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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

- FY2024 (April 1, 2024–March 31, 2025)
For some activities, the information includes that of activities from April 2025 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.

Publication of the Okamura Group Integrated Report 2025

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 2025 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

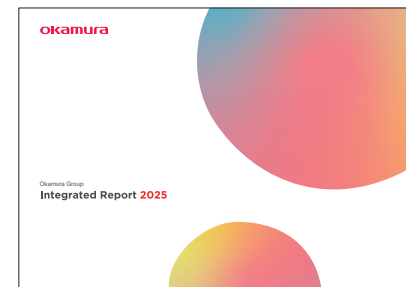
Financial Information

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/pdf/2025/Okamura_SR_2025_EN.pdf