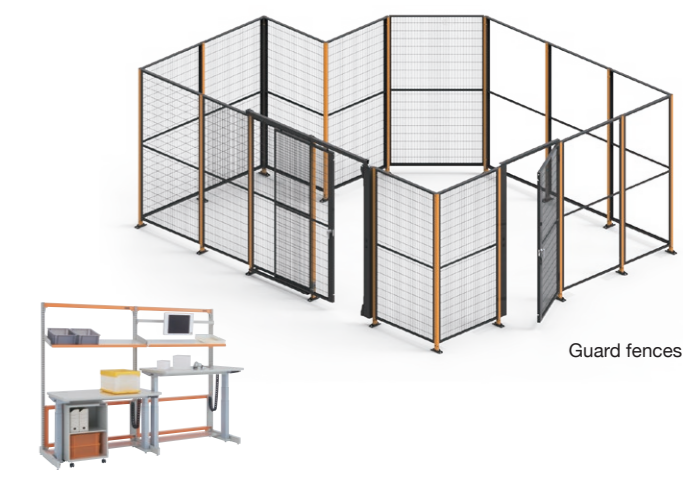
Racking / Shelving



Fixed shelving



Work Station / Peripheral equipment



Guard fences

Workstations



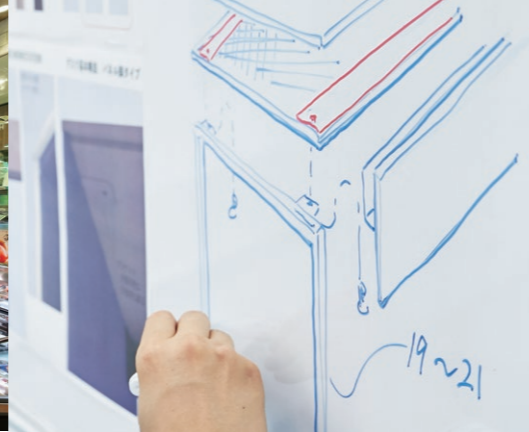
POWERTRAIN BUSINESS



Transmissions for snow removal vehicles



Torque converter type transmission for forklifts



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.



Okamura's Strengths

Sources of Creativity <Design / Development>

Bringing creativity and new value to interior spaces

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

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

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

Quality Design

Provide customers with products of true value

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

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

Eco-Design

Develop products with lower environmental burdens

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

Green Wave and Green Wave+

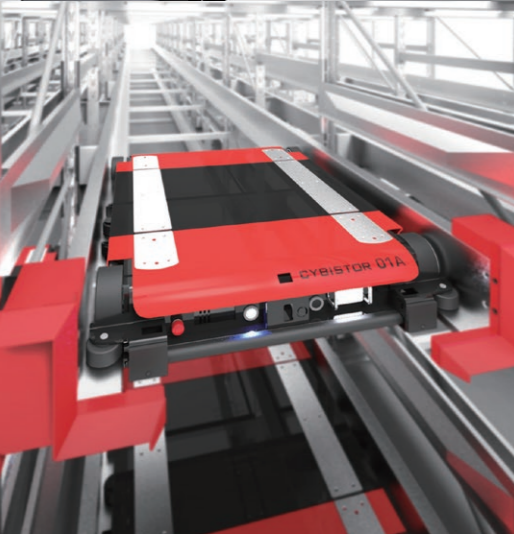
Okamura specially created these environmental product standards, and the Green Wave standard was put into practice in 1997. We certify environmentally conscious products based on seven criteria, namely: "Resource saving," "Use of recycled materials," "Recycling ability," "Reusability," "Long service 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.



WORK MILL

Changing workplaces and working styles to affect lives

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.

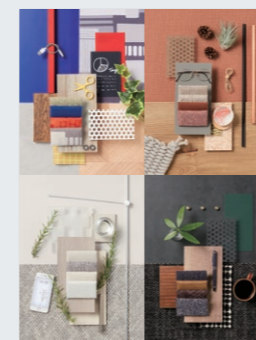


<https://workmill.jp>

CMF (Color • Material • Finish)

Using the strengths of different materials to coordinate interior spaces

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



Awards received in Japan and overseas





Okamura's Strengths

Sources of Technology <Production>

Creating new value from technological expertise

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

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

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

Pursuing efficiency to increase productivity

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



Educating the next generation

Developing human resources to ensure quality

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

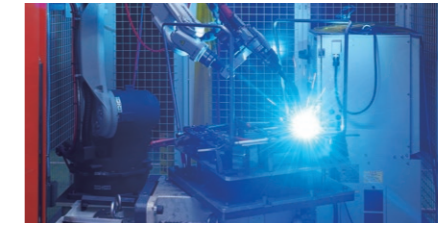


Production Technology

In-house processes developed over many years

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

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



Steel Processing



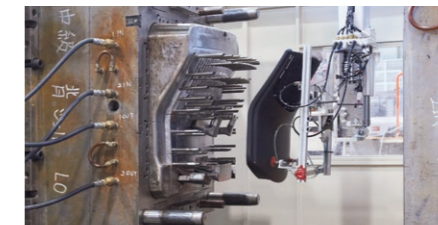
Covering



Unmanned production lines



Sewing



Resin molding



Assembly



Woodworking

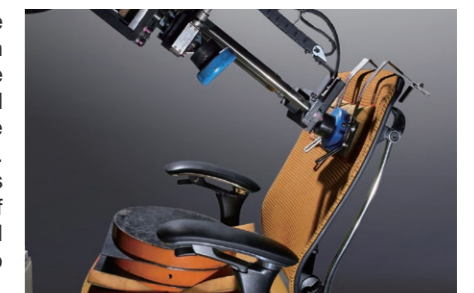


Testing

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

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 / Furniture & Equipment for Healthcare & R&D Facilities / Furniture & Equipment for Public Facilities
(ISO 9001/ISO 14001 Certifications)



8. NS Okamura Corporation

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

Products Desks / Logistics Systems / Furniture & Equipment for R&D Facilities / Furniture & Equipment for Healthcare Facilities / Shelves, Storage Cabinets and Movable Partitions
(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

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

Products Conveyor Systems for Cleanroom



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

Communication Places

Surrounded by the lush gardens of the Akasaka district of Tokyo, the 4,400m² Okamura Garden Court Showroom displays Okamura products for visitors to enjoy. Similar showrooms are available throughout Japan, as well as Chicago, Bangkok and Singapore. 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

*As of July 2020
Please check our website for the latest information.
<https://www.okamura.co.jp/company/showroom/>



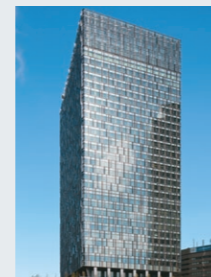
Garden Court Showroom
Location: Hotel New Otani, 3rd Floor, Garden Court, 4-1 Kioicho, Chiyoda-ku, Tokyo, Japan
Telephone: +81-3-5276-2001
Opening Hours: 10:00 a.m. to 5:30 p.m. (Weekdays)
Closed: Saturdays, Sundays and Holidays
(Reservations required)



Osaka Showroom
Location: Grand Front Osaka Tower-A, 21st Floor, 4-20 Ofukacho, Kita-ku, Osaka-shi, Osaka, Japan
Telephone: +81-6-4802-3370
Opening Hours: 10:00 a.m. to 5:30 p.m. (Weekdays)
Closed: Saturdays, Sundays and Holidays
(Reservations required)



Sendai Showroom
Location: Kakyoin Square, 12th Floor, 1-1-20 Kakyoin, Aoba-ku, Sendai-shi, Miyagi, Japan
Telephone: +81-22-712-1491
Opening Hours: 10:00 a.m. to 5:30 p.m. (Weekdays)
Closed: Saturdays, Sundays and Holidays
(Reservations required)



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



Fukuoka Showroom
Location: Meijiyasuda Watanabe Bldg., 1st Floor, 1-3-3 Hakataekimae, Hakata-ku, Fukuoka-shi, Fukuoka, Japan
Telephone: +81-92-482-8822
Opening Hours: 10:00 a.m. to 5:30 p.m. (Weekdays)
Closed: Saturdays, Sundays and Holidays
(Reservations required)



Visplay Showroom
Location: Higashiote Bldg., 1st Floor, 1-1-7 Uchikanda, Chiyoda-ku, Tokyo, Japan
Telephone: +81-3-3259-6028
Opening Hours: 10:00 a.m. to 5:30 p.m. (Weekdays)
Closed: Saturdays, Sundays and Holidays
(Reservations required)



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



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

Singapore Showroom

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

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)
<https://www.okamura.co.jp/company/museum/>

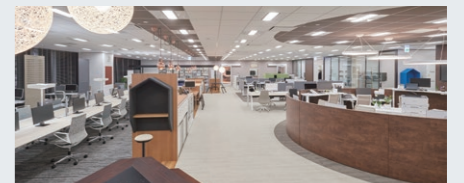
Labo Offices



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

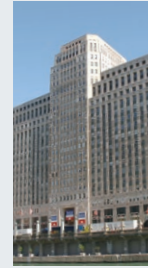
Global Network

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

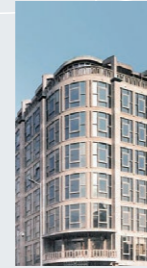
Europe

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



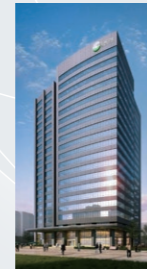
Dubai Branch
Bldg.6 East,Block A, office No.521, Dubai Airport Freezone, Dubai, UAE
TEL : +971-4-3575197

Singapore



Okamura International (Singapore) Pte., Ltd.
137 Cecil Street, #01-01/04 Hengda Building Singapore 069537
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 system products, store display equipment and others in China

Hong Kong



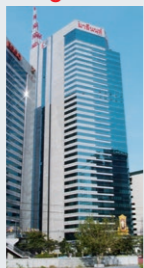
Okamura Salotto Hong Kong Limited
2903 Two Chinachem Exchange Square, 338 King's Road, North Point, Hong Kong
TEL : +852-2898-9777
Sales of office furniture in Hong Kong

Jakarta



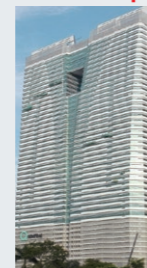
PT. Okamura Chitose Indonesia
Midplaza 2, 22nd Floor, Jl. Jenderal Sudirman Kav 10-11, Jakarta Pusat 10220 Indonesia
TEL : +62-21-572-3925
Sales of office furniture and store display equipment in Indonesia

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

Ho Chi Minh



Okamura International Vietnam Co., Ltd.
Suite 1104B 11th Floor Saigon Tower, 29 Le Duan St., District 1, HCMC, Vietnam
TEL : +84-28-3822-6392
Sales of office furniture and store display equipment in Vietnam

Overseas Partnerships

Office Furniture

Fora Form, Norway
Lobby / Lounge chairs

Wiesner-Hager, Austria
Meeting tables / Chairs

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

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

Wogg AG, Switzerland
Meeting tables

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

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

“WiL-BE”: Okamura philosophy on work style reforms

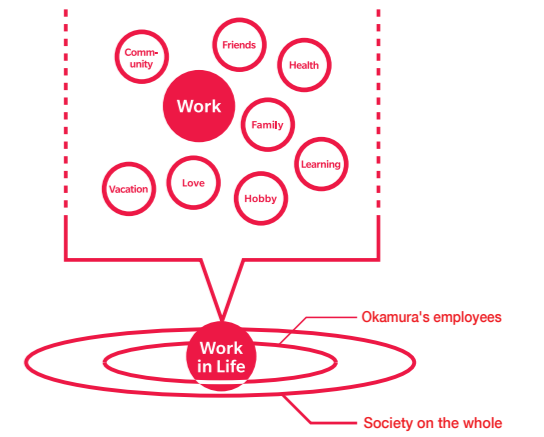
Since 2018, Okamura has been actively promoting activities related to work style reforms through its “WiL-BE” initiatives.

What is “WiL-BE”?

Okamura’s “WiL-BE” compels our employees to design their own work-life balance through the “Work in Life” concept and realize the lives they envision. “WiL-BE” work style reforms allow people to work in their own way, improving the satisfaction found in the workplace.

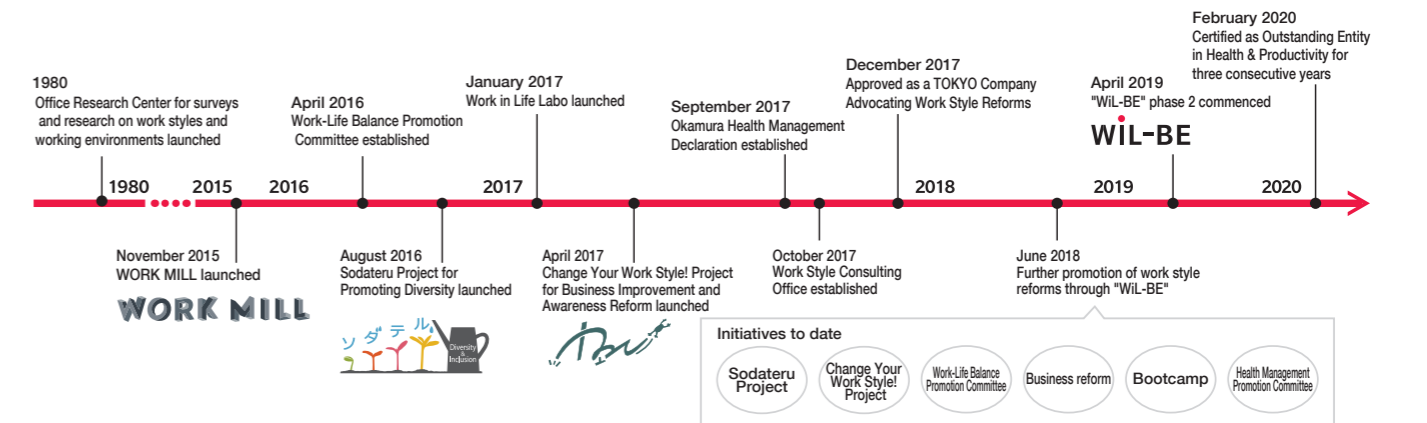
What is “Work in Life”?

“Work in Life” that we at Okamura are proposing, is the concept of “regarding work as part of your own life, for example, family, friends, hobbies, vacation, health, learning, etc. “The things that people desire to cherish in life differ from person to person, and the way of thinking, attitude, and passion for work also vary by each individual. Imagining your own way of living and thinking about your own way of working: this is Work in Life.



The history of Okamura's “WiL-BE” work style reforms

Okamura has conducted many different projects in response to changes in how society perceives the notion of “work.”



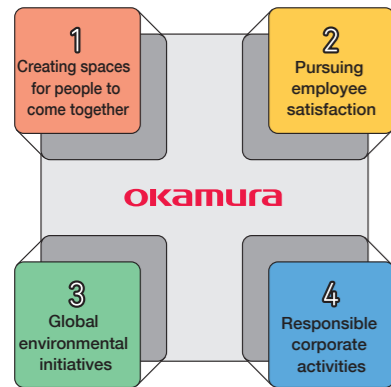
Four actions taken under “WiL-BE”

Action 1	Action 2	Action 3	Action 4
Human Development	Work Rule	Work Smart	Work Place
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 safety, 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

Towards a Sustainable Society

To meet the expectations of our stakeholders and society as a whole, Okamura has identified four key areas where we have set priority issues and are promoting activities: (1) Creating spaces for people to come together, (2) Pursuing employee satisfaction, (3) Global environmental initiatives and (4) Responsible corporate activities.

Four priority issues



The four sustainability priority issues of the Okamura Group			
1 Creating spaces for people to come together	2 Pursuing employee satisfaction	3 Global environmental initiatives	4 Responsible corporate activities
Through our mission, "We serve society by creating environments for dynamic interaction through innovative ideas and proven quality." Okamura will evolve as a company that creates new value where people come together.	In addition to making our workplaces both healthier and safer, we respect the diversity of our employees and provide them working environments that promote fulfillment in their work and achieving personal growth through cooperation.	We will help create a sustainable society by thoroughly considering the global environment throughout the supply chain of our business activities.	We act as a global company that is trusted and appreciated by society by conducting corporate activities based on legal compliance and a high standard of ethics.

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

Okamura Group Sustainability Report
 URL <https://www.okamura.co.jp/company/sustainability/report/>

Global environmental initiatives

Promotion of ACORN activities

The Okamura Group conducts "ACORN" activities that promote the use of timber, with the aim of coexisting with nature, conserving biodiversity and promoting natural environment sustainability. To expand the reach of these activities, we provide opportunities for people to learn about the natural environment and timber products, and share the resulting knowledge and how it relates to manufacturing through booklets, websites and classes held in nature.

Okamura promotes the use of local timber based on the idea of "local production for local consumption"* through the cooperation of forest cooperatives and timber processors in different regions. Sustainable use of domestic and local timber is an effective means to control the degradation of domestic forests and keep them healthy. We are working to expand the use of domestic timber by producing furniture utilizing solid wood, including Japanese cedar and cypress. We also use MDF (medium-density fiberboard) created from lumber remnants as a base material for countertops.

*Products manufactured and utilized in the same locality



ACORN Website: <http://acorn.okamura.co.jp/>



Responsible corporate activities

A global company trusted and appreciated by society

Okamura's founding spirit is still alive today in the five principles of the company's creativity, cooperation, frugality, savings and service. Our "Basic Policy" takes all these principles into account. The Okamura Group recognizes the importance of the social, environmental and economic aspects of its business activities, and conducts management activities to fulfill the Group's corporate social responsibility.

We actively engage in dialogue and exchange with local residents, government agencies, companies, organization and the younger generation that will support society in the future. We ensure that the resulting connections and experience are reflected in our business activities and efforts to contribute to society.

Creating spaces for people to come together

Demonstration experiment for future office spaces: "point 0 marunouchi"

Okamura participates in CRESNECT, a co-creative platform for creating new value and services related to space creation. For our inaugural project, in July 2019 we opened a members-only coworking space called "point 0 marunouchi." Leveraging the latest technology, data and experience of other participating companies, we introduce spatial content tailored to different work styles, including open spaces, conference rooms, nap pods and more. By collecting and analyzing the movements of people as they work, biometric information, operating data from installed equipment and other data, Okamura is working to enhance our space creation capacity and engineer new services.



Pursuing employee satisfaction

Initiatives to improve employee health

Okamura has organized and promoted the Work & Health (WH) Promotion Committee jointly since 1992 for the purpose of harmonizing work and health. In September 2017, the name of the committee was changed to the Health Management Promotion Committee, and in April 2020, related efforts were revised to incorporate new ideas based on the work-style reforms initiative "WIL-BE." We are continuing to strengthen initiatives to promote employee health at Okamura.



2020
 健康経営優良法人
 Health and productivity
 ホワイト500

Priority measures

- Medical examinations and follow-ups for all employees
- Improving the rate of secondary medical examinations
- Mental health assessment
 - Promoting consultations with an industrial physician based on the results of stress checks, and for those working long hours
 - Improving performance value by remedying presenteeism*
- Improving the paid leave acquisition rate
- Promoting smoking cessation
- Improving the implementation rate of individually tailored health guidance
- Eliminating occupational and traffic accidents with safety as top priority
 - *Working despite being ill due to a health problem, which reduces work efficiency

Okamura was certified by the Ministry of Economy, Trade and Industry as a "White 500" company in the Health & Productivity Outstanding Entities Recognition Program for FY2020 (large enterprise category). Okamura has received this certification for three years running since FY2018.

Accreditations / Certifications



Signings



Okamura has signed the UN Global Compact advocated by the United Nations.

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	3,868 (as of July 1, 2020)
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 5,692 (as of March 31, 2020) 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 Director of Metal One Corporation Hiromi Asano Hiroyoshi Ito External Auditor of Keystone Partners Co., Ltd. Mari Kano Managing Director, Center for International Exchange and Specially Appointed Professor, Center for General Education of Showa Women's University
Corporate Auditors	Toshikazu Iwata Noriyuki Nagai
Outside Auditors	Yuichi Suzuki lawyer Keiko Kishigami certified public accountant
Executive Officers	
Managing Executive Officers	Hajime Kaneko Senior General Manager, International Sales & Marketing Division Naoki Kono Senior General Manager, Tokyo Regional Sales Office, Office Sales 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 Hiroshi Makino Senior General Manager, Telecom Sales Division, Office Sales Division Shinji Sakatoku Senior General Manager, West Japan Regional Sales Office, Store Displays 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 General Manager, Life Science Division, Office Sales Division Miyoshi Kurihara General Manager, Second Plant Department, Production Division Yoshihito Ohno General Manager, Work Style Consulting Office, Office Sales Division

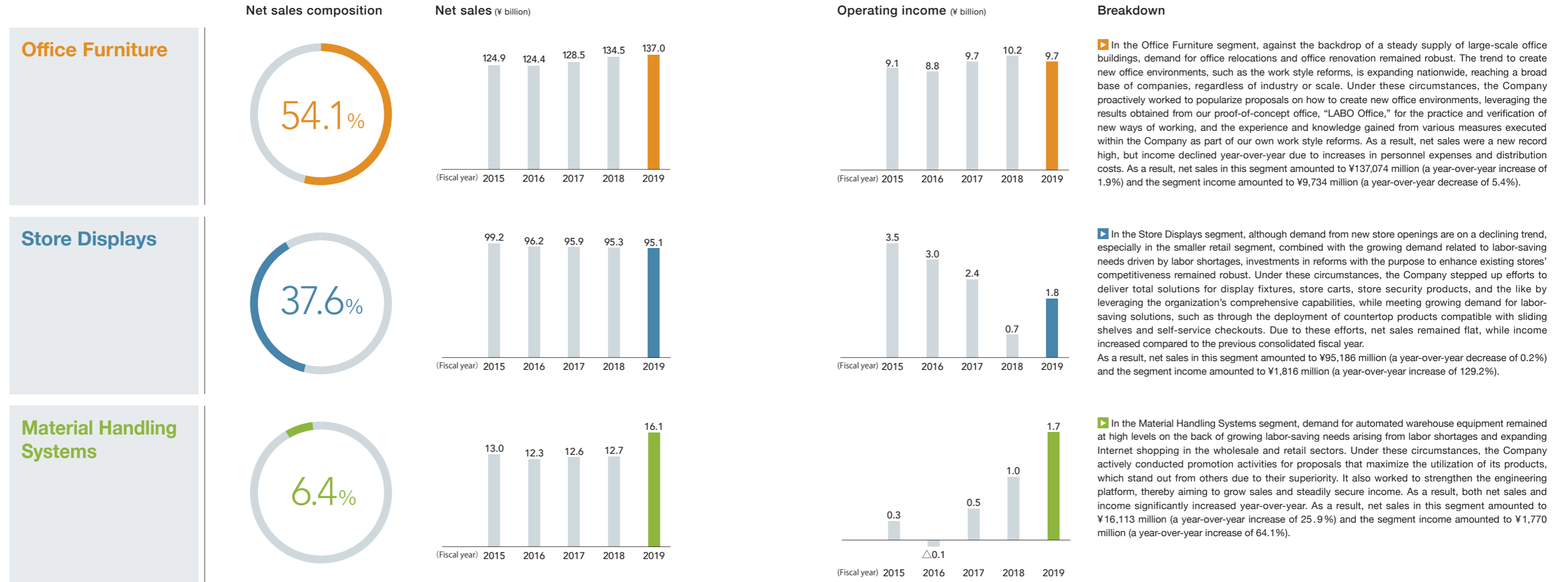
Subsidiaries and Associates

Company name	Principal business activities
Japan	
Okamura Support and Service Corporation	Installation, maintenance and after-sales service for all Okamura products
FM Solution Corporation	Office consulting and related business centering on facility management
Hill International Inc.	Importation and sale of high-end furniture and interior goods from Europe and North America
Td Japan Ltd.	Importation and sale of dealing desks and monitor arms
SEC Co., Ltd.	Construction, maintenance and repairs for the store display business
Kansai Okamura Corporation	Production of desk systems and storage cabinets
NS Okamura Corporation	Production of desk systems and material handling system products
Sanyo Okamura Corporation	Production of desk systems and store display equipment
FujiSeiko Co., Ltd.	Production and sales of automatic safe deposit vaults and office security systems
Sunahata Co., Ltd.	Production of store display equipment
Okamura Business Support Corporation	Life and non-life insurance agency business, welfare services for the Okamura Group
Overseas	
Okamura International (Singapore) Pte., Ltd.	Sales of office furniture and store display equipment in Singapore and nearby Southeast Asian countries
Okamura (China) Co., Ltd.	Sales of office furniture, material handling system products, store display equipment 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 Southeast Asian countries
Siam Okamura International Co., Ltd.	Sales of office furniture and store display equipment in Thailand and nearby Southeast Asian countries
Okamura International Malaysia Sdn. Bhd.	Sales of office furniture and store display equipment in Malaysia
Okamura International Vietnam Co., Ltd.	Sales of office furniture and store display equipment in Vietnam
(12 other companies; total of 34)	

		2015	2016	2017	2018	2019	
Operating Results (Annual)	Net sales	(millions of yen)	240,794	236,776	241,752	247,925	253,170
	Gross profit	(millions of yen)	73,493	73,998	75,794	78,924	81,748
	Selling, general and administrative expenses	(millions of yen)	60,532	62,182	62,651	66,506	68,357
	Operating income	(millions of yen)	12,960	11,815	13,142	12,418	13,391
	Ordinary income	(millions of yen)	13,590	12,761	14,000	13,677	14,712
	Profit attributable to owners of parent	(millions of yen)	9,067	8,295	10,820	10,234	9,851
	Total assets	(millions of yen)	217,485	218,741	235,765	229,276	236,327
Financial Position (Fiscal year end)	Total net assets	(millions of yen)	108,491	114,249	125,585	130,403	135,497
Cash Flows	Net cash provided by (used in) operating activities	(millions of yen)	13,870	11,439	12,059	9,464	14,501
	Net cash provided by (used in) investing activities	(millions of yen)	△6,896	△9,153	△7,665	△5,436	△5,661
	Free cash flow	(millions of yen)	6,974	2,286	4,394	4,028	8,840
	Net cash provided by (used in) financing activities	(millions of yen)	△2,114	△4,184	△3,870	△3,860	△4,388
	Cash and cash equivalents at the end of the fiscal year	(millions of yen)	27,547	25,461	26,122	26,133	31,497
	Borrowings and corporate bonds at the end of the fiscal year	(millions of yen)	24,448	23,490	23,001	22,530	22,140
Per Share Data	Profit per share	(Yen)	82.31	75.30	98.23	92.92	89.44
	Net assets per share	(Yen)	980.32	1,032.06	1,136.82	1,179.63	1,219.18
	Cash Dividends per share	(Yen)	24.00	24.00	26.00	28.00	32.00
Financial Indicators	Gross profit to net sales	(%)	30.5	31.3	31.4	31.8	32.3
	Operating income to net sales	(%)	5.4	5.0	5.4	5.0	5.3
	Return on equity	(%)	8.6	7.5	9.1	8.0	7.5
	Ordinary income to total assets	(%)	6.4	5.9	6.2	5.9	6.3
	Equity ratio	(%)	49.7	52.0	53.1	56.7	56.8

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 2015 to fiscal 2017, the figures before retroactive application of the relevant accounting standards are stated.





Office Furniture
 In the Office Furniture segment, against the backdrop of a steady supply of large-scale office buildings, demand for office relocations and office renovation remained robust. The trend to create new office environments, such as the work style reforms, is expanding nationwide, reaching a broad base of companies, regardless of industry or scale. Under these circumstances, the Company proactively worked to popularize proposals on how to create new office environments, leveraging the results obtained from our proof-of-concept office, "LABO Office," for the practice and verification of new ways of working, and the experience and knowledge gained from various measures executed within the Company as part of our own work style reforms. As a result, net sales were a new record high, but income declined year-over-year due to increases in personnel expenses and distribution costs. As a result, net sales in this segment amounted to ¥137,074 million (a year-over-year increase of 1.9%) and the segment income amounted to ¥9,734 million (a year-over-year decrease of 5.4%).

Store Displays
 In the Store Displays segment, although demand from new store openings are on a declining trend, especially in the smaller retail segment, combined with the growing demand related to labor-saving needs driven by labor shortages, investments in reforms with the purpose to enhance existing stores' competitiveness remained robust. Under these circumstances, the Company stepped up efforts to deliver total solutions for display fixtures, store carts, store security products, and the like by leveraging the organization's comprehensive capabilities, while meeting growing demand for labor-saving solutions, such as through the deployment of countertop products compatible with sliding shelves and self-service checkouts. Due to these efforts, net sales remained flat, while income increased compared to the previous consolidated fiscal year. As a result, net sales in this segment amounted to ¥95,186 million (a year-over-year decrease of 0.2%) and the segment income amounted to ¥1,816 million (a year-over-year increase of 129.2%).

Material Handling Systems
 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 and expanding Internet shopping in the wholesale and retail sectors. Under these circumstances, the Company actively conducted promotion activities for proposals that maximize the utilization of its products, which stand out from others due to their superiority. It also worked to strengthen the engineering platform, thereby aiming to grow sales and steadily secure income. As a result, both net sales and income significantly increased year-over-year. As a result, net sales in this segment amounted to ¥16,113 million (a year-over-year increase of 25.9%) and the segment income amounted to ¥1,770 million (a year-over-year increase of 64.1%).

Note: The Material Handling Systems segment, which was previously included in Others, has become an independent segment from the consolidated fiscal year under review because its quantitative importance has increased.

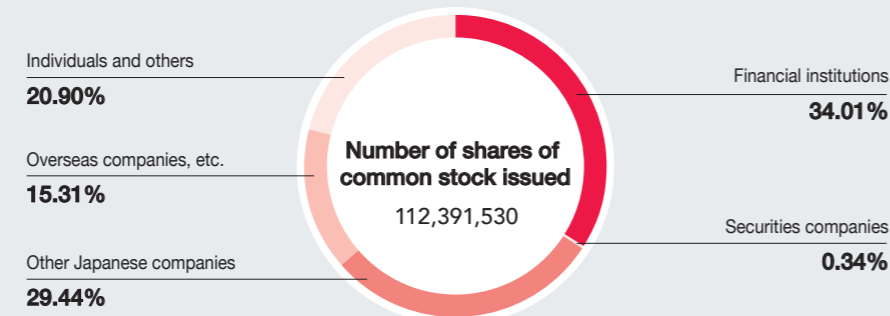
Stock Information

(As of March 31, 2020)

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	5,692

Stock Distribution Status by Owner

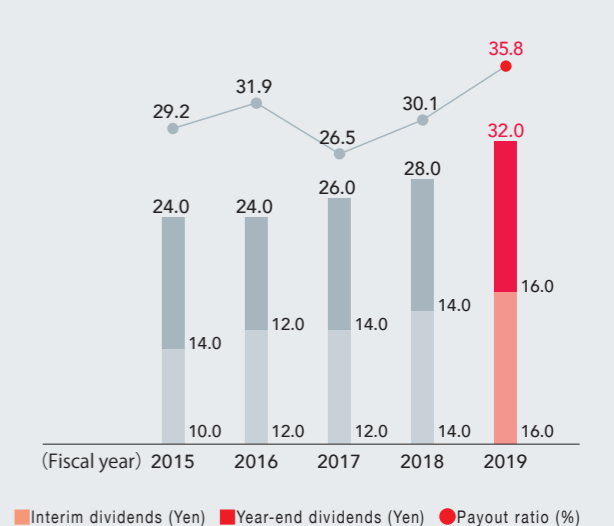


Major shareholders

Shareholder	(thousand shares)	(%)
Japan Trustee Services Bank, Ltd. (Trust Account)	10,349	9.38
Mitsubishi Corporation	6,300	5.71
The Master Trust Bank of Japan, Ltd. (Trust Account)	6,223	5.64
Okamura Group Employees Stock Ownership Plan	5,967	5.41
Meiji Yasuda Life Insurance Company	5,436	4.93
Nippon Steel Corporation	5,313	4.82
MUFG Bank, Ltd.	4,805	4.36
Mitsui Sumitomo Insurance Company, Limited	4,236	3.84
Okamura Cooperation Companies Stock Ownership Plan	3,755	3.40
The Bank of Yokohama, Ltd.	2,853	2.59

Notes: 1. The number of shares held is rounded down to the nearest thousand.
 2. The holding ratio excludes 2,067,619 shares of treasury stock held by the Company.

Cash dividends per share/ Payout ratio



OKamura

OKAMURA CORPORATION

International Sales & Marketing Div.

www.okamura.com