

6

Key Indicators

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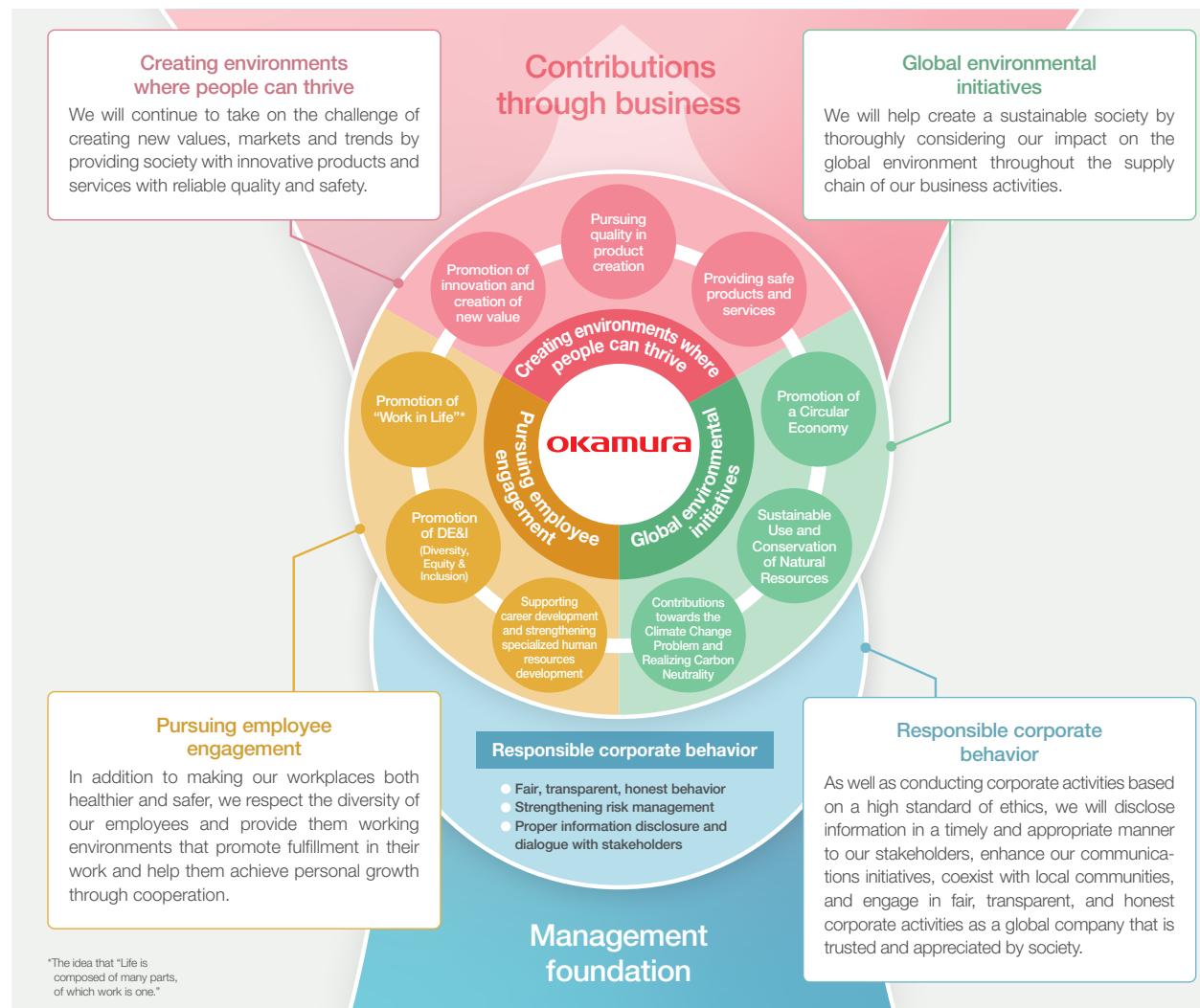
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The Okamura Group's Materiality (Material Management Issues)

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 2025
Basic Approach ▶ P.11-14

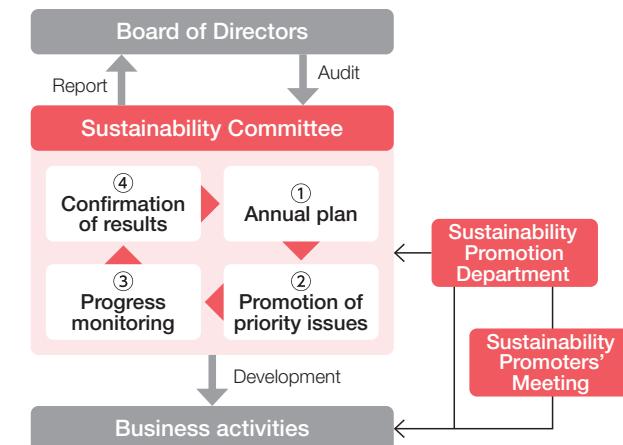
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Identifying Material Issues and Promoting Initiatives to Realize a Society Where People Can Thrive

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).

In order to appropriately manage the formulation and promotion of the sustainability strategy, the committee is responsible for formulating, deliberating on, and approving annual plans relating to materiality (material management issues), and developing initiatives for related departments. It also promotes and supports Group-wide initiatives related to material issues and monitors their progress.

The committee holds regular meetings twice a year, and it reports matters that have been deliberated and resolved, as well as the results of its activities, to the Board of Directors, which manages and supervises the reported matters.



Materiality KPIs and Progress



Sustainability Report 2025 Sustainability Action Plan (Material Issues) ▶ P.21-23

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 the Sustainability Committee and the Sustainability Promotion Project.

SUSTAINABLE DEVELOPMENT GOALS



Sustainability Action Plan (Material Issues)

Areas	Material Issues	KPIs	FY2024 Targets	FY2024 Results	FY2025 Targets	Mid-to Long-Term Targets
Creating environments where people can thrive	Pursuing quality in product creation Promotion of innovation and creation of new value 7 8 9 12	<ul style="list-style-type: none"> Please see the Midterm Management Plan 2025 <div style="border: 1px solid red; padding: 5px; margin-top: 10px;">  May 10, 2023 Disclosure Midterm Management Plan 2025 Explanatory materials: ▶ https://ir.okamura.co.jp/en/library/managementplan/ </div>	<ul style="list-style-type: none"> Provide solutions that support corporate growth and diverse work styles Resolve social problems faced by retailers, and conduct research and development on how stores will be constructed in the future Develop products and services that contribute to smart logistics Develop environmentally friendly products for industrial vehicles 	<ul style="list-style-type: none"> Demand focused on addressing management issues essential to corporate growth contributed to sales and profit R&D on store creation made progress, centered on MISEIKU LAB Development of products and services that contribute to smart logistics has advanced to the pre-commercialization stage 	<ul style="list-style-type: none"> Continue with FY2023 targets 	<ul style="list-style-type: none"> Realize a society where people can thrive by providing new value to customers and society
	Providing safe products and services 9 12	<ul style="list-style-type: none"> Number of serious product accidents* 	<ul style="list-style-type: none"> 0 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> 0 	<ul style="list-style-type: none"> —
Global environmental initiatives	Promotion of a circular economy 3 6 7 9 12 13 14 15 17	<ul style="list-style-type: none"> Promote resource recycling through conserving resources and reducing waste Promote environmentally conscious planning and design in product development 	<ul style="list-style-type: none"> Generation of production-related waste, etc. Reduce by 1.0% YoY per in-house finished product unit Set management indicators for environmentally conscious products and monitor their status 	<ul style="list-style-type: none"> Reduced by 2.3% YoY per unit 	<ul style="list-style-type: none"> Generation of production-related waste, etc. Reduce by 1.0% YoY per in-house finished product unit Set management indicators and monitor the performance of environmentally conscious products developed 	<ul style="list-style-type: none"> Reduce production-related waste generation per unit by 9% in FY 2030 compared to FY 2020 —
	Sustainable use and conservation of natural resources 6 12 13 14 15 17	<ul style="list-style-type: none"> Promote sustainable use of forest resources Reduce the impact on the environment 	<ul style="list-style-type: none"> Reconfirm legality based on the Timber Use Policy Use of water resources: Reduce by 1.0% YoY per in-house finished product unit 	<ul style="list-style-type: none"> One minor non-conformity found during the audit to maintain FSC certification Reduced by 8.4% YoY per unit 	<ul style="list-style-type: none"> Establish a process to confirm legality of timber Use of water resources: Reduce by 1.0% YoY per in-house finished product unit 	<ul style="list-style-type: none"> — Reduce water use by 10% in FY2030 (compared to FY2020)
	Contributing to resolving climate change issues and realizing carbon neutrality 7 9 13 15 17	<ul style="list-style-type: none"> Promotion of measures to prevent global warming <ul style="list-style-type: none"> Reduce greenhouse gas emissions Reduce fuel-related energy consumption Increase energy productivity 	<ul style="list-style-type: none"> Reduce Scope 1 + 2 emissions by 20% compared to FY 2020 across the entire Group <ul style="list-style-type: none"> Industrial fuel consumption: Reduce by a five-year average of 1.0% Vehicle fuel consumption: Reduce by a five-year average of 5.0% Efficient use of energy in compliance with the Energy Conservation Act <ul style="list-style-type: none"> Production-related energy consumption per unit: Reduce by 1.1% YoY per in-house finished product unit Office-related energy consumption per unit: Keep energy consumption per unit per total headcount at current level 	<ul style="list-style-type: none"> Reduced CO₂ emissions by 30.8% compared to FY 2020 <ul style="list-style-type: none"> Industrial fuel consumption: Reduce by 1.1% on average over 5 fiscal years Vehicle fuel consumption: Reduce by 15.3% on average over 5 fiscal years Production-related energy consumption per unit: Reduced by 4.0% YoY Office-related unit energy consumption per unit: Reduced by 2.1% YoY 	<ul style="list-style-type: none"> Reduce Scope 1 + 2 emissions by 36% compared to FY 2020 across the entire Group <ul style="list-style-type: none"> Industrial fuel consumption: Reduce by 1.0% on average over 5 fiscal years Vehicle fuel consumption: Reduce by 5.0% on average over 5 fiscal years Efficient use of energy in compliance with the Energy Conservation Act <ul style="list-style-type: none"> Production-related unit energy consumption per unit: Reduce by 1.1% YoY per in-house finished product unit Office-related energy consumption per unit: Keep energy consumption per unit per total headcount at current level 	<ul style="list-style-type: none"> Reduce greenhouse gas emissions by 50% in FY 2030 (compared to FY 2020); aim to achieve carbon neutrality by FY 2050 Improve energy productivity by 10% in FY 2030 (compared to FY 2020)

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	FY2024 Targets	FY2024 Results	FY2025 Targets	Mid-to Long-Term Targets
Pursuing employee engagement*	Promotion of "Work in Life" 3 8	<ul style="list-style-type: none"> Improve employee satisfaction and engagement 	<ul style="list-style-type: none"> Improve the engagement score Designate priority items for improvement 	<ul style="list-style-type: none"> Achieved engagement score of "B" Designated priority items and implemented measures for improvement 	<ul style="list-style-type: none"> Improve engagement score Designate priority items for improvement Implement measures for improvement Improve D-rated departments 	<ul style="list-style-type: none"> Achieve a rating of "B" by FY 2025
	Promotion of DE&I (Diversity, Equity & Inclusion) 5 8 10	<ul style="list-style-type: none"> Percentage of female employees Percentage of female managers Percentage of female new graduate hires (university graduates) Percentage of male employees taking childcare leave Combined percentage of male employees taking childcare leave and spousal maternity leave Percentage of employees with disabilities 	<ul style="list-style-type: none"> 23% 7% 40~50% 65% 100% 2.58% 	<ul style="list-style-type: none"> 22.7% 7.3% 41.9% 69.2% 101.9% 2.32% (as of June 1, 2025) 	<ul style="list-style-type: none"> 23% 7.5% Will not be managed as a target from FY2025 onward as the target has already been achieved 70% 100% 2.5% 	<ul style="list-style-type: none"> — — — — — 2.7% in FY2025
	Supporting career development and strengthening specialized human resources development 4 8	<ul style="list-style-type: none"> Implementation rate of skill development interviews Implement various measures for specialized jobs to further foster specialist skills Survey on participation in the Okamura University, "Towards Your Future Career" 	<ul style="list-style-type: none"> 100% Plan and manage programs for specialized human resources development in line with each Division's strategies 95% of participants answer that it would be helpful for their future career 	<ul style="list-style-type: none"> 97% Implemented DX Learning Platform Offered training for operation and management engineers Offered Okamura Thinking program to absorb design thinking Ascertained necessary qualifications 	<ul style="list-style-type: none"> 100% Continue to plan and manage training programs for specialized human resources development in line with each Division's strategies 95% of participants answer that it would be helpful for their future career 	<ul style="list-style-type: none"> —
	Fair, transparent, honest behavior 5 8 10 16 17	<ul style="list-style-type: none"> Implementation rate of sustainable procurement surveys Implementation rate of sustainable procurement on-site audits Implement and expand in-house human rights education for synergy effect with sustainable procurement Implementation rate for compliance education conducted at time of hire and for newly appointed executives Expansion of compliance training 	<ul style="list-style-type: none"> 70% based on transaction amount 100% for high-risk suppliers Provide training to departments related to purchasing 100% Implement compliance training 	<ul style="list-style-type: none"> Surpassed 70% or more based on transaction amount Surveyed 639 companies with a 98.9% response rate 100% for high-risk suppliers On-site audits for 5 companies Continued to provide training 100% Conducted company-wide compliance training (4 times/year) Conducted other issue-specific training 	<ul style="list-style-type: none"> Surpass 70% or more based on transaction amount 100% for high-risk suppliers Continue to provide training to departments related to purchasing 100% Conduct company-wide compliance training (3 times/year) Conduct other issue-specific training 	<ul style="list-style-type: none"> —
	Strengthening risk management 10 11 16	<ul style="list-style-type: none"> Establish Business Continuity Plan (BCP) for disasters 	<ul style="list-style-type: none"> Review the disaster response manuals Establish Business Continuity Plan (BCP) for disasters 	<ul style="list-style-type: none"> Continuing review of the disaster response manuals in line with BCP Completed the establishment of BCP for disasters, scheduled to implement in FY2025 	<ul style="list-style-type: none"> Review the disaster response manuals Conduct public relations activities for and spread awareness of BCP 	<ul style="list-style-type: none"> —
	Proper information disclosure and dialogue with stakeholders 16 17	<ul style="list-style-type: none"> Continue dialogue with stakeholders and reflect their input in our initiatives 	<ul style="list-style-type: none"> Conduct stakeholder dialogues with various external ESG-related experts 	<ul style="list-style-type: none"> Continued implementation 	<ul style="list-style-type: none"> Conduct stakeholder dialogues with various external ESG-related experts Creative dialogue with investors 	<ul style="list-style-type: none"> —
	The numbers above indicate the related SDGs.					
	*Scope of coverage: Okamura Corporation only					

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*Scope of coverage: Okamura Corporation only

Recognition from Society

ESG Investment Indices



FTSE Blossom Japan Index



FTSE Blossom Japan Sector Relative Index

FTSE Russell confirms that OKAMURA CORPORATION has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Index and the FTSE Blossom Japan Sector Relative Index. The FTSE Blossom Japan Index and the FTSE Blossom Japan Sector Relative Index are used by a wide variety of market participants to create and assess responsible investment funds and other products.

EcoVadis (GOLD)

The Okamura Group received the Gold rating in EcoVadis' 2024 assessment for the third consecutive year since 2022, as one of the top 5% of approximately 100,000 companies assessed. EcoVadis is an international body that performs sustainability assessments for companies. (November 2024)



CDP Climate Change Score (A)

In FY2024, Okamura was selected as an A List company scoring by CDP (an international NGO that implements surveys) for the second consecutive year, as a leading company in climate change initiatives and information disclosure. Okamura has submitted responses to the CDP climate change questionnaire since FY2021. (February 2025)



Sustainability Related



Domestic and International Design Awards



Five-year Consolidated Financial Summary

FY		2020	2021	2022	2023	2024
Operating Results (for fiscal year)	Net sales	(Millions of yen)	244,454	261,175	277,015	298,295
	Gross profit	(Millions of yen)	80,113	83,587	89,005	99,772
	Selling, general and administrative expenses	(Millions of yen)	65,937	67,614	71,632	75,735
	Operating profit	(Millions of yen)	14,175	15,972	17,372	24,036
	Ordinary profit	(Millions of yen)	15,377	17,491	18,924	26,227
	Profit attributable to owners of parent	(Millions of yen)	11,971	14,992	15,906	20,280
Financial Positions (end of fiscal year)	Total assets	(Millions of yen)	245,473	245,372	252,914	282,118
	Net assets	(Millions of yen)	139,776	144,121	152,702	174,795
Cash Flows	Cash flows from operating activities	(Millions of yen)	26,921	5,328	13,491	21,351
	Cash flows from investing activities	(Millions of yen)	(833)	(2,264)	(6,660)	(12,248)
	Cash flows from financing activities	(Millions of yen)	(13,073)	(8,601)	(9,485)	(8,200)
	Cash and cash equivalents at end of period	(Millions of yen)	44,419	39,186	36,999	38,215
	Balance of loans payable and bonds payable at end of period	(Millions of yen)	21,721	21,594	21,159	20,862
Per Share Data	Basic earnings per share (EPS)	(Yen)	112.51	151.26	163.15	214.27
	Net assets per share (BPS)	(Yen)	1,381.61	1,459.34	1,592.79	1,821.10
	Annual dividends per share	(Yen)	32.00	40.00	55.00	86.00
Financial Indicators	Ratio of operating profit to net sales	(%)	5.8	6.1	6.3	8.1
	Return on equity (ROE)	(%)	8.8	10.7	10.8	12.6
	Return on assets (ROA)	(%)	6.4	7.1	7.6	9.8
	Equity ratio	(%)	56.5	58.1	59.6	61.1
	Payout ratio	(%)	28.4	26.4	33.7	40.1
	Total payout ratio	(%)	101.6	49.8	58.7	40.1
Other	Number of employees (consolidated)	(Persons)	5,204	5,406	5,492	5,491
						5,687

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.

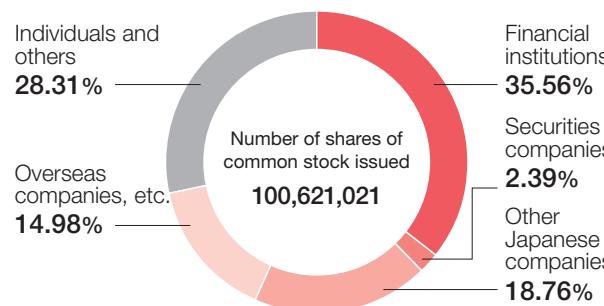
Company Information/Stock Information

(As of March 31, 2025)

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	5,687 (consolidated) / 4,158 (non-consolidated)
Subsidiaries and associates	45 companies ► https://www.okamura.co.jp/corporate/outline/group.html (Japanese)
Number of shares of common stock issued	100,621,021 (including 5,784,709 shares of treasury stock)
Trading units	100 shares
Number of shareholders	36,010
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

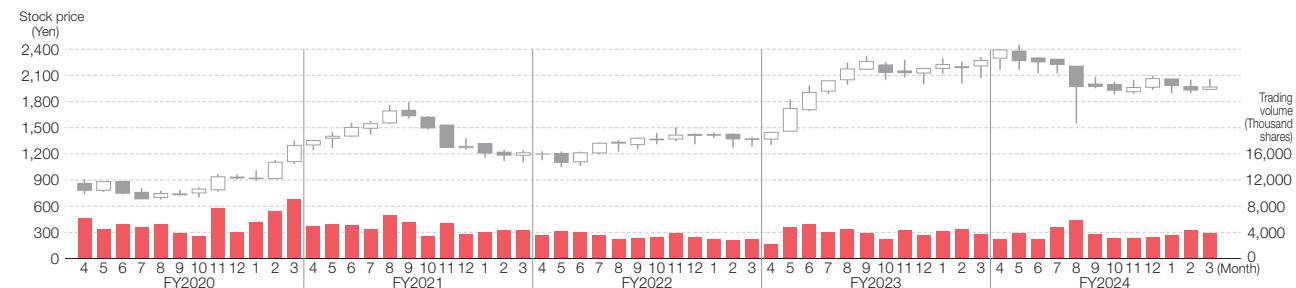


Major Shareholders

Shareholder	(Thousand shares)	(%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	12,087	12.75
Custody Bank of Japan, Ltd. (Trust Account)	6,335	6.68
Okamura Group Employees Stock Ownership Plan	5,572	5.88
Nippon Steel Corporation	5,313	5.60
Meiji Yasuda Life Insurance Company	4,892	5.16
MUFG Bank, Ltd.	4,010	4.23
Okamura Cooperation Companies Stock Ownership Plan	3,659	3.86
The Bank of Yokohama, Ltd.	2,853	3.01
Mitsui Sumitomo Insurance Company, Limited	2,429	2.56
Okamura Dealer Kyoei-Kai	1,776	1.87

Notes: The number of shares held is rounded down to the nearest thousand.
The holding ratio excludes 5,784,709 shares of treasury stock held by the Company.

Stock Price Performance and Trading Volume



Stock-Related Data

	End of FY2020	End of FY2021	End of FY2022	End of FY2023	End of FY2024
Period-end stock price (Yen)	1,297	1,212	1,364	2,270	1,967
Price-to-earnings ratio (P/E) (X)	11.5	8.0	8.4	10.6	8.4
Price-to-book value ratio (P/B) (X)	0.94	0.83	0.86	1.25	1.01
Total shareholder return (TSR)* over the last five years (%) (Comparison index: TOPIX Total Return)	153.6 (142.1)	148.4 (145.0)	172.4 (153.4)	287.1 (216.8)	262.9 (213.4)

*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.