



OKAMURA TODAY 2011-2012



Quality pays
for itself.

Greetings from the Management

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

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

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

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

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

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



Kikuo Nakamura, Chairman

Kikuo Nakamura



Kazuyoshi Hisamatsu, President

Kazuyoshi Hisamatsu

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Highlights of the Year 2010–2011

2010

Jul.



OKAMURA Design Space R "PARTY PARTY" Held

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

Sept.



Participation in LOGIS-TECH TOKYO 2010

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

Oct.



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

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



Participation in ORGATEC 2010

Okamura participated in ORGATEC 2010, the largest office furniture exhibition in Europe, held in Koelnmesse, Germany, from October 26 to 30, 2010. The Company's exhibit centered on the *Luce* and *Leopard* lines, released in North America in June 2010 and in Japan in November of the same year, drew a number of visitors' attention.

Nov.



Okamura Delivers Products to the APEC JAPAN 2010 Venue

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



The New Product Exhibition 2010 Held

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

2011

Feb.



Exhibition at the 2011 Supermarket Trade Show

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

Mar.



Leopard Received Two Awards for Its Universal Design

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



Exhibition at JAPAN SHOP 2011

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

Apr.



Exhibition at Salone Ufficio 2011

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

Jun.



Exhibition at NeoCon World Trade Fair 2011

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



2010 ▶ 11

History of Innovation

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International Operations



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



NOPA Exhibition in New York City (1968)



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



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



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



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



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



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

Domestic Operations



Okamura founded on October 10 in Yokohama (1945)



Torque converter production began (1950)



Oppama Plant established (1958)



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



Industrial robot developed (1970)



Hotel New Otani Showroom opened (1974)



IBM-3081K installed (1982)



IBM-3090 installed (1985)



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



Nakai Plant completed (1997)



Start of club furniture manufacture (1947)



Plant Number One established in Yokohama (1952)



First model of the Mikasa completed (1957)



Junior desk and seating production and sales began (1964)



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



Takahata (Yamagata) Plant completed (1974)



28-series ergonomic seating sales began (1986)



F-series integrated office furniture introduced (1991)



Profice office system introduced (1997)



Garden table and seating manufacture began (1948)



Start of Type-36 desk production (1955)



Production of JCE Gondola Low-boy began (1957)



First Okamura Fair held (1962)



Inter-Wall production and sales began (1965)



Fuji Plant completed (1970)



System kitchen introduced (1976)



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



Garden Court Showroom opened (1991)



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



Oppama Plant received ISO 14001 certification (1997)



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



Akasaka Showroom established (1957)

Awards



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



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



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



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



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



Tsukuba Plant won OA Office Award (1997)

2000



Participated in ORGATEC (2002, 2004, 2006)



Participated in Salone Ufficio 2008 (2008)



Chicago Showroom opened
Participated in NeoCon 2008 (2008)



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



Participated in ORGATEC 2010 (2010)



Participated in Salone Ufficio 2011 (2011)



Participated in NeoCon 2011 (2011)

2010



Launched ERCIO office seating (2000)



Construction of Tsurumi Plant completed (2006)



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



Participated in first Japan Drugstore Show (2001)



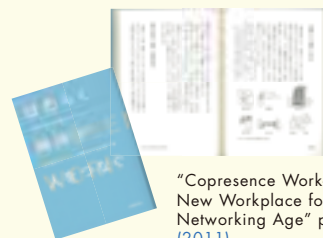
Visplay Showroom opened (2008)



Confessa series debuted (2002)



Okamura Museum opened (2009)



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



OFFICE LABO opened (2009)



Td Japan established (2011)



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



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



Confessa won Industrial Design Excellence Award (2004)



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



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



Leopard won iF Product Design Award (2010)

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



Leopard won the Ergonomics Excellence Award (2010)

Leopard Received Two Awards for Its Universal Design (2011)



Leopard won Best of NeoCon 2010 Innovation Award (2010)

NT Folding Table won iF Product Design Award (2007)

Baron/OKAMURA CP won iF Product Design Award (2006)

Outline of Business

1. Office Furniture

From general offices, reception areas and conference rooms to areas for relaxation, Okamura creates attractive spaces.

2. Public Facilities

From schools and libraries to community centers, theaters and museums, Okamura offers quality products and fixtures to fill the spaces in which people interact.

3. Healthcare Facilities

Proposing optimal solutions, Okamura supports the creation of medical care environments that are comfortable and meet the needs of all users.

4. Laboratory Facilities

By creating both spaces that enable researchers to concentrate on their work and spaces that foster communications between researchers, Okamura offers facilities that nurture high intellectual productivity.

5. Security Systems

For financial institutions, offices, logistic systems and retail spaces, Okamura provides systems that ensure safety and protect property.

6. Telecommunication Systems

Combining information technology with functional, attractive office design, Okamura provides solutions for today's multimedia offices.

7. Architectural Products

Safe, soundproof and flame resistant, Okamura's partitions provide the flexibility to easily change floor layouts to meet a diverse range of architectural requirements.

8. Home Interior & SOHO-Related Products

Okamura creates interior products for all ages to enjoy comfortable study and SOHO environments in the networking age.

9. Store Displays

With a full product lineup and abundant know-how, Okamura offers total coordinated store development, crafting retail spaces with an emphasis on sensibility.

10. Material Handling Systems

Through mechatronics and computer control technologies, Okamura provides total material handling support that saves space, reduces labor and boosts speed.

11. Industrial Machinery Systems

Developed through independent research, Okamura's products are used in industrial vehicles, material handling machines and construction equipment, with recognized results in a wide range of fields.



Office Furniture

MAIN PRODUCTS

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

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



PHOTOS

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



Public Facilities

MAIN PRODUCTS

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

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



PHOTOS

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

1.

2.



a.

Healthcare Facilities

MAIN PRODUCTS

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

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



b.



d.



c.

3.

PHOTOS

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



a.

Laboratory Facilities

MAIN PRODUCTS

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

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



b.



c.



d.



e.



f.

PHOTOS

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

4.



Security Systems

MAIN PRODUCTS

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

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

PHOTOS

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



5.



Telecommunication Systems

MAIN PRODUCTS

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

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



PHOTOS

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

6.



Architectural Products

MAIN PRODUCTS

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

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

PHOTOS

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



Home Interior & SOHO-Related Products

MAIN PRODUCTS

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

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

PHOTOS

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



7.

8.



Store Displays

MAIN PRODUCTS:

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

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



b.



c.



d.

PHOTOS

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

Material Handling Systems

MAIN PRODUCTS

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

10.



a.

PHOTOS

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

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

Industrial Machinery

MAIN PRODUCTS

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

PHOTOS

- d. Torque converter for forklift



d.



b.



c.

9.

Design & Solutions

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

Awards

Good Design Award



Prosolva office system



Zephyr office seating

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

JIDA Design Museum Selection



ALBROAD lobby seating

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

Intellectual Property Merit Award



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

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

Overseas Design Awards

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



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



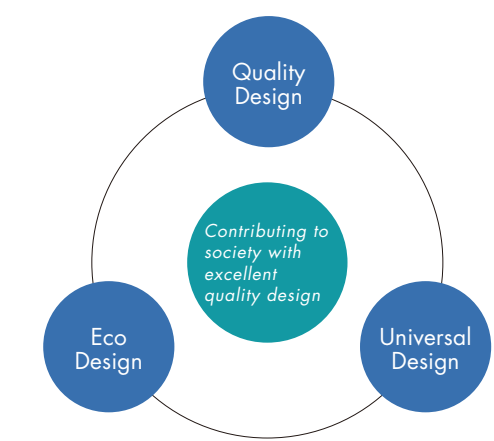
reddot design award winner 2006



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

Product Design & Space Planning

Design Policy



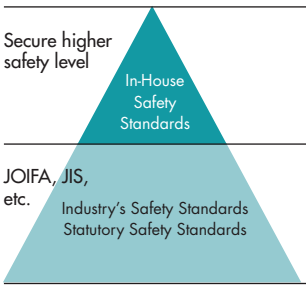
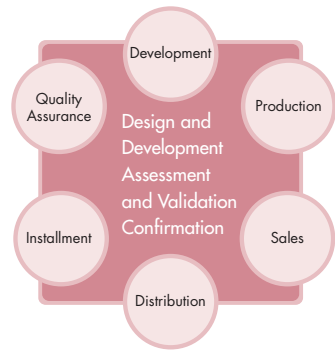
Luce Ergonomic Multipurpose Seating

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



Pursuing Safety and Durability

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



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

Quality Design

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

Collaboration with International Designers

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



Designs Based on Human Dynamics

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



Space Planning



Office Solutions

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

Eco-Design

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

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



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

Universal Design

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

Leopard New Concept Seating

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



Okamura’s Initiatives to Promote Universal Design

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



Energy Consumption Reduced at Automated Warehouses

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

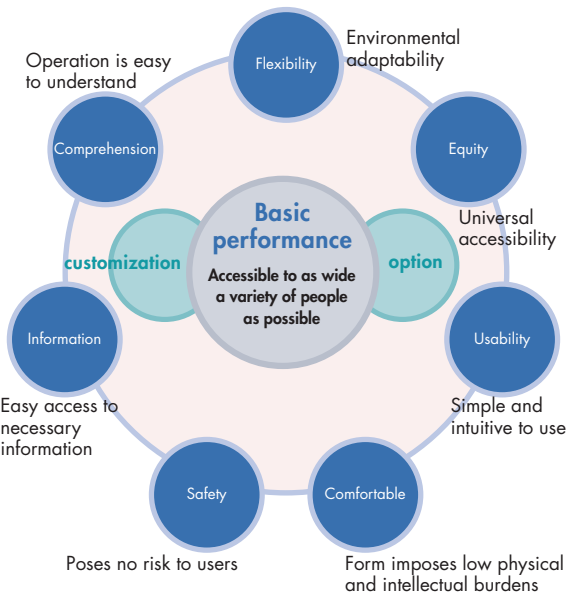


Contributing to Healthy Forest Development through the Proactive Utilization of Domestic Forest Thinnings

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



*MDF: Medium density fiberboard



Green Workplace®

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



- a. Planning of store interior using computer graphics
- b. Planning of special fixtures

Total Store Planning

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

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

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

Sustainable Development

Environmental Management



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

1 Okamura Eco-Action
Sowing the seeds

Cutting environmental burdens through green manufacturing and communication with society

Main Focus

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

2 Okamura Eco-Proposal
Optimizing the yield

Our business is helping customers reduce their environmental burdens

Main Focus

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

Criteria for Selecting GREEN WAVE Products:

Resource saving: Manufacturing products using the fewest possible materials to reduce product weight and maximize the efficient use of limited resources and, with regard to wood, procuring materials from under-used resources or sustainable forests.

Recycling: Promoting material recycling by designing products to be easily disassembled into component parts and by making the maximum use of the materials’ innate design possibilities

Long life: Creating products with components that can be easily replaced as needed using simple tools and following the manual provided, as well as utilizing materials and structures that require simple and easy maintenance

Recycled materials: Making proactive use of recycled materials for efficient resource utilization

Reuse: Manufacturing products that recycle used parts

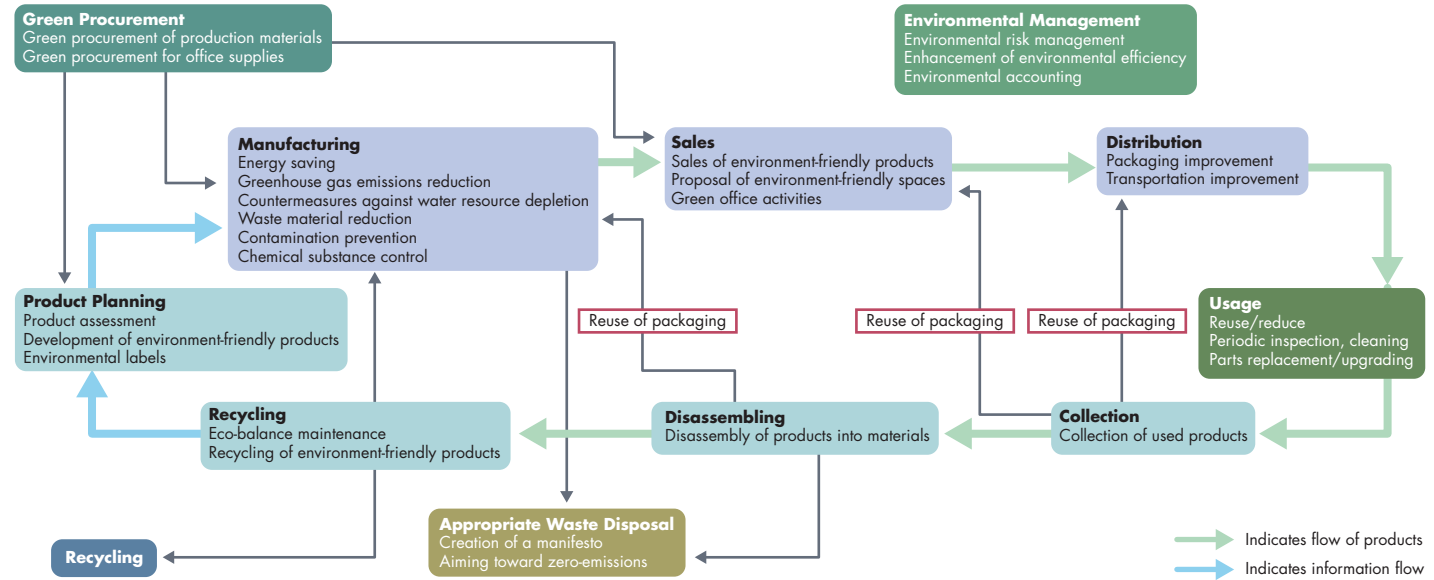
Safety and environment: Creating products in which the use of hazardous chemical substances is controlled and reduced and that produce less noise when in use

Energy saving: Creating products that feature reduced energy consumption when in use

ISO 14001 Certified:

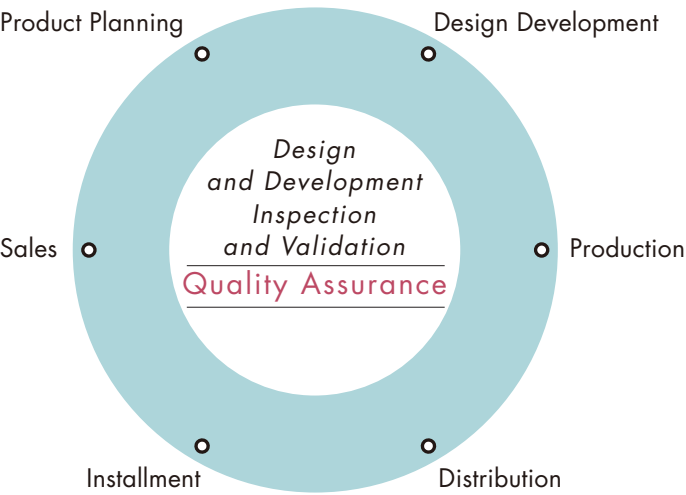
Okamura Corporation: JSAE 283
Kansai Okamura Mfg. Co., Ltd.: JQA-EM 0459
Sanyo Okamura Corporation: JQA-EM 1166
Okamura Logistics Corp.: JSAE 324
Okamura Support and Service Corporation: JSAE 679
Siam Okamura Steel Co., Ltd.: 04104 2006 5025 E5
Fuji Seiko Honsha Co., Ltd.: KHK 09 ER-793

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



Quality Management

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



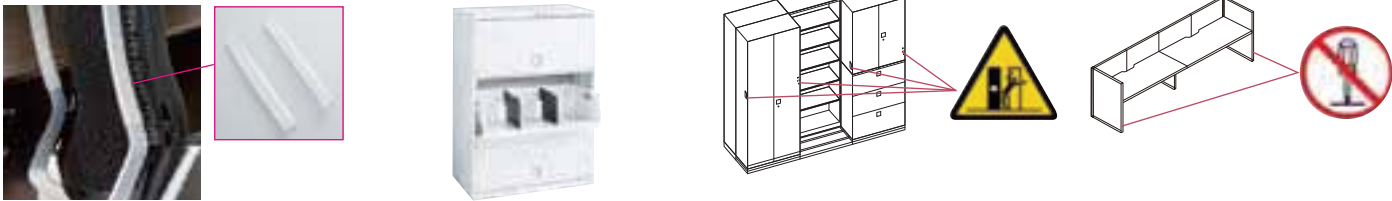
At all of its ISO 9001-certified domestic production bases, Okamura conducts quality assurance activities in accordance with a quality management system of international standard. Supporting these efforts, Okamura works to assure the development of reliable products by strictly examining safety and quality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

- ISO 9001 Certified Plants and Offices:**
- Oppama Plant; Registration number: JSAQ 630
 - Tsukuba Plant; Registration number: JQA 1999
 - Takahata Plant; Registration number: JSAQ 1316
 - Fuji Plant; Registration number: JQA 2106
 - Gotemba Plant; Registration number: JQA 2106
 - Nakai Plant; Registration number: JSAQ 860
 - Kansai Okamura Mfg. Co., Ltd.; Registration number: JQA 2484
 - Sanyo Okamura Corp.; Registration number: JQA-QM 3753
 - Fuji Seiko Honsha Co., Ltd.; Registration number: KHK 98QR 094

Product Safety

Design Review

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

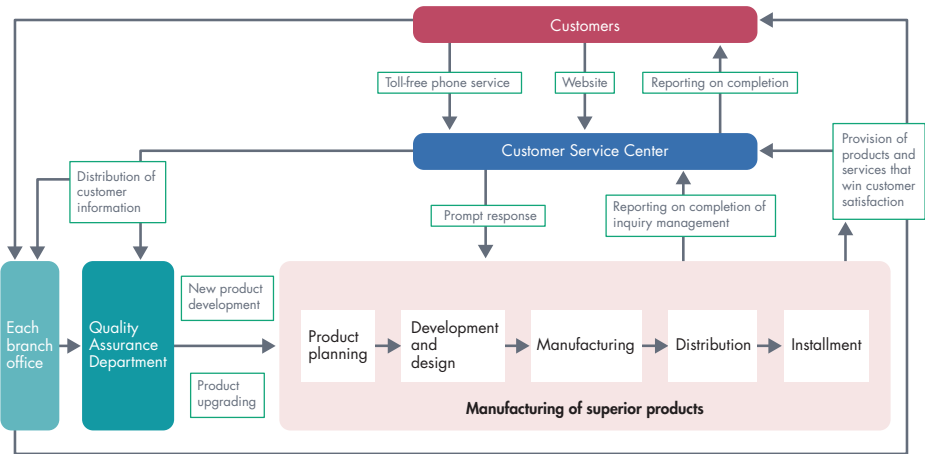


Information Provision for Safe Product Use

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

Okamura Quality Assurance System

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





Showrooms & Museum

Greeting Clients with Comfort and Convenience >

Okamura showrooms around Japan reflect Okamura’s pursuit of functionality and comfort in offices as well as other public spaces and provide an environment that is expressive of the Company’s newly developed products and concepts. Surrounded by a lush garden in the Akasaka district of Tokyo, Okamura’s Garden Court Showroom is located in the Hotel New Otani and boasts approximately 4,400m² of showroom space. As a place for promptly and expertly introducing Okamura products with our presentation abilities and know-how, our showrooms represent Okamura’s new brand name through proposals for creating comfortable environments from a variety of perspectives.

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



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



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



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



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



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



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



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



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

Global Network

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

Overseas Offices & Companies

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



**Okamura Corporation,
Chicago Branch**

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



**Okamura Corporation,
Rotterdam Branch**

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



**Okamura Corporation,
London Branch**

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



**Okamura Corporation,
Dubai Representative Office**

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



Siam Okamura Steel Co., Ltd.

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



**Okamura International
(Singapore) Pte Ltd.**

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



**Siam Okamura International
Co., Ltd.**

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



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

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

Export & Import Partners

TECHNICAL & PRODUCT EXPORTS

Office Furniture



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

Refrigerator Showcases and Store Fixtures



- China
- Hong Kong
- Singapore
- Thailand
- Vietnam

Material Handling Equipment



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

TECHNICAL & PRODUCT IMPORTS

Office Furniture



- arrben snc, Italy—Seating
- Baleri Italia S.p.A., Italy—Public-use furniture

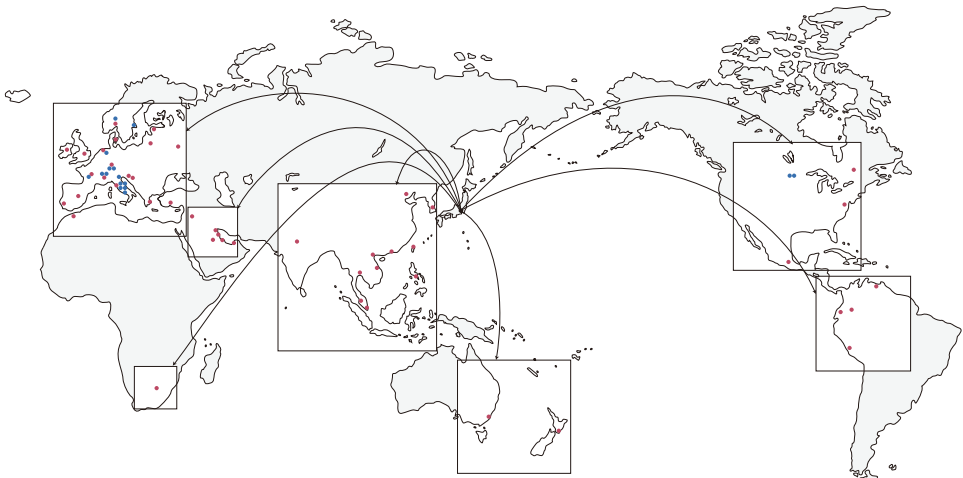


- Koninklijke Ahrend NV, Netherlands—Office furniture
- Wiesner-Hager Möbel GmbH, Austria—Public-use furniture

Material Handling Systems



- TGW SYSTEMS, Inc., U.S.A.—XenoROL® conveyors
- OCS Overhead Conveyor System AB, Sweden—Overhead conveyor systems



- Exports
- Imports



- Gruppo Industriale Busnelli S.p.A., Italy—Public-use furniture
- PRO-CORD S.p.A. Italy—Office furniture
- Fora Form AS, Norway—System tables
- König+Neurath AG Office Furniture Systems, Germany—Office furniture

Architectural Products



- WOGG AG, Switzerland—Folding tables



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

Store Displays



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



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

Production Facilities & Logistics

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



OPPAMA PLANT
(ISO 9001/ISO 14001 Certifications)
Location: Yokosuka, Kanagawa Prefecture
Site Area: 56,352m²
Floor Area: 52,404 m²
Products: Ergonomic Mesh Chairs / Office Seating / Conference Room Sets / Tubular Furniture / Lobby Seating / Neuro Floors / Torque Converters & Transmissions



TSUKUBA PLANT
(ISO 9001/ISO 14001 Certifications)
Location: Tsukuba, Ibaraki Prefecture
Site Area: 99,457 m²
Floor Area: 37,621 m²
Products: Storage Cabinets / Low Partitions / Store Fixtures / Furniture & Equipment for Medical & Research Facilities / Furniture & Equipment for Cultural & Educational Facilities



TAKAHATA PLANT
(ISO 9001/ISO 14001 Certifications)
Location: Higashiokitama, Yamagata Prefecture
Site Area: 114,459 m²
Floor Area: 27,278 m²
Products: Wooden Desks / Wooden Partitions / Storage Cabinets / SOHO Furniture / Furniture & Equipment for Medical & Research Facilities / Furniture & Equipment for Cultural & Educational Facilities



FUJI PLANT
(ISO 9001/ISO 14001 Certifications)
Location: Gotemba, Shizuoka Prefecture
Site Area: 85,763 m²
Floor Area: 51,881 m²
Products: Store Equipment /Steel Partitions / Logistics System Equipment / Movable Stadium Seats & Benches



GOTEMBA PLANT
(ISO 9001/ISO 14001 Certifications)
Location: Gotemba, Shizuoka Prefecture
Site Area: 42,512 m²
Floor Area: 16,432 m²
Products: Refrigerator Showcases



NAKAI PLANT
(ISO 9001/ISO 14001 Certifications)
Location: Nakai, Kanagawa Prefecture
Site Area: 53,890 m²
Floor Area: 35,388 m²
Products: Store Equipment



KANSAI OKAMURA MFG. CO., LTD.
(ISO 9001/ISO 14001 Certifications)
Location: Higashiosaka, Osaka Prefecture
Site Area: 23,852 m²
Floor Area: 30,730 m²
Products: Office Systems / Desks / Slim Line/ Storage Cabinets / Counters



SANYO OKAMURA CORP.
(ISO 9001/ISO 14001 Certifications)
Location: Takahashi, Okayama Prefecture
Site Area: 36,098 m²
Floor Area: 28,166 m²
Products: Office Systems / Desks / Store Equipment



TSURUMI PLANT/SEEDER CO., LTD.
(Seeder: KES Certifications)
Location: Tsurumi-ku, Yokohama, Kanagawa Prefecture
Site Area: 11,411 m²
Floor Area: 22,484 m²
Products: Conveyor systems



FUJI SEIKO HONSHA CO., LTD.
(ISO 9001/ISO 14001 Certifications)
Location: Ohamacho, Nomi, Ishikawa Prefecture
Site Area: 42,705 m²
Floor Area: 21,666 m²
Products: Safety Deposit Vault Doors & Document Storage Room Doors/ Security Systems/ Deposit Boxes / Facilities for Financial Business / Protection Products for Nuclear Power & Others

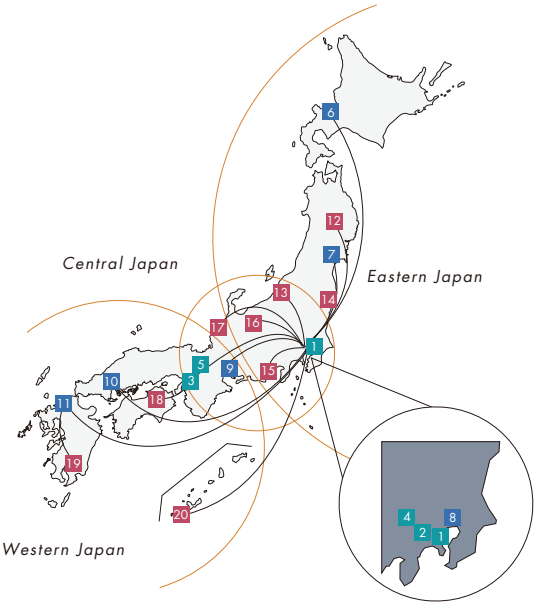


SIAM OKAMURA STEEL CO., LTD.
(ISO 9001/ISO 14001 Certifications)
Location: Sumutprakarn, Thailand
Site Area: 11,108 m²
Floor Area: 12,117 m²
Products: Desks / Office Seating / Low Partitions / Store Fixtures / Racks & Shelving

NS Okamura Corporation

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

Distribution Network



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



OKAMURA LOGISTICS CORPORATION
(ISO 9001/ISO 14001 Certifications)
Distribution Centers: 5 centers
Regional Distribution Centers: 6 centers
Cross-docking Centers: 9 centers
Factory Warehouses (Distribution Centers): 9 plants

Okamura Financial Data

Five-Year Summary

Years Ended March 31

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

* ROE = Net income/Average shareholder's equity

** ROA = Operating income/Average total assets

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

Segment Information

Years Ended March 31

	Millions of yen				Thousands of U.S. dollars	
	2007	2008	2009	2010	2011	2011
Sales:						
Office Furniture	¥131,245	¥136,833	¥115,625	¥ 93,191	¥ 91,661	\$1,102,357
Store Displays	66,325	63,077	62,570	59,144	64,732	778,497
Material Handling Systems and Others	16,242	14,932	11,912	8,888	12,900	155,141
Consolidated	¥213,813	¥214,844	¥190,108	¥161,223	¥169,294	\$2,036,007
Operating Expenses:						
Office Furniture	¥122,182	¥127,720	¥111,819	¥ 92,039	¥ 90,094	\$1,083,512
Store Displays	65,477	62,783	61,495	58,621	63,895	768,431
Material Handling Systems and Others	15,241	14,509	12,339	9,205	12,904	155,189
Consolidated	¥202,900	¥205,011	¥185,653	¥159,866	¥166,894	\$2,007,144
Operating Income (Loss):						
Office Furniture	¥ 9,063	¥ 9,113	¥ 3,807	¥ 1,151	¥ 1,567	\$ 18,845
Store Displays	848	295	1,074	522	837	10,066
Material Handling Systems and Others	1,000	423	(426)	(317)	(4)	(48)
Consolidated	¥ 10,912	¥ 9,832	¥ 4,455	¥ 1,357	¥ 2,400	\$ 28,863
Identifiable Assets:						
Office Furniture	¥ 86,067	¥ 89,594	¥ 86,017	¥ 76,455	¥ 75,787	\$ 911,449
Store Displays	40,651	35,661	39,986	34,931	35,266	424,125
Material Handling Systems and Others	11,560	11,289	9,505	9,704	10,216	122,862
	138,280	136,544	135,510	121,091	121,270	1,458,449
Corporate Assets	51,474	49,310	32,384	39,330	40,575	487,970
Consolidated	¥189,754	¥185,855	¥167,894	¥160,422	¥161,845	\$1,946,418
Depreciation:						
Office Furniture	¥ 3,505	¥ 4,113	¥ 4,367	¥ 3,886	¥ 3,397	\$ 40,854
Store Displays	1,095	1,149	1,130	1,008	908	10,920
Material Handling Systems and Others	460	511	608	554	437	5,256
Consolidated	¥ 5,061	¥ 5,773	¥ 6,107	¥ 5,450	¥ 4,743	\$ 57,041
Capital Expenditures:						
Office Furniture	¥ 6,424	¥ 4,210	¥ 4,678	¥ 1,963	¥ 1,798	\$ 21,624
Store Displays	876	463	453	333	449	5,400
Material Handling Systems and Others	596	515	450	170	242	2,910
Consolidated	¥ 7,897	¥ 5,188	¥ 5,582	¥ 2,467	¥ 2,490	\$ 29,946

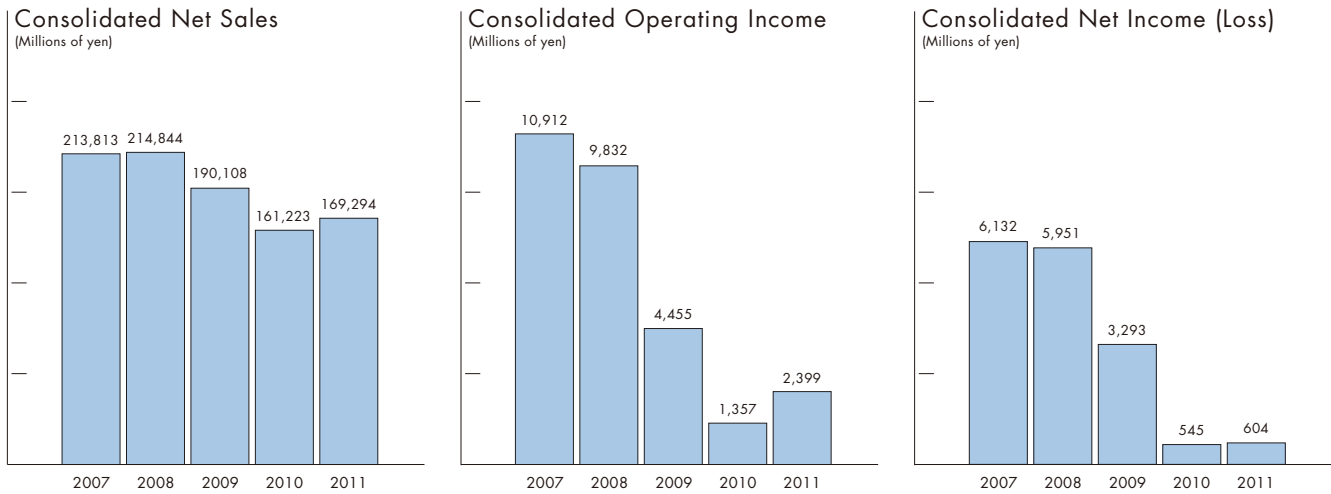
Cash Flows

Years Ended March 31

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

Financial Highlights

Years Ended March 31



Stock Information

(As of March 2011)

Number of Shares of Common Stock

Authorized: 400,000,000

Issued: 112,391,530

Stock Exchange Listings

Tokyo, Osaka

Number of Shareholders

5,301

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

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

Chairman
Kikuo Nakamura



Kikuo Nakamura

President
Kazuyoshi Hisamatsu



Kazuyoshi Hisamatsu

Managing Directors
Masayuki Nakamura
Hiroshi Makino



Masayuki Nakamura



Hiroshi Makino

Managing Directors
Kiyoshi Sato
Onoyuki Kondo
Hiroki Iwashita



Kiyoshi Sato



Onoyuki Kondo

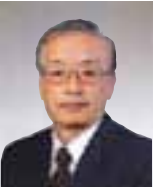


Hiroki Iwashita

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



Jun Kinukawa



Ken Ebina



Tadao Kuwano



Hideharu Sekino



Takao Suzuki



Teiichi Toshida



Seiji Koguma



Fumio Yamamoto



Koichi Osada



Shigeji Kikuchi



Toshikazu Iwata

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



Hiroshi Moriwake



Shigeru Goto



Shohachi Oki



Yuichi Suzuki

Corporate Data

(As of March 2011)

Executive Office

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

Tokyo Office

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

Foundation

1945

Paid-in Capital

¥18,670 million

Number of Employees

4,336

Subsidiaries
& Affiliates

Corporate name	Paid-in capital (Millions of yen except where noted)	Principal business activities	Voting rights held by Okamura Corporation (%)
Kansai Okamura Manufacturing Co., Ltd.	100	Production of work stations and storage cabinets	100.0
Okamura Logistics Corporation	90	Transportation, storage, loading and unloading, assembly during distribution processing, construction, interior finishing and others	100.0
SANYO Okamura Corporation	100	Production of work stations	80.1
Okamura Support and Service Corporation	90	Installation, maintenance and after-sales service for all Okamura products	100.0
Shanghai Okamura Furniture and Logistic System Co., Ltd.	CNY51million	Sales of office furniture, material handling system products, store display equipment and others in China	100.0
Seeder Co., Ltd.	41	Production and sales of conveyor systems and related products	100.0
Fuji Seiko Honsha Co., Ltd.	36	Production and sales of automatic safe deposit vaults and office security systems	100.0
SEC Co., Ltd.	300	Construction, maintenance and repairs for the store display business	100.0
Td Japan Ltd.	60	Import and sale of dealing desks and arm mounts for monitors	100.0

Seven other companies

Affiliates

Six companies

okamura

OKAMURA CORPORATION

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