

# 5

## Financial/Company Data

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# Materiality KPIs and Progress

Sustainability Report 2024  
 Sustainability Action Plan (Material Issues) ▶ P.20-22



The Sustainability Action Plan consists of the Okamura Group’s materiality (material management issues) and other social issues. For each issue, the relevant departments set KPIs to measure the degree of achievement, set annual targets, and develop initiatives. The progress of initiatives is monitored by organizational units responsible for their implementation, such as Sustainability Committee and the Sustainability Promotion Project.

## ■ Sustainability Action Plan (Material Issues)

Areas	Material Issues	KPIs	Fiscal 2023 Targets	Fiscal 2023 Results	Fiscal 2024 Targets	Mid-to Long-Term Targets
Creating environments where people can thrive	<b>Pursuing quality in product creation</b> <b>Promotion of innovation and creation of new value</b> 7 8 9 12	<ul style="list-style-type: none"> <li>Please see the Midterm Management Plan 2025</li> <li>May 10, 2023 Disclosure Midterm Management Plan 2025 Explanatory materials: ▶ <a href="https://ir.okamura.co.jp/en/library/managementplan/">https://ir.okamura.co.jp/en/library/managementplan/</a></li> </ul>	<ul style="list-style-type: none"> <li>Provide solutions that support corporate growth and diverse work styles</li> <li>Resolve social problems faced by retailers, and conduct research and development on how stores will be constructed in the future</li> <li>Develop products and services that contribute to smart logistics</li> <li>Develop environmentally friendly products for industrial vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Disclosed on May 13, 2024, Financial Results Briefing material for the fiscal year ending March 2024</li> <li>Disclosed on May 13, 2024, Financial Results Briefing material for the fiscal year ending March 2024 ▶ <a href="https://contents.xj-storage.jp/xcontents/AS00990/a1bef89c/bc47/4113/b4db/075f83341e4d/20240628184442308s.pdf">https://contents.xj-storage.jp/xcontents/AS00990/a1bef89c/bc47/4113/b4db/075f83341e4d/20240628184442308s.pdf</a></li> </ul>	<ul style="list-style-type: none"> <li>Continue with fiscal 2023 targets</li> </ul>	<ul style="list-style-type: none"> <li>Realize a society where people can thrive by providing new value to customers and society</li> </ul>
	<b>Providing safe products and services</b> 9 12	<ul style="list-style-type: none"> <li>Number of serious product accidents*</li> </ul>	<ul style="list-style-type: none"> <li>0</li> </ul>	<ul style="list-style-type: none"> <li>0</li> </ul>	<ul style="list-style-type: none"> <li>0</li> </ul>	<ul style="list-style-type: none"> <li>—</li> </ul>
Global environmental initiatives	<b>Promotion of a circular economy</b> 3 6 7 9 12 13 14 15 17	<ul style="list-style-type: none"> <li>Promote resource recycling through conserving resources and reducing waste</li> <li>Promote environmentally conscious planning and design in product development</li> </ul>	<ul style="list-style-type: none"> <li>Reduce production-related waste generation by <b>1%</b> YoY per in-house finished product unit</li> <li>Expand proportion of GREEN WAVE and GREEN WAVE+ products developed</li> </ul>	<ul style="list-style-type: none"> <li>Fell short of target with <b>3.1%</b> YoY increase in generation of production-related waste, etc. per unit</li> <li>Currently working to increase the proportion of products developed</li> </ul>	<ul style="list-style-type: none"> <li>Reduce generation of production-related waste, etc. by <b>1.0%</b> per in-house finished product unit</li> <li>Set management indicators for environmentally conscious products sold and have an accurate grasp of their performance</li> </ul>	<ul style="list-style-type: none"> <li>Reduce production-related waste generation per unit by <b>9%</b> in fiscal 2030 compared to fiscal 2020</li> <li>—</li> </ul>
	<b>Sustainable use and conservation of natural resources</b> 6 12 13 14 15 17	<ul style="list-style-type: none"> <li>Promote sustainable use of forest resources</li> <li>Reduce the impact on the environment</li> </ul>	<ul style="list-style-type: none"> <li>Aggregate utilization rate based on the Timber Use Policy</li> <li>Reduce water consumption per unit by <b>1%</b> YoY</li> </ul>	<ul style="list-style-type: none"> <li>Currently complying with the Timber Use Policy</li> <li>Achieved target by reducing water consumption per unit by <b>5.8%</b> YoY</li> </ul>	<ul style="list-style-type: none"> <li>Reconfirm legality based on the Timber Use Policy</li> <li>Reduce use of water consumption by <b>1.0%</b> YoY per in-house finished product unit</li> </ul>	<ul style="list-style-type: none"> <li>—</li> <li>Reduce water consumption by <b>10%</b> in fiscal 2030 (compared to fiscal 2020)</li> </ul>
	<b>Contributions towards the climate change problem and realizing carbon neutrality</b> 7 9 13 15 17	<ul style="list-style-type: none"> <li>Promotion of measures to prevent global warming                             <ul style="list-style-type: none"> <li>Reduce greenhouse gas emissions</li> <li>Reduce fuel-related energy consumption</li> </ul> </li> <li>Increase energy productivity</li> </ul>	<ul style="list-style-type: none"> <li>Reduce emissions by <b>1,000 t-CO<sub>2</sub>/year</b> across the entire Group                             <ul style="list-style-type: none"> <li>Reduce industrial fuel consumption by <b>1%</b> on average over 5 fiscal years</li> <li>Reduce vehicle fuel consumption by <b>5%</b> on average over 5 fiscal years</li> </ul> </li> <li>Increase energy productivity by <b>1%</b> YoY</li> </ul>	<ul style="list-style-type: none"> <li>Reduced emissions by <b>1,264 t-CO<sub>2</sub>/year</b> across the entire Group                             <ul style="list-style-type: none"> <li>Achieved target by reducing industrial fuel consumption by a five-year average of <b>6.5%</b></li> <li>Achieved target by reducing vehicle fuel consumption by a five-year average of <b>15.7%</b></li> </ul> </li> <li>Fell short of target due to decrease in energy productivity by <b>0.6%</b> YoY</li> </ul>	<ul style="list-style-type: none"> <li>Reduce Scope 1 + 2 emissions by <b>20%</b> compared to fiscal 2020 across the entire Group                             <ul style="list-style-type: none"> <li>Reduce industrial fuel consumption by <b>1.0%</b> on average over 5 fiscal years</li> <li>Reduce vehicle fuel consumption by <b>5.0%</b> on average over 5 fiscal years</li> </ul> </li> <li>Efficient use of energy in compliance with the Energy Conservation Act</li> <li>Reduce production-related unit energy consumption per in-house finished product by <b>1.1%</b> YoY</li> <li>Maintain office-related energy consumption per unit of all employees</li> </ul>	<ul style="list-style-type: none"> <li>Reduce greenhouse gas emissions by <b>50%</b> in fiscal 2030 (compared to fiscal 2020); aim to achieve carbon neutrality by fiscal 2050</li> <li>Improve energy productivity by <b>10%</b> in fiscal 2030 (compared to fiscal 2020)</li> </ul>

The numbers above indicate the related SDGs.

\*Definition of serious product accident: Accidents caused by Okamura products that result in serious damage to life or body, and accidents caused by Okamura products that result in serious damage, such as fires, to property other than the product at fault.

### Materiality KPIs and Progress

Areas	Material Issues	KPIs	Fiscal 2023 Targets	Fiscal 2023 Results	Fiscal 2024 Targets	Mid-to Long-Term Targets
Pursuing employee engagement*	Promotion of "Work in Life" 3 8	● Improve employee satisfaction and engagement	● Implement measures to improve engagement ● Carry out engagement surveys	● Rating as a results of engagement survey:CCC (See P.48 for reference)	● Improve the engagement score ● Designate priority items for improvement	● Achieve rating of B by fiscal 2025
	Promotion of DE&I (Diversity, Equity & Inclusion) 5 8 10	● Percentage of female employees	● (By fiscal 2024: 22%)	● 22%	● 23%	● —
		● Percentage of female managers	● 6.5%	● 6.8%	● 7%	● —
		● Percentage of female new graduates hired (university graduates)	● (By fiscal 2024: 40-50%)	● 47.9%	● 40-50%	● —
		● Percentage of male employees taking childcare leave	● 65%	● 63.3%	● 65%	● —
		● Percentage of male employees taking childcare leave + spousal maternity leave	● — Target tracked from fiscal 2024	● 92.4%	● 100%	● —
	Supporting career development and strengthening specialized human resources development 4 8	● Implementation rate of skill development interviews	● 100%	● 96.4%	● 100%	● —
● Implement various measures for specialized jobs to further foster specialist skills		● Identify technologies and skills for specialized jobs	● Promoted the acquisition of knowledge and national certifications, etc. to strengthen capabilities	● Build systems and schemes for planning and managing programs for specialized human resources development in line with each Division's strategies	● —	
● Survey on participation in the Okamura University, "Towards Your Future Career"		● Degree of satisfaction: 80%	● 89.6% of participants answered that it would help their future career	● 95% of participants answering that it would help their future career	● —	
Responsible corporate behavior	Fair, transparent, honest behavior 5 8 10 16 17	● Implementation rate of sustainable procurement surveys	● 67% based on transaction amount	● 71% based on transaction amount	● 70% based on transaction amount	● —
		● Implementation rate of sustainable procurement on-site audits	● 100% for high-risk suppliers	● 100% implemented	● 100% for high-risk suppliers	● —
		● Implement and expand in-house human rights education for synergy effect with sustainable procurement	● Provide training to departments related to purchasing	● 57 people in 20 departments	● Continue to provide training to departments related to purchasing	● —
		● Implementation rate for compliance education conducted at time of hire and for newly appointed executives	● 100%	● 100%	● 100%	● —
	Strengthening risk management 10 11 16	● Expand compliance training	● Implement various types of compliance training	● Conducted company-wide compliance training (4 times/year) ● Conducted other issue-specific training	● Expand compliance training	● —
● Establish a Business Continuity Plan (BCP) for disasters		● Review hazard maps (for earthquakes and floods)	● The database of each business location has been linked to the hazard map portal site (Ministry of Land, Infrastructure, Transport and Tourism)	● Review the disaster response manuals ● Establish a Business Continuity Plan (BCP) for disasters	● —	
Proper information disclosure and dialogue with stakeholders 16 17	● Manage personal information in line with the requirements of the countries within which we operate	● Comply with laws and regulations regarding personal information management in other countries within which we operate	● Revised privacy policy to meet the requirements of regulations	● — (Excluded from monitoring as a target from fiscal 2024)	● —	
	● Continue dialogue with stakeholders and reflect this in our initiatives	● Conduct stakeholder dialogues with various external ESG-related experts	● Departments in charge routinely met with and exchanged opinions with experts in the fields of environment, human rights, and sustainability promotion	● Conduct stakeholder dialogues with various external ESG-related experts	● —	

The numbers above indicate the related SDGs.

\*Scope of coverage: Okamura Corporation only

## Five-year Consolidated Financial Summary

FY			2019	2020	2021	2022	2023
Operating Results (for fiscal year)	Net sales	(Millions of yen)	253,170	244,454	261,175	277,015	298,295
	Gross profit	(Millions of yen)	81,748	80,113	83,587	89,005	99,772
	Selling, general and administrative expenses	(Millions of yen)	68,357	65,937	67,614	71,632	75,735
	Operating profit	(Millions of yen)	13,391	14,175	15,972	17,372	24,036
	Ordinary profit	(Millions of yen)	14,712	15,377	17,491	18,924	26,227
	Profit attributable to owners of parent	(Millions of yen)	9,851	11,971	14,992	15,906	20,280
Financial Positions (end of fiscal year)	Total assets	(Millions of yen)	236,327	245,473	245,372	252,914	282,118
	Net assets	(Millions of yen)	135,497	139,776	144,121	152,702	174,795
Cash Flows	Cash flows from operating activities	(Millions of yen)	14,501	26,921	5,328	13,491	21,351
	Cash flows from investing activities	(Millions of yen)	(5,661)	(833)	(2,264)	(6,660)	(12,248)
	Cash flows from financing activities	(Millions of yen)	(4,388)	(13,073)	(8,601)	(9,485)	(8,200)
	Cash and cash equivalents at end of period	(Millions of yen)	31,497	44,419	39,186	36,999	38,215
	Balance of loans payable and bonds payable at end of period	(Millions of yen)	22,140	21,721	21,594	21,159	20,862
Per Share Data	Basic earnings per share (EPS)	(Yen)	89.44	112.51	151.26	163.15	214.27
	Net assets per share (BPS)	(Yen)	1,219.18	1,381.61	1,459.34	1,592.79	1,821.10
	Annual dividends per share	(Yen)	32.00	32.00	40.00	55.00	86.00
Financial Indicators	Ratio of operating profit to net sales	(%)	5.3	5.8	6.1	6.3	8.1
	Return on equity (ROE)	(%)	7.5	8.8	10.7	10.8	12.6
	Return on assets (ROA)	(%)	6.3	6.4	7.1	7.6	9.8
	Equity ratio	(%)	56.8	56.5	58.1	59.6	61.1
	Payout ratio	(%)	35.8	28.4	26.4	33.7	40.1
	Total payout ratio	(%)	35.8	101.6	49.8	58.7	40.1
Other	Number of employees (consolidated)	(Persons)	5,145	5,204	5,406	5,492	5,491

These figures have been rounded down to the nearest unit displayed.

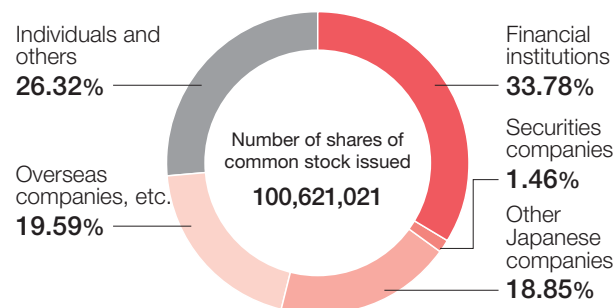
The Company has applied the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29; March 31, 2020), etc. from the beginning of FY2021. The main management indicators, etc., for FY2021 and beyond reflect the adoption of said accounting standard.

## Company Information/Stock Information (As of March 31, 2024)

### Company Data

Company name	OKAMURA CORPORATION
Head office	Tenri Bldg.19F, 1-4-1, Kitasaiwai Nishi-ku, Yokohama, Kanagawa 220-0004, Japan
Foundation	October 1945
Paid-in capital	18,670 million yen
Number of employees	5,491(consolidated) / 3,940 (non-consolidated)
Subsidiaries and associates	42 companies ▶ <a href="https://www.okamura.co.jp/corporate/outline/group.html">https://www.okamura.co.jp/corporate/outline/group.html</a> (Japanese)
Number of shares of common stock issued	100,621,021 (including 5,783,947 shares of treasury stock)
Trading units (shares)	100
Number of shareholders	10,202
Securities code	7994
Fiscal year end	March 31
Shareholder registry administrator	Mitsubishi UFJ Trust and Banking Corporation
Stock listing	Prime Market of Tokyo Stock Exchange
Accounting auditor	KPMG AZSA LLC

### Stock Distribution Status by Owner

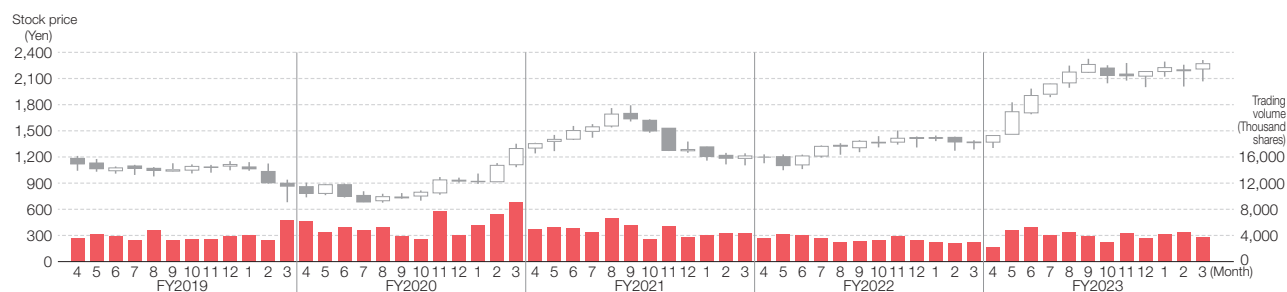


### Major Shareholders

Shareholder	(Thousand shares)	(%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	10,911	11.51
Custody Bank of Japan, Ltd. (Trust Account)	5,342	5.63
Nippon Steel Corporation	5,313	5.60
Okamura Group Employees Stock Ownership Plan	5,255	5.54
Meiji Yasuda Life Insurance Company	4,892	5.16
MUFG Bank, Ltd.	4,350	4.59
Okamura Cooperation Companies Stock Ownership Plan	3,811	4.02
Mitsui Sumitomo Insurance Company, Limited	3,036	3.20
The Bank of Yokohama, Ltd.	2,853	3.01
GOVERNMENT OF NORWAY	1,812	1.91

Notes: The number of shares held is rounded down to the nearest thousand.  
The holding ratio excludes 5,783,947 shares of treasury stock held by the Company.

### Stock Price Performance and Trading Volume



### Stock-Related Data

		End of FY2019	End of FY2020	End of FY2021	End of FY2022	End of FY2023
Period-end stock price	(Yen)	865	1,297	1,212	1,364	2,270
Price-to-earnings ratio (P/E)	(X)	9.7	11.5	8.0	8.4	10.6
Price-to-book value ratio (P/B)	(X)	0.71	0.94	0.83	0.86	1.25
Total shareholder return (TSR)* over the last five years (Comparison index: TOPIX Total Return)	(%)	63.8 (85.9)	95.8 (122.1)	92.7 (124.6)	107.0 (131.8)	217.0 (196.2)

\*Refers to the rate of return on an investment factoring in both capital gains and dividends. Calculated based on the formula stipulated by a Cabinet Office Ordinance, using the closing price at the end of FY2017 as the baseline for the start of investment.