

The Okamura Group's Purpose

# Realizing a society where people can thrive

The vitality of every individual will lead to a sustainable society.  
With this belief and a sense of purpose,  
Okamura will realize a society in which all people can work and  
live with vitality and smiles.

Okamura's Mission

“Contribute to society by  
creating environments where  
people can thrive with  
rich ideas and reliable quality.”





## Carrying on the Okamura Spirit

In 1945, a group of engineers pooled their funds, skills, and labor to launch the company as the Okamura Manufacturing Facility, a cooperative industry. Adopting the motto that “quality pays for itself,” we demonstrate passion and teamwork as we boldly take on challenges.

We develop our Office Furniture business, Store Displays business, Material Handling Systems business, and Powertrain business, and provide society with high-quality products and services.

Okamura's Core Strengths

# Three core strengths developed through loving people

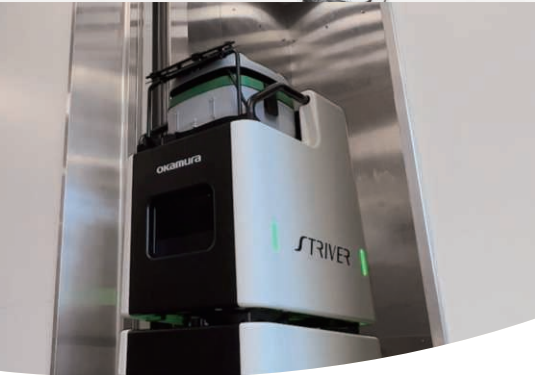
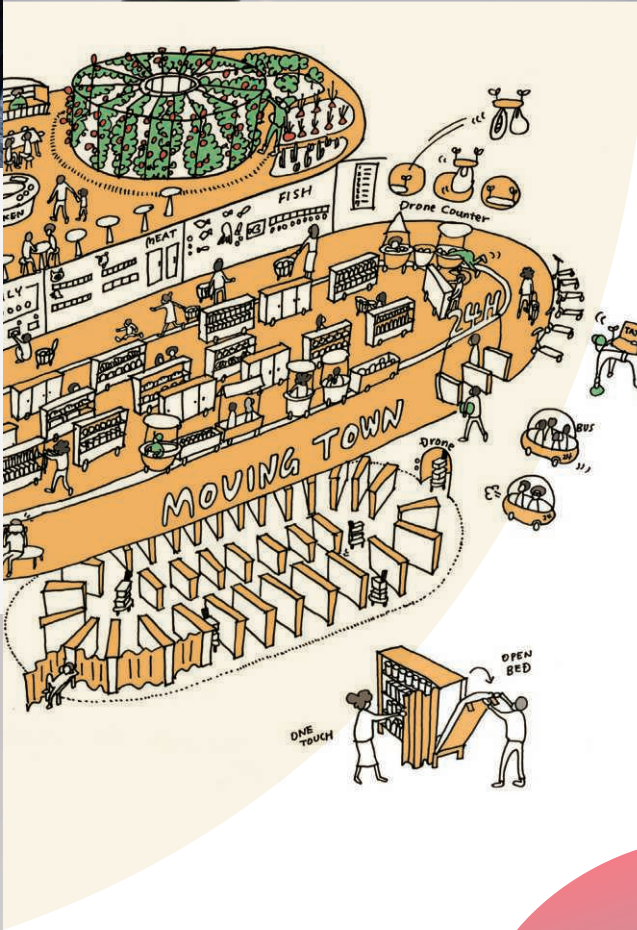
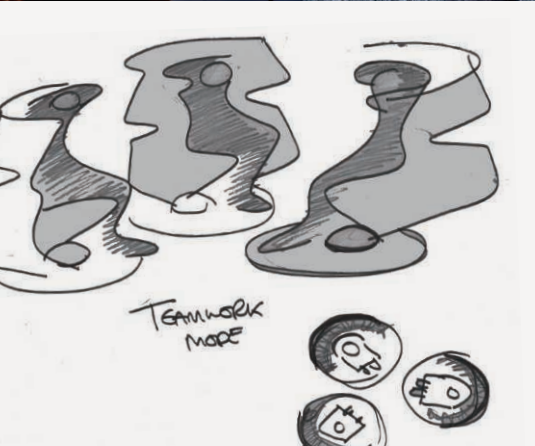
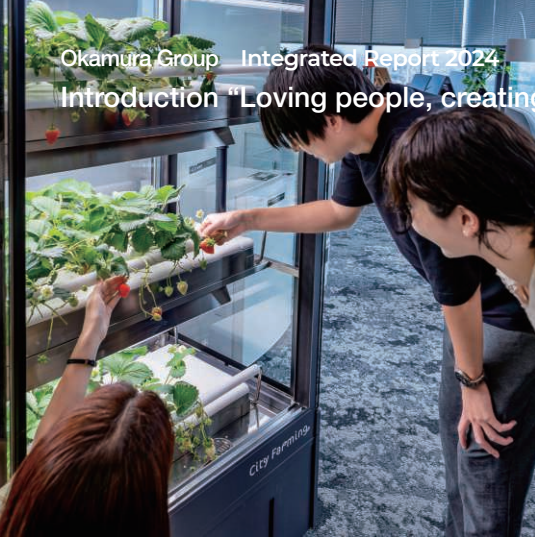
By refining these three core strengths, which are centered on loving people, we will create a virtuous cycle which begins with a thriving workforce and ends with thriving customers and society.

Relationships of trust with customers

Ability to solve customers' issues

Reliable manufacturing

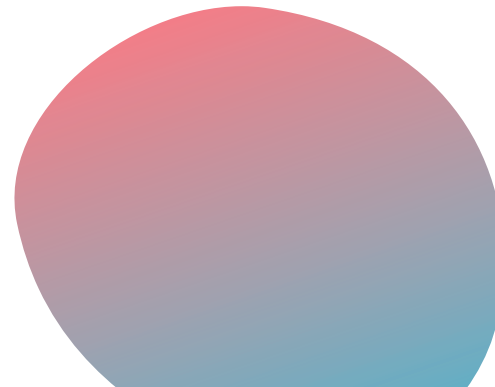




Management Policy

# Creating new demand

We want to be a company that can constantly provide interesting solutions for customers and society. Design and proposal capabilities that can bring shape to the necessary products and services, and advanced production technologies that can guarantee quality and the ability to ensure stable supplies—by further enhancing these capabilities, we will strive to provide new value.



## Publication of the Okamura Group Integrated Report 2024

Since 2023, the Okamura Group has published the Okamura Group Integrated Report that presents financial and non-financial information as well as the Group's management policies and strategies in an integrated manner, in addition to a Sustainability Report.

In compiling the Okamura Group Integrated Report, our foremost priority was to further enhance understanding of the Group's activities among all our shareholders, investors, and wide range of other stakeholders. Centered on the Group's Purpose of "Realizing a society where people can thrive," we made every effort to showcase how our history and accumulated strengths are linked to our medium- to long-term business strategies and growth strategies in an easy-to-understand manner.

The Okamura Group Integrated Report 2024 reports on the progress made on the Midterm Management Plan 2025 announced in May 2023, and also describes the value creation process for the Group's sustainable growth, the specific strategies of each business, and initiatives and systems that support them.

The Integrated Report focuses on our business strategies for value creation over the medium to long term, while the Sustainability Report highlights our sustainability activities and ESG data. The information contained within both reports is linked in order to facilitate the use of both publications by our stakeholders.

We will continue to deepen the understanding of the Group by our wide range of stakeholders by communicating through appropriate dissemination of information, and work on initiatives to further raise corporate value and solve social issues.

We hope this Integrated Report will serve to further improve our dialogue with our many stakeholders.

## Information Disclosure System

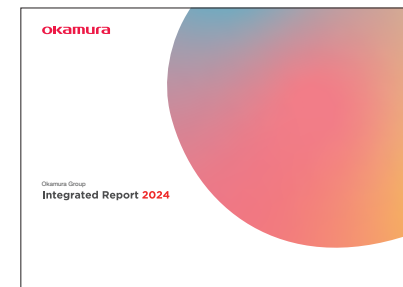
### Financial Information

### Non-financial Information

#### Integrated Report

**An integrated report comprising financial and non-financial information, including management policies and management strategies aimed at value creation over the mid- to long-term**

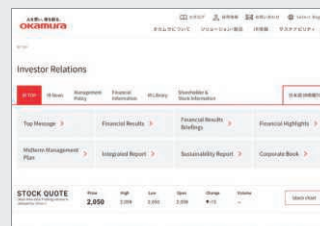
- Message from the CEO
- Value Creation Story
- Strategies for Growth
- Corporate Governance



### IR Information (Website)

**Disclosure of business overviews, financial information and stock information, mainly for shareholders and investors**

- Securities report
- Financial results
- Financial results briefing materials
- Midterm management plan materials
- Stock information
- Corporate governance report

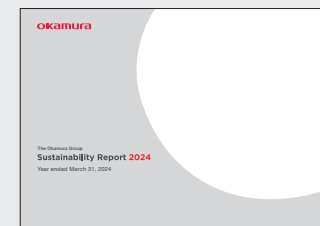


<https://ir.okamura.co.jp/en/>

### Sustainability Report

**Disclosure of non-financial information, including activities aimed at sustainability, for our wide range of stakeholders**

- Promotion of sustainability
- Stakeholder engagement
- Global environmental initiatives
- Initiatives for safe, high-quality products and services
- Initiatives for human resources
- Corporate governance
- Respect for human rights ● ESG data



[https://www.okamura.co.jp/corporate/sustainability/\(Japanese\)](https://www.okamura.co.jp/corporate/sustainability/(Japanese))

# Contents

## Introduction “Loving people, creating places”

The Okamura Group's Growth Intentions	Unraveling the Group's Value Creation Mechanisms	Medium- to Long-term Growth Strategies and Achievements	Corporate Governance to Support the Improvement of Corporate Value	
1	2	3	4	5
Message from the CEO	Value Creation Story	Strategies for Growth	Management Foundation	Financial/Company Data
<ul style="list-style-type: none"> <li>8 Message from the CEO</li> <li>15 The Okamura Group's Businesses</li> <li>16 Okamura in Numbers</li> <li>17 Recognition from Society</li> </ul>	<ul style="list-style-type: none"> <li>19 The Okamura Group's Purpose</li> <li>20 Management Philosophy: Okamura Way</li> <li>21 The Okamura Group's Strengths</li> <li>22 The Okamura Group's History</li> <li>24 Three Accumulated Strengths</li> <li>26 Management Policy</li> <li>27 Social Issues to Tackle and Value Propositions</li> <li>28 Value Creation Story Overview</li> <li>29 The Okamura Group's Materiality</li> </ul>	<ul style="list-style-type: none"> <li>31 Overview of the Midterm Management Plan 2025</li> <li>34 Strategies for Each Business               <ul style="list-style-type: none"> <li>34 Office Furniture Business</li> <li>37 Store Displays Business</li> <li>40 Material Handling Systems Business</li> <li>43 Powertrain Business</li> </ul> </li> <li>45 Overseas Business</li> <li>46 Production and Supply System</li> <li>47 Message from the Chief HR Officer</li> <li>49 Message from the Chief DX Officer</li> <li>51 Message from the Chief Environment Officer</li> <li>54 Message from the Chief Financial Officer</li> </ul>	<ul style="list-style-type: none"> <li>57 Company Officers</li> <li>59 Corporate Governance</li> <li>65 Roundtable Discussion with Outside Directors</li> <li>67 Message from an Outside Auditor</li> <li>68 Risk Management</li> <li>74 Stakeholder Engagement</li> </ul>	<ul style="list-style-type: none"> <li>76 Materiality KPIs and Progress</li> <li>78 Five-year Consolidated Financial Summary</li> <li>79 Company Information/ Stock Information</li> </ul>

### Reference Guidelines

- International Integrated Reporting Council (IIRC): International Integrated Reporting Framework
- The Ministry of Economy, Trade and Industry: Guidance for Collaborative Value Creation

### Reporting Period

- FY2023 (April 1, 2023–March 31, 2024)
- For some activities, the information includes that of activities from April 2024 onwards

### Scope of Reporting

- Okamura Group (Okamura Corporation and its subsidiaries and associates)
- Please see here for information on subsidiaries and associates (Japanese)
  - ▶ <https://www.okamura.co.jp/corporate/outline/group.html>

### Terminology

- Okamura Group: Okamura Corporation and its subsidiaries and associates

- Okamura: Okamura Corporation or the Okamura brand

### Notes on Forward-looking Statements

The predictions, forecasts, and plans contained in this report relating to the future of the Okamura Group are based on assumptions or judgements made in line with information available at the time, and thus contain some uncertainties. Please understand that actual results may differ from the forecasts contained in the report due to a range of factors, including economic conditions and exchange rates.