

CORPORATE PROFILE

OKAMURA TODAY

2016—2017

okamura

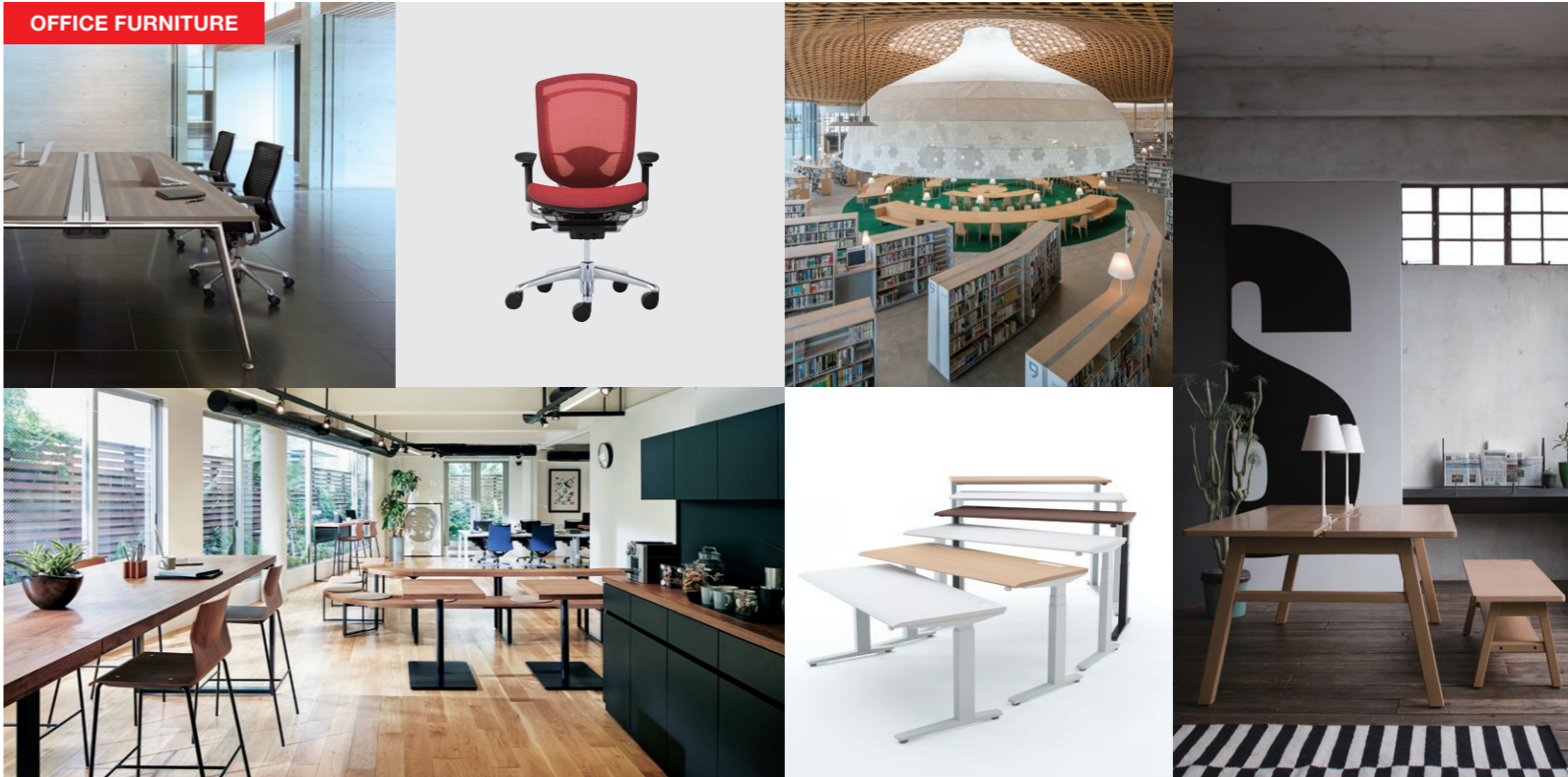
QUALITY PAYS FOR ITSELF.

Okamura Corporation supplies high-quality products and services for use in situations ranging from offices, educational facilities, and healthcare facilities, to R&D facilities, store facilities, and logistics centers. Our motto is, “Quality pays for itself.” We use our total capabilities, including our knowledge and technology in various fields, to create spaces that offer optimal comfort.

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OFFICE FURNITURE



STORE DISPLAYS



MATERIAL HANDLING SYSTEMS





Masayuki Nakamura, President

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 much technical and financial support from people who believed in our mission, Okamura grew steadily into a company that 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 refreshes its integrated development, manufacturing and sales structure. At the same time, Okamura recognizes advances in information technology (IT), internationalization and specialization as key guiding concepts for steady business development and improvement of corporate value.

Amid an ever-changing businesses environment, Okamura promotes the development of new products and solutions to meet diverse work styles. Overseas, we are proactively conducting technical and sales tie-ups with foreign companies while pursuing the development of facilities in strategic regions 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 company that creates solutions to make 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 envisioning and creating optimal environments for people and communities.

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

History of Okamura

■ Management-, production-, and sales-related ■ Marketing-related ■ Product development and launch

1945

1945

■ Okamura founded on October 10 in Yokohama



1947

■ Club furniture manufacture began



1948

■ Garden table and seating manufacture began



■ Okamura restructured as a joint-stock company

1950

1950

■ Torque converter production began



■ Tokyo Office opened in Tamura-cho, Shinbashi, Minato-ku

1951

■ Steel desks and chairs production began

1952

■ Kanagawa Plant established in Yokohama



1953

■ Development of the Okamura N-52, Japan's first postwar airplane



1955

1955

■ Kansai Sales Office opened in Kobe

■ First model of the Mikasa completed

1956

■ DX furniture for the U.S. military production began

1957

■ Yokohama Sales Office opened
■ Mikasa Mark I exhibited at the 4th Japan Motor Show



■ Type-31 and Type-36 desk launched



■ Tokyo Sales Office and Showroom opened in Akasaka



■ Gondola store shelving launched



1958

■ Production at Oppama Plant began



1959

■ Development of U-Line furniture for apartment housing

1960

1960

■ Kansai Okamura Manufacturing Co., Ltd. established in Osaka



■ Introduction of IBM punch card system, mechanization of office work

1961

■ Okamura listed on the 2nd Section of the Tokyo Stock Exchange

1962

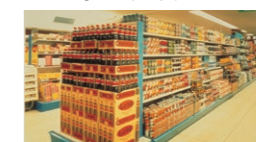
■ First Okamura Fair held



■ Isu no Kagaku (Chair Science) PR magazine published

1963

■ Technology partnership with L.A. Darling Company (United States)



■ First Good Design Award G-Mark awarded for a folding chair

1964

■ Junior desk and seating launched



■ Technology partnership with AllSteel Inc. (United States) for desks and chairs



1965

1965

■ Inter-Wall launched



1968

■ Products displayed at NOPA Exhibition in New York City



1969

■ Technology partnership with Tyler Refrigeration Corp. (United States) for refrigerated showcases, Okamura-Tyler established



History of Okamura

1970

1970

■ Tokyo Showroom completed



■ Industrial robot developed



■ Fuji Plant completed in Shizuoka



■ Okamura listed on the 1st Section of the Tokyo Stock Exchange

1972

■ Okamura-Tyler Fuji Plant completed in Shizuoka

1973

■ Technology partnership with the U.S. company ERMANCO (conveyors)

■ Products displayed at 1st Japan Shop show

■ Headquarters relocated to Tenri Building, Yokohama

■ Type-63 Lightweight Shelving, the first Japanese-made boltless rack system launched

1974

■ Takahata Plant completed in Yamagata



■ New Otani Showroom opened



1975

1975

■ Okamura Bau building equipment show held

■ System kitchen introduced

1976

■ Products displayed at international goods handling machinery show

■ Ferro Wall movable partitions launched

■ Omudis system display equipment launched

1978

■ Rotary Rack launched



1980

1980

■ Prime Minister's Award and other awards received over 14 consecutive years, starting with the Japan Shop-Minister of International Trade and Industry Award

■ Office Research Center opened

1981

■ 12th Ishikawa Prize awarded by the Union of Japanese Scientists and Engineers for the development of an integrated management information system

■ N50 Low Partition launched

■ High visitor numbers and extensive media coverage for the OA-equipped office display at Okamura headquarters



1982

■ Export of Rotary Rack technology to the United States

1984

■ D-10 office automation (OA) furniture introduced



1985

1986

■ 28-series ergonomic seating launched



1988

■ Siam Okamura Steel Co., Ltd. (Thailand) established



■ JT Okamura established as a joint venture with Japan Tobacco Inc. (Okayama)



1989

■ Okamura Logistics Corporation established

1990

1990

■ Tsukuba Plant completed in Ibaraki



1991

■ Garden Court Showroom opened



■ Yokohama Distribution Center completed

■ NS Okamura Corporation established in Iwate



■ F-series integrated office furniture introduced



1992

■ Okamura International (Singapore) Pte Ltd. established

1995

1995

■ Technology partnership with Overhead Conveyor System AB (OCS) of Sweden

1996

■ Siam Okamura International Co., Ltd. (Thailand) established

■ *Workplace Strategy and Office Everywhere* published

1997

■ Nakai Plant completed in Shizuoka

■ Proface next-generation office system introduced



1998

■ FM Solution Corporation established

■ Fontana refrigerated showcase launched



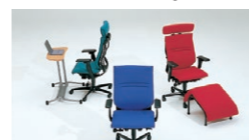
1999

■ Okamura Support and Service Corporation established

2000

2000

■ ERCIO office seating launched



■ Hill International, Inc. established

■ Company-wide ISO 14001 certification achieved

2001

■ Products displayed at 1st Japan Drugstore Show



■ Sales agreement signed with FujiSeiko Co., Ltd. for entry into security business

■ Light Roller conveyor system with simplified controls launched

2002

■ Products displayed at super-market trade show

■ Products displayed for the first time at ORGATEC 2002 in Germany, Contessa launched



■ Multi-stage torque converter displayed at the 3rd bauma China international construction machinery trade fair

2003

■ Contessa ergonomic mesh chair launched



■ Products displayed for the first time at Security Show 2003

■ Products displayed at NeoCon2003 (United States), Contessa launched

■ 1st Okamura Design Space R held

2004

■ Shanghai Okamura Furniture and Logistic System Co., Ltd. established

■ Products displayed at EIMU2004



2005

2005

■ Seeder Co., Ltd. acquired

■ *Office Evolution—The Future of Offices* published

■ Baron ergonomic mesh chair launched



■ Cruise and Atlas personal workstations launched



2006

■ Tsurumi Plant completed in Kanagawa

■ Multipurpose hospital carts launched

2007

■ *Creating a Good Relationship between Office and People* published

2008

■ FujiSeiko Co., Ltd. acquired

■ Chicago Showroom opened

■ Products displayed at NeoCon 2008



■ London Branch opened

■ Visplay Showroom opened



2009

■ New production facility completed at the Oppama Plant

■ Okamura Chair Museum opened



■ SEC Co., Ltd. acquired

■ Office Labo opened



2010

2010

■ Td Japan established

■ Shanghai Showroom opened

2011

■ *Copresence Work—New Workplace for Social Networking Age* published

2012

■ Future work studio "Sew" opened

2013

■ Hangzhou Okamura Transmission Co., Ltd. established

■ Salotto Group acquired

■ *Knowledge Commons—A Campus for Global Human Resource Development* published

■ Sunahata Co., Ltd. acquired

■ Shanghai Okamura Architecture Co., Ltd. established

2014

■ Okamura Future Studio = KIZUKI LABO opened



■ Products displayed at China International Furniture Fair (Guangzhou)

■ Shanghai Okamura Furniture and Logistic System Co., Ltd. established

■ New factory completed at the Gotemba Plant

2015

2015

■ PT. Okamura Chitose Indonesia established

■ OPEN INNOVATION BIOTOPE "Sea" opened



■ Japan's first torque-converter automatic transmission designated as Mechanical Engineering Heritage

■ *Diversified Workstyles and Spaces Make Offices More Fun* published

■ Shanghai Showroom reopened after refurbishment

The DNA of **okamura**

A History of Leadership Based on Creativity and Technology

Mechanical Engineering Heritage Designation for the Automatic Transmission in the Mikasa—Japan's First Automatic Front-wheel-drive Car



Okamura was founded by engineers who had previously worked in the aviation industry. Initially it manufactured household items that were in demand at the time, but its engineers continued to dream of creating products that could move. This ambition led in 1951 to the successful development of a purely Japanese-made torque converter. Used in various types of vehicles, including locomotives and forklifts, this system

gained an excellent reputation.

This success resulted in a decision to move into the automotive industry, which was seen as offering potential for future growth. Okamura mobilized its accumulated resources of technology and experience and began to develop a car. The project moved forward rapidly, and in 1955 the company completed a sedan, which was given the name "Mikasa." The

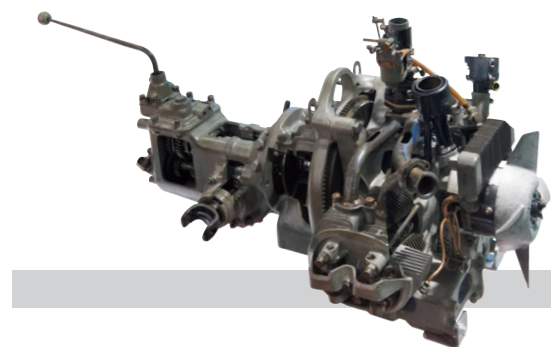
Mikasa was equipped with the AK-4 automatic transmission, the first Japanese automatic transmission system to combine a torque converter with a two-speed transmission. Another pioneering feature of the Mikasa was its front-wheel drive system, which few Japanese car manufacturers used at that time because of the design challenges involved.

Although not widely produced, the Mikasa played an important role in the subsequent popularization of automatic transmission cars. In 2015, the Japan Society of Mechanical Engineers recognized the torque converter used in the Mikasa as part of Japan's "mechanical engineering heritage*." It also remains part of the manufacturing heritage that is embodied in Okamura products today.

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

OKAMURA EDGE 01

Clutch-Free Driving Made Possible by Automatic Transmission



Okamura still manufactures power units at its Oppama Plant in Yokosuka City, Kanagawa Prefecture. These units consist of the torque converter developed by Okamura in 1951, together with a transmission and a horizontally opposed two-cylinder engine. Uses include industrial vehicles, such as forklifts, and airport cargo carts.



2 **okamura** Innovation

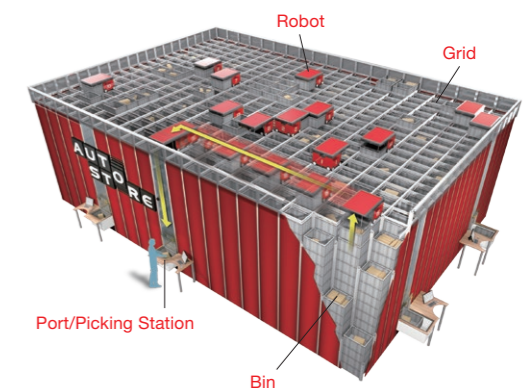
Business Innovation Driven by the World's Most Advanced Technology

Autostore—A Robotic Storage System from Norway

Logistics and distribution are becoming increasingly complex and sophisticated as a result of changes that include the rapid growth of the e-commerce market, the spread of the omni-channel model, and the globalization of production. At the same time, the sector faces serious labor shortages, which are reflected in growing demand for highly efficient logistics systems. In response to a growing trend toward the use of robotic warehouse automation systems, Okamura recently began to sell the Autostore robot storage system in partnership with Jakob Hatteland Computer AS of Norway.

Autostore uses robots mounted on top of a grid to move densely stacked bins into and out of the storage facility. Because bins can be stacked closely together, the system provides double the storage capacity of a con-

ventional warehouse with stacker cranes, and triple the capacity of a flat shelf system. Each robot travels lengthwise and crosswise over the grid until it reaches its target location. It then hoists up the desired bin and automatically delivers it to a port, or picking station. Because picking can be carried out at fixed locations, the operator workload is reduced, resulting in efficient, error-free picking.



OKAMURA EDGE 02

First System in Japan Installed at the Nitori Group's Distribution Center

Following the installation of AutoStore, operator workloads and errors have been reduced, since goods are automatically delivered to picking stations. This has resulted in a four-fold improvement in efficiency and productivity compared with the previous system.



3

Think about Your Work Posture

okamura New-value Design

Okamura's New Ideas for Work Environments in which People Can Stand Up.

Office environments have changed dramatically in recent times. In addition to the growing use of computers, companies are increasingly opting for "free address" workstations instead of desks allocated to specific workers. Work postures are also changing in various ways, but there has been no reduction in the fatigue experienced by office workers as a result of desk work.

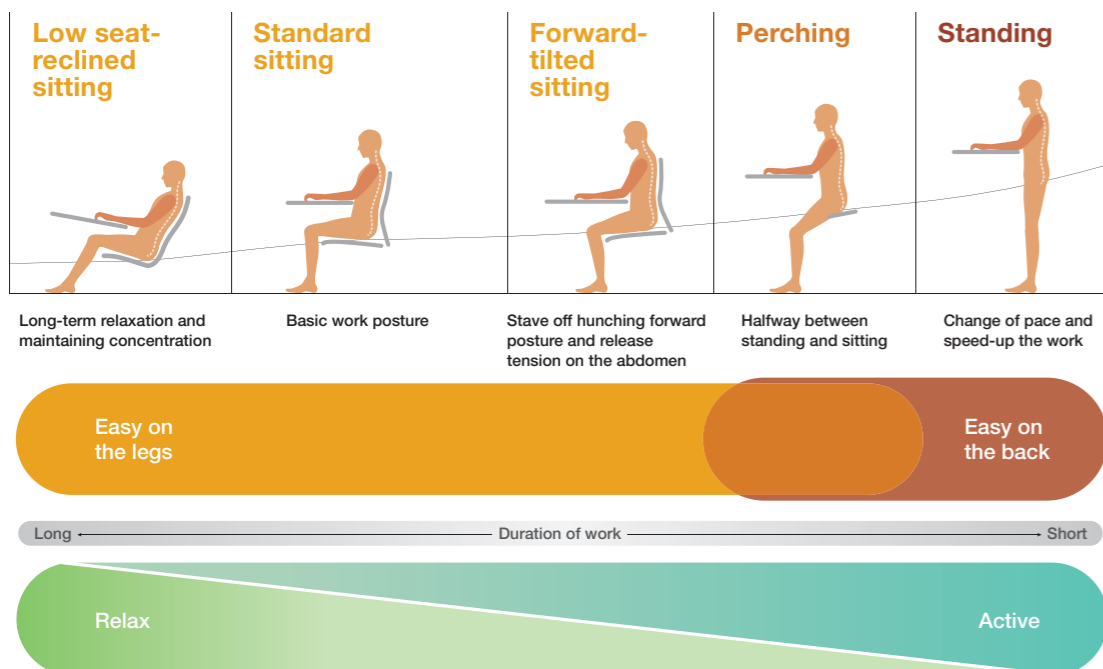
Adapting postures to the type of work being done

Changes are needed not only in the nature of work itself, but also in work postures. There are many types of office tasks, including free-hand writing, keyboard input, telephoning, and meetings. To reduce physical stress and improve comfort, workers must consciously modify their postures according to the type of work that they are

doing. Okamura conducted a detailed survey to ascertain the best postures for each type of office work. This research has resulted in the recommendation of five postures, ranging from "low seated, back leaning" to "standing."

OKAMURA EDGE 03

Five Postures Recommended by Okamura



New Focus on Standing Workstyle

Office work is basically a sitting activity. However, research organizations in many countries have reported that prolonged sitting can result in heightened health risks, and there is also evidence that sitting affects work efficiency. In addition, recent trials have indicated that a workstyle that combines

sitting with occasional standing can yield major improvements in terms of health maintenance and work performance.

For this reason, Okamura is promoting a workstyle that actively incorporates standing. In addition to the health and efficiency benefits, this workstyle also helps to revitalize workplace communication.

Even the healthiest

posture can only be maintained comfortably for around 30 minutes. Based on years of research into working postures, Okamura advocates a workstyle that encourages people to alternate between standing and sitting, to take breaks for exercise, and to reduce their physical stress by choosing appropriate chairs and desks and using support stools.



Okamura Initiatives on Biodiversity



Earth's natural environment is based on coexistence among countless species. As members of this ecosystem, humans enjoy the benefits of nature. Companies also receive many benefits from nature.



Three ACORN Action Plans

PRESERVE

Act-1 Improving Forest Health through Timber Use

From a manufacturing perspective, Okamura uses forests to drive economic circulation through the effective use of timber resources provided by nature.



Horse Logging

"Horse Logging Furniture" Project



KURA
Horse Logging Furniture



trot
Horse Logging Furniture



Our furniture series are crafted using timber extracted from forests using traditional horse logging, which allows logs to be removed without damaging the forest.

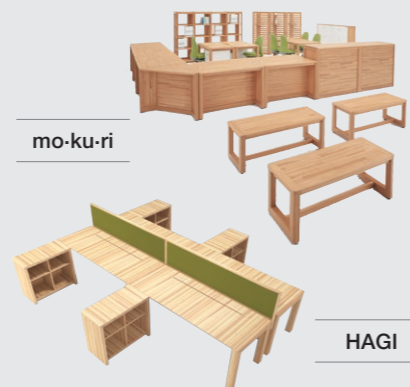
Okamura Group Lumber Usage Policy

- We do not use lumber that is:
 - Taken from endangered species.
 - Obtained through illegal logging, production, or trade.
 - Likely to adversely affect forest ecosystems or local communities.
- We endorse the use of lumber that is:
 - Certified as forest-friendly (or equivalent certification).
 - Construction waste or recycled materials.
 - Japanese domestic.

Furniture from Japanese Domestic Lumber



LODGE



mo-ku-ri

HAGI

LEARN

Act-2 Learning from the Natural Environment

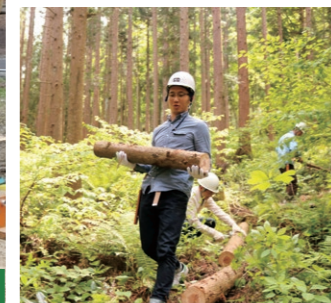
We see improved understanding on the part of employees and stakeholders as an essential part of our ACORN activities. We use employee training programs and other means to deepen understanding and encourage people to learn from nature.



Timber workshop



Hands-on learning with the Afan Woodland Trust



SHARE

Act-3 Expanding into the Community

We use knowledge gained and networks built through Act-1 and Act-2 initiatives as the foundation for activities that involve the wider community. These activities contribute to community revitalization and well-being and help to expand our relationships on various levels.



Environment training visits



EARTH DAY TOKYO



Eco-Products 2015



Forest regeneration project
(Higashi-Matsushima City, Miyagi Prefecture)

“Quality pays for itself.”
This motto defines the Okamura approach to the creation of quality products that can be used and enjoyed for many years. Okamura has built a reputation for quality by continually improving the technology used in product development, manufacturing and quality assurance processes.

PRODUCTIVITY

Development Technology

We continually monitor the needs of society by tracking market trends and listening to our customers. We use the most advanced systems and tools to develop products that meet those needs.

Production Technology

We have accumulated our own technology for the various steps involved in our manufacturing activities, allowing us to perform all necessary processes in-house. Our experience in the field of metal processing dates back our involvement in sheet metal processing for aircraft when the company was founded in 1945. We ensure that our metal-working legacy will continue to be handed down to future generations by providing employee education at our Technical Skill Training Center, and by helping specialist workers to achieve national qualifications.

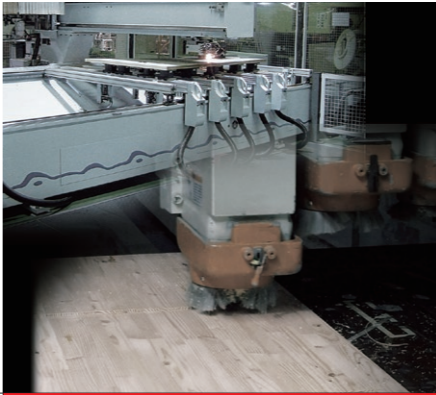
Manufacturing facilities operate under our own production management system, known as the “Okamura Production System” (OPS). The keys to productivity improvement and reliable quality are the total elimination of wasteful processes that do not contribute to added value, and intensive automation based on the use of robots.



Steel Processing



Coating



Woodworking



Assembly

Quality Management

Okamura wants to make products that can be used with confidence for many years. In addition to compliance with Japanese Industrial Standards (JIS) and overseas standards, we apply our own in-house standards, which are even more rigorous. We assess and confirm the quality and safety of all of our products by carrying out various analyses based on these standards, and by repeatedly subjecting samples to performance and durability tests.

Sustainability

We recognize that we have an important corporate responsibility to contribute to the creation of a sustainable society through the reduction of our environmental footprint. We have formulated energy conservation plans for each of our production sites, and we are working to reduce energy consumption in various ways, including the installation of energy-efficient equipment and the improvement of operating methods.



Building a Foundation for Quality through Human Resource Development

The mission of our Technical Skill Training Center is to train future generations of engineers, and to ensure that the heritage of advanced technology and skills that we have built over many years continues to be passed down. The Center runs 26 wide-ranging training courses each year and makes an important contribution to the quality maintenance and improvement.



PRODUCTION & DISTRIBUTION
NETWORK



YAMAGATA

TAKAHATA PLANT

(ISO 9001/ISO 14001 Certifications)
Location: Higashiokitama, Yamagata Prefecture
Products: Wooden Desks / Wooden Conference
Tables / Wooden Storage Cabinets / SOHO
Furniture / Furniture & Equipment for Healthcare &
R&D Facilities / Furniture & Equipment for Public &
Educational Facilities / Store Equipment



ISHIKAWA

FUJISEIKO CO., LTD.

(ISO 9001/ISO 14001 Certifications)
Location: Ohamacho, Nomi, Ishikawa Prefecture
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



OSAKA

KANSAI OKAMURA MANUFACTURING CO., LTD.

(ISO 9001/ISO 14001 Certifications)
Location: Higashiosaka, Osaka Prefecture
Products: Office Systems / Desks / Storage
Cabinets / Counters



OKAYAMA

SANYO OKAMURA CORPORATION

(ISO 9001/ISO 14001 Certifications)
Location: Takahashi, Okayama Prefecture
Products: Office Systems / Desks / Store
Equipment

SHIZUOKA

FUJI PLANT

(ISO 9001/ISO 14001
Certifications)
Location: Gotemba,
Shizuoka Prefecture
Products: Store Equipment /
Movable Partitions /
Logistics Systems



IWATE

NS OKAMURA CORPORATION

(ISO 9001/ISO 14001 Certifications)
Location: Kamaishi, Iwate Prefecture
Products: Desks / Logistics Systems
/ Storage Cabinets / Furniture &
Equipment for R&D Facilities



IBARAKI

TSUKUBA PLANT

(ISO 9001/ISO 14001 Certifications)
Location: Tsukuba, Ibaraki Prefecture
Products: Storage Cabinets / Low
Partitions / Furniture & Equipment for
Healthcare & R&D Facilities / Furniture
& Equipment for Public & Educational
Facilities



KANAGAWA

TSURUMI PLANT/SEEDER CO., LTD.

(Tsurumi: ISO 14001 Certification)
(Seeder: KES Certification)
Location: Tsurumi-ku, Yokohama,
Kanagawa Prefecture
Products: Conveyor Systems for
Cleanroom / Filling Machines



KANAGAWA

OPPAMA PLANT

(ISO 9001/ISO 14001 Certifications)
Location: Yokosuka, Kanagawa
Prefecture
Products: Office Seating / Lobby
Seating / Conference Room Sets /
Torque Converters & Transmissions



KANAGAWA

NAKAI PLANT

(ISO 9001/ISO 14001 Certifications)
Location: Nakai, Kanagawa Prefecture
Products: Store Equipment



SHIZUOKA

GOTEMBA PLANT

(ISO 9001/ISO 14001 Certifications)
Location: Gotemba, Shizuoka
Prefecture
Products: Refrigerated Showcases



Distribution Network

Distribution Centers

Yokohama Distribution Center
Tsurumi Distribution Center
Osaka Distribution Center
Settsu Delivery Center
Ayase Distribution Center

Regional Distribution Centers

Sapporo Regional Distribution Center
Sendai Regional Distribution Center
Tokyo Safe Wall Support Center
Tokyo Metropolitan Area Transfer Center
Chubu Regional Distribution Center
Hiroshima Regional Distribution Center
Fukuoka Regional Distribution Center

Cross-docking Centers

Morioka Cross-docking Center
Niigata Cross-docking Center
Tsukuba Cross-docking Center
Shizuoka Cross-docking Center
Nagano Cross-docking Center
Kanazawa Cross-docking Center
Takamatsu Cross-docking Center
Kajiki Cross-docking Center
Okinawa Cross-docking Center

Factory Warehouses
(Distribution Centers)

Oppama
Fuji
Takahata
Tsukuba
Gotemba
Nakai
Kansai Okamura Mfg. Co., Ltd.
NS Okamura Corp.
Sanyo Okamura Corp.

THAILAND

Siam Okamura Steel Co., Ltd.

(ISO 9001/ISO 14001 Certifications)
Location: 51/5 Moo 2 Poochao Rd.,
Bangyaprak, Phrapradaeng,
Samutprakarn, 10130, Thailand
Products: Office Furniture / Store
Equipment for South-East Asian
countries



CHINA

Hangzhou Okamura Transmission
Co., LTD

No. 88 Donghuan Road, Lin'an Economic
Development Zone, Zhejiang, China.
Products: Transmission Devices for China



PRODUCT DESIGN

Our approach to manufacturing is defined by our determination to ensure that future generations can inherit a better environment in which everyone can enjoy enriched lives. This commitment is reflected in our efforts to create superior designs that will bring satisfaction to our customers. Since the founding of Okamura, we have worked to create optimized human environments by using our knowledge of hardware and software to create attractive spaces for a wide range of purposes.

Design Philosophy

Safety is our first consideration when developing new products. We are continually trying to meet the needs of our customers by improving comfort, including the use of designs based on ergonomic principles, and by helping to form environments that will enhance creativity. We want our designs not only to be beautiful, but also to provide enhanced functionality, safety, durability and reliability. This product development vision is reflected in the excellent reputation of our products in Japan and overseas, and in the numerous awards that we have won.



Design Policy

Contributing to Society with Excellent Quality Design

- Pursue the product's ideal form
- Respond to needs accurately
- Create new value



Eco-Design

We are actively working to reduce environmental problems under our own environmental philosophy, which we call "Green Wave." "Green" symbolizes our care for the environment, while "Wave" represents our determination to generate and ride our own waves.

Our products are designed to minimize environmental loads at all stages of the product lifecycle, from the selection of raw materials to disposal after use. By supplying these products to our customers, we are helping to create the sustainable society. We achieve this by carrying out assessments at the product planning and design stages and developing products with the smallest possible environmental footprints.

The Okamura Environmental Standards Green Wave and Green Wave+

We are helping to reduce environmental loads by supplying our customers with products that meet our own Green Wave environmental standards, and the even more demanding Green Wave+ standards.



GREENGUARD Certification

In 2003, our Contessa Series became the first products supplied by a Japanese office furniture manufacturer to be certified under the GREENGUARD standards in the United States for office furniture and interior building materials. Since then we have achieved certification for over 20 other product series.



SPACE PLANNING

Expectations regarding interior spaces have changed in step with evolving lifestyles and work-styles. Okamura tries to anticipate these changes and offers ideas for optimal interior spaces to meet the needs of every user. We provide integrated support for the creation of interior spaces in various situations, including educational and medical institutions, research facilities, and commercial facilities, at every stage from research and analysis, and the planning and design of spaces and furniture, through to project management, construction, and maintenance.

Workplaces

In 1980, we established the Office Research Center, which focuses on research and development activities relating to the hardware and software aspects of working environments. This facility provides support for the total development of working environments through its basic research and surveys and development of tools.

- **Publication of books summarizing research and survey findings**
- **Office Labo**—this experimental facility is used to apply knowledge gained by Okamura through advanced and basic research. Insights gained by allowing employees to use next-generation office environments in this facility are used to develop our knowledge further.



Knowledge Commons



Diversified Workstyles and Spaces Make Offices More Fun



Office Labo

Stores

Okamura is Japan's only full-range manufacturer of equipment for retail outlets, from display fixtures to refrigerated showcases. We can offer total concepts for commercial spaces for every business segment and format, including comprehensive planning of commercial spaces to meet the diverse needs of supermarkets, drugstores, home centers, and household goods stores, as well as apparel stores and other specialty retailers. We produce flexible, innovative and efficient commercial spaces to meet customer requirements at every stage from research and proposal to opening and inspection. Our success in this field reflects our ability to monitor the latest distribution sector trends in Japan and overseas and disseminate information, our comprehensive planning and development capabilities based on 60 years of experience in the development of commercial environments, and our ability to design and create high-quality next-generation retail spaces.

Monthly publication highlighting the best retail layout ideas



Stores of the Month



Total environment design

Material Handling Systems

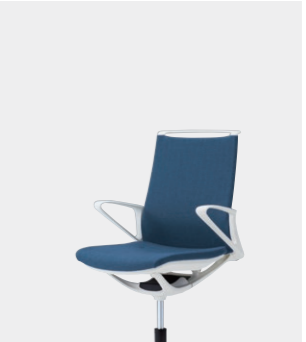
We use our extensive know-how and advanced technology to propose optimized material handling systems for every business. Starting at the consultation stage, we use simulations to compute capacity, develop optimal plans, and design systems. Our total solutions also include 24-hour performance testing and maintenance services.



Material handling system modeling

1 Office Furniture

With its top-line products and services, Okamura excels in providing solutions and ideas for a wide gamut of interior environments, such as workplaces that can accommodate diverse workstyles, educational facilities, libraries, healthcare facilities, and R&D facilities. In addition, Okamura has a wide range of products that are installed in theaters, museums and municipal facilities.



Office Seating

Plimode

Plimode not only fits as comfortably as bespoke tailored suiting, the cloth on the back rest and seat have been painstakingly applied to ensure there are no gaps, divides, or creases.

Office



Office Seating

Contessa

The Contessa series of ergonomic mesh chairs combines excellent conformity and smart operating functions for a variety of work scenarios and postures. Workers worldwide appreciate the distinctive designs and superb functionality of these chairs.



Office Systems

Muffle

With so many diverse personalities and workstyle preferences in the office, work environments need to be adaptable. Muffle creates spaces within open offices that promote varying levels of concentration and collaboration.



Office Systems

SW

No more adapting your workstyle to the desk, now the desk adapts to your workstyle. Move the surface of the desk up or down quickly and easily at the touch of a button. With full focus on free movement, comfort, and safety, SW is a fusion of beautiful design and flexible functionality.



Library



School



Flexible Tables

Acti@Fellow

Designed for flexible adaptation for group work and various other student activities, these tables facilitate communication. There are leg formats and tabletop styles for ease of use from any direction.



Display Cases

LUPINUS

Lupinus glass cases are available in a wide variety of formats and functions to suit various display spaces. With features that include product display and security functions, airtightness, and different glass types and lighting systems, units can be optimized for a variety of display situations.



Art museum



Building materials



Restroom Booths

Wavelet

Based on universal design principles, Wavelet restroom booths are designed for optimal ease of use. The innovative arc-slide doors maximize interior space and provide a wide access.

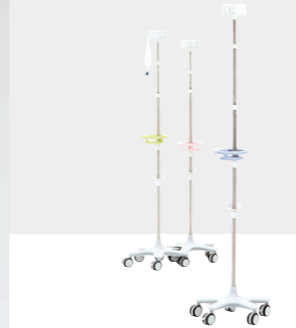


Theater and hall





Healthcare



IV Stands

divo

Our divo IV stands combine excellent functionality with sophisticated designs to provide optimal ease of use for both nurses and patients.



Laboratory



Height-Adjustable Laboratory Tables

Volante

Laboratory work comprises a mixture of standing and sitting. These tables can be raised or lowered to allow laboratory workers to maintain an optimal posture, thereby enhancing their concentration and productivity, while also ensuring the safety and reliability of tests and examinations.



Healthcare Lobby Chairs

supporto

The sitting comfort of these lobby chairs is enhanced by easy-grip arms that assist standing. Careful positioning of the arms and seats ensures that these chairs can be used safely by patients of all ages.



Home Interior Furniture

rapport

The rapport line of living room desks were created with the aim of revitalizing family communication. Designed to stand in a corner of the living room, they are ideal as desktops for jotting down quick memos, as family notice boards, and as display spaces for beloved ornaments.



Home interior



Bank



Access Control Systems

Security Gate Systems

Designed for use with IC cards, these security systems ensure smooth flow in high-use entrance areas, while preventing unauthorized access.

2 Store Displays

Retailers constantly need to create new store formats to keep pace with changes in the social environment and markets. Timely monitoring of the retail environment allows Okamura to provide total support for the creation of store environments, from layout and interior planning by designers, to the manufacture, installation and maintenance of fittings. We offer display fixtures, refrigerated showcases, specialized equipment, and logistics equipment to meet every need.

Supermarket



Store Cart Systems

Tray Carts

These specialty carts are ideal for fresh food processing areas. They make a powerful contribution to working efficiency at all stages of fresh food handling, from processing to delivery to the sales area.



Refrigerated Showcases

Fontana-Deux Z

These refrigerated and freezer showcases combine to create successful retail spaces. In addition to stylish forms achieved through the extensive use of curved lines, they also offer excellent energy efficiency.



Apparel store



Retail systems by Vitra

Invisible 6

The Vitra retail systems are based on the "invisible design" concept. Designed to be inconspicuous, this modular equipment draws attention to the products on display. It is currently used in 22 countries.

Food speciality store



Liquor Fixtures

Vito

With shelf angles and positions optimized for ease of viewing and selection, these specialized liquor display units provide enhanced functions for the attractive presentation of wines and spirits.



Drugstore



Display Fixtures

Gondola GS Series

These display units can be assembled in flexible combinations to suit a variety of retail situations. They are based on a common standard, allowing a wide range of parts to be attached.



Pharmaceutical Fixtures

Priskit Fill

Gondola-type dispensary equipment is designed for optimal efficiency. The system allows flexible combinations, and a wide range of parts is available.



Pharmacy





Variety

Wooden Racks

Baum

Finished in the warm, natural tones of wood, these rack-type system units are ideal for sales areas that require a distinctive ambience, such as household goods and gardening sections.



Racks for Heavy Items

Pallet Racks

Okamura used its experience with warehouse facilities to develop these racks for displaying large items in retail outlets. In addition to their excellent load capacity, products in this range can also be used with a range of support options.



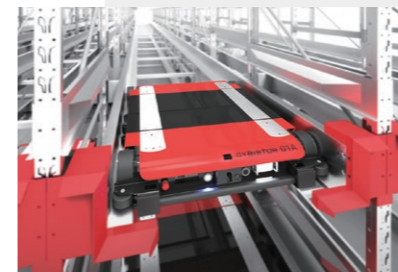
Home center



3 Material Handling Systems

Okamura is contributing to logistics rationalization through the continuing development and supply of new material handling system equipment. We offer total support, from the proposal of material handling systems that provide financial benefits through improvements in the speed, accuracy and safety of logistics, to software development, equipment installation, operational support, and after-sales service.

Material handling systems



Pallet Storage Systems

Cybistor

Configured to travel on rails inside the storage channels, Cybistor supports high-density storage capacity. It offers major efficiency improvements over operating forklift trucks.

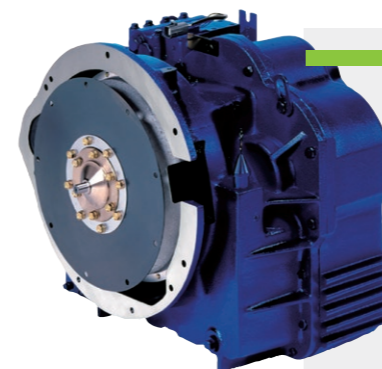
Multistage Independent Horizontal Rotary Storage

Rotary Rack H

This multi-level automatic warehouse system combines three functions: storage, retrieval, and sorting. Suitable for a wide range of purposes, it sets a new industry standard for warehouse handling capacity.



Industrial machinery



Hydraulic Power Transmissions

Torque Converters

Hydraulic power transmissions provide excellent operating characteristics for various types of equipment, such as industrial vehicles.

Okamura products are manufactured in Japan and overseas and distributed globally through vertically integrated logistics networks. Our headquarters and branches are constantly working to optimize quality and services through close collaboration with associated companies and distributors in Japan and overseas, including technology and sales partnerships with overseas companies.

● Direct dealer ● Import partner ● Distributor

UK



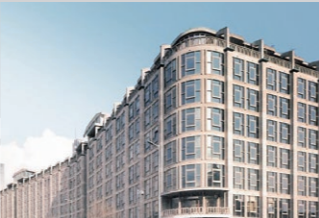
Okamura Corporation, London Branch
Location: 1st Floor, 54 Hatton Garden, London EC1N 8HN, UK
TEL: +44-20-3077-5930

UAE



Okamura Corporation, Dubai Branch
Location: 6E-A, Room No.521, Dubai Airport Free Zone, Dubai, UAE
TEL: +971-4-3575197

NETHERLANDS



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

THAILAND



Siam Okamura International Co., Ltd.
Sales of office furniture and store display equipment in Thailand and nearby South-East Asian countries
Location: 3199 Maleenont Tower 19th Floor, Rama 4 Road, Klongton, Klongtoey, Bangkok 10110, Thailand
TEL: +66-2661-5474-79

INDONESIA



PT. Okamura Chitose Indonesia
Sales of office furniture and store display equipment in Indonesia
Location: MidPlaza-2 12th Floor, Jl.Jend. Sudirman Kav 10-11, Jakarta 10220, Indonesia
TEL: +62-21-572-3925

VIETNAM



Okamura Corporation, Ho Chi Minh Representative Office
Location: Suite 1104 11th Floor Saigon Tower, 29 Le Duan St., District 1, HCMC, Vietnam
TEL: +84-8-3822-6392

CHINA



Shanghai Okamura Furniture and Logistics System Co., Ltd.
Sales of office furniture, material handling system products, store display equipment and others in China
Location: 19F, Cloud Nine Shopping Mall, 1018 Changning Road, Shanghai, 200042, China
TEL: +86-21-6074-6000

SINGAPORE



Okamura International (Singapore) Pte Ltd
Sales of office furniture and store display equipment in Singapore and nearby South-East Asian countries
Location: 16 Raffles Quay #14-02 Hong Leong Building, Singapore 048581
TEL: +65-6224-7995

HONG KONG



Salotto (China) Limited
Sales of office furniture in Hong Kong. Production and sales subsidiaries in China
Location: 2903 Two Chinachem Exchange Square, 338 King's Road, North Point, Hong Kong
TEL: +852-2898-9777

USA



Okamura Corporation, Chicago Branch / Showroom
Location: 222 Merchandise Mart Plaza, Suite 11-124, Chicago, IL 60654, USA
TEL: +1-312-645-0115

Okamura's efforts to keep pace with changing needs in recent years are based on a broad perspective. We have been forming technology and marketing partnerships with leading overseas companies and actively collaborating on the development of hardware and software. This approach allows us to develop products that precisely match market needs. Through these overseas collaborations, the Okamura brand has been gaining new potential.

Office Furniture



Fora Form AS, Norway—
System tables



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



Baleri Italia S.p.A., Italy—
Furniture for public facilities



Wiesner-Hager Möbel GmbH, Austria—
Furniture for public facilities



WOGG AG, Switzerland—
Folding tables



erlab D.F.S S.A.S, France—
Green fume hood

Store Displays



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



L.A. Darling Company, U.S.A.—
Store fixtures systems



Vitra 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



Jakob Hatteland Computer AS, Norway—
Automated warehouse systems

Global Topics

Okamura has been energetically participating in trade shows throughout the world, seeking opportunities to earn a high reputation by presenting our technological and design capabilities. We are also continually developing new business areas while monitoring the rapidly changing market environment.

Europe

ORGATEC 2014

At ORGATEC, an international office furniture exposition held bi-annually in Cologne, Germany, Okamura exhibited a new line of workstation and office seating developed in collaboration with Giugiaro Design, one of the world's leading industrial design companies.



Mathis Wienand/Getty Images

North America

NeoCon2016

First held in 1969, NeoCon is North America's most important and largest design exposition for commercial interiors. This annual event in Chicago attracts close to 50,000 designers and dealers every year. Okamura opened its Chicago Branch and Showroom at the Merchandise Mart in 2008 and exhibited at NeoCon for the 9th time in 2016.



Asia

CIFF 2015

Okamura products were also on show at the China International Furniture Fair (CIFF) in Shanghai in September 2015. CIFF is Asia's biggest furniture procurement event. The Okamura display centered on seating, conference tables, and other products.



Shanghai Showroom Reopened after Refurbishment

In November 2015, Shanghai Okamura Furniture and Logistic System Co., Ltd. reopened its newly refurbished showroom. Many of our customers attended the opening ceremony.



Visitors can experience Okamura products in showrooms throughout Japan and in Chicago, U.S.A. In Tokyo, the Okamura Garden Court Showroom in the Akasaka district provides around 4,400 square meters of display area surrounded by green parkland. The showrooms showcase Okamura's latest wide range of product lines covering furniture for offices, schools, and hospitals as well as commercial product displays. Exhibits in the Okamura Chair Museum in Tokyo trace the evolution and history of office seating, as well as Okamura's contributions to the development of new ergonomic technology.

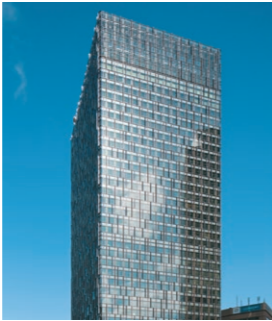
Showrooms



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: 9:00a.m. to 6:00 p.m. (Weekdays), 10:00a.m. to 5:00 p.m. (Saturdays)
Closed: Sundays and Holidays



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



NAGOYA SHOWROOM
Location: Dainagoya Bldg., 14th Floor, 3-28-12, Nagoya-shi, Aichi, Japan
Telephone: +81-52-551-3170
Opening Hours: 9:00a.m. to 6:00 p.m. (Weekdays)
Closed: Saturdays, Sundays and Holidays
(Reservations required)



OSAKA SHOWROOM
Location: Grand Front Osaka Tower-A, 21st Floor, 4-20 Ofuka-cho, Kita-ku, Osaka-shi, Osaka, Japan
Telephone: +81-6-4802-3370
Opening Hours: 9:00a.m. to 6:00 p.m. (Weekdays), 11:00a.m. to 5:00p.m. (Saturdays)
Closed: Sundays and Holidays



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



OKAMURA VITRA RETAIL SYSTEMS SHOWROOM
Location: Higashiote Bldg., 1st Floor, 1-1-7, Uchikanda, Chiyoda-ku, Tokyo, Japan
Telephone: +81-3-3259-6028
Opening Hours: 9:00a.m. to 6:00p.m. (Weekdays)
Closed: Saturdays, Sundays and Holidays



Garden Court Showroom

Museum



Evolution of office seating



"Mikasa Touring" in entrance hall



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

Company Name	Okamura Corporation
Head Office	Tenri Bldg., 1-4-1, Kitasaiwai, Nishi-ku, Yokohama 220-0004, Japan Telephone: +81-45-319-3401 http://www.okamura.jp/
Tokyo Office	Kokusai Shin-Akasaka Bldg., East 2-14-27, Akasaka, Minato-ku, Tokyo 107-0052, Japan Telephone: +81-3-5561-4085
Foundation	1945
Paid-in Capital	¥18,670 million (As of March 2016)
Number of Employees	2,927 (As of March 2016)
Facilities	Oppama/Takahata/Tsukuba/Fuji/Gotemba/Nakai/Tsurumi
Branches	92 (As of March 2016)
Stock Information	Number of shareholders.....5,214 (As of March 2016) Number of shares of common stock issued.....112,391,530 Fiscal year end.....March 31

Subsidiaries

Corporate name	Principal business activities
Japan	Okamura Logistics Corporation Transportation, storage, loading and unloading, assembly during distribution processing, construction, interior finishing and others
	Okamura Support and Service Corporation Installation, maintenance and after-sales service for all Okamura products
	FM Solution Corporation Office consulting and related business centering on facility management
	Hill International Inc. Importation and sale of high-end furniture and interior goods from Europe and North America
	Td Japan Ltd. Importation and sale of dealing desks and monitor arms
	SEC Co., Ltd. Construction, maintenance and repairs for the store display business
	Kansai Okamura Manufacturing Co., Ltd. Production of desk systems and storage cabinets
	NS Okamura Corporation Production of desk systems and material handling system products
	Sanyo Okamura Corporation Production of desk systems and store display equipment
	Seeder Co., Ltd. Production and sales of conveyor systems and related products
	FujiSeiko Co., Ltd. Production and sales of automatic safe deposit vaults and office security systems
	Sunahata Co., Ltd. Production of store display equipment
	Okamura Business Support Corporation Life and non-life insurance agency business, welfare services for the Okamura Group
Overseas	Okamura International (Singapore) Pte Ltd Sales of office furniture and store display equipment in Singapore and nearby South-East Asian countries
	Shanghai Okamura Furniture and Logistic System Co., Ltd. Sales of office furniture, material handling system products, store display equipment and others in China
	Shanghai Okamura Architecture Co., Ltd. Construction and interior/finishing carpentry work for offices and stores in China
	Okamura Trading (Shanghai) Co., Ltd. Procurement of products and parts for the Okamura Group in China
	Salotto (China) Limited Sales of office furniture and store display equipment in Hong Kong and nearby South-East Asian countries
	Hangzhou Okamura Transmission Co., Ltd. Production of transmission devices in China
	PT. Okamura Chitose Indonesia Sales of office furniture and store display equipment in Indonesia
	Siam Okamura Steel Co., Ltd. Production of office furniture and store display equipment, and other products for South-East Asian countries
	Siam Okamura International Co., Ltd. Sales of office furniture and store display equipment in Thailand and nearby South-East Asian countries
	(13 other companies)

Board of Directors & Corporate Auditors (As of September 2016)



Chairman
Kikuo Nakamura



President
Masayuki Nakamura



Senior Managing Director
Kiyoshi Sato



Senior Managing Director
Hiroki Iwashita



Senior Managing Director
Shigeji Kikuchi



Managing Director
Toshikazu Iwata



Managing Director
Teiichi Toshida



Managing Director
Fumio Yamamoto



Outside Director
Kanji Nishiura



Outside Director
Hiromi Asano



Outside Director
Nobuyuki Iizuka



Director
Seiji Koguma



Director
Hajime Kaneko



Director
Kenichi Yamaki



Director
Ken Inoue



Director
Makoto Tajiri



Director
Hiroshi Makino



Director
Shinji Sakatoku



Director
Naoki Kono



Standing Corporate Auditor
Hiroshi Moriwake



Standing Corporate Auditor
Katsunori Aratani



Outside Auditor
Yuichi Suzuki



Outside Auditor
Shigeru Iwamoto

Five-Year Summary
(Consolidated)

(Years Ended March 31)

Operating Results (Millions of yen)	2012	2013	2014	2015	2016
Net sales	187,879	194,890	211,363	220,130	240,794
Gross profit	57,548	57,938	63,871	65,041	73,493
Selling, general and administrative expenses	50,761	50,789	54,417	56,274	60,532
Operating income	6,786	7,148	9,454	8,766	12,960
Profit attributable to owners of parent	3,860	5,269	6,113	6,422	9,067

Financial Position (Millions of yen)					
Total assets	172,678	177,959	190,913	207,387	217,485
Total net assets	79,918	86,367	93,229	103,544	108,491

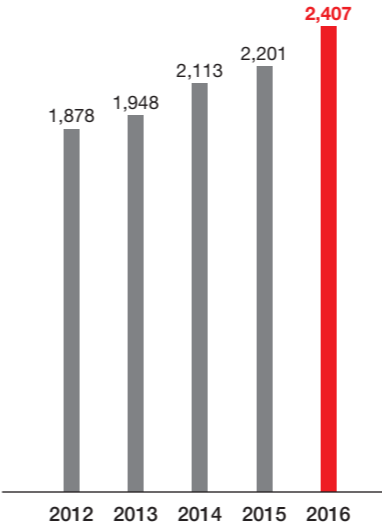
Cash Flows (Millions of yen)					
Net cash provided by (used in) operating activities	7,020	9,179	9,868	7,463	13,870
Net cash provided by (used in) investing activities	(2,372)	(8,117)	(8,104)	(6,487)	(6,896)
Free cash flow	4,648	1,062	1,763	976	6,974
Net cash provided by (used in) financing activities	(2,816)	(1,517)	(2,948)	(3,296)	(2,114)
Cash and cash equivalents at the end of the fiscal year	26,179	25,818	24,909	22,808	27,547
Borrowings and corporate bonds at the end of the fiscal year	27,038	26,932	25,362	24,288	24,448

Per Share Data (Millions of yen)					
Profit per share	35.02	47.81	55.49	58.30	82.31
Net assets per share	723.56	782.01	842.80	936.59	980.32
Dividends per share (yen)	10.00	12.00	17.00	17.00	24.00

Financial Indicators (%)					
Gross profit to net sales	30.6	29.7	30.2	29.5	30.5
Operating income to net sales	3.6	3.7	4.5	4.0	5.4
Return on equity	4.94	6.35	6.83	6.54	8.59
Ordinary income to total assets	4.23	4.62	5.46	5.20	6.40
Equity ratio	46.2	48.4	48.6	49.8	49.7

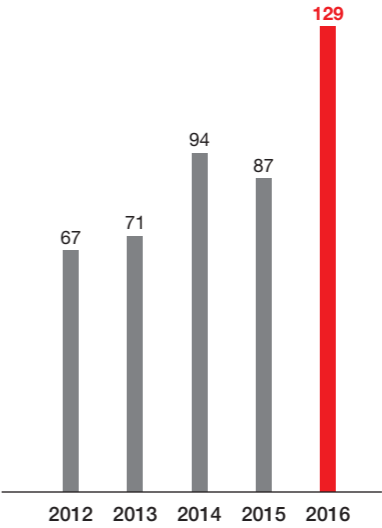
Net Sales

(¥ billion)



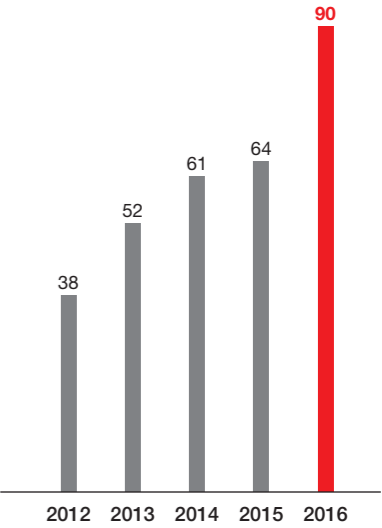
Operating Income

(¥ billion)



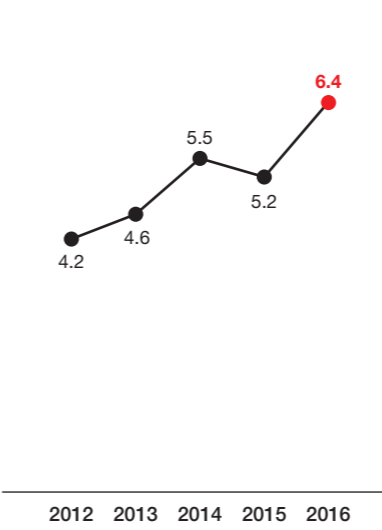
Profit Attributable to Owners of Parent

(¥ billion)



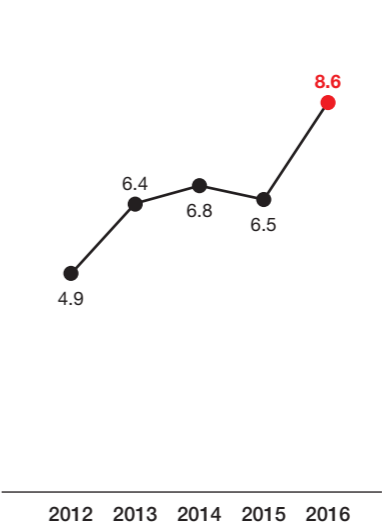
Ordinary Income to Total Assets

(%)



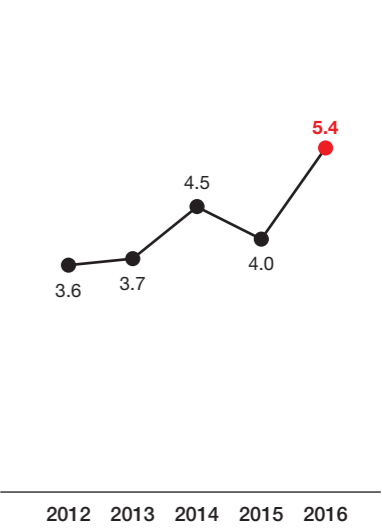
Return on Equity

(%)



Operating Income to Net Sales

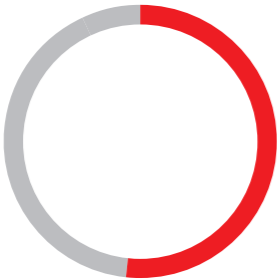
(%)



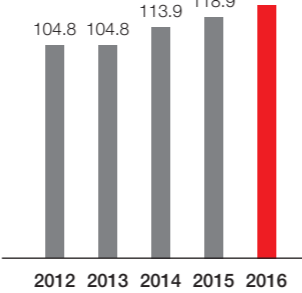
Office Furniture

Contribution to total net sales

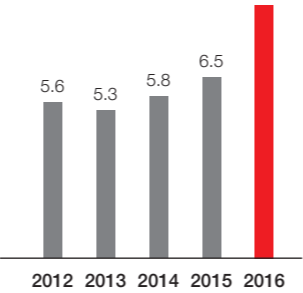
51.9%



Net Sales
(¥ billion)



Operating Income
(¥ billion)



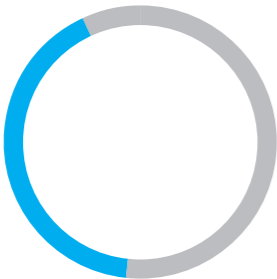
▶ In the Office Furniture segment, demand for both office relocation and renewal, mainly by companies with strong performance, began to increase. This was due to a rise in the supply of large-scale office buildings, mainly in the center of Tokyo. Under these circumstances, the Company proactively made proposals on how to create office environments in response to various office working styles, and also launched new products that realize such proposals. Also in this segment, the Company endeavored to engage in aggressive sales activities for healthcare, R&D, school and library facilities, and office-related facilities, as well as municipal offices. The results of the above efforts increased both net sales and income year-over-year.

As a result, net sales in this segment amounted to ¥124,988 million (a year-over-year increase of 5.1%) and the segment income amounted to ¥9,182 million (a year-over-year increase of 39.8%).

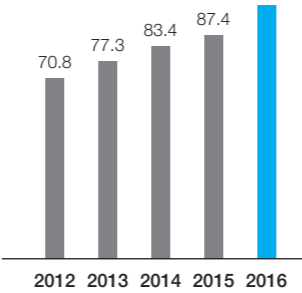
Store Displays

Contribution to total net sales

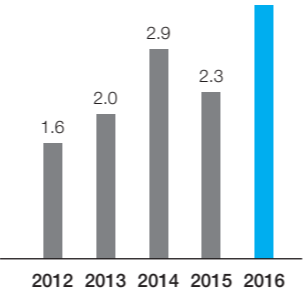
41.2%



Net Sales
(¥ billion)



Operating Income
(¥ billion)



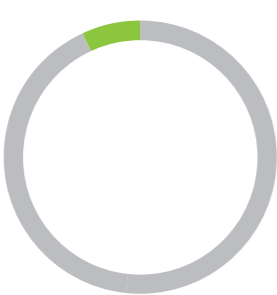
▶ In the Store Displays segment, by taking advantage of the Group's total strength, the Company enhanced its capabilities to make proposals for one-stop total solutions for the retail industry—an industry that is aggressively opening new stores and performing store renovations. In addition, the Company focused on increasing its market share in refrigerated showcases and on cost reductions. In order to respond to rising demand for the renovation of existing stores by firms seeking to enhance their competitiveness, the Company primarily took advantage of its strong presence in the existing store market and its capabilities for quick delivery thanks to its domestic production. The Company thereby achieved steady sales growth. The results of the above efforts greatly increased both net sales and income year-over-year.

As a result, net sales in this segment amounted to ¥99,204 million (a year-over-year increase of 13.5%) and the segment income amounted to ¥3,516 million (a year-over-year increase of 49.6%).

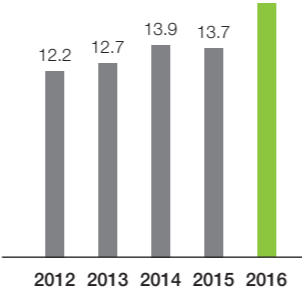
Material Handling Systems and Others

Contribution to total net sales

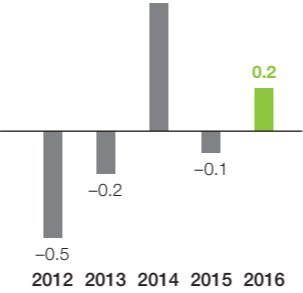
6.9%



Net Sales
(¥ billion)



Operating Income
(¥ billion)



▶ In the Materials Handling Systems segment, the Company focused on growth markets such as logistics centers for food, healthcare, and Internet shopping, and the transportation of small articles. In addition, in this segment, the Company achieved brisk sales of large-scale systems through sales activities with maximum utilization of its solution-proposal capabilities and its products, which are distinguished by their superiority. The results of the above efforts increased net sales year-over-year and segment profit-and-loss, and the segment reported a profit.

As a result, net sales in this segment amounted to ¥16,602 million (a year-over-year increase of 20.7%) and the segment income amounted to ¥262 million (a loss of ¥155 million for the previous year).

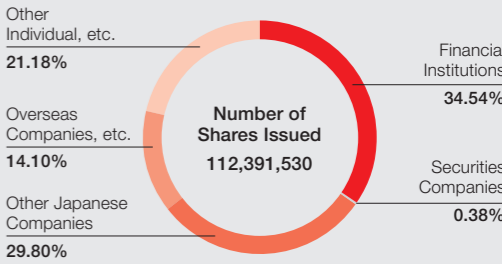
Stock Information

(As of March 31, 2016)

Share Information

Number of Shares of Common Stock Authorized	400,000,000
Issued	112,391,530
Stock Exchange Listings	Tokyo
Trading Units	100 shares
Number of Shareholders	5,214

Distribution by Ownership of Shares

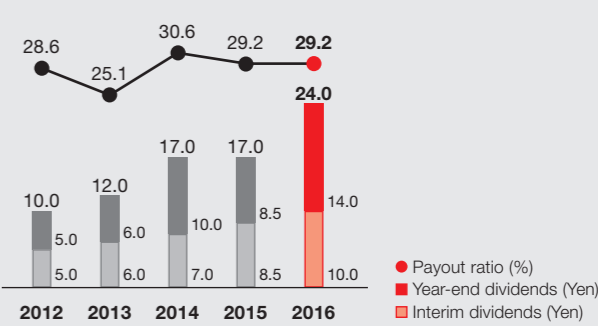


Major Shareholders

Shareholder	(Thousands of shares)	(%)
Japan Trustee Services Bank, Ltd. (Trust Account)	9,311	8.44
Okamura Group Employees Stock Ownership Plan	6,357	5.76
Mitsubishi Corporation	6,300	5.71
Meiji Yasuda Life Insurance Company	5,520	5.00
Nippon Steel & Sumitomo Metal Corporation	5,313	4.82
Mitsui Sumitomo Insurance Co., Ltd.	5,295	4.80
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	4,805	4.36
The Master Trust Bank of Japan, Ltd. (Trust Account)	4,119	3.73
The Bank of Yokohama, Ltd.	4,076	3.69
Okamura Cooperation Companies Stock Ownership Plan	3,674	3.33

*The holding ratio excludes 2,063,674 shares of treasury stock the Company holds.

Cash Dividends / Payout Ratio



okamura

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