



OKAMURA TODAY 2014-2015



okamura

# Quality pays for itself.

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## 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 and financial support of a number of people sympathetic to the Company's mission. Okamura has long 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.

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 is working to reduce its environmental burden through business activities that are in accord with the essence of its founding spirit while strengthening compliance management and corporate governance. Through these actions, Okamura is fulfilling its corporate social responsibility (CSR).

As a solutions company that creates comfortable spaces, Okamura continues to take up the challenge of fashioning new innovations. To this end, we aim to be a company that is trusted and valued by society through the ceaseless provision of optimal environments for people and communities.

We would appreciate your continued support and understanding of these efforts.



Kikuo Nakamura, Chairman

*Kikuo Nakamura*



Masayuki Nakamura, President

*M. Nakamura*

## 2013

Jul.



**11th OKAMURA Design Space R "White Darkness"**  
OKAMURA Design Space R "White Darkness" was held at the Garden Court Showroom from July 22 to August 9, 2013. The event featured guest architect Makoto Yokomizo, who staged the space in collaboration with olfactory artist Maki Ueda.

Oct.



**Exhibition at HOSPEX Japan 2013**  
Okamura exhibited at HOSPEX Japan 2013, held at Tokyo Big Sight from October 23 to 25. Under the theme of creating pleasant hospitals for both staff and patients, Okamura showcased effective ways to use space for chemotherapy and dialysis booths or hospital rooms.

Nov.



**Okamura Grand Fair 2013**  
The Okamura Grand Fair 2013 was held at the Garden Court Showroom from November 6 to 8, 2013. With the theme of quiet revolution—the ongoing shift toward workplaces that better accommodate diversity—the fair presented both items and concepts aimed at creating workplace environments where everyone can make the most of their individual traits and abilities. Okamura also displayed new technologies aimed at the public facility, health care facility and laboratory facility markets.



**Okamura Grand Concert 2013**  
For its 2013 annual concert, Okamura presented "Ryoko Moriyama—Songs for Tomorrow" with special guest Akiko Yano. Held at the Tokyo Metropolitan Theatre in the city's Toshima Ward on November 19 and 20, 2013, the event welcomed loyal Okamura customers to enjoy a special evening of singing and music.

2014

Feb.



**Relocation and Reopening of the Okamura Osaka Showroom as the Okamura Future Studio KIZUKI LABO**  
On February 5, 2014, Okamura's Kansai branch and the Osaka Showroom were relocated to the Grand Front Osaka complex in Kita-Umeda, Osaka, to create an integrated facility dubbed the Okamura Future Studio = KIZUKI LABO. The concept behind the name of the new facility centers on the ideas of offering eye-opening moments to customers through an experience-oriented sales base and building relationships of trust.  
From February 5 to 7, the new facility held a special opening display event titled "Okamura SR Newly Open Fair 2014," welcoming approximately 3,000 guests, mainly customers from the Kansai region.



**Exhibition at the Supermarket Trade Show 2014**  
Okamura participated in the Supermarket Trade Show 2014, held at Tokyo Big Sight from February 12 to 14, 2014. Okamura's booth, set up like an actual sales floor, displayed energy-saving products, specialized display furnishings and furnishings for stores in urban areas in line with the theme of providing full-fledged backup for store growth. The exhibit emphasized comprehensive solutions for diverse sales floor needs, from product displays to environmental considerations.

Mar



**Exhibition at 43rd Annual Shop Fitting Show JAPAN SHOP 2014**  
Okamura participated in JAPAN SHOP 2014, held at Tokyo Big Sight from March 4 to 7, 2014. Under the theme of creating higher quality sales floors, Okamura presented comprehensive solutions to meet evolving sales floor needs, including new products, concepts for sales floors that combine clothing, food and living products, and select staging functions.



**Exhibition at SECURITY SHOW 2014**  
Okamura participated in SECURITY SHOW 2014, the 22nd annual comprehensive security and safety management exhibition, held from March 4 to 7, 2014, at Tokyo Big Sight. Okamura displayed and demonstrated its office security technologies for various circumstances, including fire doors that boast two full hours of fire resistance and security systems employing surveillance cameras.



**Exhibition at CIFF - Home Furniture 2014**  
Okamura participated in the 33rd annual China International Furniture Fair - Home Furniture 2014, held in Guangzhou, China, from March 28 to April 1, 2014. Okamura displayed concepts for highly versatile workspaces featuring its office seating, including its signature Contessa and Baron lines, as well as office systems including the Manifold and ProUnit Freeway lines.

May



**Okamura Concert 2014 in Osaka**  
The Okamura Concert 2014 in Osaka, "The Violin Muse," was held at Sankei Hall Breeze on May 28, 2014. Welcoming a great number of loyal Okamura customers, the event featured violinist Ikuko Kawai performing mainly pieces from films and tangos.

Jun.



**Exhibition at NeoCon 2014**  
Okamura exhibited at NeoCon 2014, the largest office furniture trade show in the world, held in Chicago, U.S.A., from June 9 to 11, 2014. The showroom portion of Okamura's display this year was expanded. Okamura promoted such new office products as Sylphy office seating and Muffle systems that support environments for focus and concentration, as well as products for health care facilities, including the divo IV stand, which received the Best of NeoCon 2014 Silver Award.

Jul.



**CSR Report 2014**  
The Okamura Group published its CSR Report 2014 on its website with the purpose of informing stakeholders about the Group's activities in the area of corporate social responsibility (CSR). The Report's special feature covers advanced initiatives to reduce environmental burden at worksites and two projects related to improving forest health and revitalizing the forestry industry, while the remainder consists of systematic reports on activities under the Okamura Group CSR policy.



# 2013 → 14

# History of Innovation

1940

1950

1960

1970

1980

1990

## International Operations



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



NOPA Exhibition in New York City (1968)



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



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



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



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



Licensing agreement for seating with PRO-CORD S.p.A. (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

2010

## International Operations



Participated in ORGATEC (2002, 2004, 2006, 2008) | Participated in Salone Ufficio (2008) | Chicago Showroom opened (2008) Participated in NeoCon (2008, 2009) | Leopard won the Best of NeoCon 2010 and the Ergonomics Excellence Award (2010) | Participated in ORGATEC (2010, 2012) | Participated in Salone Ufficio (2011) | Participated in NeoCon (2011, 2012, 2013, 2014)

- Overseas shipments of Contessa series begun (2002)
- Participated in EIMU (2004)
- Shanghai Okamura Furniture and Logistic System Co., Ltd. established (2004)
- Chicago Showroom opened (2008)
- Salotto Group acquired (2013)
- Hangzhou Okamura Transmission Co., LTD established (2013)

## Domestic Operations



Launched ERCIO office seating (2000) | Construction of Tsurumi Plant completed (2006) | Construction of a New Production Facility at the Oppama Plant (2009) | Td Japan established (2010)



Participated in first Japan Drugstore Show (2001)



Contessa series debuted (2002)



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



Visplay Showroom opened (2008)



Okamura Museum opened (2009)



OFFICE LABO opened (2009)



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



"Knowledge Commons" published (2013)



Okamura Future Studio = KIZUKI LABO established (2014)

- HILL INTERNATIONAL, INC. established (2000)
- Entire company received ISO 14001 certification (2000)
- Seeder Co., Ltd. acquired (2005)
- 60th anniversary of Okamura's Founding (2006)
- PrivacyMark certification acquired (2006)
- Fuji Seiko Honsha Co., Ltd. acquired (2008)
- SEC Co., Ltd. acquired (2009)



# 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

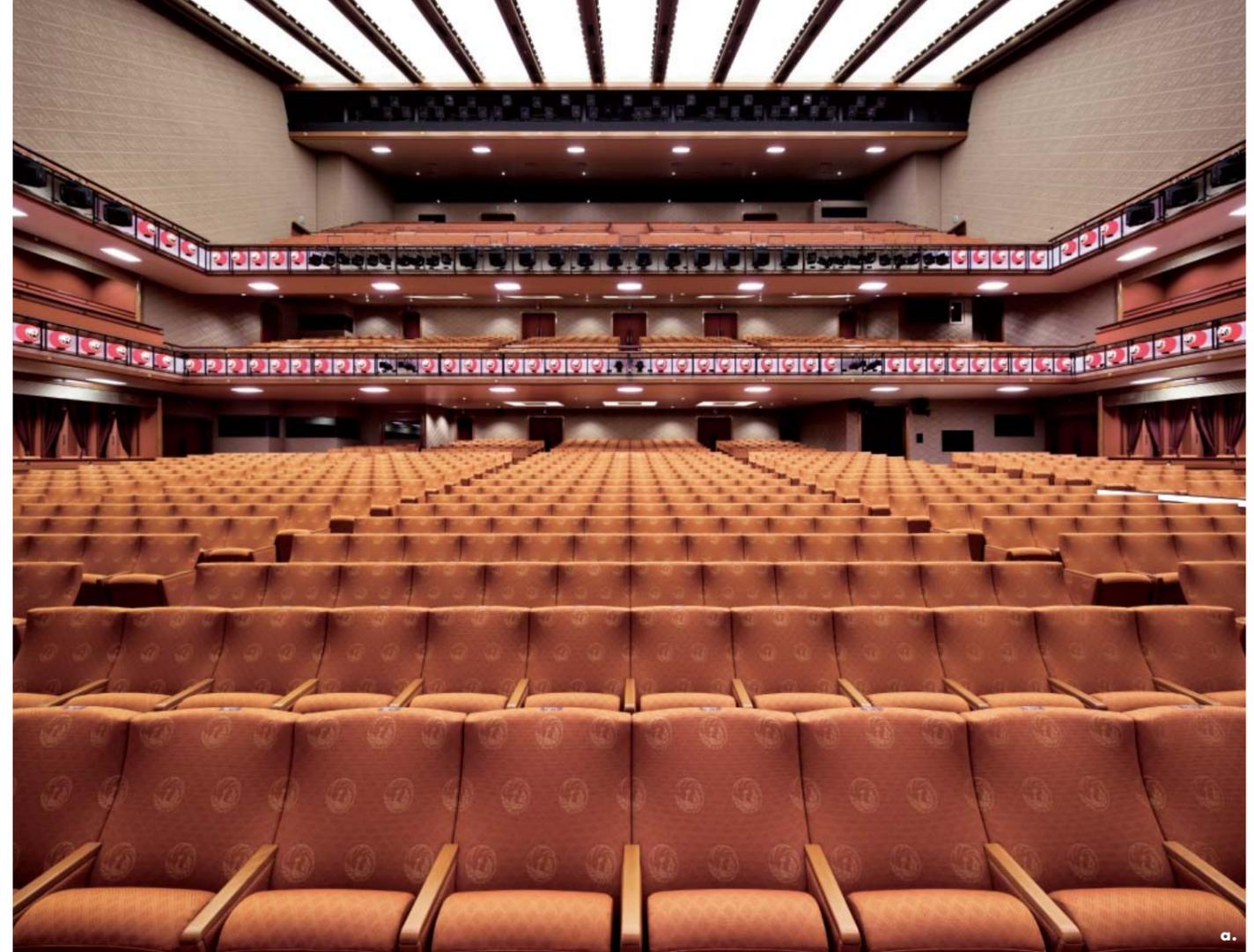
With a full product lineup and abundant know-how, Okamura offers total coordinated store development, crafting retail spaces with an emphasis on sensibility.

### 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

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.

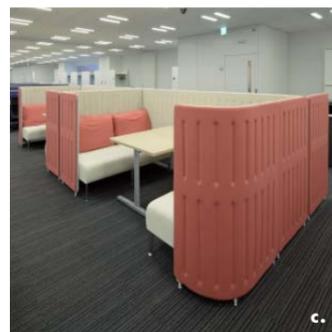


## Office Furniture

*Copresence Workplace* > Workplace needs are becoming increasingly diversified, reflecting the rapid development of information technology. With this, work styles will grow more dynamic as social shifts make it possible for people to adopt varied approaches to work free of old constraints. Okamura proposes the “Copresence Workplace,” a concept that more than ever before allows people to share a common workplace that nurtures a sense of inclusion.

### MAIN PRODUCTS

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



### PHOTOS

- a.** Hot-desking office
- b.** Quiet space
- c.** Meeting space
- d.** Meeting room

## Public Facilities

*Creating Public Environments* > Okamura provides fixtures and other products that create optimal environments for a broad range of educational facilities and public spaces, including classrooms, libraries, theaters, museums and stadiums.

### MAIN PRODUCTS

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



### PHOTOS

- a.** Fixtures for halls and theaters
- b.** Furnishing for educational institutions
- c.** Equipment for libraries and media centers
- d.** Equipment for exhibition hall furnishings



a.

## Healthcare Facilities

*Pursuing Functionality and Comfort* > The conditions in which medical and elderly care institutions operate are constantly changing due to such factors as ongoing IT development, revisions to the medical system and the need for disaster- and malpractice-related risk management.

### MAIN PRODUCTS

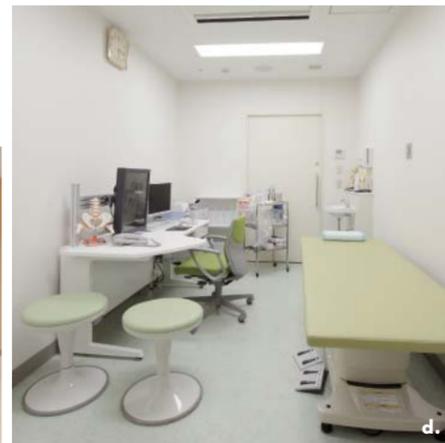
- Furnishings and fixtures for:
  - Lobbies and lounges
  - Medical institutions
  - Elderly care institutions



b.



c.



d.

3.

### PHOTOS

- a. Karre smart medical utility cart
- b. Furnishings for medical facilities
- c. Furnishings for lobby
- d. Fixtures for medical examination room



a.

## Laboratory Facilities

*Creating environments that help build knowledge* > Various facilities, ranging from universities, hospitals 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 clients' space creation in research facilities ranging from laboratories to research offices as well as the communication areas connecting them.

### MAIN PRODUCTS

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



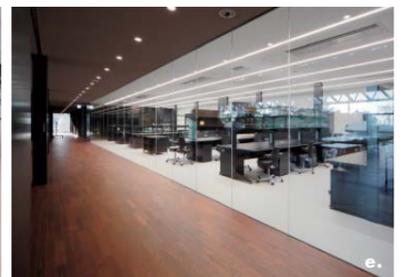
b.



c.



d.



e.

4.

### PHOTOS

- a. System laboratory table RIFORMA
- b. Fume hood
- c. Laboratory steel cabinet
- d. System laboratory table
- e. System laboratory table



## Security Systems

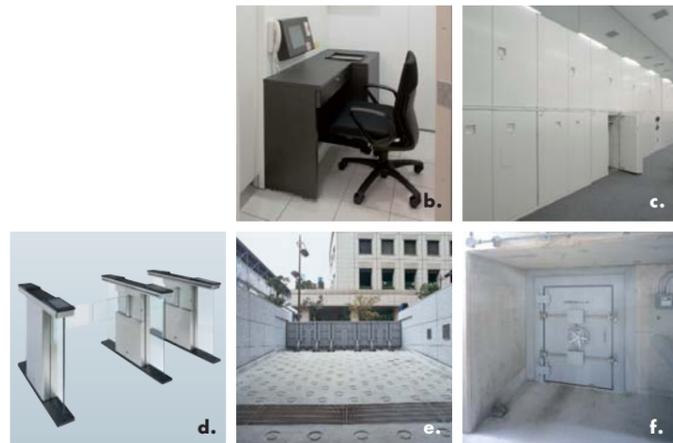
*Protecting Valuable Assets and Ensuring Safety* > Okamura offers an abundant product lineup that includes various types of protectors, entry and exit monitoring systems, document and personal property management systems, surveillance camera systems, and water and tide protection systems for the protection against flood disaster. Through these products, we provide safety and security in every type of environment, particularly financial institutions, office buildings and commercial, medical and nuclear facilities.

### 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
- Radiation shielding doors

### PHOTOS

- a.** Financial institution branch office
- b.** Rental safety deposit boxes
- c.** Fire-resistant wall-mounted storage
- d.** Security gate
- e.** Waterproof boards
- f.** Waterproof doors



# 5.

## Telecommunication Systems

*Integrating Office and Information Systems* > Upgrading office environments that utilize information and communication technology (ICT) is an important element in the creation of workplaces where knowledge is shared and creativity is heightened.

Okamura is promoting the evolution of the office by designing spaces that facilitate personal interaction and the exchange of information.

### MAIN PRODUCTS

- Information and communication technology fixtures/systems
- AV conference-related products

# 6.

### PHOTOS

- a.** Total meeting room solutions
- b.** Video conference system
- c.** AV conference system





a.

## Architectural Products

### MAIN PRODUCTS

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

*Achieving Flexibility in Design and Function* > The Company offers products to meet the needs of an array of various scenes, such as partitions that are essential to maintaining both communication and privacy in office environments, sliding walls for hotels and halls, and restroom booths.

### PHOTOS

- a. *safewall AG* partition
- b. *safewall move* sliding wall
- c. *Wavelet* restroom booth
- d. *safewall spread* partition



b.



c.



d.

7.



a.

## Home Interior & SOHO-Related Products

### MAIN PRODUCTS

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

*Home Learning and Work Environments* > Utilizing its extensive product development know-how, Okamura creates safe and reliable study furniture. In addition, Okamura continues to offer numerous interior products for all ages by conducting R&D into residential work styles, which encompasses diversified SOHO worker environment upgrading.

### PHOTOS

- a. *NOVEL* study furniture
- b. *Ruscello* home interior furniture
- c. *LINTO* series desk, shelving
- d. *FALTE II* home interior furniture



b.



c.



d.

8.



a.

## Store Displays

### MAIN PRODUCTS:

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

*Providing Total Support for Creating Retail spaces >* Retailers are constantly setting up new stores to keep pace 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. Meeting various customer needs, our product lineup covers a broad range of categories from sales floors to backyards and distribution systems, including store displays, refrigerator showcases, and a variety of specialized displays.



### PHOTOS

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

9.

## Material Handling Systems

### MAIN PRODUCTS

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

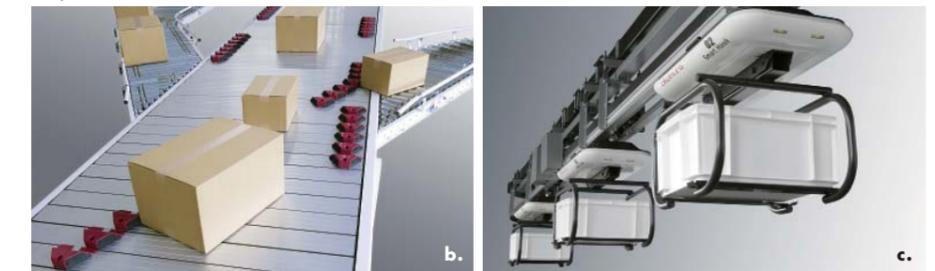
*Making Handling Safer, Faster and More Efficient >* While continuing to streamline logistics, Okamura is constantly researching, developing and providing new material handling systems through the communication with actual users. Okamura's material handling systems realize safer, faster, easier and more 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.

### PHOTOS

- a. Rotary Rack H multistage independent horizontal storage and sorting system
- b. Sliding Shoe Sorter
- c. Smart Hawk overhead transfer system



a.



b.

c.

10.

## Industrial Machinery

### MAIN PRODUCTS

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

*Flow Rate Converter >* Flow rate converters boast excellent workability in various industries, including industrial vehicles.

11.

### PHOTOS

- d. Torque converter for forklift



d.

# Design & Solutions

Okamura approaches product design from the three perspectives of quality design, offering products of true value to customers; universal design, creating products and spaces with a genuine sense of affluence for all users; and eco-design, reducing the environmental burden of products throughout their life cycles. The Company's products have been recognized with numerous awards.

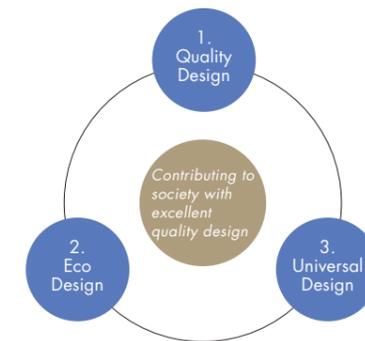


## Product Design

*Contributing to Society through High-Quality Design* > Okamura's through 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 various work scenes that promote creativity and performance.

### Design Policy

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.



### 1. Quality Design

To provide customers with products of true value, Okamura is committed to the pursuit of ideal forms and the realization of quality design. We pursue ergonomics-based product development to maximize the safety, productivity and creativity of our customers through product functionality.

#### Sabrina office seating

The *Sabrina* series is characterized by the flexible comfort provided by the newly developed ring structure of its backrest and by its easy-to-use adjustment controls. The frame of the backrest is configured with a center column that provides sturdy support to the body and branches extending to the left and right that are flexible, bending to accommodate changes in posture and provide stable support, for a new level of soft seating comfort.

*Sabrina Smart Operation* employs “smart operation” technology that makes the chair easy to adjust to suit various physiques and working styles.



### 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*, developed in collaboration with the well-known industrial design studio Giugiaro Design, has been highly praised around the world for its design and features since its release in 2002. In 2004, Okamura released the *Baron* lineup of ergonomic mesh chairs, followed by *Luce* ergonomic multi-purpose seating in 2010 and *Sabrina* office seating in 2012.



### 2. 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.

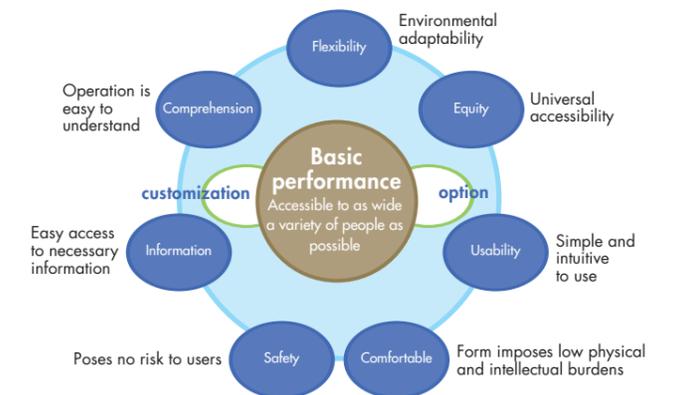
#### CERTIFIED PRODUCTS INCLUDE:

- 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*
- Intelligent personal workstation *Cruise*
- Office seating *Duke/OKAMURA CZ*
- Office seating *Luxos*
- Office seating *Choral*



### 3. 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.



#### 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.



# Awards & Space Planning

**Leading the Industry** > 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, well-proven by the numerous awards we have received.

## Overseas Design Awards



## Key Award-Winning Products in Recent Years

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



- Contessa ergonomic mesh chair**
- Good Design Award ('03)
  - Spectrum Highly Commended ('03)
  - ADI Design Index ('04)
  - Industrial Design Excellence Award, Gold Prize ('04)
  - Ergonomic Excellence Award ('07)



- Baron/OKAMURA CP ergonomic mesh chair**
- Good Design Award ('05)
  - iF Product Design Award ('06)
  - redden design award ('06)
  - Ergonomic Excellence Award ('07)
  - JIDA Design Museum Selection ('14)



- Office seating Choral**
- Good Design Award ('13)
  - universal design award ('14)
  - universal design consumer favorite ('14)
  - red dot award ('14)



- Risefit personal table**
- iF Product Design Award ('12)
  - universal design award ('12)
  - universal design consumer favorite ('12)
  - JIDA Design Museum Selection ('13)



- Liftio height adjustable table**
- Good Design Award ('11)



- Sabrina office seating**
- Interior Innovation Award ('13)
  - universal design award ('13)
  - Good Design Award, Chicago ('13)
  - Good Design Award ('13)

- Leopard new concept seating**
- Good Design Award ('09)
  - iF Product Design Award
  - Best of NeoCon Innovation Award ('10)
  - Ergonomic Excellence Award ('10)
  - universal design award ('11)
  - universal design consumer favorite ('11)
  - JIDA Design Museum Selection ('12)



- Karre smart medical utility cart**
- universal design award ('12)
  - Good Design Award ('12)
  - redden design award ('14)
  - JIDA Design Museum Selection ('14)

- K-model study desk**
- Kids Design Award ('12)



- ALBROAD lobby seating**
- JIDA Design Museum Selection ('11)



- Zart meeting chair**
- iF Product Design Award ('13)
  - Good Design Award ('13)



- NT folding table**
- Good Design Award ('06)
  - iF Product Design Award ('07)



- Luce multipurpose seating**
- Good Design Award, Chicago ('11)
  - Good Design Award ('11)



- IV stand divo**
- Good Design Award ('13)
  - universal design award ('14)
  - universal design consumer favorite ('14)
  - iF design award ('14)
  - Best of NeoCon Healthcare Furniture ('14)

## universal design award

The universal design award is an internationally recognized award honoring excellent universal products based on such criteria as equitable and flexible usability for as many people as possible. In 2014, office seating *Choral* received the universal design award, which is based on the evaluations of specialists, while the IV stand *divo* received the universal design consumer favorite award, which is based on consumer evaluations.



## Ergonomics Excellence Award

Okamura's *Contessa* and *Baron/OKAMURA CP* 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.



## Domestic Design Award



### Good Design Award

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 497 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

In 1998, the Japan Industrial Designers' Association (JIDA) began presenting a selection of items for the purpose of enhancing 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.



### Kids Design Award

The Kids Design Awards are sponsored by the specified non-profit organization Kids Design Association. The awards recognize and promote the spread of design that realizes the concept of "kids design," promoting the safety and security of children.

## Space Planning



### Office Solutions

Based on the concept of creating people-friendly environments, Okamura engages in R&D that focuses on both tangible and intangible 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.

### Copresence Workplace

Amid an environment of rapidly developing information technology, Okamura has proposed the "Copresence Workplace," a concept for an ideal style of office that will allow people to flexibly work anywhere, anytime. Under the concept of the Copresence Workplace, people can work independently while sharing a common location that nurtures a sense of inclusion. In its Office Labo (office laboratory), Okamura is drawing on real-life experience as it works every day to find ways to better build ties among team members, connect to workers outside of teams and link remote offices. In doing so, Okamura strives to realize creative workplace styles for the future, workplaces that help balance work and private life.

### 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.



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

# Sustainable Development

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

## Environmental Management

Principles and Policies

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

Cutting environmental burdens through green manufacturing and communication with society

**Main Focus**

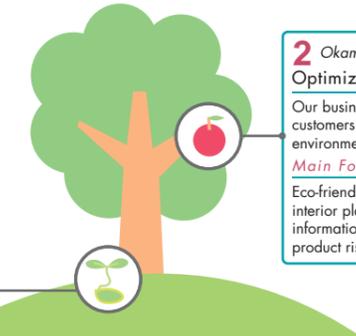
Global warming prevention, resource saving, waste reduction, social contributions and communication with society

**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



Okamura introduces a host of environmental activities in its CSR Report 2014.



**GREEN WAVE** Fully aware of its corporate social responsibility, Okamura contributes to the preservation of the global environment and the creation of a recycling society through technologies and activities that are friendly to the environment. **GREEN WAVE** is Okamura's platform for initiatives to solve environmental problems.

Okamura selects which of its products display the environment-friendly GREEN WAVE mark. In response to international trends in environmental standards of products, Okamura displays the GREEN WAVE Plus mark on products that promote greater environmental awareness.

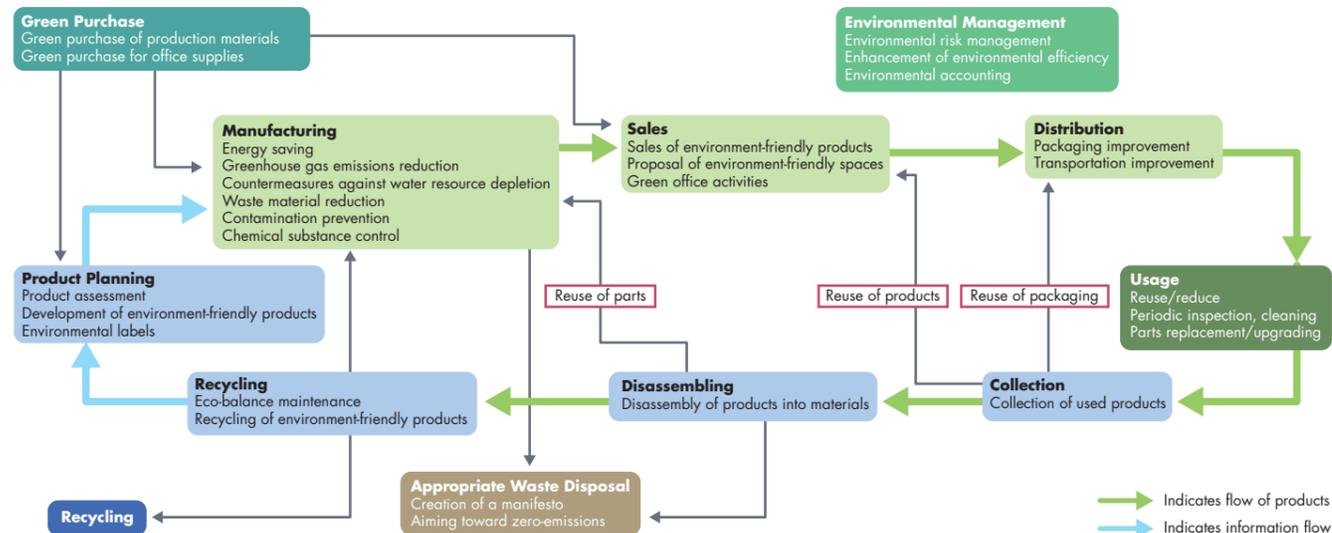
**ISO 14001 Certified:**  
Okamura Group (Okamura Corporation, Okamura Logistics Corp.): JSAE 283  
Kansai Okamura Mfg. Co., Ltd.: JQA-EM 0459  
Sanyo Okamura Corporation: JQA-EM 1166  
Okamura Support and Service Corporation: JSAE 679  
Siam Okamura Steel Co., Ltd.: 04104 2006 5025 E5  
Fuji Seiko Honsha Co., Ltd.: KHK 09 ER-793  
NS Okamura Corp.: JQA-EM 1618

**KES Environmental Management System**

**Standard Certified:**  
Seeder Co., Ltd.: KES2-7-0011

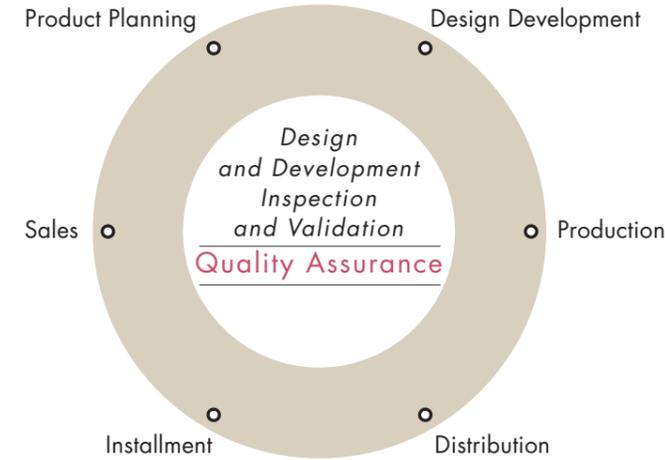
### Criteria for Selecting GREEN WAVE Products:

- 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 that can be easily disassembled into component parts and by indicating the materials used whenever possible
- 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
- Energy saving:** Creating products that feature reduced energy consumption when in use



# 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 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.

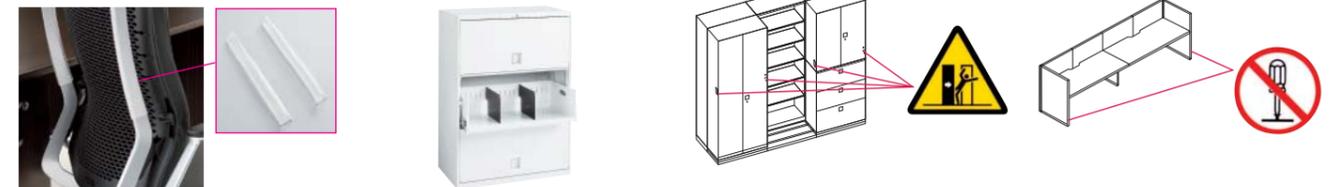
### ISO 9001 Certified Plants and Offices:

- Oppama Plant: JSAQ 630
- Tsukuba Plant: JQA 1999
- Takahata Plant: JSAQ 1316
- Fuji Plant: JQA 2106
- Gotemba Plant: JQA 2106
- Nakai Plant: JSAQ 860
- Kansai Okamura Mfg. Co., Ltd.: JQA 2484
- NS Okamura Corp.: JQA-QMA 4055
- Sanyo Okamura Corp.: JQA-QM 3753
- Fuji Seiko Honsha Co., Ltd.: KHK 98QR 094
- Siam Okamura Steel Co. Ltd.: 24111011007

## 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.

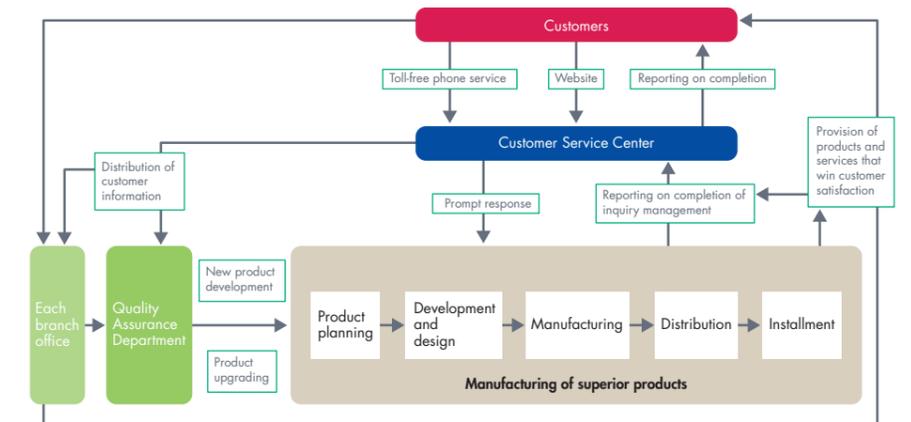


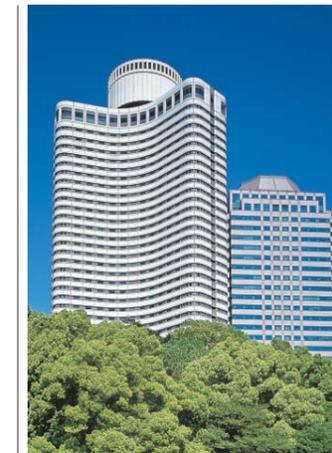
### Information Provision for Safe Product Use

In order to ensure safety, where user caution is necessary, Okamura products display appropriate warning labels 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.





**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



## 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 boasts approximately 4,400m<sup>2</sup> of showroom space. Besides the Garden Court showroom, Okamura operates showrooms in such major Japanese cities as Osaka, Nagoya and Fukuoka. As a place for promptly and expertly introducing Okamura products with our presentation abilities and know-how, our showrooms represent Okamura's new brand name through proposals for creating comfortable environments from a variety of perspectives.

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



### SENDAI SHOWROOM

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



### NAGOYA SHOWROOM

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



### OSAKA SHOWROOM

Location: 21th Floor, Grand Front Osaka Tower-A, 3-1 Ofuka-cho, Kita-ku, Osaka 530-0001 Japan  
 Telephone: +81-6-4802-3370  
 Opening Hours: 9:00 a.m. to 6:00 p.m. (Weekdays)  
 11:00 a.m. to 5:00 p.m. (Saturdays)  
 Closed: Sundays and Holidays



### FUKUOKA SHOWROOM

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



### OKAMURA VISPLAY SHOWROOM

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



### CHICAGO SHOWROOM

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



### OKAMURA MUSEUM

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

# 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

People around the world have access to Okamura products and services all across the globe. With various technical and sales tie-ups with leading global companies, Okamura has expanded its network which is rapidly growing today. The Company is more than ready to even strengthen its service level to its global client base.



**Okamura Corporation,  
Chicago Branch/ 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



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

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



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

Location: 19F, Cloud Nine  
Shopping Mall,  
1018 Changling Road,  
Shanghai 200042, China  
Telephone: +86-21-6074-6000



**Okamura Corporation,  
Dubai Representative Office**

Location: P.O.Box127024,  
Dubai, UAE  
Telephone: +971-4-357-5197  
Facsimile: +971-4-357-5198



**Salotto (China) Limited**

Location: 2903, Two Chinachem  
Exchange Square,  
338 King's Road,  
North Point, Hong Kong  
Telephone: +852-2898-9777



**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



**Siam Okamura Steel Co., Ltd.**

Location: 51/5 Moo 2 Poochao Rd.,  
Bangyaprak, Phrapradaeng  
Samutprakarn,  
10130 Thailand  
Telephone: +66-2-384-0075



**Okamura Corporation,  
London Branch**

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



**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

# Export & Import Partners

## TECHNICAL & PRODUCT EXPORTS

### Office Furniture



- Australia
- Bahrain
- Belgium
- Brazil
- Bulgaria
- Cambodia
- Canada
- Chile
- China
- Colombia
- Croatia
- Czech Republic
- Denmark
- Ecuador
- Estonia
- Finland
- France
- Germany
- Greece
- Hong Kong
- India
- Indonesia
- Italy
- Ireland
- Jordan
- Kuwait
- Malaysia
- Mexico
- Morocco
- Netherlands
- New Zealand
- Norway
- Panama
- Peru
- Philippines
- Poland
- Portugal
- Qatar
- Romania
- Russia

### Refrigerator Showcases and Store Fixtures



- Saudi Arabia
- Singapore
- Slovenia
- South Africa
- South Korea
- Spain
- Sweden
- Switzerland
- Taiwan
- Thailand
- Turkey
- UAE
- UK
- U.S.A.
- Venezuela
- Vietnam

### Material Handling Equipment



- China
- South Korea
- Taiwan
- Thailand



## TECHNICAL & PRODUCT IMPORTS

### Office Furniture



• arrben snc, Italy—Public-use furniture



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



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



• Fora Form AS, Norway—System tables



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



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



• WOGG AG, Switzerland—Folding tables

### Laboratory



• erlab D.F.S S.A.S, France—Ductless fume food

### Architectural Products



• 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

### Material Handling Systems



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



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

# 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 workforce with a production line that can be easily shifted to the products 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: 56,352 m<sup>2</sup>  
Floor Area: 52,404 m<sup>2</sup>  
Products: Office Seating / Lobby Seating / Conference Room Sets / Torque Converters & Transmissions



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



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



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



**GOTEMBA PLANT**  
(ISO 9001/ISO 14001 Certifications)  
Location: Gotemba, Shizuoka Prefecture  
Site Area: 87,341 m<sup>2</sup>  
Floor Area: 16,432 m<sup>2</sup>  
Products: Refrigerator Showcases



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



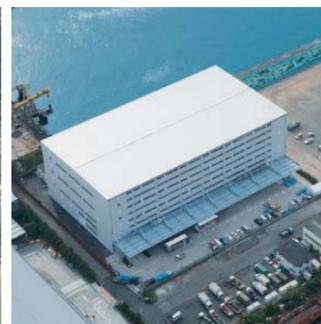
**KANSAI OKAMURA MFG. CO., LTD.**  
(ISO 9001/ISO 14001 Certifications)  
Location: Higashiosaka, Osaka Prefecture  
Site Area: 23,852 m<sup>2</sup>  
Floor Area: 30,730 m<sup>2</sup>  
Products: Office Systems / Desks / Storage Cabinets / Counters



**NS OKAMURA CORP.**  
(ISO 9001/ISO 14001 Certifications)  
Location: Kamaishi, Iwate Prefecture  
Site Area: 22,048 m<sup>2</sup>  
Floor Area: 12,212 m<sup>2</sup>  
Products: Desks / Logistics Systems / Storage Cabinets / Furniture & Equipment for Research Facilities



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



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



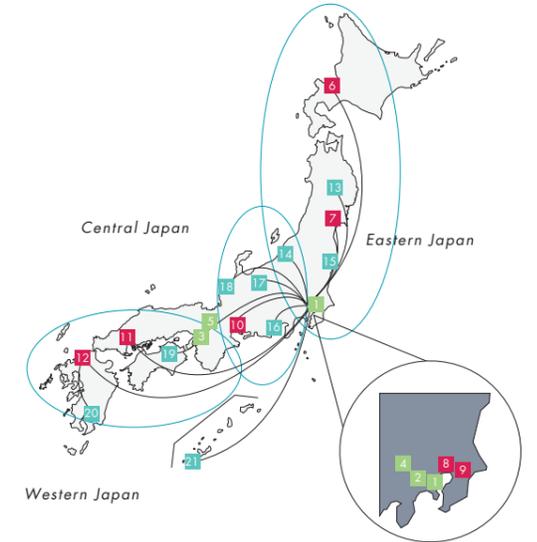
**FUJI SEIKO HONSHA CO., LTD.**  
(ISO 9001/ISO 14001 Certifications)  
Location: Ohamacho, Nomi, Ishikawa Prefecture  
Site Area: 42,705 m<sup>2</sup>  
Floor Area: 21,666 m<sup>2</sup>  
Products: Safety Deposit Vault Doors & Document Storage Room Doors / Security Systems / Safety deposit boxes / Facilities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



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

## Distribution Network

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



- |   |  |
|---|--|
| <b>Distribution Centers</b>               | <b>Factory Warehouses (Distribution Centers)</b> |
| 1 Yokohama Distribution Center            | Oppama   |
| 2 Tsurumi Distribution Center             | Fuji   |
| 3 Osaka Distribution Center               | Takahata   |
| 4 Yokohama West Distribution Center       | Tsukuba  |
| 5 Settsu Delivery Center                  | Gotemba  |
| <b>Regional Distribution Centers</b>      | Nakai  |
| 6 Sapporo Regional Distribution Center    | Kansai Okamura Mfg. Co., Ltd.                    |
| 7 Sendai Regional Distribution Center     | Sanyo Okamura Corp.                              |
| 8 Tokyo Safe Wall Support Center          | NS Okamura Corp.                                 |
| 9 Tokyo Metropolitan Area Transer Center  |  |
| 10 Chubu Regional Distribution Center     |  |
| 11 Hiroshima Regional Distribution Center |  |
| 12 Fukuoka Regional Distribution Center   |  |
| <b>Cross-docking Centers</b>              |  |
| 13 Morioka Cross-docking Center           |  |
| 14 Niigata Cross-docking Center           |  |
| 15 Tsukuba Cross-docking Center           |  |
| 16 Shizuoka Cross-docking Center          |  |
| 17 Nagano Cross-docking Center            |  |
| 18 Kanazawa Cross-docking Center          |  |
| 19 Takamatsu Cross-docking Center         |  |
| 20 Kajiki Cross-docking Center            |  |
| 21 Okinawa Cross-docking Center           |  |



**OKAMURA LOGISTICS CORPORATION**  
(ISO 14001 Certification)

# 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***	
	2010	2011	2012	2013	2014	2014	
<b>Sales and Income:</b>							
Net sales	¥161,223	¥169,294	¥187,879	¥194,890	<b>¥211,363</b>	<b>\$2,005,532</b>	
Cost of sales	111,481	118,932	130,331	136,952	<b>147,492</b>	<b>1,399,488</b>	
Selling, general and administrative expenses	48,385	47,962	50,761	50,789	<b>54,417</b>	<b>516,339</b>	
Operating income	1,357	2,399	6,786	7,148	<b>9,454</b>	<b>89,705</b>	
Income before income taxes and minority interests	1,982	1,175	6,984	8,714	<b>10,368</b>	<b>98,377</b>	
Net income	545	604	3,860	5,269	<b>6,113</b>	<b>58,004</b>	
<b>Capital Expenditures, Depreciation and Amortization:</b>							
Capital expenditures	¥ 2,467	¥ 2,310	¥ 3,261	¥ 7,601	<b>¥ 7,409</b>	<b>\$ 70,301</b>	
Depreciation and amortization	5,450	4,743	4,400	4,492	<b>4,587</b>	<b>43,524</b>	
<b>Profitability:</b>							
Operating income to net sales (%)	0.84%	1.42%	3.61%	3.67%	<b>4.47%</b>	—	
Net income to net sales (%)	0.34	0.36	2.05	2.70	<b>2.89</b>	—	
Cost of sales to net sales (%)	69.15	70.25	69.37	70.27	<b>69.78</b>	—	
Return on equity (%)*	0.71	0.78	4.94	6.35	<b>6.83</b>	—	
Return on assets (%)**	0.83	1.48	3.92	4.02	<b>4.95</b>	—	
<b>Assets, Liabilities and Net Assets:</b>							
Total assets	¥160,422	¥161,845	¥172,678	¥177,959	<b>¥190,913</b>	<b>\$1,811,491</b>	
Total net assets	78,294	76,638	79,918	86,367	<b>93,229</b>	<b>884,610</b>	
Interest-bearing debt	30,910	28,931	27,038	26,932	<b>25,362</b>	<b>240,649</b>	
Equity ratio (%)	48.44	47.29	46.18	48.42	<b>48.64</b>	—	
Total net assets per share	704.88	694.28	723.56	782.01	<b>842.80</b>	<b>7,997</b>	
Current assets	80,735	85,401	97,384	94,928	<b>100,008</b>	<b>948,933</b>	
Current liabilities	51,393	52,410	59,277	61,091	<b>65,641</b>	<b>622,839</b>	
Current ratio (%)	157.09	162.95	164.29	155.39	<b>152.36</b>	—	
<b>Efficiency:</b>							
Inventory turnover (times)	11.81	13.97	14.80	15.49	<b>15.92</b>	—	
Asset turnover (times)	0.98	1.05	1.12	1.11	<b>1.15</b>	—	
Number of employees	4,402	4,336	4,304	4,589	<b>4,652</b>	—	

\* ROE = Net income/Average total 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, 2014, which was ¥105.39 to U.S. \$1.

## Segment Information

Years Ended March 31

	Millions of yen					Thousands of U.S. dollars	
	2010	2011	2012	2013	2014	2014	
<b>Net sales:</b>							
Office Furniture	¥ 93,191	¥ 91,661	¥104,848	¥104,808	<b>¥113,990</b>	<b>\$1,081,602</b>	
Store Displays	59,144	64,732	70,801	77,376	<b>83,434</b>	<b>791,669</b>	
Material Handling Systems and Others	8,888	12,900	12,229	12,705	<b>13,938</b>	<b>132,252</b>	
Consolidated	¥161,223	¥169,294	¥187,879	¥194,890	<b>¥211,363</b>	<b>\$2,005,532</b>	
<b>Operating Expenses:</b>							
Office Furniture	¥ 92,039	¥ 90,093	¥ 99,190	¥ 99,467	<b>¥108,146</b>	<b>\$1,026,150</b>	
Store Displays	58,621	63,895	69,125	75,295	<b>80,449</b>	<b>763,346</b>	
Material Handling Systems and Others	9,205	12,905	12,777	12,979	<b>13,313</b>	<b>126,321</b>	
Consolidated	¥159,866	¥166,894	¥181,093	¥187,741	<b>¥201,909</b>	<b>\$1,915,827</b>	
<b>Operating Income (Loss):</b>							
Office Furniture	¥ 1,151	¥ 1,567	¥ 5,657	¥ 5,341	<b>¥ 5,844</b>	<b>\$ 55,451</b>	
Store Displays	522	837	1,675	2,081	<b>2,984</b>	<b>28,314</b>	
Material Handling Systems and Others	(317)	(4)	(547)	(274)	<b>625</b>	<b>5,930</b>	
Consolidated	¥ 1,357	¥ 2,399	¥ 6,786	¥ 7,148	<b>¥ 9,454</b>	<b>\$ 89,705</b>	
<b>Identifiable Assets:</b>							
Office Furniture	¥ 76,455	¥ 75,787	¥ 83,966	¥ 82,013	<b>¥ 89,716</b>	<b>\$ 851,276</b>	
Store Displays	34,931	35,266	36,488	39,511	<b>42,135</b>	<b>399,801</b>	
Material Handling Systems and Others	9,704	10,216	10,712	10,029	<b>11,786</b>	<b>111,832</b>	
	121,091	121,270	131,167	131,553	<b>143,637</b>	<b>1,362,909</b>	
Corporate Assets	39,330	40,574	41,510	46,405	<b>47,275</b>	<b>448,572</b>	
Consolidated	¥160,422	¥161,845	¥172,678	¥177,959	<b>¥190,913</b>	<b>\$1,811,491</b>	
<b>Depreciation:</b>							
Office Furniture	¥ 3,886	¥ 3,397	¥ 3,122	¥ 3,102	<b>¥ 3,170</b>	<b>\$ 30,079</b>	
Store Displays	1,008	908	852	861	<b>951</b>	<b>9,024</b>	
Material Handling Systems and Others	554	437	425	527	<b>458</b>	<b>4,346</b>	
Consolidated	¥ 5,450	¥ 4,743	¥ 4,400	¥ 4,492	<b>¥ 4,581</b>	<b>\$ 43,467</b>	
<b>Capital Expenditures:</b>							
Office Furniture	¥ 1,963	¥ 1,617	¥ 2,216	¥ 4,546	<b>¥ 3,405</b>	<b>\$ 32,309</b>	
Store Displays	333	449	579	1,749	<b>3,259</b>	<b>30,923</b>	
Material Handling Systems and Others	170	242	465	1,305	<b>744</b>	<b>7,059</b>	
Consolidated	¥ 2,467	¥ 2,310	¥ 3,261	¥ 7,601	<b>¥ 7,409</b>	<b>\$ 70,301</b>	

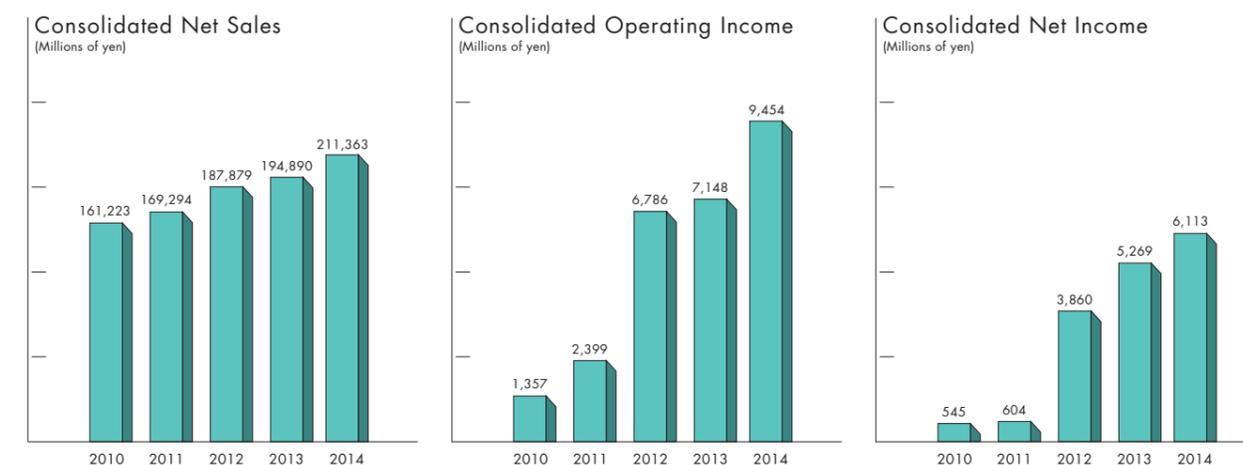
## Cash Flows

Years Ended March 31

	Millions of yen					Thousands of U.S. dollars	
	2010	2011	2012	2013	2014	2014	
Cash flows from operating activities	¥ 7,285	¥ 9,818	¥ 7,020	¥ 9,179	<b>¥ 9,868</b>	<b>\$ 93,633</b>	
Cash flows from investing activities	(2,469)	(3,422)	(2,372)	(8,117)	<b>(8,104)</b>	<b>(76,895)</b>	
Cash flows from financing activities	(2,344)	(2,903)	(2,816)	(1,517)	<b>(2,948)</b>	<b>(27,972)</b>	
Effect of exchange rate changes on cash and cash equivalents	5	(31)	(14)	94	<b>276</b>	<b>2,619</b>	
Net (decrease) increase in cash and cash equivalents	2,477	3,459	1,817	(360)	<b>(908)</b>	<b>(8,616)</b>	
Cash and cash equivalents at beginning of year	18,425	20,902	24,361	26,179	<b>25,818</b>	<b>244,976</b>	
Cash and cash equivalents at end of year	¥20,902	¥24,361	¥26,179	¥25,818	<b>¥24,909</b>	<b>\$236,351</b>	

## Financial Highlights

Years Ended March 31



## Stock Information

(As of March 2014)

**Number of Shares of Common Stock**  
Authorized: 400,000,000  
Issued: 112,391,530

**Stock Exchange Listings**  
Tokyo

**Number of Shareholders**  
4,755

Major Shareholders	(Thousands of shares)	(%)
Okamura Group Employees Stock Ownership Plan	6,927	6.16%
Japan Trustee Services Bank, Ltd.(Trust Account)	6,831	6.08%
Mitsubishi Corporation	6,300	5.61%
Meiji Yasuda Life Insurance Company	5,451	4.85%
Nippon Steel & Sumitomo Metal Corporation	5,313	4.73%
Mitsui Sumitomo Insurance Co., Ltd.	5,295	4.71%
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	4,805	4.28%
Northern Trust Company (AVFC) RE 15PCT TREATY ACCOUNT	4,284	3.81%
The Bank of Yokohama, Ltd.	4,076	3.63%
Okamura Cooperation Companies Stock Ownership Plan	3,857	3.43%

Chairman  
Kikuo Nakamura



Kikuo Nakamura

President  
Masayuki Nakamura



Masayuki Nakamura

Senior Managing Directors  
Hiroshi Makino  
Kiyoshi Sato  
Hiroki Iwashita



Hiroshi Makino



Kiyoshi Sato



Hiroki Iwashita

Managing Directors  
Shigeji Kikuchi  
Toshikazu Iwata  
Teiichi Toshida



Shigeji Kikuchi



Toshikazu Iwata



Teiichi Toshida

Directors  
Seiji Koguma  
Fumio Yamamoto  
Koichi Osada  
Katsunori Aratani  
Akio Nakajima  
Hajime Kaneko  
Kenichi Yamaki  
Ken Inoue



Jun Kinukawa



Ken Ebina



Nobuyuki Iizuka



Seiji Koguma

Outside Directors  
Jun Kinukawa  
Ken Ebina  
Nobuyuki Iizuka



Fumio Yamamoto



Koichi Osada



Katsunori Aratani



Akio Nakajima

Standing Corporate Auditors  
Hiroshi Moriwake  
Shigeru Goto



Hiroshi Moriwake



Shigeru Goto



Shohachi Oki



Yuichi Suzuki

Outside Auditors  
Shohachi Oki  
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**Foundation**

1945

**Paid-in Capital**  
¥18,670 million

**Number of Employees**  
4,652

## 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
Okamura Support and Service Corporation	90	Installation, maintenance and after-sales service for all Okamura products	100.0
NS Okamura Corporation	100	Production of work stations and material handling system products	55.5
Sanyo Okamura Corporation	100	Production of work stations	80.1
FM Solution Corporation	40	Office consulting and related business centering on facility management	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
Okamura International (Singapore) Pte Ltd.	S\$ 1 million	Sales of office furniture and store display equipment in Singapore and nearby South-East Asian countries	100.0
Shanghai Okamura Furniture and Logistic System Co.,Ltd.	CNY 51million	Sales of office furniture, material handling system products, store display equipment and others in China	100.0
Salotto China Limited	HK\$ 1.5 million	Sales of office furniture and store display equipment in Hong Kong and nearby South-East Asian countries	100.0

Thirteen other companies

**Affiliates**

Seven companies

**okamura**

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