



# Record High Sales and Profits for the FY ended March 2022

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—Achieved an ROE of 10.7% with Steady Progress toward FY2025 Targets,  
Executing Strategic Investment—

**OKAMURA CORPORATION**

**FY ended March 2022  
Financial Results Briefing**

May 16, 2022

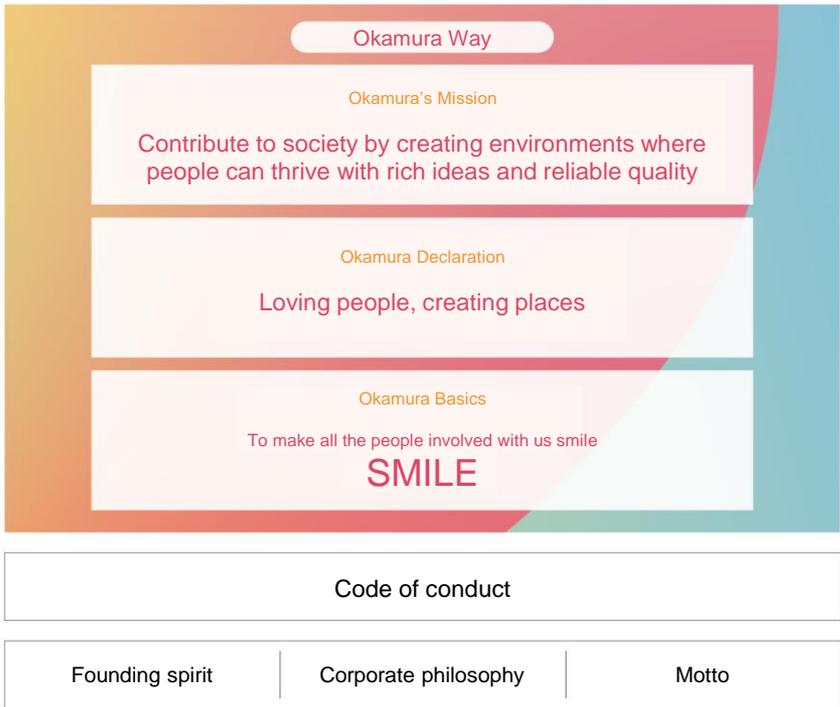
Masayuki Nakamura,  
Representative Director,  
President and CEO

# Promotion of Purpose Management

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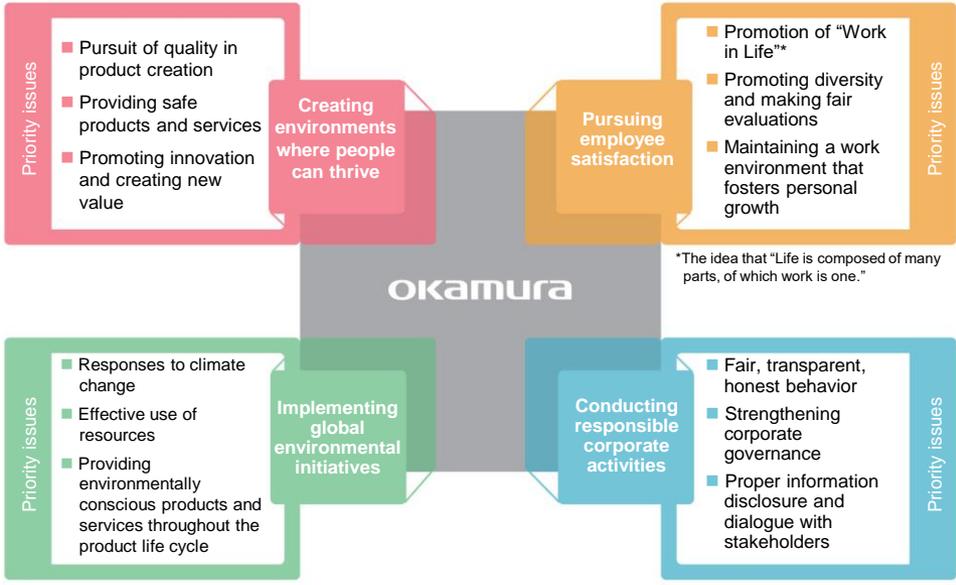
The Okamura Group creates environments where people can thrive, not just physical spaces, and will work to contribute to the realization of a society where all people can work and live with vitality.

## Establishment of Okamura Way



Management philosophy is systematically arranged around the key concept of **“where people can thrive”**

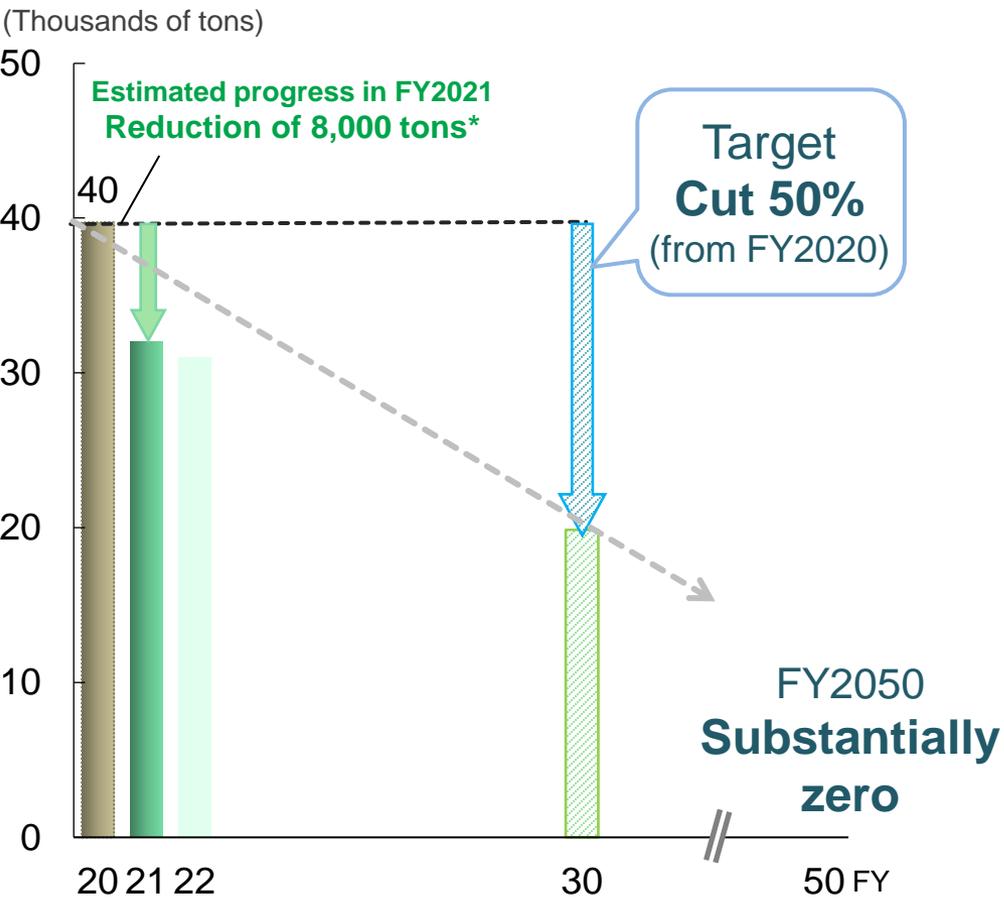
## Our four sustainability priority issues



Priority issues are identified from **four perspectives** to promote sustainability activities

With the environmental long-term plan “GREEN WAVE 2030” set in place, Okamura is addressing environmental issues with initiatives including response to climate change.

**Okamura CO<sub>2</sub> Reduction: Estimated Progress and Targets**



Information is disclosed based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

## RE100

Participated in a global initiative committed to 100% use of renewable electricity in business activities

Issuance of sustainability-linked bonds  
 June 2022: Issuance amount of 5 billion yen (planned)

### Active use of renewable energy

- \* Switch to hydroelectric generation in part of production and logistics bases  
**Reduction impact for FY2021 is about 7,000 tons**
- \* Introduce self-consumption solar power generation facilities at logistics bases and other facilities, among other measures  
**Reduction impact for FY2021 is about 1,000 tons**

## Expansion of environment-friendly products

Established its own environmental standards to expand environmentally friendly products, many of which have gained an excellent reputation



### BIFMA

April 2022  
 A sustainability certification program established by BIFMA (Note 1), a US association of office furniture manufacturers.  
 Okamura is the first Japanese office furniture manufacturer to receive "level" certifications.



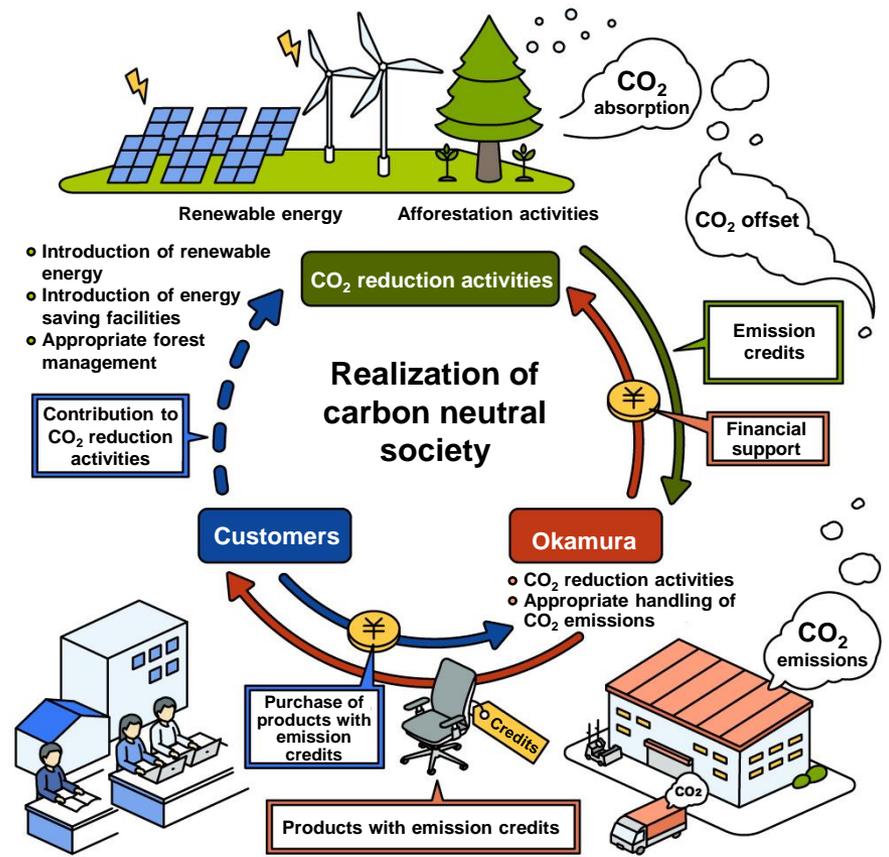
### BIFMA

Indoor Advantage certification  
 Standard certification concerning volatile organic compounds  
 Received the certification for 168 products including 9 building materials  
 (Highest number of certifications received among Japanese office furniture manufacturers)

(\*1) Business and Institutional Furniture Manufacturers Association

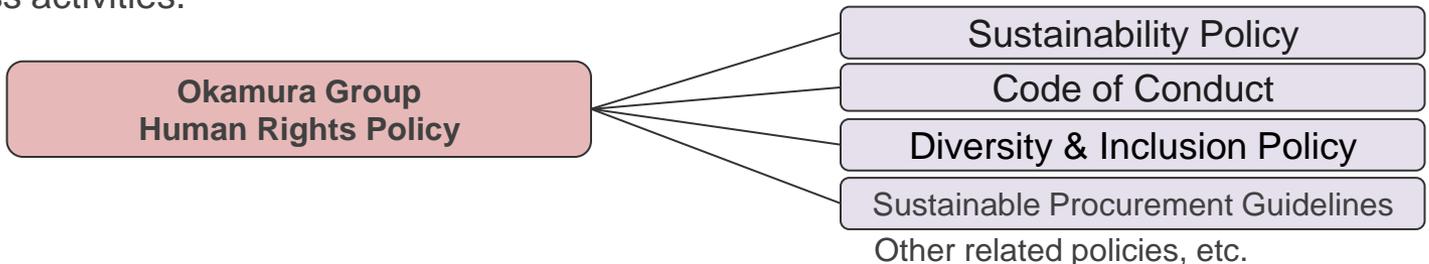
## Start of a carbon offset program (offices)

Starting in January 2022 a program to calculate CO<sub>2</sub> emissions accurately throughout the product lifecycle from manufacturing to transportation and disposal and then to provide customers with products with emission credits that are equivalent to CO<sub>2</sub> emissions.



## Established the Okamura Group Human Rights Policy to strengthen human rights initiatives

The Okamura Group established the Okamura Group Human Rights Policy in April 2022 for the purpose of fulfilling its responsibility for respecting human rights of all people who are affected by its business activities.



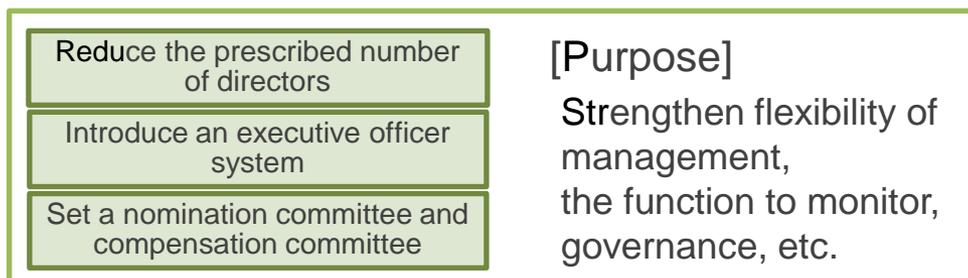
## Human rights due diligence conducted

Excerpt from Sustainability Report 2021

Issue	KPI	FY2021 targets	SDGs concerned
Responsible procurement and building relationships of trust with suppliers	Analysis of various risks in the supply chain	Update the results and expand the scope of the sustainable procurement survey	<b>16</b> Peace, Justice and Strong Institutions <b>17</b> Partnerships for the Goals
			<b>5</b> Gender Equality <b>8</b> Decent Work and Economic Growth <b>10</b> Reduced Inequalities
Respect for human rights	Continue to be a signatory of the UN Global Compact	Submit COP (annual report) and be actively involved with related organizations	<b>5</b> Gender Equality <b>8</b> Decent Work and Economic Growth <b>10</b> Reduced Inequalities
	Analyze various risks related to human rights	Conduct and improve human rights due diligence	

- ◆ Survey on sustainable procurement  
Survey period: December 2021 to January 2022
- ◆ Subjects: 226 major suppliers in the areas of production, construction, delivery, etc. (including overseas suppliers)  
Outcome: No infringement of human rights was found

- ◆ Internal audit of the employment environment for foreign technical intern trainees  
The audit was conducted in the presence of a third-party organization (in July 2021)



Promote invigoration of the Board of Directors  
Increase outside officers and female officers

## Trend of Officer Composition

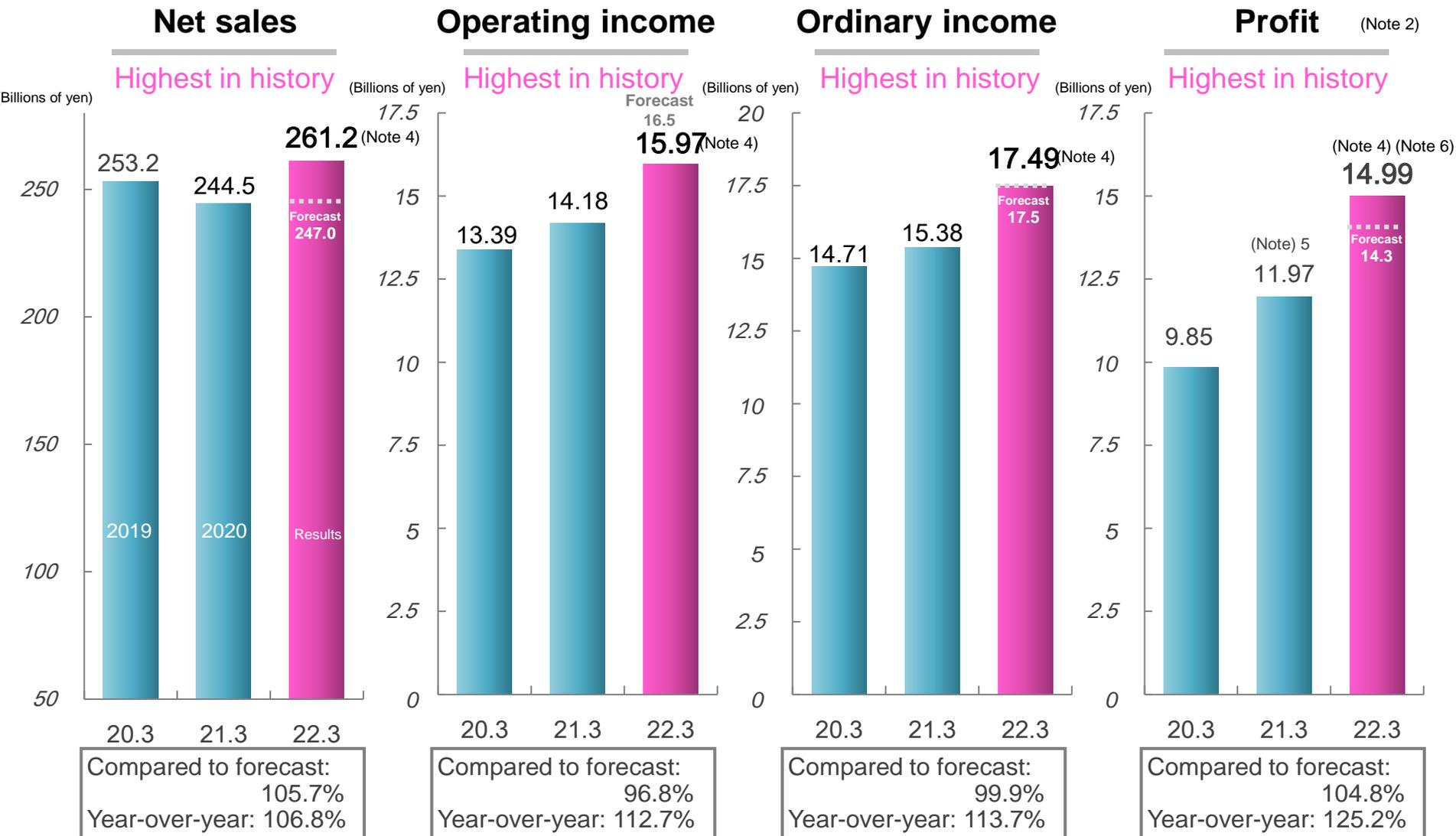


	June 2019-	June 2020-	June 2021-	June 2022- (Planned)
Prescribed number of directors	<b>12</b>	12	12	12
Internal directors	<b>6</b>	6	6	6
Outside directors (women)	3(0)	<b>4(1)</b>	<b>5(1)</b>	<b>5(2)</b>
Independent directors (women)	2(0)	<b>3(1)</b>	<b>4(1)</b>	<b>5(2)</b>
Standing corporate auditors	2	2	2	2
Outside auditors (women)	<b>2(1)</b>	2(1)	2(1)	2(1)
Note	Reduced the maximum number of directors from 20 to 12 Ratio of outside directors 1/3	Ratio of outside directors 40% Appointed a female outside director	Ratio of outside directors <b>45%</b>	Ratio of outside directors <b>45%</b>

***Financial review of  
FY ended March 2022***

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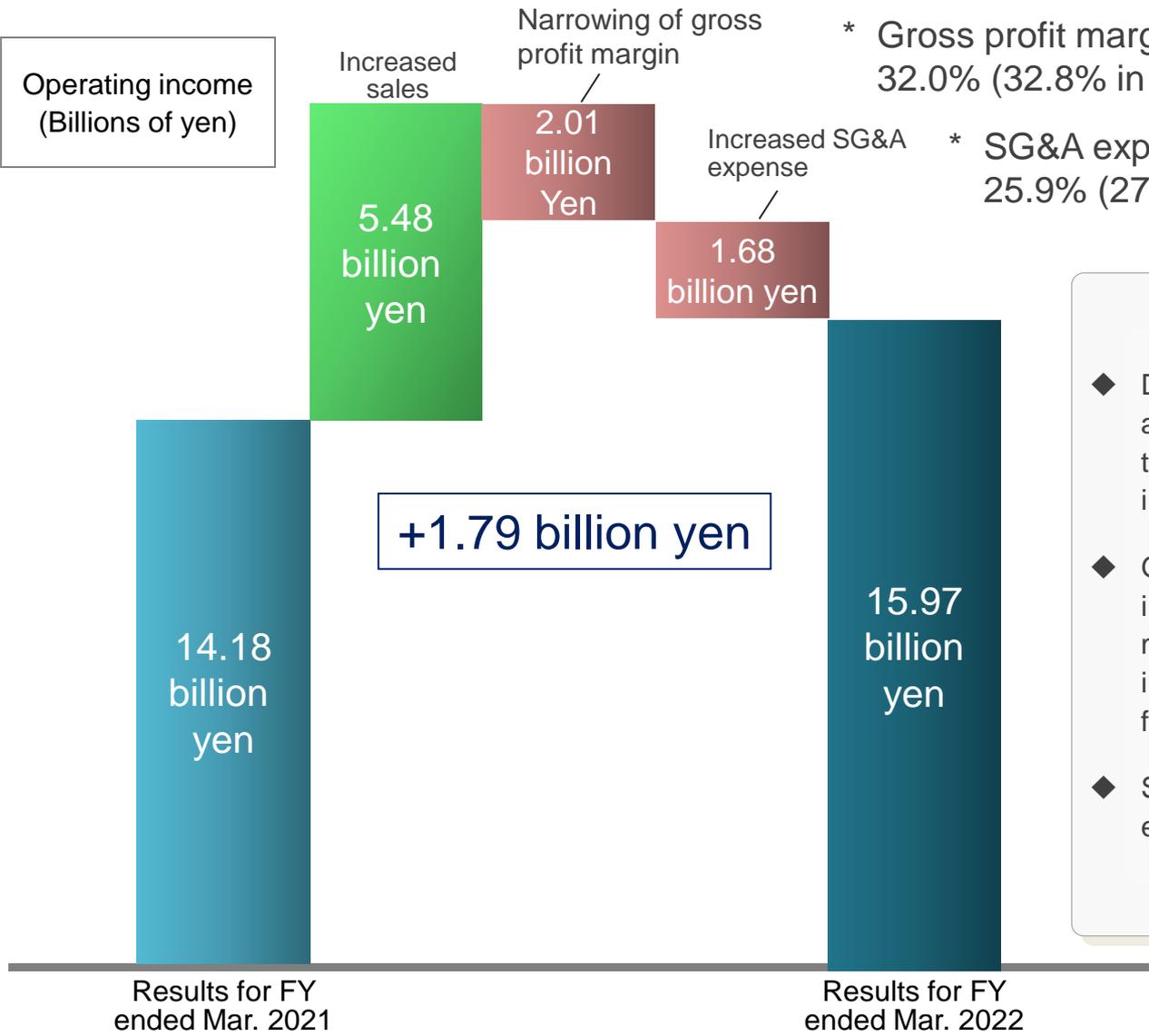
# Financial highlights for FY ended March 2022



Note 1: These figures have been rounded off to the nearest unit displayed. Note 2: The profit represents "profit attributable to owners of parent."  
 Note 3: Compared to earnings forecasts announced on February 3, 2022.  
 Note 4: Includes the impact of the change of the accounting standard for revenue recognition. Net sales: approx. -2.22 billion yen, Operating income: approx. -0.47 billion yen, Ordinary income: approx. -0.47 billion yen, Profit: approx. -0.47 billion yen  
 Note 5: Includes a gain on sales of investment securities of 2.46 billion yen (before tax). Note 6: Includes a gain on sales of investment securities of 3.92 billion yen (before tax).

# Factors affecting operating income

Operating income  
(Billions of yen)



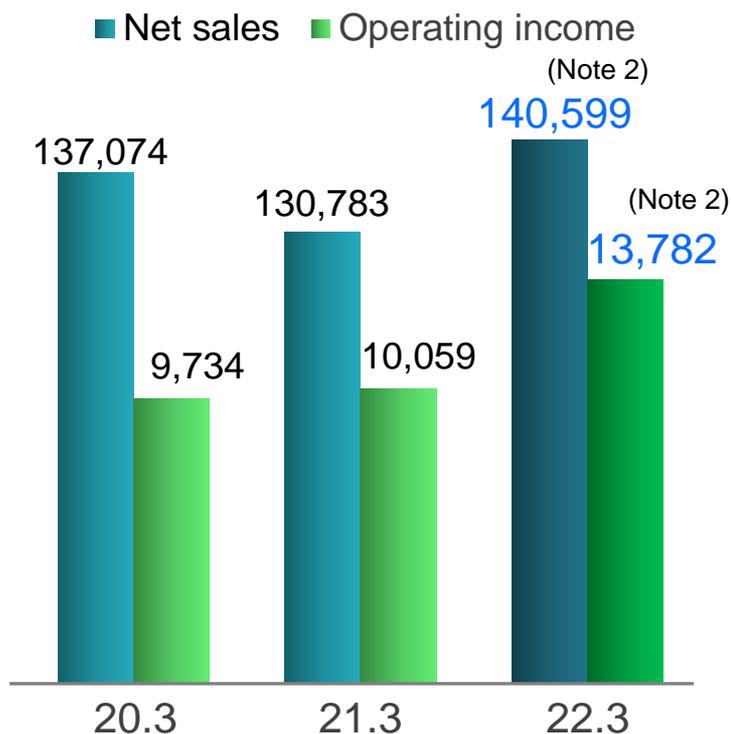
\* Gross profit margin:  
32.0% (32.8% in the previous fiscal year)

\* SG&A expense ratio:  
25.9% (27.0% in the previous fiscal year)

- ◆ Demand in the Office Furniture business and Store Displays business was strong throughout the year, driving a significant increase in net sales.
- ◆ Gross profit margin narrowed due to a rise in the cost to sales ratio caused by rising material prices and a temporary increase in subcontracting expenses following the fire at our Nakai Plant.
- ◆ SG&A expenses increased, but the SG&A expense ratio improved.

Note 1: These figures have been rounded off to the nearest unit displayed. (The sum figures may not tally exactly.)  
 Note 2: Increased/decreased sales = Difference in net sales × Gross profit ratio of the previous year

## Results for FY ended March 2022



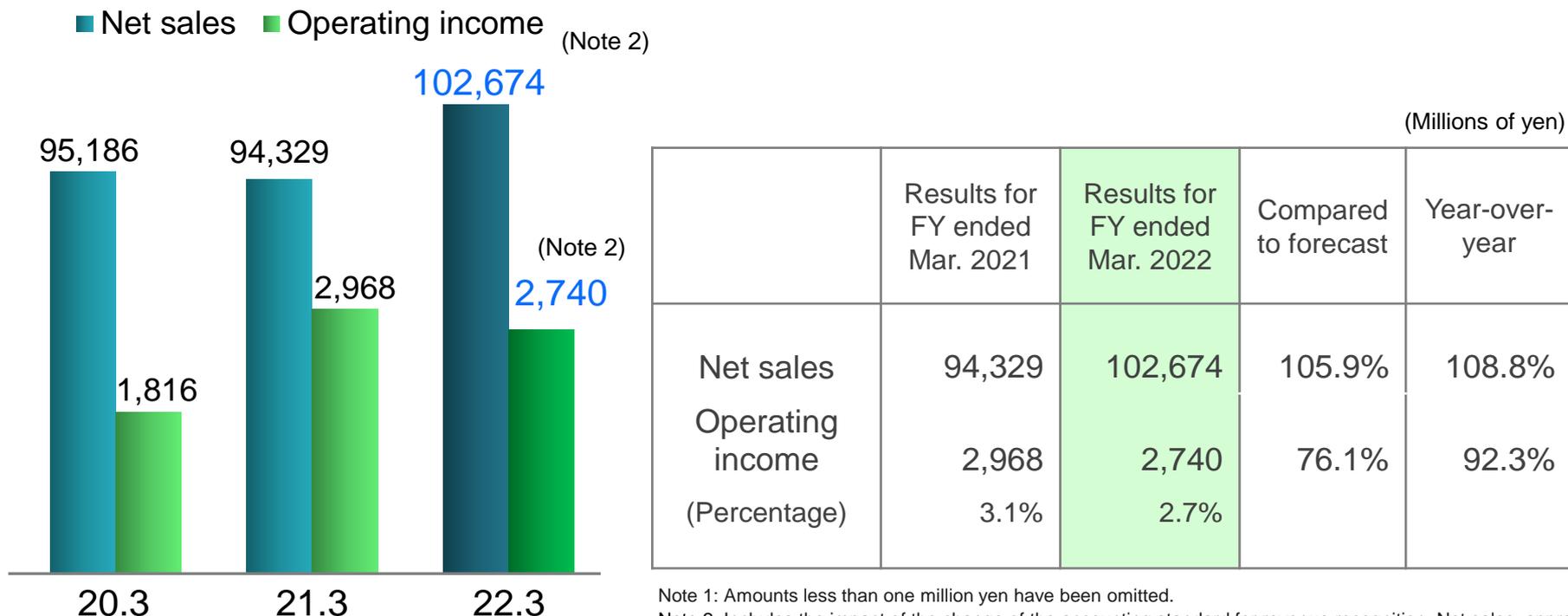
	Results for FY ended Mar. 2021	Results for FY ended Mar. 2022	Compared to forecast	Year-over-year
Net sales	130,783	140,599	105.7%	107.5%
Operating income	10,059	13,782	110.3%	137.0%
(Percentage)	7.7%	9.8%		

Note 1: Amounts less than one million yen have been omitted.

Note 2: Includes the impact of the change of the accounting standard for revenue recognition. Net sales: approx. -1.08 billion yen, Operating income: approx. -0.21 billion yen

- ◆ We benefited from strong renovation demand arising from the redesigning of central office functions in response to the spread of hybrid working. In terms of product category, work booths, etc., were particularly strong. As a result, we achieved record net sales.
- ◆ In addition to the positive effect of the increase in net sales, we reduced cost and passed any increase in cost onto selling prices to offset the effect of rising material prices in 2H. As a result, we achieved a record operating income.

## Results for FY ended March 2022



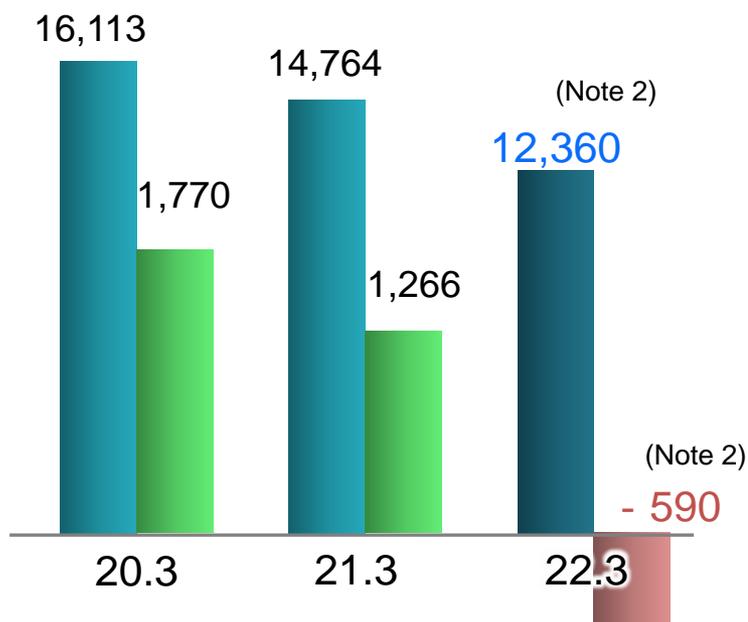
Note 1: Amounts less than one million yen have been omitted.

Note 2: Includes the impact of the change of the accounting standard for revenue recognition. Net sales: approx. -0.77 billion yen, Operating income: approx. -0.18 billion yen

- ◆ Demand remained strong particularly for refrigerated showcases as investments by drugstores and supermarkets were strong. As a result, we achieved record net sales by overcoming procurement difficulty in refrigerating machines and other products.
- ◆ Operating income decreased due to rising material prices as well as other factors, such as the fire at our Nakai Plant and an increase in cost for coping with procurement difficulty in refrigerating machines.

## Results for FY ended March 2022

■ Net sales ■ Operating income



(Millions of yen)

	Results for FY ended Mar. 2021	Results for FY ended Mar. 2022	Compared to forecast	Year-over-year
Net sales	14,764	12,360	103.0%	83.7%
Operating income	1,266	-590	—%	—%
(Percentage)	8.6%	—%		

Note 1: Amounts less than one million yen have been omitted.

Note 2: Includes the impact of the change of the accounting standard for revenue recognition. Net sales: approx. -0.36 billion yen, Operating income: approx. -0.07 billion yen

- ◆ In the previous fiscal year, orders fell on the back of postponed projects and slower sales negotiation in our sales activities under the COVID-19 pandemic. Net sales during the current fiscal year also struggled and decreased year on year due to procurement difficulty in electrical components, etc., in addition to the postponement of construction work.
- ◆ Operating income decreased due to lower sales and higher material prices.

***Midterm Management Plan  
FY ended March 2021 to  
FY ending March 2023***

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Despite the headwinds, such as COVID-19 and rising material prices, we are making steady progress by responding effectively to changes in demand

## Financial targets (FY ending March 2025)

- ◆ Operating income ratio: 7% or more
- ◆ ROE: 10%

## Results for FY ended March 2022

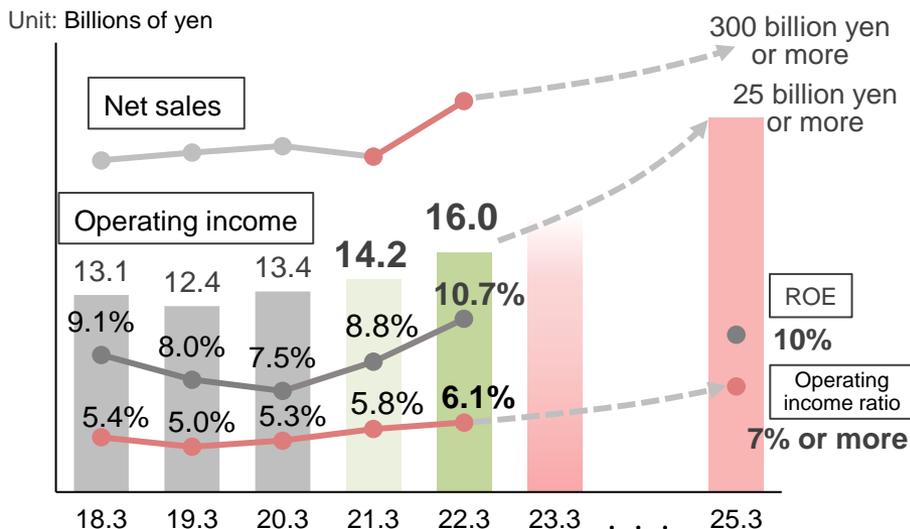
- Operating income ratio 6.1% ...Steadily improving despite rising material prices
- ROE 10.7% ...Target achieved ahead of schedule

## FY ended March 2022 Accomplishments of company-wide efforts

### Supply chain reforms

- ◆ Strengthening of build-to-order production system and higher turnover of the most in-demand products
- ◆ Implementation of measures to increase delivery efficiency (including increased direct deliveries from factories)
- ◆ Decision to construct a new building at the Tsukuba Plant

### Conceptual diagram of the quantitative growth to be achieved in FY ending March 2025



### Promotion of digital transformation

- ◆ Sales expansion of new services that utilizes digital technology
- ◆ Inaugural trainees of the expert development program have completed the program
- ◆ Started preparation for the implementation of internal DX proposal process

### Strengthening of overseas business

- ◆ Acquired DB&B, a design company in Singapore, aiming to expand business in the office market in China and ASEAN
- ◆ Entered into a joint venture with the Hangcha Group (China) aiming to expand logistics system business in China.

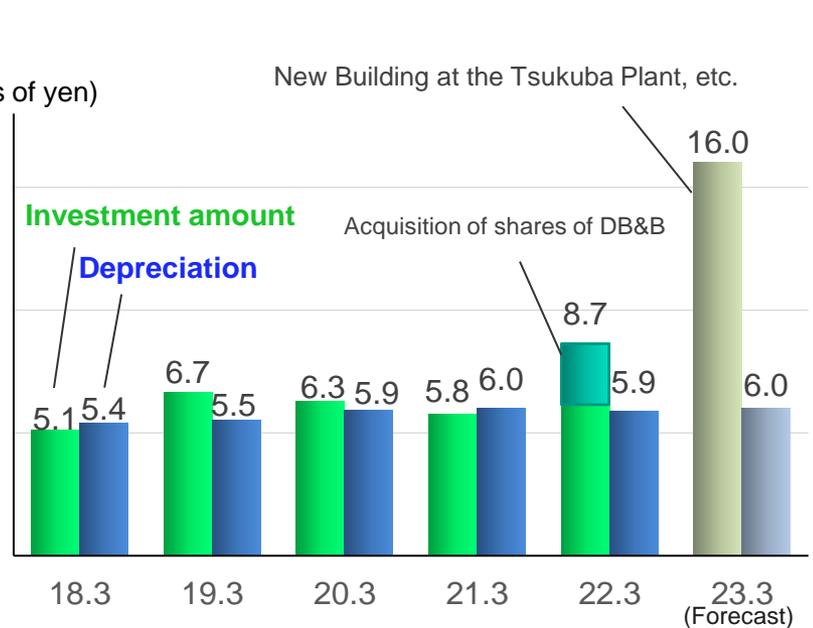
## Basic policy

Make active investments that are essential to achieve the goals for Midterm Management Plan. Select right investment projects from a perspective of strategic fit and financial efficiency.

## Scale of investment

Set •20 billion to invest in the maintenance and renewal of production equipment, IT, and so forth; and •40~50 billion for strategic investments such as strengthening existing businesses, creating new businesses, and working on priority tasks for three years from FY2020 to FY2022.

## Changes in investment amount and depreciation



## Progress in strategic investments

Several additional investment projects are under consideration toward the achievement of Midterm Management Plan

- ◆ October 2021  
Making DB&B Holdings (Singapore) a subsidiary  
Investment amount: Approximately **3.3 billion yen**
- ◆ April 2022  
Established a logistics system joint venture company in China  
Investment amount: **49 million yuan (approximately 1.0 billion yen)**
- ◆ Construction period: July 2022 to August 2023 (scheduled)  
Construction of a new building at the Tsukuba Plant  
Investment amount: **Approximately 11.5 billion yen**

Note: Investment amount means the expenditure for the purchase of property, plant and equipment, intangible assets, and shares of subsidiaries and associates (consolidated C/F).

## Midterm Management Plan – Company-wide issue: Reinforcement of overseas business

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

### **Acquisition of DB&B Holdings (Singapore) as a subsidiary** Investment amount: **Approximately 3.3 billion yen** **(acquisition of 70% of shares)**

[Outline of DB&B Holdings Pte. Ltd.]

Head office: Singapore

Founded in 1996, currently annual sales of around 5 billion yen

Business description: Office design and interior construction work

Business offices: Singapore, Thailand, the Philippines, Shanghai, Beijing, Hong Kong

Component production bases: Singapore, Shanghai

[Aim of the acquisition]

- ◆ To acquire an excellent business platform in the Chinese and ASEAN markets
- ◆ To understand office furniture needs in those markets
- ◆ To leverage the above in the development, production, and sales of strategic products

### **Established a logistics system joint venture company in China** Investment amount: **49 million yuan (shareholding ratio: 49%)**

[Outline of the joint venture]

Joint venture partner: Hangcha Group Company Ltd.

Business: manufacture and sales of logistics system equipment

[Outline of Hangcha Group Company Ltd.]

Head office: Hangzhou, Zhejiang, China

Second largest in terms of sales volume of forklift trucks in China

[Aim of the joint venture]

- ◆ Expand the logistics system business in China leveraging the sales network of the Hangcha Group
- ◆ Strengthen our supply chain
- ◆ Monitor the trends in the Chinese market, including logistics robots

## Midterm Management Plan – Company-wide issue: Supply chain reform

Reform the supply chain to be suitable for manufacturing a wide variety of products flexibly, in an effort to respond to diversifying customer needs and changing market trends.

### Effect of the construction of a new plant building

- ◆ Expansion of production capacity for work booths, mobile lockers, etc., for which there has been strong demand in recent years  
⇒ In preparation for new products that will meet future changes in trends
- ◆ Reduction in the use of external warehouses and continuous reduction in distribution cost as a result of the construction of a new warehouse



August 2023	Completion
November 2023	Start of operation
Total investment	11.5 billion yen
Items to be produced	

Storage furniture, work booths, low partitions, fixtures for use at various facilities, etc.

***Forecast for  
FY ending March 2023***

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# Earnings forecast for FY ending March 2023

(Billions of yen)

	Results for FY ended Mar. 2022	Forecast for FY ending March 2023			
		First half	Second half	Full year	Year-over- year
Net sales	261.2	129.0 (118.9)	146.0 (142.2)	275.0	105.3%
Operating income	16.0	6.0 (6.6)	11.3 (9.4)	17.3	108.3%
Ordinary income	17.5	6.7 (7.4)	11.6 (10.1)	18.3	104.6%
(Note 2) Profit	15.0	4.7 (5.1)	8.1 (9.9)	12.8	85.4%

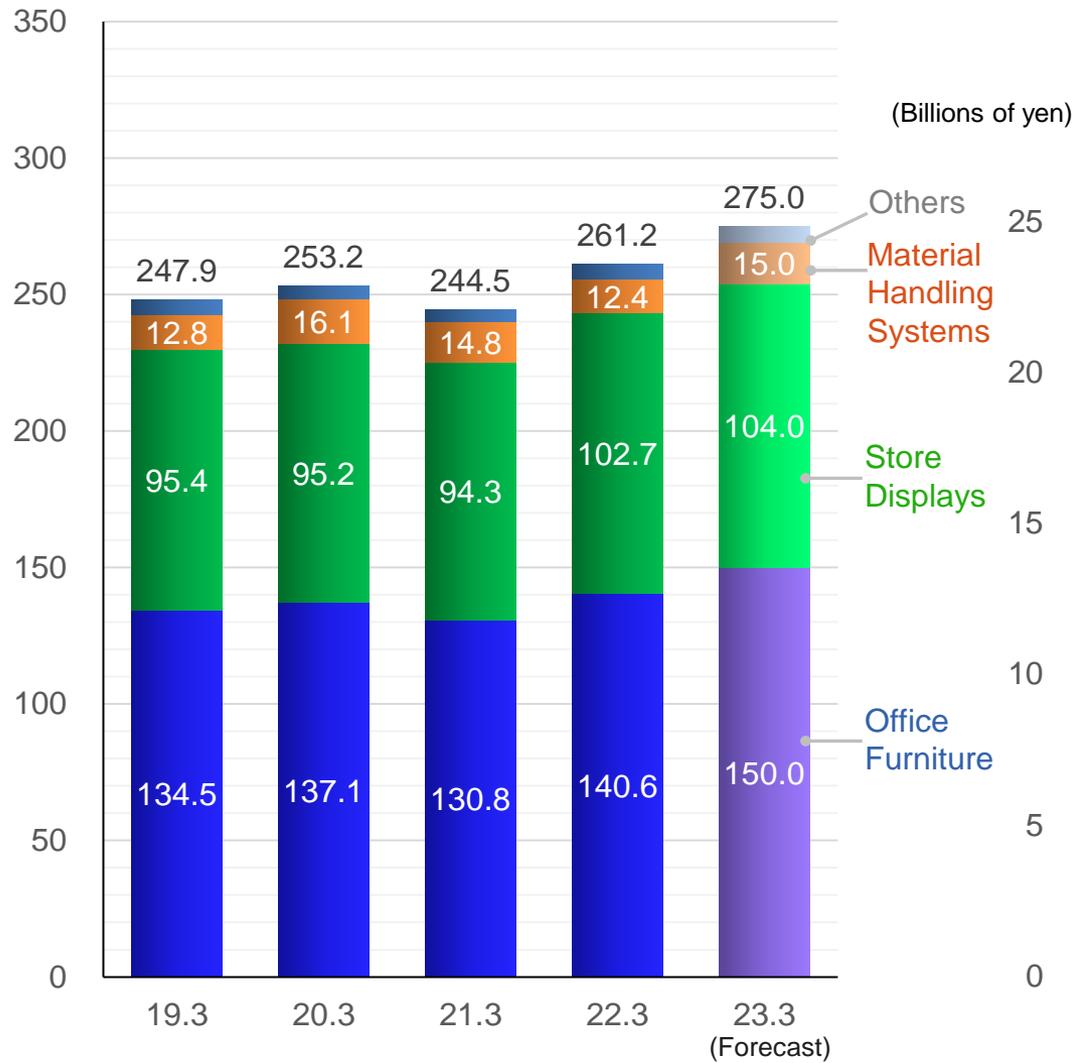
\* Figures in parentheses represent actual results for the previous year.

Note 1: These figures have been rounded off to the nearest unit displayed.

Note 2: The profit represents "profit attributable to owners of parent."

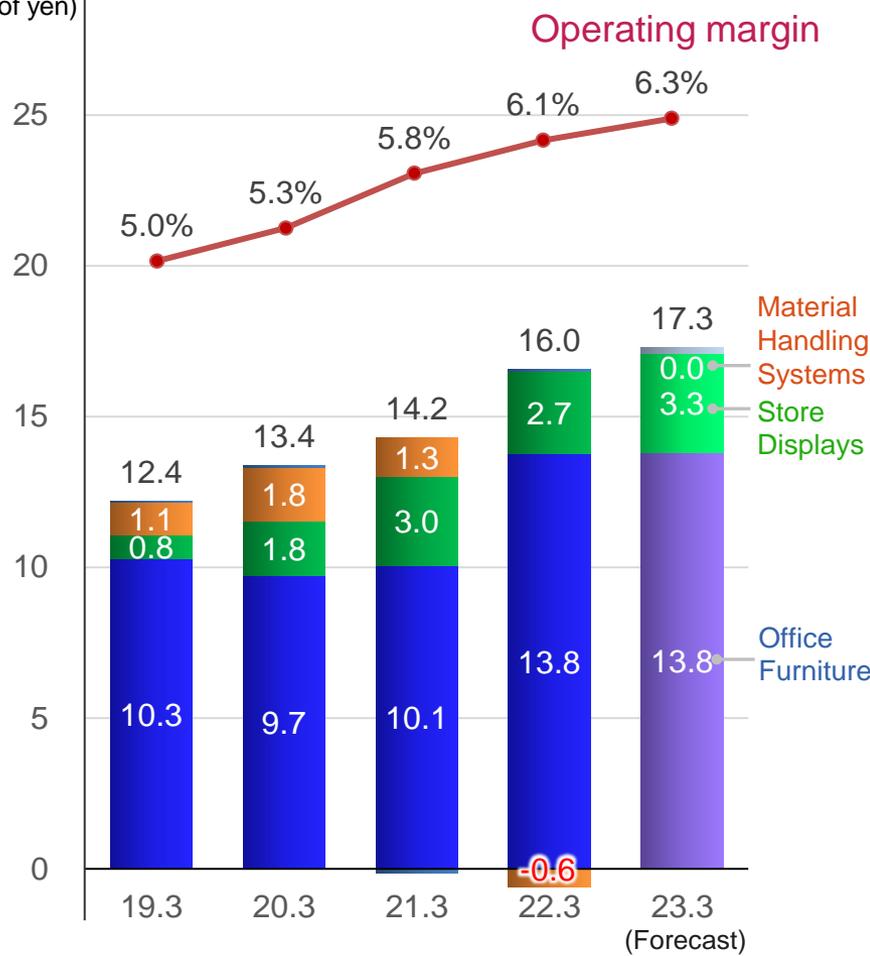
## Net sales by segment

(Billions of yen)

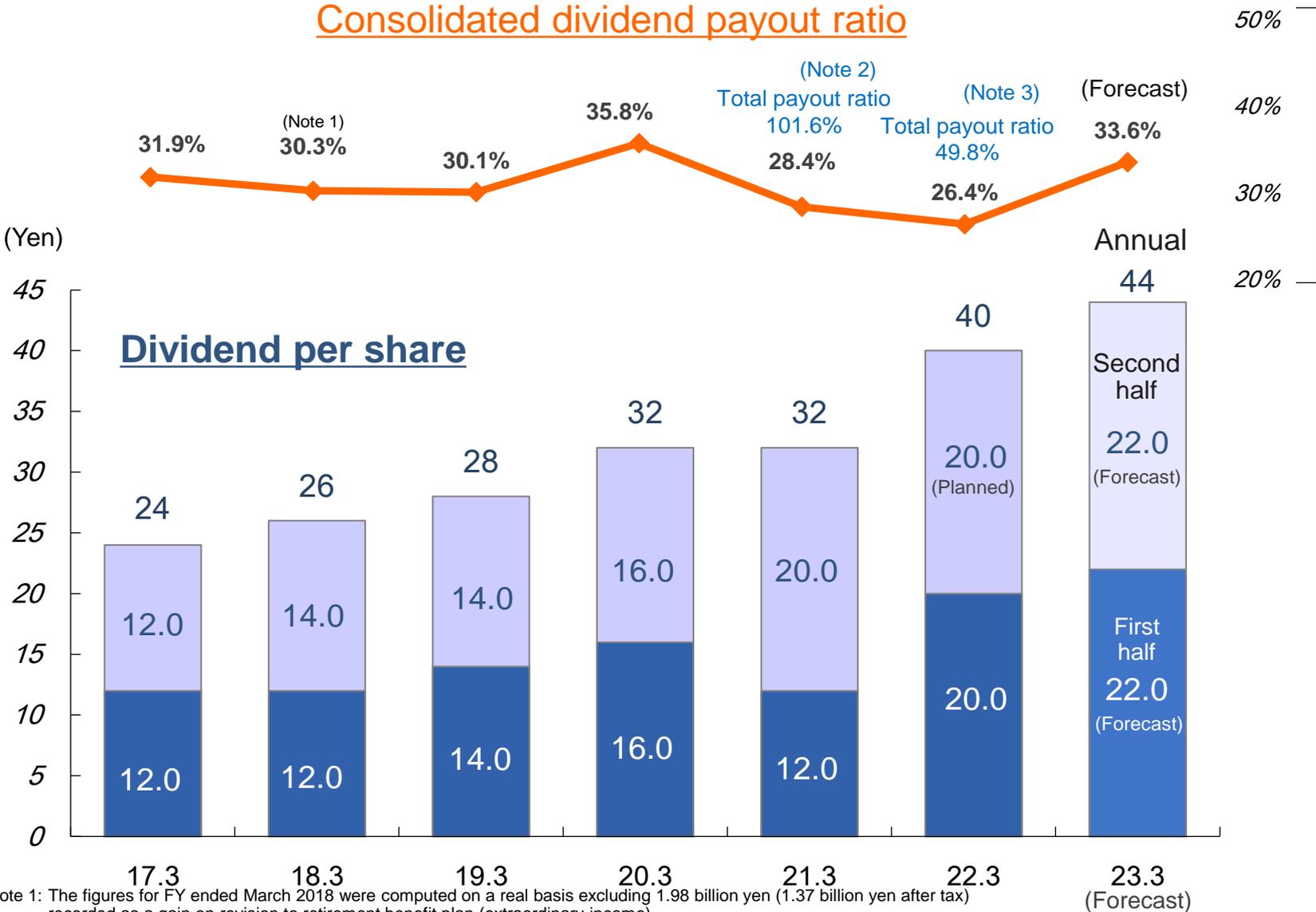


## Operating income by segment

(Billions of yen)



Note 1: These figures have been rounded off to the nearest unit displayed.



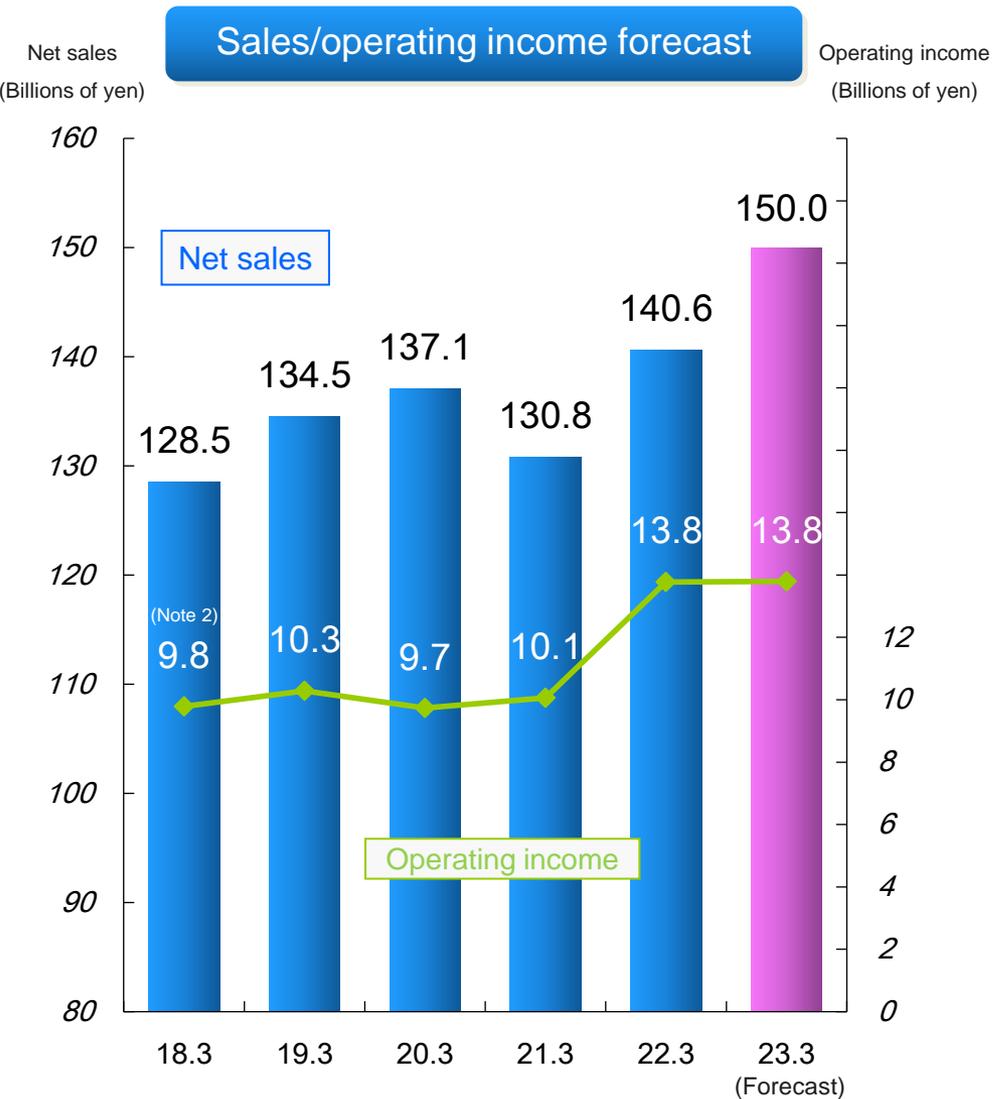
Note 1: The figures for FY ended March 2018 were computed on a real basis excluding 1.98 billion yen (1.37 billion yen after tax) recorded as a gain on revision to retirement benefit plan (extraordinary income).  
 Note 2: The Company acquired 9,702,700 treasury shares (Acquisition price: approx. 8.83 billion yen) on November 19, 2020. The Company cancelled 11,770,509 shares (The percentage of all issued shares before the cancellation: 10.47%) on January 29, 2021.  
 Note 3: The Company acquired 1,439,000 treasury shares (Acquisition price: approx. 2.04 billion yen) on May 27, 2021. The Company acquired 1,259,600 treasury shares (Acquisition price: approx. 1.49 billion yen) on March 17, 2022.

# ***Situation by business segment***

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# *Office Furniture business*

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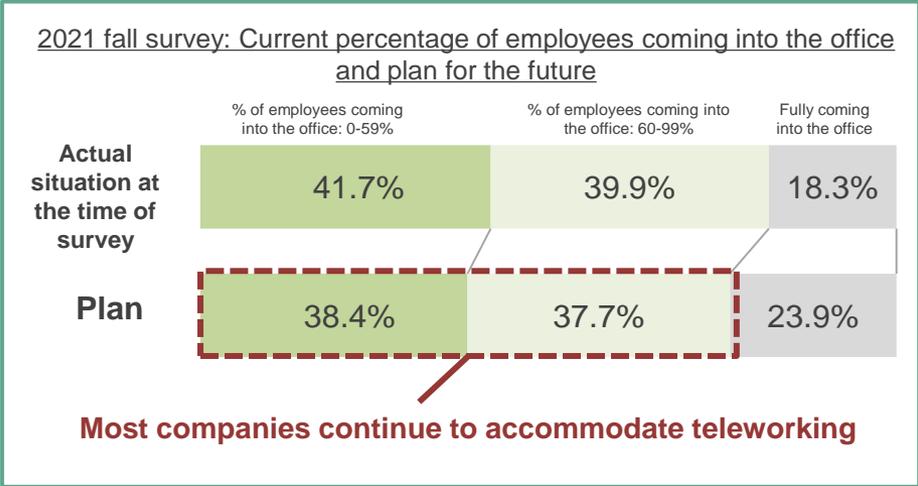


## Business environment and Okamura's response

- ◆ Office renovation demand arising from the spread of hybrid work continues to be strong.
- ◆ Products that support the new work style such as work booths have become necessities in office renovation.
- ◆ Planning for a price revision in July as a countermeasure to material price hikes
- ◆ There is a tendency of returning to the central office. Further increase in demand is expected in and after FY ending March 2024 due to the completion of new buildings in central Tokyo.

Note 1: These figures have been rounded off to the nearest unit displayed.  
 Note 2: For FY ended March 2018, a revision to the Company's corporate pension plan due to a revision to its retirement benefit plan (change in accounting estimates) had an effect of 0.48 billion yen (profit increase).

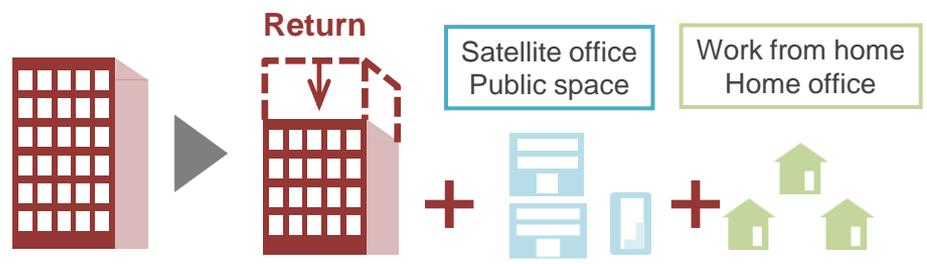
**Hybrid work that accommodates teleworking has become a mainstream trend**



Source: Prepared based on Topic Report: Exploring How Hybrid Work Should Be, XYMAX REAL ESTATE INSTITUTE Corporation, March 11, 2022

**Office right-sizing**

The **right-sizing trend of office floor area** continues as the percentage of employees coming into the office changes  
 Excess space after right-sizing will be used for multi-location of offices



**Nationwide expansion of central office renovation demand**

Responding to new work styles, taking hybrid work as a given

Lower percentage of employees coming into the office is driving **reduction in seats specifically assigned to each individual**



Accommodation of free-address office and ABW  
**Expansion of group areas**



**Demand arises for the replacement of existing fixtures**

Accommodation of ABW and free-address offices

Increase in web meetings



Mobile locker

Mobile battery

Work booth

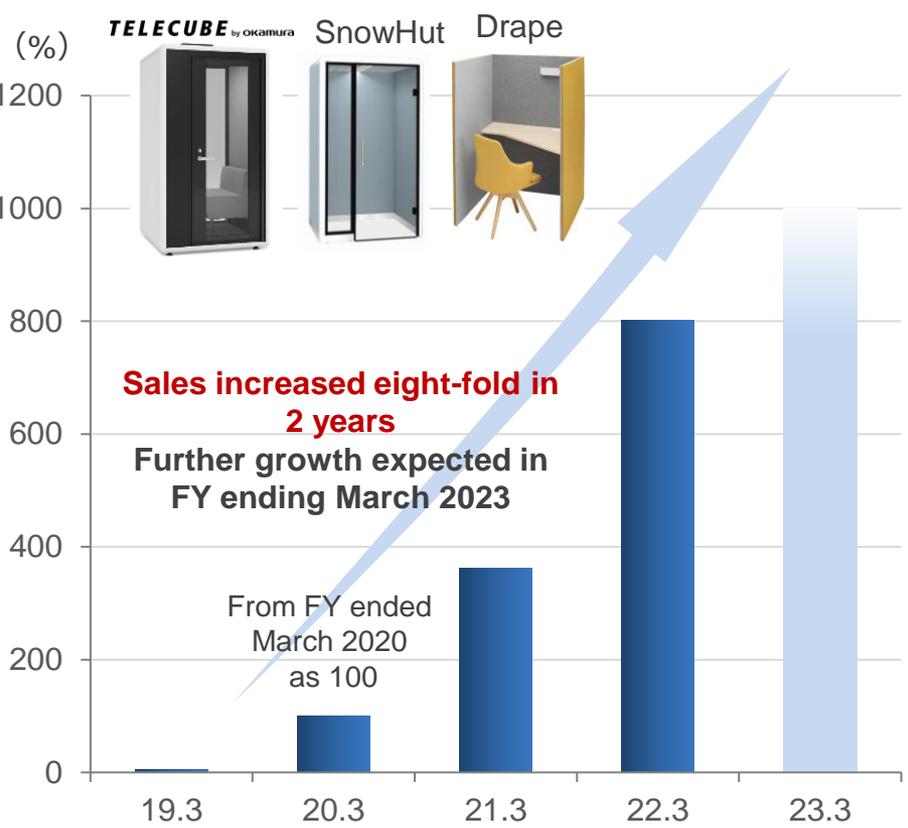
Major locations are renovated first, and others will be renovated as needed

**Office-related investments will be a long-term trend**

## Work booth sales results

We started to sell TELECUBE by OKAMURA ahead of other companies in 2018. Since then, we have been ahead of competitors with ample deliveries to offices and public facilities.

Sales of the main work booths



## Expansion of the work booth market

◆ **Work booths have become necessities in the office**  
 Increase in web meetings fuels strong demand in business offices. Inquiries from other facilities such as universities are also increasing.  
 ➔ **Demand is firm on the back of the increasing use of work booths throughout Japan**

◆ **Wide acceptance of work styles not bound by place**  
 TELECUBES are installed in public spaces, such as railway stations, and railway companies and others are expanding **fee-charging business targeting teleworkers**  
 ➔ **Major inquiries from shared office operators are increasing**



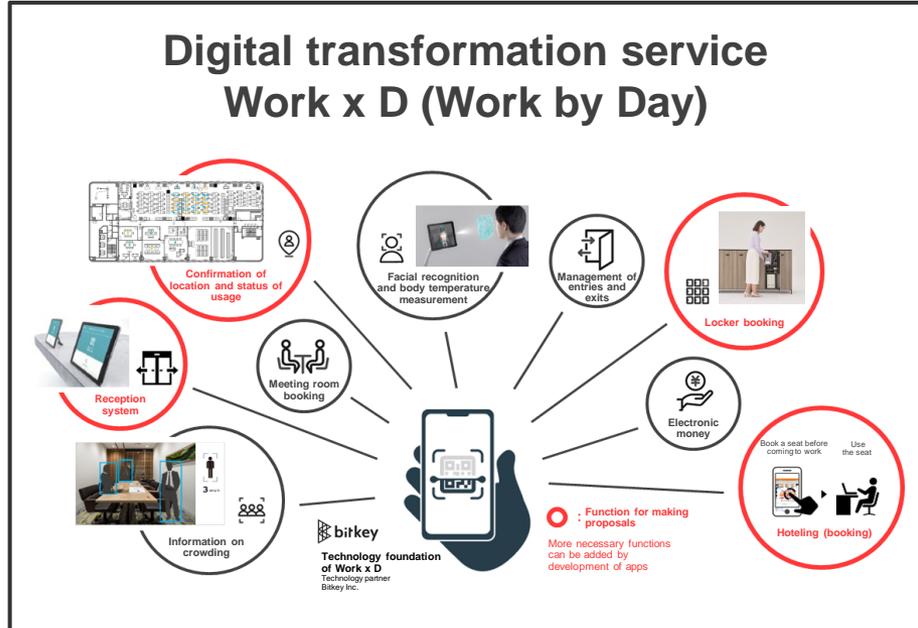
Seek to expand sales by leveraging our extensive product lineup and delivery record



- Industry-leading sound insulation performance
- Extensive selection of items in terms of color, size, etc.
- Coordination between the reservation system and the fee-charging system
- Work booths other than TELECUBE

### Support the management of diverse work styles by realizing “work style digitalization”

### Realize labor saving and efficiency improvement in the building cleaning industry



Started delivery in 2021

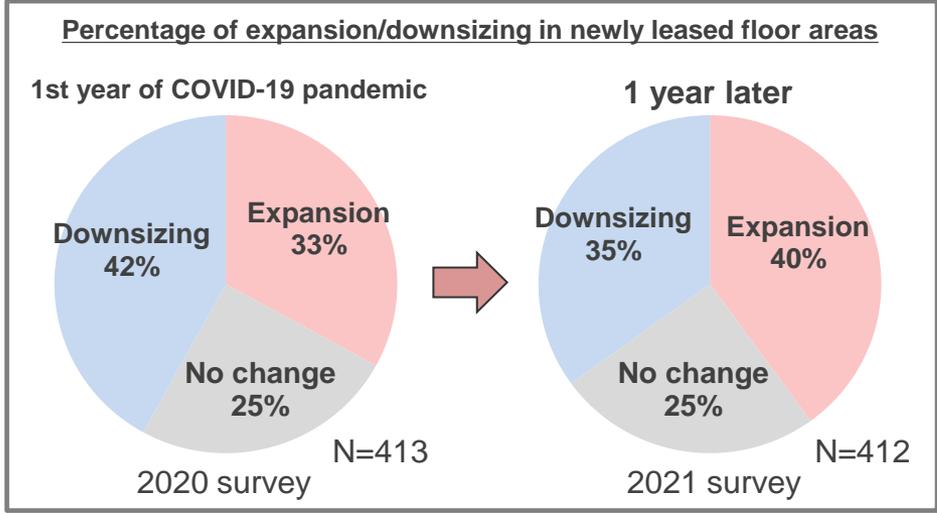
Launched in April 2022

Connect all spaces, things, and data through digitalization.  
All functions are made available for use by dedicated apps.

An automatic carrier robot that supports the use of commercially available industrial dry vacuum cleaners.  
Can clean floors by approaching up to 1 cm from the wall.

**Results of a questionnaire on office floor area**

An increasing number of companies are considering the expansion of office floor area



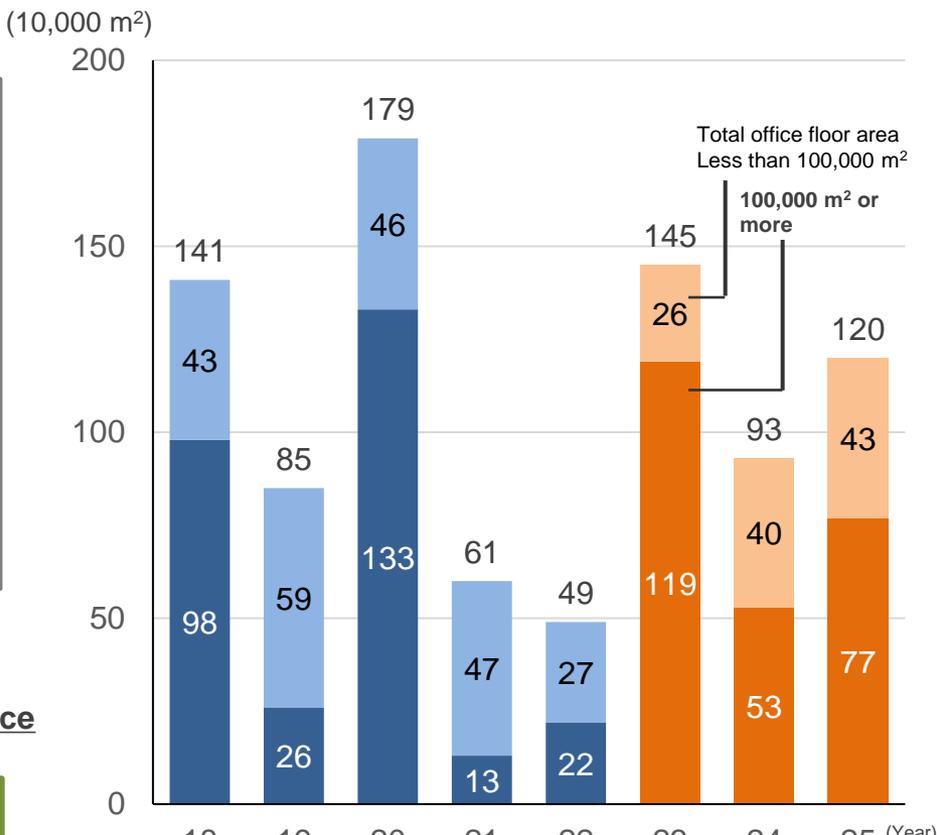
Source: 2021 Survey of Office Needs in Tokyo's 23 Wards, Mori Building, December 23, 2021

**Additional questionnaire: Reasons for plans to lease new office space**

1st place	30%	To change the workplace in response to changes in work styles (new item in FY2021)
2nd place	29%	To relocate to a lower-rent building

Source: 2021 Survey of Office Needs in Tokyo's 23 Wards, Mori Building, December 23, 2021

**Office supply in Tokyo's 23 wards**



Source: Survey of Large-scale Office Building Market in Tokyo's 23 Wards, Mori Building, May 27, 2021  
Buildings covered by the survey: Buildings with a total office floor area of 10,000 m² or more

**Office-related investments are expected to accelerate as the supply of new buildings will increase from 2023**

# ***Store Displays business***

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## Sales/operating income forecast

Net sales (Billions of yen)      Operating income (Billions of yen)



### Business environment and Okamura's response

- ◆ Competition between business formats (e.g., new openings of drugstores vs. supermarkets) has intensified. As a result, investment in the “development of competitive stores” has increased.
- ◆ There is active investment in food departments on the back of rising demand for home-meal replacement and home meals. Demand for refrigerated showcases was strong as in the previous fiscal year.
- ◆ Okamura has strengths in store planning and design projects, and the number of such projects, including upscale supermarkets, and competitive bidding for store opening, has increased.
- ◆ We are planning for a price revision in July as a countermeasure to material price hikes.

Note 1: These figures have been rounded off to the nearest unit displayed.  
 Note 2: For FY ended March 2018, a revision to the Company's corporate pension plan due to a revision to its retirement benefit plan (change in accounting estimates) had an effect of 0.18 billion yen (profit increase).

## Trend: Intensification of competition between business formats

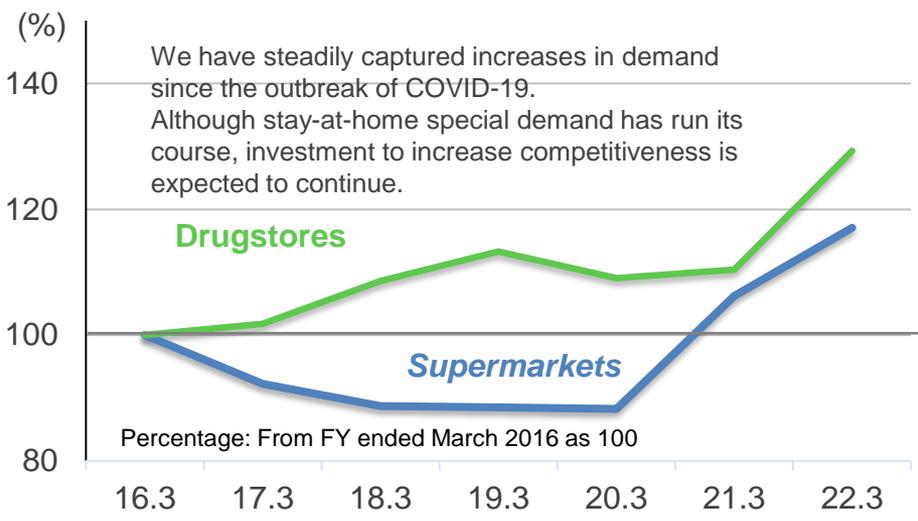
- ◆ Drugstores are focusing on food to ensure customer retention.
- ◆ In order to counteract this movement, there is aggressive investment in food departments.

## Trend: Increase in upscale supermarket projects

- ◆ There is strong demand for the creation of upscale-oriented stores and sales floors.
- ◆ Planning support projects for bidders of competitive bidding for store opening are increasing.



### Okamura's sales to supermarkets and drugstores



**There is a tendency for higher investment amounts due to upscale orientation.**

**Our store design track record is a great advantage.**

### Okamura's total solution

Our planning and proposal capability, extensive product lineup, and extensive track record of proposals and deliveries to major supermarkets and drugstore chains

**Total solution from proposal to maintenance**

**The only Japanese manufacturer selling both store displays and refrigerated showcases**

**Store displays**

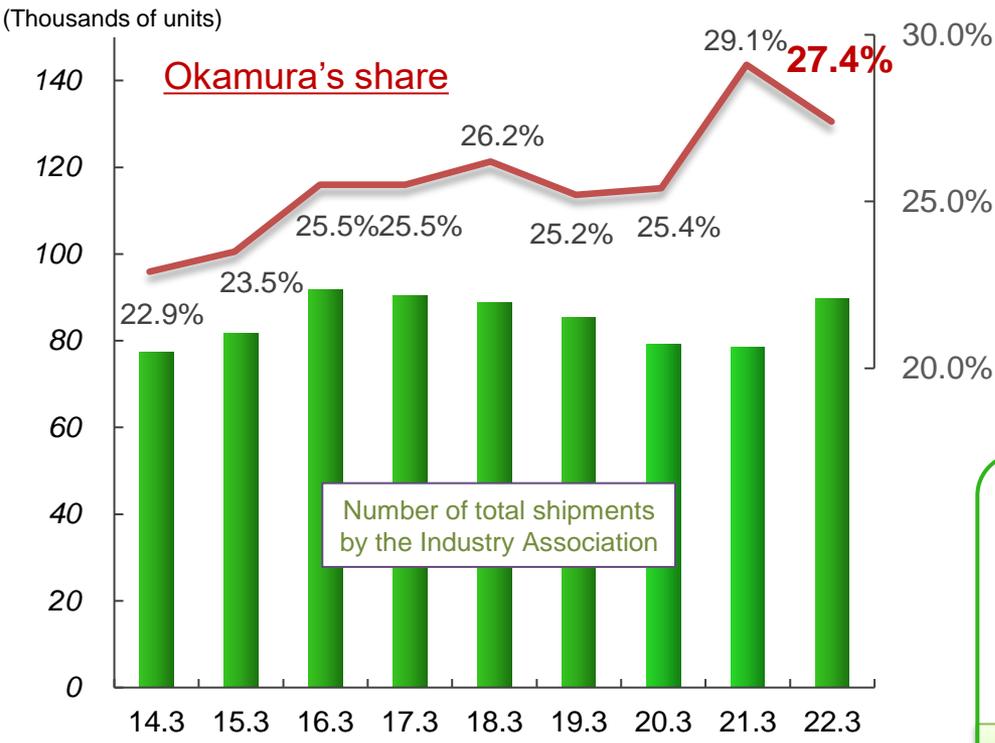
**Refrigerated showcases**

**There is active investment particularly in food departments.**  
**Demand is strong also in the current fiscal year particularly for refrigerated showcases.**

**Capture further demand by leveraging our strengths**

## Trend of Okamura market share of refrigerated showcases

Demand from supermarkets and drugstores is strong. Our shipment volume as well as that in the industry increased, but supply has been unstable since the summer 2021 due to procurement difficulty.



(Note) Okamura's estimate is based on actual shipment results prepared by the Japan Refrigeration and Air Conditioning Industry Association, etc. (as of the end of March 2022)

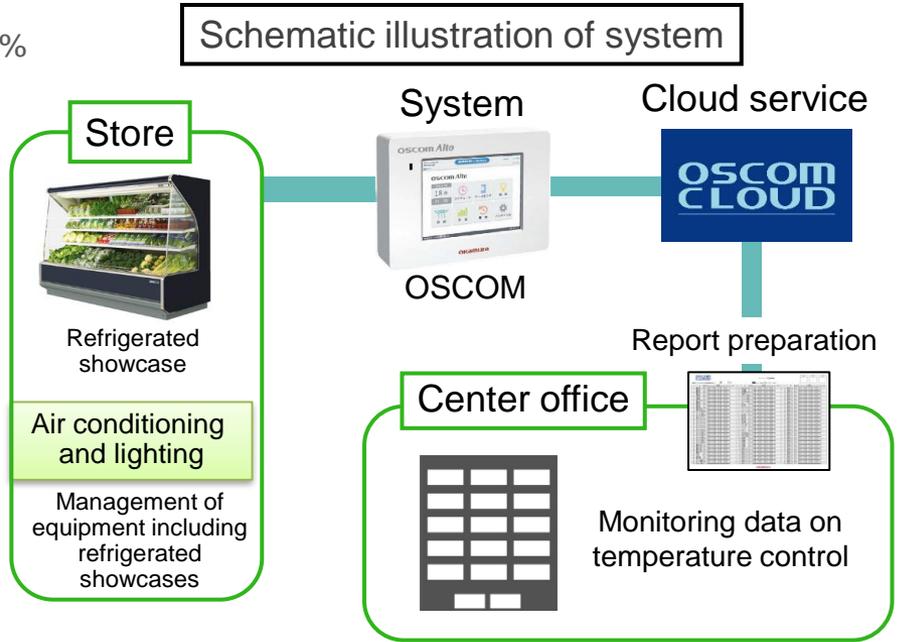
**Focus on optimizing supply-demand balance through anticipatory production and delivery lead time adjustment**

## Enhance maintenance services by utilizing digital technology

Focus on increasing sales in the field of maintenance services, aiming to increase the size of orders received. Aim to increase value added, while using resources effectively by leveraging digital technologies.

### Sales expansion of the "OSCOM CLOUD" service

Focus also on increasing the number of cloud service users in addition to the sales expansion of temperature and power consumption control systems



## Present: Proposal for manpower-saving and labor-saving fixtures

### Sliding shelves

Reduce goods display workload significantly  
Can be fitted to existing shelves and refrigerated showcases (including products of other companies)



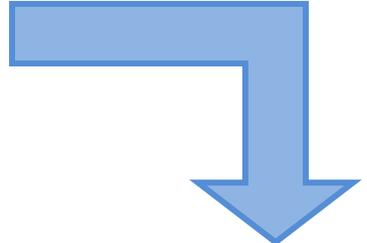
### Self-checkouts and near self-checkouts

Demand has accelerated due to increases in electronic payments. Demand for antibacterial specifications has also increased.



Research and development of future stores in collaboration with players in other industries

Digital solutions, effective use of robots, transition to unmanned operations, data utilization, etc.



## Future: Proposal of stores in the age of advanced unmanned operations and robot utilization

### Weight sensor control system

Monitor the number of merchandise items on the fixtures by embedding weight sensors in shelf boards and hooks



Weight sensor hook



Server, cloud



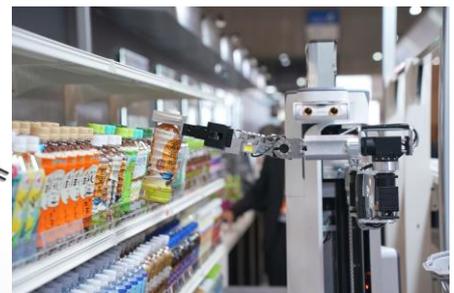
Monitoring, interlinked with signage

Can be used for various uses

➔ Inventory detection, analysis of purchase behavior, walkthrough payment, etc.

### Effective use of robots

Entered into a capital and business alliance with Telexistence Inc. in 2021.  
Research and development of store fixtures and furniture that utilize remote control robots.



Drink shelving and displaying robot "TX SCARA" (developed by Telexistence)

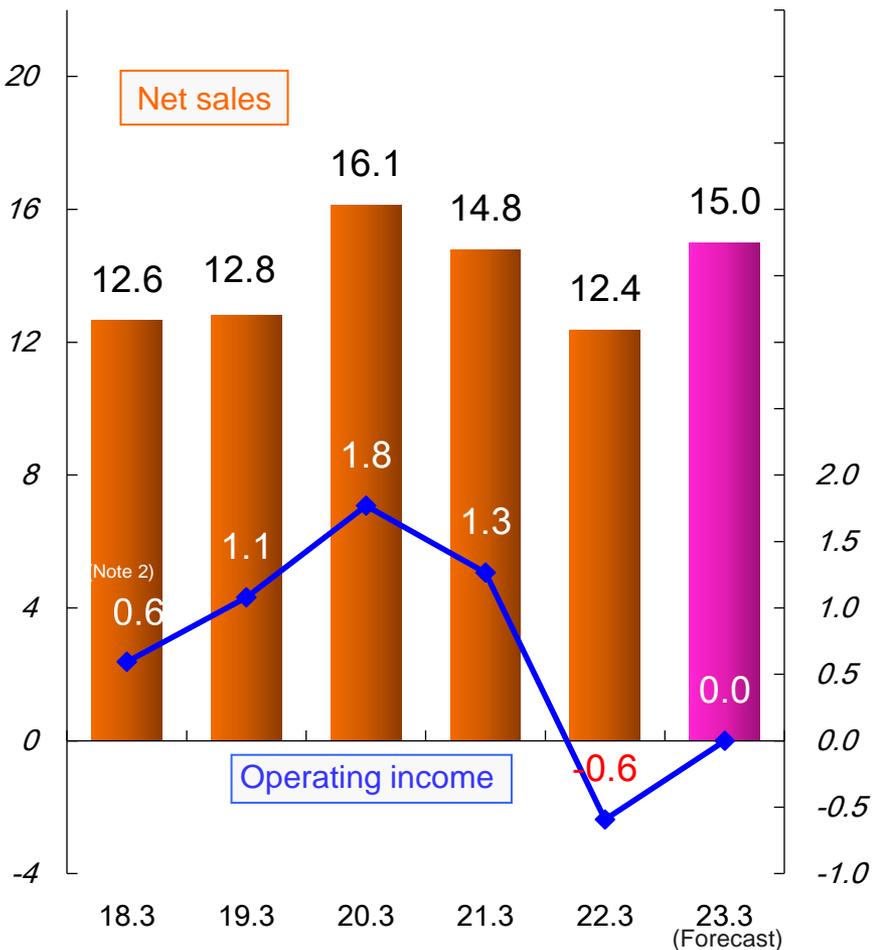
# ***Material Handling Systems business***

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## Sales/operating income forecast

### Business environment and Okamura's response

Net sales (Billions of yen)      Operating income (Billions of yen)

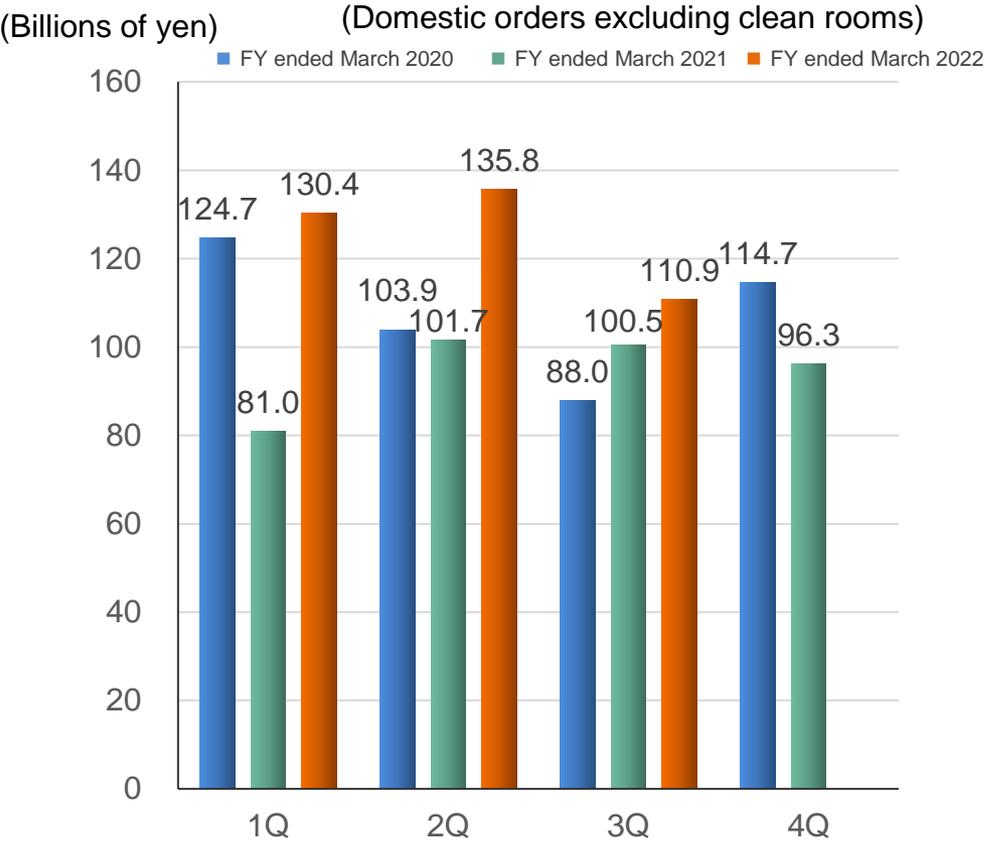


- ◆ Orders received have returned to pre-COVID-19 levels, but we struggled in adjusting delivery lead time due to procurement difficulty in materials and parts.  
Due to a concentration of sales in 2H, supply is a challenge.
- ◆ Captured pallet storage needs by leveraging the new CYBISTOR Series products
- ◆ Established a joint venture company to develop business in the Chinese market.

Note 1: These figures have been rounded off to the nearest unit displayed.  
 Note 2: For FY ended March 2018, a revision to the Company's corporate pension plan due to a revision to its retirement benefit plan (change in accounting estimates) had an effect of 0.05 billion yen (profit increase).

**Inquiries and orders received have recovered steadily**

Received orders statistics by Japan Institute Logistics Systems

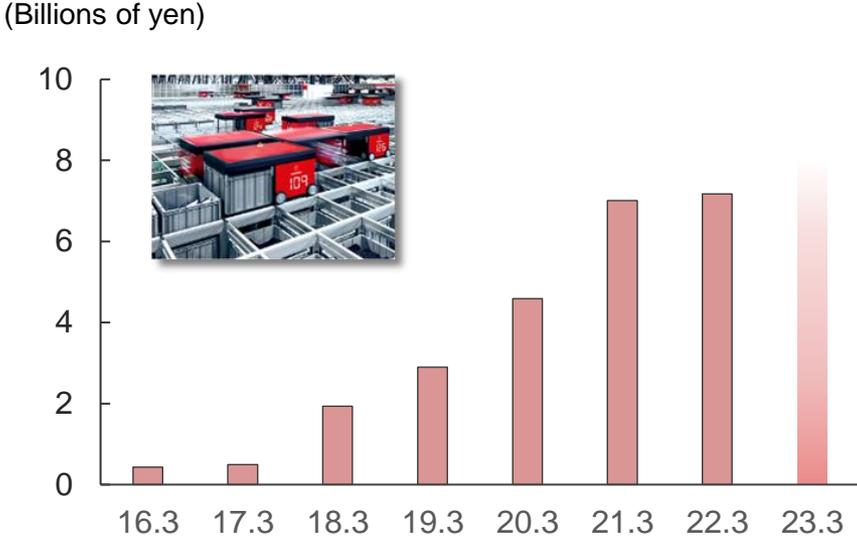


**Demand has steadily returned to pre-COVID-19 levels from the significant declines caused by COVID-19**

**Procurement and delivery lead time issues**

Due to supply chain disruption, there is a shortage of materials and parts, particularly for electrical components. While inquiries and orders received are increasing for AutoStore and other products, sales growth has slowed down due to longer delivery lead times.

**Cumulative AutoStore sales (products only)**

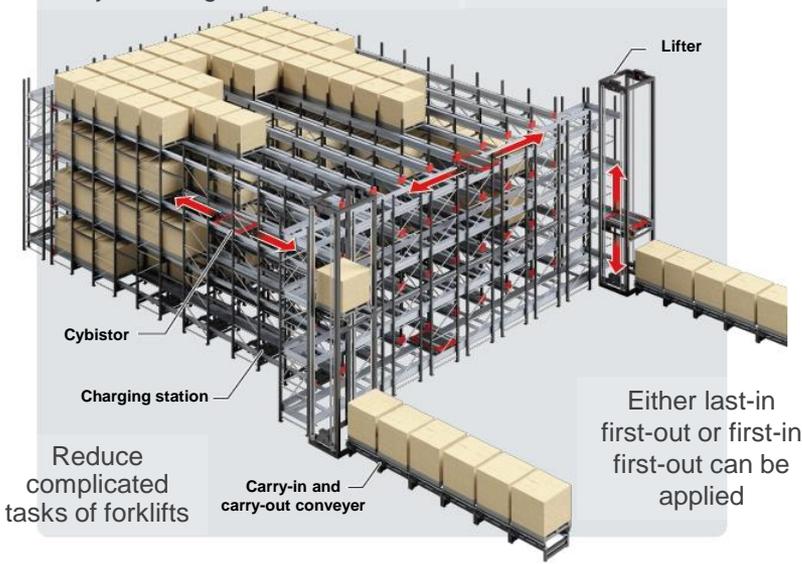


**Strict delivery date and cost management for orders received**  
**Strive to meet profit targets**

## CYBISTOR 2

Carry in and out pallets to and from a warehouse with a combination of shuttles that move back/forth/right/left and lifters

High-density storage of pallets is realized by reducing the width of aisles      Up-and-down movement is possible with the use of lifters



## Support the high-density storage of pallet items not covered by AutoStore

Differentiated from other companies through the offering of product series



### CYBISTOR

High-density storage to increase storage volume

### CYBISTOR II

Automatic storing and retrieving enabled by shuttles and lifters that can run in all directions

### CYBISTOR x AGF

Further automation can be achieved in combination with unmanned forklifts

For production and distribution sites that handle pallet items



Shuttle: carry a pallet, moving back/forth/left/right on the lanes.

Grocery wholesalers, supermarkets, drugstores, drink/food/daily necessity manufacturers, chemical product manufacturers, raw material manufacturers, etc.

# PROGRESS ONE

A hybrid-type logistics automation solution by AI-powered autonomous picking robots and remote control systems



Remote control by operators

Follow up by remote control the work that is difficult for a robot alone to perform.  
Eliminate also any mismatch between the distribution site and the worker.

Robot remote control platform

## PROGRESS ONE



### Workers

City and residential areas  
Pleasant and comfortable work environment



### AI & remote control hybrid robots

Distribution centers beyond the bay and in the suburbs

Verification tests will start in FY2022.  
We aim to start the provision of services in or after FY2023.

Aiming for an expansion in the Chinese market

Established a joint venture  
**Zhejiang Hangcha Okamura Co., Ltd.**

Established in April 2022

- ◆ Full-scale entrance into the large Chinese market
- ◆ Strengthen our domestic supply chain
- ◆ Further collaboration toward market trend research and development

### Okamura

- Development and manufacture of logistics systems
- Proposal and production knowhow



### Hangcha Group Company Ltd.

(Previous experience in a joint venture with the company in the power train business)

- Second largest in terms of sales volume of forklift trucks in China
- Strong platform for sales and after-sale services

Aim to develop our business in the fast-growing Chinese logistics system market, leveraging the strengths of both companies.

# *Summary*

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## Key points

**Further progress in Midterm Management Plan  
Aim to achieve record high profits again by  
overcoming rising material prices and  
procurement difficulty**

### Office Furniture business

**Create and capture office renovation demand  
in the age of hybrid work**

### Store Displays business

**Strengthen upstream sales activities through  
proposing total solutions for “store development,”  
which is among our strengths**

### Material Handling Systems business

**Ensure business reinforcement aiming to  
secure stable sales and thorough cost  
management**

Note 1: The profit represents “profit attributable to owners of parent.”

## Earnings forecast for FY ending March 2023

	Earnings forecast for FY ending Mar. 2023
Net sales	275.0 (105.3%)
Operating income	17.3 (108.3%)
Ordinary income	18.3 (104.6%)
Profit	12.8 (85.4%)

(Billions of yen) (Year-over-year)