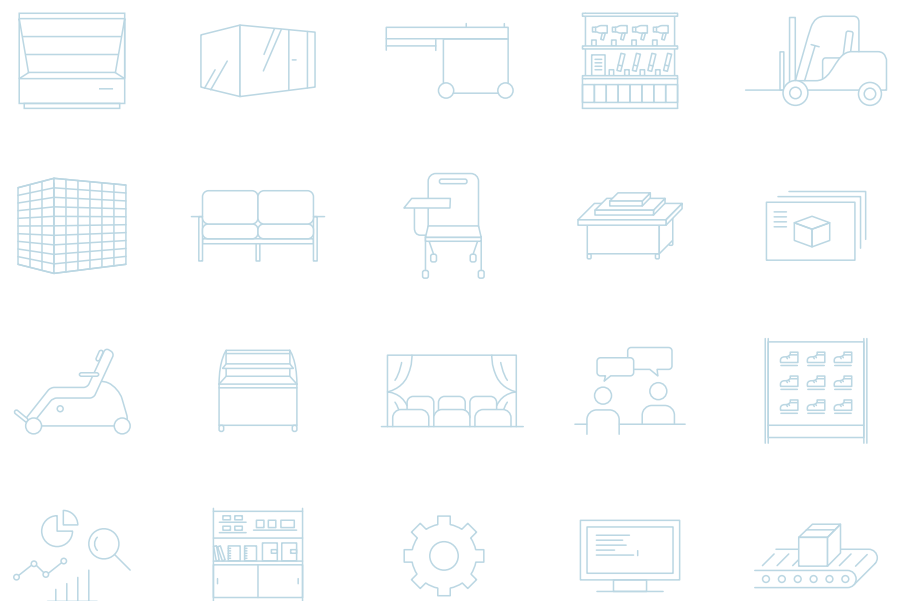




OKAMURA TODAY

OKAMURA CORPORATION Corporate Profile

2021-2022



okamura





HISTORY

The History of Okamura 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, a cooperative industry.

Okamura's Founding Spirit is still alive today in the five principles of the Corporate Philosophy : creation, cooperation, economizing, saving 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 "A good product is always a good price." Okamura's strength lies in its extensive knowledge and technical expertise in many fields, the foundation of creating comfortable spaces for customers worldwide.

- 1950**
New Tokyo Office opened (Tamura-cho, Shimbashi, 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-shi)
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
- 1957**
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



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



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

Material Handling Systems & Others

- 1951**
Torque converter production began

- 1957**
Torque converter for small forklifts developed
Products displayed at Torque Converter Engineering Show


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



Loving people, creating places

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

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

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

Amidst changes in our social environment, including the ongoing decrease in the working population, spread of work style reforms and progress of digital technology, we have set targets for five years ahead and formulated a midterm management plan for three years from March 2021–2023 in our efforts to achieve these targets.

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

Also, due to the effects of the coronavirus pandemic, we will further strengthen our ability to propose solutions and

supply products in response to changes in the logistics industry and evolving office layouts.

As society pursues new values in order to realize sustainability, we believe that allowing each individual to thrive will lead to solutions to social issues. In July 2021, we partially revised our existing management philosophy and systematically formulated it as the Okamura Way. Based on this philosophy, we will contribute to the realization of a society in which all people can work and live with vitality and smiles. In order to fulfill our mission, we have set the following four themes and priority tasks with a pinpoint focus on sustainability while promoting our business activities: (1) Creating environments where people can thrive, (2) Pursuing employee satisfaction, (3) Global environmental initiatives and (4) Responsible corporate activities.

Okamura will continually strive to contribute to society and improve our corporate value, aiming to be a leading company that society can depend on.

We look forward to your continued support and encouragement.

Representative Director, President and CEO




Midterm Management Plan Formulated May, 2020 For fiscal years 2020 to 2022 (fiscal years ending March 31, 2021 to March 31, 2023)

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.

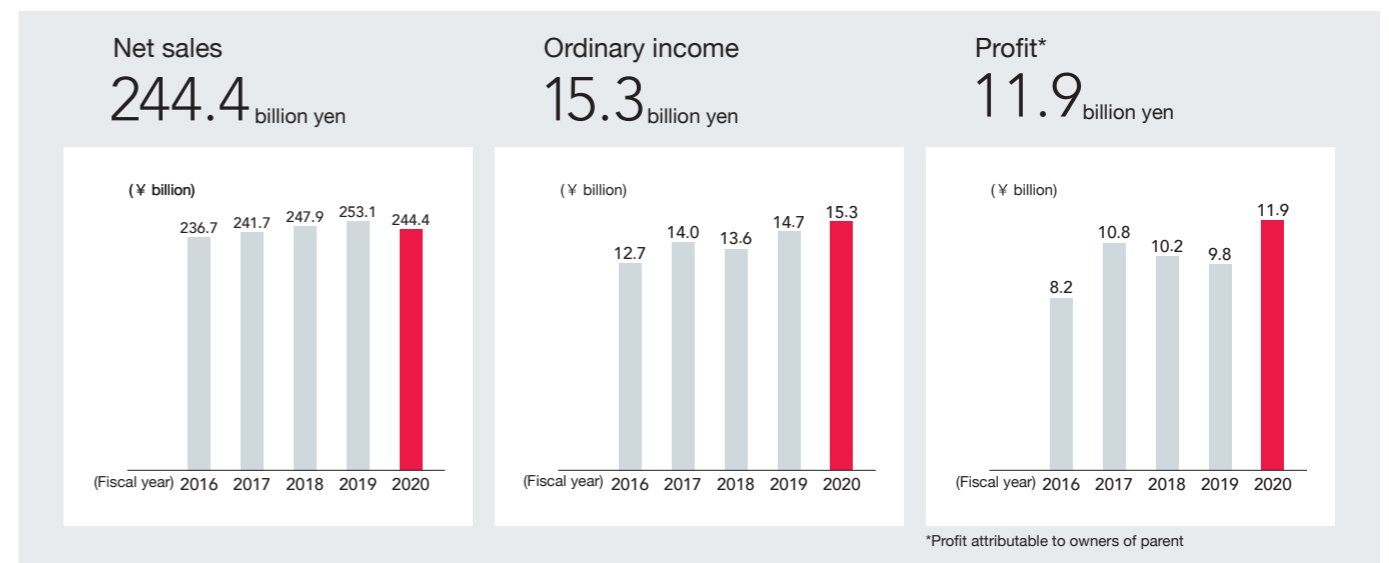
Financial Targets (FY2024) — Operating income ratio: 7% or more
ROE: 10%

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.

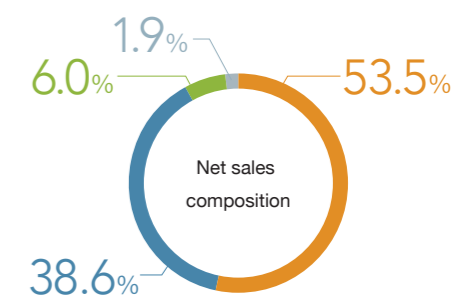
Strengthening of overseas business
Strengthen overseas business by setting priority markets in ASEAN countries where economic growth, an increase in high-income earners, and urbanization are expected.

Financial Highlights (Consolidated)



Highlights by Segment

Segment	Net sales (B yen)	Operating income (B yen)
Office Furniture	130.7	10.0
Store Displays	94.3	2.9
Material Handling Systems	14.7	1.2
Others	4.5	0.1



Sustainability at the Okamura Group

At the Okamura Group, we create physical spaces and environments where people can thrive, and we manage our business with the aim of allowing all people to work and live with vitality. Our mission statement is, "Contribute to society by creating environments where people can thrive with rich ideas and reliable quality," as we aim for enhanced corporate value and providing solutions to issues facing society.

For more information about the Okamura Group's sustainability initiatives, please visit our website below.

Sustainability at the Okamura Group
<https://www.okamura.co.jp/company/sustainability/>

The Okamura Group's Value Creation Story

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

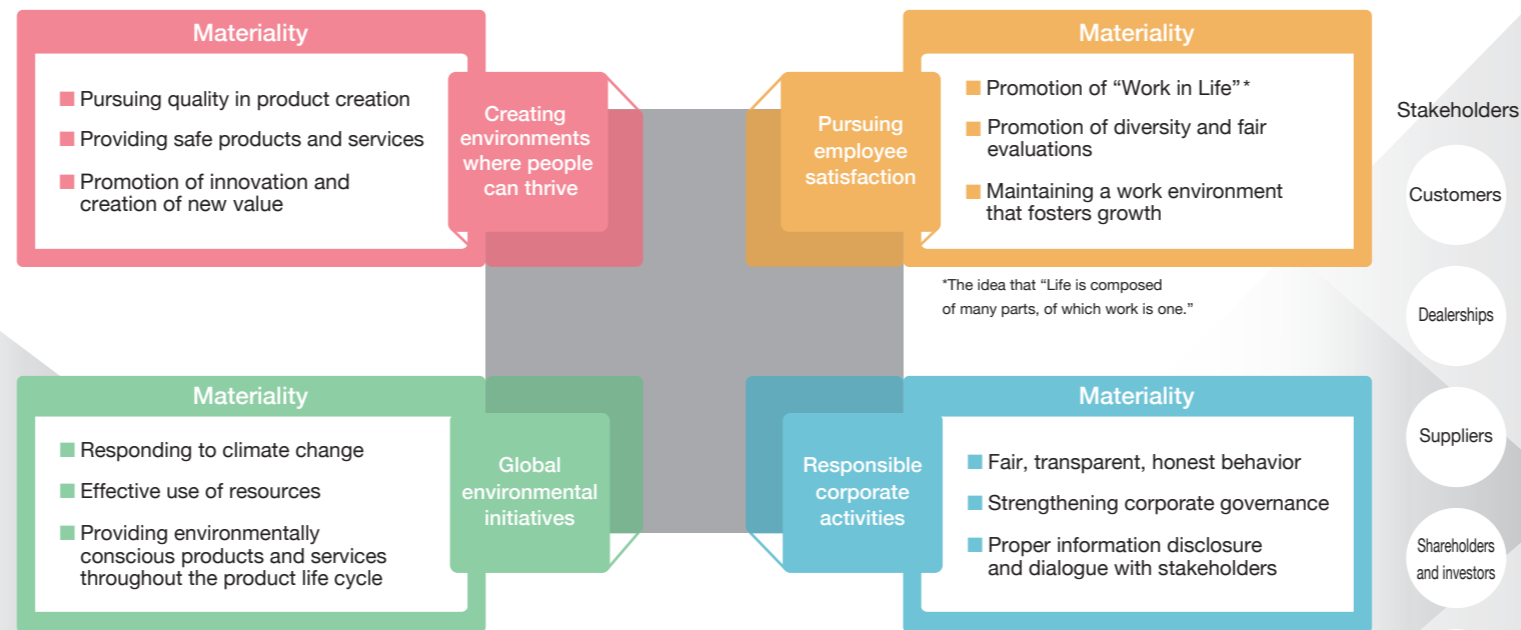
Business environments

- 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



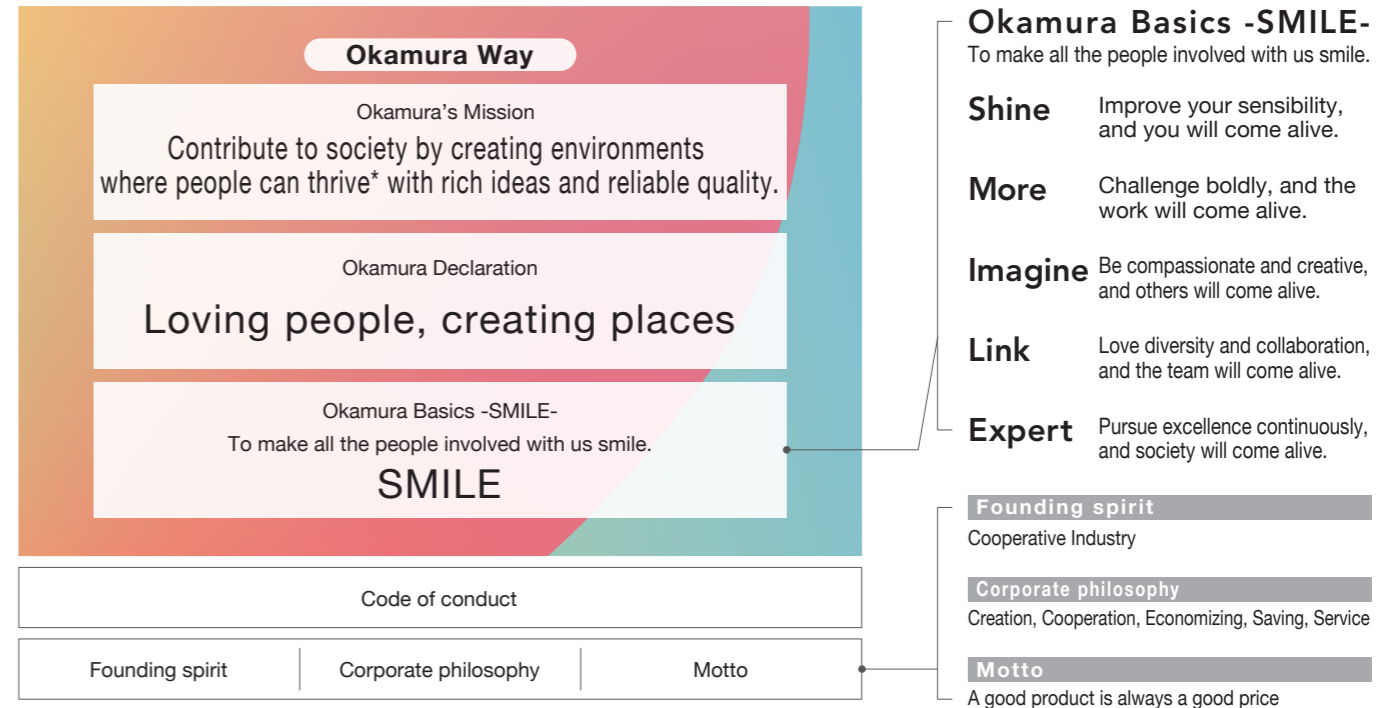
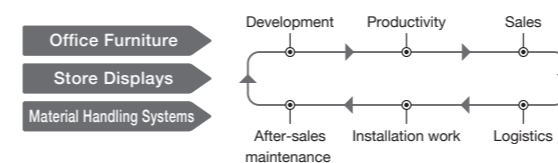
Midterm Management Plan

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



Okamura Basics -SMILE-
 To make all the people involved with us smile.

Shine Improve your sensibility, and you will come alive.

More Challenge boldly, and the work will come alive.

Imagine Be compassionate and creative, and others will come alive.

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

Expert Pursue excellence continuously, and society will come alive.

Founding spirit
 Cooperative Industry

Corporate philosophy
 Creation, Cooperation, Economizing, Saving, Service

Motto
 A good product is always a good price

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

Value provided

Mission

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

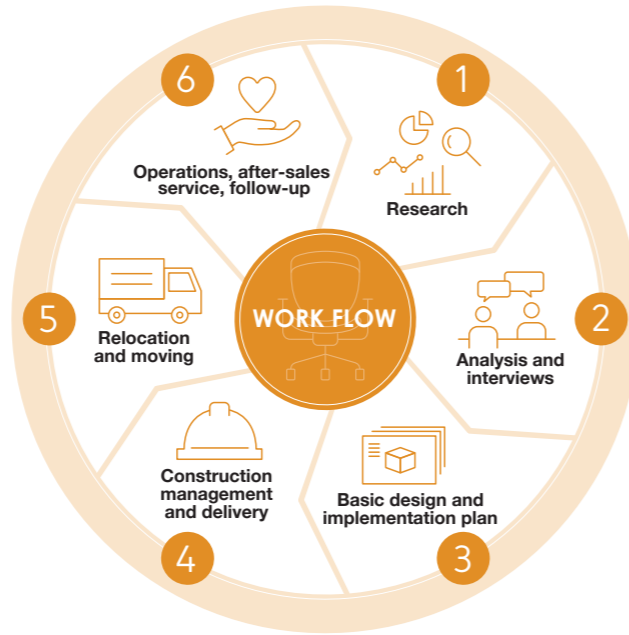


In agreement with the philosophy of the Sustainable Development Goals (SDGs), international goals set by the United Nations for the realization of a sustainable world by 2030, Okamura will contribute to the achievement of these goals through our business and social contribution activities.

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.



Reception



Banking facilities / Municipal government facilities



Education



Schools and educational facilities



Office



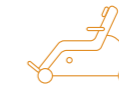
Workplaces



Culture



Theaters and halls



Healthcare



Staff stations



Laboratories



Chemical laboratories



Security



Entrance security systems



Home interiors



Working from home



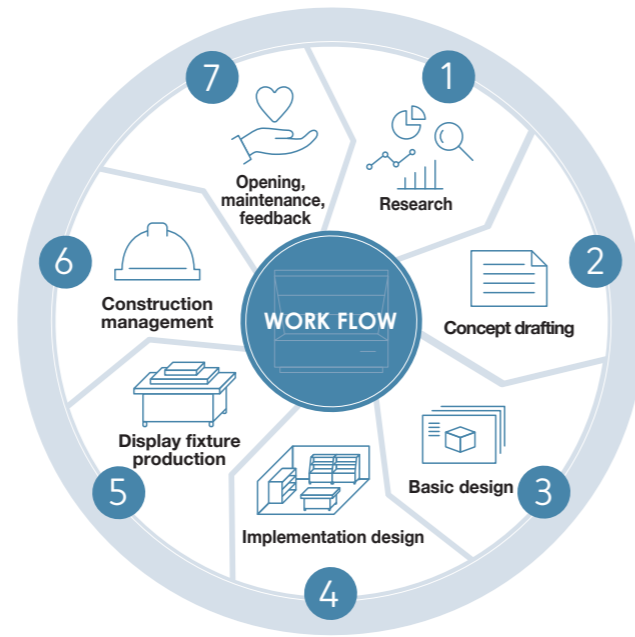
Communication and refreshment spaces



Partitions

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



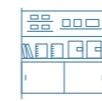
Specialized display fixtures



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

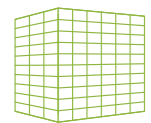
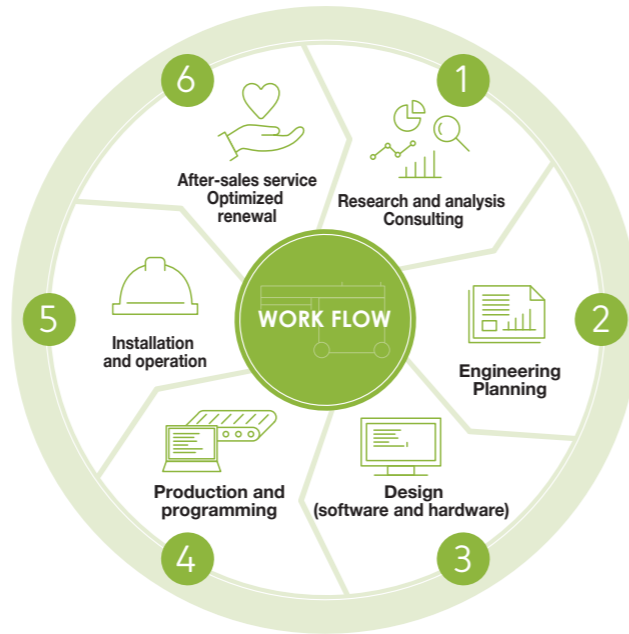


Specialized display fixtures

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.



Automated storage systems



Horizontal carousel storage systems



Robot storage systems



Automated storage / Retrieval systems



Transfer and sorting equipment



Sorting equipment



Racking / Shelving



Fixed shelving



Robots

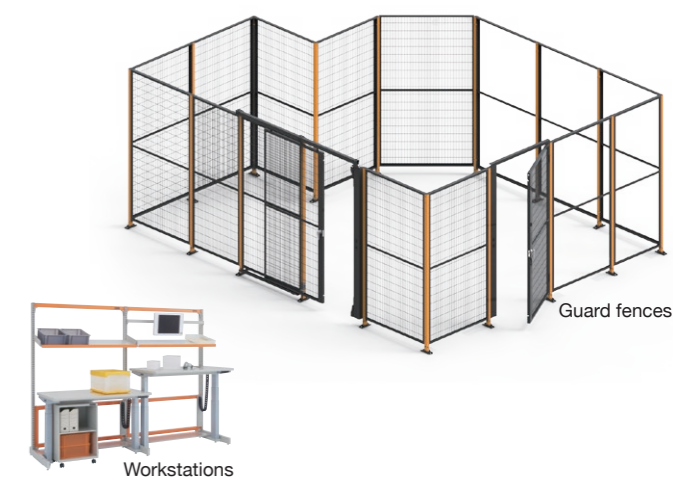


Autonomous mobile robot

Piece picking robot



Work Station / Peripheral equipment



Guard fences

Workstations



POWERTRAIN BUSINESS



Transmissions for snow removal vehicles



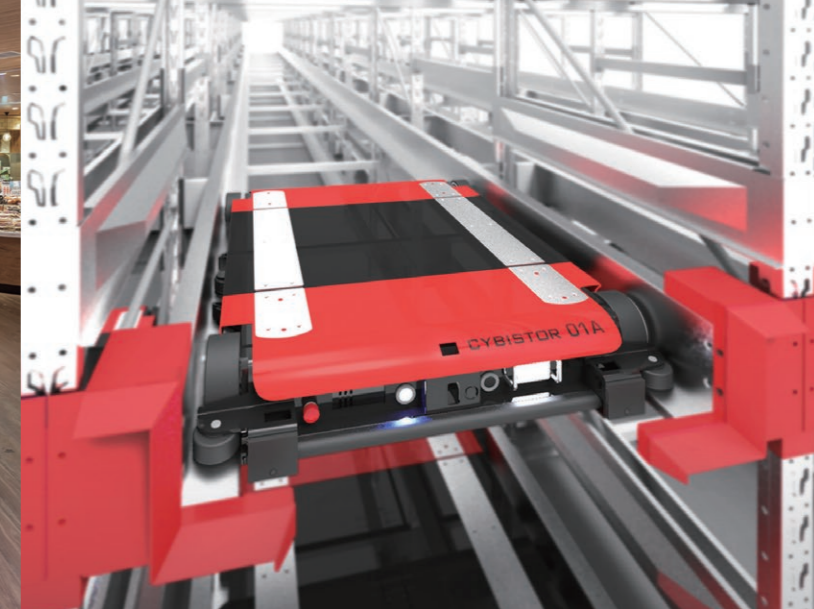
Torque converter type transmission for forklifts

Bringing creativity and new value to interior spaces

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

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

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



The Okamura Group's Design Policy

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

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



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.

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.

Make with

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

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

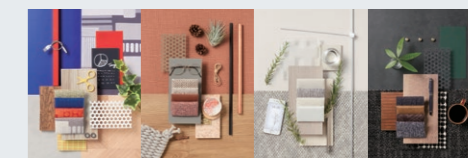


<https://www.okamura.co.jp/company/products/makewith/>

CMF (Color · Material · Finish)

Using the strengths of different materials to coordinate interior spaces

Our designs start from the three elements that comprise the surface of a product—color, material and finish (CMF). 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.



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.



Awards received in Japan and overseas



GOOD DESIGN
AWARD 2020



reddot winner 2021
best of the best



DESIGN
AWARD
2021



GERMAN
DESIGN
AWARD
WINNER
2020



BEST OF
DECADE
universal
design
company



GOOD
DESIGN



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

In-house processes developed over many years

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

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



Steel Processing



Resin molding



Unmanned production lines



Sewing



Covering



Coatings



Assembly



Woodworking

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

Proprietary production management system "OPS"

(OKAMURA PRODUCTION SYSTEM)

Pursuing efficiency to increase productivity

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

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



Educating the next generation

Developing human resources to ensure quality

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



Technologies Certified as Mechanical Engineering Heritage

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



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



Production Bases and Distribution Network

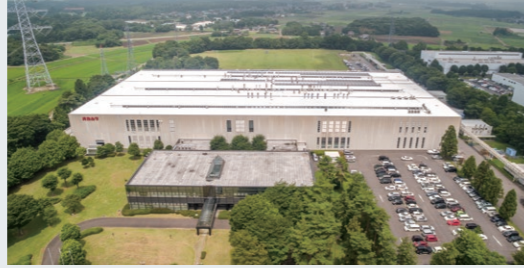
Okamura's products are created at its production bases in Japan. In fact, Okamura has more production bases than any other company in the domestic industry. Our customers trust us for our rigorous quality control in creating the finest products, the stability of our supply chain, meticulous attention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



1. Oppama Plant

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

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



2. Tsukuba Plant

Techno-Park Toyosato, 1-2-2 Midorigahara, Tsukuba-shi, Ibaraki

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

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-shi, Shizuoka

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



5. Fuji Production Base - Nakai Plant

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

Products Store Equipment
(ISO 9001/ISO 14001 Certifications)



6. Gotemba Plant

744 Kita, Shibanta, Gotemba-shi, Shizuoka

Products Refrigerated Showcases
(ISO 9001/ISO 14001 Certifications)



7. Kansai Okamura Corporation

2-8-63, Inada-Uemachi, Higashiosaka-shi, 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 Suzuko-cho, Kamaishi-shi, Iwate

Products Desks / Material Handling Systems / Furniture & Equipment for R&D Facilities / Furniture & Equipment for Healthcare Facilities / Shelves, Storage Cabinets and Movable Partitions
(ISO 9001/ISO 14001 Certifications)



9. Sanyo Okamura Corporation

1 Aino-machi, Takahashi-shi, Okayama

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



10. Tsurumi Plant

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

Products Conveyor Systems for Cleanroom



11. FujiSeiko Co., Ltd.

25 Ya, Ohama-machi, Nomi-shi, Ishikawa

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



Yokohama Distribution Center

Regional Shipping Centers

Sapporo Regional Distribution Center
Sendai Regional Distribution 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

Okamura's products can be viewed in persona at showrooms throughout Japan and overseas. The showrooms introduce Okamura's latest range of product lines and concepts, including furniture for offices, schools and hospitals, as well as specialized display fixtures showing product lineup exhibitions and logistics equipment. Also, exhibits at the Okamura Chair Museum in Tokyo trace the evolution and history of office seating and Okamura's technological contributions to the field.

*As of July 2021
Please check our website for the latest information.
<https://www.okamura.co.jp/company/showroom/>

Showrooms



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 5:00 p.m. (Weekdays)
Closed: Saturdays, Sundays and Holidays (Reservations required)



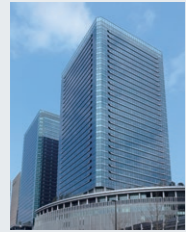
Sendai Showroom

Location: Kakyoin Square, 12th Floor, 1-1-20 Kakyoin, Aoba-ku, Sendai-shi, Miyagi, 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)



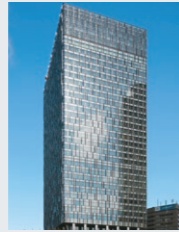
Fukuoka Showroom

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 5:00 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 5:00 p.m. (Weekdays)
Closed: Saturdays, Sundays and Holidays (Reservations required)



Nagoya Showroom

Location: Dainagoya Bldg., 14th Floor, 3-28-12 Meieki, Nakamura-ku, Nagoya-shi, Aichi, 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)
*For corporate customers only



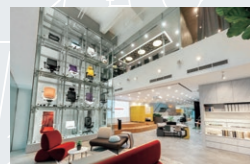
Visplay Showroom

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



Singapore Showroom

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



Material Handling Systems Showroom "LUX"

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



Bangkok Showroom

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

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: 10:00 a.m. to 4:00 p.m. (Weekdays)
Closed: Saturdays, Sundays and Holidays (Free entry / Reservations required)
<https://www.okamura.co.jp/company/museum/>

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

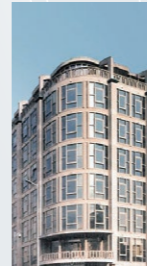
Chicago



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

Europe

Rotterdam



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

London

London Branch
Bray Business Centre, Monkey Island Lane, Maidenhead, Berkshire SL6 2ED, UK
TEL : +44-20-3077-5930

Asia

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 in China

Hong Kong



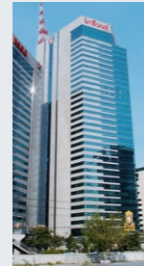
Okamura Salotto Hong Kong Limited
2903 Two Chinachem Exchange Square, 338 King's Road, North Point, Hong Kong
TEL : +852-2898-9777
Sales of office furniture in Hong Kong

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



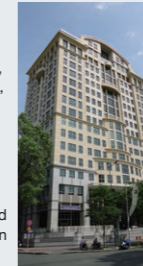
Siam Okamura International Co., Ltd.
3199 Maleenont Tower 19th Floor, Rama4 Road, Klongton, Klongtoey, Bangkok 10110, Thailand
TEL : +66-2661-5474-79
Sales of office furniture and store display equipment in Thailand and nearby Southeast Asian countries

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

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

Store Displays

Visplay Co., Switzerland
Display fixtures for stores

Material Handling Systems

AutoStore AS, Norway
Robot storage systems

OCS Overhead Conveyor System AB,
Sweden Overhead conveyor systems

RightHand Robotics Inc. (USA)
Robot piece picking system

TGW SYSTEMS Inc., USA
Transportation and sorting equipment

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

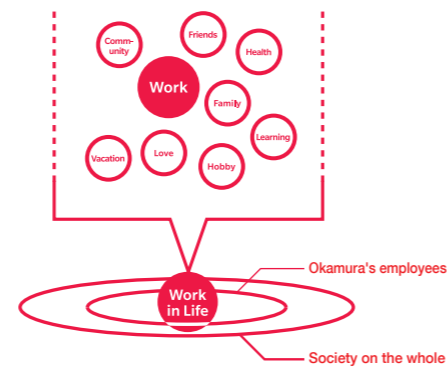
Since 2018, Okamura has been actively promoting activities related to work style reforms through its “WiL-BE” initiatives.

What is “WiL-BE”?

Okamura’s “WiL-BE” compels our employees to achieve their own work-life balance through the “Work in Life” concept and realize a society they envision. “WiL-BE” work style reforms support this realization, improving 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. Imaging your own way of living and thinking about your own way of working: this is Work in Life.

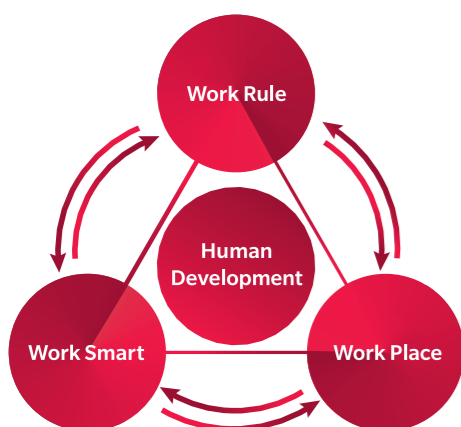


The history of Okamura's “WiL-BE” work style reforms

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



Four actions taken under “WiL-BE”



<p>Human Development</p> <p>Change how people view work to promote motivation and capacity for growth.</p> <ul style="list-style-type: none"> Human resource development Motivation 	<p>Work Rule</p> <p>Create an in-house system that allows every employee to enjoy their work.</p> <ul style="list-style-type: none"> Systems / Rules Behavior modification Rule enforcement / Rule establishment
<p>Work Smart</p> <p>Establish an ICT environment to improve work capacity and efficiency.</p> <ul style="list-style-type: none"> Working capacity improvements Efficiency improvements 	<p>Work Place</p> <p>Create working environments that enhance safety, efficiency and creativity.</p> <ul style="list-style-type: none"> Experiments / Demonstrations Evidence Manufacturing as a service

Towards a Sustainable Society

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

Sustainability at the Okamura Group
<https://www.okamura.co.jp/company/sustainability/>

Sustainability Policies at the Okamura Group

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

Creating environments where people can thrive

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

Pursuing employee satisfaction

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.

Global environmental initiatives

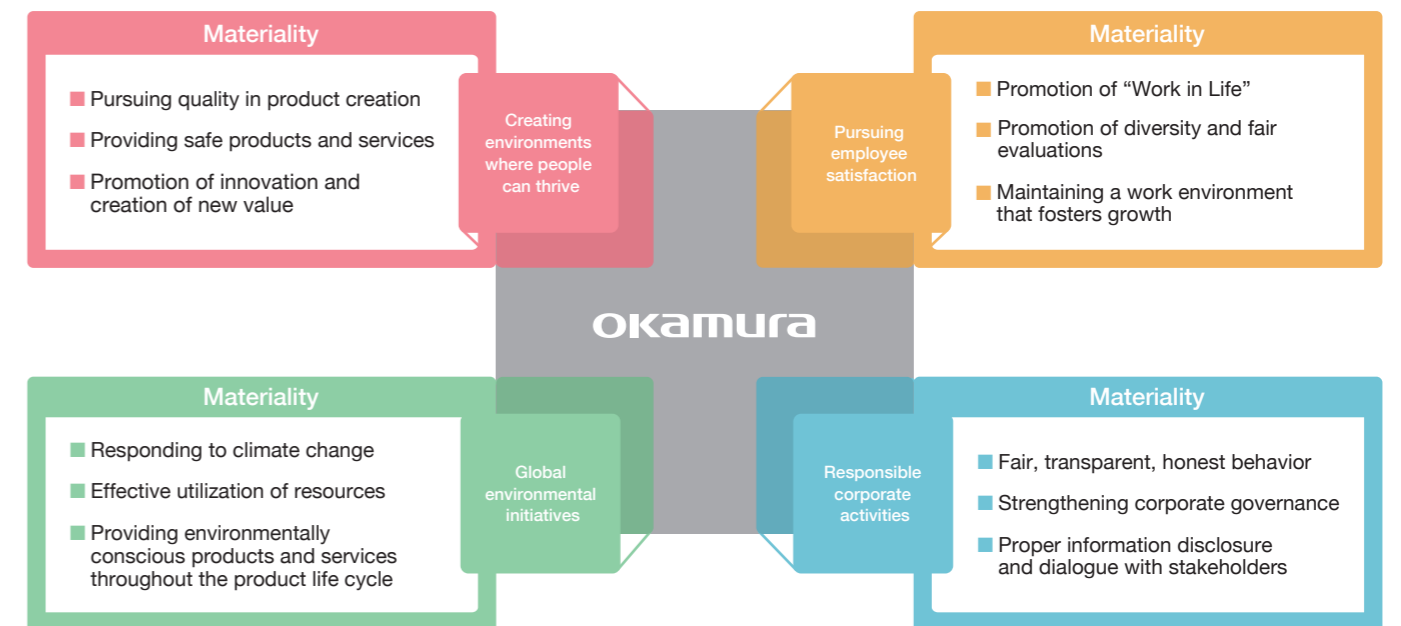
We will help create a sustainable society by thoroughly considering our impact on the global environment throughout the supply chain of our business activities.

Responsible corporate activities

We will respect human rights and strive to respect each person’s individuality—including their cultural background—while eliminating discrimination. By conducting corporate activities based on legal compliance and a high standard of ethics, we will disclose information in a timely and appropriate manner to our stakeholders, enhance our communications initiatives, coexist with local communities and society, and engage in fair, transparent and honest corporate activities as a global company that is trusted and appreciated by society.

The sustainability priority issues of the Okamura Group

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



A global company trusted and appreciated by society

In order to carry out responsible corporate activities based on Okamura's Corporate Philosophy through the five principles of creation, cooperation, economizing, saving and service, we conduct ourselves according to the "Basic Policy" founded on these principles. To this end, the Okamura Group also strives to thoroughly implement our "Code of Conduct" for all employees. Through participation in social and environmental activities alongside local communities, we continue to expand our dialogue and exchange with society. Okamura also contributes to building a sustainable society by utilizing experience and expertise accumulated through our business activities, developing human resources and creating environments and providing information that helps solve social issues.

United Nations Global Compact

The United Nations Global Compact is an international initiative aimed at realizing a sustainable society for all. Okamura has signed the compact and was registered as a participating company in February, 2020.



Creating environments where people can thrive

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

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

*The photo shows locations established and renovated in fiscal 2020.

Labo Offices



HEADQUARTERS OFFICE (Akasaka, Tokyo)

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



CO-REKA LABO (Hibiya, Tokyo)

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



CO-RiZ LABO (Kyobashi, Tokyo)

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



WORK HARBOR YOKOHAMA (Yokohama, Kanagawa)

Work Harbor Yokohama is an important satellite base located conveniently near Yokohama Station in Kanagawa Prefecture.

Work Mill Activities

Okamura is promoting Work Mill, an initiative aimed at envisioning working styles and workplaces with respective stakeholders. Work Mill collects information on work styles and workplaces in order to better understand relevant conditions and issues, and continues to explore what can be achieved by altering workplace designs. Work Mill also publishes data, survey results and research results through web and business magazines, and by operating co-creation spaces. Through these activities, Okamura is searching for new definitions of "work" and considering the society of tomorrow before taking appropriate action.

WORK MILL

<https://workmill.jp/>

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

Business and research magazines



WORK MILL with Forbes JAPAN ISSUE 06 (April 2021)



WORK MILL RESEARCH ISSUE 02 (November 2020)

Development and commercialization of autonomous mobile robots

Okamura is seeking to automate its operations in distribution centers, warehouses and other logistics facilities that handle large cargo volumes. We have developed the Okamura Robot Vehicle (ORV), an autonomous mobile robot, to automate the tasks of moving and carrying objects. The ORV utilizes technology that scans the surrounding environment with sensors, creates a map and ascertains its own position. It then uses artificial intelligence to automatically recognize the roll box pallet, pick it up and transport it to its destination while avoiding obstacles. By grabbing one side of the pallet instead of towing it, the system is able to perform precise maneuvers like turning on a dime. We are currently verifying the practical application of this system through operational testing.



Creating employee-friendly stores

In retail stores, timely restocking of products and changing displays according to the seasons and events are very important. To reduce the workload on store employees, Okamura is expanding its lineup of "slide shelves" for display shelves and refrigerated showcases. The mechanism allows the shelves to be pulled forward like a drawer, eliminating the need for employees to work in uncomfortable positions to restock the shelves and reducing the workload involved when putting heavy items on display. It also significantly shortens work hours by improving efficiency. Okamura is committed to creating stores that improve the working environment and increase business efficiency while emphasizing comfort for workers and convenience for customers.



Endorsing Task Force on Climate-related Financial Disclosures (TCFD) recommendations

The Task Force on Climate-related Financial Disclosures (TCFD) was established by the Financial Stability Board (FSB), which includes representative members from central banks and financial supervisory authorities in major countries and regions. The task force recommends that companies and organizations disclose their governance, strategies, risk management, indicators and targets for climate change-related risks and opportunities. By endorsing the TCFD's recommendations, the Okamura Group hopes to further strengthen its ability to analyze and respond to risks and opportunities posed to its business by climate change, promote the disclosure of relevant information and build an even more resilient corporate strategy.



Okamura's environmental long-term plan, GREEN WAVE 2030

As part of the Okamura Group's environmental long-term plan, we have formulated GREEN WAVE 2030 with an eye to fiscal 2030, and began implementing related initiatives in fiscal 2021.

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

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

Promoting the shift to renewable energy sources to reduce greenhouse gas emissions

As part of efforts to reduce greenhouse gas emissions, the Okamura Group has been shifting to renewable energy sources at its four production and distribution bases in Kanagawa Prefecture and at the Takahata Plant in Yamagata Prefecture since April 2021. Through this initiative, the production sites and distribution centers in Kanagawa Prefecture are expected to reduce their annual CO₂ emissions by approximately 7,000 tons, which is equivalent to about 18% of their fiscal 2019 CO₂ emissions, and the Takahata Plant is expected to reduce its emissions by approximately 5%, or 1,900 tons.

Reducing CO₂ emissions in product development

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



Cynara office seating
Compared with conventional products, the weight of the structural parts of our Cynara office seating has been reduced by approximately 50%, while the relevant CO₂ emissions have been reduced by approximately 35%



Low-profile counter table, nel
All parts are made of a single material: steel

Helping employees realize "Work in Life"

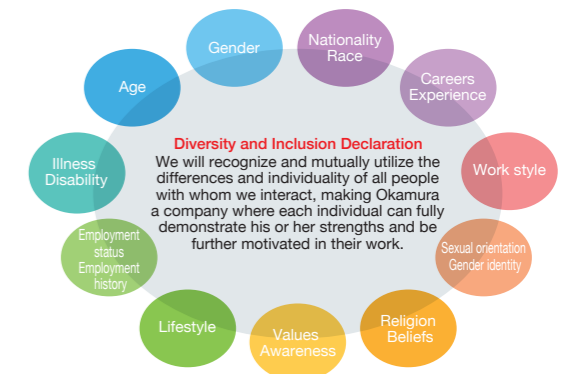
In order to help employees realize "Work in Life," we must improve workplaces and create systems and frameworks that enable diverse human resources to play even more active roles. From this perspective, we are actively promoting no-overtime days, flextime systems (only at applicable business locations), hourly paid leave, volunteer leave, shared and satellite offices and telecommuting (subject to usage requirements). In addition, we are continuing to offer environments that facilitate diverse work styles so employees with restrictions on working hours and location due to factors including childcare, nursing care and medical treatment can also realize their career goals.

Promoting diversity and inclusion

The Okamura Group is striving to improve its hiring process and workplace environments based on its diversity and inclusion policy. Based on the concept of embracing diversity, we actively recruit human resources with respective attributes, values and ideas, striving to create environments where every employee can work comfortably and fully demonstrate his or her abilities. At the same time, we foster a corporate culture that flexibly responds to social and cultural diversity and environmental changes.

Diversity and inclusion policy

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



A new place for employees to learn

To help employees feel more fulfilled and enjoy their work, we have launched a new in-house learning opportunity called Okamura University in addition to existing training and study groups. Okamura University is an e-learning program that allows employees to design their own education by selecting courses and schedules that suit them.

Health management

Okamura considers the health of its employees to be a paramount issue in company management, and to promote health throughout the company, we established the Declaration of Health Management in September 2017. We respect the diversity of each and every employee, and believe that the foundation of everything we do is based on ensuring that everyone involved in our corporate activities is physically and mentally healthy. Accordingly, we declare to maintain and improve the physical and mental health of our employees and maintain a healthy work environment, allowing us to work steadily toward the realization of the "Work in Life" concept.

Okamura Health Management Declaration

The Okamura Group respects the diversity of every employee, and we believe the foundation of everything we do is to ensuring that everyone involved in our corporate activities is physically and mentally healthy. Accordingly, we declare to maintain and improve the physical and mental health of our employees and maintain a healthy work environment, allowing us to work steadily toward the realization of the "Work in Life" concept. Through the products and services that we provide to individuals and society as a whole, the Okamura Group aims to be a company that is trusted by society.

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 FY2021 (large enterprise category). Okamura has received this certification for four years running since FY2018.

Accreditations



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	3,834 (as of March 31, 2021)
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 6,011 (as of March 31, 2021) Number of shares of common stock issued 100,621,021 Fiscal year end March 31

Directors and Auditors	
Representative Director, President and CEO	Masayuki Nakamura
Director and Senior Managing Executive Officer	Shigeji Kikuchi Senior General Manager, Office Sales Division
Director and Managing Executive Officers	Kenichi Yamaki Senior General Manager, Production Division Naoki Kono Corporate Functional Officer Ken Inoue Senior General Manager, Store Displays Division and Store Displays Sales 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	Tsutomu Kamijo Special Advisor, Sapporo Holdings, Ltd. Toshikazu Iwata Noriyuki Nagai
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	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, Retail Solutions Division, Store Displays Division Kazumi Arakawa Senior General Manager, Marketing Division Yoshikazu Sato CHRO
Executive Officers	Yoshikazu Yamashita General Manager, Marketing Department, Material Handling Systems Division Takefumi Kondo General Manager, Life Science Division, Office Sales Division Miyoshi Kurihara General Manager, Second Plant Department, Production Division Yoshihito Ohno Global Business Strategy Officer Harunori Sato Senior General Manager, Tokyo Regional Sales Office, Office Sales Division Shinji Ariyoshi General Manager, Kansai Regional Sales 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 in China
Okamura Salotto Hong Kong Limited	Sales of office furniture in Hong Kong
Hangzhou Okamura Transmission Co., Ltd.	Production of transmission devices in China
PT. Okamura Chitose Indonesia	Sales of office furniture and store display equipment in Indonesia
Siam Okamura Steel Co., Ltd.	Production of office furniture, store display equipment for Thailand and nearby Southeast Asian countries
Siam Okamura International Co., Ltd.	Sales of office furniture and store display equipment in Thailand and nearby Southeast Asian countries
Okamura International Malaysia Sdn. Bhd.	Sales of office furniture and store display equipment in Malaysia
Okamura International Vietnam Co., Ltd.	Sales of office furniture and store display equipment in Vietnam

(12 other companies; total of 32)

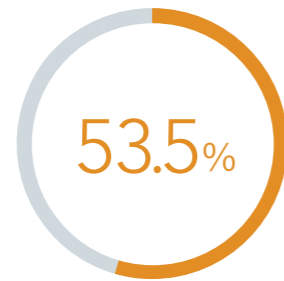
		2016	2017	2018	2019	2020
Operating Results (Annual)	Net sales	(millions of yen) 236,776	241,752	247,925	253,170	244,454
	Gross profit	(millions of yen) 73,998	75,794	78,924	81,748	80,113
	Selling, general and administrative expenses	(millions of yen) 62,182	62,651	66,506	68,357	65,937
	Operating income	(millions of yen) 11,815	13,142	12,418	13,391	14,175
	Ordinary income	(millions of yen) 12,761	14,000	13,677	14,712	15,377
	Profit attributable to owners of parent	(millions of yen) 8,295	10,820	10,234	9,851	11,971
	Financial Position (Fiscal year end)	Total assets	(millions of yen) 216,216	233,110	229,276	236,327
	Total net assets	(millions of yen) 114,249	125,585	130,403	135,497	139,776
Cash Flows	Net cash provided by (used in) operating activities	(millions of yen) 11,439	12,059	9,464	14,501	26,921
	Net cash provided by (used in) investing activities	(millions of yen) Δ 9,153	Δ 7,665	Δ 5,436	Δ 5,661	Δ833
	Net cash provided by (used in) financing activities	(millions of yen) Δ 4,184	Δ 3,870	Δ 3,860	Δ 4,388	Δ13,073
	Cash and cash equivalents at the end of the fiscal year	(millions of yen) 25,461	26,122	26,133	31,497	44,419
	Borrowings and corporate bonds at the end of the fiscal year	(millions of yen) 23,490	23,001	22,530	22,140	21,721
Per Share Data	Profit per share	(Yen) 75.30	98.23	92.92	89.44	112.51
	Net assets per share	(Yen) 1,032.06	1,136.82	1,179.63	1,219.18	1,381.61
	Cash Dividends per share	(Yen) 24.00	26.00	28.00	32.00	32.00
Financial Indicators	Operating income to net sales	(%) 5.0	5.4	5.0	5.3	5.8
	Return on equity	(%) 7.5	9.1	8.0	7.5	8.8
	Ordinary income to total assets	(%) 5.9	6.2	5.9	6.3	6.4
	Equity ratio	(%) 52.6	53.7	56.7	56.8	56.5

Note: "Partial Amendments to Accounting Standard for Tax Effect Accounting "(Business Accounting Standard No. 28; February 16, 2018), etc., have been applied from the beginning of fiscal 2018. For the consolidated fiscal years from fiscal 2016 to fiscal 2017, the indicators and targets, etc. after application the relevant accounting standards are stated.

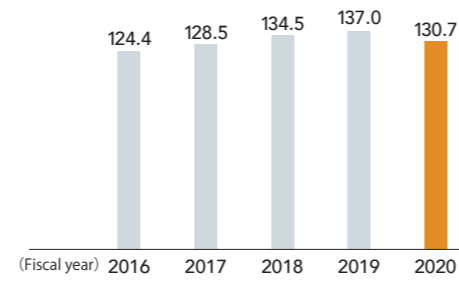


Office Furniture

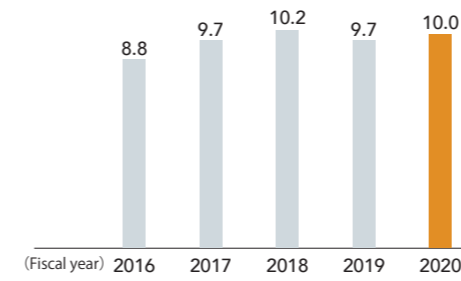
Net sales composition



Net sales (¥ billion)



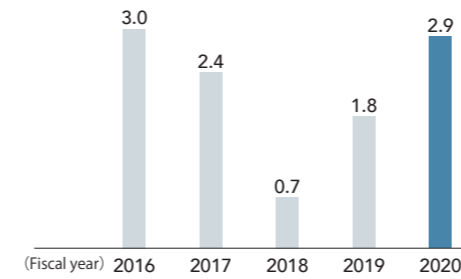
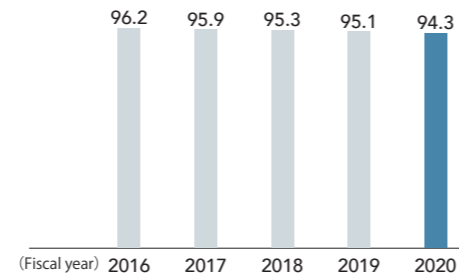
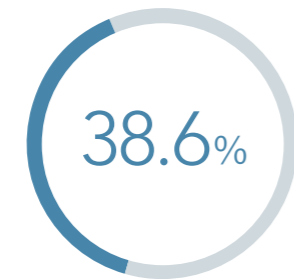
Operating income (¥ billion)



Breakdown

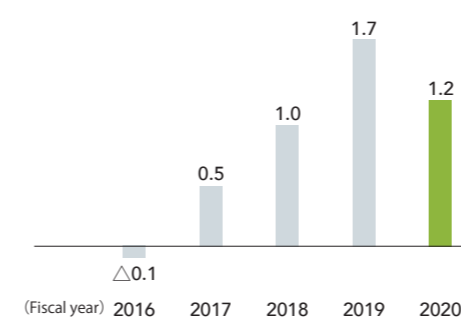
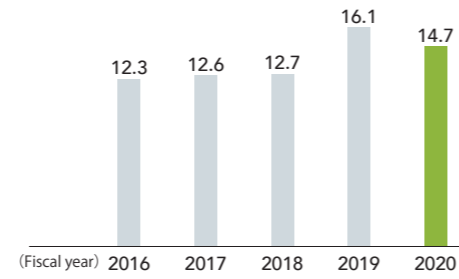
▶ In the Office Furniture segment, the trend to create new office environments, such as work style reform, is expanding nationwide, reaching a broad base of companies, regardless of industry or scale. This trend is further intensifying due to rapid changes in the ways that people work amid the novel coronavirus pandemic. Under these circumstances, the Company made active efforts to popularize proposals on how to create new office environments, leveraging the results obtained from our proof-of-concept office "LABO Office" to put into practice and verify new ways of working, in addition to the experience and knowledge gained from various measures executed within the Company as part of our own work style reform. As a result, net sales of this segment amounted to ¥130,783 million (a year-over-year decrease of 4.6%), and the segment income amounted to ¥10,059 million (a year-over-year increase of 3.3%). Compared to the previous consolidated fiscal year, net sales decreased while income increased for the fiscal year under review.

Store Displays



▶ In the Store Display segment, renovation demand increased sharply after stagnating markedly as the request for continuation of operation issued by the authorities made it difficult for retailers such as supermarkets and drug stores, which represent the Company's main customer base, to temporarily close their operation amid the novel coronavirus pandemic. Under these circumstances, the Company stepped up efforts to deliver total solutions for display fixtures, store carts, store security products, and the like by leveraging the organization's comprehensive capabilities. The Company also made efforts to cater to new demand for infection prevention measures. As a result, the Company posted record high quarterly net sales and income in the fourth quarter for two consecutive quarters since the third quarter of the fiscal year ended March 31, 2021. As a result, net sales of this segment amounted to ¥94,329 million (a year-over-year decrease of 0.9%) and the segment income amounted to ¥2,968 million (a year-over-year increase of 63.4%). Compared to the previous consolidated fiscal year, net sales remained flat while income increased considerably for the fiscal year under review.

Material Handling Systems



▶ In the Material Handling Systems segment, demand for automated warehouse equipment was more or less as predicted mainly among major logistics facilities on the back of growing labor-saving needs arising from labor shortages. Under these circumstances, the Company actively engaged in promotion activities for proposals that maximize the strengths of its products, which stand out due to their superiority. It also worked to take infection prevention measures thoroughly at work sites as well as to strengthen the engineering platform. Despite these efforts, the number of completed projects declined in the second half of the fiscal year under review mainly due to stagnation in sales negotiations at the beginning of the fiscal year and customers' postponement of investment resulting from the spread of novel coronavirus infections. As a result, the net sales of this segment amounted to ¥14,764 million (a year-over-year decrease of 8.4%) and the segment income amounted to ¥1,266 million (a year-over-year decrease of 28.4%). Compared to the previous consolidated fiscal year, both net sales and income decreased.

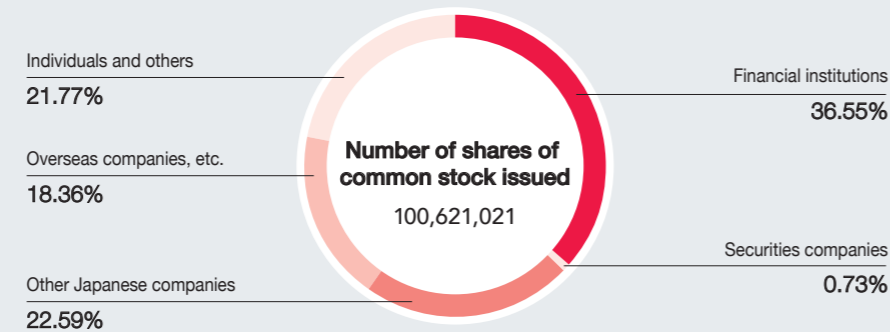
Stock Information

(As of March 31, 2021)

Share Information

Number of shares of common stock authorized	400,000,000	Trading units	100 shares
Number of shares of common stock issued	100,621,021	Number of shareholders	6,011

Stock Distribution Status by Owner

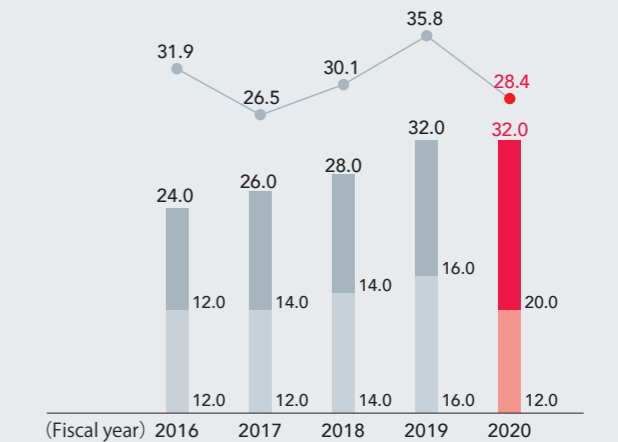


Major shareholders

Shareholder	(thousand shares)	(%)
Custody Bank of Japan, Ltd. (Trust Account)	10,048	9.99
Okamura Group Employees Stock Ownership Plan	6,356	6.32
The Master Trust Bank of Japan, Ltd. (Trust Account)	6,050	6.01
Meiji Yasuda Life Insurance Company	5,496	5.46
Nippon Steel Corporation	5,313	5.28
MUFG Bank, Ltd.	4,805	4.78
Mitsui Sumitomo Insurance Company, Limited	4,236	4.21
Okamura Cooperation Companies Stock Ownership Plan	3,859	3.84
The Bank of Yokohama, Ltd.	2,853	2.84
Government of Norway	1,878	1.87

Notes: 1. The number of shares held is rounded down to the nearest thousand.
 2. The holding ratio excludes 313 shares of treasury stock held by the Company.
 3. Japan Trustee Services Bank, Ltd. merged with JTC Holdings, Inc. and Trust & Custody Services Bank, Ltd. on July 27, 2020, and changed its name to Custody Bank of Japan, Ltd.

Cash dividends per share/ Payout ratio



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

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OKAMURA CORPORATION

International Sales & Marketing Div.

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