Greetings from the Management

Kikuo Nakamura, Chairman
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.

Masayuki Nakamura, President

Quality pays for itself.
Highlights of the Year 2014–2015

2014

Jul.

Oct.

Nov.

Feb.

Mar.

Jun.

Jul.

2015

12th OKAMURA Design Space “ripple”
The OKAMURA Design Space “ripple” was held at the Garden Court Showroom from July 8 to 10, 2014. The basic concept of the OKAMURA Design Space is to collaborate between an architect and other creators and artists. This year’s event featured architect Nakashima Fumio in collaboration with industrial master Shohei of Kyoto’s Jisho-ji Temple.

THE BALANCED WORKSPACE® Okamura Management Seminar
THE BALANCED WORKSPACE Okamura Management Seminar was held on October 6, 2014, at the Ritz Carlton, Tokyo hotel. The event featured Janet Pogue McLaurin of a global design firm Gensler, who spoke about findings presented in Gensler’s 2013 US Workplace Survey and some of the latest developments in office environments.

Okamura Grand Fair 2014
Okamura exhibited at ORGATEC 2014, an international office furniture trade show held in Cologne, Germany, from October 21 to 25, 2014. The Company presented concepts to create environments that promote innovation and collaboration among industries, developed in collaboration with well-known industrial design firm Glagow Design, as well as lightweight office seating and muffle systems. The exhibition attracted large crowds of guests.

Okamura Grand Fair 2014
The Okamura Grand Fair 2014 was held at the Garden Court Showroom from November 5 to 7, 2014. The Company presented concepts to create environments that offer new value to the home, office, and work spaces, and stressed the importance of the Okamura Comprehensive Strength and the joy of making choices.

Renovation and Reopening of the Okamura Visplay Showroom
On November 8, 2014, the Okamura Visplay Showroom was reopened at its new location in Chiyoda Ward, Tokyo. The showroom provides a display space that allows customers contemplating setting up a retail space to see how product display fixtures and systems will actually look and function.

Exhibition at HOSPEX Japan 2014
Okamura participated in HOSPEX Japan 2014, held at Tokyo Big Sight from February 10 to 12, 2015. Okamura’s booth displayed energy-saving products, specialized display furnishings and furnishings for areas in urban areas in line with the theme of drawing on Okamura’s comprehensive strengths to meet customers’ precise needs. The exhibit emphasized comprehensive solutions for diverse sales floors, from product display to environmental considerations.

Okamura Grand Concert 2014
For its 2014 annual concert, Okamura presented “SPECIAL JAZZ SESSION” with Yosuke Yamashita—Special Big Band with Aki Yashiro.” Held at the Tokyo Metropolitan Theatre on December 2 and 3, 2014, the event featured jazz pianist Yosuke Yamashita and singer Aki Yashiro, and welcomed Okamura customers to an enjoyable evening of sophisticated music.

Exhibition of the Supermarket Trade Show 2015
Okamura participated in the Supermarket Trade Show 2015, held at Tokyo Big Sight from February 10 to 12, 2015. Okamura’s booth displayed energy-saving products, specialized display furnishings and furnishings for areas in urban areas in line with the theme of drawing on Okamura’s comprehensive strengths to meet customers’ precise needs. The exhibit emphasized comprehensive solutions for diverse sales floors, from product display to environmental considerations.

Exhibition of SECURIT SHOW 2015
Okamura exhibited at SECURITY SHOW 2015, the largest international trade show in the world, held in Chicago, U.S.A., from June 15 to 17, 2015. Okamura displayed such products as new Phase 2 office seating and traverse and SW meeting tables, attracting many visitors.

Exhibition at NeoCon 2015
Okamura exhibited at NeoCon 2015, the largest office furniture trade show in the world, held in Chicago, U.S.A., from June 15 to 17, 2015. Okamura displayed such products as new Phase 2 office seating and traverse and SW meeting tables, attracting many visitors.

Exhibition at NeoCon 2015
The Okamura Group published its CSR Report 2015 to inform stakeholders about the Group’s activities in the area of corporate social responsibility (CSR). The report’s special feature covers cases held in collaboration between the Company and a university, projects related to improving forest health and revitalizing the forest industry, and initiatives to reduce environmental impact at business sites. The remainder of the report consists of stakeholders’ reporting on activities undertaken in line with the Okamura Group’s CSR policy.
### History of Innovation

#### International Operations

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1940</td>
<td>Torque converter production began</td>
<td>1950</td>
<td>Technical tie-up with L.A. Darling Company (U.S.A.) (1950)</td>
</tr>
</tbody>
</table>

#### Domestic Operations

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1945</td>
<td>OKAMURA CORPORATION founded on October 10 in Yokohama</td>
<td>1952</td>
<td>Plant Number One established in Yokohama (1952)</td>
</tr>
<tr>
<td>1946</td>
<td>Development of the Okamura N-52, Japan’s first passenger airplane (1953)</td>
<td>1953</td>
<td>Start of Type-36 desk production (1955)</td>
</tr>
<tr>
<td>1947</td>
<td>Start of club furniture manufacture (1957)</td>
<td>1954</td>
<td>Production of JCE Gondola Low-boy began (1957)</td>
</tr>
<tr>
<td>1948</td>
<td>Garden table and seating manufacture began (1964)</td>
<td>1955</td>
<td>First model of the Akiba completed (1964)</td>
</tr>
<tr>
<td>1949</td>
<td>Oppama Plant established (1958)</td>
<td>1956</td>
<td>Junior desk and seating production and sales began (1964)</td>
</tr>
<tr>
<td>1958</td>
<td>Fuselage production and sales began (1963)</td>
<td>1959</td>
<td>Type-23 color desk and Type-21-color seating sales began (1969)</td>
</tr>
</tbody>
</table>

#### Awards

<table>
<thead>
<tr>
<th>Event</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kansas Okamura Mfg. Co., Ltd. honored with the Osaka Trade and Industry Agency Award (1967)</td>
<td>1940</td>
</tr>
<tr>
<td>Kansas Okamura Mfg. Co., Ltd. won the Japan Science and Technology Agency Award (1971)</td>
<td>1950</td>
</tr>
<tr>
<td>Received most Good Design Award in various categories in the furniture industry (1979)</td>
<td>1960</td>
</tr>
<tr>
<td>Tsukuba Plant won OA Office Award (1995)</td>
<td>1990</td>
</tr>
</tbody>
</table>
2000

International Operations
- Chicago Showroom opened (2009)
- Participated in Salone Ufficio (2008)
- Leopardo won the Best of NeoCon 2010 and 2014, Innovation Excellence Award (2010)
- Okamura Museum opened (2009)
- OFFICE LABO opened (2009)

Domestic Operations
- Launched FCICID office seating (2005)
- Contessa series launched (2002)
- Visplay showroom opened (2008)
- "Creating a Good Relationship Between Office and People" published (2007)
- Culture series unveiled (2002)
- "Creating a Good Relationship Between Office and People" published (2007)
- Completed construction of a new production plant at Oppama (2010)
- Oppama Plant opened (2009)

2010

- Established (2010)
- Tsurumi Plant completed (2006)
- Construction of Coworking Office completed (2006)
- Completed a new office furniture plant at Oppama (2010)
- Construction of Officelabs opened (2009)
- OFFICE LABO opened (2009)
- Beijing office established (2013)
- Okamura Museum opened (2009)
- ROBO was established (2014)
- Changed name to HILL INTERNATIONAL, INC. established (2000)
- Entire company received ISO 14001 certification (2000)
- Shanghai Okamura Furniture and Logistic System Co., Ltd established (2010)
- Fuzi Seka, Makuhari Co., Ltd. established (2013)
- 50th anniversary of Okamura’s founding (2004)
- Fuzi Seka, Makuhari Co., Ltd. acquired (2008)
- ISO 50001 established (2013)
- 100% design (2013)
- China International Furniture Fair (Guangzhou) opened (2008 and 2010)
- A new showroom was opened in Shanghai (2007)
- Opening of NeoCon 2010 and Leopard won the Best of NeoCon Conference Room Furniture Gold Award (2010)
- Tsurumi Plant completed (2006)
- Construction of a New Production Plant at Oppama (2010)
- Middle East日本 opened (2008)

Outline of Business

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

6. Telecommunications
   - Combining information technology with functional, attractive office design, Okamura provides solutions for today’s multimedia offices.

7. Architectural Products
   - Okamura offers total material handling support that saves space, reduces labor and boosts speed.

8. Home & SOHO
   - Okamura Museum opens a new Tokyo office (2007)

9. Stores
   - 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.
Creating Workplaces  In offices where workers carry out diverse tasks, it is best if individuals can freely choose the environment optimally suited to their particular needs. Okamura offers proposals that create spaces accommodating of each individual’s characteristics and circumstances to maximize their capabilities.

PUBLIC FACILITIES  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.

PHOTOS
[a] Learning commons
[b] Fixtures for halls and theater
[c] Library and media center
[d] Exhibition hall
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 lobbies
  - Medical institutions
  - Elderly care institutions

PHOTOS
a. Staff station
b. Medical facility
c. Lobby
d. Medical examination room

 Laboratories

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
• Fumehocks, scrubbers
• Laboratory furniture, clean benches biological safety cabinets
• Cleanroom

PHOTOS
a. Laboratory furniture system
b. Measurement instrument
c. Fumehood
d. 
e. 
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.

Security

Integrating Office and Information Systems

Telecommunications

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 rooms
- Rental safety deposit boxes
- Financial institution branch facilities
- Water and tide protection systems
- Radiation shielding doors

PHOTOS

a. Financial institution branch office
b. Fire-resistant wall-mounted storage
c. Rental safety deposit boxes
d. Security gates
e. Watertight system
f. Watertight door

d.e.f.

PHOTOS

a. Total meeting room solution
b. Video conference system
c. AV conference systems

PHOTOS

a. Financial institution branch office
b. Fire-resistant wall-mounted storage
c. Rental safety deposit boxes
d. Security gates
e. Watertight system
f. Watertight door
d.e.f.
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.

Home & SOHO

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.

Architectural Products

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.

7. PHOTOS
   a. sofwall/AG partition
   b. sofwall move sliding wall
   c. Wavelet/rearoom booth
   d. sofwall spread partition

8. PHOTOS
   a. Study furniture
   b. Home interior furniture
   c. SOHO furniture
   d. Home interior furniture
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

10.

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

Industrial Machinery

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

PHOTOS
- Rotary Rack H multistage independent horizontal storage and sorting system
- PROFENCE safety fence
- CYBISTOR palette storage system
- Torque converter for forklift

Stores

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.
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.

1. 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.

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
- Office seating
  - Contessa
  - Baron/OKAMURA CP
  - Syzygy
  - Choral
  - Vectra
  - ESCUDO
  - Zephyr
- Sabrina
- New Concept seating Leopard
- Multipurpose seating Lice
- Meeting chair
  - Grofa
  - Zart
- Workstation
- Office system
  - Cruise&Atlas
  - Manifold
  - Muffa

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.

Collaboration with International Designers

Okamura’s extensive collaboration with designers around the world has generated a wide variety of products. The office seating Contessa, developed with the well-known industrial design studio Giorgetto Design, has garnered high praise internationally for its design and features since its release in 2002. In 2004, Okamura followed up on this success, releasing Baron, followed by Luce in 2010 and Sabrina in 2012.
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.

Domestic Design Award

<table>
<thead>
<tr>
<th>Good Design Award</th>
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</thead>
<tbody>
<tr>
<td>Baron/OKAMURA CP</td>
</tr>
<tr>
<td>office seating</td>
</tr>
<tr>
<td>Sylphy</td>
</tr>
<tr>
<td>office seating</td>
</tr>
<tr>
<td>Risefit</td>
</tr>
<tr>
<td>personal table</td>
</tr>
<tr>
<td>IV stand</td>
</tr>
<tr>
<td>Karre smart medical utility cart</td>
</tr>
<tr>
<td>Judo IV stand</td>
</tr>
<tr>
<td>mode/plmode office seating</td>
</tr>
<tr>
<td>Traverse conference table</td>
</tr>
<tr>
<td>Jura multipurpose seating</td>
</tr>
<tr>
<td>Contessa office seating</td>
</tr>
</tbody>
</table>

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 from the perspective of facility management.

Space 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.

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

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 457 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 nonprofit 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.

IAUD Award
The International Association for Universal Design (IAUD) presents the IAUD Award to groups or individuals engaged in particularly notable activities to integrate universal design into society and thereby make life easier and more comfortable for as many people as possible.
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
On 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 2015.

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 environmentally-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.: JAS A 283
Kansai Okamura Mfg. Co., Ltd.: JAS A 4549
Sanyo Okamura Corporation: JQA-EM 1186
Okamura Support and Service Corporation: JAS A 679
Sam Okamura Steel Co., Ltd.: 011040 2006 5025 E5
Fuji Teiki Handicraft Co., Ltd.: 09 E8 793
NS Okamura Corp.: JQA-EM 1148
KES Environmental Management System
Standard Certified: Sawde Co., Ltd.: KESG-70011

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 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.

Product Planning

Design and Development Inspection and Validation

Quality Assurance

Sales
Installation
Distribution
Production

Product Safety

Design Review

At each stage of product development, persons in charge of design, marketing, production, distribution, installation 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 by contacting the relevant branch office. Classifying the information thus gathered by category, the Customer Service Center works in tandem with the Planning, Development and Quality Assurance departments to reflect this data in future product development and prevent the recurrence of complaints.

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[Diagram of sustainable development and quality management processes]

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[Diagram of product safety and quality assurance systems]
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 4,400m² 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.

Okamura Showrooms:

- **Sendaï Showroom**
  - Location: Kakyoin Square, 1206-1 Naka-cho, Aoba-ku, Sendai-shi, Miyagi, Japan
  - Phone: +81-22-712-1491
  - Hours: Closed

- **Nagoya Showroom**
  - Location: JR Central Towers, 20th Floor, 1-1-4, Meieki, Nakamura-ku, Nagoya-shi, Nagoya, Japan
  - Phone: +81-52-551-3170
  - Hours: Closed

- **Osaka Showroom**
  - Location: Grand Front Osaka, 21st Floor, 4-20 Ofu-cho, Nakanoshima, Osaka, Japan
  - Phone: +81-6-4802-3370
  - Hours: Closed

- **Fukuoka Showroom**
  - Location: Mettoyoda, Watanuki Bldg., 1st Floor, 1-3-3, Hikarigaoka, Hakata-ku, Fukuoka, Japan
  - Phone: +81-92-482-8822
  - Hours: Closed

- **Osaka Viseplay Showroom**
  - Location: Higashino Bldg., 1st Floor, 1-17, Uchikanda, Chiyoda-ku, Tokyo, Japan
  - Phone: +81-3-3239-6028
  - Hours: Closed

- **Chicago Showroom**
  - Location: 222 Merchandise Mart Plaza, Suite 11-124, Chicago, IL 60654, U.S.A.
  - Phone: +1-312-645-0115
  - Hours: Closed

- **Okamura Museum**
  - Location: Okamura Sanno Showroom, 2-13-5, Nihombashi, Chiyoda-ku, Tokyo, Japan
  - Phone: +81-3-3593-6195
  - Hours: Closed

**Garden Court Showroom**

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

**Sendai Showroom**

- Location: Kakyoin Square, 1206-1 Naka-cho, Aoba-ku, Sendai-shi, Miyagi, Japan
- Phone: +81-22-712-1491
- Hours: Closed

**Nagoya Showroom**

- Location: JR Central Towers, 20th Floor, 1-1-4, Meieki, Nakamura-ku, Nagoya-shi, Nagoya, Japan
- Phone: +81-52-551-3170
- Hours: Closed

**Osaka Showroom**

- Location: Grand Front Osaka, 21st Floor, 4-20 Ofu-cho, Nakanoshima, Osaka, Japan
- Phone: +81-6-4802-3370
- Hours: Closed

**Fukuoka Showroom**

- Location: Mettoyoda, Watanuki Bldg., 1st Floor, 1-3-3, Hikarigaoka, Hakata-ku, Fukuoka, Japan
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- Hours: Closed

**Osaka Viseplay Showroom**

- Location: Higashino Bldg., 1st Floor, 1-17, Uchikanda, Chiyoda-ku, Tokyo, Japan
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- Hours: Closed

**Chicago Showroom**

- Location: 222 Merchandise Mart Plaza, Suite 11-124, Chicago, IL 60654, U.S.A.
- Phone: +1-312-645-0115
- Hours: Closed

**Okamura Museum**

- Location: Okamura Sanno Showroom, 2-13-5, Nihombashi, Chiyoda-ku, Tokyo, Japan
- Phone: +81-3-3593-6195
- Hours: Closed

**Garden Court Showroom**

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

**Sendai Showroom**

- Location: Kakyoin Square, 1206-1 Naka-cho, Aoba-ku, Sendai-shi, Miyagi, Japan
- Phone: +81-22-712-1491
- Hours: Closed

**Nagoya Showroom**

- Location: JR Central Towers, 20th Floor, 1-1-4, Meieki, Nakamura-ku, Nagoya-shi, Nagoya, Japan
- Phone: +81-52-551-3170
- Hours: Closed

**Osaka Showroom**

- Location: Grand Front Osaka, 21st Floor, 4-20 Ofu-cho, Nakanoshima, Osaka, Japan
- Phone: +81-6-4802-3370
- Hours: Closed

**Fukuoka Showroom**

- Location: Mettoyoda, Watanuki Bldg., 1st Floor, 1-3-3, Hikarigaoka, Hakata-ku, Fukuoka, Japan
- Phone: +81-92-482-8822
- Hours: Closed
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.

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

Okamura Corporation,
Rotterdam Branch
location: Stationsplein 4S, Unit B7.043, 3013 AK Rotterdam, The Netherlands
Telephone: +31-10-213-4414

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

Okamura Corporation,
Singapore Branch
location: 19F, Cloud Nine Shopping Mall, 1018 Changning Road, Shanghai 200042, China
Telephone: +86-21-6074-6000

Okamura Corporation,
Dubai Representative Office
location: P.O. Box 127024, Dubai, UAE
Telephone: +971-4-337-5197

Okamura International
[Singapore] Pte Ltd
location: 16 Raffles Quay, #1402 Hong Leong Building, Singapore 048581
Telephone: +65-6224-7992

Salotto [China] Limited
location: 2903, Two Cheungchuen Exchange Square, 338 King’s Road, North Point, Hong Kong
Telephone: +852-2898-9777

Shanghai Okamura Furniture and Logistic System Co., Ltd.
location: 19F, Cloud Nine Shopping Mall, 1018 Changning Road, Shanghai 200042, China
Telephone: +86-21-6074-6000

Siam Okamura Steel Co., Ltd.
location: S1/S Mo 2 Poonchao Rd., Bangyaprak, Phra Pradaeng, Samut Prakan, 10130, Thailand
Telephone: +66-2-384-0075

Siam Okamura International Co., Ltd.
location: 3199 Maleewat Tower 19th Floor, Rama 4 Road, Klongton, Klongtoey, Bangkok 10110, Thailand
Telephone: +66-2-661-5476-79
Export & Import Partners

**TECHNICAL & PRODUCT EXPORTS**

- Offices
- Stores
- Material Handling Systems

- 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
- Myanmar
- Netherlands
- New Zealand
- Norway
- Oman
- Panama
- Peru
- Philippines
- Poland
- Portugal
- Qatar
- Romania
- Russia
- Saudi Arabia
- Singapore
- Slovenia
- South Africa
- South Korea
- Spain
- Sweden
- Switzerland
- Taiwan
- Thailand
- Turkey
- UAE
- UK
- Uruguay
- U.S.A.
- Venezuela
- Vietnam

- China
- South Korea
- Taiwan
- Thailand

**TECHNICAL & PRODUCT IMPORTS**

- Offices
- Material Handling Systems
- Laboratory
- Store Displays
- Architectural Products

- Bofa Italia 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
- Wiesner-Hoger Aktiengesellschaft, Austria—Public-use furniture
- DOBMA Hoppa Rautennystems GmbH+Co. KG, Germany—Varianes (folding joint/visor)
- L.A. Dairing Company, U.S.A.—Store display systems
- Visplay International AG, Switzerland—Modular systems for commercial interiors
- OCS Overhead Conveyor System AB, Sweden—Overhead conveyor systems
- TGW SYSTEMS Inc., U.S.A.—FlexiK® conveyors
- Jakob Hatteland Computer AS, Norway—Automated Warehouse Systems
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.

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.

OPPAMA PLANT [ISO 9001/ISO 14001 Certifications]
Location: Gotemba, Shizuoka
Site Area: 114,459 m²
Floor Area: 52,404 m²
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 m²
Floor Area: 37,621 m²
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: Higashiosaka, Osaka Prefecture
Site Area: 114,659 m²
Floor Area: 37,278 m²
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: Columbia, Shizuoka Prefecture
Site Area: 85,763 m²
Floor Area: 31,841 m²
Products: Store Equipment / Moveable Partitions / Logistical Systems

GOTEMBA PLANT [ISO 9001/ISO 14001 Certifications]
Location: Columbia, Shizuoka Prefecture
Site Area: 87,341 m²
Floor Area: 33,818 m²
Products: Refrigerator Showcases

NAKAI PLANT [ISO 9001/ISO 14001 Certifications]
Location: Nakai, Kanagawa Prefecture
Site Area: 53,890 m²
Floor Area: 11,411 m²
Products: Store Equipment

KANSAI OKAMURA MFG. CO., LTD
Location: Higashiosaka, Osaka Prefecture
Site Area: 23,852 m²
Floor Area: 30,730 m²
Products: Office Systems / Desks / Storage Cabinets / Counters

NS OKAMURA CORP
Location: Kaminashi, Yamanashi Prefecture
Site Area: 22,048 m²
Floor Area: 12,212 m²
Products: Desks / Logistics Systems / Storage Cabinets / Furniture & Equipment for Research Facilities

SANYO OKAMURA CORP
Location: Takashima, Oita Prefecture
Site Area: 28,166 m²
Floor Area: 12,117 m²
Products: Desks / Office Seating / Low Partitions / Store Fixtures / Racks & Shelving

TSURUMI PLANT/SEEDER CO., LTD
Location: Sanyo, Osaka Prefecture
Site Area: 36,098 m²
Floor Area: 21,666 m²
Products: Office Systems / Desks / Store Equipment

FUJI SEIKO HOSHI CO., LTD
Location: Okamachi, Gunma Prefecture
Site Area: 42,705 m²
Floor Area: 21,666 m²

SIAM OKAMURA STEEL CO., LTD
Location: Samutprakarn, Thailand
Site Area: 11,108 m²
Floor Area: 12,117 m²
Products: Desks / Office Seating / Low Partitions / Store Fixtures / Racks & Shelving

OKAMURA CORPORATION

ISO 14001 Certification

OKAMURA CORPORATION

ISO 14001 Certification
## Five-Year Summary

### Years Ended March 31

### Okamura

### Financial Data

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td><strong>Sales and Income:</strong></td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Net sales</td>
<td>¥169,294</td>
<td>¥187,879</td>
<td>¥194,890</td>
<td>¥211,363</td>
<td>¥220,130</td>
<td>¥1,831,822</td>
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<tr>
<td>Cost of sales</td>
<td>118,932</td>
<td>130,331</td>
<td>136,952</td>
<td>147,492</td>
<td>155,089</td>
<td>1,290,580</td>
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<td>Selling, general and administrative expenses</td>
<td>47,962</td>
<td>50,761</td>
<td>50,789</td>
<td>54,417</td>
<td>56,274</td>
<td>468,287</td>
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<td>Operating income</td>
<td>2,399</td>
<td>6,786</td>
<td>7,148</td>
<td>9,454</td>
<td>8,766</td>
<td>72,947</td>
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<tr>
<td>Income before income taxes and minority interests</td>
<td>1,175</td>
<td>6,984</td>
<td>8,714</td>
<td>10,368</td>
<td>10,324</td>
<td>85,912</td>
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<tr>
<td>Net income</td>
<td>604</td>
<td>3,860</td>
<td>5,269</td>
<td>6,113</td>
<td>6,422</td>
<td>53,441</td>
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<td><strong>Capital Expenditures, Depreciation and Amortization:</strong></td>
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<td></td>
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</tr>
<tr>
<td>Capital expenditures</td>
<td>¥ 2,310</td>
<td>¥ 3,261</td>
<td>¥ 7,601</td>
<td>¥ 7,409</td>
<td>¥ 8,370</td>
<td>¥ 69,651</td>
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<tr>
<td>Depreciation and amortization</td>
<td>4,743</td>
<td>4,400</td>
<td>4,492</td>
<td>4,587</td>
<td>4,997</td>
<td>41,583</td>
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<td><strong>Profitability:</strong></td>
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<tr>
<td>Operating income to net sales (%)</td>
<td>1.42%</td>
<td>3.61%</td>
<td>3.67%</td>
<td>4.47%</td>
<td>3.98%</td>
<td>—</td>
</tr>
<tr>
<td>Net income to net sales (%)</td>
<td>0.36</td>
<td>2.03</td>
<td>2.70</td>
<td>2.89</td>
<td>2.92</td>
<td>2.92</td>
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<tr>
<td>Cost of sales to net sales (%)</td>
<td>70.25</td>
<td>69.37</td>
<td>70.27</td>
<td>69.78</td>
<td>70.45</td>
<td>—</td>
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<tr>
<td>Return on equity (%)**</td>
<td>0.78</td>
<td>4.94</td>
<td>6.35</td>
<td>6.83</td>
<td>6.54</td>
<td>6.54</td>
</tr>
<tr>
<td>Return on assets (%)***</td>
<td>1.48</td>
<td>3.92</td>
<td>4.02</td>
<td>4.05</td>
<td>4.23</td>
<td>4.23</td>
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<tr>
<td><strong>Assets, Liabilities and Net Assets:</strong></td>
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<tr>
<td>Total assets</td>
<td>¥161,845</td>
<td>¥172,678</td>
<td>¥177,959</td>
<td>¥190,913</td>
<td>¥207,387</td>
<td>¥1,725,780</td>
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<tr>
<td>Total net assets</td>
<td>76,638</td>
<td>79,918</td>
<td>86,367</td>
<td>92,229</td>
<td>103,544</td>
<td>881,646</td>
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<tr>
<td>Interest-bearing debt</td>
<td>28,931</td>
<td>27,038</td>
<td>26,932</td>
<td>25,362</td>
<td>24,288</td>
<td>202,114</td>
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<td>Equity ratio (%)</td>
<td>47.29</td>
<td>46.18</td>
<td>48.42</td>
<td>48.64</td>
<td>49.75</td>
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<tr>
<td>Total net assets per share</td>
<td>694.28</td>
<td>723.56</td>
<td>782.01</td>
<td>842.80</td>
<td>936.59</td>
<td>7,794</td>
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<td><strong>Efficiency:</strong></td>
<td></td>
<td></td>
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<tr>
<td>Inventory turnover (times)</td>
<td>13.97</td>
<td>14.80</td>
<td>15.49</td>
<td>15.92</td>
<td>14.78</td>
<td>—</td>
</tr>
<tr>
<td>Asset turnover (times)</td>
<td>1.05</td>
<td>1.12</td>
<td>1.11</td>
<td>1.15</td>
<td>1.11</td>
<td>—</td>
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<tr>
<td>Number of employees</td>
<td>4,336</td>
<td>4,304</td>
<td>4,589</td>
<td>4,652</td>
<td>4,705</td>
<td>—</td>
</tr>
</tbody>
</table>

---

**Note:**

- **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, 2015, which was ¥120.17 to U.S. $1.
### Segment Information

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td><strong>Net sales:</strong></td>
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<tr>
<td>Office Furniture</td>
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<td>¥104,808</td>
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<td>12,705</td>
<td>13,938</td>
<td>13,757</td>
<td>114,479</td>
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<tr>
<td><strong>Consolidated</strong></td>
<td>¥169,294</td>
<td>¥187,879</td>
<td>¥194,890</td>
<td>¥211,363</td>
<td>¥220,130</td>
<td>$1,831,822</td>
</tr>
<tr>
<td><strong>Operating Expenses:</strong></td>
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<tr>
<td>Office Furniture</td>
<td>¥ 90,093</td>
<td>¥ 99,190</td>
<td>¥ 99,466</td>
<td>¥108,146</td>
<td>¥112,392</td>
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<td>Material Handling Systems and Others</td>
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<td>12,979</td>
<td>13,313</td>
<td>13,912</td>
<td>115,769</td>
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<td>¥201,909</td>
<td>¥211,363</td>
<td>$1,758,867</td>
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<td><strong>Operating Income (Loss):</strong></td>
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<tr>
<td>Office Furniture</td>
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<td>Store Displays</td>
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<td>2,081</td>
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<td>Material Handling Systems and Others</td>
<td>(4)</td>
<td>(547)</td>
<td>(274)</td>
<td>625</td>
<td>(155)</td>
<td>(1,290)</td>
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<td><strong>Consolidated</strong></td>
<td>¥ 2,399</td>
<td>¥ 6,766</td>
<td>¥ 7,148</td>
<td>¥ 9,454</td>
<td>¥ 8,766</td>
<td>$  73,947</td>
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<td><strong>Identifiable Assets:</strong></td>
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<td>Office Furniture</td>
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<td>Store Displays</td>
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<td>42,135</td>
<td>45,957</td>
<td>382,433</td>
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<td>Material Handling Systems and Others</td>
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<td>10,029</td>
<td>11,286</td>
<td>12,516</td>
<td>104,152</td>
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<tr>
<td><strong>Consolidated</strong></td>
<td>¥161,845</td>
<td>¥172,678</td>
<td>¥177,959</td>
<td>¥190,913</td>
<td>¥207,387</td>
<td>$1,725,780</td>
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<td><strong>Depreciation:</strong></td>
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<td>852</td>
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<td>Material Handling Systems and Others</td>
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<td>423</td>
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<td>458</td>
<td>519</td>
<td>4,219</td>
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<td><strong>Consolidated</strong></td>
<td>¥ 4,743</td>
<td>¥ 4,490</td>
<td>¥ 4,492</td>
<td>¥ 4,581</td>
<td>¥ 4,987</td>
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<td><strong>Capital Expenditures:</strong></td>
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<td>Office Furniture</td>
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<td>Material Handling Systems and Others</td>
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<td>744</td>
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<td>6,866</td>
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<td><strong>Consolidated</strong></td>
<td>¥ 2,310</td>
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<td>¥ 7,601</td>
<td>¥ 7,409</td>
<td>¥ 8,370</td>
<td>$  69,651</td>
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### Financial Highlights

<table>
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<th>2012</th>
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<tbody>
<tr>
<td><strong>Consolidated Net Sales (Millions of yen)</strong></td>
<td>¥169,294</td>
<td>¥187,879</td>
<td>¥194,890</td>
<td>¥211,363</td>
<td>¥220,130</td>
</tr>
<tr>
<td><strong>Consolidated Operating Income (Millions of yen)</strong></td>
<td>¥ 2,399</td>
<td>¥ 6,766</td>
<td>¥ 7,148</td>
<td>¥ 9,454</td>
<td>¥ 8,766</td>
</tr>
<tr>
<td><strong>Consolidated Net Income (Millions of yen)</strong></td>
<td>¥ 1,122</td>
<td>¥ 4,726</td>
<td>¥ 4,680</td>
<td>¥ 4,292</td>
<td>¥ 3,753</td>
</tr>
</tbody>
</table>

### Stock Information

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

- **Major Shareholders**
  - Japan Trustee Services Bank, Ltd. (Trust Account): 7,814 (6.95%)
  - Okamura Group Employees Stock Ownership Plan: 6,837 (6.08%)
  - Mitsubishi Corporation: 6,300 (5.61%)
  - Meiji Yasuda Life Insurance Company: 5,437 (4.84%)
  - Nippon Steel & Sumitomo Metal Corporation: 5,313 (4.73%)
  - Mitsui Sumitomo Insurance Co., Ltd.: 5,259 (4.71%)
  - The Bank of Tokyo-Mitsubishi UFJ, Ltd.: 4,805 (4.28%)
  - The Master Trust Bank of Japan, Ltd. (Trust Account): 4,696 (4.18%)
  - The Bank of Yokohama, Ltd.: 4,076 (3.63%)
  - Okamura Cooperation Companies Stock Ownership Plan: 3,753 (3.34%)
Corporate Data
(As of March 2015)

Foundation
1945

Paid-in Capital
¥18,670 million

Number of Employees
4,705

subsidiaries & Affiliates

<table>
<thead>
<tr>
<th>Corporate Name</th>
<th>Paid-in Capital (Millions of yen except where noted)</th>
<th>Principal Business Activities</th>
<th>Voting Rights Held by Okamura Corporation (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kansai Okamura Manufacturing Co., Ltd.</td>
<td>100</td>
<td>Production of work stations and storage cabinets</td>
<td>100.0</td>
</tr>
<tr>
<td>Okamura Logistics Corporation</td>
<td>90</td>
<td>Transportation, storage, loading and unloading, assembly during distribution processing, construction, interior finishing and others</td>
<td>100.0</td>
</tr>
<tr>
<td>Okamura Support and Service Corporation</td>
<td>90</td>
<td>Installation, maintenance and after-sales service for all Okamura products</td>
<td>100.0</td>
</tr>
<tr>
<td>NS Okamura Corporation</td>
<td>100</td>
<td>Production of work stations and material handling system products</td>
<td>55.5</td>
</tr>
<tr>
<td>Sanyo Okamura Corporation</td>
<td>100</td>
<td>Production of work stations</td>
<td>80.1</td>
</tr>
<tr>
<td>FM Solution Corporation</td>
<td>40</td>
<td>Office consulting and related business centering on facility management</td>
<td>100.0</td>
</tr>
<tr>
<td>Seader Co., Ltd.</td>
<td>41</td>
<td>Production and sales of conveyor systems and related products</td>
<td>100.0</td>
</tr>
<tr>
<td>Fuji Seiko Honsa Co., Ltd.</td>
<td>36</td>
<td>Production and sales of automatic safe deposit vaults and office security systems</td>
<td>100.0</td>
</tr>
<tr>
<td>SEC Co., Ltd.</td>
<td>300</td>
<td>Construction, maintenance and repairs for the store display business</td>
<td>100.0</td>
</tr>
<tr>
<td>Okamura International (Singapore) Pte Ltd.</td>
<td>S$1 million</td>
<td>Sales of office furniture and store display equipment in Singapore and nearby South-East Asian countries</td>
<td>100.0</td>
</tr>
<tr>
<td>Shanghai Okamura Furniture and Logistic System Co., Ltd.</td>
<td>CNY51 million</td>
<td>Sales of office furniture, material handling system products, store display equipment and others in China</td>
<td>100.0</td>
</tr>
<tr>
<td>Salotto China Limited</td>
<td>HK$1.5 million</td>
<td>Sales of office furniture and store display equipment in Hong Kong and nearby South-East Asian countries</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Fifteen other companies

Affiliates

Seven companies