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## Value Creation Story

What is the Okamura Group's Purpose?

What enables the Okamura Group to realize a society where people can thrive?

How can it realize a society where people can thrive?

In this section, based on these three questions, we unravel the Okamura Group's value creation mechanisms.

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## The Okamura Group's Purpose

### What is the Okamura Group's Purpose?

It is “Realizing a society where people can thrive.”

Since our founding, we at Okamura Group have developed our business with high aspirations for manufacturing, and created a variety of places, from offices and commercial and logistics facilities to hospitals, schools and factories.

We believe that the vitality of every individual will lead to a sustainable society.

It is essential to the creation of such vitality not only to increase material wealth, but also to develop spiritual wealth, and to be true to ourselves, choosing our own ways of working and living while respecting one another.

With this belief and a sense of purpose, Okamura Group 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.”

#### The value of “where people can thrive”

The phrase “where people can thrive” expresses the idea that each person works at their best when they demonstrate their individuality. The phrase also represents a state of co-creation of new value through good relationships with all the people and organizations around them. In other words, if each of us can make the most of ourselves and make the most of each other, then our work, our company, and society as a whole will come alive. Based on this idea of “where people can thrive,” we at Okamura are committed to contributing to society through the realization of a sustainable society.

## The Okamura Group's Purpose

**Management Philosophy: Okamura Way**

The Okamura Way is the philosophy that we cherish and share as we strive to achieve our Purpose of realizing a society in which people can thrive. The Okamura Way comprises Okamura's Mission, the Okamura Declaration, and Okamura Basics. Okamura's DNA including our Founding Spirit, Corporate Philosophy, and Motto, lies at the root of our culture.

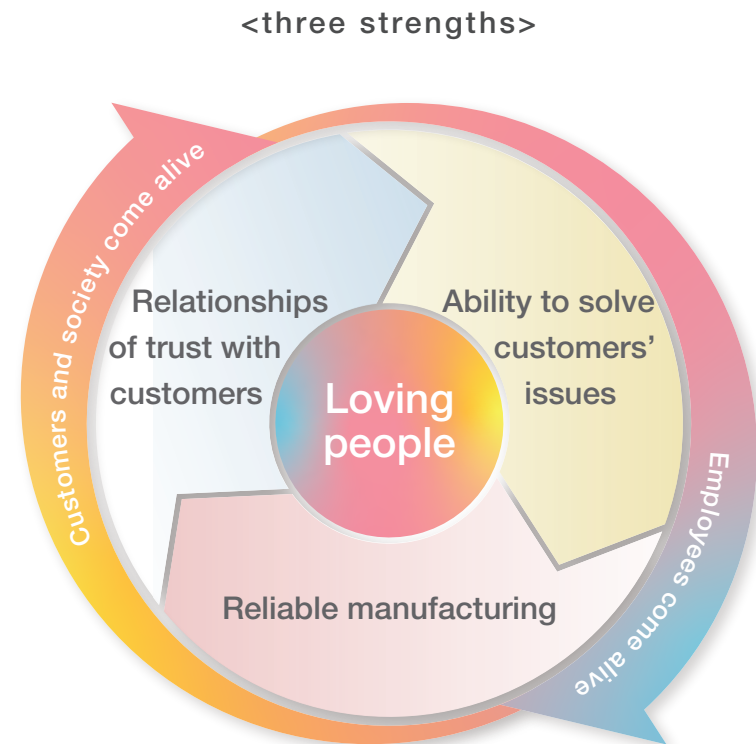


## The Okamura Group's Strengths

How can the Okamura Group be able to create a society in which people can thrive?

It is because that we have cultivated **our three core strengths by loving people.**

The value creation of the Okamura Group begins with loving people, something that has been important to us since our foundation. We have relationships of trust with our customers, cultivated through our ties to a broad range of industries and people. Because of this trust, our customers come to us first with consultations. Also, we have gained the ability to solve customers' issues as the result of our tackling the many challenges our customers have faced and our rich creativity. In addition, we have reliable manufacturing, backed by our dedication to quality and our advanced technical skills. We leverage these three distinctive core strengths to create new value by creating places where people can thrive. The Okamura Group employees work energetically, producing a virtuous cycle in which both customers and society come alive.



## The Okamura Group's Strengths

# The Okamura Group's History

The Okamura Group uses its high quality products and services to provide support for various situations in which people can thrive.

The wellspring of our value creation is the philosophy that our Group has carried on through the years.

What is the message that we, as a demand creating company that paves the way to the new era, are sharing with the future? The answer lies in our own history.

### From our founding in 1945 to the 1950s: The origins of the Okamura Group

The Okamura Manufacturing Facility, a cooperative industry, was established in 1945 in Okamura-cho, Isogo-ku, Yokohama, Kanagawa, by a group of aircraft engineers united by their affirmation of the ideals of Okamura's founder. These engineers pooled their funds, skills, and labor to create Okamura. This is the origin of the Okamura Group.

Initially, the company made goods used in everyday life, like steel and aluminum pots. It then began manufacturing steel furniture for U.S. military clubs, which led to its manufacture of steel office furniture such as desks and chairs. It used its steel furniture manufacturing skills to create steel product display fixtures, replacing the wooden ones that were common at the time, and it began manufacturing Steel Gondola display fixtures. The passion and ambition for developing "mechanical products" of the founder and the engineers that were with the company from its foundation led to Okamura researching and developing torque converters starting in 1948. It demonstrated exceptional technical strengths and quality in advanced fields through its development of the N-52 domestically made aircraft, the first to receive manufacturing approval from the Minister of International Trade and Industry following the war, and the Mikasa, Japan's first torque converter automatic transmission car. The technologies it used in the development of these "mechanical products" led to the technologies now used to manufacture material handling system equipment and torque converters.

The Okamura Group's main business segments are now the Office Furniture business, Store Displays business, Material Handling Systems business, and Powertrain business segments. The foundations of these business segments were established in the early days of Okamura through the various challenges it took on and its reliable technical strengths.

#### 1945 Okamura founded on October 10

- 1947 Manufacture of garden table and chairs
- 1948 Torque converter R&D started
- 1951 Production started on steel desks and chairs
- 1953 The N-52, Japan's first postwar airplane, completed
- 1955 Mikasa, Japan's first automatic front wheel drive car, developed
- 1957 Gondola store shelving launched



Garden table and chairs



Torque converter



N-52, domestically manufactured aircraft



Office chair



Steel Gondola display fixtures



Mikasa, Japan's first automatic car

### Loving people and teamwork

The term "Cooperative Industry," used when Okamura was founded, represented the belief that all employees were equals and that each was a member of a team whose aim was the success of the company. The teamwork that the Okamura Group now uses to create new value is rooted in this founding spirit.

As our business has grown, we have been able to passionately take on new challenges, maintain our dedication to quality, polish our manufacturing strengths, and increase the value of the Okamura brand. This must have been due to our spirit of loving people and our teamwork, which we have cultivated since our foundation. We will further leverage these strengths to reach new heights.



Okamura Plant (circa 1955)

## The Okamura Group's Strengths: The Okamura Group's History

### 1960s and 1970s: Promotion of technical collaborations with overseas companies

Due to our desire to sell products with exceptional functions and designs, we entered a technology partnership with the LA Darling Company (U.S., system gondolas) in 1963, and we began manufacturing and selling display fixtures and movable partitions. We later entered technology partnerships with Allsteel Inc. (U.S., desks and chairs), Holzapfel Inc. (West Germany, storage furniture), Tyler Refrigeration Corp. (U.S., refrigerated showcases), and Palmer Shale Company (U.S., pallet racks). In 1970, we developed and launched the first Japanese-made boltless rack system, the Type-63 Lightweight Shelving.

- 1960** IBM punch card system introduced, allowing for mechanization of office work
- 1965** G Series display fixtures launched
- 1969** Industrial robots developed
- 1970** Okamura listed on the First Section of the Tokyo Stock Exchange  
Type-63 Lightweight Shelving launched, the first Japanese-made boltless rack system
- 1975** Ferro Wall movable partitions launched  
Manufacturing of system kitchen began
- 1976** RC-04 type pneumatic robot developed
- 1977** 20 Series chair launched
- 1978** No-defrost refrigerated showcase system launched  
Rotary Rack launched



20 Series chair



G Series display fixtures



Rotary Rack

### 1980s and 1990s: Developing office automation products and improving design and production capacity

In 1980, Okamura played a central role in leading-edge design by launching the Office Research Center (currently, the Work Design Research Institute), which researches how people work. We developed ergonomic chairs, office systems, and more as work styles and offices changed through the adoption of office automation. In our Store Displays business, we launched the Fontana, a refrigerated showcase with a sophisticated design, transforming the conventional images people had of products. We also expanded our production locations to increase our production capacity.

- 1980** Office Research Center opened  
OA-compatible head office opened to various visits/  
press coverage
- 1984** D-10 Series desk system launched
- 1986** 28 Series ergonomic chair launched
- 1988** *New Office* published
- 1990** Tsukuba Plant completed in Ibaraki
- 1996** *Workplace Strategy* published
- 1997** Nakai Plant completed in Kanagawa  
Prorice next generation office system launched
- 1998** Fontana refrigerated showcases announced



Prorice next generation office system



New Office

Fontana  
refrigerated  
showcase

### 2000s and beyond: Transformation into a total solutions company and global growth

In 2002, we announced the Contessa, our flagship ergonomic mesh chair. In 2018, we changed our name in Japanese as part of our efforts to transform into a total solutions company and achieve global growth. We are developing entirely new products, like work booths, and proposing office spaces aligned with changing work styles. In our Store Displays business and Material Handling Systems business, we are providing labor-saving solutions.

- 2002** Products displayed for the first time at ORGATEC 2002 (Germany) and Contessa announced
- 2008** Visplay display fixtures system launched
- 2009** Okamura Chair Museum opened
- 2014** AutoStore robot storage system launched
- 2015** Swift height-adjustable table launched  
CYBISTOR pallet storage system launched
- 2018** Changed name to Okamura Corporation\*  
TELECUBE by OKAMURA work booth launched
- 2021** OC portable battery launched
- 2022** ORV autonomous mobile robot launched

Contessa  
ergonomic mesh chairCYBISTOR  
pallet storage systemSwift  
height-adjustable table

\* Japanese only

## The Okamura Group's Strengths

# Three Accumulated Strengths

The Okamura Group has developed three core strengths through loving people:

“relationships of trust with customers,” “ability to solve customers’ issues,” and “reliable manufacturing.”

We are further refining these three distinctive strengths to create a virtuous cycle that enables our employees, customers, and society itself to come alive.

### Our relationships of trust with customers are

the relationships we have built that lead our customers to come to us first with consultations.

The Okamura Group has extensive customer contact points, and we have tackled a wide assortment of customer issues. This track record that we have established has earned us the trust of our customers and made us the Group they turn to first. We are using the cutting-edge knowledge we have accrued to build even stronger relationships of trust with our customers.

### Our ability to solve customers’ issues is

an ability to persistently tackle the issues our customers face and to solve them using our rich creativity. The Okamura Group works closely with customers, identifying the core essence of their issues and proposing diverse solutions that get at the heart of customer issues. We can offer solutions such as these because it is in our DNA to use ingenuity to take on challenges and because the Okamura Group has built up a wealth of technologies and know-how.

### Our reliable manufacturing is

manufacturing backed by our advanced technological capabilities and our dedication to quality. We create better products and services by applying our advanced technological capabilities and our diligent approach to manufacturing, always thinking deeply about the people who use our products.

## The Okamura Group's Strengths: Three Accumulated Strengths

### Further Reinforcing Our Three Strengths

#### Relationships of trust with customers

##### Social and relationship capital

- Our office network developed in all areas of Japan
- Strong dealership network
- Extensive logistics network in all areas of Japan
- Overseas sales and production location network

##### Intellectual capital

- Knowledge obtained through our extensive delivery record

#### Ability to solve customers' issues

##### Social and relationship capital

- Alliances with other industry businesses

##### Human capital

- Abundant design specialists

##### Intellectual capital

- Research of future work styles beginning in 1980
- Design and R&D systems

##### Manufactured capital

- Market-creating development capabilities and the manufacturing capabilities for realizing this potential
- Total solution proposal and integrated response system

##### Natural capital

- Environmentally friendly products

#### Reliable manufacturing

##### Social and relationship capital

- Network with a wide range of suppliers

##### Human capital

- Human resources with advanced technical strengths

##### Intellectual capital

- Continuously improving production system
- Manufacturing technologies that are passed down through the years and take on new challenges

##### Manufactured capital

- Production technologies for the creation of high-quality products
- Supply stability through high mix, variable-volume production system

##### Natural capital

- Realize a circular economy

#### Further reinforcing our strengths

- Strengthen domestic and overseas e-commerce business
- Reinforce and expand revenue of overseas business
- Expand the customer base globally
- Expand and enhance production locations and logistics bases

- Enhancing our selection of products and services to meet diverse work styles
- Expand and strengthen solutions business
- Expand involvement in domains of store planning/interior design
- Expand involvement in domains of store DX/security
- Expand freezing and refrigerating equipment services
- Expand sales of prefabricated refrigeration equipment
- Expand and strengthen maintenance service business

- Enhance the capabilities and versatility of core products
- Develop next generation products and services
- Research and develop new environmentally friendly products
- Strengthen and improve efficiency of each process from product development to production, logistics, and maintenance services
- Improve productivity via energy-saving investment and the use of digital technologies
- Ascertain and reduce CO<sub>2</sub> emissions
- Strengthen product portfolio management



## Management Policy

**How will Okamura create a society where people can thrive?**

**We will refine our three core strengths and accelerate our transformation to a demand creating company.**

**We will bring about a society in which people can thrive by supplying new customer value and social value.**

To achieve the Okamura Group's goal of realizing a society where people can thrive, we believe that it will be essential to solve social problems such as Japan's stagnating productivity, reduced global competitiveness, shrinking labor force, diversifying work styles, rising focus on wellbeing, and global environmental problems like climate change. We will continue to address our changing times and further apply our cycle to refine our three core strengths, thereby improving our proposal and product strengths and accelerating our transformation to new demand creating company.

The age of selling products to meet demand has ended. We can now grow only if we propose new value and create demand ourselves. We will rapidly identify the issues our customers face, propose comprehensive solutions, and provide high quality products and services to turn customer issues into new demand.

This new value creation will lead to our ability to sustainably provide value in the future.

Through the spaces where people can thrive that are created by the Okamura Group, we will provide customer and social value and strive to realize a society where people can thrive.

### Management Policy

Creating New Demand

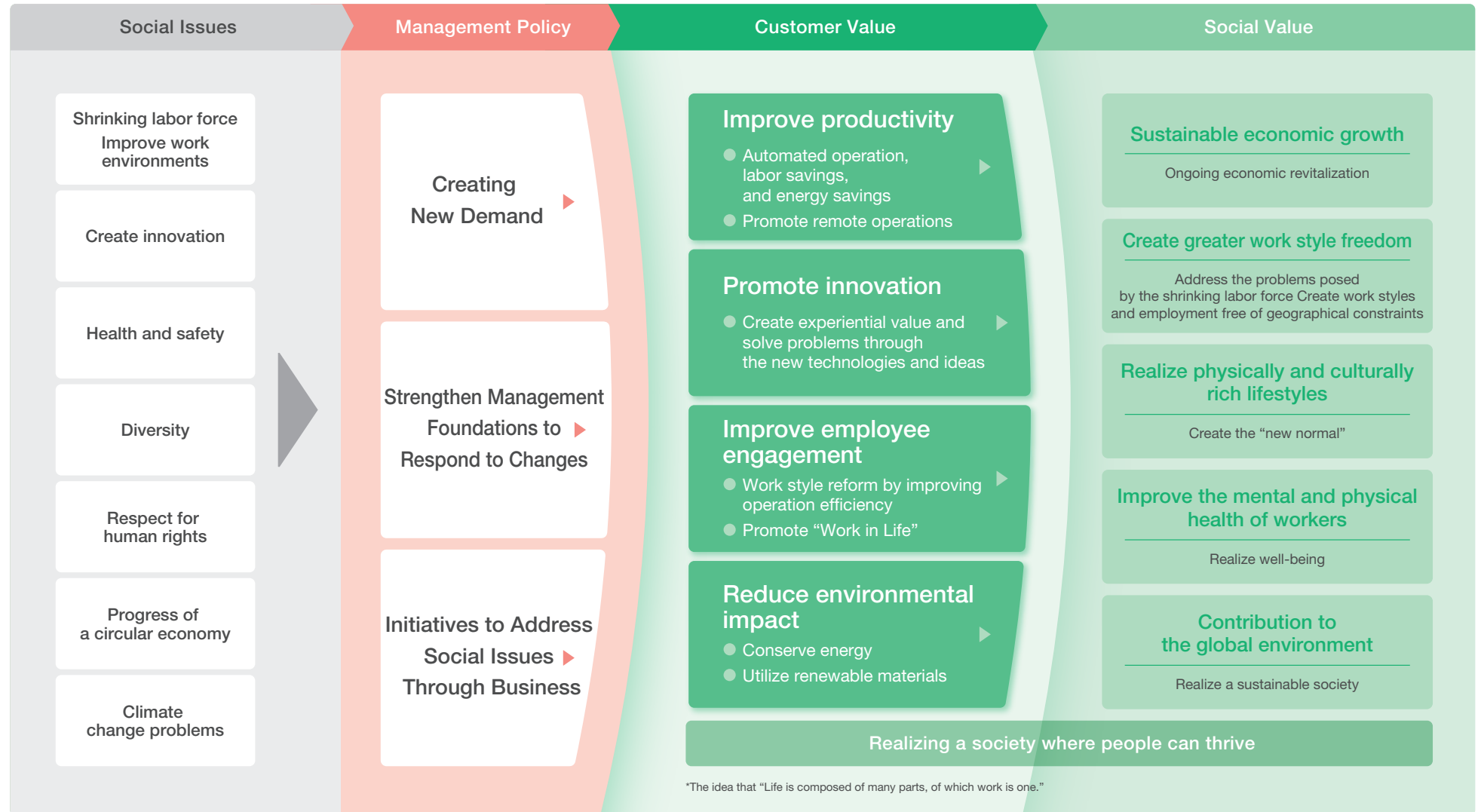
Strengthen Management  
Foundations to  
Respond to Changes

Initiatives to Address  
Social Issues Through Business

Management Policy

# Social Issues to Tackle and Value Propositions

The Okamura Group tackles social issues through its business activities, helping realize a society where people can thrive through customer and social value it supplies.

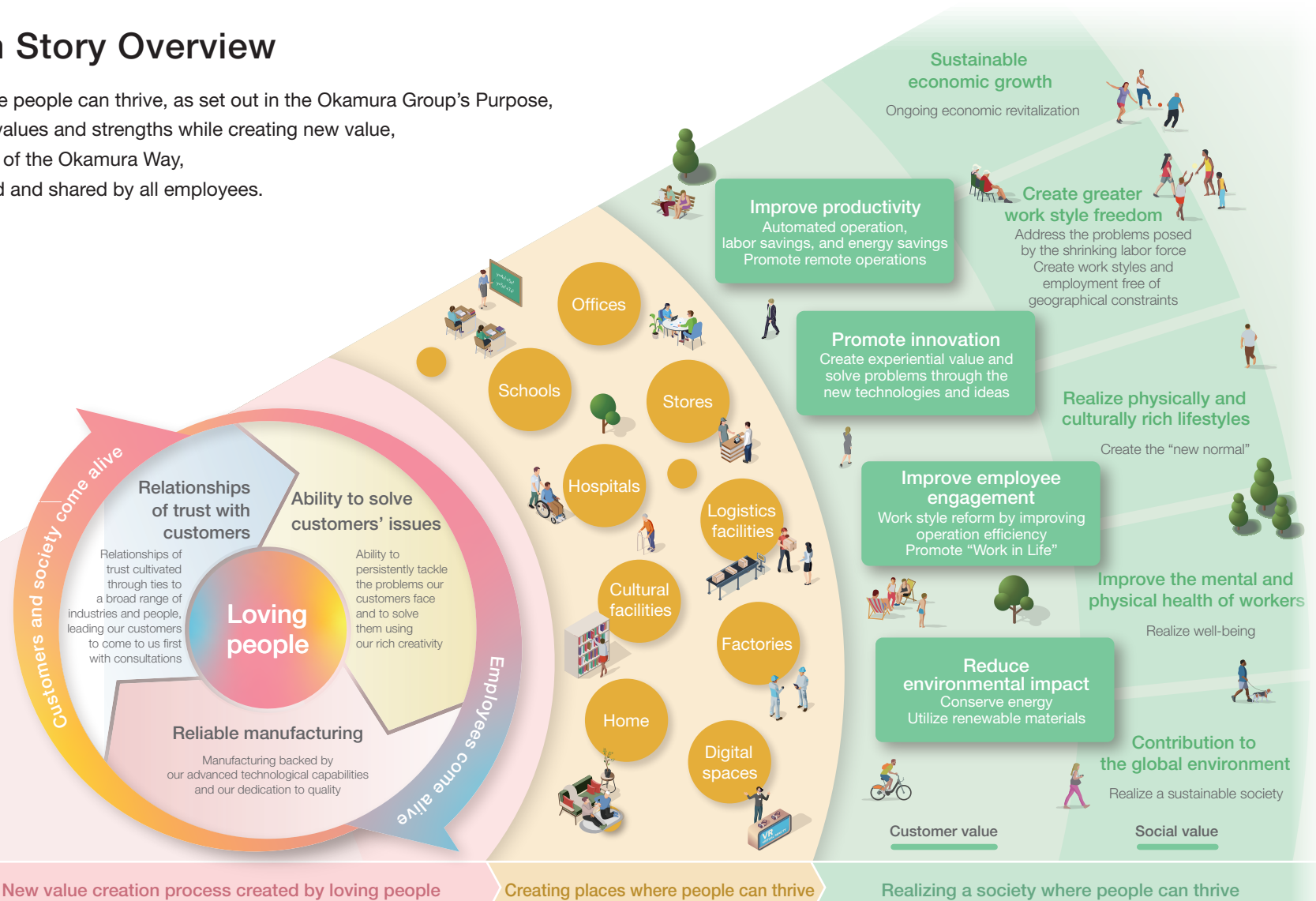


Management Policy

# Value Creation Story Overview

To realize a society where people can thrive, as set out in the Okamura Group's Purpose, we leverage our unique values and strengths while creating new value, based on the foundation of the Okamura Way, our philosophy cherished and shared by all employees.

- Financial capital**  
Stable financial foundation and steady revenue growth
- Social and relationship capital**  
Extensive customer contact point and cultivated platform of stakeholder trust
- Human capital**  
Human resources with rich creativity and dependable technical strengths
- Intellectual capital**  
Knowledge obtained through our delivery record, research of future work styles, and continuously improving production system
- Manufactured capital**  
Domestic and overseas production locations and manufacturing technologies that are passed down through the years and take on new challenges
- Natural capital**  
Provide environmentally friendly products and realize a circular economy



## OKAMURA WAY


Okamura's Mission


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

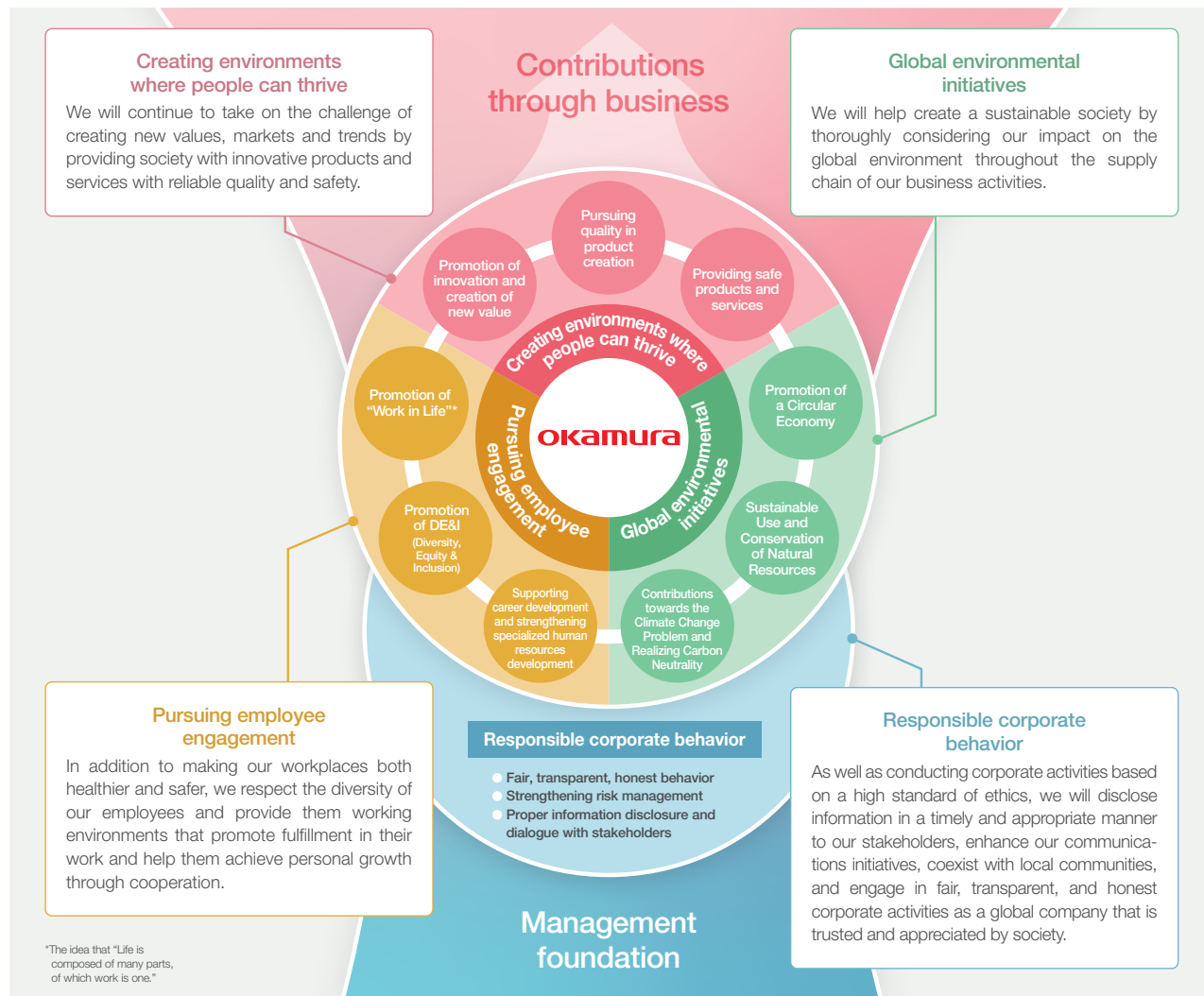
Management Policy

# The Okamura Group's Materiality (Material Management Issues)

The Okamura Group identifies material management issues (materiality) in four areas, recognizing the importance of business activities that put sustainability at the center in order to realize a society where people can thrive. Based on our management principle of responsible corporate behavior, we are committed to reducing the environmental burden throughout our supply chain. This is possible by motivating our employees and ensuring their lives are fulfilled through pursuing employee engagement, and by implementing our global environmental initiatives. Through our business activities, we will contribute to the realization of a society where people can thrive.

 Sustainability Report 2024  
Basic Approach ▶ P.11-14

 Materiality KPIs and Progress  
▶ P.76-77



## Identifying material issues, promote initiatives to realize a society where people can thrive

At the Okamura Group, we have established the Sustainability Committee to ensure the appropriate management of the formulation and promotion of materiality (material management issues). The Sustainability Committee is responsible for identifying important risks and opportunities relating to materiality (material management issues), formulating, deliberating on and approving annual plans for response to these risks and opportunities, and developing initiatives for related departments. It also promotes and supports Group-wide initiatives and monitors progress. The results of these initiatives are regularly reported to the Board of Directors, which manages and supervises the reported matters.

