



Okamura Group

# **Sustainability Report 2025**

Year ended March 31, 2025

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## Preparing This Report

This report has been published as a means of communication to inform a wide range of stakeholders about the Okamura Group's activities aimed at sustainability, and to solicit opinions for future improvement.

In this report, we allotted a chapter for each of the four policy areas defined in the Okamura Group Sustainability Policy and have endeavored to report on the status of our activities in each of these areas, as well as the systems and mechanisms for promoting sustainability in an easy-to-understand manner. We hope that this report will deepen your understanding of our activities aimed at sustainability at the Okamura Group.

## Summary of the Report

### Scope of the Report

The Okamura Group consists of 42 companies. This report primarily covers the Okamura Corporation and its 24 subsidiaries and associates.

\*Scope of the report [▶ p. 177](#)

### Period Covered by the Report

Fiscal 2024 (April 2024–March 2025)

\* Information regarding our vision and some of our activities may include details from April 2025 or later

\* The affiliations of employees mentioned herein are as of March 31, 2025

\* Note that the Health & Productivity Management Outstanding Organization (White 500) certification mentioned in this document was relinquished in October 2025, following the publication of this report. (Added October 2025)

### Reference Guidelines

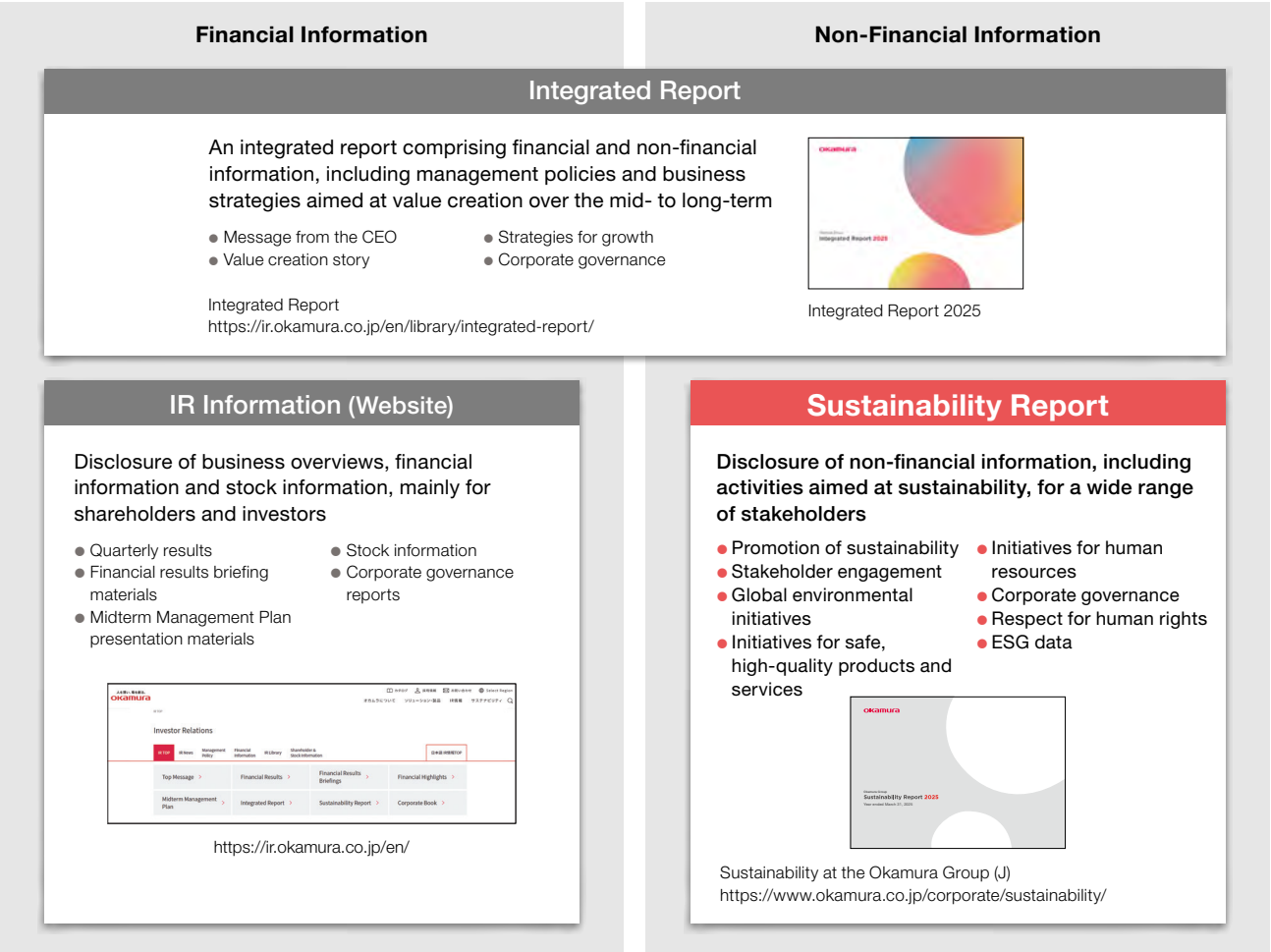
- GRI “Sustainability Reporting Guidelines (Standards)”
- “Environmental Reporting Guidelines 2018” (Ministry of the Environment)
- SASB Standards (IFRS Foundation)

### Notations used in this report

**Okamura:**  
The Okamura Corporation or the Okamura brand

**Okamura Group:**  
The Okamura Corporation as well as its subsidiaries and associates

## Information Disclosure System



### Third-party verifications: [▶ p. 179](#)

Our environmental performance data has been subjected to third-party audits continuously since fiscal 2000. The data has been subjected to third-party verifications since fiscal 2022.

Also, some data related to social issues have been subjected to third-party verifications as well.

### Published

July 2025 (Previous report: July 2024)  
Next report: Planned for July 2026 (this report is published each year as an annual report) (Japanese version)

This report is published each year as an annual report. The English version was published in February 2026 and is a translation of the Japanese version that was published in July 2025.

# Okamura Profile

## Okamura Corporation Corporate Data

Company Name	OKAMURA CORPORATION
Head Office	Tenri Bldg. 19F, 1-4-1, Kitasaiwai, Nishi-ku, Yokohama-shi, Kanagawa
Foundation	October 1945
Paid-in Capital	18,670 million yen
Number of Employees	(Non-consolidated) 4,158 (as of March 31, 2025) (Consolidated) 5,687 (as of March 31, 2025)
Main Business Activities	<div>Manufacture and sale of steel furniture</div> <div>Manufacture and sale of industrial machinery and other equipment</div> <div>Contracting of metal fitting installation work</div> <div>Auxiliary works, design, manufacture and sale related to the construction industry</div> <div>Manufacture and sale of display fixtures and other equipment</div> <div>Auxiliary construction, design and sale of security systems</div> <div>Design, manufacture and sale of medical equipment and other machinery and equipment</div> <div>Provision of information on improvement of office environments and improvement of office/production efficiency; manufacture and sale of related equipment</div>

### Company overview and other information (J)

▶ <https://www.okamura.co.jp/corporate/outline/>

### Introduction to Okamura's main businesses (J)

▶ <https://www.okamura.co.jp/corporate/business/>

### List of Okamura subsidiaries and associates in Japan and overseas (J)

▶ <https://www.okamura.co.jp/corporate/outline/group.html>

## Main Businesses

### Office Furniture



Offices - Co-creation spaces



Local government buildings - Counters and lobbies



Healthcare facilities - Lobbies and waiting areas

### Store Displays



Supermarkets - Multiple unit display systems



Supermarkets - Refrigerated showcases



Drugstores - Multiple unit display systems

### Material Handling Systems



Horizontal carousel storage systems / rotary racks



Automated storage / robot storage systems

### Powertrain

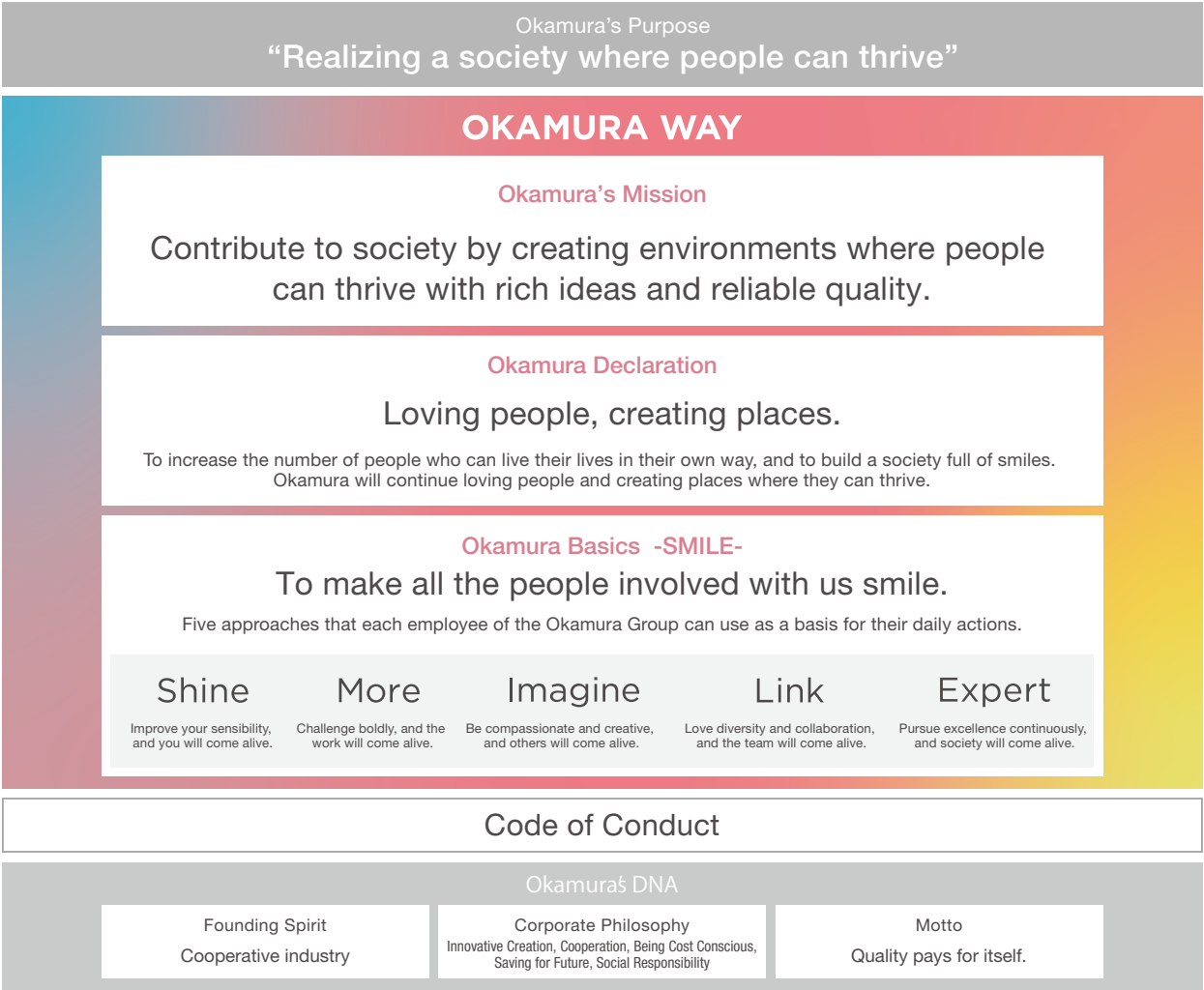


Transmissions for torque converters and snow removal vehicles



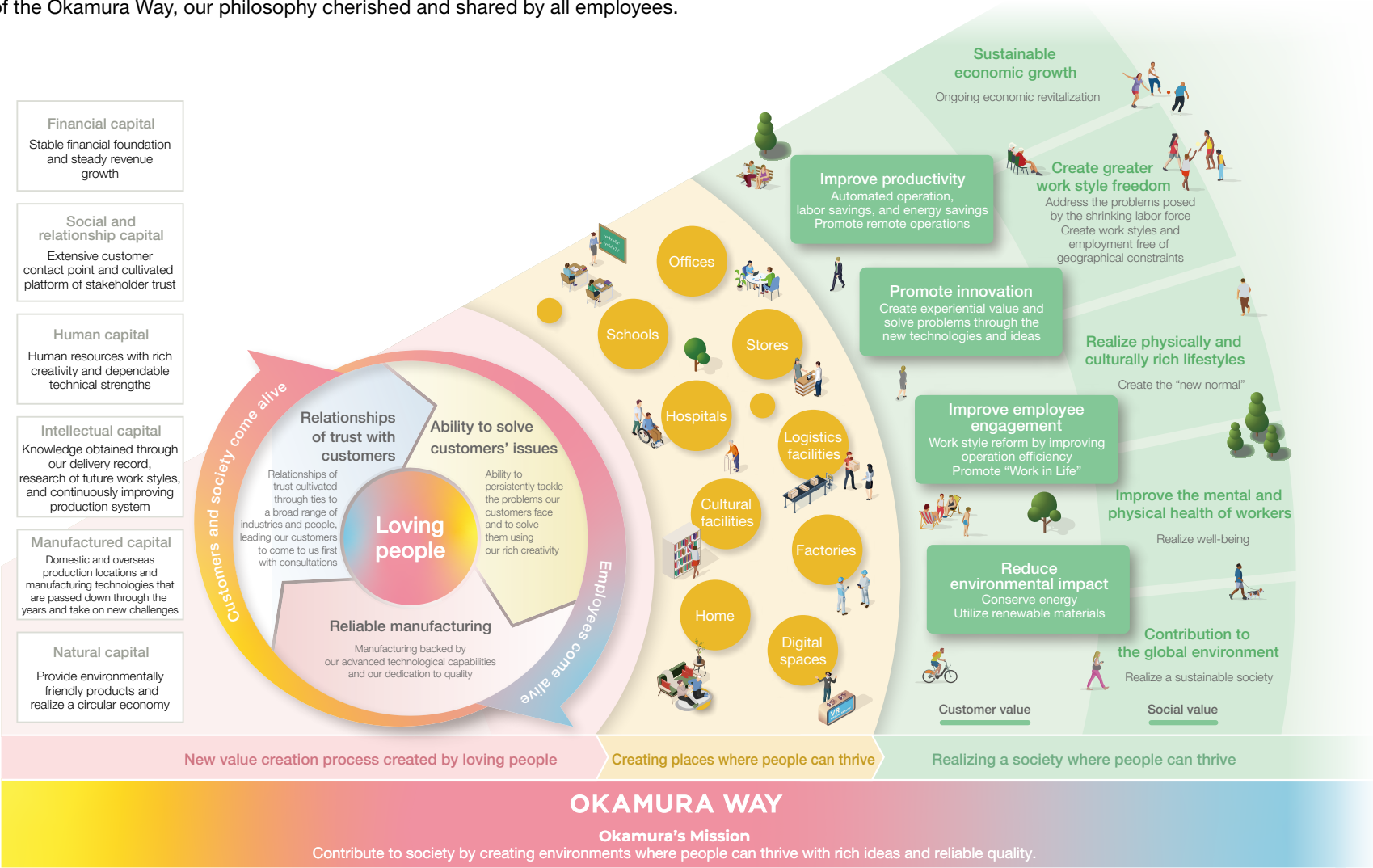
# Okamura’s Purpose and the Okamura Way

The Okamura Way is a philosophy that we cherish and hold in common, in order to achieve the Okamura Group’s Purpose of “realizing a society where people can thrive.” The Okamura Way consists of three parts: “Okamura’s Mission,” “Okamura Declaration,” and “Okamura Basics,” rooted in our DNA—our Founding Spirit, Corporate Philosophy, and Motto.



# Value Creation Story

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.



\*Work in Life: The idea that "Life is composed of many parts, of which work is one."

# Message from the CEO

## Advancing Diverse Initiatives to Address Social Issues, To Realize a Society Where People Can Thrive

Representative Director,  
President and Chief Executive Officer



### A Sustainable Society Will Be Achieved When Each and Every Person Thrives

At the Okamura Group, it is our mission to “Contribute to society by creating environments where people can thrive with rich ideas and reliable quality,” in aiming for our Purpose of “Realizing a society where people can thrive.” We strive to nurture not only material but also spiritual wealth, enabling people to choose their own way of working and to go about their lives based on mutual respect. Based on our belief and sense of mission that a sustainable society will be achieved when each and every person thrives, we aim to realize a society in which all people can work and live with vitality and smiles. We are committed to providing high-quality products

and services in a range of settings, including offices and educational, healthcare, R&D, and commercial facilities, and distribution centers, in an effort to further enhance our corporate value and resolve social issues.

To briefly introduce Okamura's history, in 1945, Okamura's founding members—a group of aircraft engineers with shared principles—brought together the technical and financial support needed to launch the company as the Okamura Manufacturing Facility, a cooperative industry. The founding spirit was based on five principles that comprise our Corporate Philosophy: Innovative creation, cooperation, being cost conscious, saving for the future and social responsibility. These founding principles have established our corporate

culture, and we work by the motto “Quality pays for itself.” This spirit has been passed down from generation to generation and is alive and well in our current management and business activities as part of Okamura's DNA.

### Management Should Always Strive for Harmony with Society

Today, the world is confronted with numerous challenges, such as extreme climate change, increasing social and economic inequality, loss of biodiversity, and environmental destruction. In addition, Japan is entering a period of population decline, and the nature of its economy and society is about to change significantly. Companies are expected to build good relationships with customers and local communities, show care and responsibility for the environment, fulfill their social responsibilities, and consistently deliver results. The Okamura Group will address these issues and implement a range of initiatives to resolve them, aiming to exist in harmony with society and to “Realize a society where people can thrive.”

The Okamura Group formulated the Midterm Management Plan 2025 in May 2023, which covers the three-year period from the fiscal year ended March 2024 to the fiscal year ending March 2026. Aiming to create new demand, we will grasp the trends of our times, refine our capabilities to propose new solutions and products, and accelerate our transformation into a “demand-creating company.” In addition to strengthening the foundations of our management, we will step up efforts to nurture talent and implement work engagement reforms aimed at realizing “Work in Life”<sup>\*1</sup> advocated by Okamura in order to improve employee satisfaction, which is what sustains our growth.

### Identifying Material Issues and Promoting Sustainability-Based Activities

Based on the recognition that business activities built around sustainability are important for “Realizing a society where

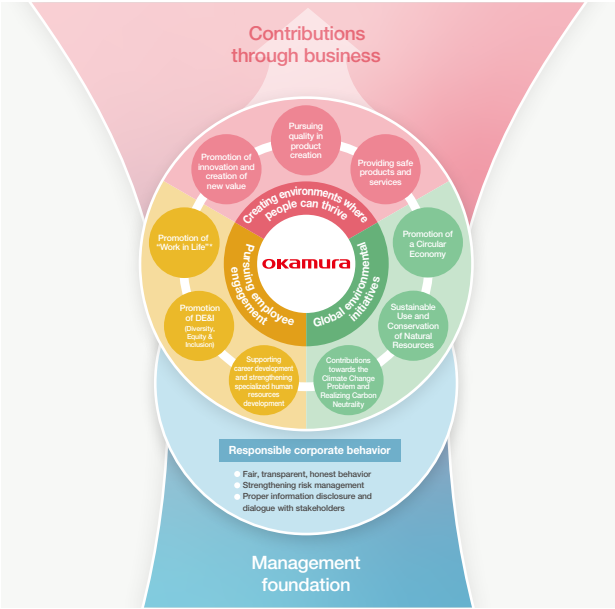
people can thrive,” which is our Purpose, and that social and environmental aspects of our business activities are as important as the economic ones, we have established the Okamura Group Sustainability Policy and strive to manage our businesses in a way that fulfills our corporate social responsibilities. In addition to identifying material management issues, we promote activities in four areas to reduce risks and create opportunities. These four areas are: (1) Creating environments where people can thrive, (2) pursuing employee satisfaction, (3) global environmental initiatives, and (4) responsible corporate behavior. 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 our global environmental initiatives. We will also contribute to the realization of a society in which all people can work and live with vitality and smiles, by creating environments where people can thrive. In order to diligently implement the identified material issues, we have set KPIs and annual targets for each issue on which to focus our efforts. As sustainability becomes increasingly important, we have repositioned sustainability from a priority issue to a material management issue. This shift coincides with significant changes in the external environment and the timing of the formulation of our Midterm Management Plan 2025, and places greater emphasis on strengthening our capacity to counter business risks. For each material issue, we have identified the social issues that are relevant to our business activities, examined the main risks and opportunities for the Okamura Group arising from the impact of these issues, and made our approach to each issue clear. Specifically, regarding the overall risks for the Okamura Group, including climate change risks, current risks were reassessed, new risks extracted and evaluated, and material risks identified and reviewed in light of their impact on our management and finances. In addition, we established a Sustainability Committee in order to organically promote initiatives aimed at sustainability. The Committee

promotes and supports group-wide initiatives based on annual plans, monitors progress, formulates policies and implements them in relevant departments. Okamura is also a signatory to the UN Global Compact and was registered as a participating company on February 26, 2020. Referring to the Global Compact principles on human rights, we have established the Okamura Group Human Rights Policy and are implementing initiatives in various areas of our corporate activities, in order to fulfill our responsibility of respecting the human rights of all people affected by our business activities.

### Accelerating Efforts to Reduce Our Environmental Impact

Regarding global environmental initiatives, one of the four material areas, we have identified the promotion of a circular

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



economy, sustainable use and conservation of natural resources, contributing to resolving climate change problems and realizing carbon neutrality as material management issues. Based on the Okamura Group’s Environmental Policy, we have formulated GREEN WAVE 2030, our long-term environmental vision, recognizing the importance of reducing the environmental impact resulting from our business activities and aiming to manage our business in a way that fulfills our corporate responsibilities to society. We will work to reduce the environmental impact of all Group business activities and promote proactive environmental activities through partnerships with our suppliers and customers. In addition, the entire Group is working to reduce environmental impact throughout the supply chain, aiming to achieve net zero greenhouse gas emissions (carbon neutrality) by 2050. For this, we have set the target of reducing greenhouse gas emissions by 50% in fiscal 2030 compared to fiscal 2020 levels as a milestone. We will contribute to the realization of a decarbonized society by further strengthening our existing activities such as energy-saving measures at our production plants and other bases, and by implementing initiatives informed by new perspectives, such as expanding the use of renewable energy. As for product development, based on the concept of a circular economy, we are committed to manufacturing that makes effective use of limited resources for longer and that minimizes waste generation throughout the product life cycle, from product planning and design to sales, maintenance, reusing, recycling, and proper processing. In our production processes, we are actively promoting the use of recycled materials, waste timber, and logging residue, as well as the reuse of waste resin and water. In fiscal 2024, we conducted a more specific review of our transition plan to achieve carbon neutrality by 2050, drawing up a concrete roadmap to reduce greenhouse gas emissions. We will also be introducing internal carbon pricing on a trial basis from fiscal 2025. We have been actively working to reduce the environmental impact of our business activities, recognizing that the loss of biodiversity, which underpins ecosystem



services, is a critical issue that could heighten the risk of natural disasters, diminish the availability of crops, forests, and other natural resources, and escalate the likelihood of infectious disease outbreaks. To comprehensively assess our interactions with and dependency on nature, as well as impacts, risks, and opportunities, from a wider perspective, we carried out an analysis based on the TNFD recommendations<sup>\*2</sup>, and disclosed the TNFD-related information in June 2025. We will continue to evaluate and determine strategies, indicators, and targets in line with the TNFD framework in the future.

Accepting Diversity and Enabling Everyone to Thrive

When aiming to realize a society where people can thrive, of course the way you perceive human resources becomes important. We are working to create systems, structures and improved working conditions that make it possible for diverse talents to flourish. Additionally, we are pursuing an environment in which employees can thrive by changing their mindsets and taking action. By respecting individual differences and valuing fairness, we aim to evolve from D&I (Diversity & Inclusion) to DE&I (Diversity, Equity & Inclusion). At the Okamura Group, we have established a Diversity, Equity & Inclusion Policy, and are committed to creating a workplace that values diversity and that enables employees to feel fulfilled in their work, cooperate with others, and achieve personal growth. Based on the concept of embracing diversity, we actively recruit talented workers with a variety of attributes, values, and ideas, and strive to create an environment where every employee can work comfortably and fulfill their potential, thereby fostering a corporate culture that can respond flexibly to social and cultural diversity as well as to changes in the environment. Naturally, this includes promoting the active participation of women.

The Okamura Group clearly states in its Human Resources Policy that it “actively provides training that not only develops and demonstrates employees’ skills, but also promotes cooperation and harmony, thereby encouraging a strong

desire for self-development.” In the Midterm Management Plan 2025, we have designated human resource development and improving employee engagement as key factors in strengthening the foundations of management. In order to achieve this, we are creating more opportunities for all of our employees to continue learning and to take on challenges based on mutual understanding as part of their career journey, in which each employee continues to envision their future career and achieve growth through diverse experiences.

Promoting a More Advanced Employee Engagement Reform

The Okamura Group positions health and productivity management as the foundation of “Work in Life.” We established a health and productivity management promotion system and, in September 2017, adopted the Health and Productivity Management Declaration, in order to implement specific measures for its promotion. In April 2020, we reaffirmed the importance of health as the foundation of Okamura’s work style reform project WiL-BE, and revised the Health and Productivity Management Declaration accordingly. Various health measures have been expanded, and from April 2023, we have been promoting a more advanced reform, “WiL-BE 2.0 Project for Improving Employee Engagement.”

We have set the reduction of presenteeism<sup>\*3</sup> and absenteeism<sup>\*4</sup> as a core element of our health and productivity management. This enables us to foster a work environment where employees can work in good physical and mental health, and to promote the creation of a workplace that prioritizes well-being. Furthermore, we have set the improvement in engagement as a KPI for assessing the results of our health and productivity management initiatives, striving to create an environment where employees can be healthier and more energetic. We aim to achieve an uptake rate of 100% for regular health examinations, 100% for secondary health examinations, 100% for stress checks, and an annual paid leave acquisition rate of 80% or higher. We also provide health literacy education and



share relevant information to encourage employees to be more aware of their health and enable them to take action to improve their physical condition.

Okamura has been certified as a Health & Productivity Management Outstanding Organization (White 500), jointly selected by the Ministry of Economy, Trade and Industry and the Japan Health Council (Nippon Kenko Kaigi), for the eighth consecutive year since 2018. We strive to create a workplace where employees can work healthily and happily, and to propose healthy work styles to our customers, so that everyone can realize the life they envision for themselves.

The Okamura Group aims to contribute to society through its efforts to realize a sustainable society, and will strive to “realize a society where people can thrive.”

We look forward to your continued support.

\*1 Work in Life: The idea that “Life is composed of many parts, of which work is one.” The realization of “Work in Life” entails each employee engaging proactively, so that work becomes a positive factor in their lives when viewed comprehensively.

\*2 TNFD Recommendations: TNFD refers to the Taskforce on Nature-related Financial Disclosures, which calls for the assessment and disclosure of nature-related risks, impacts, and dependencies.

\*3 Presenteeism: Working even though one is sick. A state in which work efficiency is reduced due to illness.

\*4 Absenteeism: Being absent from work or missing work.



# Promoting Sustainability at the Okamura Group

The Okamura Group promotes initiatives based on the recognition that business activities built around sustainability are important in order to realize a society where people can thrive.



# Basic Approach

We at the Okamura Group strive to manage our businesses in a way that fulfills our corporate social responsibilities under the Okamura Group Sustainability Policy, recognizing that business activities built around sustainability are important in order to realize a society where people can thrive, and that social and environmental aspects of our business activities are as important as the economic aspects.

## The Starting Point for Sustainability at the Okamura Group

Underlying our management philosophy—the Okamura Way—is Okamura’s DNA, which consists of our founding spirit, corporate philosophy, and motto.

Our founding spirit, from our beginning as “Cooperative Industry,” lays out the philosophy that Okamura is a company built on cooperation, that belongs to everyone, and that all employees are equal.

At Okamura, a hierarchical relationship between owners and employed workers does not exist. All employees are equal and are members of a team that have gathered under the shared aim of making Okamura prosper. The spirit of Okamura, founded as a cooperative industry, is evident in the teamwork behind the effort to produce good results.

Our corporate philosophy, which was established in November 1980, outlines the principles guiding management at a time of growth for the company. It consists of five phrases that carry on our founding spirit: Innovative Creation, Cooperation, Being Cost Conscious, Saving for the Future, and Social Responsibility. The fifth phrase, “Social Responsibility”, means that a company exists in society as a public institution, and since a company earns its income from its customers (society), its management must incorporate a spirit of social responsibility, returning a portion of its profits directly or indirectly to society. To emphasize the high quality of our products, we adopted the motto “Quality pays for itself” in 1961. The motto expresses Okamura’s commitment to providing quality products and services.

The founding spirit, corporate philosophy, and motto serve as the starting point of our current initiatives aimed at sustainability. (See [▶ p. 5](#) for details)

## Striving for Sustainability to Achieve Our Purpose: Realizing a Society Where People Can Thrive

Since its founding, the Okamura Group has aimed high in our manufacturing and has built its business around the creation of a variety of places to work, from offices to commercial facilities, hospitals, schools, factories, and logistics facilities.

The mission of the Okamura Group is to “Contribute to society by creating environments where people can thrive with rich ideas and reliable quality.” Under this mission, we aim to realize a society in which all people can work and live with vitality and smiles in line with our purpose of “Realizing a society where people can thrive.”

We believe that fostering not only material but also emotional wealth, respecting each other while each choosing our own way of working and living, and allowing each one of us to thrive, will lead to the realization of a sustainable society.

Recognizing that business activities centering on sustainability are paramount in realizing a society where people can thrive, and that social and environmental aspects of our business activities are as important as the economic aspects, we have established the Okamura Group Sustainability Policy and strive to manage our businesses in a way that fulfills our corporate social responsibilities.

Sustainability Policies at the Okamura Group

Through our mission at the Okamura Group—“Contribute to society by creating environments where people can thrive with rich ideas and reliable quality”—we aim for enhanced corporate value and providing solutions to issues facing society.

Creating Environments Where People Can Thrive

We will continue to take on the challenge of creating new values, markets, and trends by providing society with innovative products and services with reliable quality and safety.

Pursuing Employee Engagement

In addition to making our workplaces both healthier and safer, we respect the diversity of our employees and provide them with working environments that promote fulfillment in their work and help them achieve personal growth through cooperation.

Global Environmental Initiatives

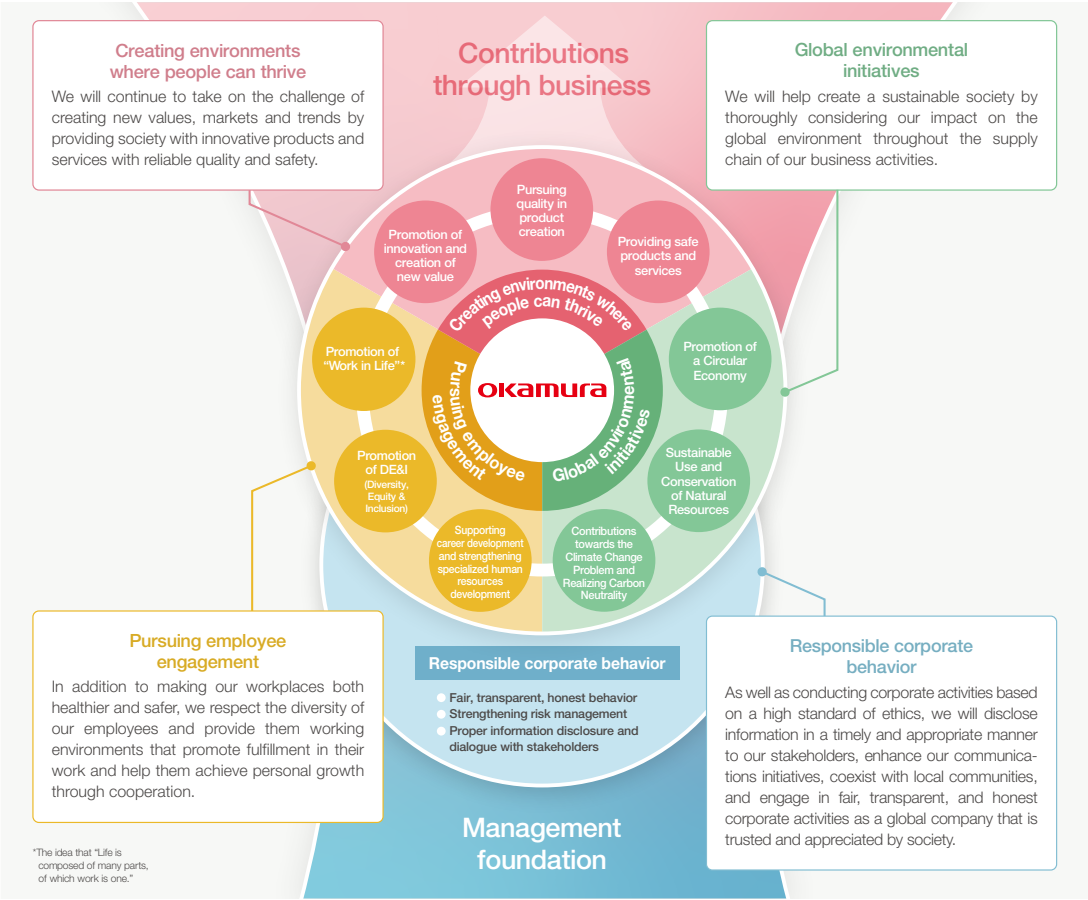
We will help create a sustainable society by thoroughly considering our impact on the global environment throughout the supply chain of our business activities.

Responsible Corporate Behavior

We will respect human rights and strive to respect each person’s individuality—including their cultural background—while eliminating discrimination. By conducting corporate activities based on legal compliance and a high standard of ethics, we will disclose information in a timely and appropriate manner to our stakeholders, enhance our communications initiatives, coexist with local communities and society, and engage in fair, transparent, and honest corporate activities as a global company that is trusted and appreciated by society.

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

The Okamura Group has identified material management issues and promotes initiatives in four areas, based on the recognition that business activities centered on sustainability are paramount in realizing 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 our global environmental initiatives. Through our business activities, we will contribute to the realization of a society where people can thrive.



## Contribution to the SDGs

The Okamura Group carries out initiatives to address each material issue, contributing to the achievement of the Sustainable Development Goals (SDGs).



## Identification and Review of Material Management Issues

In order to work as a Group to meet the expectations of our stakeholders and the demands of society, we identified material issues according to the following four themes: (1) Creating environments where people can thrive, (2) Pursuing employee engagement, (3) Global environmental initiatives, and (4) Responsible corporate behavior.

In identifying material issues, we integrated various perspectives, including various sustainability-related guidelines, items subject to inspection by evaluating organizations, in-house policies and standards, and questionnaires and dialogues with various stakeholders, quantitatively analyzing their importance for stakeholders and the Okamura Group.

Additionally, in order to consistently implement measures for the identified material issues, we set KPIs and annual targets for each issue and strive to meet them.

### Review of Material Issues Conducted in 2023

The Okamura Group identified material issues for sustainability in 2019. Subsequently, given the ever-increasing importance of sustainability, we conducted a review in 2023, in light of major changes in the external environment and in conjunction with the formulation of our Midterm Management Plan 2025. We are taking this as an opportunity to place greater emphasis on strengthening our ability to respond to business risks, and have repositioned them as material management issues, instead of material sustainability issues. For each material issue, we will be aware of the social issues relevant to our business activities, examine the main risks and opportunities for the Okamura Group arising from the impact of such social issues, and clarify our approach to each issue.

### 2019: Identification of Material Issues for Sustainability

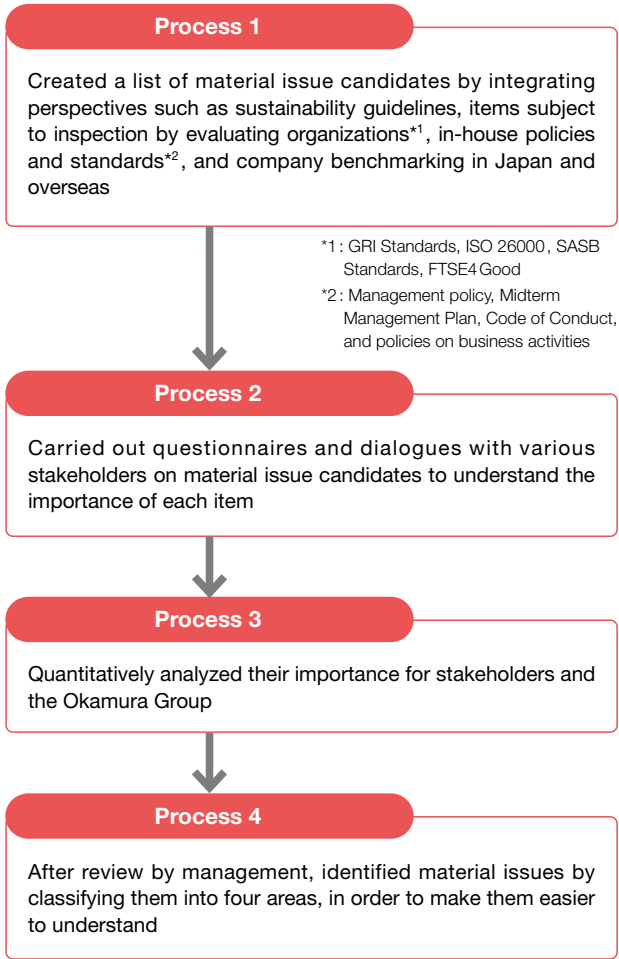
- Created a list of material issue candidates by integrating various perspectives such as sustainability guidelines, items subject to inspection by evaluating organizations, and in-house policies and standards
- Conducted internal and external questionnaires and dialogues regarding material issue candidates in order to ascertain the importance of each item
- Quantitatively analyzed their importance for stakeholders and the Okamura Group
- After review by management, identified material issues by classifying them into four areas, in order to make them easier to understand

### 2023: Review of Material Management Issues

- A review was conducted in conjunction with the formulation of the Midterm Management Plan, due to significant changes having occurred in the business and social environment since the last time issues were identified (2019)
- Previously, the four areas identified as material issues for sustainability had been accorded equal importance, but this time, the areas were repositioned to reflect what should serve as the basis for management and what should be positioned for future growth strategies, etc.
- Previously identified as “material sustainability issues,” we renamed them as “material management issues” in order to align them with the Midterm Management Plan

### Processes for Identifying Material Issues

Material management issues were identified through the following processes, whereby issues were extracted, their importance analyzed, and finalized in a review by management. (Identified in 2023)





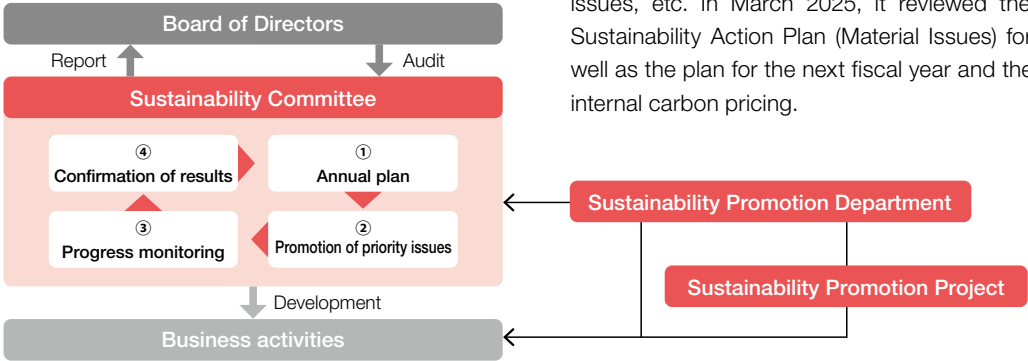


# Governance

## Role of the Sustainability Committee and Company-Wide Projects

The Sustainability Committee is chaired by the Representative Director and consists of Executive Officers who oversee each business division and corporate department. To ensure effective management of sustainability strategies, the Committee formulates, deliberates, and approves annual plans concerning material management issues, communicates them to relevant departments, promotes and supports Group-wide initiatives on material issues, and monitors their progress. In addition, regarding overall risks (opportunities and threats) for the Okamura Group, including climate change, biodiversity, and human rights, the Committee reassesses current risks, extracts and evaluates new risks, and identifies and reviews material risks, in consideration of their impact on management, finances, etc.

The Committee meets twice a year and reports to the Board of Directors on matters for deliberation and resolution as well as



on the results of its activities. The Board of Directors manages and supervises the contents of these reports. The Sustainability Promotion Department serves as the secretariat for the Sustainability Committee, administering its operations, translating approved items into business activities through organizational units across the company, and conducting regular follow-ups.

In addition, for company-wide sustainability projects, it follows up on the progress of each business division and spreads awareness of the activities among employees.

### Latest ESG-Related Cases Are Shared and Discussed at Various Committees Attended by Top Management

The latest information on ESG, matters that the Okamura Group should address, and case studies provided by outside experts and specialized internal departments are shared at Sustainability Committee meetings.

In September 2024, the Committee discussed the roadmap toward carbon neutrality in 2050 and its current status, DE&I (Diversity, Equity & Inclusion)-related issues, human rights issues, etc. In March 2025, it reviewed the results of the Sustainability Action Plan (Material Issues) for fiscal 2024 as well as the plan for the next fiscal year and the introduction of internal carbon pricing.

### Issues Discussed at Various Committees in Fiscal 2024

2024	May	Establishment of a Responsible Mineral Procurement Policy
2024	September	Carbon neutral transition plans Material risks to be addressed Human rights issues Social contribution activities
2024	October	Integrated Report
2025	March	Annual plan concerning materiality Sustainability-related financial disclosures Carbon neutral transition plans Material risks to be addressed Human rights issues Social contribution activities

## Implementing Measures With Employee Involvement

We are implementing various measures to encourage employees to participate in sustainability activities more proactively.

### Details of measures implemented in fiscal 2024

- Commendations for sustainability activities (see [p. 71](#) for details)
- Questionnaire to understand employee awareness and behavior
- Voluntary training sessions and events (See [p. 16](#), [p. 67](#) – [p. 68](#) for details)
- Sustainability-related emails (once a month)

TOPICS

Sustainability Training at Mt. Fuji and Fuji Plant: Encouraging Action Informed by Knowledge, Understanding, and Experience



Hands-On Training With “Sustainability” as the Keyword

The Okamura Group believes that raising awareness and changing the behavior of each and every employee are important for promoting sustainability. Sustainability Training was launched in fiscal 2022 to help employees learn about Group companies, connect with colleagues, and engage with nature through the theme of “sustainability,” while also providing an opportunity to take conscious action informed by knowledge, understanding, and experience. In fiscal 2022 and 2023, the training was conducted in Kamaishi City, Iwate Prefecture, home to NS Okamura Corporation, an Okamura Group production facility. In fiscal 2024, Gotemba City, Shizuoka Prefecture, where the Fuji Plant is located, was added as a new venue, and the training was held in two locations. The training in Gotemba City was held on June 7th and 8th, 2024, and in Kamaishi City, it was held on September 13th and 14th, 2024.

Participants in various job categories, such as sales, production, and design, visited the production plants located close to them. Having the production and sales departments engage and understand each other better through such training helps to reinforce Okamura's strength in



Experiencing the cold, clean waters of the Genbee River

integrated production and sales. It enhances the sense of unity even further.

Learning About the Blessings of Mt. Fuji's Water

Gotemba City in Shizuoka Prefecture, situated at the foot of Mount Fuji, is located near Mishima City in the same prefecture. Gotemba and Mishima are blessed with abundant spring and groundwater sustained by rainfall on Mount Fuji and the surrounding forests, as well as clean air and geothermal heat from the mountain.

The Fuji Plant was founded in 1970 and manufactures a wide range of products, including display fixtures for the Store Displays business, partitions for the Office Furniture business, and transfer conveyors and automated storage systems for the Material Handling Systems business. The plant also stores groundwater in underground tanks, using it for industrial purposes and daily operations. In consideration of Okamura's efforts to contribute to the local community and the fact that many of the plant's employees are local residents, Gotemba City and Okamura signed a partnership agreement in November 2022 to supply drinking water from the plant's underground tanks in the event of a disaster.

On the first day of the training, participants learned about the history of local spring water and related conservation efforts. They then visited the Genbee River in Mishima City, where they tested the water quality using reagents and dipped their feet into the river, feeling how fast and cold the river was. Participants said they gained a tangible sense of spring water being a finite resource and a gift of nature.

Learning About Biodiversity From Biotopes

On the second day, the participants visited Biotope Fuji, a habitat designed to foster coexistence with nature. The biotope, completed on the Fuji Plant premises in September 2022, not only preserves the natural environment but also serves as a venue



Learning about initiatives at Biotope Fuji

for employee environmental education and for fostering connections with the local community. Surveys on birds and plants are conducted regularly with the support of experts, and the biotope has been confirmed to be an important wintering ground for migratory birds. The participants observed behaviors such as mandarin ducks building nests and experienced biodiversity up close, an opportunity unique to Biotope Fuji, situated within the rich natural environment surrounding the Fuji Plant.

Action that Springs from Hands-On Experience and Sharing

By learning about regional issues and the surrounding natural environment closely connected to the Okamura Group, participants also had an opportunity to reflect on broader social challenges such as climate change, a declining labor force, and the shortage of successors. By sharing the insights gained from these experiences



Members that participated in the training

within the Group, employees will become more aware of how their own roles and departments are connected to sustainability. We will continue to actively provide sustainability training as a means of fostering behavioral change.

## Strategy

The Okamura Group aims to realize a society where people can thrive by further refining the three strengths we have cultivated through thinking about people: Relationships of trust with customers, the ability to solve customers’ problems, and reliable manufacturing. Recognizing that business activities centered on sustainability are important in order to realize a society where people can thrive, we have identified material management issues, recognized the risks and opportunities, and are promoting initiatives in four areas to reduce risks and create opportunities.

### Risks and Opportunities Related to Material Issues

Areas	Material Issues	Risks	Opportunities	Specific Measures	Expected Impact of Implementing the Measures on Our Finances
Creating environments where people can thrive	Pursuing quality in product creation	<ul style="list-style-type: none"><li>Inability to differentiate our products from those of other companies, being exposed to excessive price competition</li><li>Decrease in sales due to shrinkage/decline of existing market, etc.</li></ul>	<ul style="list-style-type: none"><li>Expansion of fan base by enhancing brand value</li><li>Resolving social issues and achieving sustainable growth by creating new demand</li></ul>	<ul style="list-style-type: none"><li>Marking products according to Okamura’s own standards</li><li>Surveys and research on work styles, workplaces, etc.</li></ul>	<ul style="list-style-type: none"><li>Increased sales through gaining customer trust</li><li>Expansion of business through the creation of new demand</li><li>Avoidance of unexpected costs through prevention of serious accidents and defects</li><li>Maintenance of revenue levels by reducing reputational risk</li></ul>
	Promotion of innovation and creation of new value				
	Providing safe products and services	<ul style="list-style-type: none"><li>Damages from product liability claims due to defective products, etc. and loss of trust from stakeholders</li></ul>	<ul style="list-style-type: none"><li>Gain in trust from stakeholders through product development that pursues reliable quality and safety</li></ul>	<ul style="list-style-type: none"><li>Operation of quality management system based on ISO 9001 international quality assurance standards</li><li>Fostering talent at training centers, etc.</li></ul>	
Global environmental initiatives	Promotion of a circular economy	<ul style="list-style-type: none"><li>Accelerating resource depletion, strain on waste disposal sites, and increase in in-house Scope 3 (Category 1) CO<sub>2</sub> emissions</li><li>Loss of trust from stakeholders due to the above</li></ul>	<ul style="list-style-type: none"><li>Contributing to the environment by developing environmentally friendly products, extending product life, recycling used products, reducing waste, etc.</li><li>Reduction of in-house Scope 3 (Category 1) CO<sub>2</sub> emissions</li><li>Increase in added value of products and services through the above initiatives</li></ul>	<ul style="list-style-type: none"><li>GREEN WAVE 2030 Long-Term Environmental Vision</li><li>Proposals for new products and services based on circular, carbon-neutral design</li></ul>	<ul style="list-style-type: none"><li>Orders won through environmentally friendly proposals</li><li>Maintenance of profitability through stable raw material procurement</li></ul>
	Sustainable use and conservation of natural resources	<ul style="list-style-type: none"><li>Increased risk of natural disasters due to biodiversity loss, destabilization of natural resource supplies, etc.</li></ul>	<ul style="list-style-type: none"><li>Contributing to biodiversity conservation through sustainable natural resource use and supply chain optimization</li><li>Increase in added value of products and services through the above initiatives</li></ul>	<ul style="list-style-type: none"><li>Okamura Group’s nature-related financial disclosures (TNFD)</li><li>ACORN activities aimed at coexistence with nature</li></ul>	
	Contributing to resolving climate change issues and achieving carbon neutrality	<ul style="list-style-type: none"><li>Transition risks<ul style="list-style-type: none"><li>Increase in costs due to introduction of regulations such as a carbon tax, switching to environmentally friendly raw and other materials, etc.</li></ul></li><li>Physical risks<ul style="list-style-type: none"><li>Destabilization of natural resource supplies and soaring procurement prices due to changes in vegetation and ecosystems caused by rising temperatures</li><li>Damage to bases engaged in social initiatives and to social infrastructure due to natural disasters; suspension of business activities, loss of opportunities, and increase in recovery costs due to disruption of supply chains</li></ul></li></ul>	<ul style="list-style-type: none"><li>Contributing to the environment by developing and expanding sales of products that mitigate or help adapt to climate change</li><li>Reduction of in-house Scope 3 (Category 11) CO<sub>2</sub> emissions</li><li>Appealing to customers through measures to achieve carbon neutrality</li><li>Building partnerships across sectors and industries</li></ul>	<ul style="list-style-type: none"><li>Okamura Group’s climate change-related financial disclosures (TCFD)</li><li>Use of renewable energy at production plants</li><li>Joining RE100 and Japan Climate Leaders’ Partnership (JCLP)</li></ul>	

Areas	Material Issues	Risks	Opportunities	Specific Measures	Expected Impact of Implementing the Measures on Our Finances
Pursuing employee engagement	Promotion of “Work in Life”	<ul style="list-style-type: none"> <li>● Decline in productivity and creativity due to deterioration in engagement, increase in turnover, etc.</li> <li>● Accidents, penalties, and compensation payments due to violation of duty of care</li> </ul>	<ul style="list-style-type: none"> <li>● Improving employee satisfaction, engagement, productivity, and creativity by creating a healthy and safe work environment and promoting job engagement reform</li> </ul>	<ul style="list-style-type: none"> <li>● Promotion of WiL-BE 2.0 Project for Improving Employee Engagement</li> <li>● Implementation of engagement surveys</li> </ul>	<ul style="list-style-type: none"> <li>● Increased productivity due to enhanced employee engagement</li> <li>● Improved productivity and expansion of business through innovation fueled by organizational diversity</li> </ul>
	Promoting DE&I (Diversity, Equity & Inclusion)	<ul style="list-style-type: none"> <li>● Dispute costs and compensation payments due to human rights violations such as harassment</li> <li>● Loss of trust from stakeholders due to the above</li> </ul>	<ul style="list-style-type: none"> <li>● Hiring and developing employees from diverse backgrounds, fostering a diverse and flexible corporate culture, and encouraging innovation</li> </ul>	<ul style="list-style-type: none"> <li>● Diversity recruitment</li> <li>● Systems and mechanisms to support the balance of work and childcare</li> </ul>	
	Supporting career development and strengthening specialized human resources development	<ul style="list-style-type: none"> <li>● Insufficient securing and development of human resources, resulting in a decline in managerial ability</li> </ul>	<ul style="list-style-type: none"> <li>● Initiatives aimed at employee growth and career development promote increased expertise and motivation, driving corporate growth</li> </ul>	<ul style="list-style-type: none"> <li>● Promotion of the Okamura Career Journey</li> </ul>	
Responsible corporate behavior	Fair, transparent, honest behavior	<ul style="list-style-type: none"> <li>● Loss of trust from stakeholders and deterioration of business performance due to legal and compliance violations</li> </ul>	<ul style="list-style-type: none"> <li>● Gain in trust from stakeholders through ethical business activities</li> </ul>	<ul style="list-style-type: none"> <li>● Implementation of training</li> <li>● Proper operation of the internal whistleblower system</li> </ul>	<ul style="list-style-type: none"> <li>● Increase in revenue and corporate value through gaining of trust from stakeholders</li> <li>● Avoidance of unexpected costs due to reduced risk of non-compliance and litigation</li> </ul>
	Strengthening risk management	<ul style="list-style-type: none"> <li>● Suspension of business activities and loss of opportunities due to rapid changes in the social environment</li> </ul>	<ul style="list-style-type: none"> <li>● Taking preventive action and planning against risks, stabilizing operations by addressing risks, and gaining trust from stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>● Implementation of measures for disaster prevention, management of confidential information, and information security</li> </ul>	
	Proper information disclosure and dialogue with stakeholders	<ul style="list-style-type: none"> <li>● Clashes with various stakeholders such as shareholders, local residents, customers, etc. leading to loss of trust, suspension of operations, dispute costs related to compensation for damages, payment of compensation, etc.</li> </ul>	<ul style="list-style-type: none"> <li>● Improving investor trust and willingness to invest through highly transparent information disclosures</li> <li>● Developing products and services that meet market needs and expectations</li> <li>● Stabilize operations at production facilities and bases by gaining the trust of local communities</li> </ul>	<ul style="list-style-type: none"> <li>● Publication of Sustainability Reports and Integrated Reports</li> <li>● Stakeholder engagement</li> </ul>	

## Issuing Sustainability-Linked Bonds to Resolve Social Issues and Protect the Environment

Okamura has issued sustainability-linked bonds twice, in June 2022 and June 2024, with the aim of resolving social issues and protecting the environment.

The bonds issued in June 2024 have a term to maturity of five years and a total issue value of 5 billion yen. “A reduction in greenhouse gas emissions of 30% by fiscal 2026 compared to fiscal 2020” is set as the Sustainability Performance Target (SPT), and if the SPT is not met, Okamura Corporation will donate by the bond redemption date an amount equivalent to 0.15% of the issued value to organizations dedicated to environmental protection activities, including public interest incorporated associations, public interest incorporated foundations, international organizations, NPOs authorized by local governments, and local governments.


In preparation for the issuance, Okamura Corporation formulated a sustainability-linked bond framework and obtained a third-party opinion from the Japan Credit Rating Agency, Ltd. (JCR) regarding the conformance of this framework with the 2023 Sustainability-Linked Bond Principles of the International Capital Market Association (ICMA) and the 2022 Green Bond and Sustainability-Linked Bond Guidelines of the Ministry of the Environment.

The SPT assessment results are published in the Okamura Group Sustainability Report or on our website.

 **Sustainability-Linked Bonds**  
<https://ir.okamura.co.jp/en/library/sustainabilitylinkedbonds/>

## Okamura Group's Digital Transformation (DX) Strategy: Promoting the Creation of an Environment Where People Can Thrive

Okamura is actively utilizing cutting-edge digital technology to resolve social issues and realize a sustainable society. In August 2021, we issued the DX Declaration stating that, “We will further promote digital transformation (DX) as part of our management strategy.” In February 2023, we updated the Declaration and established the DX Strategy Policy, the axis of Okamura’s DX strategy. We are promoting a variety of initiatives based on the belief that an organizational culture that allows for constant learning is necessary for flexible business management in an ever-changing society. We will integrate SX (Sustainability Transformation), GX (Green Transformation) and DX to further enhance our corporate value, as part of our efforts to reduce risks and create opportunities in terms of material management issues. (See [▶ p. 39](#), [▶ p. 102](#) for related information)

 **Okamura's Digital Transformation (DX) Strategy (J)**  
<https://www.okamura.co.jp/corporate/dx/>



# Risk Management

In order to control the overall risks of the Okamura Group to a reasonable extent, and to minimize the losses and maximize the opportunities that the risks may bring, we link them organically with activities that promote sustainability, and carry such activities out systematically.

## Risk Management System

The Okamura Group regards matters that may impact the achievement of business objectives (either favorably or unfavorably) as risks, and through identifying, analyzing and evaluating such risks, we work systematically and in a planned manner to control them to a reasonable extent, in order to minimize the losses or maximize the opportunities that the risks may bring.

In order to organically link risk management, which consists of organizational activities concerning risks, with the Group’s sustainability activities, thereby improving the effectiveness of risk management, the Sustainability Committee makes decisions on various matters related to the Okamura Group’s risk management, evaluates the effectiveness of risk management, and provides guidance for improvement. In addition, the Sustainability Promotion Department, which acts as the secretariat for the Sustainability Committee and which was established for the purpose of systematically promoting sustainability, is also involved in its capacity as the Risk Management Bureau, supporting and carrying out risk management operations. (See [▶ p. 133](#) – [▶ p. 134](#) for details)

## Indicators and Targets

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.


### Sustainability Action Plan (Material Issues)

Self-assessment legend

😊= Goal achieved

😐= Partially achieved

😞= Not achieved

Areas	Material Issues	KPIs	Fiscal 2024 Targets	Fiscal 2024 Results	Fiscal 2025 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	Please see the Midterm Management Plan 2025   <b>Disclosed May 10, 2023</b> <b>Midterm Management Plan 2025</b> <b>Explanatory materials:</b> <a href="https://ir.okamura.co.jp/en/library/managementplan/">https://ir.okamura.co.jp/en/library/managementplan/</a>	<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>● Demand focused on addressing management issues essential to corporate growth contributed to sales and profits</li><li>● R&amp;D on store creation made progress, centered on MISEIKU LAB 😊</li><li>● Development of products and services that contribute to smart logistics has advanced to the pre-commercialization stage</li></ul>	Continue with fiscal 2023 targets	Realize a society where people can thrive by providing new value to customers and society
	<b>Providing safe products and services</b> 9 12	Number of serious product accidents  *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.	0	1 😞	0	—
Global environmental initiatives	<b>Promotion of a circular economy</b> 3 6 7 9 12 13 14 15 17	Promote resource recycling through conserving resources and reducing waste	Generation of production-related waste, etc. Reduce by <b>1.0%</b> YoY per in-house finished product unit	Reduced by <b>2.3%</b> YoY per unit 😊	Generation of production-related waste, etc. Reduce by <b>1.0%</b> YoY per in-house finished product unit	Reduce production-related waste generation per unit by <b>9%</b> in fiscal 2030 compared to fiscal 2020
		Promote environmentally conscious planning and design in product development	Set management indicators for environmentally conscious products and monitor their status	Set management indicators and monitored progress monthly 😐	Set management indicators and monitor the performance of environmentally friendly products developed	—
	<b>Sustainable use and conservation of natural resources</b> 6 12 13 14 15 17	Promote sustainable use of forest resources	Reconfirm legality based on the Timber Use Policy	<b>One</b> minor non-conformity found during the audit to maintain FSC certification 😞	Establish a process to confirm legality of timber	—
		Reduce the impact on the environment	Use of water resources: Reduce by <b>1.0%</b> YoY per in-house finished product unit	Reduced by <b>8.4%</b> YoY per unit 😊	Use of water resources: Reduce by <b>1.0%</b> YoY per in-house finished product unit	Reduce water use by <b>10%</b> in fiscal 2030 (compared to fiscal 2020)

The numbers above indicate the related SDGs.  
Sustainability Action Plan (Material Issues and Other Social Issues) ▶ p. 154 — ▶ p. 156

Areas	Material Issues	KPIs	Fiscal 2024 Targets	Fiscal 2024 Results	Fiscal 2025 Targets	Mid- to Long-Term Targets
Global environmental initiatives	<b>Contributing to resolving climate change issues and realizing carbon neutrality</b> 7 9 13 15 17	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>	Reduce Scope 1+2 emissions by <b>20%</b> compared to fiscal 2020 across the entire Group <ul style="list-style-type: none"> <li>Industrial fuel consumption: Reduce by a five-year average of 1.0%</li> <li>Vehicle fuel consumption: Reduce by a five-year average of 5.0%</li> </ul>	CO <sub>2</sub> emissions fell by <b>30.8%</b> compared to fiscal 2020 <ul style="list-style-type: none"> <li>Industrial fuel consumption: Reduced by a five-year average of 1.1% 😊</li> <li>Vehicle fuel consumption: Reduced by a five-year average of 15.3%</li> </ul>	Reduce Scope 1+2 emissions by <b>36%</b> compared to fiscal 2020 for the entire Group <ul style="list-style-type: none"> <li>Industrial fuel consumption: Reduce by a five-year average of 1.0%</li> <li>Vehicle fuel consumption: Reduce by a five-year average of 5.0%</li> </ul>	Reduce greenhouse gas emissions by <b>50%</b> in fiscal 2030 (compared to fiscal 2020); aim to achieve carbon neutrality by fiscal 2050
		Increase energy productivity	Efficient use of energy in compliance with the Energy Conservation Act <ul style="list-style-type: none"> <li>Production-related energy consumption per unit: Reduce by <b>1.1%</b> YoY per in-house finished production unit</li> <li>Office-related energy consumption per unit: Keep energy consumption per unit per total headcount at current level</li> </ul>	<ul style="list-style-type: none"> <li>Production-related energy consumption per unit: Reduced by <b>4.0%</b> YoY</li> <li>Office-related energy consumption per unit: Reduced by <b>2.1%</b> YoY 😊</li> </ul>	Efficient use of energy in compliance with the Energy Conservation Act <ul style="list-style-type: none"> <li>Production-related energy consumption per unit: Reduce by <b>1.1%</b> YoY per in-house finished production unit</li> <li>Office-related energy consumption per unit: Keep energy consumption per unit per total headcount at current level</li> </ul>	Improve energy productivity by <b>10%</b> in fiscal 2030 (compared to fiscal 2020)
Pursuing employee engagement*	<b>Promotion of “Work in Life”</b> 3 8	Improve employee satisfaction and engagement	<ul style="list-style-type: none"> <li>Improve engagement score</li> <li>Designate priority items for improvement</li> </ul>	<ul style="list-style-type: none"> <li>Achieved engagement score of “B”</li> <li>Designated priority items and implemented measures for improvement</li> </ul> 😊	<ul style="list-style-type: none"> <li>Improve engagement score</li> <li>Designate priority items for improvement</li> <li>Implement measures for improvement</li> <li>Improve D-rated departments</li> </ul>	Achieve a rating of “B” by fiscal 2025
	<b>Promotion of DE&amp;I (Diversity, Equity &amp; Inclusion)</b> 5 8 10	Percentage of female employees	<b>23%</b>	<b>22.7%</b> 😊	<b>23%</b>	—
		Percentage of female managers	<b>7%</b>	<b>7.3%</b> 😊	<b>7.5%</b>	—
		Percentage of female new graduate hires (university graduates)	<b>40–50%</b>	<b>41.9%</b> 😊	Will not be managed as a target from fiscal 2025 onward as the target has already been achieved	—
		Percentage of male employees taking childcare leave	<b>65%</b>	<b>69.2%</b> 😊	<b>70%</b>	—
		Combined percentage of male employees taking childcare leave and spousal maternity leave	<b>100%</b>	<b>101.9%</b> 😊	<b>100%</b>	—
		Percentage of employees with disabilities	<b>2.58%</b>	<b>2.32%</b> (as of June 1, 2025) 😊	<b>2.5%</b>	<b>2.7%</b> in fiscal 2025
	<b>Supporting career development and strengthening specialized human resources development</b> 4 8	Implementation rate of skill development interviews	<b>100%</b>	<b>97%</b> 😊	<b>100%</b>	—
		Implement various measures for specialized jobs to further foster specialist skills	Plan and manage programs for specialized human resources development in line with each Division's strategies	<ul style="list-style-type: none"> <li>Implemented DX Learning Platform</li> <li>Offered training for operation and management engineers</li> <li>Offered Okamura Thinking program to absorb design thinking</li> <li>Ascertained necessary qualifications</li> </ul> 😊	Continue to plan and manage training programs for specialized human resources development in line with each division's strategies	
		Survey on participation in the Okamura University, “Towards Your Future Career”	<b>95%</b> of participants answer that it would be helpful for their future career	<b>92.2%</b> of participants answered that it was helpful for their future career 😊	<b>95%</b> of participants answer that it would be helpful for their future career	

The numbers above indicate the related SDGs. \*Scope of coverage: Okamura Corporation only

Areas	Material Issues	KPIs	Fiscal 2024 Targets	Fiscal 2024 Results	Fiscal 2025 Targets	Mid- to Long-Term Targets
Responsible corporate behavior	<b>Fair, transparent, honest behavior</b> <div>58101617</div>	Implementation rate of sustainable procurement surveys	<b>70%</b> based on transaction amount	Surpassed <b>70%</b> or more based on transaction amount Surveyed 639 companies with a <b>98.9%</b> response rate <div></div>	Surpass <b>70%</b> based on transaction amount	---
		Implementation rate of sustainable procurement on-site audits	<b>100%</b> for high-risk suppliers	<b>100%</b> for high-risk suppliers On-site audits conducted for <b>5 companies</b> <div></div>	<b>100%</b> 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	Continued to provide training <div></div>	Continue to provide training to departments related to purchasing	---
		Implementation rate for compliance education conducted at time of hire and for newly appointed executives	<b>100%</b>	<b>100%</b> <div></div>	<b>100%</b>	---
		Expansion of compliance training	Implement compliance training	<ul style="list-style-type: none"> <li>Conducted company-wide compliance training (4 times/year)</li> <li>Conducted other issue-specific training</li> </ul> <div></div>	<ul style="list-style-type: none"> <li>Conduct company-wide compliance training (3 times/year)</li> <li>Conduct other issue-specific training</li> </ul>	---
	<b>Strengthening risk management</b> <div>101116</div>	Establish Business Continuity Plan (BCP) for disasters	<ul style="list-style-type: none"> <li>Review the disaster response manuals</li> <li>Establish Business Continuity Plan (BCP) for disasters</li> </ul>	<ul style="list-style-type: none"> <li>Continuing review of the the disaster response manual in line with BCP</li> <li>Completed the establishment of BCP for disasters, scheduled to implement in fiscal 2025</li> </ul> <div></div>	<ul style="list-style-type: none"> <li>Review the disaster response manuals</li> <li>Conduct public relations activities for and spread awareness of BCP</li> </ul>	---
		Continue dialogue with stakeholders and reflect their input in our initiatives	Conduct stakeholder dialogues with various external ESG-related experts	Continued implementation <div></div>	<ul style="list-style-type: none"> <li>Conduct stakeholder dialogues with various external ESG-related experts</li> <li>Creative dialogue with investors</li> </ul>	---
	<b>Proper information disclosure and dialogue with stakeholders</b> <div>1617</div>					

The numbers above indicate the related SDGs.

Sustainability Action Plan (Material Issues and Other Social Issues) 

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## Overview of Activities for Fiscal 2024

The Okamura Group formulated the CSR Action Plan, the predecessor to the Sustainability Action Plan, in fiscal 2019. Since fiscal 2020, we have set KPIs and annual targets for each issue and have been pursuing initiatives accordingly. In fiscal 2023, the Sustainability Action Plan was

reviewed in conjunction with material management issues. In fiscal 2024, we pursued initiatives in line with the respective plans. While certain targets were not achieved, overall results were satisfactory, with many targets successfully met.

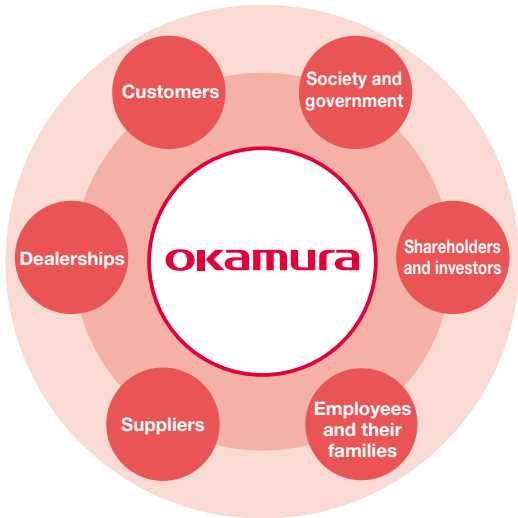
# Stakeholder Engagement

The Okamura Group aims to be a company that is trusted and appreciated by society through incorporating the opinions and expectations of our stakeholders into our operations.

## Stakeholders of the Okamura Group

The Okamura Group aims to be a company trusted and appreciated by society, by communicating with a wide range of stakeholders through various opportunities to achieve its Purpose of “creating a society where people can thrive,” incorporating their opinions and expectations to improve its management and initiatives.

We consider customers, dealerships, suppliers, shareholders and investors, employees and their families, and society and government to be particularly important stakeholders, and engage in communication with them based on our basic stance.



Stakeholders	Basic Stance
Customers	<p>Customer satisfaction can only increase when the products are of superior quality and functionality, supplied with high quality service. The Okamura Group clearly states the “provision of safe and high-quality products and services” in its Code of Conduct* and aims to provide products and services that lead to increased customer satisfaction.</p> <p>*Code of Conduct: Summarizes the attitude and behavior required in corporate activities, and is based on the Basic Policy of the Okamura Group (See <a href="#">▶ p. 138</a> for related information)</p>
Dealerships	<p>The Okamura Group not only sells its products directly, but also sells its products through dealerships, to allow us to better accommodate the diverse needs of our customers. As dealerships are not only our partners but also our customers, Okamura will work with them to increase mutual corporate value toward the common goal of maximizing customer satisfaction.</p>
Suppliers	<p>The Okamura Group clearly states in its Basic Purchasing Policy, that “transactions are fundamentally based on free competition, and we should work toward coexistence and mutual prosperity with suppliers based on an equal footing and mutual trust.” We have also established Sustainable Procurement Guidelines. Based on this perspective and the premise of fair and impartial business with suppliers, we will strive to improve business through mutual collaboration, as well as practicing procurement that emphasizes sustainability.</p>
Shareholders and investors	<p>We will strive to increase shareholder value by growing our business and continually increasing corporate value. In addition to ensuring timely and appropriate information disclosure to gain even greater trust from shareholders and investors, we will broaden our communication through various channels and proactively share valuable information, with the aim of achieving highly transparent management.</p>
Employees and their families	<p>At the Okamura Group, we consider employees to be collaborators and team members who work together to help the company prosper. We aim to achieve even greater results through business activities that emphasize mutual collaboration among employees. We are moving forward with creating workplaces where each employee can realize their potential based on a fair labor-management relationship, linking this to the growth of the company and improving the lives of employees.</p>
Society and government	<p>We strive to coexist with communities where we operate, by actively interacting with local residents, government agencies, companies, and organizations, as well as the younger generation who will be the torch-bearers of the future.</p>

### Establishment of a Multi-Stakeholder Policy

In order to continuously enhance corporate value, Okamura established a Multi-Stakeholder Policy in April 2023 as a basis for building relationships with stakeholders such as employees and suppliers in the course of conducting our business.

 **Multi-Stakeholder Policy (J)**  
[https://www.okamura.co.jp/corporate/sustainability/policy/multi\\_stakeholder\\_2412.pdf](https://www.okamura.co.jp/corporate/sustainability/policy/multi_stakeholder_2412.pdf)



Stakeholder Engagement Initiatives

Examples of Stakeholder Engagement

We participate in the Stakeholder Engagement Program of Caux Round Table (CRT) Japan. The program works to identify key human rights issues by industry through questions raised by NPOs/NGOs and experts.

(See [▶ p. 143](#) for details)

Stakeholders	Main Activities and Communication Tools, etc.	Frequency/Number of Cases/Number of Times	Incorporation into Management, Products or Services
Customers	Customer Service Office	Routinely (Number of inquiries in fiscal 2024: 18,426)	<ul style="list-style-type: none"><li>● Improve products and services based on feedback and suggestions received</li><li>● Propose new values and trends</li></ul>
	After-sales maintenance (inspections and repairs)	Routinely	
	Communicating product information Publishing installation examples and information magazines	Routinely	
Dealerships	Dealership associations by handled products	Routinely	<ul style="list-style-type: none"><li>● Improve products and services based on feedback received</li><li>● Improve measures for various dealerships</li></ul>
	Various workshops	Routinely	
	Information website for dealerships	Routinely	
Suppliers	Information and technical exchange meetings	Routinely	<ul style="list-style-type: none"><li>● Strengthen activities aimed at improving business and sustainability-focused procurement through mutual collaboration</li></ul>
	Regular interviews and visits	Routinely	
	Electronic network system	Routinely	
Shareholders and investors	General Meeting of Shareholders	Once a year	<ul style="list-style-type: none"><li>● Enhance management transparency by improving communication</li></ul>
	Financial Results Briefings	Four times a year	
	Publication of the Integrated Report	Once a year	
	Individual meetings	As needed (fiscal 2024: 111)	
	Small meetings, facility tours, etc.	As needed (fiscal 2024: 2)	
	Information magazines and websites	As needed	
Employees and their families	Discussions between employees and management	Routinely	<ul style="list-style-type: none"><li>● Nurture talent in order to improve employee engagement, and carry out measures to promote job engagement reform</li></ul>
	Initiatives to realize employees' "Work in Life"	Routinely	
	Activities to promote DE&I (Diversity, Equity, & Inclusion)	Routinely	
Society and government	Dialogue with government agencies	As needed	<ul style="list-style-type: none"><li>● Incorporate findings in order to build better relationships with local communities and society</li></ul>
	Communication through various channels with local governments where production plants are located	Routinely	
	Activities contributing to local communities	As needed	
	Disseminating information through publications and websites	Routinely	

# Participation in External Initiatives

We participate in various initiatives related to resolving environmental, social, and economic issues.

## UN Global Compact

The UN Global Compact advocated by the United Nations is an international initiative to realize a sustainable society. Okamura Corporation signed the compact and registered as a participating company in February 2020.

As for the Ten Principles of the Global Compact in the four fields of Human Rights, Labor, Environment, and Anti-Corruption, we actively undertake initiatives and report on their progress and results to the UN once a year. (See [▶ p. 142](#) for details)



## Task Force on Climate-related Financial Disclosures (TCFD)

The Task Force on Climate-related Financial Disclosures

(TCFD) was established by the Financial Stability Board (FSB) at the request of the G20 to promote climate-related financial disclosures and to urge financial institutions to act. Okamura announced its support for the TCFD in April 2021. (See [▶ p. 51](#) for details)



## Taskforce on Nature-related Financial Disclosures (TNFD)

The Taskforce on Nature-related Financial Disclosures (TNFD)

is an international initiative established with the aim of building a framework for corporate risk management, assessment, and disclosure related to natural capital and biodiversity. Okamura has endorsed the recommendations of the TNFD and registered as a TNFD Adopter\*. (See [▶ p. 51](#), [▶ p. 64](#), [▶ p. 68](#) for details)

\* TNFD Adopter: A company or organization that has declared its intention to disclose information in line with the TNFD recommendations



## RE100

RE100 stands for “100% Renewable Electricity,” and is a cooperative corporate initiative whereby influential companies worldwide commit to using 100% renewable electricity for their business operations. Okamura joined RE100 in March 2022, and have declared our commitment to switch to 100% renewable-sourced electricity by 2050. (See [▶ p. 54](#) for details)



## SBT (Science Based Targets)

SBT is a set of greenhouse gas emission reduction targets set by companies for five to ten years in the future, in line with the goals set forth in the Paris Agreement. In August 2022, the Okamura Group’s greenhouse gas emission reduction targets were certified under the Science Based Targets initiative (SBTi). (See [▶ p. 56](#) for details)



## Japan Climate Initiative (JCI)

The Japan Climate Initiative is a network of organizations to strengthen the provision of information and sharing of opinions among companies, government agencies, NGOs, and other entities actively working to combat climate change. Okamura became a member in December 2019 and is advancing initiatives toward the realization of a decarbonized society based on the declaration of the initiative.



## Japan Climate Leaders’ Partnership (JCLP)

The Japan Climate Leaders’ Partnership (JCLP) was established in 2009 as a coalition of Japanese companies based on the recognition that the industrial community should have a sense of urgency and initiate more proactive actions to realize a decarbonized society. Okamura joined the partnership in March 2022 at the same time it became a member of RE100. (See [▶ p. 54](#) for details)



## Assessment by Society

The activities of the Okamura Group related to sustainability have gained recognition from outside organizations.

### Major Certifications and Awards Received in Fiscal 2024

#### EcoVadis (Gold)

EcoVadis is a provider of supply chain sustainability ratings that assesses more than 130,000 companies in 180 countries around the world. It evaluates corporate sustainability initiatives in the four areas of environment, labor and human rights, ethics, and sustainable procurement, using its own assessment criteria based on global sustainability standards. The Okamura Group earned the Gold Medal in 2022, which placed it among the top 5% of companies evaluated that year. It earned its third consecutive Gold Medal in 2024. (November 2024)



#### CDP Climate Change (A)

CDP is a non-governmental organization (NGO) that operates a global information disclosure system to help investors, companies, nations, regions, and cities manage their impact on the environment. Okamura has submitted the CDP climate change questionnaire since fiscal 2021, and obtained a score of A- in fiscal 2022. We were selected for the top-level Corporate A List in fiscal 2023 and remained on the A List for the second consecutive year in fiscal 2024. (February 2025)



#### 6th ESG Finance Awards Japan (Special Award in the Environmentally Sustainable Companies Category; also selected as an Environmentally Sustainable Company and an Environmental Disclosure Progress Company)

The ESG Finance Awards Japan, established by the Ministry of the Environment in 2019, is designed to promote and advance ESG finance. Okamura received a Special Award in the Environmentally Sustainable Companies Category in recognition of its outstanding efforts relative to its scale. It was also selected as an Environmentally Sustainable Company for meeting established standards in the completeness of its information disclosure, and as an Environmental Disclosure Progress Company for its significant improvements in disclosure and potential for continued progress. (February 2025)



#### DX Certification

The DX Certification System is a system in which the Ministry of Economy, Trade and Industry certifies companies that meet the basic requirements specified in the Digital Governance Code, based on the Act on Facilitation of Information Processing. Okamura has been certified as a DX-Certified Business Operator. (Continuously from May 2023)



#### Health & Productivity Management Outstanding Organization 2025 (White 500)

The Ministry of Economy, Trade and Industry (METI) and the Japan Health Council jointly evaluate corporations that practice particularly outstanding health and productivity management and certify them as Health & Productivity Management Outstanding Organizations. Okamura has been recognized as a Health & Productivity Management Outstanding Organization (White 500) for eight consecutive years. (March 2025)



#### L-Boshi (Level 2) Certification

L-Boshi certification is a system by which the Ministry of Health, Labour and Welfare certifies outstanding companies based on the Act on the Promotion of Women's Active Engagement in Professional Life (Act on the Promotion of Women's Active Engagement). Okamura has received L-Boshi (Level 2) certification. (Continuously from December 2020)



#### "Platinum Kurumin" Certification

"Kurumin" certification is a system under which the Minister of Health, Labour and Welfare certifies companies that actively encourage employees to achieve a good balance between work and childcare, based on the Act on Advancement of Measures to Support Raising Next-Generation Children ("Next-Generation Act"). Okamura has maintained the "Kurumin" certification as a parent-friendly company since November 2022 and was additionally awarded the "Platinum Kurumin" Certification in 2025. (March 2025)



The latest information on ESG investment-related assessments, etc. (J)



<https://www.okamura.co.jp/corporate/sustainability/news.html>

# Creating Environments Where People Can Thrive

We will continue to take on the challenge of creating new values, markets, and trends by providing society with innovative products and services with reliable quality and safety.



# Pursuing Quality in Product Creation

Based on the motto of “quality pays for itself,” the Okamura Group strives to improve quality and safety from a global perspective, while at the same time being mindful of the global environment and addressing customer needs accurately. We will continue to pursue ideal product forms and optimal interior spaces in a variety of settings, including corporate offices, education, healthcare, R&D, commercial facilities, and distribution centers.

## | The Okamura Group’s Design Policy

The Okamura Group is committed to good manufacturing and high-quality designs that enrich the lives of people, while bequeathing a better environment to the next generation. Since the founding of Okamura, we have endeavored to create appealing environments in a variety of settings, relying

on our accumulated hard and soft skills. In order to achieve this, we pursue product development from the three essential perspectives of Quality Design, Eco-Design, and Universal Design.

### The Okamura Group’s Design Policy



## Pursuing Quality Design

Pursuing the true essence of a product, we provide our customers with products they can truly appreciate. In the pursuit of “the perfect product,” we are constantly refining our manufacturing abilities in order to create new and appealing value. Specifically, in our efforts to develop products that always satisfy the needs of our customers, we not only strive to ensure safety, but also to design them based on ergonomics\*, to improve comfort, and to create an environment that fosters creativity.

\* Ergonomics: A scientific field that aims to understand human physical, cognitive, and organizational characteristics and apply them to various products, environments, and services

## Pursuing Eco-Design

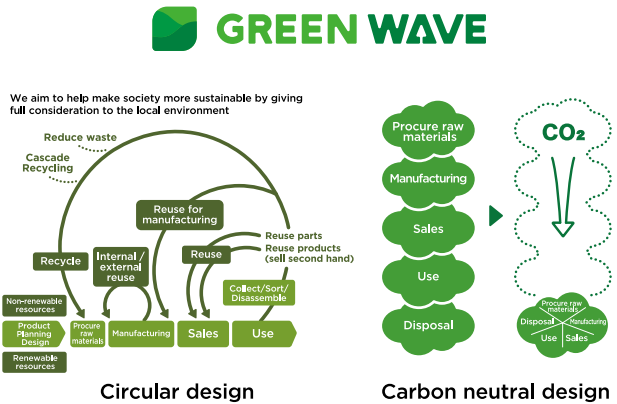
The Okamura Group strives to design products that have the lowest possible level of environmental impact throughout their life cycle, from the selection of raw materials to disposal after use, for a more sustainable society. To this end, we carry out product assessments\* during the planning, design, and prototyping phases, and certify products according to our own environmental standards. (See [▶ p. 61](#) for related information)

\* Product assessment: Assessment of the product's impact on the environment at the development and design stages, in order to develop products with less impact on the environment

## Okamura's Manufacturing Philosophy: Circular Design and Carbon-Neutral Design

We have established two core approaches to product development: “Circular Design” and “Carbon Neutral Design.” Circular Design, grounded in the principles of a circular economy, seeks to make the most of limited resources for as long as possible while minimizing waste, covering the entire product life cycle—from planning and design through procurement, manufacturing, sales, maintenance and ultimately reuse or recycling. Carbon Neutral Design focuses on minimizing CO<sub>2</sub> emissions across every stage of a product’s life, from sourcing raw materials to manufacturing, sales, use and final disposal.

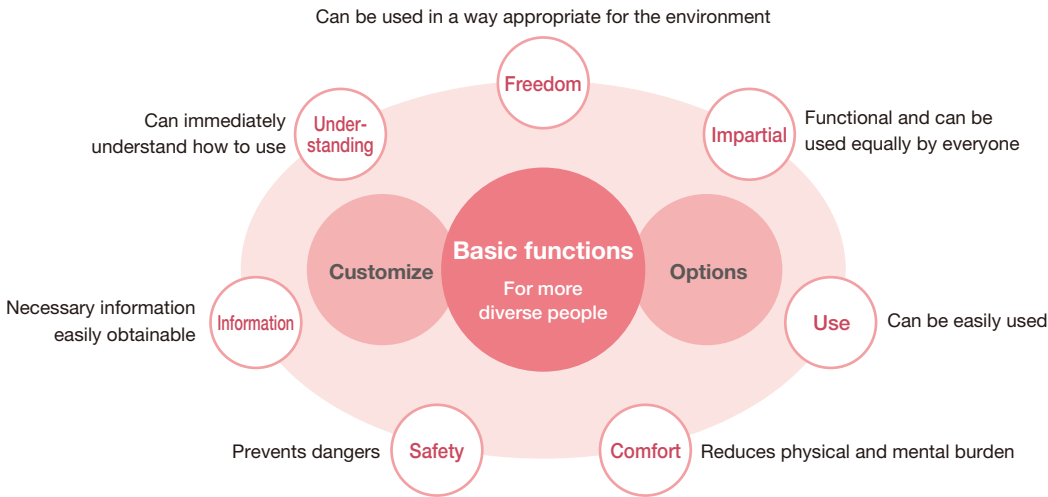
Building on these approaches, the Okamura Group continues to advance environmentally conscious product development across the full life cycle, redoubling its commitment to cutting CO<sub>2</sub> emissions. (See [▶ p. 60](#) for related information)



## Pursuing Universal Design

The Okamura Group seeks to create designs that enhance the quality of life for all people, and to develop products and spaces with consideration for the diverse needs of those who use them. We aim to offer products and spaces that everyone can use by improving basic functions and, through the addition of optional extras and customization, enhancing safety, comfort, adaptability, ease of comprehension, and access to information.

### The Okamura Group’s Approach Towards Universal Design



## Initiatives to Popularize Universal Design

Okamura has participated in the International Association for Universal Design (IAUD) since the founding of the Association, sponsoring international conferences and supporting IAUD activities. The IAUD works towards the sound development of society and the creation of fulfilling lifestyles through broader acceptance and implementation of universal design.



## Product Development Based on Our Design Policy

### Developing Products for Lounges That Encourage New Forms of Interaction and Facilitate Relationship-Building

In response to management challenges such as securing talent and enhancing employee engagement, a growing number of companies are seeking to boost productivity and motivation by creating comfortable work environments and well-designed spaces when relocating or renovating their offices.

At Okamura, we believe that offices require a variety of spaces to enable the optimal execution of a wide array of tasks, and we propose lounges as one such option. Lounges serve as spaces for relaxation and refreshing the mind during work, for networking among diverse staff from different departments or corporate units, and for openly communicating with people from outside the company. A highly designed interior, crafted with meticulous attention to its furnishings and appointments, can offer opportunities to build new relationships through communication, boost motivation for work, improve productivity by facilitating tasks, and inspire innovation. Our Symphonia lounge table series and CLARK sofa series were designed specifically for use in such lounge environments. Symphonia tabletops are shaped to encourage casual interactions and spontaneous encounters, and the curvature of the legs imparts



Symphonia  
lounge table series



CLARK sofa series

a symbolic element to the space. CLARK combines shelves, planter boxes, and other elements in distinctive layouts and configurations that bring people together and encourage encounters and conversation.

### Developing Products That Accommodate Diverse Work Styles and Needs

TELECUBE by OKAMURA is a fully enclosed work booth that can be installed in various settings. Since its launch in December 2018, TELECUBE by OKAMURA has been installed in numerous public areas such as offices, entrances to office buildings, stations, airports and commercial facilities, as well as schools and local government offices. In addition to web conferencing, tasks that require concentration, and meetings, TELECUBE is now being utilized for a wide range of purposes, such as brief computer sessions and web conferencing during business trips, online university lectures, job interviews, and confidential consultations involving personal information.

With more employees returning to the office in the wake of Covid-19, the number of meetings and consultations has increased, leading to a growing demand for conference rooms and private rooms as spaces for team collaboration and communication. The largest model in the TELECUBE by OKAMURA series, designed for multiple users, was developed to meet this need. No major installation work on walls, floors, or ceilings is required, and the space can be used by 4 to 6 people as a conference room or private room. It is suitable for a



TELECUBE by OKAMURA  
(multi-user model)

variety of purposes, such as meetings, stand-up conferences, presentations, a manager's office, or a rest area. The interior and color scheme can be tailored to match the surrounding space, purpose, and furnishings, providing a comfortable private room environment.

### A Multipurpose Cart Designed to Boost Operational Efficiency While Seamlessly Blending In With the Sales Floor

Retail settings such as supermarkets and drugstores typically use dedicated carts for inventory management and stocking tasks. Some stores repurpose these dedicated carts as temporary product displays for events, but this does not take into account such factors as the carts' suitability for display, the impression it leaves on customers, and the overall design and atmosphere of the sales floor.

This is what has led Okamura to develop the Shelfer multipurpose cart. It features a sleek, all-black design and functionality that allows for a wide variety of gondola (display shelf) attachments. Shelfer not only showcases products attractively, blending in with the store's interior and atmosphere, but is also efficient for stocking and backroom inventory management. It can also be used as an equipment storage unit for organizing and storing spare attachments. Because a single cart can handle everything from product display to inventory management, stocking, and equipment storage, its versatility helps create efficient and visually appealing stores.



Shelfer  
multipurpose cart

### Promoting Further Automation of Work at Distribution Centers

The rising workload caused by diversified logistics services, such as more frequent, small-lot deliveries, combined with a shrinking workforce, is driving an increase in the demand for automation and labor-saving solutions in warehouse operations. Okamura has developed the Automated Warehouse Type CYBISTOR, a new pallet storage system in the CYBISTOR series, featuring a shuttle (transport cart) that runs inside the rack to enable high-density storage of pallets loaded with goods. Stacker cranes handle the loading and unloading of palletized goods as well as the transfer of shuttles across aisles, which were previously done by forklifts, enabling full automation of the entire process from loading and storage to unloading. The new CYBISTOR system not only minimizes human errors such as package mishandling or damage from drops, but also enables seamless integration with transport processes that precede and follow warehousing through automation. This direct connection to manufacturing lines boosts productivity and supports continuous 24-hour operation. In addition, pallets can be transported and stored at heights beyond the reach of forklifts, further enhancing storage capacity. The Automated Warehouse Type CYBISTOR system will help address problems of limited space and labor shortages at production and distribution sites, particularly where lot-based management and high-volume storage of a limited variety of products are necessary.



CYBISTOR pallet storage system (automated warehouse type)

### Ergonomic Study Furniture Designed to Encourage Good Posture in Children

With the dramatic change in work styles comprising the rise of hybrid work and the normalization of working from home, interest in home furniture such as desks and chairs has grown significantly, and families are paying more attention to the functionality and comfort of children’s study furniture. In recent years, the spread of digital devices like smartphones, combined with reduced physical activity during the Covid-19 pandemic, has led to a growing number of children with poor posture, including hunched backs and tech neck. Drawing on its expertise in office product development, Okamura has created mirumio, a line of children’s study furniture based on ergonomics that promotes good posture when studying. mirumio features desks and chairs designed for long-term use from elementary through high school, embodying the concept of “furniture that grows together with children.” Desk height and chair seat positions can be easily adjusted to accommodate children’s rapidly growing physiques, which can change even within a single year. Its simple design allows it to blend seamlessly into interiors, and remain suitable for use even in adulthood. For many children, study furniture represents their first personal desk and chair. With mirumio, we hope to offer children the joy of choosing their own furniture, while also inspiring them to develop an awareness and appreciation for furniture.



mirumio furniture series for child education

### Marking Products According to Okamura's Own Standards

At Okamura, we display marks that represent our own initiatives on products, and also include the information in our catalogue in order to recommend them to our customers. The WELL certification\*, a system that evaluates whether a space is one where people can spend time in a healthy and comfortable manner, is being broadly adopted internationally as a criterion for evaluating office spaces. In order to help customers obtain WELL certification, Okamura displays Well Plus marks on products that help create a healthy working space. In addition, we designate eco-friendly products that meet our own environmental standards with the GREEN WAVE and GREEN WAVE+ (plus) marks. (See [▶ p. 61](#) for related information)

\* WELL Certification: A rating system launched in 2014 by The International WELL Building Institute (IWBI), a U.S. public benefit corporation, that measures, scores, and certifies various features that affect human health and well-being (physical, mental, and social well-being) based on performance



## Assessment by Society

The Okamura Group is committed to quality manufacturing and providing society with products that satisfy customers. Our approach to product development, of emphasizing not only functionality, safety, durability, and reliability, but also the pursuit of external beauty and ideal form, has won high acclaim in Japan and abroad, leading to numerous awards and selections to date. Many of our products and space designs have been recognized with domestic and international design awards in fiscal 2024.

### Best of NeoCon\*

#### Winner, Silver Award, Best of NeoCon 2024

(June 2024)

- Spectra seating

\* Best of NeoCon: Awards presented to outstanding products exhibited at NeoCon (the National Exposition of Contract Furnishings), the largest commercial interior exhibition in North America



### HiP Awards at NeoCon\*

#### Winner, HiP Awards 2024 at NeoCon Workplace: Task Seating Category

(June 2024)

- Spectra seating

\* HiP Awards at NeoCon: Sponsored by the U.S. magazine Interior Design, this awards program celebrated its 11th anniversary in 2024. The program recognizes innovative products, selected from among those shown at NeoCon, the largest exhibition for the commercial interior design industry in North America, and also honors designers and other people in the industry for their achievements, by category



### Good Design Award\*

#### Winner, Good Design Award 2024

(October 2024)

- WORK ISLE creative furniture
- Swift Nex height-adjustable desk
- CROSCO rack-type workbench

\* Good Design Award: Established in 1957 by the Japan Institute of Design Promotion, it is the only comprehensive design evaluation and recommendation program in Japan. Representing a movement to improve industry and lifestyle culture through design, numerous companies and designers in Japan and abroad take part



### German Design Award\*

#### Winner, German Design Award 2025, Excellent Product Design Category

(November 2024)

- Spher seating
- Spectra seating

#### Winner, German Design Award 2025, Excellent Architecture Category

(November 2024)

- Okamura's exhibit at NeoCon 2024

\* German Design Award: An award program established by the German Design Council in 2012, it consists of three categories, Excellent Product Design, Excellent Communications Design, and Excellent Architecture. Nomination itself is considered an honor, as the German Design Council nominates participating entries from among those that have already received a certain degree of recognition as being excellently designed



### JIDA Design Museum Selection\*

#### Selected for the JIDA Design Museum Selection vol. 26

(November 2024)

- WORK ISLE creative furniture

\* JIDA Design Museum Selection: Under the theme of "Aiming for a beautiful and prosperous life," the Japan Industrial Design Association (JIDA) recognizes and honors exceptional industrial design products that contribute to society. Its aim is to present, exhibit, and archive products whose outstanding design embodies the spirit of their time, preserving them for future generations and making a cultural contribution to education, industry, and everyday life



### Best of Year Awards\*

#### Honoree, Best of Year Awards 2024, Contract Conference/Task Seating Category

(December 2024)

- Spectra seating

\* Best of Year Awards: International design award program presented by the American magazine Interior Design. The awards honor innovative projects and products across a wide range of categories each year



### iF Design Award\*

**Winner, iF Design Award 2025, Interior Architecture Category**  
(March 2025)



- **Okamura's exhibit at NeoCon 2024**  
\* iF Design Award: A prestigious international award presented annually by iF International Forum Design GmbH to outstandingly designed industrial products from around the world

### Red Dot Award\*


**Winner, Red Dot Award: Product Design 2025**  
(April 2025)



reddot winner 2025

- **Abilis seating**  
\* Red Dot Award: One of the most prestigious international design awards, established in 1955 and sponsored by the Design Zentrum Nordrhein Westfalen in Germany. The award features three categories: product design, brand & communication design, and design concept, with separate competitions held in each category

Our corporate website “Make with: The Craftsmanship of Okamura” introduces processes and overviews of Okamura’s product creation, including planning research, design, and manufacturing. The site also features a Product Story section that describes the background and thoughts behind the development of various products, and an Awards section that introduces our award-winning products.

 **Make with: The Craftsmanship of Okamura (J)**  
<https://www.okamura.co.jp/corporate/products/makewith/>

## TOPICS

### Exhibiting the Theme of “To the Last Detail.” at the Chicago NeoCon 2024

Okamura participates in NeoCon, the largest commercial interior design exhibition in North America, every year. In 2024, it was held in Chicago, Illinois, from June 10 to 12.

“To the last detail.” is Okamura’s new global brand concept that embodies the company’s unique philosophy of meticulous attention to detail, extending even to areas invisible to the eye, such as a product’s backside, finer details, and the production process. Based on the theme of “To the last detail.”, four areas were set up: Installation, Engineering, Scene, and Feeling Room. Okamura products were showcased from multiple perspectives, allowing visitors to experience the comfort of new seating materials, discover the hidden beauty beneath the seat surface not immediately visible in finished products, and appreciate the craftsmanship concealed within the backrest.

This exhibit won the internationally prestigious German Design Award 2025 in the Excellent Architecture Category, and the iF Design Award 2025 in the Interior Architecture Category. Over the years, Okamura has received numerous awards, including the German Design Award and the iF Design Award, for its products; however, this was the first time the company received recognition for its space design.



Installation area located at the entrance



The Engineering area showcases the inner structure of the seating parts and attention to detail



# Promotion of Innovation and Creation of New Value

The Okamura Group proposes ideal environments that promote comfort, foster creativity, enhance efficiency, and that are conducive to healthy work and living, by offering exceptional products and services for diverse spaces. We will continue to create new value through research on work styles and various types of spaces from new perspectives, as well as through businesses based on co-creation and the dissemination of useful information.

## Research on Work Styles and Various Spaces

Amid shifts in social structures, technological progress, and increasingly diverse lifestyles, many are reconsidering work styles, office environments, and store formats. In light of these developments, Okamura studies and researches future work styles and store formats from new perspectives, collaborating with companies, universities, and experts across diverse fields, sharing useful information.

### Research on Work Styles and Workplaces

In 1980, we established a research institute (the present Work Design Research Institute) to study work styles and workplaces, and we have been conducting surveys and research on this topic ever since. We identify social trends and changes in people's awareness and set research themes based on them. Working alongside researchers specializing in various fields at universities and research institutes, we explore ways of working and workplaces one step ahead of the rest. We share our research findings and knowledge with society at large through various academic conferences and study groups, as well as the "KNOWLEDGE" research pamphlets and website. KNOWLEDGE - WORK DESIGN REVIEW 2024 was published in November 2024. In the special feature "Offices that Promote Growth," based on the hypothesis that a pleasant office environment is conducive to worker development, we conducted a survey to examine perceptions and realities regarding the sense of growth, and carried out analysis focusing on how employees grow through their work.



KNOWLEDGE - WORK DESIGN REVIEW 2024 (November 2024)

 **Research on and approaches to work styles and workplaces (J)**  
<https://www.okamura.co.jp/office/research/>

### Publication of Trends Surrounding Work in Japan in 2025

The Work Design Research Institute, drawing on insights gained from extensive surveys, research, and analysis of social conditions, compiled the results into eight keywords in its report, "Work Style Trends 2025." The report is intended to serve as a reference and guide when addressing corporate management challenges through the creation of offices and other workspaces, and was published on Okamura's website in December 2024. We defined four categories of work styles for 2025—Communication, Growth, Well-Being, and Productivity—and, by projecting two social trends—population decline/labor shortages and shifting perceptions of prosperity—onto the categories, we derived eight keywords. The most important

keyword is "knowledge broker." The term refers to individuals who belong to multiple communities both within and beyond the company, serving as intermediaries who connect disparate ideas and transfer them into new contexts, thereby fostering innovation. We believe that 2025 will be the year when people will begin striving to take on the role of knowledge brokers.



Work Style Trends 2025

### Researching the Future of Stores

In 2024, we established the Research Lab that Creates the Future of Stores (nicknamed MISEIKU LAB), to explore new store formats in response to the significant changes affecting consumers and the retail industry. The lab studies the future of retail by analyzing societal, market, industry, and technological trends, and outlines how stores will be ten years from now, through co-creation with a diverse group of people including retailers (our customers), partner companies, and external researchers.

(See [▶ p. 152](#) for related information)

 **MISEIKU LAB (J)**  
[https://www.okamura.co.jp/store/research/miseiku\\_lab/](https://www.okamura.co.jp/store/research/miseiku_lab/)

## Activities Aimed at Creating New Value Through Co-Creation

### WORK MILL Activities

Okamura carries out WORK MILL activities with the aim of changing the way people work, by envisioning work styles and workplaces together with various stakeholders. The name “WORK MILL” has two meanings: “looking at things from various perspectives” and “extracting value (milling)” without being bound by conventional notions. Based on an open co-creation process with a diverse range of people, we carry out activities centered on web magazines that people can readily view, magazines and booklets that they can easily pick up, and co-creation spaces that they can visit. Our aim is to create value through co-creation and create a community where we can share our goals and ambitions.

# WORK MILL

 **WORK MILL**  
<https://workmill.jp/en/>

### Winner of the Well-Being at Work Award 2025

Okamura’s Eri Okamoto has been honored with the Well-Being at Work 2025, sponsored by Persol Holdings Co., Ltd. This award honors individuals and organizations that embody well-being at work, defined as the happiness and fulfillment gained through working, and who have turned the smiles born from this endeavor into a source of social strength. As a community manager for co-creation spaces, Okamoto’s job is to foster co-creation with companies, schools, and local communities across the country. She received recognition in the FR (Future Generations Relations) category, in which the awardees are selected primarily by students representing the next generation.

## VOICE



Eri Okamoto

Value Co-Creation Center and  
 WORK MILL Supervision Center,  
 Work Design Department,  
 Work Style Consulting Office,  
 Office Furniture Division

## Hopes for Expanding the World Through Co-Creation Activities on Work

I have long had the opportunity to reflect on the nature of work through WORK MILL, a co-creation effort that explores the concept of “work” in Japan. I came to realize that instead of criticizing how society or companies address certain issues, change can sometimes be achieved by following one’s curiosity and acting from one’s own perspective, and that new paths can emerge when one trusts in this approach. In each of us, there is a small inner flame, and by tending to one another’s light, it can grow stronger and more impactful. I am delighted to see a growing movement, rooted in the concept of well-being, that emphasizes and values people’s inherent strengths. I am also very happy and grateful to have been selected for the award by young people of the next generation.

As part of our next-generation initiatives, we have conducted university classes on the theme of work, and, in reverse, also had university students organize work-themed events aimed at working adults. Through cross-generational discussions on the nature of work, I felt we were able to dispel assumptions that are often taken for granted, and foster greater awareness of work among the next generation.

I look forward to further expanding the world of work together with those who promote well-being at work.

### “EXPO Bar,” a WORK MILL Initiative

Since 2021, we have been participating in demolexpo, an initiative under Machigoto Expo (“All Osaka is an Expo”) aimed at realizing the goals, aspirations, and ambitions of as many people as possible through the Osaka-Kansai Expo. As part of the demolexpo project, EXPO Bars, where people interested in the Expo can gather around and talk over drinks, have been held across the country since 2021. Just before the opening of the Expo, Okamura hosted a total of eight EXPO Bars in Akasaka, at the company’s offices in Akasaka, Tokyo. Through the events, we connected with members of the Merchants’ Association involved in Akasaka’s urban development, who informed us of the area’s history and local charms known only to residents. An organic connection began to form between residents and commuting workers, and in the final session, participants created a rake that embodied the unique charm of Akasaka. This rake was unveiled at the EXPO Bar event held at the Osaka Kansai Expo. I strongly feel that the Expo has helped foster connections within the local community.



EXPO bar in Akasaka



Kumade filled with the charm of Akasaka



Activities in Co-Creation Spaces

Okamura has established and now operates four co-creation spaces focused on the theme of working: Open Innovation Biotope Sea (Tokyo), Cue (Nagoya), bee (Osaka), and Tie (Fukuoka). In addition to providing opportunities for anyone to participate by publishing event information on websites, etc., we also carry out co-creation activities to meet the needs of various people, such as our customers, local residents, and students, by helping to solve their problems and create value. We hold events and workshops centered on the theme of working and carry out activities not only in-house but also in collaboration with external partners, co-sponsoring and cooperating on external projects. Through these diverse opportunities, we broaden the scope of co-creation, not only within Okamura but also among the participants themselves.

\* The links at the URLs on the right are available in Japanese only.



Photo: Norihito Yamauchi



<https://sea.workmill.jp/>



<https://bee.workmill.jp/>



<https://cue.workmill.jp/>



<https://tie.workmill.jp/>

TOPICS

Tabletops Made from Marine Plastic Installed in the Co-creation Space “Sea”

The co-creation space Open Innovation Biotope Sea is designed around the concept of a place where “things crash into each other like waves, and connect,” and serves as a hub for activities and communication centered on the themes of the sea and sustainability.

During the relocation and renovation of Sea in May 2024, we created custom tables featuring tabletops made from recycled marine plastic. REMARE Inc., a material recycling company that views marine debris as a resource and creates new value by transforming it into stylish boards via proprietary processes, supported us in this initiative. The tabletops produced are original pieces made from marine waste, such as oyster farming spacers, whitebait farming trays, and other plastics, which are sourced as raw materials and then crushed and reshaped, to reflect the concept of “a place where things crash into each other like waves, and connect.” The tables were completed by pairing the tabletops with legs for existing Okamura meeting tables. The tabletops have a natural finish that highlights their unique texture and appearance, distinct from conventional ones, that also convey the story of the material and foster connections with nature, the environment, and the people involved. Sea’s design incorporates the distinctive colors and textures of marine-derived materials, with the colorful hues adding vibrant accents against a white base, offering visitors a fresh visual experience.

Photo: Norihito Yamauchi

Various Initiatives for Developing New Businesses Through Co-Creation

Commercialization of a service designed to foster communication through in-office strawberry cultivation

This initiative, designed to encourage communication among employees through the shared experience of cultivating and caring for strawberries in the office, was commercialized as a service and launched in September 2024. Called “City Farming with Okamura,” this is a packaged service jointly developed by Nippon Shuppan Hanbai Inc.’s City Farming service, which provides vegetable cultivation systems that enable fresh strawberries to be harvested daily, year-round, for use in residential spaces, and Okamura, an experienced advocate of diverse workplace ideas for offices. The showcase makes use of the manufacturing technology for refrigerated showcases that Okamura has developed through its Store Displays business. By fostering communication through this service, we aim to help create a vibrant and engaging work environment.



Growing strawberries in the office encourages communication

Co-creation that makes use of unmanned stores to enhance employee well-being

Okamura is collaborating with Hitachi, Ltd. on a co-creation initiative for office spaces designed to strengthen employee connections and improve well-being through Hitachi’s

unmanned communication store, CO-URIBA. CO-URIBA is an unmanned store that lets customers, who register in advance, check in through facial recognition and complete purchases by simply selecting the desired items, offering a smart, hassle-free shopping experience. The store features a Thank-You Coupon function that enables companies to send coupons to employees, or colleagues to one another, as a way of expressing gratitude. This function helps encourage workplace communication and promotes a culture of empathy and mutual support among team members. As part of the co-creation project, we installed CO-URIBA in two company offices located at a distance from one another. Through the trial, we verified whether the stores could promote communication between the sites through employees exchanging expressions of gratitude, and evaluated the added value of the spaces where CO-URIBA was introduced. We will continue to advance co-creation aimed at proposing new office environments that combine Okamura’s office design solutions with CO-URIBA.



CO-URIBA installed in an office

Widespread adoption of BAGGAGE KEEPER helps address shortages of storage space and labor

New uses for BAGGAGE KEEPER, an automated transfer-type storage system that efficiently accommodates suitcases and other luggage while minimizing necessary labor with unmanned

reception, are becoming more widespread. BAGGAGE KEEPER has been introduced in a number of hotels, where it is primarily used for storing luggage inside the hotel.

In August 2024, the system was introduced for the first time outside of a hotel setting, at Yamato Transport Co., Ltd.’s newly opened Namba Station Center in Osaka City, Osaka Prefecture. Luggage can be stored by making a cashless payment and depositing belongings in the same way as using a coin locker. Since April 2025, Super Hotel Osaka Natural Hot Spring, operated by Super Hotel Co., Ltd., has been offering Airporter, a same-day baggage delivery service, in combination with its existing BAGGAGE KEEPER system. With advance reservation and payment, luggage checked in at Kansai International Airport can be delivered to the hotel’s BAGGAGE KEEPER on the same day. Likewise, same-day delivery of luggage from the hotel to Kansai International Airport is also possible. Since guests can check in or collect their luggage at the hotel themselves, waiting times are reduced. Additionally, the BAGGAGE KEEPER screen is multilingual, making it user-friendly for international tourists visiting Japan.

Okamura will continue to promote the introduction and use of BAGGAGE KEEPER across various settings, helping to alleviate shortages of luggage storage space and labor by saving space and enabling unmanned reception.



BAGGAGE KEEPER system installed in the Namba Station Center

Initiatives Aimed at Commercialization of Automated Distribution Solutions

Okamura is pushing to commercialize PROGRESS ONE, a hybrid automated distribution system for logistics facilities that uses AI-powered robots for automated order picking and, for tasks that are challenging for robots to perform autonomously, allows humans to operate robots remotely, away from the warehouse.

An automated piece-picking demonstration experiment was conducted between April 2024 and March 2025 at Planet Saitama, Trusco Nakayama Corporation's distribution center in Saitama City, Saitama Prefecture. PROGRESS ONE picking robots were installed at the loading/unloading workstation (dedicated port) of the AutoStore robot-operated storage system to test AI-powered autonomous picking. The practicality and efficiency of PROGRESS ONE in a real-world logistics environment was thus confirmed.

Furthermore, a 2022 joint study with Motion Lib, Inc. on the impact of force feedback in remotely operated picking robots for logistics demonstrated that this function is essential for efficiently carrying out remote grasping tasks and inserting cushioning material. In February 2025, we formed a capital and business alliance with Motion Lib and have been continuing development.

We will continue to push forward with research and development toward the commercialization of PROGRESS ONE, aiming to introduce new work styles at distribution sites and create employment opportunities for individuals unable to work in conventional logistics settings due to constraints of time, location, or physical difficulties.



Testing autonomous picking with PROGRESS ONE

Co-Creation Through DX Initiatives

In May 2024, Okamura launched RoomieTale, the company's official 3D data sales website for the metaverse (virtual space). The service was developed from a business idea originating in the DX Learning Platform (DXLP) (see [▶ p. 102](#) for related information), an initiative aimed at fostering highly digitally literate talent across diverse fields. RoomieTale sells 3D data of Okamura office chairs and other products as digital furniture. On metaverse platforms, users create their own virtual spaces, known as “worlds,” and furnish them with 3D interior elements. However, creating high-quality, lightweight data of 3D models from scratch demands advanced expertise and considerable effort. For this reason, we optimized the detailed 3D data already used in our product manufacturing process for the metaverse, generating high-quality digital furniture optimized for lower data sizes. In addition, through co-creation with Karimoku Furniture Inc., Kawashima Selkon Textiles Co., Ltd., and Elecom Co., Ltd., who all supported this project, we converted their products into 3D data for the metaverse. Since January 2025, 3D data of products from each company has been available on RoomieTale. We will continue working with a variety of companies to enrich life in virtual spaces through co-creation, and to expand opportunities for enjoyable virtual experiences.



Official 3D data sales site RoomieTale

 **RoomieTale (J)**  
<https://roomietale.com/>

## Constructing and Proposing a Variety of Environments

### Supporting the Construction of WELL-certified Offices

In recent years, the growing adoption of human capital management and health & productivity management in companies has brought increased attention to employee well-being, encompassing physical, mental, and social aspects. To promote workplace well-being, a growing number of companies are pursuing WELL Building Standard™ v2 (hereinafter referred to as WELL Certification), which evaluates, measures, and certifies various performance-based functions that influence health and well-being. Okamura is applying the expertise gained from achieving Platinum WELL Certification for its own offices to assist corporate clients in obtaining WELL Certification for theirs.

For the headquarters of Okinawa Cellular Telephone Company (hereinafter referred to as Okinawa Cellular), which achieved Platinum WELL Certification in April 2024, we provided proposals and support regarding the office concept and space design. The office reflects Okamura's "WELL at Work" approach, which envisions a state of harmony between mind and body, enabling greater vitality. To support this, we introduced electric height-adjustable desks, monitors with flexible positioning, and dedicated spaces for exercise and relaxation. Okinawa Cellular's various initiatives, such as the introduction of a new personnel system and the provision of healthy meals in the employee cafeteria, were also viewed positively. In addition, point O marunouchi, a coworking space operated by point O and supported by Okamura's investment, became the first coworking space in Japan to earn a Platinum rating following the evaluation for certification renewal at the end of October 2024. The collaboration and co-creation

achieved at point O, where companies from diverse industries and fields come together, has led to the Platinum rating.


Going forward, we will continue leveraging our expertise gained through the certification process to help create office spaces that support both physical and mental well-being.

### Introducing Various Examples of Space Construction


At Okamura, we introduce examples of various space creation initiatives through our website and booklets.

Regarding our Office Furniture business, we introduce case studies of offices, public facilities, cultural facilities, etc. that we have worked on. The background behind the project's inception, our proposals in response to customer issues and requests, and the spaces we have created are introduced on the website "Okamura's Design Stories," and the office design, along with the space designers in charge of the project, are introduced on the website "Experience Design by OKAMURA." In the Store Displays business, we have been publishing the bimonthly booklet "Stores of the Month" since 1989. Showcasing case studies of supermarkets and other retail formats we have worked on, it provides the latest insights into shop design, with more than 200 issues published to date. We also publish case studies of stores and commercial environment projects on our website. Regarding our Material Handling Systems business, we publish case studies of solutions such as distribution warehouses that have been built using our equipment and systems on our website.

We will continue to provide useful information so that our customers will be able to visualize in more detail what can be done with their space, and so that we may assist them better in constructing spaces that incorporate the needs and changes of the times.


 **Case studies of office design by Okamura (J)**  
<https://www.okamura.co.jp/casestudy/office/>

 **Experience Design by OKAMURA (J)**  
<https://okamura.design/experience/>

 **Case studies of stores and commercial environments by Okamura (J)**  
<https://www.okamura.co.jp/casestudy/store/>

● Booklet "Stores of the Month"



 **Case studies of distribution systems by Okamura (J)**  
<https://www.okamura.co.jp/casestudy/mhs/>



TOPICS

Creating an Office That Fosters New Connections

Okamura promotes initiatives that help create work environments and support the business activities of our corporate customers, ultimately aiming to realize a society where people can thrive.

Okamura assisted Nitto Denko Corporation (hereinafter referred to as Nitto), a manufacturer of high-performance materials, with creating new offices within a newly constructed building at Nitto's Onomichi Plant in Onomichi City, Hiroshima Prefecture. Because the Onomichi Plant comprises multiple buildings spread across a large site, employees faced challenges in interacting with other departments due to the time required to move between the buildings. Additional challenges included long travel times to the cafeteria, cramped office spaces, and a shortage of conference and changing rooms. With the construction of a new building, the client wished to consolidate functions of each building and to optimize use of the entire site. Nitto had launched the Onomichi Plant Job Satisfaction Project centered on young employees. In order to encourage the strengthening of ties among employees as well as between the company and the local community, Nitto adopted the concept of "connect," with the hope that the new building would encourage fresh connections.

In creating the offices, we conducted workshops and surveys with the cooperation of members of the Onomichi Plant Job Satisfaction Project. Based on the results, we proposed the intended function of the new building and developed ways to make effective use of the vacant space created by its addition. Since Nitto has introduced a group address system in which departments and teams choose their seats freely, the work area is furnished with desks and chairs suitable for both group and individual tasks, supporting diverse work styles. To resolve the shortage of meeting rooms, we added more work booths and small meeting rooms. We also introduced a staff cafeteria and refreshment area that could also serve as workspaces, creating a versatile environment capable of meeting a range of needs. With the expansion of office space, it became possible to create an environment that encourages new connections, with more space available for functions that had been lacking. To promote cross-departmental interaction, we established Connect spaces (areas for interaction) by placing chairs and tables on the split-level floors linking the existing building with the new one. The tables were made using trees felled during the construction of the new building, which were also repurposed to make the conference room sign plates on each floor. They convey the warmth of wood while reflecting our commitment to valuing existing resources.

The new office incorporates features that encourage casual conversations among employees, naturally fostering communication and creating connections, valued at Nitto, throughout the space.



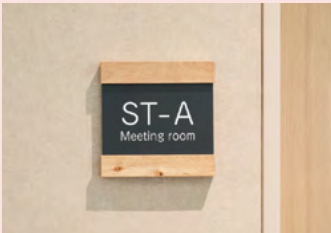
An open-plan office area with a group address system



A staff cafeteria that also functions as a workspace



Tables made from trees felled during the construction of the new building, placed on a split-level floor linking the existing building with the new one



A conference room sign plate made from repurposed wood felled during the construction of the new building


Utilizing DX to Make Better Office Proposals

The DX Learning Platform (DXLP), an initiative aimed at fostering highly digitally literate talent across diverse fields, has contributed to the development of tools and systems that support the creation of better offices.

In December 2024, we introduced OFFICE KIT, a diagnostic website for office styles. This tool assists companies looking to create new offices at the planning stage, by helping them evaluate the working style and office environment best suited to their needs. After companies select their aims and their ideal office, OFFICE KIT diagnoses an office style optimized for them, and presents examples of work styles, spatial layouts, and items that can be utilized. The diagnosis incorporates the latest data and trends, drawing on Okamura's office research and extensive experience in creating a wide range of workplaces.

Work Space Creator, a system that uses AI to automatically generate office layout proposals in the early stages of design, was developed in partnership with Tektome Inc. and piloted starting in November 2024. By allowing early visualization of the office layout in the initial design stages, the system facilitates smoother communication with clients based on the generated proposals and reduces the time needed to organize and share design requirements. This enables space designers to focus more on the essential aspects of office design, such as envisioning how the office would look like, identifying suitable work styles, and applying their creativity.

We will continue leveraging DX to make better office proposals. (See [▶ p. 19](#), [▶ p. 102](#) for related information)

 **OFFICE KIT: Helps you find your ideal office (J)**  
<https://www.okamura.co.jp/office/officekit/>

TOPICS

Participating in Expo 2025 Japan (Osaka-Kansai Expo):  
Event and Exhibit Showcasing Future Lifestyles and the  
Joy of Work Raise Okamura's Profile

Okamura was an exhibitor at Expo 2025 (Osaka-Kansai Expo), held from April 13, 2025. In line with the theme of the Osaka-Kansai Expo, “Designing Future Society for Our Lives,” we reflected on Okamura’s purpose of “Realizing a society where people can thrive” and considered what kind of society that would be. From this, we defined our exhibition theme as “EXPO 2025 OKAMURA Challenge: Project yourself in the direction of a society where people can thrive!” Our exhibit featured the Kimochi Kiosk, a limited-time shop open for seven days (April 22–28) where people could honestly express the feelings that they wanted to convey. The event we prepared was a theatrical performance by The Okamuraza, a troupe composed of Okamura employees, in which all the actors were leads playing themselves in a dramatic narrative shaping their future selves (April 26, two performances). Our exhibit and event showcasing future lifestyles and the joy of work presented Expo visitors with the opportunity to learn about Okamura’s vision of “increasing the number of people who can live their lives in their own way, and to build a society full of smiles.”



Kimochi Kiosk, a 7-day Limited-time Shop  
Where People Express Themselves Honestly

This experience-type exhibit was based on ideas about what kind of stores will “help people thrive” in the future, and sought to distill the essence of shopping, an act of choosing something with another person in mind, in the form of exchanging personal sentiments. In a space designed to resemble a convenience store, we displayed products that conveyed various emotions, such as “My Past-a Mistakes,” “Job Well-Done Curry,” and “Zutto Icchocolate.” Visitors were encouraged to come in pairs and select from the shelves the item that best expressed their feelings toward

each other. Each person brought an item that represented their feelings for the other to the cash register, and while the products were not for sale, the visitors exchanged their emotions through the act. Receipts were printed with the sentiment behind the exchange along with a commemorative photo, which visitors took home as a keepsake.



The premises of the Kimochi Kiosk



Trading feelings at the cash register



VOICE



Chiharu Fukuta  
(Back row, second from the right)  
Research Lab that Creates the  
Future of Stores (MISEIKU LAB),  
Store Displays Division

Exchanging Sentiments Allows You to  
Move People’s Hearts!

The Kimochi Kiosk was designed so that visitors going through their everyday motions of shopping in a space resembling a convenience store could experience its intended message. The eye-catching interior and fixtures were intentionally rendered in warm pink tones, while the emotion-themed products featured humorous puns in their names. We put considerable effort into translating the product names into English too, so we think that visitors from abroad were able to understand the sentiments too. Around 7,000 people visited the store during its existence. Although visitors seemed shy at first, they were beaming by the time they received the receipt at the cash register, leaving us with the feeling that we had been paid in happiness rather than money. I believe that the experience of touching people’s hearts nourished the soul of every staff member working in the store. There were countless challenges leading up to the opening, too many to put into words, but they all just melted away! The Kimochi Kiosk was conceived by cross-pollinating the Okamura Declaration’s principle of “Loving people, creating places” with MISEIKU LAB’s insight for the future positing that “stores are places that create consumer culture, and will function as spaces where people exchange not just products and money, but the many emotions circulating invisibly across the sales floor.” I believe that the act of purchasing will become increasingly automated and unmanned in the future, but the human element will remain indispensable.



The Okamura, a Troupe of Okamura  
Employees Enacting a Drama Shaping Their  
Future Selves


As a company that supports a variety of working environments and workers, we conceived the idea of a theater troupe where we could take the lead in expressing the joy of work, which resulted in a production titled “12 Office Workers Who Leap Out.” The excitement of working and co-creation was expressed through non-verbal communication, allowing the audience to experience it on a visceral level. An open call within the company for troupe members, such as performers, costume and prop, and performance-day support staff, drew more than 100 applications from a wide range of departments in offices and plants across Japan. Troupe members chosen through the open call prepared for the production through co-creation, drawing on external support as needed. With only three full days available for all-member rehearsals, members rehearsed independently up to the day of the performance.



All-member rehearsal



Members pose at the end of the production “12 Office Workers Who Leap Out”

 Okamura Live :) (Okamura Live Smile)  
Articles related to the Osaka-Kansai Expo (J)  
<https://live.okamura.co.jp/tag/id78>

VOICE



Masahito Wakao

(Front row, far right)

Value Co-creation Center,  
Work Design Department,  
Work Style Consulting Office,  
Office Furniture Division

The Collective Passion of the Troupe Produces  
Remarkable Results

“Realizing a society where people can thrive” implies that each of us should flourish at work. In practice, however, many of us are compelled to suppress our true selves in order to conform to the roles and frameworks imposed by society and the company. We launched The Okamura based on the belief that acting out the person we aspire to be can transform our approach to work and, in turn, help improve the organization and society.

This project received broad support, as it was a company-wide initiative that also involved Group companies. All troupe members made a significant contribution through their talents, enabling us to achieve results beyond expectation. The performers’ portrayal of the self they aspire to become seems to have resonated with the roughly 700 audience members, evoking empathy and inspiration, and serving as a catalyst for change. The supporting members helped make the performance even better with their diverse talents. I became aware of just how many talented colleagues I have at Okamura. Above all, I am filled with gratitude toward all the members of the troupe with whom I shared this unforgettable experience.

Following the event, an internal survey resulted in numerous positive remarks, such as, “I felt proud to be an Okamura employee!” and “Although I wasn’t part of the troupe, I want to contribute to the company however possible.” Through The Okamura, I think we all experienced how our collective passion could yield great results. I intend to cherish and nurture the fellowship of co-creation that grew out of this activity.

## Provision of Safe and High-Quality Products and Services

The Okamura Group aims to enhance customer satisfaction by providing safe and high-quality products and services.

### Okamura’s Approach to Quality: Improving Customer Satisfaction

The Okamura Group considers the provision of safe products and services as a material management issue. We have established a company-wide promotion system aimed at enhancing customer satisfaction, and are working to ensure thorough quality control through the operation of quality management and assessment systems in an effort to provide safe and high-quality products and services. (See [▶ p. 24](#) for related information)

Furthermore, in April 2025, we created activity guidelines that were broken down more specifically, for the entire value chain and for each process, which together make up our quality policy.

 **Quality Policy (J)**  
[https://www.okamura.co.jp/corporate/sustainability/policy/quality\\_policy.pdf](https://www.okamura.co.jp/corporate/sustainability/policy/quality_policy.pdf)

### Management System to Ensure Safety and Quality

The Okamura Group has established a Quality Assurance Committee in order to manage risk concerning the quality of our products and services. The Quality Assurance Committee identifies risks, promotes and supports the formulation of annual plans and activities to address them, and monitors progress.

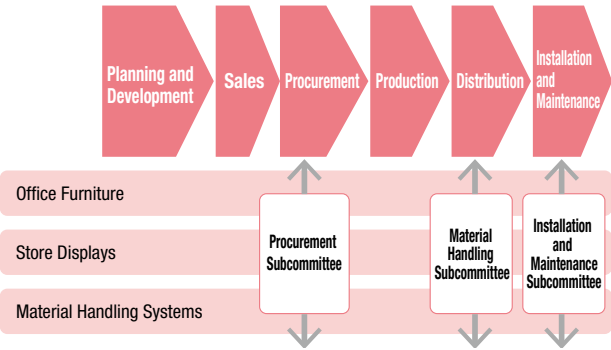
We have also established subcommittees under it as part of our effort to improve quality throughout the supply chain.

#### Quality Assurance Committee

Meetings held	Twice a year
Attendees	Chaired by the Representative Director and attended by Executive Officers from each division The Quality Assurance Department participates as the Secretariat
Content	Reporting of the results of the year’s activities, and approval of activity plans for the next year Reporting of serious accidents or similar events, and corrective action taken

#### Quality Assurance Committee and Subcommittees

Content	In order to ensure quality through supply chain collaboration, subcommittees for procurement, distribution, and installation (which require information-sharing) are set up to implement various measures across all business divisions
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#### Operation of Quality Management System Based on ISO 9001 International Quality Assurance Standards

To continuously improve product quality across all of the Okamura Group’s business areas, each production plant, including those located overseas, has acquired ISO 9001\*

certification and has been subjected to audits by an external certification body as well as internal audits. We have established and are operating a quality management system based on the aforesaid standard.

With regard to the operation of the quality management system, we continuously work to improve quality by incorporating the numerous opinions of stakeholders into the various stages of production—from planning to design and manufacturing—as well as assessing the functionality, safety, and durability of products. Furthermore, we have a system in place to ensure the provision of products that our customers will find satisfactory, through such efforts as establishing an in-house qualification system to secure and improve the skills that make it possible to maintain high quality standards in the manufacturing process, and constructing a database for sharing necessary know-how.

\* ISO 9001 : International standard for quality management systems stipulated by the International Organization for Standardization (ISO)

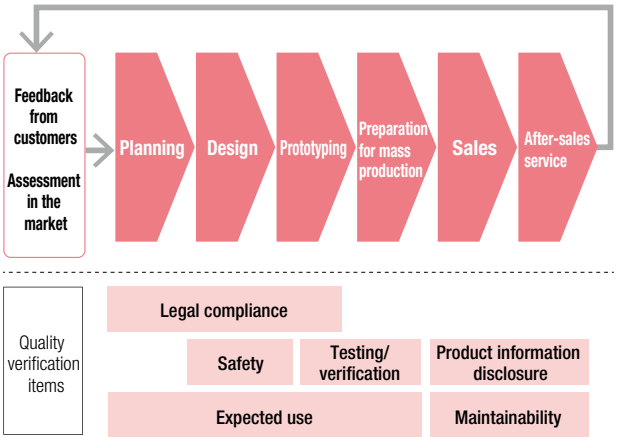
#### Quality management system certifications acquired

Name of plant or registered company	Registration number
Okamura Corporation Production Division/ registered through integrated review Oppama Plant, Fuji Plant, Gotemba Plant, Tsukuba Plant, Takahata Plant, Nakai Plant, Tsurumi Plant Kansai Plant	JSAQ 630
NS Okamura Corporation	JQA-QM 4055
Sanyo Okamura Corporation	JQA-QM 3753
FujiSeiko Co., Ltd.	Q4639
Siam Okamura Steel Co., Ltd.	FM779139
Hangzhou Okamura Transmission Co., Ltd.	15/23/Q6684R20

### Standardization of Each Process to Improve Quality

The Okamura Group implements rigorous screening and verification regarding safety and quality by standardizing the product development process—from product planning, design, manufacturing and sales to after-sales service—and incorporating customer feedback. We ensure a high level of quality by meticulously conducting tests and predictive verifications based on the various ways customers may use our products.

#### Product Development Process



### Quality Control Training

In order to ensure thorough quality control throughout the Okamura Group and enhance customer satisfaction, it is important for each employee to be aware of the importance of providing safe and high-quality products and services as well as our corporate responsibility, and to practice this in the course of their duties.

In order to foster quality awareness and improve management capabilities, we provide education for managers and QMS (Quality Management System) training.

#### List of Quality Control Training Programs

Type	Target	Title	Content	
Manager Education	Managers	Manager Training	● Enhancing quality awareness among managers	● Understanding and strengthening the quality management system
	Candidates for management positions	Leader Development Beginner Course	● Learning principles of quality	● Importance of standardization
	Group leaders, team leaders	QC Practical Course	● How to use the 7 QC tools	● In-house standardization methods
Specialized Education	Persons in charge of development and design	Electrical Appliances and Materials Safety Act (PSE) Training	● Basics of the Electrical Appliances and Materials Safety Act	● Technical standards for electrical appliances
QMS (Quality Management System) Training	All employees	QMS Basic Education	● Overview of QMS	● Understanding the importance of QMS
	Managers	Internal Auditor Development Training	● QMS internal auditor training	● How to proceed with audits
	Internal auditors	Pre-Internal Audit Training	● Training prior to conducting QMS internal audits	● Reminder of key audit points

#### List of quality control training programs for suppliers

Item	Target	Content
Distribution	Drivers and operators	Share information related to accidents/defects in order to prevent recurrence
Installation work	On-site managers	Ensure familiarity with on-site management workflow and manuals based on laws and regulations
Procurement	Contact persons at supplier	Introduce supplier case studies/quality standards for supplied products

### Initiatives Aimed at Suppliers to Maintain and Improve Quality

The Okamura Group works to ensure consistent quality from procurement to production, distribution, and installation, and our suppliers also play an extremely important role. Based on a cooperative relationship with our suppliers, we provide practical quality control training using case studies at each stage of the supply chain.

# Nurturing Human Resources That Support Manufacturing

The Okamura Group strives to develop outstanding human resources capable of keeping up with the trends of the times and supporting manufacturing at production sites with new creativity. We make efforts to ensure that the advanced technology and skills accumulated over many years are passed down by continuously improving our education and training system. We also consider it important for employees to obtain certifications in order to improve standards overall.

## Passing Down Technology and Skills

At the Okamura Group, each production plant strives to pass on the advanced technology and skills necessary for manufacturing. We nurture human resources in a systematic manner to ensure that production activities are carried out safely and smoothly, in order to maintain and improve product quality.

## Training Center

The Technical Skills Training Center, established in 2011 to nurture outstanding workers who uphold the foundation of our high-quality products, was renamed the Training Center in 2024. It now offers a range of manufacturing-related training programs for employees.

The programs include Basic Skills Courses to develop young employees, Specialized Skills Training Courses to develop specialists, and Practical Courses on Management Skills to improve on-site management skills. More than 800 employees take courses here every year. During the courses, participants are completely disengaged from their usual duties, and concentrate on learning. We also encourage employees to acquire National Trade Skill Certifications, and strive to pass on the advanced techniques and skills that have been nurtured over many years.

Even with the progress of IT and automation, we are striving to develop the power to create things from scratch and a solid foundation in manufacturing skills and creativity, in order to nurture a workforce capable of creating new value.

### Training Programs at the Training Center

The Training Center offers education and training according to work experience and duties, from newcomer training to follow-up courses up to the second to fifth year of employment, leader development courses, specialized skills training courses, and practical courses on management skills, which are aimed at enhancing workers' skills in various areas of production.

### Leader Development Course

The Leader Development Course in the field of basic skills is a 320-hour curriculum in which participants learn the principles of ensuring precision and quality in manufacturing. The aim is to hone one's sensitivity to increasingly diverse product specifications and quality required, and to equip participants with the ability to deal with the production of high-precision, high-quality products.

Through production assignments, participants gain hands-on experience of the basic skills and knowledge required in each successive process from parts processing to coating and assembly, understand the role of processes that come before and after, and learn the key points of process design, quality control measures, and safety. Through repeated training grounded in principles, we develop human resources

capable of leveraging and promoting technical expertise that are directly linked to production in their workplaces.

In addition, participants focus on learning about air pneumatic control, electrical control, and maintenance, which empowers them to independently carry out equipment maintenance. Sequence programming training is also conducted to nurture human resources capable of applying knowledge logically. Participants receive guidance from in-house specialists, learn theory and practice, and develop on-site and human skills in order to familiarize themselves with the characteristics and functions of machinery and equipment and maximize their performance, thereby improving quality and reducing costs.

## Encouraging the Obtainment of National Trade Skill Certifications

The National Trade Skill Test is a national certification system that evaluates the level of skills acquired in the course of work or is required for it. The Okamura Group actively encourages its employees to obtain National Trade Skill certifications. As of the end of fiscal 2024, 824 Okamura Group employees held National Trade Skill certifications, including 11 who attained the Special Grade, the highest level in the system. Led by those who have obtained the Advanced Grade, highly knowledgeable and skilled specialists are driving Okamura's efforts to improve its technical capabilities.

The Training Center offers skills training courses in sheet metal, machining, surface treatment, injection molding, and refrigeration/air conditioning, which are open to employees with at least two years of work experience at production plants. (See [▶ p. 170](#) for data)

We display information on employees who have acquired certifications at all our plants and commend employees representing those who have achieved excellent results at the ceremony commemorating our founding, thereby enhancing their motivation regarding certifications.



Commending employees at the ceremony commemorating Okamura's founding

## Improving Techniques and Skills Through Participation in the National Skills Competition

The purpose of the National Skills Competition is to communicate the importance and necessity of technical skills to the next generation of young technicians and to encourage respect for technical skills, by giving them a goal to strive for and providing them with opportunities to observe outstanding technical skills at close quarters at technical competitions.

At Okamura, we have been participating at the national level every year since 2013, passing through regional qualifying competitions, and in the 2022 Competition, we won Silver, our best ever result, in the sheet metal work category. In addition, we also started competing in the refrigeration/air conditioning skills category from 2021, and won Bronze at the 2024 Competition. Working together with colleagues, seniors,

and instructors on daily training with the goal of winning awards at competitions and achieving new market value has led to improvements in technology and skills, as well as improvements in leadership in the workplace.



Sheet metal bending competition

### VOICE



Kiyotaka Sano

Advanced Technology Center,  
Production Division

## Receiving the Long-Awaited Bronze medal in the Refrigeration/Air Conditioning Skills Category

I have competed in the refrigeration/air conditioning skills category of the National Skills Olympics since my second year with the company, and the 2024 competition marked my third time. I had never won a medal before, and although I went into the 2023 tournament with confidence, I was sorely disappointed. So I spent the following year working hard to hone my knowledge and skills.

Although I was extremely nervous on the day of the competition, I managed to stay calm and concentrate on the task, ultimately earning Okamura's first bronze medal in the refrigeration/air conditioning skills category. I could not have achieved this without the support of my family, my superiors at work, and senior colleagues, and I am truly grateful.

In the future, I hope to share the knowledge and experience I have gained over the past four years by serving as an instructor, supporting junior colleagues who compete in upcoming tournaments.



Refrigeration/air conditioning skills competition



## Nurturing Human Resources Through Activities Aimed at Improvement: The Okamura Production System (OPS)

In 1997, at the Okamura Group's production plants, we started activities related to the Okamura Production System (OPS), a production method that thoroughly pursues rationality in manufacturing. Promoting these activities with the participation of all employees has the effect of nurturing talent at production plants as well.

At the root of OPS is the idea of thorough elimination of waste. With safety as our paramount concern, we are striving to improve production efficiency and cut down on costs by reducing waste in processes, creating a comfortable work environment, improving quality, and pursuing production processes that use less resources and energy. Through these activities, we are working to accurately understand where waste exists and to nurture talent capable of eliminating waste. Each production plant has been holding study groups using the "OPS Practical Handbook" and the "OPS Human Resources Map - Improvement Method Manual" for the purpose of acquiring knowledge about OPS. In addition, we have systematized training programs starting from the first year of employment, providing practical training opportunities for junior employees to nurture talent capable of improving manufacturing issues.

The Plant Improvement Activities Project, implemented across all production plants, is intended to create opportunities for sharing day-to-day examples of improvement, thereby enhancing motivation for improvement and strengthening on-site capabilities. For more complex issues, representatives selected from each department take part in a Company-Wide Independent Study Group to develop potential solutions. At the OPS Improvement Case Study Presentation Meeting,

where results of in-house activities for the entire year are reported, and at the Supplier Improvement Case Study Presentation Meeting, where the results of suppliers' activities are reported, outstanding examples of improvements are

shared and applied across the Group, in order to raise the standards of the Okamura Group's production sites as a whole. (See [▶ p. 170](#) for data)

### Education System for Okamura Production System (OPS) activities

Participant Selection Method		Course	Content	Aim
Selection	General managers, section managers, group leaders	Company-Wide Independent Study Group	Improvement of issues that cannot be resolved by a single plant (selected from processing, assembly, and distribution)	Focus on results
	Nominated by plant	OPS Practical Course	Standard Task Types I to III Preproduction improvement/"five whys" analysis	Specific improvements
		Group Leader Course	Post-supplemental production (bolt and nut exercise)	Acquisition of analytical skills
		Team Leader Course	Understanding day-to-day management and improvement methods Exercise in creating standard 3 forms	
Required		Technical Worker 4th Year Training	Standard task (ballpoint pen assembly exercise)	Acquisition of basic knowledge
		Skilled Worker 2nd Year Training	Fill-up production (bolt and nut assembly exercise)	
		Skilled Worker 1st Year Training (3)	Standard tasks (using videos, creating Standard Work Combination Forms)	
		Skilled Worker 1st Year Training (2)	Seven wastes (model process for each plant)	
		Skilled and Technical Worker 1st Year Training (1)	5 S and 5 T (block assembly exercise)	



Sharing day-to-day examples of improvement as part of the Plant Improvement Activities Project



Commended employees at the OPS Improvement Case Study Presentation Meeting



# Global Environmental Initiatives

We will help create a sustainable society by thoroughly considering our impact on the global environment throughout the supply chain of our business activities.



# The Okamura Group's Environmental Policy and Environmental Strategy

The Okamura Group's top management has expressed the Group's overall aim and direction of environmental initiatives in the Okamura Group's Environmental Policy. We will improve our environmental performance and reduce our impact on the environment by pursuing environmental activities as a Group based on a shared Environmental Policy.

## The Okamura Group's Environmental Policy

### Basic Environmental Policy

Based on the concept of the “GREEN WAVE,” in which we create, and subsequently ride, a green (environmentally friendly) wave, the Okamura Group will engage in activities to reduce the impact on the environment by utilizing our management resources (people, facilities, materials, and technology) in all our business activities. In addition, we will contribute to the creation of a sustainable society by providing all stakeholders with information on the results of our efforts.

### Guidelines for Environmental Action

#### 1. What Okamura puts into practice

Okamura will work to reduce its impact on the environment through improved manufacturing and communication.

- **Priority items**
  - **Activities to protect the environment in manufacturing**  
We will carry out activities to protect the environment in the respective fields of development, manufacturing, sales, and distribution.
  - **Extension of our environmental activities throughout**  
Through our business activities as well as those of our employees, we will expand our communication with local communities and society to deepen mutual understanding.  
(Main activities: Preventing global warming, conserving resources, reducing waste, and conserving biodiversity)

#### 2. What Okamura proposes

We will help customers reduce their impact on the environment through our business activities.

- **Priority items**
  - **Product proposals**  
We will offer environmentally friendly products that satisfy our customers.
  - **Space proposals**  
We plan spaces that can reduce the impact on the environment.  
(Main activities: Planning environmentally friendly products and spaces, disclosing product information, and reducing product risk)

In order to achieve the objectives of the above Environmental Policy, we will set environmental goals by level, taking into account the characteristics of each site. We will also contribute to the creation of a sustainable society by complying with established rules, preventing pollution, and continuously improving our environmental management systems.  
This Environmental Policy will be made known to all personnel at each Okamura Group site, and will also be disclosed to the general public.

## The Okamura Group's Environmental Strategy

In 2021, we reviewed our Long-Term Environmental Vision that is formulated every ten years based on the Okamura Group's Environmental Policy and formulated GREEN WAVE 2030 as our new long-term vision that recognizes the importance of reducing the environmental impact resulting from our business activities and that aims to manage our business in a manner that fulfills our corporate responsibilities to society.

The Okamura Group has positioned Global Environmental Initiatives as one of the key themes regarding sustainability, and has identified the promotion of a circular economy, the sustainable use and conservation of natural resources, contributing to resolving climate change problems and realizing carbon neutrality as material issues. Incorporating these issues into our long-term environmental vision GREEN WAVE 2030, we will work to reduce the environmental impact of all business activities of the Group and promote proactive environmental activities through partnerships with our suppliers and customers.

Regarding our various environmental activities, we have named our in-house initiatives "eco seeds," and our initiatives focused on customers and the supply chain "eco fruits."

### Responding to Climate Change

The Okamura Group is aiming to reduce Scope 1 and Scope 2 emissions by 50% by fiscal 2030 compared to fiscal 2020,

as well as to virtually zero by 2050, and to reduce Scope 3 emissions by 25% by fiscal 2030 compared to fiscal 2020. To further speed up our efforts to achieve these goals, we are expanding our use of renewable energy, systematically introducing solar power equipment and switching to energy-saving equipment.

We also recognize that categorizing the impact of climate change on our business into risks and opportunities, establishing KPIs based on these categories, and developing specific countermeasures are essential to realizing a sustainable society and ensuring the sustainability of our business. In April 2021, we endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and disclosed information accordingly. In fiscal 2023, we shifted from our previous analysis based on a scenario of less than 2°C warming to a more ambitious 1.5°C scenario, reassessing the risks and opportunities that climate change presents. In addition, in fiscal 2024, we conducted a more specific review of our transition plan to achieve carbon neutrality by 2050, drawing up a concrete roadmap for the reduction in greenhouse gas emissions. We are also set to introduce internal carbon pricing on a trial basis from fiscal 2025. When making investment decisions such as upgrading production facilities, we will factor in the CO<sub>2</sub> reduction effect in assessing costs, thereby promoting low-carbon capital investment.

### Addressing Biodiversity Concerns

The Okamura Group recognizes that its business activities both rely on and affect natural capital, and has established

indicators and targets for its environmental initiatives, working systematically to minimize its environmental impact.

Regarding biodiversity conservation, we strive to verify the legality of timber and to use certified timber, based on the ACORN Activity Guidelines of resource use, environmental education, conservation of the natural environment, and partnership. Additionally, we promote "Nature-Positive" initiatives that aim to halt biodiversity loss and set the environment on a path toward recovery in cooperation with local communities and partners around our plants.

We have also embraced the ideas of the Taskforce on Nature-related Financial Disclosures (TNFD), and have registered as a TNFD Adopter\*. We will assess the impact and reliance of our business activities on natural capital, and in addition to disclosing information in line with TCFD guidelines, we will continue to provide disclosures based on the TNFD recommendations as part of our effort to contribute to the realization of a sustainable society that coexists with nature.

\* TNFD Adopter: A company or organization that has declared its intention to disclose information in line with the TNFD recommendations

 **Okamura Group**  
Information disclosed based on TCFD and TNFD recommendations  
(June 2025) (J)

### Conserving Resources and Reducing Waste

The Okamura Group uses water in the coating process of its products. To mitigate the risk of a stoppage in production processes due to depletion of water resources, we monitor and manage water use at each site and are making efforts to reduce water use by establishing reduction targets. We also strive to reduce water use by introducing water-saving circulating systems and rainwater harvesting systems. As for efforts to reduce the amount of raw materials used, we will establish reduction targets in the future by monitoring the amount of raw material input in relation to Scope 3 Category 1 calculations and carbon footprint calculations.

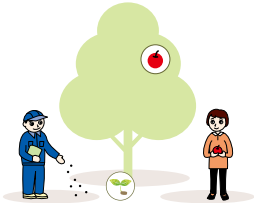
As for efforts to reduce waste, we are working to improve the yield rate of raw materials during production and the recycling rate of production-related waste.

(See [p. 57](#), [p. 63](#) for related information)

#### "Eco seeds," what Okamura puts into practice

"Eco seeds" refer to efforts, such as those below, that are conducted in areas that are not visible to customers.

- Use of materials
- Production methods
- Transportation and packaging



#### "Eco fruits," what Okamura proposes

"Eco fruits" are products and services that contain numerous benefits, such as those below, for customers.

- Products and services that use little energy when used
- Creating spaces with little waste and spaces that are highly functional and comfortable
- Products that do not use harmful chemical substances
- Highly versatile and durable products that can be used for many years

# Indicators and Targets for Environmental Activities

At the Okamura Group, we formulate a Long-term Environmental Vision every ten years that outlines the direction we should take based on our Environmental Policy, in addition to a midterm environmental plan every three years that clarifies the targets for each fiscal year, steadily reducing our environmental impact by systematically promoting environmental activities.

## GREEN WAVE 2030 Long-Term Environmental Vision

Under GREEN WAVE 2030, we set quantitative targets for responding to climate change, such as reductions in greenhouse gas emissions, as well as those for reducing the use of water resources and for reducing the emission intensity of waste generated during the production process. In addition, we set qualitative targets, such as reducing the environmental impact in the product development and sales stages and continue to promote activities towards achieving our targets by fiscal 2030.

## Midterm Environmental Plan and Environmental Targets

To achieve the goals of our Long-Term Environmental Vision, GREEN WAVE 2030, we formulate a midterm environmental plan every three years to serve as a milestone. Through the midterm environmental plan, we assess how far we have come in terms of achieving the target for each fiscal year, and adjust subsequent initiatives accordingly.

### Main Contents of the Long-Term Environmental Plan GREEN WAVE 2030

Item	Targets for Fiscal 2030
1. Measures to prevent global warming	Reduce greenhouse gas emissions by 50% (compared to fiscal 2020) and raise energy productivity by 10% (compared to fiscal 2020)
2. Conserve resources and reduce waste	Reduce water resource use per unit by 10% (compared to fiscal 2020) and reduce generated waste per unit by 9% (compared to fiscal 2020)
3. Reduce use of specified chemical substances	Reduce use of PRTR substances per unit by 10% (compared to fiscal 2020)
4. Promote environmental considerations in product development	Expand products to which various eco-friendly labels apply
5. Conduct environmental activities more broadly throughout society	Promote ACORN activities and contribute to society through environmental education
6. Propose products and spaces to customers	Increase the proportion of environmentally friendly products sold and the proportion of environmentally friendly space proposals

Environmental Targets and Results of Activities for Fiscal 2024, and Environmental Targets for Fiscal 2025

Objectives of Fiscal 2024 Activities	Fiscal 2024 Targets	Results of Activities for Fiscal 2024	Assessment	Fiscal 2025 Targets
<b>1-1. Promote measures to prevent global warming</b>  Streamline the use of all kinds of energy  Reduce greenhouse gas emissions  Reduce fuel-related emissions (Scope 1)  Reduce electricity-related emissions (Scope 2)	<p>Efficient use of energy in compliance with the Energy Conservation Act</p> <ul style="list-style-type: none"><li>● Production-related sites: Reduce energy consumption per in-house finished product unit by 1.1% YoY</li><li>● Office-related sites: Keep energy consumption per unit per total headcount at current levels</li><li>● Distribution sites: Reduce CO<sub>2</sub> emissions per unit by 1.0% YoY as a specified consigner</li></ul> <p>Reduce Scope 1+2 emissions by 20% compared to fiscal 2020 across the entire Group</p> <ul style="list-style-type: none"><li>● Reduce industrial fuel consumption by a five-year average of 1.0% (assessed by conversion to CO<sub>2</sub>)</li><li>● Reduce vehicle fuel consumption by a five-year average of 5.0% (assessed by conversion to CO<sub>2</sub>)</li></ul> <ul style="list-style-type: none"><li>● Study and consider switch to non-fossil electricity</li><li>● Set targets for non-fossil electricity use relative to total electricity use</li></ul>	<ul style="list-style-type: none"><li>● Production-related sites: Reduced energy consumption per in-house finished product unit by 4.0% YoY</li><li>● Office-related sites: Reduced energy consumption per unit per total headcount by 2.1% YoY</li><li>● Distribution sites: Reduced CO<sub>2</sub> emissions per unit by 6.2% YoY as a specified consigner</li></ul> <p>Reduced Scope 1+2 emissions by 30.8% compared to fiscal 2020 across the entire Group</p> <ul style="list-style-type: none"><li>● Reduced industrial fuel consumption by a five-year average of 1.1% (assessed by conversion to CO<sub>2</sub>)</li><li>● Reduced vehicle fuel consumption by a five-year average of 15.3% (assessed by conversion to CO<sub>2</sub>)</li></ul> <p>Non-fossil electricity usage rate: 50%</p>	<p>○</p> <p>○</p> <p>○</p> <p>○</p> <p>○</p>	<p>Efficient use of energy in compliance with the Energy Conservation Act</p> <ul style="list-style-type: none"><li>● Production-related sites: Reduce energy consumption per in-house finished product unit by 1.1% YoY</li><li>● Office-related sites: Keep energy consumption per unit per total headcount at current levels</li><li>● Distribution sites: Reduce CO<sub>2</sub> emissions per unit by 1.0% YoY as a specified consigner</li></ul> <p>Reduce Scope 1+2 emissions by 25% compared to fiscal 2020 across the entire group</p> <ul style="list-style-type: none"><li>● Reduce industrial fuel consumption by a five-year average of 1.0% (assessed by conversion to CO<sub>2</sub>)</li><li>● Reduce vehicle fuel consumption by a five-year average of 5.0% (assessed by conversion to CO<sub>2</sub>)</li></ul> <ul style="list-style-type: none"><li>● Study and consider switch to non-fossil electricity</li><li>● Set targets for non-fossil electricity use relative to total electricity use</li></ul>
<b>1-2. Promote resource conservation and resource recycling</b>  Production-related waste measures  Distribution and installation work-related waste measures  Reduce water use	<p>Generation of production-related waste: Reduce by 1.0% YoY per unit of in-house finished product</p> <p>Maintain zero emissions and expand targets for digitized manifests</p> <p>Use of water resources: Reduce by 1.0% YoY per unit of in-house finished product</p>	<p>Generation of production-related waste: Reduced by 2.3% YoY per unit of in-house finished product</p> <p>Maintained zero emissions at Okamura's domestic production sites</p> <p>Use of water resources: Reduced by 8.4% YoY per unit of in-house finished product</p>	<p>○</p> <p>○</p> <p>○</p>	<p>Generation of production-related waste: Reduce by 1.0% YoY per unit of in-house finished product</p> <p>Maintain zero emissions and expand targets for digitized manifests</p> <p>Use of water resources: Reduce by 1.0% YoY per unit of in-house finished product</p>
<b>1-3. Reduce degree of environmental impact</b>  Reduce impact of chemical substances	<p>Release/transfer of PRTR substances: Reduce by 1.0% YoY per unit of in-house finished product</p>	<p>Release/transfer of PRTR substances: Reduced by 24.9% YoY per unit of in-house finished product</p>	<p>○</p>	<p>Release/transfer of PRTR substances: Reduce by 1.0% YoY per unit of in-house finished product</p>
<b>1-4. Promote environmentally friendly planning and design in product development</b>  Promote circular design	<ul style="list-style-type: none"><li>● Set management indicators and monitor the performance of environmentally friendly products developed</li><li>● Implement product assessment and continue to improve aspects assessed</li></ul>	<ul style="list-style-type: none"><li>● Continued to establish numerical ratio targets at the planning stage and monitored results</li><li>● Continued to implement product assessment in relation to product requirements</li></ul>	<p>○</p>	<ul style="list-style-type: none"><li>● Monitor the performance of environmentally friendly products developed</li><li>● Continue to improve aspects identified during product assessments</li></ul>
<b>2-1. Promote activities that contribute to society</b>  Conserve biodiversity, use sustainably  Enhance communication with local communities and society	<p>Carry out and assess activities aimed at conserving biodiversity (at least once a year)</p> <p>Provide environmental education for stakeholders and carry out activities that contribute to the local community</p>	<p>Biodiversity and nature conservation training in Afan Woodland (Nagano), sustainability training (Fuji, Kamaishi)</p> <p>Conducted on-site environmental classes (10 schools)</p>	<p>○</p>	<p>Carry out and assess activities aimed at conserving biodiversity (at least once a year)</p> <p>Provide environmental education for stakeholders and carry out activities that contribute to the local community</p>
<b>3-1. Provide environmentally friendly products and promote eco-friendly space planning</b>	<ul style="list-style-type: none"><li>● Set management indicators for environmentally conscious products and monitor their status</li><li>● Promote environmentally friendly proposals of office furniture and store displays.</li></ul>	<ul style="list-style-type: none"><li>● Continuously monitored sales ratio by business segment</li><li>● Continued to propose products with reduced environmental burden</li></ul>	<p>○</p>	<ul style="list-style-type: none"><li>● Monitor the sales performance of environmentally friendly products</li><li>● Promote environmentally friendly office furniture and store display products</li></ul>
<b>3-2. Promote sustainable use of forest resources</b>	<p>Reconfirm legality based on the Timber Use Policy</p>	<p>Underwent reevaluation for renewal of FSC certification; continued efforts to properly manage legal timber resources and improve utilization rates</p>	<p>○</p>	<p>Establish a process to confirm legality of timber</p>
<b>3-3. Promote disclosure of product information</b>	<p>Information concerning compliance with laws and standards, and responses to customer needs</p>	<p>Disclosed product information as necessary, in response to customer needs</p>	<p>○</p>	<p>Information concerning compliance with laws and standards, and responses to customer needs</p>



# Responding to Climate Change

The Okamura Group aims to achieve virtually zero greenhouse gas emissions (carbon neutrality) by 2050. To achieve this goal, we have set a target of reducing greenhouse gas emissions by 50% from 2020 levels by 2030 and are promoting this initiative across the Group. We will contribute to the realization of a decarbonized society by further reinforcing our activities to date, such as energy-saving measures at our bases and production plants, and by developing initiatives from new perspectives, such as expanding the use of renewable energy. (See [▶ p. 158](#) for data)

## Greenhouse Gas Emissions in Fiscal 2024

In fiscal 2024, greenhouse gas emissions fell 2.3% year-over-year (YoY) to 27,965 t-CO<sub>2</sub>. Scope 1 emissions\*<sup>1</sup> amounted to 14,425 t-CO<sub>2</sub>, an increase of 2.8% YoY. Scope 2 emissions\*<sup>2</sup> amounted to 13,539 t-CO<sub>2</sub>, a decline of 7.2% YoY. The amount of renewable energy used amounted to 274,941 GJ, and the proportion of renewable energy was 50.0%.

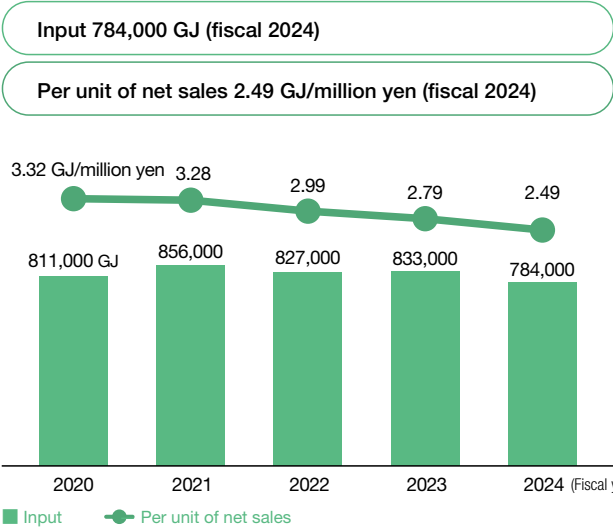
\*1 Scope 1 emissions: Direct emissions (greenhouse gas emissions from the company's own emission sources (plants, offices, vehicles, etc.))  
\*2 Scope 2 emissions: Indirect emissions from energy sources. Greenhouse gas emissions that occurred at the time the heat and power etc. supplied by other companies were generated

## Initiatives to Reduce Greenhouse Gas Emissions Through the Use of Renewable Energy

The Okamura Group is working to expand the use of renewable energy to reduce greenhouse gas emissions resulting from its business activities. In March 2022, we joined RE100\*<sup>1</sup>, an international initiative dedicated to achieving 100% renewable energy for business operations, and the Japan Climate Leaders' Partnership (JCLP)\*<sup>2</sup>, a coalition of companies committed to building a sustainable, decarbonized society. Through participation in these activities, we aim to use 100% renewable electricity in our business activities by 2050 and contribute to the realization of a decarbonized society.

In addition, Okamura announced its support for the TCFD in April 2021.

### Total energy usage



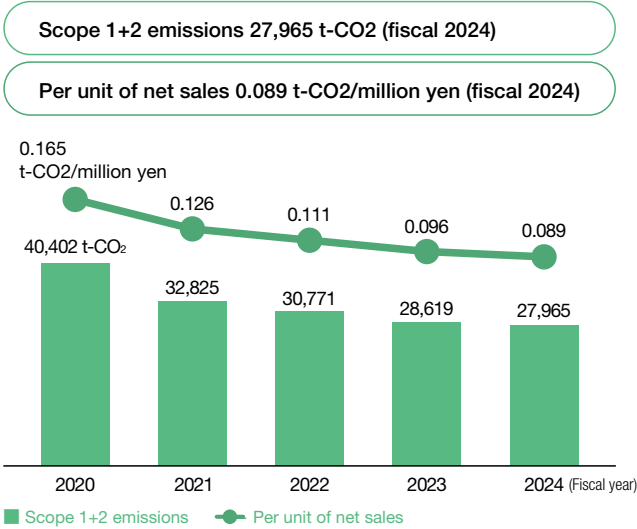
\*1 RE100: Stands for "100% Renewable Electricity" and is a global initiative bringing together the world's most influential businesses committed to using 100% renewable electricity in their businesses



\*2 Japan Climate Leaders' Partnership (JCLP): Established in 2009 as a coalition of Japanese companies based on the recognition that the industrial community should have a sound sense of urgency and initiate more proactive actions to realize a decarbonized society. There are 229 member companies, including Japan's leading companies, from a wide range of industries (as of May 2025)



### Greenhouse gas emissions (Scope 1+2)



\*Scope 1 includes 5 gases. Scope 2 according to market-based method. For the Okamura Group as a whole

## Converting to Renewable Energy

We are promoting initiatives to achieve carbon neutrality at our production and distribution facilities, such as installing solar power generation equipment for self-consumption and transitioning to renewable energy.

## Initiatives to Reduce Greenhouse Gas Emissions at the Production Stage

Production departments account for 87% of the Okamura Group's greenhouse gas emissions. Recognizing the importance of reducing emissions in the production process, we are promoting initiatives from various aspects, including equipment and operation. Each production plant draws up plans to conserve energy, upgrading to energy-efficient equipment and switching to high-efficiency lighting, and in terms of operations, continuously carries out activities such as fixing air leaks and reviewing equipment operating hours. Such effective measures are applied across the entire Group. Under the Ministry of Economy, Trade and Industry's Business Operator Classification Evaluation System\*1, Okamura has been rated as an outstanding business operator with excellent energy-saving initiatives (S-class business operator\*2) since fiscal 2015.

\*1 Business Operator Classification Evaluation System: A system in which all business operators that submit regular reports on measures related to factories, etc. under the Energy Conservation Act are categorized into four classes (S, A, B, and C), and are subjected to class-specific measures

\*2 S class business operator: A business operator that states in its regular report that it has reduced its 5-year average per unit consumption by 1% or more (non-binding target), or has achieved its benchmark target

## Initiatives to Reduce Greenhouse Gas Emissions at Our Offices

At Okamura's 59 offices throughout Japan, we are continuing with our initiatives to save energy and reduce electricity use. At our offices in Breezé Tower (in Osaka City, Osaka Prefecture), which mainly house our departments in the Store Displays and Material Handling Systems businesses operating in the Kansai region, we carried out a full-scale renovation in the summer of 2024, adopting a Grid Module Design layout for the working area that allows modules to be selected as needed based on the characteristics of the department. Through uniform grid-

based zoning and by configuring switches for the fully LED lighting to match the layout, we have reduced unnecessary lighting use. Furthermore, sensor-based automatic air conditioning control has now been extended to cover the entire area. By incorporating substantial energy-saving measures, we succeeded in reducing power consumption.

Grand Front Osaka (in Osaka City, Osaka Prefecture), which serves as the principal base for our Office Furniture business in the Kansai region, became one of the first large-scale, mixed-use buildings in Kansai to adopt 100% renewable energy as its power source, in September 2022.

We are actively working to reduce the environmental impact of our offices by reducing greenhouse gas emissions and conserving resources, with such measures as patrolling shared or unused areas after business hours and turning off the lights, going paperless by installing monitors in working spaces, and encouraging waste reduction by making waste disposal areas smaller. We share the targets and results of these activities each month to promote greater environmental awareness among our employees.



Large panel-type digital signage  
equipped with LED lighting (Breezé Tower)



## Initiatives to Reduce Greenhouse Gas Emissions at the Distribution Stage

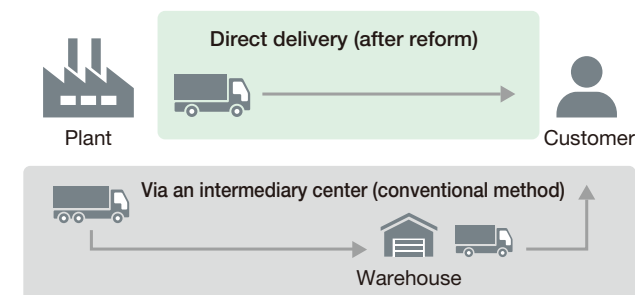
### Promoting Modal Shifts

We are working to reduce greenhouse gas emissions related to transportation by promoting a modal shift from truck

transportation to railway container transportation and marine transportation, which impact the environment less, for trunk line transportation of products from distribution centers.

### Improving Transportation Efficiency

The Okamura Group has been working since December 2020 to optimize production and distribution for large products as part of its supply chain reforms. We have shortened transportation distances and reduced greenhouse gas emissions by introducing a method of direct delivery from production bases without going through relay terminals. Additionally, by revising the schedule for regular deliveries by vehicle from distribution centers and increasing load efficiency per shipment, we have improved transportation efficiency, reduced greenhouse gas emissions, and contributed to mitigating the recent driver shortage issue. Going forward, we will actively pursue initiatives to reduce greenhouse gas emissions and address the "2024 problem" in logistics (the decline in transportation capacity resulting from stricter overtime regulations for drivers) through co-creation aimed at streamlining delivery operations with Hitachi, Ltd., leveraging AI technology to enhance delivery efficiency and improve loading rates.

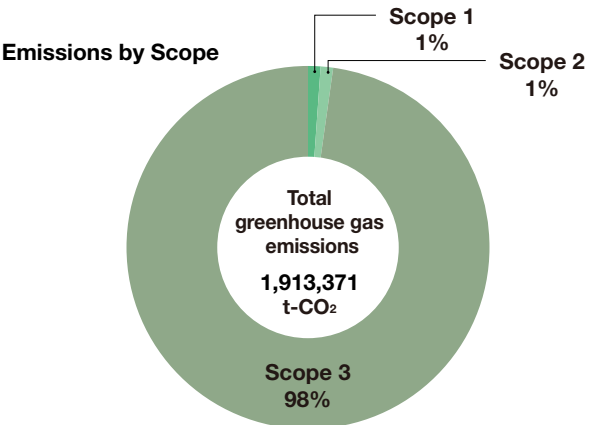


## Reducing Greenhouse Gas Emissions Throughout the Supply Chain

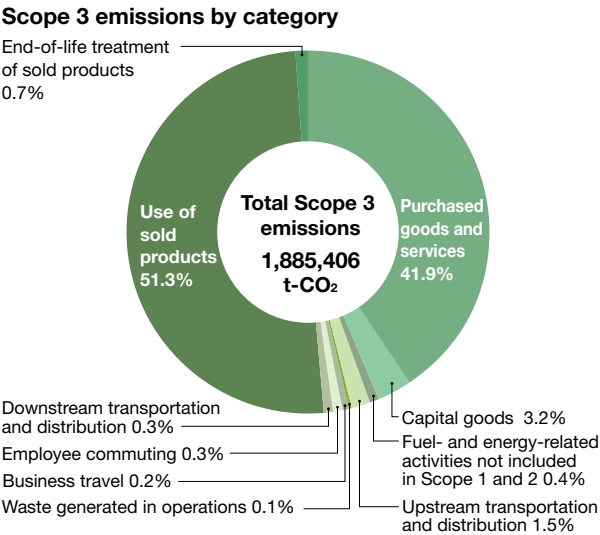
In order for measures aimed at preventing global warming to be effective, it is important to reduce greenhouse gas emissions not only in the Okamura Group's business activities but also throughout the entire supply chain. The Okamura Group's long-term goal regarding climate change is to achieve carbon neutrality by 2050. To achieve this goal, we have set a mid-term target of reducing fiscal 2030 greenhouse gas emissions by 50% from fiscal 2020 levels for Scope 1 and Scope 2 emissions combined, and by 25% from fiscal 2020 levels for Scope 3 emissions, and are promoting activities to achieve these targets. This target has been certified by the international initiative SBTi (Science Based Targets initiative). (See [▶ p. 27](#) for related information) We will continue to promote initiatives to reduce emissions, such as using materials that emit less greenhouse gases, reducing waste by strengthening cooperation with major suppliers, improving the yield from production processes, managing and controlling electricity consumption through remote monitoring of sold products, and developing energy-efficient products.

### Screening Process to Determine the Severity of Scope 3

Scope 3 emissions account for 98% of the Okamura Group's greenhouse gas emissions. We calculated Scope 3 emissions for 11 of the 15 categories specified in the GHG (Greenhouse Gas) Protocol, the international standard for calculating and reporting greenhouse gas emissions, and found that Category 1 (emissions from purchased goods and services) and Category 11 (emissions from the use of products sold) were highly important, accounting for a large percentage of the total, at 41.9% and 51.3%, respectively. Therefore, we consider it crucial to pursue initiatives to reduce emissions in these two categories.



- Scope 1 emissions: Direct emissions. Direct greenhouse gas emissions from the company's own emission sources (plants, offices, vehicles, etc.)
- Scope 2 emissions: Indirect emissions from energy sources. Greenhouse gas emissions that occurred at the time the heat and power etc. supplied by other companies were generated
- Scope 3 emissions: Emissions other than Scope 1 and Scope 2 emissions. Indirect greenhouse gas emissions from business activities in the supply chain



# Resource Saving and Resource Recycling

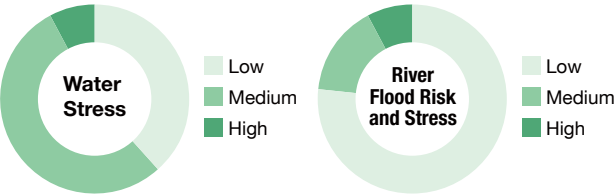
Based on the concept of a circular economy, the Okamura Group is committed to manufacturing that uses limited resources for longer and more effectively, and that minimizes waste generation throughout the product life cycle, starting from product planning and design to sales, maintenance, reuse, recycling, and proper disposal. In the production process, we promote the use of recycled materials, waste timber, and logging residue, as well as the reuse of waste resin and water. We are also striving to reduce the emissions that we generate through zero emission\* initiatives at production plants and distribution centers, as well as promoting the reuse and recycling of used products that customers no longer need. (See [▶ p. 159](#) for data)

\* Zero emissions: Completely eliminating the volume of final industrial waste disposed of by plants and distribution centers (based on the definition of zero emissions for the Okamura Group)

## Initiatives Related to Water Resources

Recognizing the growing challenges to global water resources posed by climate change, population increases, and other factors, we have formulated a policy to promote sustainable water use, focusing on its conservation and efficient use in our operations. As part of our efforts to manage water resources, we are monitoring and managing water usage more closely across all production facilities, while promoting reductions by setting per-unit water usage targets. In fiscal 2024, we reduced our water usage per unit by 8.4% compared to the previous fiscal year. We also carry out water risk assessments at Okamura Group production facilities to identify and manage potential water risks. This enabled us to identify, in fiscal 2022, high water stress and river flooding risks at one production facility in China. Accordingly, we regularly assess water risks and take appropriate actions, making use of tools that help manage

### Identification via WRI's Aqueduct\* Okamura Group (12 plants in Japan, 1 plant in China)



\* Aqueduct: A tool developed by the World Resources Institute (WRI) to assess water risks

water risks, local government hazard maps, and past empirical data. In fiscal 2024, there were no violations of environmental laws, no accidents, and no lawsuits related to water resources.

### Initiatives Related to Water Withdrawal

Since a large amount of water is used at production plants in coating processes, etc., we are working to reduce water input by introducing a water-saving circulation system. Also, the Fuji Plant is located at the foot of Mt. Fuji, and we are able to make efficient use of the abundant groundwater for both industrial and everyday use.

### Initiatives Related to Effluents

The Okamura Group complies with the Water Pollution Prevention Act and rigorously manages the discharge of wastewater into rivers. At production plants where wastewater from manufacturing processes is discharged into rivers, we have established internal standards that are more stringent than national and local regulations. Our wastewater treatment facilities are equipped with pH meters for continuous monitoring, and we also commission external agencies to



Surveying water quality



Monitoring pH values

conduct periodic water quality assessments in accordance with the standards stipulated by the Water Pollution Prevention Act. In discharging wastewater, we take great care to remove impurities, clean algae, and add antifoaming agents, etc., while also conducting daily visual inspections of the entire treatment tank. In addition, we monitor our wastewater treatment facilities to ensure regulatory thresholds related to water are not exceeded, regularly measuring and recording water withdrawal, COD, and BOD levels. We thereby ensure the transparency of water quality surveys and strive to minimize our environmental impact.

## Generation of Industrial Waste

Industrial waste generated by the Okamura Group's business activities include production-related industrial waste from production plants, installation work-related industrial waste generated when undertaking interior/finishing carpentry work at offices or other facilities, and delivery-related industrial waste due to the collection of used products no longer needed by customers, all of which contain valuable resources. To ensure that we fulfill our responsibility to dispose of waste, we regularly conduct on-site inspections of waste processing contractors to ensure that waste is being properly processed. We have been working toward achieving the target that we have set for reducing the emissions of production-related industrial waste. In fiscal 2024, generation of waste per unit decreased by 2.3% from the previous fiscal year.



VOICE



**Kazushi Tanaka**  
Purchasing Center  
Engineering Department  
Office Furniture Division (Right)

**Junya Nishide**  
Sales Section I, Hibiya Branch  
Office Furniture Division (Left)

Recycling End-of-Life Home Appliances as Resources In Partnership With Clients

When we were working on the eco-themed new offices of Mitsubishi Electric Corporation in Yokohama i-Mark Place, the client inquired whether end-of-life home appliances could be used for upcycling. In response, we took on the challenge of transforming items such as old televisions and refrigerators into custom-made furniture. Hyper Cycle Systems Corporation, a member of the Mitsubishi Electric Group, supplied us with crushed flakes from discarded home appliances, which we then recycled into panel materials in collaboration with Remare Inc. Since plastic waste such as TV back covers and refrigerator cases vary in composition, adjusting the production process to convert them into recycled panels proved challenging. After repeated prototyping and testing to determine their suitability for various furniture parts, we ultimately decided to use them for the tops and shelves of custom-made counters. Coasters were also fashioned out of the material to be offered as novelty items to guests. Materials that broke during prototyping were also reappropriated to create wall art and signage, which was not part of the original plan but now has come to embody the spirit of this initiative. Hearing the client commend this as “a remarkable example of creating new value from end-of-life home appliances” was immensely rewarding. We will continue to look out for examples of eco-friendly initiatives around the world, and, together with our clients, embrace challenges that contribute to resource recycling.

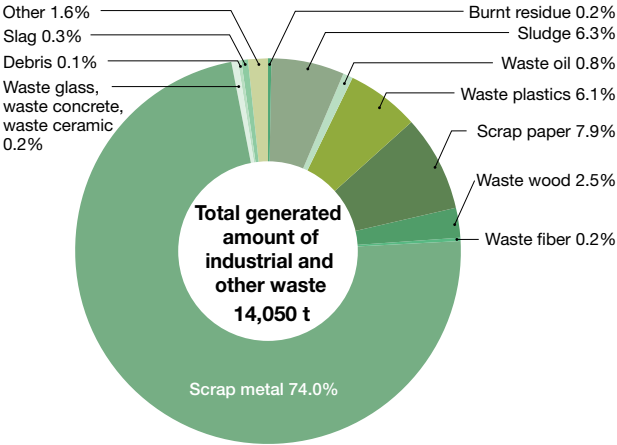


Used for counter tops and side panels



Room name signs  
(The letters are vinyl cut lettering)

Industrial Waste Generated at Production Facilities: Ratio by Type



Distribution Stage Initiatives

We promote recycling at our distribution centers by recovering both packaging materials from newly delivered office furniture and old desks and chairs that were in use up till then. At the distribution centers, the collected items are sorted by type of material, and recycled in their entirety. Alongside reusing collected products that are still in good condition, we began promoting the reuse of dormant stock since fiscal 2021 as a trial initiative based on the concept of a circular economy.

Promoting the Use of Environmentally Friendly Materials

At the Okamura Group, we are working to reduce and recycle the resources used in primary packaging for product delivery. We replaced the plastic air pillows used to protect products from scratches and dust with kraft paper, and are promoting resource reduction and recycling by standardizing the shape of cardboard packaging. We will continue with our efforts to reduce our environmental impact, while ensuring that product quality remains unaffected. Okamura Support and Service Corporation, a supplier of diverse materials, also promotes environmentally friendly alternatives that reduce the impact on the environment and promote resource recycling,

Resource-Conserving Initiatives at the Production, Distribution, and Installation Work Stages

We are moving forward with continuous initiatives to recycle resources and reduce industrial waste emissions in the production, distribution, and installation work stages, and we strive to heighten the effectiveness of activities by sharing information about the details and results of the various initiatives.

Production Stage initiatives

The Okamura Group works to reduce raw material input through a multifaceted approach that spans product planning,

design, procurement, and production. Designed with a focus on resource conservation, our lightweight products help reduce CO<sub>2</sub> emissions during production and delivery. At our production plants, we work to improve the raw material yield rate (the ratio of product output to raw materials used) starting from the procurement stage, while also striving to reduce waste, particularly metal scraps, generated during production. In addition, by optimizing the operating range of our equipment, we minimize paint waste and enhance resource efficiency. By rigorously sorting waste at the point of generation and promoting recycling through intermediate processing companies, Okamura's domestic production plants have consistently maintained zero emissions. We successfully maintained industrial waste sent to final disposal at zero during fiscal 2024 as well.



such as cushioning materials that do not emit harmful gases when incinerated and paper storage sleeves made from tracing paper. Through these initiatives, we aim to reduce our environmental impact and promote the sustainable use of resources, from product packaging to material procurement.



Paper pocket folders



Cushioning material

Installation Stage Initiatives

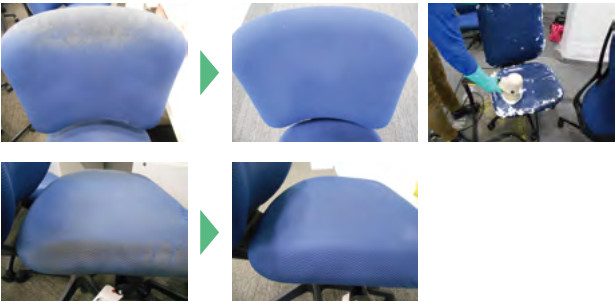
During the installation stage, a mixture of metals and plastics is generated as waste. As the demand for remodeling offices and stores rises, the amount of waste generated at the installation stage increases in tandem. We are working to reduce such emissions by thoroughly separating waste and recycling them as resources.

Supporting the Extension of Product Lifespans

We have established an integrated support system for after-sales maintenance of products purchased by customers. The Okamura Support and Service Corporation provides support that extends the lifespan of purchased products, such as maintenance, inspections, repairs, servicing, and cleaning, for a wide range of Okamura products that include office furniture, architectural products in public spaces, and disaster prevention equipment such as flood barriers. Long-term use of our products improves customer satisfaction and, at the same time, reduces resource consumption and waste, contributing to the creation of a circular economy.

Cleaning and Refurbishing

We offer cleaning services to our customers so that they may use our products in an optimal condition for many years and maintain a comfortable office environment. Almost all office furniture, including partitions, carpets, office seating, and lockers, can be cleaned. Using a cleaning method appropriate for each material, we are able to effectively remove dirt and restore the material's original feel and beauty. In addition, for items that are extremely dirty or damaged and cannot be dealt with by cleaning, we propose refurbishing, such as replacing the fabric.



Promoting Recycling of Used Products as Resources

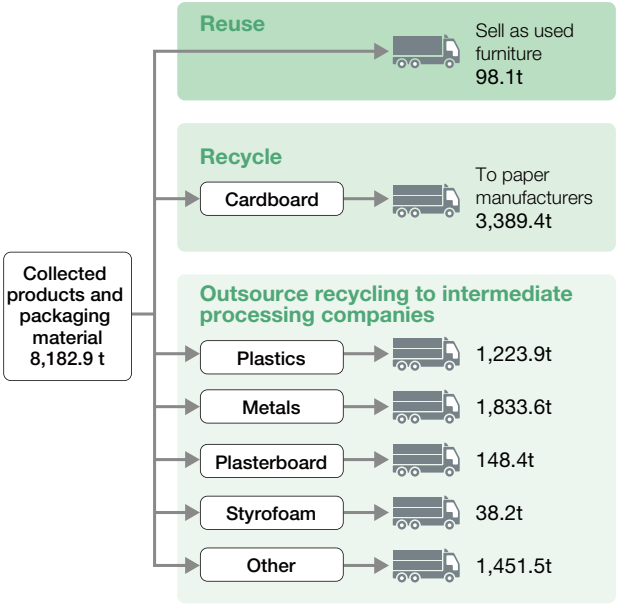
In order to reduce the environmental impact of our products throughout their life cycles, we make an effort to extend the lifespan of our products and to recycle used products as resources. We suggest that customers continue to use the products if they can continue to be used. Products that are no longer in use can be collected from customers upon request when we deliver new products. We arrange for them to be reused or dispose of them properly through intermediate processing companies, resulting in effective use of resources and reduction of waste.

In addition, we separate packaging materials used during transportation and delivery of products by material for recycling as resources.

Collecting and Sorting Used Products for Reuse and Recycling

After sorting products collected from customers based on the length of use, function, appearance, and other factors, as well as the possibility of repair, we arrange for them to be reused as products or recycle them by material as much as possible. Through these efforts to reuse and recycle end-of-life products, we are working to reduce our environmental impact.

Reuse and Recycling of Collected Products and Packaging Material (Fiscal 2024)



# Environmental Considerations in Products and Services

In addition to responding to the diverse needs of customers, the Okamura Group helps customers reduce their impact on the environment by providing environmentally friendly products and services through our business activities. We strive to develop and provide products that lessen the impact on the environment throughout their life cycle, by considering everything from the selection and procurement of raw materials to production, distribution, use, recycling, and disposal.

## Initiatives Based on the Concept of Carbon-Neutral Design

As part of our commitment to developing sustainable products and achieving carbon neutrality by 2050, we introduced the concept of carbon-neutral design to strengthen our efforts in creating environmentally friendly products.

By assessing CO<sub>2</sub> emissions across the entire product lifecycle (calculating the product's carbon footprint), from raw material procurement and production to sales, use, and disposal, we aim to develop products that reduce CO<sub>2</sub> emissions at every stage.

When procuring raw materials, we prioritize materials with low CO<sub>2</sub> emissions. In production, we improve process efficiency through measures such as introducing highly efficient machinery and energy-saving equipment, while also reducing waste and promoting reuse and recycling. In the sales stage, we lower CO<sub>2</sub> emissions by improving transportation efficiency and optimizing loading. At the product use stage, we focus on developing products that minimize the environmental impact across their entire lifecycle through such measures as standardizing parts to extend product lifespan, in an effort to reduce CO<sub>2</sub> emissions. (See [▶ p. 30](#) for related information)

## Initiatives Based on the Concept of Circular Design

A “one-way” society based on mass production, mass consumption, and mass disposal not only causes problems related to resource circulation such as depletion of natural resources and generation of waste, but also impacts the


### TOPICS

## Promoting a Circular Economy Through Service Offerings for Startup Companies

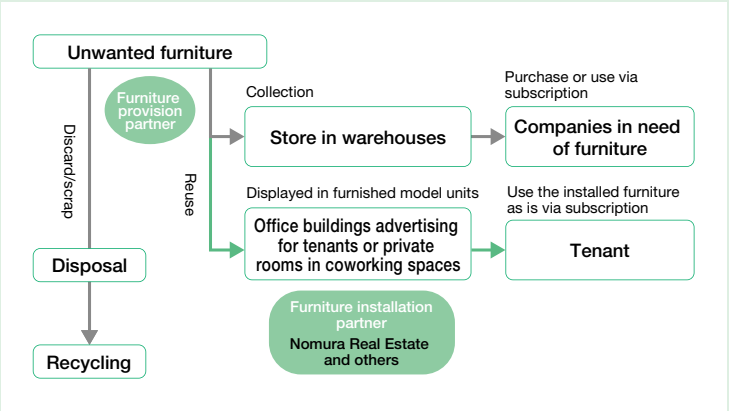
NovolBa & Co., Ltd. was established in November 2021 as a joint venture between Okamura Corporation and Bornrex & Co., Ltd. It offers a well-received furnished office and reused furniture subscription service for startups in their founding to growth and expansion phases, which allows them to relocate offices with minimal cost and effort. One of the reasons for its popularity is the company's business model, which is aimed at achieving a circular economy.

Traditionally, companies opting for reused items have sought uniformity in the color, shape, and texture of their office furniture. To accommodate such demands, service providers often keep large inventories in warehouses and dispose of mismatched items in terms of color or design. Startups, on the other hand, tend to prioritize functionality and contractual flexibility over uniformity when it comes to office furniture. Noting this difference, NovolBa has developed a subscription service for startups that offers short-term usage and flexible item interchangeability. It has established a business model that allows office furniture that is still in good condition to be reused instead of being discarded, drawing on Okamura's stock of reusable items.

The subscription service is also seeing growing use for vacant rooms in office buildings and private rooms in co-working spaces. NovolBa has partnered with H<sup>1</sup>O, a network of small-scale serviced offices operated by Nomura Real Estate Co., Ltd., to offer “Kagu Hoda!! (All-You-Can-Use Furniture!!),” a monthly flat-rate reused furniture subscription service for startups. Since NovolBa delivers the furniture to the office in advance, prospective tenants can view the space fully furnished before moving in. Tenants can also continue using the furniture they viewed during the tour on a subscription basis. When tenant companies use the furniture as provided, it is estimated that this reduces CO<sub>2</sub> emissions by 94%\* compared with purchasing, using, and disposing of new furniture.

 **NovolBa Website (J)**  
<https://novolba.com/>

### NovolBa's Scheme for Reusing Furniture



\* Calculated based on IDEA Ver. 2.3

global environment in various ways, such as climate change due to increased greenhouse gas emissions and destruction of biodiversity due to large-scale resource extraction. The Okamura Group has developed the idea of “circular design” based on the concept of a circular economy, which uses resources sustainably. While striving to reduce the amount of resource input and consumption throughout the product life cycle, and make effective use of stock, we will create added value through servitization and actively promote measures such as maximizing the value of resources and products, minimizing resource consumption, and controlling waste generation.

(See [▶ p. 30](#) for related information)

## Initiatives in Procurement Activities

### Environmental Considerations in Material Procurement

As a company that procures various raw materials and parts in order to produce and sell products, we recognize the importance of promoting green purchasing\*<sup>1</sup> and we are moving forward with related activities in cooperation with suppliers. Based on the Okamura Group Sustainable Procurement Guidelines, which clarify our approach toward green purchasing, we conduct sustainable procurement surveys to verify the status of our suppliers’ initiatives, and strive to procure materials from suppliers who actively pursue environmental initiatives, as well as materials that impact the environment less.

In addition, we have created a Materials Guide that lays out the criteria for procurement activities, and we procure materials that comply with the Chemical Substances Control Act\*<sup>2</sup>, the Building Standards Act, and various EU laws and regulations\*<sup>3</sup>. Even for materials that are not subject to various laws and regulations, we promote environmentally friendly procurement by referring to standards stipulated by law. In April 2023, the Materials Guide was revised to reflect the latest laws and regulations.

\*<sup>1</sup> Green purchasing: Considering the environment when purchasing products and services, carefully weighing their necessity and selecting those that have the least possible impact on the environment

\*<sup>2</sup> Chemical Substances Control Act: The Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture, etc. The purpose of the law is to prevent environmental pollution by chemical substances that may have an impact on human health or the ecosystem

\*<sup>3</sup> Various EU laws and regulations: REACH Regulation, RoHS Directive, etc. The EU is in the process of establishing laws to manage chemical substances and their use in order to protect human health and the environment

### Understanding Greenhouse Gas Emissions in the Supply Chain

In order to grasp the amount of greenhouse gas emitted by our supply chain, we conduct a sustainable procurement survey of our suppliers to verify the status of each company’s emissions and use this information as a reference for future initiatives.

### Reducing the Impact on the Environment in Collaboration with Suppliers

By disclosing the Materials Guide to our suppliers and sharing our approach toward material procurement, we support our suppliers in promoting environmentally friendly material procurement. In addition to these initiatives, we encourage suppliers to implement green purchasing in their business activities by sharing information through lectures, etc. We are also developing environmentally friendly materials in collaboration with our suppliers. (See [▶ p. 145](#) for related information)

## Development of Environmentally Friendly Products

Having positioned “eco-design” as an important perspective in product development, the Okamura Group is working to reduce the impact on the environment throughout the product life cycle. We conduct product assessments\* at the planning and design stages and work to develop products that impact the environment less by reducing the amount of raw materials used, using recycled materials, designing frames that make

recycling easier, lengthening the lifespan of products by improving durability, avoiding the use of hazardous chemical substances, and making products energy-efficient, among other measures. (See [▶ p. 29](#) – [▶ p. 34](#) for related information)

\* Product assessment: Evaluating the environmental impact of a product during the development and design stages, in order to develop products with less environmental impact

## Offering GREEN WAVE and GREEN WAVE+ Products

In 1997, we established our own environmental standards—GREEN WAVE—for our products, and have been working to expand our lineup of environmentally friendly products. In 2010, we created the “GREEN WAVE+” standard for products that are even more environmentally friendly, and we display the logo on our catalog of products to encourage customers to choose them. GREEN WAVE and GREEN WAVE+ products accounted for 79.0% of product sales (excluding purchased products) in the Office Furniture business and 30.9% in the Store Displays business in fiscal 2022.

In 2021, we introduced the concept of circular design in our product development, along with the carbon offset\* program. In 2024, we introduced the concept of carbon-neutral design to accelerate the development of products with reduced environmental impact, thereby advancing our GREEN WAVE initiatives and striving to deliver products with an even lower footprint.

\* Carbon offset: A method of compensating for emissions of CO<sub>2</sub> and other greenhouse gases that are unavoidable in daily life and for economic activities, by first making an effort to reduce emissions as much as possible, and then investing in activities that reduce greenhouse gases commensurate with the amount of emissions, in order to compensate for unavoidable emissions



GREEN WAVE and GREEN WAVE+ Criteria

Item (purpose)	Target	Criteria for GREEN WAVE		Criteria for GREEN WAVE+
Required				
Safety	For products using materials for which there are JIS or JAS formaldehyde emissions standards, all materials have received F☆☆☆ or higher certification, or alternatively, materials of equivalent quality are used			
	Products that comply with management criteria for hazardous chemical substances that should be regulated			
Optional				
Resource conservation (Streamlined use of raw materials, etc.)	Products that use timber as their main material, apart from metal	Products that use timber obtained from sustainable forests, logging residue, or rapidly renewable materials	Products whose main material, apart from metal, is biomass, at least 25% of which is rapidly renewable material, or which are forest-certified products	
	Products designed to be lightweight	Products that are lighter while maintaining the functions of existing equivalent products	Products that reduce greenhouse gas emissions by 6% or more based on materials used for equivalent products, or by 5% or more based on the entire product	
Use of recycled material (Streamlined use of raw materials, etc.)	Products that use plastic as their main material, apart from metal	Products for which recycled plastics account for 10% or more of the total plastic mass	Products for which post-consumer recycled material*1 accounts for 20% or more of total product mass	
	Products that use paper as their main material, apart from metal	Products for which recycled paper accounts for 50% or more of total paper mass	Products in which 25% or more of the plastic weight is made from plant-based plastics that have been proven to reduce the environmental impact	
	Products that use timber as their main material, apart from metal	Products that use recycled timber		
Recycling (Structural designs) (Designs for easy separation of parts)	Products that can be broken down into single materials	Products for which 70% or more of the total mass can be broken down into single materials using common tools, and for which 90% or more of the resin and non-metal parts used in the product are labeled, indicating the material (products subject to labeling: Those that weigh 30 g or more)	Products for which 95% or more of the total mass can be broken down into single materials using common tools, and for which 90% or more of the resin and non-metal parts used in the product are labeled, indicating the material, and for which a disassembly manual has been created and made available. (products subject to labeling: Those that weigh 30 g or more)	
Reusability (Considerations for reuse)	Reusable products and parts	Products with frames that can be reused	Used products or parts of used products that can be collected and made into new products	
Long service life (Promote long-term use)	Products that allow easy replacement of parts or repair with common tools Or, products whose software can be updated	Products whose consumable parts can be obtained as service parts	Products that meet overseas global strength standards (e.g., BIFMA*2, GS*3)	
		Products that are easy to maintain (e.g., covering, cleaning, software updates, etc.)		
		Products that can be upgraded by changing or adding products or certain parts		
Safety and environmental protection (Safety considerations)	Products that use less of hazardous chemical substances	For products using materials for which there are JIS or JAS formaldehyde emissions standards, all materials have received F☆☆☆☆ certification, or alternatively, materials of equivalent quality are used	Products that not only meet the GREEN WAVE criteria on the left but also have a formaldehyde emission speed of 5 µg/m³h or less. [Indoor Advantage standards] certification	
		Products using materials and parts with a lower environmental impact than existing ones	Products that comply with the prohibition on the use of specified hazardous substances (must comply with RoHS Directive*4) or products for which it has been confirmed as not containing any substances regulated by REACH*5 or that conform to the stipulated method of use	
Energy conservation (Reduction of consumed energy)	Products aimed at reducing energy consumed when in use	Products that reduce consumed energy by 10% or more compared to existing equivalent products	Products that can reduce greenhouse gas emissions (CO₂ equivalent) by 30% when used compared to current equivalent products	

A product is determined to be a GREEN WAVE or GREEN WAVE+ product if it satisfies the following two conditions:

- Meets all the criteria in the required items listed above.
- Meets one of the criteria in the optional items listed above.

\*1 Post-consumer recycled material: Material that was released to the market, collected after use, and then recycled

\*2 The Business and Institutional Furniture Manufacturers Association (BIFMA): A US office furniture industry organization

\*3 Geprüfte Sicherheit (GS): German safety certification

\*4 RoHS Directive: Restrictions enforced in the EU on the use of certain hazardous substances in electronic and electrical equipment

\*5 REACH Regulation: Regulation related to chemical substances enforced in the EU in 2007

## Understanding Greenhouse Gas Emissions Throughout the Product Life Cycle

Since the majority of greenhouse gas emissions in Japan come from businesses and the public sector, reducing these emissions is critical. Given the urgency of reducing greenhouse gas emissions from corporate activities, measures must be taken throughout the supply chain. Okamura is strengthening its oversight of energy usage (electricity, gas, water) and is working to accurately calculate and manage CO<sub>2</sub> emissions throughout the product life cycle. In order to reduce greenhouse gas emissions in the supply chain, we introduced the Carbon Offset Program in January 2022, which offers products that come with credits equivalent to an amount of emissions.

(See [▶ p. 56](#) for related information)

## Enhancing the Reliability of Our Environmentally Friendly Products Through Third-Party Certification

We strive to obtain third-party certification for our office furniture in order to enable our customers to choose environmentally friendly products from a wider range of perspectives.

Okamura is the first office furniture manufacturer in Japan to acquire LEVEL® certification. This certification program was launched by BIFMA, a North American office furniture industry association. It comprehensively evaluates the environmental and social impact not only of products but also of manufacturing processes and corporate activities in general, and makes the results public. As of April 2025, Okamura has had 142 of its products certified. We have also been actively pursuing BIFMA's Indoor Advantage certification,

granted to furniture and indoor construction material that meet strict standards for volatile organic compounds (VOCs) released from products into the air. In 2021, we obtained this certification for many products, including architectural products, the first for a Japanese manufacturer. As of April 2025, 284 of our products have obtained the more rigorous Indoor Advantage Gold certification. These certifications are highly regarded internationally, and count as additional points when applying for office environment certifications such as LEED\*1 and WELL\*2, and they contribute towards popularizing environmentally friendly office spaces.



Number of Okamura's  
certified products:  
142  
(As of April 2025)



Number of Okamura's  
certified products:  
284  
(As of April 2025)

\*1 LEED: A green building certification program that evaluates strategies for creating best-in-class built environments (construction and urban environment) and how they are implemented

\*2 WELL Building Standard®: An evaluation system for office spaces that aims to create a better living environment by adding the perspective of "human health" to the design, construction, and operation of spaces

## Disclosing Environmental Information on Products

In addition to product catalogs and websites, we disclose environmental information on our products through the Green Purchasing Network (GPN)\*1 database of environmentally conscious products, Eco Product Net\*2 and other platforms, to help customers and other stakeholders make green purchasing decisions.

We also promptly disclose information regarding F☆☆☆☆\*3 classification certification and certification of compliance with the Act on Promoting Green Procurement\*4 for materials used in our products when requested.

\*1 Green Purchasing Network (GPN): A network of companies, governments, and consumers established in 1996 to promote green purchasing initiatives

\*2 Eco Product Net: Japan's largest environmental information database that publishes environmental information on environmentally friendly products and services in order to build a society based on sustainable production and consumption



Eco Product Net (J)  
<http://www.gpn.jp/econet/>



\*3 F☆☆☆☆: Japanese Industrial Standards (JIS)/Japanese Agricultural Standards (JAS) related to formaldehyde emissions

\*4 Act on Promoting Green Procurement: The Act on Promotion of Procurement of Eco-Friendly Goods and Services by the State and Other Entities. Its aim is to have public institutions, such as the national government, take the lead in green purchasing to reduce the impact on the environment and promote the foundation of a sustainable society



# Conserving Biodiversity

The Okamura Group's business activities are possible because of nature's bounty, but those same activities also have an impact on the natural environment. We recognize our responsibility as a company that uses natural resources such as timber, and we resolve to contribute to building a society where people can coexist with nature and in which we can continue to enjoy the “ecosystem services”<sup>\*</sup> that nature provides, through initiatives based on the ACORN Activity Guidelines and the Timber Use Policy.

<sup>\*</sup>Ecosystem services: The blessings of nature that are made possible by biodiversity, and that benefit humans. These are classified into the four categories of “Provisioning,” “Regulating,” “Cultural,” and “Supporting.”

## Relationship Between the Okamura Group's Business and Biodiversity

The Okamura Group recognizes that loss of biodiversity, on which ecosystem services are founded, is a critical issue that can lead to increased risk of natural disasters, reduced supply of crops, forests, and other natural resources, and increased risk of outbreaks of infectious diseases. Based on this recognition, we are actively working to reduce the environmental impact of our business activities.

## Information Disclosure Under the Guidelines of the Taskforce on Nature-related Financial Disclosures (TNFD)

The Okamura Group has endorsed the recommendations of the TNFD and registered as a TNFD Adopter. In June 2025, the Group identified risks and opportunities and disclosed information in line with the TNFD-recommended LEAP Approach<sup>\*</sup>. Going forward, we will examine in more detail how our business activities impact the natural environment, and will disclose information in stages as appropriate.

<sup>\*</sup> LEAP approach: A framework for analyzing nature-related risks and opportunities, consisting of four steps: Locate, Evaluate, Assess, and Prepare

## Conducting Research Related to the Preservation of the Local Environment

Recognizing the possibility of its business activities impacting the local environment, the Okamura Group began surveying changes in the natural environment upon the creation of a biotope at its Fuji Plant in Gotemba City, Shizuoka Prefecture. Through research on wild birds, said to be indicators of biodiversity, we will evaluate whether the biotope is being of assistance to the surrounding environment, and will use the information to review ways of managing it. Employees also participate in the research, aided by experts. (See [▶ p. 66](#) for related information)

## Addressing Environmental Risks Associated with the Use of Forest Resources

Each year, we survey and monitor the species, volume handled, and origin of the timber we use. We conduct annual surveys to check that endangered species are not being used, in light of the Washington Convention (CITES)<sup>\*1</sup> and JOIFA Timber Subject to Prioritized Monitoring<sup>\*2</sup>.

<sup>\*1</sup> Washington Convention (CITES): The Convention on International Trade in Endangered Species of Wild Fauna and Flora

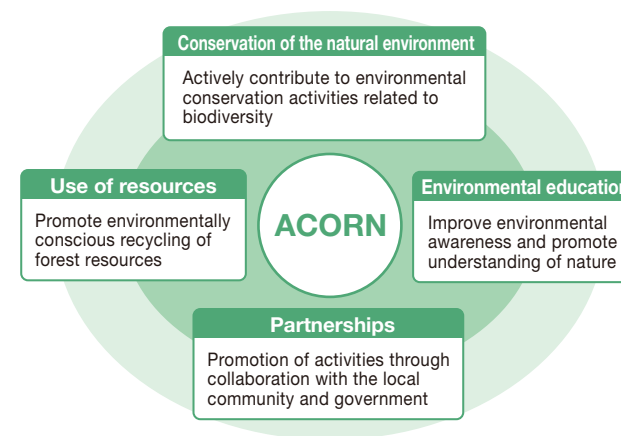
<sup>\*2</sup> JOIFA Timber Subject to Prioritized Monitoring: Timber selected by the Japan Office Institutional Furniture Association (JOIFA), an office furniture industry organization, based on the Washington Convention and other agreements, for which the state of use is monitored, including its actual usage

## ACORN Activity Guidelines

ACORN is the name that the Okamura Group has given to our actions for coexisting with nature. Based on our Activity Guidelines, we carry out initiatives from the four perspectives of resource use, environmental education, conservation of the natural environment, and partnership. The acorn, which is indispensable for the next seed to take root, was chosen as the symbol for Okamura's activities.



### ACORN Activity Guidelines (Formulated December 2021)



## Use of Resources

The Okamura Group recognizes its dependence on natural capital and aims to use resources in a sustainable manner.

### Initiatives based on the Okamura Group Timber Use Policy

The Okamura Group Timber Use Policy, which was formulated in October 2009, clearly outlines our approach to conserving biodiversity, ensuring the legality of timber, and using certified forest timber, domestic timber, and local timber. We promote the sustainable use of forest resources based on this policy.

#### Okamura Group Timber Use Policy

1. We will not use the following timber.
  - 1) Endangered species
  - 2) Timber illegally logged, produced, or traded
  - 3) Timber that has a negative impact on forest ecosystems or local communities
2. We will make greater use of the following types of timber.
  - 1) Timber that has received a trustworthy forest certification (or timber with an equivalent guarantee)
  - 2) Construction-derived scrap wood and recycled wood
  - 3) Domestic and local timber

### Status of Timber Use

In fiscal 2024, wood materials accounted for 3.9% of the Okamura Group's total raw material input. 95.7% of the wood used consisted of "non-raw timber materials," such as wood obtained from thinning\*, waste wood, logging residue, and secondary processed wood products.

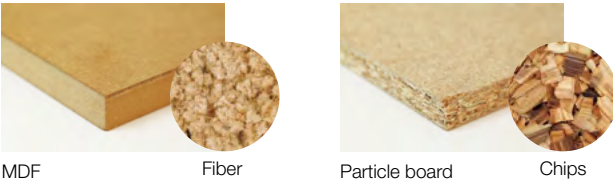
\* Wood obtained from thinning: Timber obtained from trees cut down to keep forests from becoming overcrowded as they grow

### Developing Products Based on the Okamura Group Timber Use Policy

At the Okamura Group, we develop products based on the Okamura Group Timber Use Policy and propose spaces that make use of these products to our customers, thereby promoting the sustainable use of forest resources as well as forest health.

#### Using Recycled Wood Material

In 1966, Okamura was the first in Japan to use particle boards, which are mainly made from recycled wood material\*, in furniture. Since then, we have expanded the use of particle boards and medium density fiberboards (MDF) to a wide range of applications, using them as core materials for products such as desk systems and conference tables, thereby promoting resource recycling of wood materials. (See [▶ p. 159](#) for data)



\* Recycled wood material: Sheets made by finely breaking down wood-based raw materials either into fiber or small chips, and then re-forming it into sheets using adhesive or other bonding agents. An example of the former is medium-density fiberboard (MDF), while an example of the latter are particle boards, the main component being recycled wood material

#### Utilizing Logging Residue

Using logging residue contributes to forest maintenance and also helps address social concerns, such as reducing damage from driftwood during natural disasters. We are actively working to utilize logging residue from unwanted trees and wood chips generated during forest maintenance that had not been used for furniture up till now.

### Obtaining International Certification

In June 2010, Okamura acquired FSC® certification\*1 (CoC certification\*2), an internationally recognized forest certification system. Manufacturing products made with FSC®-certified wood means that we have sourced and used raw materials that pose less of a risk to the environment and to society.

In fiscal 2024, the percentage of FSC®-certified timber used in wood products was 2.4%.

\*1 FSC® certification: An international certification system for properly managed forests. The Forest Stewardship Council® (FSC) is an international non-profit organization whose objective is to promote responsible forest management worldwide



\*2 Chain-of-custody (CoC) certification: An FSC® certification for production, processing, and distribution processes

- Certification number: SGSHK-COC-350013
- Trademark license code: FSC-C092797

### Ensuring the Legality of Timber

We are a business operator certified by JOIFA (Japan Office Institutional Furniture Association) regarding the legality of our timber and timber products. In addition, we verify the legality of timber\* for each product based on the Act on Promoting Green Procurement and report on how it was used, in an effort to promote the use and sale of timber and timber products that have been verified as legal and sustainable.

\* Legality of timber: Refers to whether timber harvesting procedures were properly followed in accordance with forest laws and regulations in the country or region where the logs were produced



## Using Domestic and Local Timber

Japan's forests are burdened with an excess of cedar and cypress trees past their prime harvesting age, whose photosynthetic capacity has diminished. What is needed now is the effective use of these resources to regenerate forests, thereby reducing CO<sub>2</sub> emissions and revitalizing local industries.

At Okamura, we apply advanced technology to transform coniferous wood, used only for construction in the past, into material with minimal risk of warping or cracking that is suitable for furniture production. By manufacturing high-quality furniture from this wood, we aim to build trust in domestic materials and promote their widespread use.

We are registered as a business operator in the Minato Model Carbon Dioxide Fixation Certification System promoted by Minato Ward in Tokyo, and also support increased use of urban-area wood by utilizing timber sourced from municipalities that have agreements with Minato Ward.



Minato Model Carbon Dioxide Fixation  
Certification System logo



Nakano City Hall  
Nakano's Nakaniwa (Nakano's Nook) is a welcoming space for local residents to gather, built with wood sourced from Tama, Tokyo. It features a pergola for displaying cultural or artistic works, along with various display fixtures.

## Conserving the Natural Environment

The Okamura Group works to raise employee awareness through hands-on training, while pursuing initiatives to protect the natural environment such as biotope management and collaboration with local communities and external partners.

### Upkeep and Management of Biotope Fuji

In September 2022, at our Fuji Plant in Gotemba City, Shizuoka Prefecture, we created Biotope Fuji by converting a once-dense bamboo forest into a space dedicated to ecosystem preservation and environmental education for employees. In collaboration with external partners\*<sup>1</sup>, we have been developing a biotope designed to coexist with nature, while conducting quarterly biological surveys focusing on wild birds, which are considered to be indicators of biodiversity, to track environmental changes. Surveys conducted in fiscal 2024 of the biotope and factory perimeter identified 35 species of wild birds from 23 families. Among them were the eastern red-rumped swallow, categorized as Endangered Species II in Shizuoka Prefecture's Red List, and the Japanese buzzard, an apex predator belonging to the Accipitridae family. Observations of montane brown frog egg masses in the small stream created inside Biotope Fuji further confirm that a healthy ecosystem has been established within the biotope. Once surveys are completed, the results are used to review and refine our conservation methods.

Biotope Fuji was certified by and registered with Birdpia\*<sup>2</sup>, a registry and certification program run by the Japanese Society for Preservation of Birds, a public interest incorporated foundation, in March 2024.

We will continue to maintain and manage Biotope Fuji as a place that can contribute to the nature-positive goal of halting biodiversity loss and setting it on a path toward recovery, in line with our vision for 2030.

\*<sup>1</sup> External partner: Taihei Denki ECO Partnership Project

\*<sup>2</sup> Birdpia is a registered trademark of the Japanese Society for Preservation of Birds



Left: A varied tit hides seeds under the bark of a cypress tree for storage  
Right: The biotope is a refuge for wild birds that favor shrubs and grassy areas

## Efforts to Promote ACORN Activities

In order to further expand ACORN activities across the company, we are working to raise environmental awareness through hands-on training, study groups, and environmental conservation activities that take into consideration the unique traits of the region.

Furthermore, we are expanding our scope of activities by helping our customers better understand biodiversity and the sustainable use of timber.

### Raising Awareness of the Natural Environment Through Hands-On Training

To raise awareness among Okamura Group employees of the need to protect the natural environment, we conduct hands-on training on a variety of themes.

Since 2011, we have held training sessions at Afan Forest in Shinano, Nagano Prefecture, which is owned by the C. W. Nicol Afan Woodland Trust, of which Okamura is an official sponsor. In the sessions, employees learn about the importance of mountain-bordering terrain (satoyama) and biodiversity by caring for the forest.

We have also been holding the “WoodLand WoodWork” workshops that serve as a place for exchanges between customers and local governments who are interested in using domestic timber.

From fiscal 2022, we have been running a new collaborative training program at MOKKI NO MORI, a forestry business operated by Tokyo Chainsaws Corporation in Hinohara Village, Tokyo, under the theme of “Thinking about the significance of Okamura’s use of domestic timber to revitalize the forest economy.” During the training, participants get to know the reality faced by the forestry industry and acquire knowledge and understanding they can then apply to products, services, and their duties.

### VOICE



**Miki Kunitomo**  
Work Style Consulting Office  
Space Design Department  
Office Furniture Division

## Taking Part in the Training Program, “Reflecting on the Significance of Okamura’s Use of Domestic Timber: Experiencing the Journey from Forest to Furniture”

I participated in a training session held in Hinohara Village, Tokyo, a valuable learning experience about forestry and domestic timber.

While walking through a dense, misty artificial forest of cedar and cypress trees as part of the fieldwork on the forest, I was deeply moved by the passionate words of Tokyo Chainsaws employees on the present and future of forestry. I realized that it is essential not only to utilize wood from thinning and logging residue, but also to use primary harvested timber in order to nurture forests for the future. In addition, I was able to observe firsthand the entire process of how cut logs were transformed into wood products through tours of the sawmill and the drying facility.

During the workshop following the fieldwork, participants built stools using wood from Tama that had previously been used to decorate the Okamura booth at ORGATEC TOKYO 2024 held at Tokyo Big Sight. Through this training, I came to appreciate both the natural softness and the aesthetic appeal of solid wood, and I now see great potential for incorporating wood into sustainable office design proposals.

I hope to apply this knowledge to develop designs that foster a connection between people and nature in my future projects.



ACORN employee training @ Hinohara Village, Tokyo | ACORN (okamura.co.jp) (J)  
[https://acorn.okamura.co.jp/none/2024/10/16/2024acorn\\_hinohara/](https://acorn.okamura.co.jp/none/2024/10/16/2024acorn_hinohara/)



Tour of the sawmill



Participating in the workshop

## Nurturing the Next Generation by Sharing Our Knowledge

In order to convey to the younger generation our knowledge as a company that uses forest resources as raw materials, our knowledge and ingenuity from a manufacturing perspective, and the significance and current status of timber use, and to broaden their understanding of the sustainable use of forest resources, we carry out the following activities.

- Nature classes at elementary schools
- Endowed lectures at universities
- “Mokuiku” (wood education) and regional revitalization through industry-academia-government collaboration

(See [▶ p. 72](#) for details)

## Information-Sharing Activities

To broaden the scope of ACORN activities, we have been sharing information through various media channels.

### Disseminating Information to Expand the Use of Domestic Timber

Okamura has published “Furniture in Japanese Wood” and “Okamura Furniture in Japanese Wood Case Study, Vol. 1 -3,” catalogs that summarize its policy on the utilization of domestic timber, accumulated research, and knowledge about wood, etc. in an easy-to-understand manner. We will continue to




update and publish these catalogs with more case studies. In addition to providing information to encourage customers to consider the use of domestic timber, they also help our employees in various departments understand the issue better.



"Furniture in Japanese Wood"  
"Okamura Furniture in Japanese Wood Case Study," Vol. 1 -3

Disseminating Information Through Websites and Published Booklets

The "ACORN" website was set up with the aim of introducing the Okamura Group's ACORN activities and to help more people understand the natural environment and biodiversity better. We also publish the "ACORN" booklet. We strive to provide information that is both enjoyable and informative, such as articles on seasonal topics and reports on various activities.

 Okamura ACORN website (J)  
<http://acorn.okamura.co.jp/>




"ACORN" booklet

Partnerships

The Okamura Group is expanding its activities, including biodiversity conservation, through participation in and partnerships with environmental conservation organizations.

Participation in External Initiatives

We are a member of the Keidanren Committee on Nature Conservation, which was established in 1992 with the aim of supporting nature conservation activities in developing countries and Japan, as well as promoting corporate nature conservation activities. We endorse the Declaration of Biodiversity and Action Policy by Keidanren and are moving forward with initiatives based on the declaration's intent. We have also endorsed the recommendations of the TNFD.

 Keidanren Committee on Nature Conservation  
<https://www.keidanren.net/kncf/en>



Keidanren Initiative for Biodiversity  
Logo



TNFD logo

Co-creation Activities to Enhance the Value of the Forestry Industry

As a company that uses wood, a forest resource, for its products, Okamura pursues various initiatives aimed at addressing challenges facing forests and related industries. The outcomes of Okamura's ACORN training and of our surveys are referenced in the promotional materials issued by the Forestry Agency for its Forest-related Service Industries initiative. Additionally, at the Kanagawa Prefecture Forest Association's annual training session on September 6, 2024, we took part in a panel discussion with experts and local government officials on the history and impact of ACORN training. Through these activities, we aim to encourage greater participation in forestry, foster sustainable and healthy forests, and promote a sustainable business cycle.



# Understanding the Impact on the Environment and Preventing Environmental Pollution

The Okamura Group is committed to preventing environmental pollution by strengthening its environmental risk management and strictly complying with all applicable laws and regulations. All production plants implement an environmental management system (ISO 14001) to identify and evaluate risks that could lead to deviations from standards, complaints related to the environment, or accidents. We implement countermeasures based on the results to continuously reduce risks.

## Reducing the Amount of Chemical Substances that are Released or Transferred

Various chemical substances are used in our business activities such as the coating and adhesion process in the production stage. At the Okamura Group, we have set target values for the release and transfer of substances subject to the PRTR system\*1 and are working to achieve them, but in fiscal 2024, due to an increase in the number of substances subject to PRTR resulting from a revision in the law, the amount released and transferred per unit decreased by 24.9% YoY. We are making steady progress in reducing the volume of such substances through various measures such as switching coating pre-treatment agents and adhesives to those that do not contain substances subject to notification\*2 under the PRTR system.

\*1 PRTR system: System that obliges business operators to monitor the amounts of specified chemical substances that are transferred and released, and report them to the government under the "Act on the Assessment of Releases of Specified Chemical Substances in the Environment and the Promotion of Management Improvement"

\*2 Substances subject to notification: Substances of which 1,000 kg/year or more are handled

## Management of Chemical Substances Contained in Products

From the standpoint of reducing our environmental impact, we are strengthening the management of chemical substances by assessing the environmental and health risks of chemicals that are contained in raw materials and used in product manufacturing processes. We also ensure strict and proper

management of all related facilities, including development and production departments, to avoid contamination. The Okamura Group uses chemical substances in surface treatment agents, adhesives, resins, and decorative material. For materials that contain chemical substances, we obtain Safety Data Sheets (SDS) from manufacturers, centrally manage them at each production plant, evaluate their hazards and environmental impact, and implement risk reduction measures as necessary. We also conduct product assessments at the product development and design stage to check if regulated chemical substances are used, and if so, we replace them with materials that impact the environment less. In fiscal 2024, there were no violations of laws and regulations, complaints, accidents, administrative sanctions, or lawsuits concerning environmental pollution associated with Okamura's business activities. To ensure transparency in environmental risk assessments, we document and manage the implementation status of these assessments at each plant and conduct regular reviews.

### Specialized Training

The Okamura Group is strengthening its chemical substance management system following the revision of the Industrial Health and Safety Act in April 2024. Government-sponsored talks and group training sessions by external lecturers were held at each plant for managers in charge of chemical substances, in order to upgrade their specialized knowledge. The group training covered essential managerial duties, such as chemical substance risk assessment, documentation and recordkeeping, and educating employees. We also ensure that frontline employees fully understand the proper methods for handling chemical substances, through guidance from



Manager training conducted by external lecturers

management and safety training. We will continue to maintain and enhance the safety of our management system by providing ongoing training going forward.

## Preventing Pollution Through Proper Management of Hazardous Substances

Okamura transported fluorescent lighting ballasts, which are devices that contain polychlorinated biphenyls (PCB), that it had been keeping to a designated treatment facility in fiscal 2023, thereby disposing of the substance properly in accordance with laws and regulations. Rules are in place for the labeling, storage, and handling of hazardous substances, and we provide training and information to employees who handle them in order to enforce rigorous management of chemical substances. If any more PCB waste is discovered in the future, we will dispose of it promptly and properly in accordance with the law.

# Environmental Management at the Okamura Group

In order to promote environmental management based on our Environmental Policy, we have established an organizational structure including Group companies, and aim to continue to promote initiatives and improve our environmental performance by establishing and operating an environmental management system.

## Establishing and Operating an Environmental Management System

The Okamura Group has obtained ISO 14001\* certification for each Group company, and has established and is operating an environmental management system. By assigning a person responsible for environmental management in each Okamura department and Group company, we have established a system to manage and promote environmental initiatives as a Group.

We also actively interact with external environmental organizations to acquire new knowledge and the latest information related to environmental administration and management, in order to raise the standard of environmental management for the entire Group.

\* ISO 14001 : International standard for environmental management systems established by the International Organization for Standardization (ISO)

## Management by Top Management and Environmental Management Supervisors

In order to promote environmental management for the Okamura Group as a whole, the Sustainability Committee meets twice a year to review the annual plan for achieving the goals of the Long-term Environmental Vision and the Midterm Environmental Plan and to discuss issues related to initiatives. We also hold Group Environmental Management Supervisor Conferences every month to discuss various issues, such as responses to environment-related laws, regulations and international trends, how the environmental management

system is being run, and issues and measures at each Group company and department. Efforts are made to exchange opinions and share information among Group companies and to share examples of improvement across the Group.

## Audits by Independent Organizations and Internal Audits

Audits based on the ISO 14001 standard are conducted annually by independent organizations, and Okamura's Group certification\* and the independent certification of subsidiaries and associates (three production facilities in Japan and one overseas) have been recognized as valid.

For the Group certification, we conduct an internal environmental audit for each site and a Group internal environmental audit every year. The audit results are applied across the Group and reported to the Group Environmental

Management Supervisor Conference and Sustainability Committee for continuous improvement of the environmental management system.

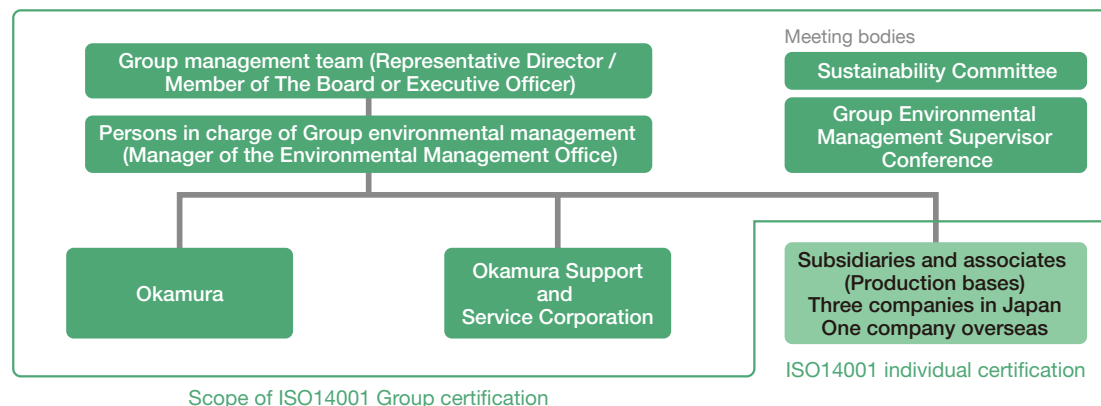
\* Okamura's Group certification: Okamura Corporation, Okamura Support and Service Corporation

## Responding to Emergencies

The Okamura Group has established Emergency Response Rules to handle emergencies swiftly and with precision when they arise, in order to prevent the situation from worsening and to bring it under control at an early stage.

Regarding environmental matters, we have identified leaks of hazardous substances as an emergency under ISO 14001 and perform monitoring in addition to establishing response procedures. Each site implements disaster prevention measures, such as conducting disaster prevention drills, in accordance with the site's Response Rules. (See [▶ p. 135](#) for related information)

Structure for Promoting the Environmental Management System at the Okamura Group



In addition, our production plants have signed cooperative agreements with local governments in the areas where they operate and participate in local disaster prevention activities. The Fuji Plant uses subterranean water drawn from Mt. Fuji for industrial and everyday purposes, and we have concluded a partnership agreement with Gotemba City to provide this water to citizens in the event of a disaster. (See [▶ p. 149](#) for details)

## Environmental Education and Awareness-Raising Activities

The Okamura Group has outlined its intention to reduce the impact on the environment in all its business activities in its Environmental Policy. To this end, we focus on environmental education and awareness-raising activities, to raise the awareness of each and every employee who participates in environmental initiatives.

### Okamura's Environmental Education Programs

Type	Target	Title	Content
Required Training	New employees	New employee training	● Environmental issues ● Introduction to EMS*1: Corporate activities and environmental impact
		New employee follow-up training	● Practical EMS activities
	Mid-career hires	Mid-career hire training	● Environmental issues ● Introduction to EMS: Corporate activities and environmental impact
	All employees	Distributed by email/internal newsletters	● Provision of timely information on general carbon neutrality trends, Okamura's current status, initiatives, etc.
Departmental Education (Based on ISO 14001)	All employees	General education	● Environmental Policy and company-wide environmental objectives, targets, and implementation plan ● Green office activities ● Education based on legal information regarding simultaneous collection (sales staff)
		Specialized education	● Environmental objectives, targets, and implementation plans for each department ● Education and training to address notable environmental aspects ● Education based on the Industrial Waste Management Manual (installation work management department)
		Manager education	● EMS training for managers, etc.
FSC® Education (based on CoC certification)	All employees	General education	● Understanding certification systems
	Related departments	Specialized education	● Understanding management rules and procedures
Hands-on Education*2	All employees	Biodiversity and reforestation training	● Biodiversity conservation and forest maintenance (including fieldwork)
	Persons in charge of promotion		● Knowledge needed to promote ACORN activities

\*1 EMS: Environmental Management System \*2 Hands-on education (See [▶ p. 67](#) for details)

## Systematically Structured Environmental Education

To help employees improve their understanding of the environmental impact of corporate activities, the Okamura Group's Environmental Policy and plans, and initiatives based on the environmental management system, and to enable them to take concrete actions to achieve their goals, we provide mandatory education for new employees and mid-career hires, as well as departmental education with programs developed by each department based on ISO 14001. Additionally, departments that handle products and materials related to FSC® certification undergo specialized training to ensure proper handling. Regarding education aimed at all employees, a section on FSC® certification is included in ISO 14001 education to promote understanding of the system. (See [▶ p. 65](#) for related information)

## Sustainability Activity Commendation Program

We commend outstanding endeavors as part of our efforts to lessen the environmental impact of our business activities and to develop sustainable products and services. We revised and broadened our commendation program, originally launched in fiscal 2003, to recognize outstanding environmental initiatives in three categories, in alignment with SDG objectives, from fiscal 2022 onwards. This program enhances employees' awareness of sustainability initiatives and promotes active participation.

### Sustainability Commendations (Fiscal 2024)

(Excerpted from a total of 14 commendations)

Commendation Categories/Details	Winners
<b>Environmental Impact Reduction Category (facilities, energy-saving)</b>	
Reducing environmental impact through generation and use of solar power	Siam Okamura Steel Co., Ltd.
Reducing CO <sub>2</sub> emissions by switching to electric forklifts	Gotemba Plant
Conserving power by replacing aging compressors	Powertrain Division
<b>Sustainable Business Promotion Category (products, services, item proposals, etc.)</b>	
R&D of AI to predict refrigerated showcase failures	Store Displays Division
Development of upcycling methods for textile waste	Store Displays Division
Net Zero Energy Building (ZEB) initiatives	SEC Co., Ltd.
Utilization of thinned wood and resin composite material	Office Furniture Division Marketing Division
<b>Activities for a Sustainable Society Category (employees, communities, schools, etc.)</b>	
Provision of water from underground water tanks and installation of mobile charging areas	Fuji Plant
Environmental upkeep of Biotope Fuji for wild birds	Fuji Plant

## Environmental Communication

We disclose environmental information related to our business activities and strive for two-way communication with stakeholders to improve the environmental activities of the entire Group. Ever since we published the environmental pamphlet, “Towards a Prosperous Future,” in 1995, the Okamura Group has been disseminating information on the environment through various channels, and making an effort to offer more environmental information by introducing our initiatives at environment-related events and new Okamura product launches. Regarding our environmental initiatives, we relay the opinions and suggestions received from stakeholders to the relevant departments and ensure that they are reflected in our activities, and also utilize them to provide better information.

Information disclosure by the Okamura Group received the Special Award in the Environmentally Sustainable Company Category at the 6th ESG Finance Awards Japan, sponsored by the Ministry of the Environment.

At the same time, we were selected as an Environmentally Sustainable Company and an Environmental Disclosure Progress Company. (See [▶ p. 27](#) for related information)



## Coexisting with Local Communities through Environmental Activities

Through conducting environmental education that leverages the knowledge gained through the Okamura Group's manufacturing and business activities, as well as participating in local environmental conservation activities, we strive to coexist with local communities and society and contribute to raising environmental awareness. (See [▶ p. 150](#) for related information)

### Nature Classes at Elementary Schools

Okamura employees visit elementary schools to give classes based on the knowledge accumulated at Okamura, with the

aim of raising environmental awareness in children. During the classes, instructors use familiar objects such as school desks and chairs to teach them about the current state of forests in Japan and the world, as well as the finite nature of resources. This serves as an opportunity for them to learn about the immediacy of environmental problems and to discover what actions they can take.

At Futamatagawa Elementary School in Yokohama, we assisted sixth graders in repairing a wooden wall engraved with the lyrics of the school's graduation commemoration anthem. The students first learned about wood in the classroom in order to understand wood better and to boost their interest, and then set to work on the actual repairs.



Scenes from the on-site class



Repairing the wall made by previous graduates of the school

### Results of Nature Classes

Year Conducted	Number of Students	Number of Schools
2007-2019	4,324	51
2020	197	4
2021	506	8
2022	865	13
2023	365	7
2024	528	10

### Endowed Lecture at Kanto Gakuin University

Continuing from 2023, Okamura employees served as lecturers for an endowed lecture by the Yokohama Green Purchasing Network\*, of which Okamura is a member, and introduced Okamura's environmental initiatives at Kanto Gakuin University under the theme of “Promoting Sustainability Through the Use of Timber.”

\* Yokohama Green Purchasing Network: A network that values ties with the local community and aims to promote the purchase and provision of environmentally conscious products and services in cooperation with citizens, companies/organizations, and the government (regional branch of the Green Purchasing Network (GPN) in Yokohama)

 **Yokohama Green Purchasing Network (J)**  
<http://www.y-gpn.org>

### Activities Based on Industry-Academia Collaboration

As part of its efforts to support furniture design education, and to develop talent and revitalize local communities through the use of local materials, Okamura has been cooperating with Professor Hisato Fujita through his Furniture Design Seminar at the Department of Product Design at Tohoku University of Art and Design (Yamagata City) since 2014, sending employees to serve as special lecturers. In fiscal 2024, employees at Okamura's Takahata Plant participated in the lectures, providing advice on designing products and production processes that involve wood. The students were also taken on a tour of the Takahata Plant, where they learned how the parts for the furniture they were making were cut. Following numerous presentations and reviews of the design, the resulting pieces were presented at the Takahata Plant upon completion. This valuable opportunity allowed us to support the development of future wooden furniture designers, while also sparking students' interest in Okamura.

Another noteworthy activity, the First Furniture Business, was held in February 2024. This is an ongoing initiative based on industry-academia-government collaboration in partnership with the town of Oguni in Yamagata Prefecture, where furniture is presented to three-year-olds living in Oguni.



Receiving a furniture all one's own at the presentation ceremony in Oguni Town



Students listening to an explanation of the production process at the Takahata Plant



# Pursuing Employee Engagement

In addition to making our workplaces both healthier and safer, we respect the diversity of our employees and provide them with working environments that promote fulfillment in their work and help them achieve personal growth through cooperation.





# Human Resources Strategy of the Okamura Group

Since its founding, Okamura has always viewed its employees as collaborators and team members who work together to make the company prosperous, and has pursued a management style centered on people, based on our corporate philosophy of Innovative Creation, Cooperation, Being Cost Conscious, Saving for the Future, and Social Responsibility. In keeping with the founding spirit of the company and upholding the management philosophy of “making people thrive,” we will further nurture talent and accelerate employee engagement improvements to improve employee satisfaction that in turn will support sustainable growth. We aim to become a strong Okamura that can respond to changes in the surrounding environment by enabling each and every employee to thrive in their work.

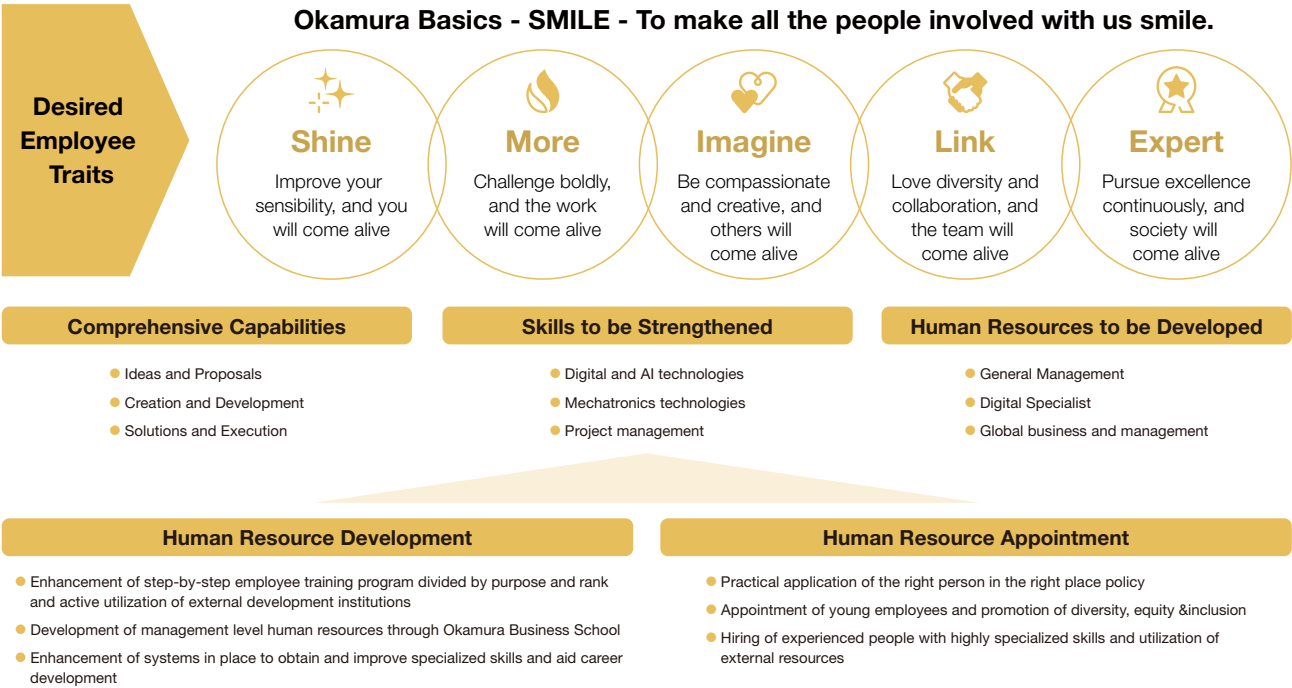
## Basic Approach to Human Resource Management

We aim to grow together with our employees based on the following approach, and by simultaneously nurturing talent and pursuing employee engagement improvement.

- Increase corporate value by creating an environment where each and every employee can thrive and achieve WiL-BE\*, thereby enhancing engagement and maximizing results.
- Build a human capital portfolio needed to realize management strategies, and promote the growth and career development of each employee through the human capital cycle of recruitment, development, evaluation, treatment, and appointment.
- Achieve management targets by building an organization and allocating human resources in a way that allows for maximized performance across the entire company, along with the promotion of the Okamura Way and the strengthening of teamwork.

\* WiL-BE: The name of the work style reform we are promoting at Okamura. “WiL-BE” is derived from “Work in Life” proposed by Okamura. “Work in Life” refers to the idea that “life is composed of many parts, of which work is one.”

### The kind of people Okamura seeks



## Promotion System

To ensure the effective execution of its human resources strategy, the Okamura Group has, since 2024, appointed an HR Business Partner tasked with organizational development and personnel placement necessary for business strategy for each business division, to serve as a business partner to the division manager. HRBP Meetings are held monthly, attended by the corporate HR Business Partners in charge of the Corporate Strategy, Human Resources, and Human Development departments. Through close coordination between each business division and the corporate department, we are promoting a human resources strategy that supports the achievement of our management objectives. These meetings aim to align understanding of initiatives shared across all divisions and to encourage divisional HR Business Partners to adopt successful practices employed at corporate HR. Challenges encountered during implementation are discussed openly, and collaborative efforts are made to find solutions. In addition, the opinions and outcomes derived from the WiL-BE 2.0 project for improving employee engagement, designed to enhance employee engagement, are submitted to

the WiL-BE Promotion Committee for discussion by Committee members who also serve on the Board, who use the findings to improve relevant initiatives. Through collaboration between the HRBP Meetings and the WiL-BE Promotion Committee, we implement more feasible initiatives and improve employee engagement.

### Three Key Missions for HR Business Partners

- Build a human capital portfolio needed to realize business strategies, and promote the growth and career development of each employee through the human capital cycle of recruitment, development, evaluation, treatment, and appointment.
- Build up divisions so that they can function as an organic whole to maximize performance, and allocate personnel optimally.
- Develop measures to improve employee engagement.

To carry out these missions, HR Business Partners start by gathering information on human resources through such methods as interviewing employees in each division, and focus on supporting career development while identifying the talent required to carry out business strategies.

## Human Resources Strategy

In its Midterm Management Plan 2025, the Okamura Group designated human resource development and improving employee engagement as key elements of a human resources strategy aimed at strengthening the foundations of management. Centered on the two pillars of nurturing human resources and employee engagement improvement, we are implementing a range of personnel policies aimed at fostering growth for both employees and the company.

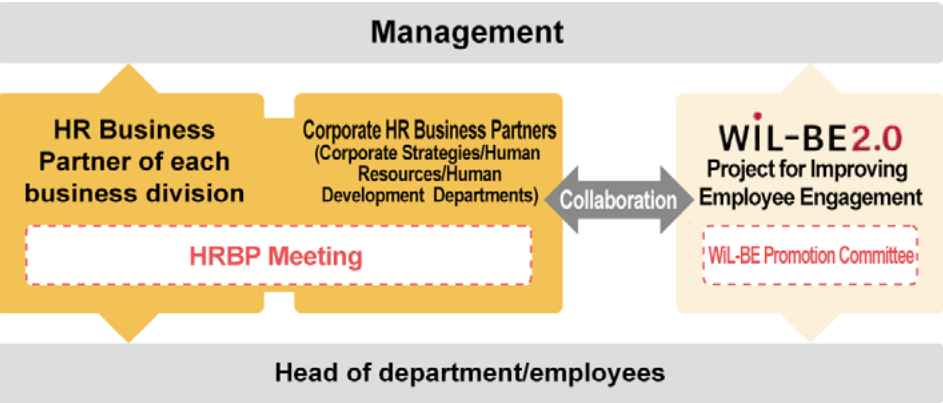
### Nurturing Human Resources

We will actively invest in and promote the development and advancement of young talent, aiming to nurture human resources capable of resolving problems that have no clear answers in a rapidly changing society. The Okamura Career Journey is defined as one in which each and every employee continues to envision their future career and achieves personal growth through diverse experiences, supported by the Talent Management System. Through such an approach, we aim to maximize both individual and organizational performance, enhance workforce mobility by placing the right people in the right roles, and offer employees opportunities to regularly reflect on their careers and independently consider their future growth.

### Employee Engagement Improvement

To help every employee thrive with a sense of fulfillment, we are working to establish systems that both enhance and support job engagement, while promoting active internal communication across the organization. As part of the WiL-BE 2.0 project for improving employee engagement, we provide opportunities for employees to deepen mutual understanding of job engagement with department heads who are assigned responsibility. We will utilize employee engagement surveys to resolve issues at each workplace, and strive to improve job engagement.

### HRBP Meetings and WiL-BE System



## Hiring Activities Based on Our Human Resources Strategy

At Okamura, we are working to secure talent that better matches on-site needs by coordinating our management and human resource strategies in order to become the company of choice for prospective employees in an increasingly fluid employment environment.

### Promoting Diversity Recruitment

In our effort to promote diversity at Okamura, we emphasize diversity in recruitment and employ a wide range of people regardless of gender or nationality.

When recruiting new graduates, we offer job-specific internships for students from all over the country, providing an opportunity for them to empathize with our philosophy and understand the type of jobs on offer. We actively hire mid-career talent with specialized knowledge, and also promote their development as core human resources by strengthening initiatives and training that enable each and every employee to fully demonstrate their abilities. We try to hire diverse talent and support their career development from various angles, and have recently seen an increase in the number of employees who had previously left the company for reasons such as childcare, nursing care, or a spouse/partner's job transfer joining the company again through the Job Return program, as well as an increase in mid-career personnel applying for jobs at Okamura through introductions by employees.

In addition, as part of our commitment to corporate social responsibility, we are actively expanding employment opportunities for people with disabilities. We are also working to enhance the quality of employment, by introducing information support tools for employees with disabilities, and organizing study sessions and hands-on experience programs for those who work alongside such employees.

(See [▶ p. 90](#) for details)

### Efforts for Fair Recruitment

We implement the following measures in order to ensure transparency and equality when recruiting potential employees.

- Holding online company information sessions to provide a point of connection with students from all over the country
- Not requiring gender to be listed when submitting applications (following the resume format provided by the Ministry of Health, Labour and Welfare)
- Outlining the selection process in advance
- Preventing employment of underage workers by requiring applicants to provide their date of birth on application forms and verifying their age through official documents after they join the company
- Notifying applicants of selection results regardless of whether they were successful or not
- Not engaging in discriminatory or derogatory behavior offensive to the dignity of the individual during hiring interviews
- Arranging for individual interviews with employees in specific roles who are not involved in the selection process, in order to help applicants understand job types better

In addition, we distribute interview manuals to employees involved in the selection process to ensure adherence to Okamura's Human Resources Policy, fair screening and equal opportunity of employment. We hold individual briefing sessions for those who ask, and remind them of appropriate conduct.

### Empathizing with Our Management Philosophy and Understanding Job Types Through Job-Specific Internships

At Okamura, we actively offer job-specific internships to students during their long vacations as an opportunity for them to understand job types better, and the number of participants has been increasing year by year.

The job-specific internships are set up in such a way as to allow the participating students to imagine how they will be working in the future, which leads to better matching with companies when they apply for jobs. Participating in the program allows

them to understand and empathize with Okamura's corporate philosophy, and through on-the-job training, they understand the job type better, which ultimately leads to more successful hires.

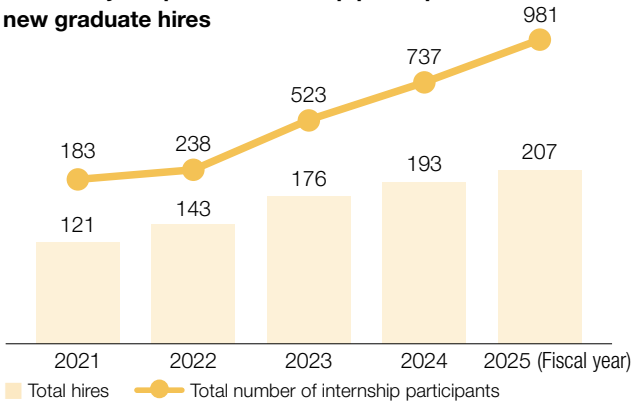


Information systems course for engineer interns



Interning in production

### Trends in job-specific internship participants and new graduate hires



Note: Only participants who took part in job-specific internships two years before the fiscal year they were employed were counted

### Initiatives Aimed at the Next Generation of Workers

At Okamura, we strive to create opportunities for the next generation entering the workforce to develop an interest in the information we share, so that it will serve as a guide in planning their future careers. In fiscal 2024, we participated in business contests aimed at university students and dispatched instructors to universities. (See [▶ p. 150](#) for details)

## The “Work in Life” Approach

“Work in Life” proposed by Okamura is based on the concept that “Work” and “Life” are not two separate things, but rather that “life is composed of many parts, of which work is one.” We place work alongside the elements that make up life, which include family, hobbies, learning, and community. Achieving “Work in Life” means that each individual is leading their life as he or she wants, so that “work” becomes a positive factor when considering their life as a whole.

## Promotion of WiL-BE 2.0 Project for Improving Employee Engagement

At Okamura, we are promoting WiL-BE 2.0 project for improving employee engagement as part of our effort to realize a state in which each and every employee can thrive at work with a sense of fulfillment, which in turn will help “Realizing a society where people can thrive,” as stated in our Purpose.

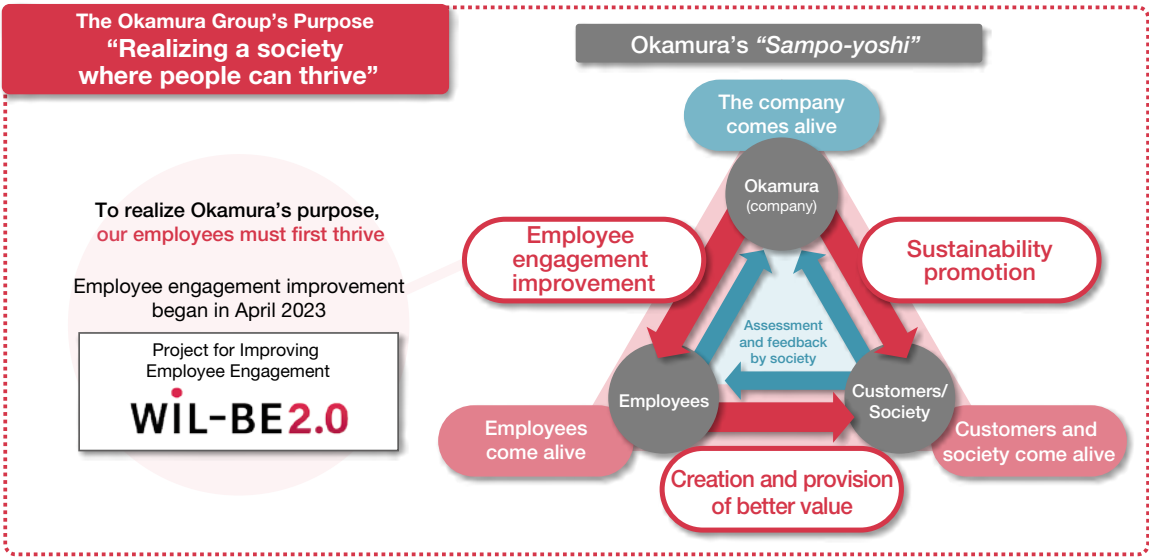
In fiscal 2024, as part of our efforts to enhance employee engagement, we conducted an engagement survey, organized internal Employee Engagement Conferences where department heads exchanged views with team members, and held the WiL-BE 2.0 CARAVAN 2023–2025.

The opinions and results gathered through these activities were submitted to the WiL-BE Promotion Committee, positioned at the upper level of the WiL-BE 2.0 framework, for discussion among Committee members who also serve on the Board. Furthermore, problem-solving has picked up speed starting from fiscal 2024 through collaboration with HR Business Partners appointed to each business division.

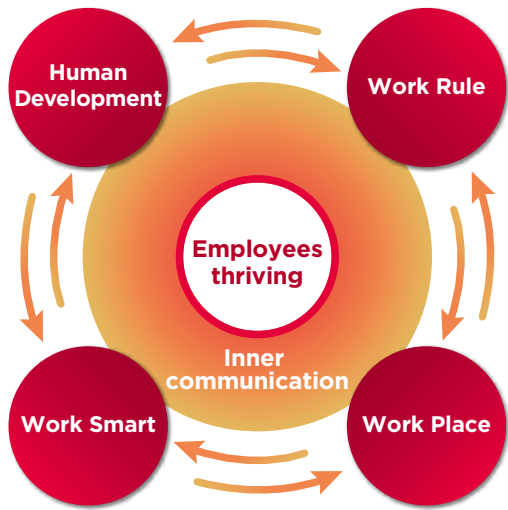
**Actions Related to WiL-BE 2.0 Project for Improving Employee Engagement**

WiL-BE 2.0 Project for Improving Employee Engagement activities promote employee engagement reform based on five actions (Inner Communication, Human Development, Work Rule, Work Smart, and Work Place).

### Connecting Employee engagement improvement to Our Organizational Purpose



### Visualization of Actions



### Inner Communication

#### (Stimulating Communication Within the Company)

We are working to maximize employee engagement under the theme of “listening to the concerns of employees and providing support to improve job engagement.” Continuing from fiscal 2023, we held Employee Engagement Conferences in fiscal 2024 as well to encourage each employee to reflect on and understand their own unique form of job engagement. All department heads, assigned responsibility, explained the WiL-BE 2.0 initiative once more to department members through a presentation titled “Okamura’s Current State of Employee Engagement Improvement.” In addition, discussions were held based on the results of the engagement survey, and everyone participated in discussions about what actions to take to sort out and resolve the issues facing their departments. We will continue to hold Employee Engagement Conferences from fiscal 2025 onwards as well.

We also utilize our owned media, “Okamura Live :) -Okamura Live Smile” to raise employee awareness of the various initiatives for improving job engagement under the WiL-BE 2.0 Project for Improving Employee Engagement, both generally and specifically, by continuously disseminating across the company easy-to-read articles with illustrative examples.

#### Human Development (Nurturing Talent)

We are working to maximize employee engagement under the theme of “setting the stage for growth and careers.”

To realize the Okamura Career Journey, in which each employee continues to envision their future career and achieve growth through diverse experiences, we strive to continuously provide three kinds of opportunities: opportunities for mutual understanding, opportunities to continue learning, and opportunities to take on challenges.

For example, in terms of opportunities for mutual understanding, Okamura has established the Best Dialogue Award, which commends departments based on the quality of their Dialogues—Okamura’s unique monthly

discussions held in every department—to encourage more Dialogues to be held across the company and to create a rewarding workplace. In fiscal 2024, voting was held in three categories—by employees, Board Members, and the President—and departments were recognized based on criteria such as whether the promotion of employee engagement improvement was producing tangible results.

In terms of opportunities to continue learning, our in-house university, Okamura University (abbreviation: OkaUni) has been offering courses since 2022. We provide employees with opportunities to learn anytime and anywhere, offering a wide range of content to help them acquire the knowledge needed to achieve their career goals.

As for opportunities to take on challenges, starting in fiscal 2024, we launched a new program that utilizes design thinking called Okamura Thinking\_Learning Initiative INSIGHT/OUT, offering employees the opportunity to gain fresh perspectives and ideas. We continuously provide opportunities for employees to take on new challenges, encouraging them to proactively pursue professional growth. (See [▶ p. 94](#) – [▶ p. 103](#) for details)

#### Work Rule (System)

We are working to maximize employee engagement under the theme of “creating an internal structure for a vibrant work environment.” We implemented Okamura Hybrid Work that combines in-office and remote work, in order to allow employees to work according to their own style while contributing to the team. In addition, starting from 2023, we incorporated Okamura Basics -SMILE- as an item in behavioral evaluations, linking behaviors related to learning, taking on challenges, communication, contribution, and specialization to the evaluation. We promote work styles that enhance corporate value by creating systems that lead to the growth and development of each individual.

We also promote a variety of health initiatives aimed at increasing

employees’ health awareness, enabling them to maximize their daily performance by working in a healthy state. As one example, in fiscal 2024, in order to raise paid leave acquisition rates, we introduced WiL Breaks, referring to days off taken by employees to devote more time to their private lives, as a way to achieve work-life balance and the ideal of “Work in Life.” We have defined two types of WiL Paid Leave—Monthly One-Day WiL Paid Leave, which means taking at least one day of paid leave per month, and Consecutive WiL Paid Leave, which means taking at least three consecutive days of paid leave in a given year—to encourage employees to take paid leave more often. Along with other initiatives, we promote health and productivity management aimed at creating a healthy and comfortable work environment. (See [▶ p. 104](#) – [▶ p. 118](#) for details)

Furthermore, reflecting feedback from the Employee Engagement Conferences and WiL-BE 2.0 CARAVAN 2023–2025 activities held since 2023, which mentioned expressions of gratitude from clients and colleagues as significantly contributing to a sense of fulfillment, we introduced Thanks Points in 2024. Thanks Points is a program that enables employees to gift points to one another accompanied by messages of appreciation, so that work becomes more enjoyable.

#### Work Smart (Digital Technology)

We are working to maximize employee engagement under the theme of “shifting to more creative work by using digital technology to improve productivity.” In fiscal 2024, we began full-scale implementation of initiatives in various areas, including updates to Okamura AI Chat that utilizes generative AI (leveraging internal data), the launch of OFFICE KIT, an office style diagnostic site developed through employee DX proposals, the promotion of citizen development by making low-code development tools available to all employees, and smart distribution based on a comprehensive overhaul of logistics operations. In addition, we launched an official 3D data sales site for the Metaverse called RoomieTale. In order



to use DX to resolve customer issues and on-site problems, it is essential to foster a DX culture across the company. In order to do away with the preconceived notion that DX concerns only a few specific people, we are working to improve productivity and increase the momentum for shifting to creative work, through efforts such as disseminating case studies of DX led by employees in company-wide education. (See [▶ p. 19](#) , [▶ p. 39](#) , [▶ p. 102](#) for related information)

Work Place (Environment)

We are working to maximize employee engagement under the theme of “creating a vibrant place to work.”

In fiscal 2024, following decisions by top management, we pushed forward with the renovation and relocation of offices prioritized for improvement based on the results of a nationwide internal company survey conducted in the previous fiscal year. These examples of workplace improvements were shared on “Okamura Live :) -Okamura Live Smile.” By sharing candid opinions from employees in the offices, we effectively conveyed across the company the importance of taking the initiative to improve one’s own work environment. This also heightened the motivation of employees at other sites to push forward with renovation and relocation, fostering a sense of purpose in creating a vibrant workplace.

Regarding renovation plans for each site from fiscal 2025 onward, we have established an internal system to improve employee engagement over the long term by creating a mechanism for information sharing between workplaces and management. This will allow requests from each site to reach management and, after being assessed against business plans, be used to drive regular improvements in work environments.

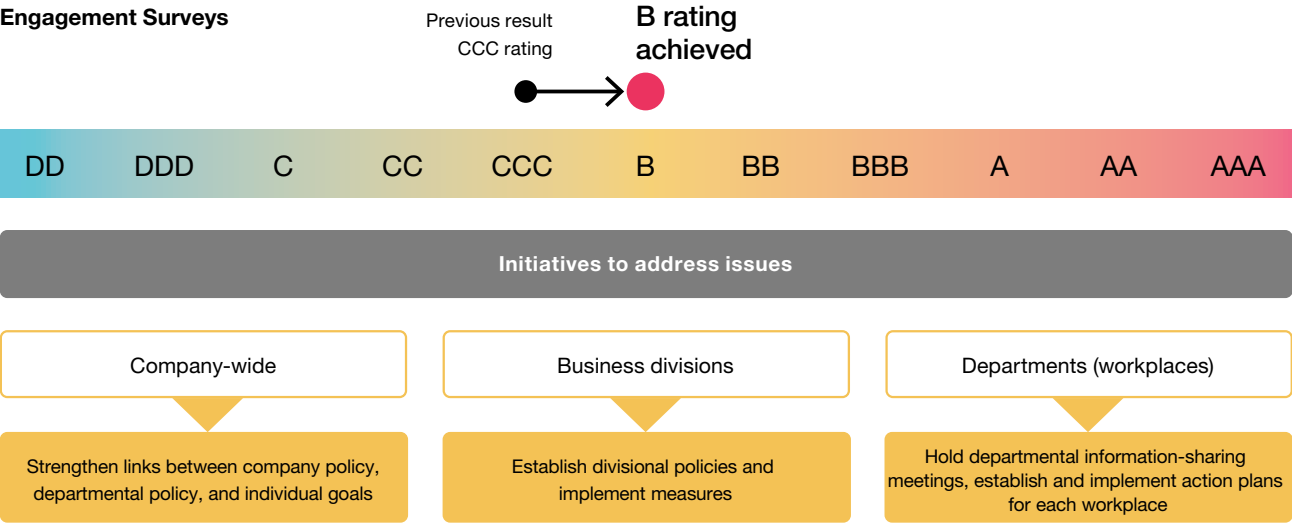
To facilitate the evaluation of plans for each site, we will continue to host lectures, oversee project reports, and compile practical information for various types of office environment design, thereby encouraging employees to take an active role in shaping their own work environments.

Engagement Surveys Aimed at Improving Employee Engagement

The Okamura Group regularly monitors employee job satisfaction levels by conducting engagement surveys via external agencies. A second engagement survey was conducted from August to September 2024 (response rate: 99.1%). Compared with the first survey conducted in fiscal 2023, the results showed improvement, with the rating up by one level from CCC to B (see figure below). We analyzed the results in detail at the company level and by each division and department to identify issues, using these insights to establish policies for each level, design training programs for department heads, develop workplace improvement action plans, and implement measures such as departmental information-sharing meetings. Beginning in fiscal 2024, we have also focused on providing individualized divisional support through HR Business Partners appointed to each division, and initiated departmental information-sharing

meetings, where department heads discuss their departments’ performance and the actions that should be taken. We strive to enhance employee engagement through analyzing results by department and formulating as well as implementing specific actions.

Engagement Surveys



TOPICS



Office Renovations Driven by WiL-BE 2.0 CARAVAN  
2023–2025 to Maximize Job Engagement

WiL-BE 2.0 CARAVAN 2023-2025 (hereinafter referred to as WiL-BE CARAVAN) is an activity in which members of the WiL-BE 2.0 Secretariat (hereinafter referred to as the Secretariat) visit bases across the country to directly interact with employees, with the aim of enhancing employee understanding and acceptance of WiL-BE 2.0 Project for Improving Employee Engagement. It serves as a forum for enhancing mutual understanding of each WiL-BE 2.0 action and the challenges involved in improving employee engagement. This initiative was implemented in response to concerns that employee acceptance of WiL-BE 2.0 Project for Improving Employee Engagement differed by location, with information particularly difficult to reach staff at smaller regional bases, limiting their ability to understand the workplace situation—challenges that the Secretariat aims to address.

Three Values of WiL-BE CARAVAN

- Ask questions and solve problems then and there
- Listen to workplace concerns and communicate them to management
- Share workplace concerns with the HR Business Partner in each division

Under WiL-BE 2.0 Project for Improving Employee Engagement, we are renovating our bases nationwide as part of Work Place initiatives. One such initiative prompted by the WiL-BE CARAVAN was the renovation of a base in Osaka.

When the WiL-BE CARAVAN visited this site, employees openly shared their concerns, saying, for example, that although they had long sought improvements to their work environment, progress was slow because multiple departments shared the same floor and consensus was hard to reach. Others remarked that, compared with other company bases in Osaka, their work environment felt significantly inferior. In response to such concerns, the Secretariat raised the issue with the WiL-BE Promotion Committee and proposed prioritizing this site for renovation. Following executive-level discussions, the site was promptly renovated. Employees have shared positive feedback about the renovation, commenting that the workplace had definitely become more comfortable, and that they were now able to have informal consultations and chats and hold cross-departmental events as well, which has made the office livelier.

As part of the challenge to adopt new work styles, employees at the base not only transformed their office but also thought about how they would work in the renewed space and enhance engagement, and these ideas were fully reflected in the process. The workplace improvements made possible through WiL-BE CARAVAN have resulted in increased employee engagement.



WiL-BE CARAVAN



Office after renovation

## Dialogue Between Employees and Management

At Okamura, fully informing employees of the realities of management and gaining their understanding is an essential part of the founding spirit. To this end, Representative Director, President and CEO Mr. Masayuki Nakamura has been writing a column twice a month since 2017, and a weekly blog since 2020.

Also, in 2018, we launched the President Caravan, in which the President visits sites across the country to speak directly with employees. It was suspended from August 2020 due to the impact of Covid-19, but resumed from July 2023. To date, these talks have been held at various sites in Japan and overseas, with numerous employees participating. This has proved to be a good opportunity for two-way communication between the President and employees.

Furthermore, from 2023, we launched a new initiative aimed at all Okamura Group employees entitled “Tell me, Masa-san!” This initiative is meant to work as an ask-me-anything question box, through which the President himself answers questions from employees, and we have received a wide range of questions so far.



President Caravan, a form of dialogue between employees and management

## Improving the Work Environment Through Labor-Management Consultation

The Okamura Group has established the Okamura Group Human Rights Policy, and as a company, we respect the freedom of association and guarantee basic labor rights, including the right to collective bargaining. (See [▶ p. 142](#) for related information)

Okamura enjoys a stable labor-management relationship with the Okamura Labor Union to which employees belong. Labor-

management consultation meetings and various committee meetings are held regularly to discuss a variety of topics including the company’s business performance, personnel systems, and working conditions such as working hours, wages, and benefits, incorporating the opinions of union members regarding such matters.

The Okamura Labor Union has adopted a union shop system, and as of March 20, 2025, there are 3,417 union members, with a union membership rate of 92.4%. (See [▶ p. 165](#) for data)

## Notification of Important Matters such as Personnel Transfers

At Okamura, in accordance with the collective bargaining agreements concluded with the Okamura Labor Union, our rules stipulate that in the event of a transfer that involves relocation due to work-related reasons, the employee will be notified in advance and the timing and purpose of the transfer will be explained. In addition, the rules stipulate that prior discussion with the labor union is required for large-scale organizational restructuring and accompanying changes in personnel.

Major Labor-Management Consultation and Committee Meetings held in Fiscal 2024

Title	April	May	June	July	August	September	October	November	December	January	February	March
Labor-Management Consultation Meetings	●		●				●	●	●	●	●	●
Various Committees (by theme)	●	●	●			●						●

Initiatives to Realize Employees’ “Work in Life”

To support employees in realizing “Work in Life,” it is essential to establish systems and mechanisms that allow the diverse members of the Okamura Group to thrive.

Based on this approach, we have established systems that accommodate various types of work and rest, and provide employee benefits.

We aim to create an environment where every employee can thrive by promoting awareness and understanding of these systems and mechanisms, and encouraging their effective use.

Work, Rest, and Employee Benefits at Okamura

	Title	Summary
Workstyle	Okamura Hybrid Work	We implement Okamura Hybrid Work, which combines in-office work with teleworking. This approach seeks to strengthen team communication and productivity by having employees work at their respective offices three days a week, while also boosting individual productivity through remote work and the use of satellite offices. Employees may also use coworking spaces to enhance work efficiency.
	Super-flex	This system enables employees to set their own arrival and departure times, allowing for a more flexible work style. Certain rules are enforced, such as working a prescribed number of hours multiplied by the number of days in a month, working for at least one hour a day, and limits on temporarily leaving work for personal reasons during work hours, which is up to three hours, once a day. *Only for facilities with applicable flextime systems
	No Overtime Days	In principle, every Wednesday is No Overtime Day (however, each workplace is free to set it to another day of the week) to make employees more aware of the need to leave the office on time and encourage them to actually do so.
	Discretionary work system	For job categories such as designers, employees who meet a specified qualification level and can work independently may opt to use the discretionary work system.
Rest	WiL Paid Leave (Monthly One-Day WiL Paid Leave, Consecutive WiL Paid Leave)	To help employees realize “Work in Life,” we encourage them to take at least one day of paid leave each month (Monthly One-Day WiL Paid Leave), and three or more consecutive days of paid leave each fiscal year (Consecutive WiL Paid Leave).
	Refreshment Leave	This system grants four consecutive days of leave upon reaching 15, 25, and 35 years of service. It is intended to help employees refresh both mind and body and realize “Work in Life” by combining it with holidays or annual paid leave as needed.
	Volunteer Leave	This system allows employees who are participating in volunteer work approved by the company to use up to five days a year out of their injury and illness leave (paid). It is intended to help employees enhance their “Work in Life” by supporting their participation.
Employee Benefits	Stock Ownership Plan	Employees can purchase company stock by allocating a set amount from their salary or bonus. This system supports stable, long-term asset building.
	Employee Savings Plan	This system allows employees to set aside a designated amount from their salary or bonus as savings.
	Mutual Aid Association	Employees join the association as members and make contributions, which entitles them to receive benefits in cases of illness, injury, disaster, and other such circumstances. Additional congratulatory and condolence payments are provided for life events such as marriage, childbirth, and school enrollment.
	Mutual Aid Association WELBOX	Members have access to a wide range of welfare services, such as health support, childcare and nursing care, leisure, education, and daily life assistance, at discounted rates. Subsidies are also offered for the use of affiliated accommodation facilities.
	Mutual Aid Association (optional group insurance)	Insurance benefits are paid out in the event of a member’s death or designated severe disability.
	Mutual Aid Association (optional long-term loss and income protection insurance)	If a member is unable to work for a prolonged period due to illness or injury, insurance benefits are paid out until resumption of work.
	Subsidies for recreational facilities	Multiple recreational facilities are available for employees and their families, with the company covering part of the associated costs.

TOPICS

Okamura Group Employee Stock Ownership Plan:  
Making Employee Futures Thrive!

The Okamura Group Employee Stock Ownership Plan is an employee benefit program that promotes medium- to long-term asset building through the ongoing purchase and retention of company shares. The plan is firmly grounded in our spirit of “Cooperative Industry”—Okamura’s DNA that affirms all employees are equal and are members of a team that have gathered under the shared aim of making Okamura prosper—and in our corporate philosophy of Innovative Creation, Cooperation, Being Cost Conscious, Saving for the Future, and Social Responsibility, which embodies our founding spirit.

Also, the Employee Stock Ownership Plan not only supports individual asset building, but enables the efforts of employees to drive the company’s growth, with the benefits returned to them through share value appreciation and dividends. Previously, we subsidized 10% of employee contributions as an incentive recognizing their role in the company’s growth. Starting with acquisitions made in November 2023, this subsidy has been doubled, to 20%.

If contributions continue over a certain period, employees receive special incentive subsidies, with profits from the company’s performance also returned to them in the form of dividends.

We will continue to offer this program to encourage employees to feel invested in the company’s growth and work together toward shaping its future.

- **Incentive subsidies**  
The company subsidizes 20% of the amount allocated monthly
- **Special incentives**  
The company subsidizes 6% of the cumulative total allocated for the 60th, 120th, and 180th allocations
- **Dividends**  
Dividends are determined twice a year based on business performance, and are added to the allocated amount



## Promoting Diversity, Equity & Inclusion

In October 2023, the Okamura Group revised its Diversity & Inclusion Policy to establish the Diversity, Equity & Inclusion Policy. Embracing equity as well as diversity, we actively recruit people who possess a wide range of attributes, values, and ideas, and strive to create an environment where every employee can work to realize their full potential, as well as to foster a corporate culture that can flexibly respond to social and cultural diversity and changes in the environment.

### System and Activities to Promote Diversity, Equity & Inclusion

#### History of DE&I Promotion Activities

Okamura considers promoting diversity a material management strategy, and in 2016, the Diversity Promotion Project, commonly referred to as the Sodateru Project, was established as an organization charged with promoting specific initiatives. The Sodateru Project implemented various measures from August 2016 to March 2020, such as issuing the Diversity & Inclusion Declaration, establishing various

work-life balance support systems to uphold “Work in Life,” and raising awareness about our approach to diversity and inclusion.

In April 2018, we established the Diversity Promotion Office (currently the DE&I Promotion Office). In June 2020, we consolidated the initiatives of the Sodateru Project and established the Diversity and Inclusion Policy. We aim to be a company in which every employee is able to envision what he or she wants to be, consciously makes an effort to grow whatever the circumstances, and contributes to the progress of the organization together with colleagues. To this end, we introduced systems, improved the working environment,

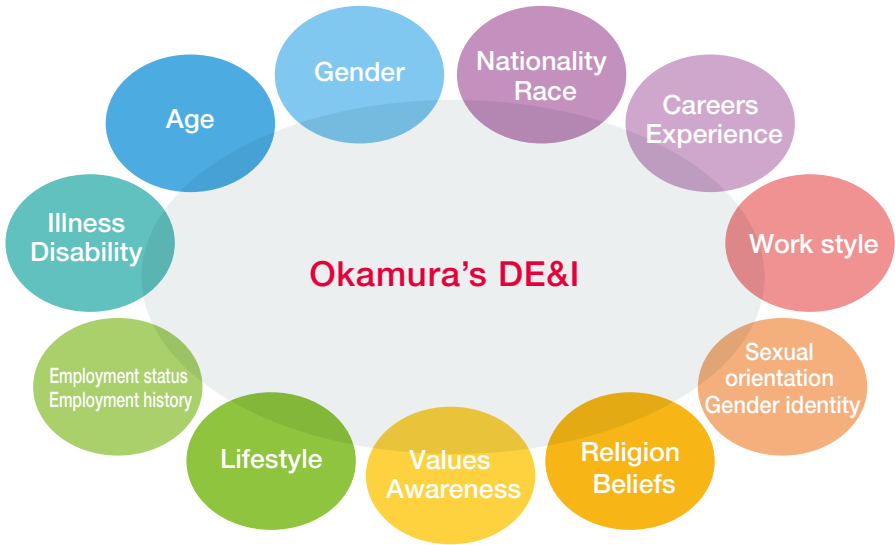
and implemented various measures under the three themes of spreading diversity and inclusion, enabling the active participation of diverse talent, and promoting the active participation of women.

In October 2021, we launched the Parenting Support Project, commonly referred to as the Hagukumu Project, aimed at complying with legal revisions and encouraging male employees to take childcare leave, and carried out activities for a year.

In October 2023, we partially revised the Diversity & Inclusion Policy to establish the Diversity, Equity & Inclusion (DE&I) Policy.

#### Diversity, Equity & Inclusion Policy

At the Okamura Group, we define Diversity, Equity & Inclusion (DE&I) as providing equal opportunities to all, regardless of attributes such as age, gender, disability, nationality, sexual orientation/gender identity, lifestyle, career history, and values, and respecting, acknowledging, and making the most of each person’s individuality. We view the promotion of diversity as a necessary component of our management strategy to achieve further corporate growth, and to this end, we will strive to ensure a company-wide understanding of Diversity, Equity & Inclusion (DE&I), to create a culture that allows employees to demonstrate diverse abilities, and to realize “Work in Life” where each and every one of us can thrive at work, in order to contribute to society with rich ideas and reliable quality.



Provision of Consultation Services

The DE&I Promotion Office serves as a consultation desk for a wide range of opinions and inquiries, such as those related to work-life balance and LGBTQ concerns, with dedicated email addresses for each area of inquiry.

Implementation of DE&I E-Learning

In June 2024, we conducted e-learning aimed at promoting understanding of DE&I, supporting employees in balancing work with childcare and nursing care, raising awareness of LGBTQ issues, and complying with partial revisions to relevant laws (participation rate: 78%). We will continue to educate our employees regularly on DE&I.

DE&I Survey Conducted

In September 2024, we conducted a survey to assess the current state of DE&I among employees and identify issues to inform future initiatives (response rate: 78%). We will continue to regularly collect employee feedback, develop and implement initiatives, and work toward creating a workplace where employees find fulfillment in their work.

Creating a Work Environment Where All Employees Can Demonstrate Their Abilities

Creating a Work Environment Where Employees Can Demonstrate Their Abilities Regardless of Gender

From the perspective of Diversity, Equity & Inclusion, the Okamura Group strives to create a work environment in which all employees, regardless of gender, can demonstrate their abilities, and is implementing measures to improve understanding of diversity so that each employee can make the most of their differences and strengths.

Recognizing that retaining female sales staff remained a challenge, we conducted interviews with female employees with experience in sales positions. We identified specific issues to be addressed in order to promote the retention of female employees. We also recognize that increasing the ratio of female employees and female managers remains a challenge. In fiscal 2024, women accounted for 22.7% of all Okamura employees, with 7.3% holding positions at the section manager level or above. Okamura hired 193 new graduates in fiscal 2024, of which 65 (33.7%) were female. (See [▶ p. 166](#) for data)

Initiatives to Nurture Female Leaders

As part of our initiatives to increase the number of female managers, we offer training programs that cultivate leadership skills and mindsets, empowering each female employee to fully demonstrate her own style of leadership. For the 2024

Women's Leadership Program (WLP), participants were selected through a voluntary application process, with a total of 100 employees taking part across two sessions. We also dispatch employees to female leadership training programs offered by external organizations. In these programs, participants learn about the roles and competencies expected of leaders by engaging with peers from other companies.

Using Different Names at Work

At Okamura, employees are allowed to use names other than their legal names, such as maiden names, to accommodate circumstances such as marriage and to support LGBTQ people. It is possible to use a name, such as a maiden name, that is different from the name on the family register, in e-mail addresses, business cards, company newsletters, employee ID cards, and to register in internal systems.

VOICE



**Ayumi Mineno**  
Work Design Research Institute,  
Work Style Consulting Office,  
Office Furniture Division

Exploring Diverse Leadership Styles Through Participation in the Women’s Leadership Program (WLP)

As I gained more years of experience at the company and began taking on central roles in driving business initiatives, I chose to participate the WLP to learn about leadership in a more structured manner. Another reason I chose to take the course was because I saw it as an opportunity to learn about the daily work and approaches of WLP participants who were similar to me in terms of rank and seniority.

Through lectures and discussions with senior employees, I learned that leadership takes many forms, and is about engaging and guiding those around you toward achieving goals, regardless of your position. Going forward, I would like to communicate effectively with my colleagues while continuing to stay true to myself and learning through trial and error.

We also shared thoughts on tasks and challenges in other departments and work-related issues during casual conversations with group members during breaks. We exchanged ideas for resolving challenges faced by others from different perspectives, and the dynamic interaction unique to in-person training proved highly stimulating.

4 QUALITY EDUCATION

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

TOPICS

On Receiving the 10th Annual Award for Contributions to the Development of Female Engineers



Mai Morita, Director of the Work Design Research Institute, Work Style Consulting Office, Office Furniture Division, received the 10th Annual Award for Contributions to the Development of Female Engineers (sponsored by the Cabinet Office Gender Equality Bureau, Ministry of Economy, Trade and Industry, Ministry of Health, Labour and Welfare, Ministry of Land, Infrastructure, Transport and Tourism, and Ministry of Education, Culture, Sports, Science and Technology), awarded by the Japan Association of Technology Executives.

Established in 2014, the Award for Contributions to the Development of Female Engineers recognizes individuals and organizations that have made exceptional efforts to nurture female engineers and promote their active participation in industry.

Ms. Morita, a qualified architect who holds a Class 1 license, has drawn on her experience to present papers at academic conferences, give talks at business events and lectures, and author books on work styles and spatial design. She also served as a director from the inception of Okamura’s four-year co-creation project, “Work in Life Labo.,” and played a key role in developing the basic concept for the work style reform WiL-BE. Her activities have positively influenced the advancement of female engineers, inspiring some to pursue doctoral degrees. She was recognized for supporting their career growth by serving as a role model and contributing to their professional development.



Mai Morita

Director, Work Design Research Institute,  
Work Style Consulting Office,  
Office Furniture Division

## Supporting Employees Who Work While Raising Children or Providing Nursing Care

Okamura is continuously improving the work environment to accommodate diverse work styles, so that employees who face constraints on working times and locations due to childcare and nursing care can still pursue the careers they are aiming for. In January 2020, we announced our commitment to supporting employees in balancing work and childcare through a President’s Circular, and have been promoting awareness of this approach throughout the company.

### Company Vision of Supporting the Balance of Work and Childcare

Okamura fosters a work environment that makes it easy for employees to participate in childcare regardless of gender in order for each employee to realize “Work in Life.”

### Systems and Mechanisms to Support the Balance of Work and Childcare

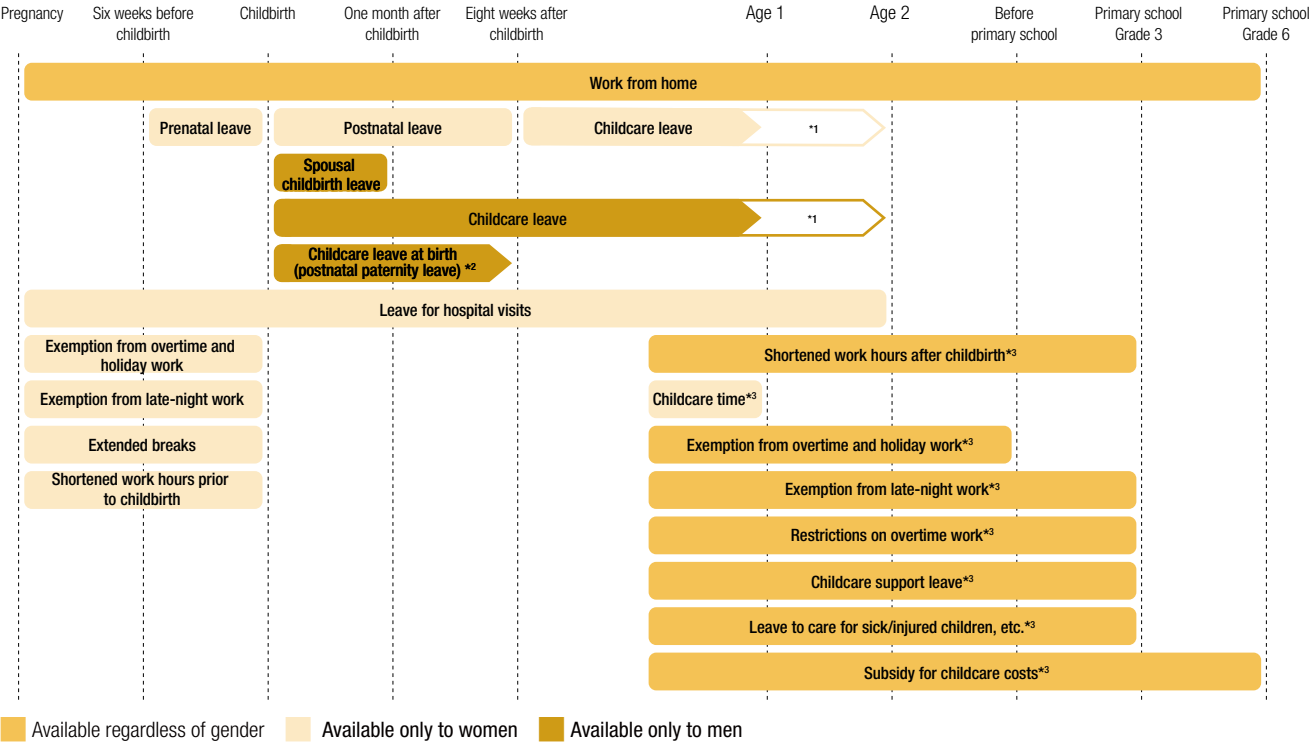
To support employees in balancing work and childcare, Okamura has established systems and mechanisms such as childcare leave, shortened work hours, work from home, and subsidies for childcare service costs.

In accordance with the enforcement of the revised Act on Childcare Leave and Caregiver Leave in April 2022, employees who have notified the company of pregnancy or childbirth are contacted by the Consultation Desk and asked whether they intend to take childcare leave or childcare leave at birth.

In October of the same year, we introduced a new postnatal paternity leave. Under this system, employees can work during their leave only if they choose to, in accordance with the terms of collective bargaining agreements.

Furthermore, in fiscal 2024, we have been preparing support measures for eligible employees who will be asked to confirm their intentions, in response to legal revisions that are scheduled to take effect in April 2025. We will continue to promote initiatives that enable employees to take childcare leave flexibly according to their individual circumstances.

### Summary of Childcare Support System



\*1: As a general rule, childcare leave may be taken up to the date the child reaches one year of age. However, childcare leave may be extended until the child reaches two years of age, if the employee is faced with circumstances such as being unable to enroll their child in daycare despite wishing to do so

\*2: Postnatal paternity leave is available to male employees as well as female employees who have not taken maternity leave due to adoption or other reasons. Working during childcare leave is possible in accordance with the terms of collective bargaining agreements

\*3: Systems available after returning to work

### Examples of Support Systems and Mechanisms

Title	Summary
Subsidy for childcare costs	We provide subsidies for the cost of using temporary childcare services other than daycare centers and facilities for school-aged children, when employees go for overnight business trips or training, or in the event of a sudden illness of a child (up to 20,000 yen per child per day, up to 50,000 yen per month, subject to conditions).
Spousal childbirth leave	This system allows employees to take a total of three days of paid leave within one month of the date of their spouse's giving birth. This leave is mandatory.
Interview in preparation for parenthood	Employees discuss their preferred work arrangements at home during and after childbirth, and take part in an interview with their department head using a Childcare Communication Sheet. The purpose is to share information in advance on the work styles they would like to adopt and their plans concerning leave, so that both the employees concerned and other members at work can carry out their duties smoothly.

VOICE



Daisuke Yokoya

Chugoku-Shikoku Design Center,  
Store Displays Sales Division,  
Store Displays Division

5

Gender Equality

8

Diversity, Equity and Inclusion

10

Work-Life Balance

Coordinating With My Workplace in Order to Take Extended Childcare Leave

When I welcomed my third child, I took seven months of childcare leave. I anticipated the handing over and sharing my duties to pose a challenge when taking the leave, so I informed the head of my department nine months before the baby's due date and spent about two months transferring my responsibilities, making preparations early.

I hadn't taken childcare leave for my first or second child, so this was my first time doing so. During my childcare leave, I was able to help out with housework and childcare, making it easier for my wife. I also spent more time with our two sons, which made me appreciate communication with my family even more.

To ensure a smooth return to work, I chose to work occasionally during my leave to stay informed, using my children's nap times to check emails and handle simple tasks.

My experience taking childcare leave made me realize how quickly children grow, and it strengthened my desire to spend more time with them. I also became more appreciative of my wife after experiencing firsthand how demanding housework and taking care of children can be.

Awareness-Raising Activities to Support the Balance of Work and Childcare

As part of our efforts to raise awareness of the need to support the balancing of work and childcare, we facilitate the exchange of wide-ranging information on childcare and disseminate it as well.

- [Within the company]

- Continued operation of Papa Café, a Microsoft Teams\* group set up for Parenting Support Project members to transmit information and for fathers and prospective fathers to network
  - Awareness raising through posters and stickers on the theme of childcare leave
  - Sharing of individual experiences through our owned media, “Okamura Live :) -Okamura Live Smile”

- [Outside of the company]

- Support for the IkuBoss Corporate Alliance set up by Fathering Japan, a non-profit organization
  - Sponsorship of Sekisui House, Ltd.'s “Day to Think About Childcare Leave”
  - Transmitting information through our owned media, “Okamura Live :) -Okamura Live Smile”

\* Microsoft Teams is a trademark or registered trademark of Microsoft Corporation and is a tool used for business chats and web conferencing.

Survey of Employees Returning to Work After Childcare Leave

Since December 2022, we have continuously conducted surveys of employees who have returned to work after taking childcare leave, to identify and address issues related to the childcare leave acquisition process. Responses on procedures, satisfaction with the length of leave taken, the time required

for work handovers, and other aspects were compiled. Many responses in the survey by male employees mentioned that they were glad to have taken the leave, and that it helped them realize that childcare leave did not mean taking a vacation.

We will improve our measures regarding childcare leave based on the results of this survey, to make it easier for employees who are considering taking childcare leave to do so.

Systems and Mechanisms Supporting the Balance of Work and Nursing Care

To support employees who are providing nursing care for family members, Okamura has introduced a system that allows employees to take long-term nursing care leave for a combined period of one year (the legal requirement is three months). It is also possible to make use of the work from home system, as well as the shortened work hours system, which allows work hours to be shortened by postponing the start of the workday by up to one hour and by leaving the office early by up to one hour before the end of the workday, respectively.

In line with the revised Act on Childcare Leave and Caregiver Leave, from April 2025, employees who notify the company that they are providing nursing care receive individual guidance from the Consultation Desk on support systems such as nursing care leave, and asked to confirm their intentions.

We are striving to create an environment where employees caring for family members can continue working without leaving their jobs, such as by introducing a welfare service that offers access to services such as nursing care facilities and the purchase of care products at member prices.

In addition, we provide support (free of charge) for external nursing care, along with the option of in-person consultations with experts. The department in charge of contacting these services and the DE&I Promotion Office also attends upon request.



Communication Tools Supporting the  
Balancing of Work and Childcare/Nursing Care

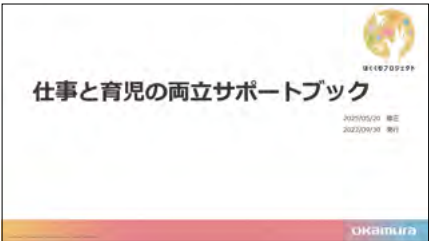
Okamura has readied communication tools that provide information necessary for balancing work and childcare/nursing care to employees.

The 2022 Support Book for Balancing Work and Childcare has been completely revised and updated. We provide communication sheets that can be used by department heads and employees to discuss and visualize the schedule and how to proceed when balancing work and childcare. We have also prepared a guidebook for the handover of duties before going on leave, including when to make preparations prior to childcare leave and a handover schedule. Through these tools, we are creating an environment where employees can participate in childcare in the way they want, regardless of gender.

Regarding the balancing of work and nursing care, the previously published leaflet, “Balancing Work and Nursing Care,” was partially revised in December 2023. In addition, we have published five themed videos, so that employees can watch the videos they need according to their respective circumstances.

● Video Themes

- 1. On work styles and achieving work-life balance
- 2. On issues related to family
- 3. On money needed for nursing care
- 4. How to link up with professionals and select facilities
- 5. On caring for a sick or disabled family member



Support Book for Balancing Work and Childcare



Guidebook for Handover of Duties



Leaflet supporting the balancing of work and nursing care



Videos by theme supporting the balancing of work and nursing care

Promoting the Active  
Participation of Senior  
Employees

Okamura already had a reemployment system that allowed employees to continue working after the age of 60 if they wished to, but in order to further promote the active participation of senior employees, the mandatory retirement age was progressively raised starting from March 2018, and it is now set at 65 as of March 2022. Even past the age of 60, employees will be evaluated based on their performance, and in principle, they will be rotated among positions in order to develop their talent.

In addition, as a measure to encourage senior employees to play an active role in the company, we provide career support training for employees in their late 50s, giving them time to reflect on their careers up to that point and to prepare for the future. We have received a great deal of positive feedback from employees who have participated in the training, and it has become one of the most important systems under which senior employees play an active role in the company.

Through these initiatives, we strive to create an environment where experienced senior employees continue to be highly motivated in their work.

## Promoting the Employment of Persons with Disabilities and Supporting Employment Retention

Okamura employs people with various disabilities, including physical, intellectual, and mental disabilities. For each applicant seeking employment, we conduct in-depth interviews to understand their circumstances and carefully consider their workplace needs to prevent mismatches during recruitment. In addition, we are committed to creating a work environment that makes it easy for people with disabilities to work, and strive to help them settle in, holding regular workplace interviews in order to encourage them to stay for a long time after joining the company.

### Open Company Session for Tsukuba University of Technology Students

Okamura seeks to recruit diverse talent, and each year, departments plan and host Open Company sessions and internship programs that offer a sense of what it is like to work at Okamura from a variety of perspectives. In October 2024, we held an Open Company session for hearing-impaired students from Tsukuba University of Technology at our Tokyo office. Okamura has been continuing this initiative since 2018. At the Open Company session, two hearing-impaired employees who work as space designers served as lecturers. They used sign language to communicate, introduced the company and its business activities, and presided over workshops to help students learn about Okamura. A roundtable discussion, including a Q&A session, was also held to encourage deeper understanding. This program also serves to help job-seeking students learn about our company early on, and we plan to continue it as a way to create matching opportunities, aiming to recruit diverse talent.

(See [▶ p. 76](#) for related information)



Open Company session for hearing-impaired students

### Helping People with Disabilities to Settle In at Work

At Okamura, we have established an internal support system to ensure that employees hired under the disability employment quota are able to work stably for a long time after joining the company, with employee retention support by the Human Resources Department, the DE&I Promotion Office in the Sustainability Promotion Department, and other relevant departments.

In the interviews, each party listens carefully, keeping in mind the particular disabilities of the person, and notes any issues and concerns in terms of employment, life, and physical condition, in order to make improvements. The employee's department, the Human Resources Department, and the external employment support center will work together to consider matters such as how to make interviews more effective, and focus on creating an environment and providing support that will enable employees to work at Okamura for a long time and advance their careers.

### “Working Together” Guidelines

In August 2021, we introduced the “Working Together” Guidelines to foster an environment where diverse employees can work together while acknowledging one another's differences, regardless of disability status. In addition, we published a “Working Together” Guidebook to introduce the

content of the guidelines, where we discuss immediate issues such as our legal obligation to employ people with disabilities, the duty to make reasonable accommodation, and the prohibition on discriminating against people with disabilities in order to realize an inclusive society, thereby promoting employee awareness of these matters.

#### “Working Together” Guidelines

At Okamura, we are aware that we are living in a diverse world, and we will respect one another's individuality, show consideration for each individual, and accept one another's differences while making reasonable accommodation\* for those with diverse needs.

- **Actively deepen relationships with those around us**
- **Be aware of our own roles**
- **The consideration shown by each person will be a great source of strength**

By changing ourselves, we will create a new culture within the organization, leading to the realization of a happy and fulfilling “Work in Life.”

\* Reasonable accommodation: Making individual adjustments and changes to eliminate obstacles and difficulties arising from each person's characteristics and circumstances, enabling people with disabilities to fully enjoy and exercise their human rights on an equal footing with those without disabilities.



“Working Together” Guidebook  
Character designed by in-house designer with disabilities

Supporting Para-Athlete Employees to Balance Work and Competitions

In April 2021, Okamura hired Kazuki Shichino, a member of Japan’s national para-table tennis team, through the Athnavi employment support program for top athletes run by the Japanese Olympic Committee (JOC).

Kazuki works in the DE&I Promotion Office of the Sustainability Promotion Department and is mainly in charge of various initiatives such as interviews relating to childcare and retention of people with disabilities as well as promotional activities such as seminars and events. Okamura will continue to support Mr. Shichino’s efforts to balance his athletic and work life, and we look forward to him contributing to society through his work as well as his activities as an athlete who continues to compete on the world stage.

Based on our Diversity, Equity & Inclusion Policy, we will continue to create an environment in which all of our employees can thrive in their work and demonstrate their abilities to the fullest.

Holding Events to Foster and Expand Understanding of Disabilities


Okamura hosts various events with the aim of fostering mutual understanding for working alongside people with disabilities. In September 2024, we organized a practical sign language class, led by hearing-impaired employees. This class is being continued from 2023, and this is the second year it has been offered. This time, the class focused on self-introductions and everyday conversations, and a total of 46 employees participated, in-person and online. Also, to date, para-athlete employees at Okamura who use wheelchairs have taken the lead in organizing hands-on wheelchair experience events, which have been held four times across our locations. We will continue to hold events that foster mutual understanding, and strive to create an environment where people work alongside one another.



Practical sign language class

Launching of Okamura Farm, Where People with Disabilities Thrive at Work

In March and May 2024, Okamura opened two indoor farms as part of its DE&I initiatives, aiming to expand employment opportunities for people with disabilities and promote their long-term retention. The vegetables harvested from each farm are distributed both inside and outside the company, mainly to the showroom and the LABO office.

 Okamura Live: ) -Okamura Live Smile  
Launch of Okamura Farm! Cultivating herbs and vegetables in an indoor farm (J)  
<https://live.okamura.co.jp/post/id157>



Employees cultivating herbs



Employees growing vegetables

Reasonable Accommodation at Our Showroom

At the Okamura Garden Court showroom located in Chiyoda-ku, Tokyo, we strive to ensure that customers can visit the showroom in comfort, regardless of whether they have disabilities or not.

Specific initiatives include creating informational material on barrier-free routes that allow wheelchair transportation from the nearest station to the showroom and holding study sessions on how to be accommodating hosts for showroom staff. Online training was also provided to staff at other showrooms. In the future, we will expand this initiative to include our lab offices, striving to create an environment where our customers can visit us in comfort.

TOPICS

“Let’s Play Table Tennis!”  
Table Tennis Event Held at Akasaka Office

In May 2024, our CO-Dō LABO office in Minato Ward, Tokyo, expanded its premises, bringing the Office Furniture Division and the Material Handling Systems Division together in the same space on the same floor. This office regularly holds events designed to promote active interaction between the divisions. In October 2024, we hosted an event titled “Let’s Play Table Tennis!” utilizing the office’s ping-pong table and co-creation space, under the theme of “Autumn Means Sports, Table Tennis, and Communication.” Okamura employee and Japanese national para table tennis team member Kazuki Shichino also took part, making the event a great success. The program included an interdivisional doubles tournament, thrilling high-speed rallies, and smashing challenges between Shichino and other employees who play table tennis. Okamura’s DE&I initiatives were also introduced during the event, providing an opportunity to enhance awareness and understanding of individuals with disabilities. We will continue to promote mutual understanding through educational activities.



Group photo of participants



Demonstration by Shichino

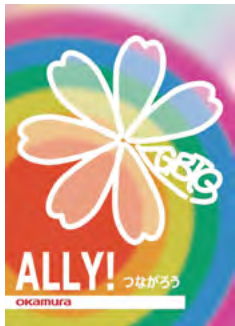


Creating LGBTQ Ally\* Awareness Posters and Distributing Them to All Locations

Okamura produced LGBTQ ally awareness posters in November 2023 to foster understanding and mutual respect toward sexual minorities. Designs were solicited from within the company, and posters with the chosen design were distributed and displayed at all Okamura locations.

We will continue our activities to promote mutual understanding and awareness of LGBTQ issues.

\* Ally: A person who sympathizes with people facing an issue, wants to be close to them, and supports them



LGBTQ Ally Poster

LGBTQ Initiatives

Promoting Understanding and Support for LGBTQ Individuals

Based on its DE&I policy, Okamura is promoting initiatives related to sexual minorities, including the LGBTQ community. In 2019, we provided training for executives, including the Representative Director, and since fiscal 2023, we have provided a mandatory e-learning course for all employees. In this e-learning course, participants acquire basic knowledge of LGBTQ issues, related terms, and tips on how to accommodate LGBTQ people in the workplace.

In addition, employees can choose to use an internal name that is different from their name as registered on their family register, and we have also set up a consultation service in order to address the various concerns of LGBTQ people. (See [▶ p. 85](#) for related information)

Upgrading Internal Facilities

The Fuji Plant has been upgrading its internal facilities to reduce the stress workers feel at work, by changing the signage in restrooms and installing private changing rooms as part of an effort to create a non-gendered work environment.



## Diversity, Equity & Inclusion at Okamura: Assessment by Society

### Obtained L-Boshi Certification (Level 2)

L-Boshi Certification, a system based on the Act on the Promotion of Women's Active Engagement in Professional Life, is awarded by the Minister of Health, Labour and Welfare at three levels to companies that have formulated and reported action plans for promoting the active participation of women, and that have excelled in the implementation of initiatives based on five criteria for evaluation: recruitment, continuous employment, work styles including working hours, ratio of managers, and diverse career paths. On December 1, 2020, Okamura received L-Boshi Level 2 Certification. We received the L-Boshi Level 2 certification in fiscal 2024 as well.

This was due to the fact that Okamura's initiatives for nurturing talent, including the active participation of women, as well as Diversity, Equity & Inclusion satisfied the evaluation criteria in the three categories of continuous employment, work styles including working hours, and diverse career paths.



### Platinum Kurumin Certification

Based on the Act on Advancement of Measures to Support Raising Next-Generation Children ("Next-Generation Act"), companies that have formulated a General Business Owner Action Plan\*, have achieved the goals set forth in the plan and meet certain criteria, may apply for "Kurumin" certification from the Minister of Health, Labour and Welfare as a parent-friendly company.

Okamura achieved Kurumin certification as a parent-friendly company in November 25, 2022, and was additionally awarded the higher Platinum Kurumin Certification in March 3, 2025. This certification was granted in recognition of the company's robust childcare support system and its compliance with established standards regarding employee data related to childcare.

\* General Business Owner Action Plan: A plan formulated by a company to help employees balance work and childcare, in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children ("Next-Generation Act")



### Recognized as a Best Workplace at the 2024 D&I Awards

The D&I Awards, set up by JobRainbow Co., Ltd. in 2021, are the most prominent among awards that recognize and commend companies committed to diversity and inclusion (D&I) in Japan. Based on a 100-item diversity score consisting of five perspectives—gender, LGBTQ+, disability, multicultural coexistence, and



childcare/nursing care—the awards certify companies as Beginner, Standard, Advanced, and Best Workplace. In December 2024, Okamura received the highest rating of Best Workplace for the fourth consecutive year at the D&I Awards 2024. Best Workplace refers to "a leading company that promotes diversity and inclusion at a level considered high not only in Japan but also globally, and where, in addition to fostering a corporate culture grounded in D&I, each employee is actively involved in its promotion; and where the D&I philosophy is reflected in every aspect of its services, operations, and corporate organization, radiating outwards as well." Okamura achieved a score of 92 points (90 points in 2023).

### Awarded Bronze in the PRIDE Index 2024

Established in 2016 by the general incorporated association "work with Pride," the PRIDE Index is Japan's first ever framework for evaluating workplace initiatives that support sexual minorities, including LGBTQ+ individuals. Its goal is to create comfortable work environments in Japan for LGBTQ+ people by transcending corporate and organizational boundaries. Companies are evaluated based on five indices, Policy (declaration of action), Representation (community of people facing the issue), Inspiration (awareness-raising activities), Development (personnel systems and programs), and Engagement/Empowerment (activities contributing to society/external relations), which correspond to each letter of PRIDE, and certified at three levels, Gold, Silver and Bronze, based on the points earned for each index.

In November 2024, Okamura earned Bronze certification for the second consecutive year in the PRIDE Index 2024.





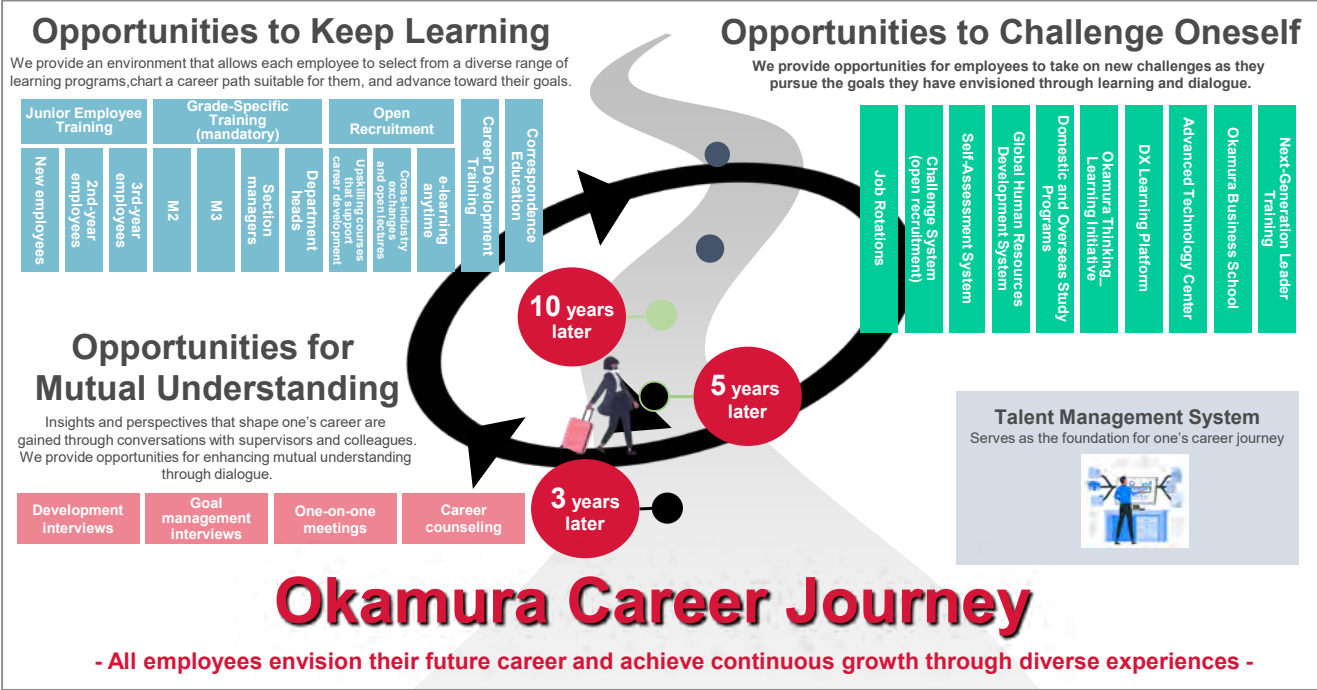
## Nurturing Human Resources

The Okamura Group clearly states in its Human Resources Policy that it will actively provide education necessary for the development and demonstration of abilities and for cooperation and harmony and strive to raise motivation for self-development. Measures to achieve this include promoting education and training throughout the company, creating an environment conducive to self-development, and foster staff who can demonstrate their abilities to the fullest while participating in a team. In addition, in our three-year Midterm Management Plan that started in fiscal 2023, we set out our aim to develop human resources in a way that allows both employees and the company to grow together. Specifically, in order to realize the Okamura Career Journey, we offer more opportunities that foster mutual understanding among employees, opportunities to continue learning, and opportunities to take on new challenges.

### Okamura Career Journey

The Okamura Career Journey is defined as one in which each and every employee at Okamura continues to envision their future career and achieves personal growth through diverse experiences.

We will continue to create an environment that supports careers, so that each employee can take advantage of the opportunities for mutual understanding, continued learning, and challenges that Okamura provides to live a fulfilling life and achieve growth every day.



## Mechanisms that Serve as the Foundation for Career Journeys

At Okamura, we are trying to make the information regarding human resources more visible, so that it can serve as a foundation for each employee's career journey.

### Application of the Talent Management System

Information regarding employees' individual knowledge and skills are vital management assets, and Okamura has relied on a talent management system since 2021 to utilize such information to make the most of our human resources. The talent management system is used for multiple purposes, including HR interviews that collect information on available

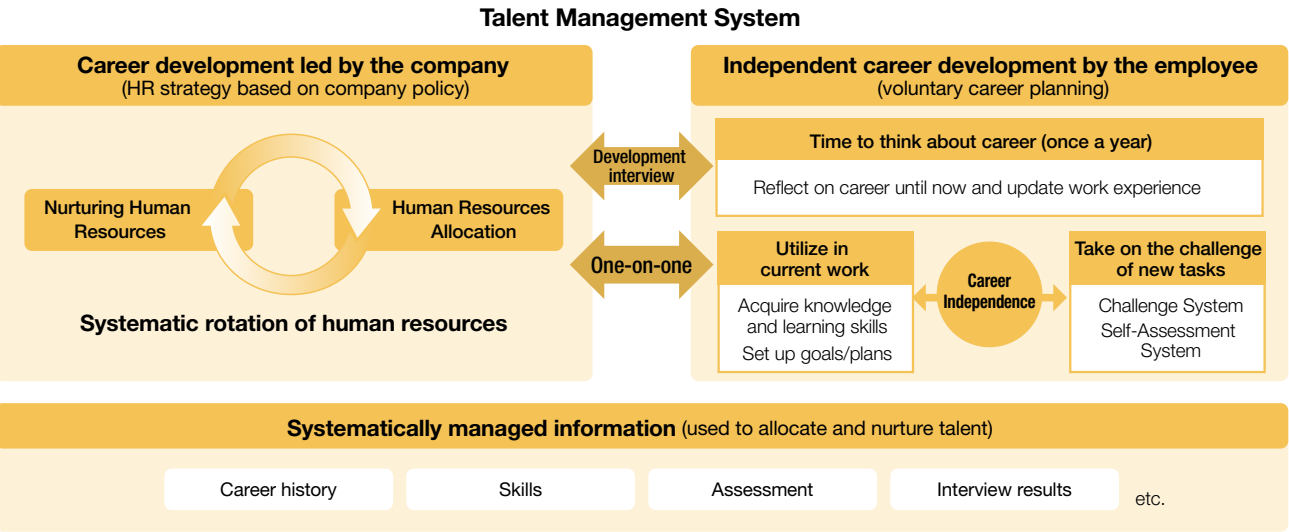
talent in each business division, placing the right person in the right position to enhance employee mobility, development interviews in which employees discuss and envision their future careers with department heads, and a self-assessment process where employees indicate their preferred duties and departments based on prior experience. In addition, we encourage employees to independently map out their careers by providing an environment where they can view their transfer and promotion history, job responsibilities, and achievements at any time. We seek to enhance the performance at both the organizational and individual level by analyzing and leveraging the information accumulated in the talent management system.

## Providing Opportunities that Foster Mutual Understanding

Okamura aims to improve the performance and motivation of individual employees as well as the organization as a whole, by providing an opportunity for employees to pursue actions based on considerations for each other's job engagement in a workplace where managers and staff enjoy a good relationship.

### Career Counseling Opportunities

To support employees in realizing their individual Okamura Career Journeys, we offer various career interview opportunities designed to help them achieve their desired career goals. Beginning in fiscal 2024, we launched a new initiative called HR Interviews to gain deeper insight into employees' strengths and to better support their career development. Interview plans are tailored to each business's characteristics and employee needs, and conducted in a one-on-one format between employees and their division's HR Business Partner. In these interviews, we share and confirm the challenges faced by employees and their future career goals, and draw up plans for concrete follow-ups as well as subsequent career support. Additionally, employees turning 60 by the end of the fiscal year undergo an Age 60 Interview between August and October. This interview provides employees with an opportunity to review their career vision, developed through career support training and development interviews, together with an HR Business Partner and their department head. Through these interviews, we promote flexible working styles that align with each employee's life stage and career aspirations.



### Instructor System

We have introduced an instructor system whereby new employees receive one-on-one support from a senior employee who assumes the role of instructor for the first year after they join the company. Mid-career hires receive such support for six months.

This provides an opportunity for both to grow, as new employees and mid-career hires learn on the job and instructors get to teach and nurture others. Additionally, instructors not only provide on-the-job guidance, but also support the growth of new employees. They meet with new employees every month in order to communicate with them and to ensure that they are approaching their work with a positive mindset. If the meeting is accompanied by a meal, the company subsidizes the cost. How the meetings are going and the progress made by the new employees and mid-career hires are shared with superiors and departmental staff in charge of training, and in this way, the entire department is involved in their development.

### “One-on-One” Meetings

We carry out one-on-one meetings, in which supervisors set aside some time to talk with staff members so that they may understand each other better, help junior employees grow, and help improve performance as an organization.

For subordinates, it is an opportunity to discuss their own growth and career development, as well as to discuss and improve issues in their work, the team, and the organization. For managers, it is an opportunity to build a relationship of trust and mutual understanding with their staff, promote individual and organizational growth, and check in on how their staff are doing (including checking their physical and mental health).

To enhance the effectiveness of one-on-one meetings with staff, we conduct One-on-One Workshops for all newly appointed section managers and group leaders at production plants. In addition, we provide ongoing support through monthly video content and email newsletters.

Furthermore, in fiscal 2024, a Practical Course on One-on-One Meetings was held for all department heads as part of the manager training held in July. In addition to promoting

one-on-one meetings between department heads and section managers, the course focused on enhancing their communication skills in preparation for the development interviews scheduled to begin in August.

### Development Interviews Aimed at Employee Growth and Career Development

At Okamura, we place importance on opportunities for dialogue between department heads and team members for employee growth and career development, and hold development interviews once a year to let employees think about career design together with their department head. Starting in 2023, we have been using this as an opportunity to think not only about careers but also about job engagement.

Before a development interview, employees go over what they do at work and what they have achieved, and register the details in the talent management system. The registered details can be viewed by the department head and using the Career Communication Sheet to think about “will” (what one wants to do), “can” (what one can do), and “must” (what one must do), employees can share their understanding of where they are now and what they aim for, as well as career design, with their department head.

### Main Rules for Dialogue

#### Frequency and participants

**At least once a month; all employees of the department (recommended)**

- Permissible for managers not to participate, depending on the theme
- Permissible to meet in smaller groups, depending on the purpose

#### Duration

**20 minutes to 1 hour during working hours**

#### Location



**In principle, at company facilities**  
(also permissible to use external facilities suitable for Dialogues)

#### Unit

**Set according to department size and theme**  
(small groups are also possible)

#### Method





**Face-to-face, online, hybrid (face-to-face + online)**



- Even when meetings are held online, participants must be able to see each other
- Meetings should not be conducted in a one-way reporting format
- An objective and theme should be set for each month, with open exchanges of opinions regardless of position  
(Even when the Dialogue is conducted by group, it is preferable for all groups to discuss the same theme set by the department)

#### Themes

**Chosen from Mutual Understanding, Improvement, Study, or Education**



- For the Education theme, the topic is decided by the company
- Permissible to either discuss a single theme over a longer period of time or to change the theme every month
- From fiscal 2023, Dialogues have been reviewed in June of each year  
(Department heads should conduct Dialogues in a way that makes members feel a sense of accomplishment)

### Okamura's Culture Since Its Founding, “Dialogue”

“Dialogue” is a way for people working in the same workplace to deepen mutual understanding and learn from each other. It is an initiative to improve workplace issues and is part of the culture that has taken root within the company since its founding. It is our aim to create a better company and a better place to work, by allowing employees to engage in dialogue freely, regardless of their position or age. Dialogue is now led by the head of each department, and the company recommends that it be held at least once a month, based on the four themes of “mutual understanding,” “improvement,” “study,” and “education.”

Since fiscal 2023, we have established a system whereby we invite Dialogue submissions from each workplace in one of the following categories: those that have significantly enhanced mutual understanding, those that have accelerated workplace improvements, and those that have enhanced members’ knowledge and skills through study sessions. Outstanding examples are recognized with the Best Dialogue Award. After the secretariat selects outstanding Dialogues, employees and executive officers vote on them, and the Dialogues chosen by employees, board members, and the President are respectively recognized at the ceremony commemorating the company’s founding.

VOICE



Shintaro Higa

Foreign Corporation Branch,  
Tokyo Regional Sales Office,  
Office Furniture Sales Division,  
Office Furniture Division (Left)

Ryu Kojima

Production Management  
Department, Tsukuba Plant,  
Plant Department I,  
Production Division (Right)

Aiming for Integration of Production and Sales:  
Boosting Engagement Between the Tsukuba Plant and  
the Foreign Companies Branch Through Dialogues



At the Tsukuba Plant, a new initiative has been launched in which junior employees serve as guides on factory tours for customers, outside visitors, and fellow employees. As the first step in this initiative, the plant organized a cross-departmental Dialogue with members of the Foreign Companies Branch, during which they toured the factory and exchanged information. The Dialogue provided an opportunity for the production and sales departments to share their respective challenges and needs, fostering deeper mutual understanding.



Group photo at the Dialogue

A second-year employee at the Tsukuba Plant led the factory tour, providing a clear and detailed explanation of the plant’s manufacturing processes. Although the two departments typically communicate by email, visiting the site allowed them to see firsthand the difficulties presented by special orders and the hardships involved in manufacturing. Sales staff rated the experience highly, commenting that they now had a deeper understanding of the aspects they had been wondering about in their everyday interactions.

Following the tour, an information exchange meeting was held, where representatives from the production and sales departments engaged in direct conversation. Participants shared their reflections, voicing comments such as, “I was able to understand how customer requests and inquiries are processed in the plant from a different point of view,” and “I learned how sales staff interact with customers, and the kinds of challenges they face.”

As implied in the name, the cross-departmental Dialogue had the effect of “boosting engagement,” fostering closer connections between members of the respective departments and making work both easier and more enjoyable. Although coordinating schedules can be difficult, we hope to continue this initiative.

This Dialogue won the 2024 Best Dialogue Award in three categories: Employee, Board Member and President. We hope our efforts will eventually be adopted by other departments in the company as well, fostering stronger interdepartmental relationships and contributing to a more comfortable working environment.

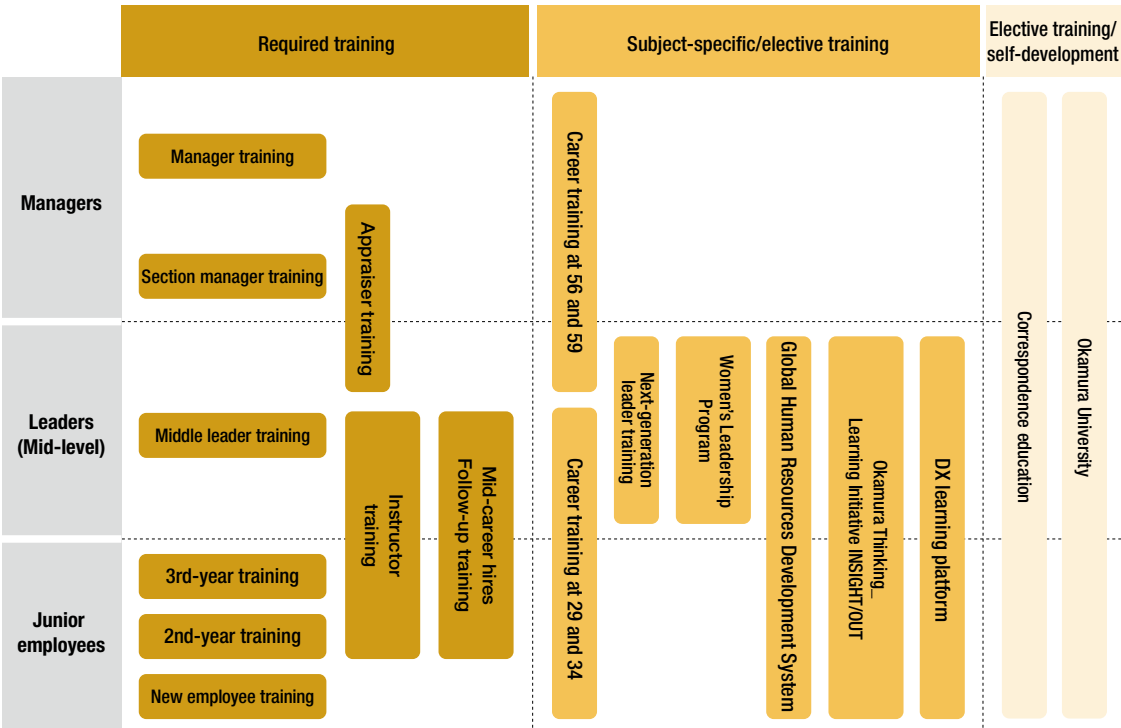
## Providing Opportunities to Continue Learning

At Okamura, our job qualification system, grounded in our human capital portfolio, motivates employees to recognize qualification levels and role expectations and take appropriate action, while actively promoting career development to support their personal growth and strengthen capabilities.

### Grade-Specific Training

Okamura conducts grade-specific training according to employees' length of service, promotion, etc. We have established a curriculum for junior employees in their first to third year of employment, setting the goal at the end of their third year to be "a talented worker who has achieved self-growth through trial and error, and who can achieve results through teamwork." Training is conducted based on themes that match the respective objectives for the first, second, and third year. Such follow-up training is conducted in an overnight trip format, in order for the learning to be fully absorbed and to foster a sense of camaraderie. For employees in their fourth year and above, we provide Middle Leader Training for mid-level leaders, as well as New Section Manager and New Department Head Training at the time of their promotion, aimed at understanding the role expected of them and acquiring the necessary mindset and skills. These programs adopt a blended approach that integrates pre- and post-training knowledge acquisition through e-learning with group sessions and discussions, emphasizing hands-on practice and interaction to maximize learning effectiveness. In addition, we hold Mid-Career Hires Follow-Up Training for employees who joined the company in the previous fiscal year to strengthen their sense of belonging to Okamura, enhance job engagement, and boost overall organizational productivity.

Training Program System (Sponsored/Co-Sponsored by the Human Development Department)



The training is designed to deepen mutual understanding among peers and includes panel discussions with earlier mid-career recruits, executive talks, and factory tours that help participants understand the manufacturing process better. We also offer Appraiser Training for newly appointed evaluators aimed at helping them to understand the personnel evaluation system and core evaluation principles, thereby promoting fair treatment and effective human resource development. We also provide One-on-One Meeting Implementation Guidance to promote mutual understanding between supervisors and subordinates, support employee growth, and enhance organizational performance.



VOICE



Yasutaka Chida

Osaka Branch, Material  
Handling Systems Sales  
Department, Material Handling  
Systems Division

My Participation in the Mid-Career Hires Follow-Up Training



I joined Okamura in August 2023 and participated in the Mid-Career Hires Follow-Up Training. Since I was not hired straight out of school, I naturally had no peers who joined in the same year, so I was eager to meet other mid-career hires from 2023. Since mid-career recruits bring diverse experiences from various companies, I was also curious about the backgrounds of the members who would be undergoing training with me, and how they came to join Okamura.

Two things about the Mid-Career Hires Follow-Up Training made a strong impression on me. The first was the history of Okamura, which we learned about through a lecture by an executive officer. I heard stories that I believed only employees that joined as fresh graduates would be able to hear. These stories reminded me once again that Okamura’s present success is built on the efforts of those who came before us. I was struck by how Okamura has continually forged new paths by creating products suited to that specific place and point in time, adapting to the changing times. I also understood that the founding spirit of “cooperative industry” continues to live on in the company today. I felt that it is our responsibility as current employees to make Okamura an even better company, and that it is essential for each of us to embrace the mindset of shaping its future. The second was the time set aside for “sharing worries.” During the group training Dialogues, we discussed concerns shared by all mid-career hires, such as issues with internal systems or the work environment, as well as concerns unique to specific workplaces. It was fun for us members to brainstorm solutions together for problems we were faced with.

Through this training, I came to realize that I have many mid-career peers, and that some shared similar concerns with me but were strongly motivated. I believe that being able to talk face to face, made possible by the in-person format of the training, made a real difference. Knowing that fellow mid-career hires are thriving in their respective workplaces motivates me to continue to grow and improve myself.

For future mid-career hires joining the company, I hope to show the same, or even more, kindness and support I was fortunate to receive, guided by the belief that valuing people is what builds a great company.

Training Programs for Career Consideration and Life Plans

At Okamura, career support training programs are conducted for employees who have reached the ages of 29, 34, 56, and 59, to encourage career planning, raise awareness, and achieve self-realization.

The theme of this career support training is “Stop for a moment and think about who you are going to be from now on.” The training is designed to help employees learn about themselves, think about their future careers and lives, and see matters from diverse perspectives through communicating with other

employees of the same age who have had different types of jobs and experiences. (See [▶ p. 170](#) for data)

Okamura University (Abbreviation: OkaUni)

Okamura University is Okamura’s in-house university, established to encourage employees to design paths of learning for themselves. Guided by the concept of “Design your own uniqueness,” we offer all Okamura Group employees—including regular, non-regular, and temporary employees—opportunities to enjoy learning and continue growing through diverse experiences.

In fiscal 2024, we expanded and enriched the content and course lineup under the theme “Open up your career through learning.” We provide a wide range of courses, from foundational courses designed to motivate students to learn to advanced MBA-level courses.

Correspondence Education

In response to employees’ desire to learn, we offer correspondence education consisting of courses from five educational organizations that all employees can take, as an opportunity for independent learning unrestricted by time or place. Employees can select from a broad range of thematic content, including grade-specific roles and competencies, DX, PC skills, critical thinking, problem-solving, communication, English, manufacturing knowledge, logistics, health and self-care, financial literacy, career design, and preparation for qualifications.


Manager Training

At Okamura, department heads assume responsibility for employee engagement improvement in their departments, and training for such managers is intended to serve as an opportunity for them to think once more about the kind of management that will enhance member engagement, increase departmental value, and improve performance.

This training, held every other month for over 200 department heads, aims to deepen understanding through sharing and discussing insights gained during the training, and to enable them to apply that knowledge to future workplace situations. In particular, we emphasize communication among department heads to ensure that what is learned is put into practice, leading to tangible results.

Through this training, managers gain fresh perspectives and, by taking the lead in promoting “Shine” (“Improve your sensibility, and you will come alive”), one of the “Okamura Basics -SMILE-,” they also inspire voluntary learning among their team members. In fiscal 2024, we held a total of five manager training sessions under the theme “Considering the Future of Okamura’s Management Training, Together with All Department Heads.”

VOICE



Takafumi Hama

Branch manager, Kyushu Branch II, West Japan Regional Sales Office, Store Displays Sales Division, Store Displays Division

4

QUALITY EDUCATION

8

SECURE WORK AND ECONOMIC GROWTH

The Importance of Setting Goals, Learned Through Manager Training

Until a few years ago, my department consisted mostly of veteran employees, but we have been joined by a number of new hires in the past few years. Since they are around the same age as my own children, I keenly felt the generation gap when talking with them about their hobbies and favorite musicians. I felt the need to explore new approaches to communication and management. I joined the manager training for department heads with the hope of learning how managers from other departments were communicating with and supervising them.

This training reminded me once more how difficult it is to clearly communicate one's thoughts and intentions when giving instructions or advice at work. For instance, there were times when I believed I had clearly instructed someone to act promptly, but because there were differences in how each of us perceived the importance of the task, it was put off. I now realize that setting clear deadlines—and even adding a simple phrase like “this is important”—can help ensure that intentions are communicated accurately.

Also, during this training, I learned the importance of setting individual goals for each member to enhance job satisfaction and engagement, especially as the number of young employees has grown and working styles have changed considerably in recent years. I once assigned an employee who had been with the company for five years to a new refrigerated showcase project, which was an area he had no experience in, and he achieved remarkable growth within a year. While numerical sales targets are certainly important, I've come to realize that setting challenging yet attainable goals fosters personal growth through the very process of pursuing them. When setting goals for fiscal 2025, I intend to engage in thorough discussions with each team member to establish individual goals aligned with company and divisional policies, and strive to set goals that are mutually agreeable.

system and submit it to the company, with a view towards making the most of their abilities, experience, and knowledge to build the career they envision. The submitted information is utilized in the job rotation.

Global Human Resources Development System

We have introduced a Global Human Resource Development System aimed at developing global talent capable of handling expansion into overseas markets.

Employees selected through an open application process take a break from their regular duties to attend three-month intensive study programs in language schools located in Japan, as a form of domestic “study-abroad program.” At the language schools, they study conversation, grammar, business communication, and cross-cultural understanding. Upon concluding the program, the employees are asked to demonstrate their achievements by guiding overseas clients through our headquarters and giving presentations introducing our business. To assess the effectiveness of their learning, all participants take the TOEIC test at both the beginning and end of their domestic study-abroad language program. Many significantly improved their scores in fiscal 2024 as well.

After completing language training in Japan, the employees will study languages abroad, engage in work related to overseas business, or be posted to overseas subsidiaries to work, adapting to local culture and business customs, etc. By having our employees gain such practical business experience, we nurture comprehensive adaptability for overseas work. In fiscal 2024, eight people studied at language schools in Japan, of which one went on to study abroad, one was posted overseas, and one was transferred to the International Sales & Marketing Division.

Providing Opportunities for Challenges

Okamura continues to provide opportunities for employees to take on challenges with a view toward a creative and innovative future, in order for each and every employee to achieve their career goals.

Challenge System

The Challenge System allows employees to apply for a wide variety of positions that are filled through open recruitment within the company. Applications are invited

when departmental strategies call for personnel with specific expertise or qualifications, or when staffing needs increase due to the launch of new businesses or expansion of business. In fiscal 2024, 7 employees took up new positions after going through interviews and screening processes.

Self-Assessment System

At Okamura, we have introduced a self-assessment system that allows employees to declare their preferred duties and departments, based on the idea that employees are most productive when they are engaged in a job that gives them a sense of engagement and satisfaction. Employees enter the challenges they would like to take on in the talent management

Okamura Group Sustainability Report 2025100

Study Abroad Program

In order to respond to technological innovation and globalization, we have established domestic and overseas study programs to provide employees with opportunities to acquire a wide range of new technologies, skills, and knowledge. If nominated or recommended by the company, or approved upon application by the employee, he or she may study at educational institutions or companies in Japan or overseas. A number of our employees have trained or studied at corporations, foreign universities, and business schools in Japan up until now.

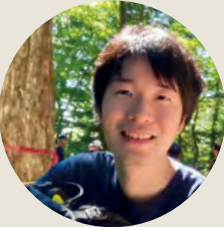
The domestic and overseas study programs are funded based on educational scholarship rules established to honor the late Kenjiro Yoshiwara, founder of the Okamura Corporation, and to advance one of his mottos, “Business is People.” The educational scholarship rules specify the details regarding the expenses that the company covers and the handling of duties during the time spent studying abroad.

Okamura Thinking\_Learning Initiative INSIGHT/OUT (abbreviation: OkaThink)

In order to achieve the goal of “creating new demand” set out in the Midterm Management Plan 2025, we implement training based on design thinking. To provide employees with opportunities to discover new perspectives and ideas, we launched the Okamura Thinking\_Learning Initiative INSIGHT/OUT (abbreviation: OkaThink) in fiscal 2024.

A major feature of this program is that, under the cooperation of Sony Design Consulting Inc., it adopts an approach that differs from typical training. Based on the concept of “training that doesn’t feel like training,” the program minimizes the input of knowledge and skills, instead focusing on changing mindsets. Each course is different, and we aim to provide participants with new experiences, break away from conventional perspectives, and acquire new perspectives and ideas.

VOICE



**Shouri Kitagawa**  
Office Technology Department,  
Oppama Plant,  
Plant Department I,  
Production Division

My Participation in the Okamura Thinking\_Learning Initiative INSIGHT/OUT



I knew that new training opportunities and self-development programs, including DX-related courses, were being introduced one after another within the company. However, I kept putting them off, using my busy daily workload as an excuse, and was left with a sense of regret. The Okamura Thinking\_Learning Initiative INSIGHT/OUT (hereinafter referred to as OkaThink) offered a well-structured schedule of six sessions held every other week, making it easy to plan around my work commitments. With the support of the plant’s general manager and my department head, I decided to join on the very day I learned about the program. What drew me to this training was its focus on developing mindsets, and the fact that its content was entirely unpredictable.

What impressed me most about OkaThink was the academic debate, where we took up positions both for and against a given topic, analyzed information accordingly, and engaged in discussion. Because I had to prepare for the debate by anticipating counterarguments and considering the impression made on the judges, the experience helped me strengthen my ability to view issues from multiple perspectives. Additionally, since Okamura’s Integrated Report and Sustainability Report were designated as background materials for the debate, referring to them offered a valuable opportunity to deepen my understanding of the company’s vision and future, while also helping to organize my own thoughts.

As the sessions went on, I gradually came to understand the other participants better and was able to engage in group discussions with a clearer sense of both their ways of thinking and my own. In the group work, we deliberately adopted a range of approaches, such as observing and summarizing things from perspectives and priorities that were different than usual, or adopting approaches that allowed us to express our individuality more. I believe it was precisely because this training repeatedly called for a wide range of outputs and treated no answer as a failure that I felt confident enough to take on challenges, spurred on by the other participants.

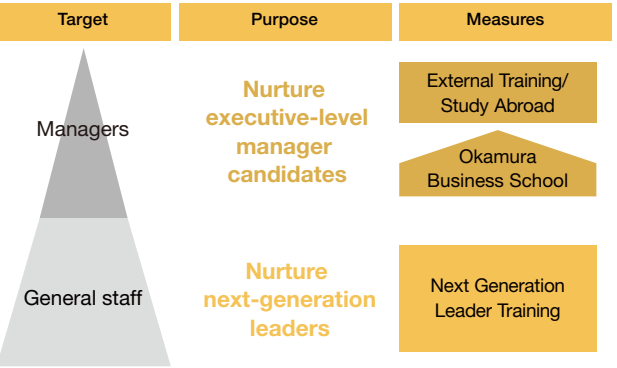
Through my participation in OkaThink, I realized that some results and achievements can only be gained by going beyond the pursuit of the model answer. This insight has led to increased motivation and inspiration in my everyday work. Going forward, I aim to keep my thinking flexible so that the output my team and I produce will inspire expectations and foster empathy from those around us.

The participants represented a wide range of departments and age groups, and since they were people I wouldn’t typically cross paths with in my daily work, the experience offered a glimpse into the diverse circumstances of other divisions and renewed my appreciation for the wide range of businesses Okamura engaged in. Every time, I wondered what theme would be assigned, where my own and the other participants’ outputs would ultimately lead to, and whether we could successfully complete the task within the given time. It was a fun yet tense experience, valuable and intensely engaging. I’m glad I took the plunge and participated.

Succession Plan (Next Generation Leader Training, Okamura Business School)

Okamura is nurturing next-generation management talent that can be relied on to implement change, for the company to grow sustainably, and to enhance its ability to respond to the changing business environment. Through educational programs, we hone the synergistic elements of experience, knowledge, and intuition, and implement measures in three stages that enable management personnel to chart their own career journeys and accumulate knowledge. The first such program is a 9-month Next-Generation Leader Training for non-managerial employees. This program uses case studies to develop business skills and employs action learning to enable participants to propose solutions for the issues faced by the company to the Representative Director and Board Members (114 employees have attended up till now). The second is the Okamura Business School, which opened in 2022 for managers, where visiting instructors and company executives—both internal and external—give talks on identifying management challenges and the actions taken

Succession Planning: Steps to Nurture Managerial Talent



to address them (41 employees have attended so far). Held in person once a month for a year under the guidance of visiting consultants, the program covers a wide range of themes, including corporate management. The third is dispatching some of those who have completed the program to external training programs or business schools in Japan, to provide them with opportunities to share their diverse knowledge, both internal and external, and sharpen their managerial sensibilities, which in turn will allow them to leverage the knowledge they have acquired in the field.

DX Learning Platform (DXLP) Initiative

The DX Learning Platform (DXLP) is an initiative aimed at nurturing business designers in a wide range of fields within the Okamura Group and fostering a DX culture where ideas for new businesses and operational improvements can emerge from shop floors and other places of work. We define business designers as human resources who have specialized knowledge and experience in each department, who have an in-depth understanding of Okamura’s business and can identify issues it is faced with, who can come up with ideas that infuse digital technology to improve the value experienced by society, customers, and employees, and who can drive efforts to realize goals.

Members who have gathered from a wide range of business domains learn business skills to hone their creativity, digital literacy necessary to evaluate business matters, and an aspirational, independent mindset, after which they suggest ideas for new business and operational improvement. Over 150 proposals have been submitted to date, with the most exceptional ones presented to the Representative Director and Board Members and developed into projects for implementation. Many successful projects have resulted from the ideas of

employees, sparked by the desire to transform their day-to-day work at Okamura into something more ideal or to explore a promising area of business. (See [▶ p. 19](#), [▶ p. 39](#) for related information)



DXLP presentations in fiscal 2024



TOPICS



“Discover Store Displays”:  
Supporting Junior Employees’ Career Development

“Discover Store Displays” is a small-group event launched in fiscal 2023 to give junior employees in the Store Displays Division the opportunity to learn about advanced initiatives and meet career role models, helping them envision both the future of the organization and their own role within it. Event themes include introductions to the work and case studies (showcasing new initiatives and work within the Store Displays Division to help employees envision future possibilities and their own career paths), career consultations (where senior employees from each job category offer advice on career planning), and company understanding sessions (presenting the company’s overall initiatives and those of the Store Displays Business). Each theme features multiple half-day activities, including workshops and social gatherings. The activities are planned and run by mid-level employees in charge of each theme.

The initiative was first piloted in fiscal 2023, and drawing on the feedback received then, a total of 10 events were organized in fiscal 2024 (four in summer, and six in winter)



At the company understanding workshop

with around 80 participants in total. Junior employees, for whom the events are intended, sign up for and participate

VOICE



**Megumi Ooura**  
Tokyo Regional Design Center II,  
Store Design Department,  
Store Displays Sales Division,  
Store Displays Division

My Participation in “Discover Store Displays”

I took part in an activity focused on learning about a supermarket which has recently attracted considerable attention, operated by a client of the Store Displays Business. As part of this activity, we visited the store premises. Before the visit, we chatted with the Okamura team responsible for constructing the client’s stores, learning about the team structure, state of orders, and the client’s characteristics. During the tour, the store manager, an Okamura client, guided us through the facility, explaining the meticulous attention to detail extending not only to the sales floor but to back-of-house operations as well, along with the store’s vision for the future. We were deeply impressed by the passion evident in every aspect. In particular, I learned that they have established their own standards for stricter management of hygiene, since that is the most critical aspect for any facility handling food, which was highly instructive.

The reason I participated in this activity was that I work in Tokyo and the projects that I am responsible for are mostly located in the greater Tokyo metropolitan area that includes the three neighboring prefectures, which means I do not often get to visit stores outside of my assigned area. It was against this background that I learned about the “Discover Store Displays” event, and when I discovered that it offered the chance to visit a store outside of my assigned area and hear the client directly discuss it in detail, I saw it as an opportunity not to be missed and decided to participate.

I learned two key lessons from “Discover Store Displays” that I intend to apply in the future. The first is to approach any challenge through teamwork and unity. I realized the importance of viewing all of those involved, such as sales and design personnel, as one cohesive team and working closely with them to achieve good results. The second is to think through what “ease of use” means. I realized that spaces and products that offer ease of use are naturally embraced by both shoppers and store staff. Moving forward, I intend to incorporate this perspective more intentionally in my design work.



Group photo at the event



# Health and Productivity Management

We at the Okamura Group have positioned health and productivity management as the foundation for “Work in Life.” As such, we have built up a promotion system based on the Okamura Health and Productivity Management Declaration and are moving forward with initiatives such as expanding the types of health examinations available, implementing better disease prevention measures, and encouraging employees to use up their annual paid leave, thereby striving to create a workplace that takes employee health into consideration. We also provide health literacy education and share relevant information so that employees are more aware of their health and can work toward improving their own physical condition.

## Promoting Health and Productivity Management

### Toward Health and Productivity Management - Our Declaration

The Okamura Group considers the maintenance and promotion of the physical and mental health of employees a material management issue. Accordingly, the Okamura Health and Productivity Management Declaration was issued in September 2017. Recognizing once again the importance of health to help realize “Work in Life,” we revised the declaration in April 2020. We have systematized our activities aimed at promoting employee health and are implementing health and productivity management strategically.

### Okamura Health and Productivity Management Declaration

The Okamura Group respects the diversity of its employees and believes that the physical and mental health of all the people involved in our corporate activities is the foundation of everything we do. In order to realize “Work in Life,” we hereby declare that we will strive to maintain and promote both physical and mental health, as well as maintain a healthy work environment so that employees can continue to thrive in their work. We aim to become a company trusted by society through the continuous provision of healthy and comfortable environments for people and for society.

### [Priority Measures]

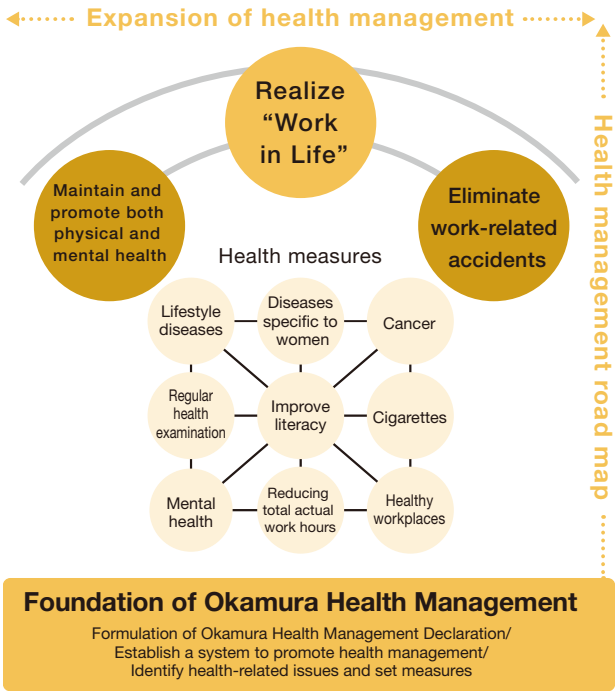
- Ensure 100% uptake of regular health examinations and carry out post-exam follow ups
- Secondary health examinations
- Mental health measures
  - Promote interviews with occupational physicians based on stress check results, and arrange for interviews with occupational physicians for employees who work long hours
  - Address presenteeism\* to improve performance values
- Improve the annual paid leave acquisition rate
- Encourage employees to quit smoking
- Improve implementation rate of specific health guidance
- Eradicate work-related accidents and traffic accidents with “safety” as the highest priority

\* Presenteeism: Working even though one is sick. A state in which work efficiency is reduced due to illness

### Okamura’s Approach to Health and Productivity Management

#### Realizing “Work in Life” Through Health and Productivity Management

- We will strive to maintain and improve the physical and mental health of each employee through activities for health
- We will create a healthy and safe work environment for each and every employee



History of Our Activities Aimed at Maintaining and Improving Employee Health

The Okamura Group established the Okamura Manufacturing Health Insurance Association (currently the Okamura Group Health Insurance Association) in 1967 with the aim of becoming a vibrant company that emphasizes health. In 1992, the Labor-Management Joint Work and Health (WH) Promotion Committee was established to promote initiatives aimed at achieving harmony between work and health. In 2011, the Health Management Office was established within the Human Resources Department to strengthen the organizational basis for promoting employee health management. In 2017, the WH Promotion Committee was renamed the Health and Productivity Management Promotion Committee, and the Okamura Health and Productivity Management Declaration was issued. In 2020, the Health Management Office was renamed the Health Promotion Office, and we are working to strengthen our initiatives to maintain and promote employee health in cooperation with the Okamura Labor Union, the Okamura Group Health Insurance Association, and occupational health staff (such as occupational physicians and public health nurses).

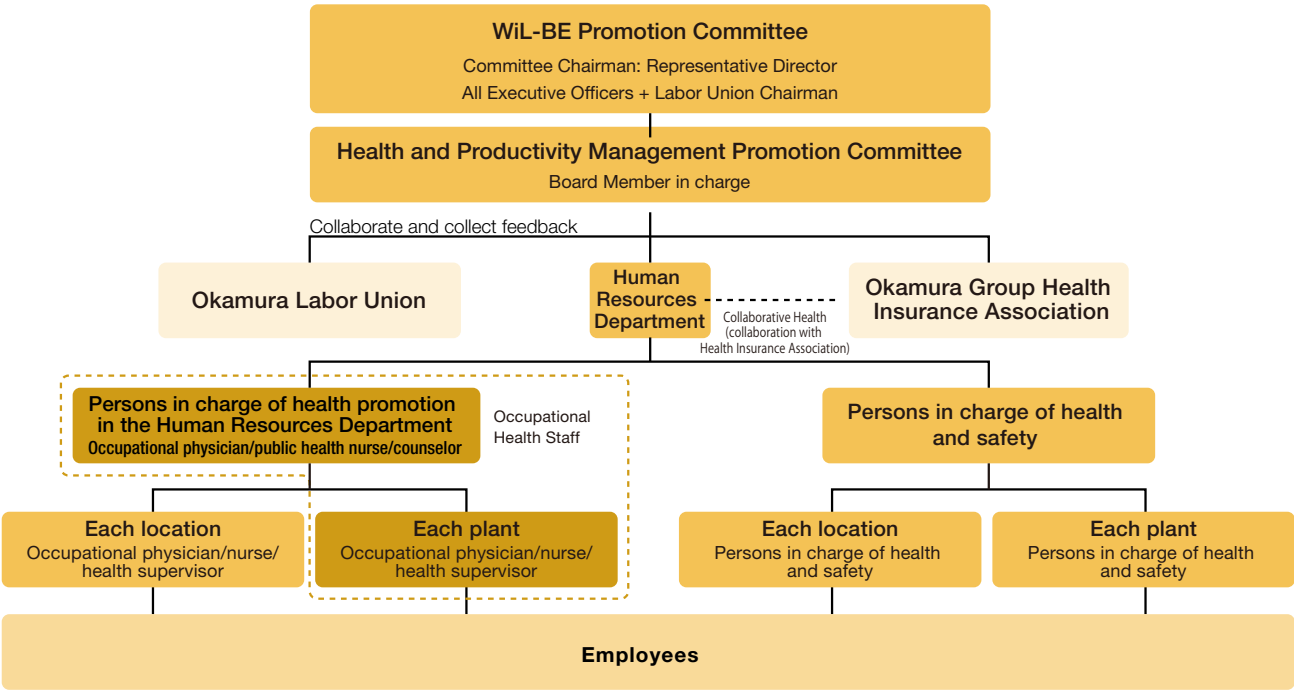
Health and Productivity Management Promotion Committee

The Health and Productivity Management Promotion Committee meets twice a year, in April and October, to promote initiatives to maintain and improve the health of employees. The Committee is composed of the Board Member in charge, the Human Resources Department, the Okamura Labor Union, and the Okamura Group Health Insurance Association. It examines such issues as management of working hours, encouraging employees to use up annual paid leave, types of health examinations offered, disease prevention measures, and the creation of health-conscious workplaces.

Occupational Health Staff

14 occupational physicians, 2 public health nurses, 4 registered nurses, and 1 industrial counselor make up the core of our occupational health staff, working to maintain and improve employee health, conducting regular health examinations, stress checks, and workplace inspections in accordance with the law.

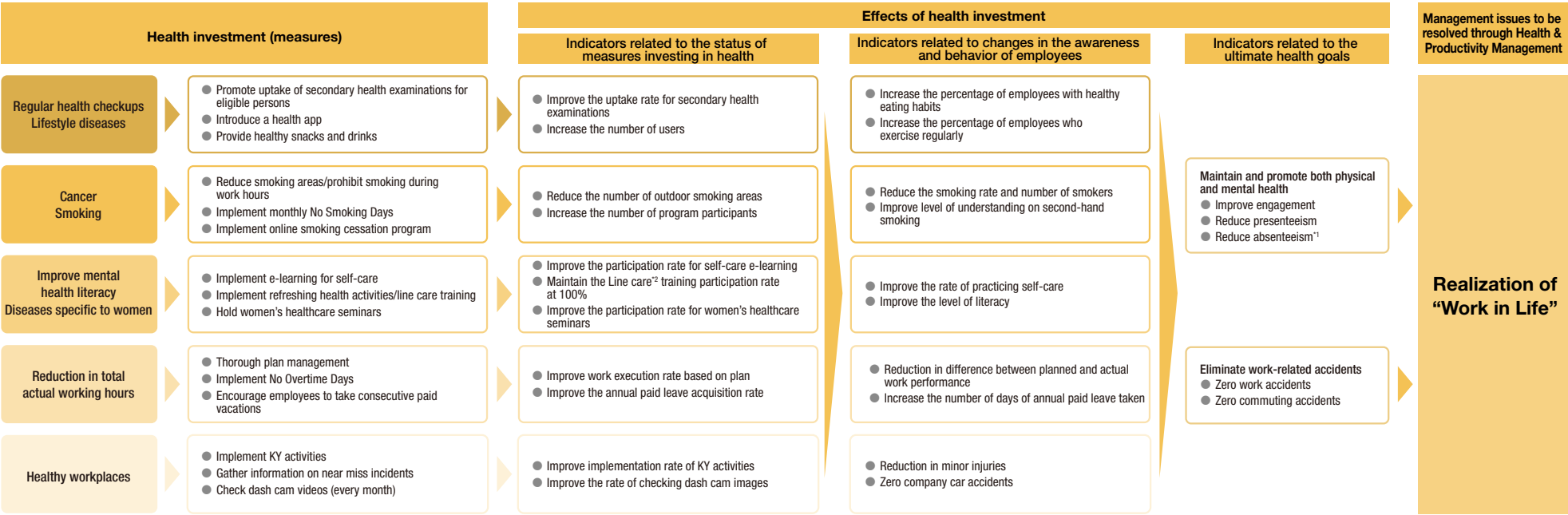
System for Promoting Health and Productivity Management



Initiatives for health maintenance and promotion in fiscal 2024, and implementation records

Title	April	May	June	July	August	September	October	November	December	January	February	March
Health and Productivity Management Promotion Committee	●						●					
Regular health examinations (primary health examinations)			●	●	●	●	●	●	●	●	●	●
Follow-up of secondary health examinations and health guidance					●	●	●	●	●	●	●	●
Stress checks								●	●			
Interviews with occupational physician/head of department	●	●	●	●	●	●	●	●	●	●	●	●
Promotion of systematic use of annual paid leave	●	●	●	●	●	●	●	●	●	●	●	●
Restrictions on long working hours	●	●	●	●	●	●	●	●	●	●	●	●

Map of Health and Productivity Management Strategies



\*1 Absenteeism: Being absent from work or missing work

\*2 Line care: As part of mental health care measures in the workplace, the necessity for department heads etc. to quickly recognize any irregularities or changes in the condition of subordinates, and to take appropriate measures to reduce stress through interviews and improvements to the work environment

## Initiatives to Promote Employee Health

### Striving to Build a Workplace that Fosters Well-Being

The Okamura Group strives to create a workplace that fosters well-being, exploring ways of working and resting that bring a sense of happiness to every employee. By setting up a system that supports both physical and mental health, fostering a work environment that makes it easy to work and take time off, and promoting harmony between work and personal life, we aim to create a workplace where all employees can work with peace of mind, express their individuality, and thrive.

### Taking a More Positive Approach to Rest: Resetting Mind and Body with WiL Paid Leave

At the Okamura Group, labor and management work together to encourage employees to take annual paid leaves in a planned manner, aiming to promote their health and enrich their personal lives.

Beginning in fiscal 2024, we designated leaves intended to help employees balance work and personal life and achieve “Work in Life” as WiL Paid Leave, and are raising employee awareness of this initiative to improve the paid leave acquisition rate.

We are rethinking the importance of resting, and supporting our employees in refreshing their minds and bodies and enriching their personal lives. In fiscal 2024, employees took an average of 13.2 days of paid leave, representing an acquisition rate of 71.7%. Both figures increased from the previous year, indicating that the initiative is steadily becoming established.

Okamura will continue to promote initiatives that help each employee achieve a healthy work–life balance, encouraging them to reflect on how they work and rest, and to lead a lifestyle that best suits them.

#### Definition of WiL Paid Leave

- Monthly One-Day WiL Paid Leave:  
Taking at least one day of paid leave per month
- Consecutive WiL Paid Leave:  
Taking at least three consecutive days of paid leave in a given year



Poster advertising WiL Paid Leave

### Regular Health Examinations and Secondary Health Examinations

From the perspective of promoting employee health as well as the early detection and treatment of diseases, we conduct regular health examinations and encourage employees to undergo secondary health examinations. In fiscal 2024, the uptake rate was 100% for regular health examinations, and 98.9% for secondary health examinations. After the completion of secondary health examinations every year, any restrictions on work that are needed based on the results of the examination (judgment on whether the employee is fit to work) are communicated to department heads as necessary, and appropriate measures are taken to address the issue.

In order to provide more comprehensive health examinations, we review the list of tests included in the examinations every year, taking into account requests from employees, to improve the uptake rate and detect diseases early.

### Stress Checks

At Okamura, we conduct annual stress checks through an external specialized organization, enabling each employee to check and understand the state of their mental health and to take proactive care of themselves. If the results of the stress check show that the employee is under high stress, an interview with an occupational physician is recommended to ascertain their mental health status, and to determine the need for continuous follow-up by the employee's family physician. In fiscal 2023, we changed the tool with which to measure presenteeism to the more health-focused WFun\*. This enables us to identify the gravest physical and health-related concerns by numbers, and to apply the findings to develop targeted improvement measures.

In fiscal 2024, we focused on reducing stress and caring for mental health, implementing self-care education for all employees as well as line care training and women's health care training for managers. We will continue to improve our measures to maintain and promote employee health in fiscal 2025 as well.

\* WFun (Work Functioning Impairment Scale): A questionnaire designed to assess the extent to which health issues affect work performance

Proper Management of Working Hours

Okamura is dedicated to ensuring proper management of working hours and preventing excessive overtime, with the goal of promoting employee health and fostering a comfortable work environment. We have established management standards that exceed legal requirements, and offer e-learning for all employees, along with training for newly appointed section managers and new hires, to enhance awareness of working hours and ensure employees are well-informed. In addition, we work together with the labor union to enhance work efficiency and promote equitable distribution of work. We have also set up systems that allow more flexibility in work, such as no overtime days, paid leave that can be taken by the hour, and a super-flex system, and are working to foster an environment that prevents employees from working excessive hours.

When working hours exceed a defined threshold, we promptly take preventive measures to protect employee health by providing guidance from an occupational physician and sharing feedback with the department head.

Health Management for Employees Posted Overseas

We provide health examinations and vaccinations to employees and their accompanying family members for the purpose of managing their health when they are posted overseas. In addition, we have introduced the Okamura Healthcare Program, which allows employees and their accompanying family members to access local medical services, in order to allow them peace of mind when working overseas.

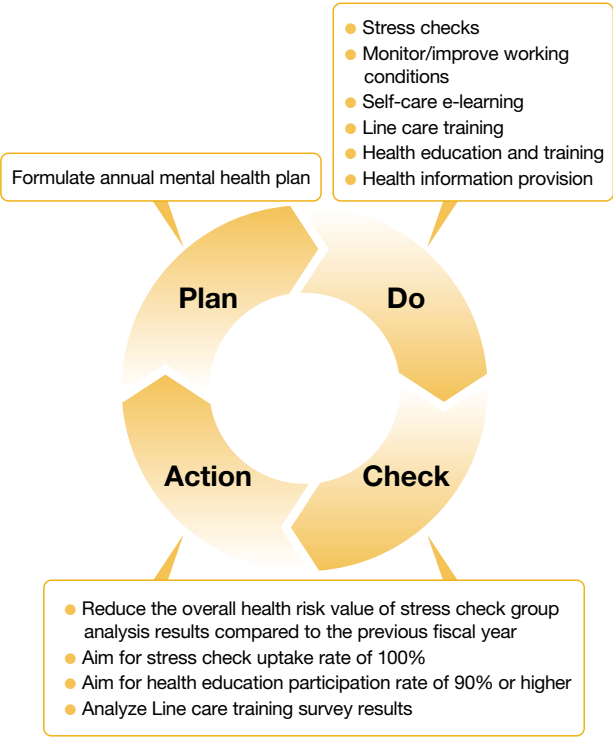
Okamura Healthcare Program: Applicable Items

- Medical consultations (illness, injury)
- Dental consultations
- Pregnancy and delivery
- Health examinations and dental examinations
- Vaccinations

Promotion of Mental Health Care

Okamura prioritizes employee mental health care as part of its workplace mental health promotion activities. Occupational health staff take the lead in formulating an activity plan for each year, focusing on stress checks in particular as well as monitoring and improving work environments and providing health education and information, in order to reduce the overall health risk scores. We not only set goals but also evaluate the results and use them to formulate measures for the next year.

Okamura's Health Promotion Program



Okamura's Mental Health Measures  
Comprising Four Kinds of Care

At Okamura, we promote measures from the four perspectives of self-care, line care, care by in-house staff, etc. and care provided by outside resources, based on the Ministry of Health, Labour and Welfare's "Guideline for the Maintenance and Promotion of Workers' Mental Health." Specifically, we work to prevent mental health issues and illnesses, provide care for those affected, and support employees who return to work after taking leaves of absence through measures such as enhancing employees' knowledge and awareness and encouraging them to put such knowledge into practice, strengthening support by department heads, providing care through in-house medical staff, and support by external medical institutions.

Okamura's Measures for Mental Health Care:  
Four Kinds of Care

**Self-care**

**Theory**  
E-learning:  
Positive self-care

**Practice**  
Refreshing activities for health:  
Yoga

**Line care**

**For department heads**  
**For section managers**  
Line care training

**Care provided by in-house staff, etc.**

**Internal consultation services**  
Health consultations and support for physical and mental recovery provided by occupational physicians, public health nurses, registered nurses, and industrial counselors

**Care provided by outside resources (such as external medical institutions)**

**Chat-type medical consultation services**  
Support from medical specialists 24 hours a day, 365 days a year



Promoting Self-Care

Self-care plays an important role in managing mental health. At Okamura, we place special emphasis on self-care. Once a year, we implement mandatory training for all employees (an e-learning course titled “Positive Health Care”) on the purpose of self-care and how to practice it. The attendance rate in fiscal 2024 was 98.8%.

In addition, we provide information on self-care methods and emphasize the importance of self-care during new employee training and follow-up training for young employees.

**Promoting Line Care**

At Okamura, we have been conducting line care training on an ongoing basis since fiscal 2021 so that managers pay attention to managing team members’ health and improve working conditions. Additionally, since fiscal 2021, we have been promoting initiatives related to women’s healthcare, including seminars and e-learning programs. In fiscal 2024, we introduced new group training programs for section managers, consisting of line care training and women’s healthcare training. The training is aimed at helping section managers acquire the skills to support their team members’ health and foster a better working environment, and features extensive hands-on activities, including case studies and role-playing exercises.

This new approach represents a key initiative in Okamura’s efforts to build a healthy workplace and enhance employee well-being. We will continue to support well-being in the workplace and promote the creation of an environment where each employee can work with peace of mind.

Line care training results

Fiscal year	Target	
2021	Production department, head office sales department	Department heads
2022	Production department	Section managers
	Production department, head office sales department	Newly appointed managers
2023	Production department, head office sales department	Section managers, newly appointed department heads
2024	Production department, head office sales department	Section managers, newly appointed department heads

Establishment of Health Consultation Services  
(Internal and External)

We have established consultation services both in-house and outside of the company, so that employees can consult on their physical and mental health. Occupational health staff (occupational physicians, public health nurses, registered nurses, and industrial counselors) are available through in-house consultation services. In addition, occupational physicians and registered nurses at each production plant provide support in collaboration with the Human Resources and General Affairs Section.

As for external consultation services, we introduced a new chat-based medical consultation service for members of the Okamura Group Health Insurance Association. This service allows members to informally and anonymously seek advice from medical professionals about mental and physical concerns, 24 hours a day, 365 days a year.

TOPICS



Line Care and Women’s Healthcare Training to Foster a Well-Being Workplace

In fiscal 2024, we conducted line care and women’s healthcare training for managers at six locations nationwide (Tokyo, Nagano, Nagoya, Osaka, Oppama Plant, and Fuji Plant). For the first time, the training was offered in a flexible format, allowing participants to select their preferred venue, date, and content from a range of programs, including lecture-based sessions and hands-on workshops. Line care training equips employees with skills to monitor the mental health of their department members, while women’s healthcare training enhances understanding and support for health issues unique to women. Both are key themes for improving the work environment and enhancing well-being.

In line care training, participants developed practical skills such as active listening, noticing changes, and connecting employees with professionals through role-playing and case study exercises. In women’s healthcare training, workshops were held on ways for managers to engage with female employees. Participants noted that the importance of understanding health issues specific to women and promoting health awareness across the entire team was brought home to them, with the training serving as a catalyst for a change in workplace attitudes.

Particularly well received was the training held at the Healing Forest\* in Shinano Town, Nagano Prefecture. This distinctive program engages the five senses through forest therapy, helping managers recognize the importance of self-care. The relaxed atmosphere encouraged the active exchange of ideas, fostering deeper learning. Post-training surveys indicated that 98.6% of participants were satisfied with line care training and 96.9% with women’s healthcare training. We will continue to offer practical and engaging learning opportunities that enable participants to apply the knowledge and insights gained from the training to their workplaces, and allow them to create healthy and comfortable environments that enhance well-being.

\* Healing Forest: The name of a forest-centered program promoted by Shinano Town, Nagano Prefecture, highlighting the therapeutic healing effect of forests



Forest Therapy (Healing Forest, Nagano Prefecture)



Line care training (Tokyo)



Women’s healthcare training (Nagoya)

## Reducing Health Risks Through a Population-Based Approach

In order to reduce the health risks of employees, the Okamura Group is promoting a variety of initiatives, including providing and supporting opportunities to participate in physical exercise and sports, awareness-raising, and survey activities through a population-based approach that attempts to reach as many employees as possible. We have been putting particular effort into supporting women's health since fiscal 2020 and encouraging people to quit smoking from fiscal 2021.

### Initiatives to Help Employees Quit Smoking and Prevent Passive Smoking

In line with the April 2020 amendment to the Health Promotion Act, Okamura recognizes the prevention of passive smoking as a corporate responsibility and is actively implementing measures to address it. In July 2021, we implemented a smoking ban during working hours to protect non-smokers and support the health of smokers. In addition, together with the Okamura Group Health Insurance Association, we have set targets to reduce the smoking rate by 1% annually and to reduce the number of outdoor smoking areas by half by 2025. To encourage employees to quit smoking, we have introduced online programs and seminars on the topic and implements all-day smoking bans to coincide with the WHO's World No Tobacco Day and World No Tobacco Week, as well as our own Monthly Smoke-Free Day on the first of each month to promote healthier habits. We are also working to raise health awareness by enhancing literacy on smoking and passive smoking through e-learning, and expounding at length on

the health risks of smoking, passive smoking, and third-hand smoke\* during training for new employees and follow-up training for junior employees.

We will continue to actively raise awareness among employees about the health risks of tobacco and the importance of quitting smoking, while strengthening support for smokers willing to quit, in order to create a workplace where all employees can work in good health.

\* Third-hand smoke: Exposure to harmful substances that persist on smokers' hair, clothing, curtains, furniture, and wallpaper even after cigarettes have been extinguished



Promotional material for the Monthly Smoke-Free Day initiative

### Okamura initiatives to encourage smokers to quit

Fiscal year	Details of improvements/initiatives
2018	<ul style="list-style-type: none"><li>● Reduced number of smoking areas</li><li>● Trial introduction of online tobacco cessation program (Health Insurance Association)</li><li>● Tobacco cessation seminar held at Nakai Plant (Health Insurance Association)</li></ul>
2019	<ul style="list-style-type: none"><li>● Reduced number of smoking areas</li><li>● Launch of online tobacco cessation program (Health Insurance Association)</li></ul>
2021	<ul style="list-style-type: none"><li>● Ban on smoking during working hours launched July 1, 2021 *Excluding break times</li><li>● Implementation of all-day no smoking for World No Tobacco Day (May 31st)</li><li>● Reduced number of smoking areas</li><li>● Tobacco cessation seminar held at Gotemba Plant (Health Insurance Association)</li><li>● Online tobacco cessation program (Health Insurance Association)</li></ul>
2022	<ul style="list-style-type: none"><li>● Reduced number of smoking areas</li><li>● Monthly Smoke-Free Day launched (smoking banned all day on the 1st of every month * If the 1st is a holiday, moved to the 11th of the month) Introduced initiatives at each location every month</li><li>● Continued implementation of all-day no smoking for World No Tobacco Day (May 31st)</li><li>● Tobacco cessation seminars held at head office/sales departments</li><li>● Tobacco cessation seminar held at Oppama Plant (for managers)</li><li>● Implementation of e-learning course on smoking/passive smoking</li><li>● Online tobacco cessation program (Health Insurance Association)</li></ul>
2023	<ul style="list-style-type: none"><li>● Reduced number of smoking areas</li><li>● Continued implementation of Monthly Smoke-Free Day/ Introduced initiatives from each location every month</li><li>● Continued implementation of all-day no smoking for World No Tobacco Day (May 31st)</li><li>● Banned smoking in company cars</li><li>● Online tobacco cessation program (Health Insurance Association)</li></ul>
2024	<ul style="list-style-type: none"><li>● Reduced number of smoking areas</li><li>● Continued implementation of Monthly Smoke-Free Day/ Introduced initiatives from each location every month</li><li>● Continued implementation of all-day no smoking for World No Tobacco Day (May 31st)</li><li>● Banned smoking in company cars</li><li>● Online tobacco cessation program (Health Insurance Association)</li></ul>

Supporting Women’s Health

The Okamura Group has pursued initiatives to support women’s health since fiscal 2020. Our efforts started in fiscal 2020 with the addition of gynecological tests to regular health examinations at the request of employees. We conducted a survey regarding employee’s opinions and uptake of gynecological examinations every year starting in fiscal 2021, investigating and analyzing the results to use them to formulate measures for the next year. Furthermore, we are promoting the acquisition of knowledge by improving education on health issues specific to women.

Initiatives to support women’s health

Fiscal year	Details of improvements/initiatives	Target
2020	Added gynecological tests to regular health examinations	Those willing to take the examinations, aged 35 and over
2021	Conducted and reviewed survey on gynecological health examinations	All female employees
	Held women’s healthcare seminars	Willing participants
2022	Removed the age requirement for gynecological health examinations *Reflected employee feedback from the survey	All persons willing to take the examinations
	Gynecological health examinations done at a medical institution other than the institution administering the health checkup are eligible for subsidies from the Health Insurance Association	Those wishing to receive subsidies
	Conducted survey on gynecological health examinations	All female employees
	Introduced and provided HPV self-testing	Those who have not undergone cervical cancer screening
2023	Implemented women’s healthcare training (e-learning)	Managers/all employees
	Conducted survey on gynecological health examinations	All female employees
	Provided HPV self-testing	Those who have not undergone cervical cancer screening
2024	Women’s healthcare training	Section managers
	Implemented women’s healthcare training (e-learning)	All employees
	Conducted survey on gynecological health examinations	All female employees
	Provided HPV self-testing	Those who have not undergone cervical cancer screening

Consultation Services for Mental and Physical Illnesses Specific to Women

Women sometimes suffer from physical and mental issues due to menstruation and hormonal imbalances. We have set up a consultation service for maintaining mental and physical health at each life stage, through which female employees can receive advice from female occupational physicians.

Improving the Uptake Rate for Gynecological Health Examinations

Okamura is implementing a variety of measures to improve the uptake rate of gynecological examinations in order to protect the health of its female employees. As a first step, we have conducted questionnaire surveys aimed at all female employees since fiscal 2021. Based on employee feedback, we have continuously improved the content of the health examinations. In fiscal 2022, based on the results of the survey, the age limit for gynecological examinations was removed. All women who wish to undergo the examination can now do so. Furthermore, as a survey conducted that year revealed particularly low rates of cervical cancer screening among women, we began providing HPV self-test kits upon request to those who had not yet undergone screening. We began implementing women’s healthcare training in an e-learning format from fiscal 2023. In fiscal 2024, the training was expanded and made mandatory for all employees, and included education on the importance of early disease detection, treatment, and menopause in both men and women. In addition, each year, during Pink Ribbon Month in October and Cervical Cancer Prevention Awareness Month in November, we carry out company-wide public relations activities to promote the prevention of breast and cervical cancer. As a result of these ongoing efforts, the breast cancer screening rate in fiscal 2024 reached 68.5%, and the cervical cancer screening rate 66.2%, both well above the national average. These initiatives to enhance employee health awareness and foster an environment where employees can undergo health examinations with peace of mind have won recognition both within and outside the company, earning Okamura the Gold at the Cancer Ally Awards for three consecutive years. We will continue working to create a workplace where employees can maintain their health and well-being. (See [▶ p. 118](#) for related information)

Gynecological examination uptake rates

	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Breast cancer screening	30.4 %	57.6 %	59.0 %	68.5 %
Cervical cancer screening	25.3 %	62.5 %	62.1 %	66.2 %

Initiatives Regarding Training on Women's Healthcare

By enhancing understanding of health issues specific to women, Okamura strives to foster a workplace where employees remain highly motivated and engaged, and where everyone, regardless of their health condition, can work with peace of mind.

The women's healthcare seminar held in fiscal 2021 was attended by a diverse range of employees spanning different ages, job roles, departments, work locations, and genders. In the survey conducted at that time, many participants voiced requests that training be conducted for managers, and many female respondents noted that health issues specific to women were affecting both their work and personal lives. In response, in fiscal 2023, we introduced women's health care training in an e-learning format, with separate content for managers and for all employees.

In fiscal 2024, the e-learning program for all employees addressed three themes: Menopause in both men and women, breast and cervical cancers that working-age people should watch out for, and health knowledge that sustains one's life journey. The attendance rate reached an exceptionally high level of 95.7% of all employees.

In addition to line care training, in-person training was also offered specifically for managers. They enhanced their understanding of health issues specific to women, and gained practical knowledge on how to provide support and engage with women employees through workshops.

By continuing to provide training on women's healthcare, we will enhance the literacy of all of our employees and create a comfortable workplace. (See [▶ p. 110](#) for related information)



Attending e-learning sessions at the Tsukuba Plant

**Support for Balancing Work and Medical Treatment, and Publication of the Handbook for Support**

The Okamura Group allows employees who require medical treatment due to illness or injury to work flexibly, utilizing flextime systems, paid leave by the hour, telecommuting, etc., depending on their circumstances and physical condition. When employees return to work following leaves caused by illness or injury, they make use of a rehabilitation attendance system to help prevent recurrence. They may also utilize a shortened working hours system to help them ease back into their duties and workplace, reducing the physical and mental burden of resuming work. In addition, employees are able to rely on injury and illness leave for medical treatment and hospital visits after returning to work, and in the event that they are unable to receive their salaries due to long periods of leave or other reasons, there is a system in place to ensure their livelihood, consisting of injury and illness allowances from the Okamura Group Health Insurance Association as well as compensation for missing work and long-term hospitalization benefits from the Okamura Group Mutual Aid Association.

We have published the Handbook for Support on Balancing Work and Medical Treatment, which outlines the systems and points of contact that support the balancing of work and medical treatment. It was created with the aim of offering a comfortable working environment, one in which employees can enjoy peace of mind and balance their work and medical

treatment, having understood the available support in place, in the event of any illness such as cancer.

**Strengthening Health Education to Improve Health Literacy**

At Okamura, we are dedicated to improving organizational health by enhancing health awareness and promoting behavioral change. With a focus on improving health literacy, we are advancing initiatives that encourage each employee to recognize the importance of safeguarding one's own health, which in turn will support the health of one's team and the entire organization.

To address health issues such as smoking, passive smoking, lifestyle-related diseases, and lack of exercise, we are putting more effort into health education and information sharing while conveying the importance of self-care and line care to our employees. Specifically, we offer e-learning programs to all employees aimed at preventing lifestyle-related diseases, supporting mental health, and encouraging physical activity. The new employee training program features refreshing yoga sessions led by in-house instructors, a unique initiative designed to refresh both the mind and body through movement.

We are also aware of the impact that oral health has on overall health, and actively promote oral care. In collaboration with Lion Corporation, we conducted saliva testing and held oral care seminars to help prevent lifestyle-related diseases among employees. In fiscal 2023, seminars were held at the Gotemba and Takahata plants to assess employees' oral health status and educate employees on health. In fiscal 2024, we conducted an evaluation of the program's effectiveness at the plant. The results showed improved outcomes, including a 14% increase in mouthwash use, a 7% increase in interdental brush use, and a 5% increase in dental clinic visits.

Going forward, we will continue to foster health literacy among employees and promote practical behavioral changes to help establish lasting habits that support good health.



[Major Initiatives to Improve Health Literacy]

E-Learning/Videos

- Positive self-care
- Let's think about the hazards of smoking, and the need to quit!
- On lifestyle-related diseases
- On mental health

Training/Seminars

- Line care training for newly appointed managers and section managers
- Women's healthcare training for section managers
- New employee training and follow-up training for young employees
- Oral care

Sharing of Information

- Health column
- Health news



Saliva testing at the Gotemba Plant



Oral care seminar at the Takahata Plant

Improving Physical and Mental Health Through Exercise

Okamura promotes good health through regular exercise. Each morning, all employees take part in radio calisthenics and stretching exercises. We actively promote these exercises particularly at our production plants, encouraging employees to release the tension in both mind and body before starting work, as safety is our top priority. The ensuing results were recognized with the 2024 Radio Calisthenics Outstanding Organization Award (Tokyo Metropolitan Government Award). We also introduced refreshing yoga classes led by in-house instructors from fiscal 2021. These sessions are included in new employee training as part of self-care initiatives. At production plants, workplace-specific programs, such as yoga for fall prevention and yoga for liver health, are offered online and through video streaming. Furthermore, at production plants, public health nurses take the lead in inviting outside instructors to conduct monthly refreshing exercises. We promote the creation of a safe and healthy workplace through a variety of programs, including Tai Chi, Zumba Gold®, and Pilates.

[Major Initiatives]

- Company-wide radio calisthenics
  - Refreshing yoga
  - Monthly refreshing exercises
  - Table tennis events held by para-athletes
  - Step-count event using health app
  - Health seminars (Collaborative Health)
- (See [▶ p. 117](#) for related information)



Refreshing yoga (new employee training)



Monthly refreshing exercises (ZUMBA GOLD®)

Supporting Club Activities: Sports Clubs/  
Culture Clubs

At Okamura, we support club activities to maintain and promote the physical and mental health of our employees. We subsidize sports club expenses, help with publicity, and provide venues for culture club activities. The baseball and soccer clubs, recognized as official Okamura club activities for over 35 years, actively participate in official tournaments and local friendly matches.

Expansion of Healthy Snacks and  
Beverages Benefit Program

One of the challenges Okamura faces regarding health is that a certain number of employees are predisposed to lifestyle-related diseases. Everyday dietary habits are critical for maintaining and improving health, and it is important to pay attention to the ingredients and nutritional balance when consuming food and drink. Based on this approach, since 2021, we have offered healthy snacks and beverages, such as Smart Meal\*-certified lunch boxes, salads, and juice mixes, at all locations under the supervision of nutritionists to promote a healthy diet, investing approximately 79 million yen in fiscal 2024 as part of employee welfare benefits.

\*Smart Meals: Nutritionally balanced meals that help people stay healthy

Initiatives to Promote Vaccinations for  
Influenza Prevention

In addition to vaccinations received individually, workplace influenza vaccinations were carried out from October to December 2024. By offering vaccinations closer to places of work, thereby improving accessibility, the Okamura Group enabled approximately 2,000 employees to receive vaccinations. We will continue to provide such opportunities from fiscal 2025 onward as well, adding more locations as part of each site's health and safety initiatives.

The Okamura Group Health Insurance Association continues to subsidize vaccinations for insured persons (employees) and dependents (family members) in order to prevent the spread of influenza.

High-Risk Approach:  
Supporting Employees With  
Elevated Health Risks

At the Okamura Group, occupational health staff and the Okamura Group Health Insurance Association take a high-risk approach of targeting employees with a particularly elevated risk of disease and play a central role in providing fine-tuned support to reduce risk factors at each stage of the disease process, such as prevention, treatment, and rehabilitation.

Implementing Specific Health Guidance

The Okamura Group Health Insurance Association, in cooperation with the Human Resources Department, provides individualized dietary and exercise guidance as part of specific health guidance for people aged 40 and over who are at high risk of lifestyle-related diseases. High-risk individuals are classified by risk level depending on the result of regular health checkups (abdominal circumference, BMI, blood sugar, lipids, and blood pressure) as well as whether or not they smoke, and receive health guidance such as proactive support and motivational support according to their risk levels. Furthermore, we provide an environment that makes health guidance more accessible by designating locations and times that accommodate employees' work schedules and offering online consultations.

Activities Aimed at Preventing Illnesses from  
Becoming Severe

The Okamura Group Health Insurance Association provides support to prevent illnesses from becoming severe to those who meet or exceed the criteria for specific health guidance. Under this initiative, employee health is monitored using medical devices that continuously track blood sugar levels, combined with daily lifestyle data such as exercise and diet. In this way, we support lifestyle improvements tailored to each individual's health condition. Following an initial consultation, blood sugar levels are measured and lifestyle records are maintained. Based on this data, we offer lifestyle guidance, recheck blood sugar levels and lifestyle records, and assess the effectiveness of the improvements. Through this process, we strive to reduce the risk of illnesses becoming severe.

Providing Health Guidance to Young Employees

The Okamura Group Health Insurance Association provides health guidance to employees under the age of 40 based on the results of regular health examinations. The aim is to provide health guidance comparable to specific health guidance, encouraging individuals to review their lifestyle habits from a young age.

The type of guidance provided differs according to BMI levels. For employees with a high BMI, a genetic testing kit is used to identify their dietary type, and personalized lifestyle advice is provided accordingly. Conversely, for those with a low BMI, a blood sugar spike test is conducted, and lifestyle advice is provided based on the results. We help young employees be more aware of their health through an approach tailored to each individual's circumstances.

## Promoting Collaborative Health\*: Partnering with the Health Insurance Association

Building on the Okamura Health Management Declaration issued in 2017, the Okamura Group and the Okamura Group Health Insurance Association are working more closely together by sharing and utilizing information such as regular health examination results to advance Collaborative Health and strengthen health promotion initiatives.

\* Collaborative Health: A state in which insurers and businesses actively collaborate to efficiently and effectively implement preventive care and promote health for insured persons, based on a clear division of roles and a pleasant working environment, promoted by the Ministry of Health, Labour and Welfare

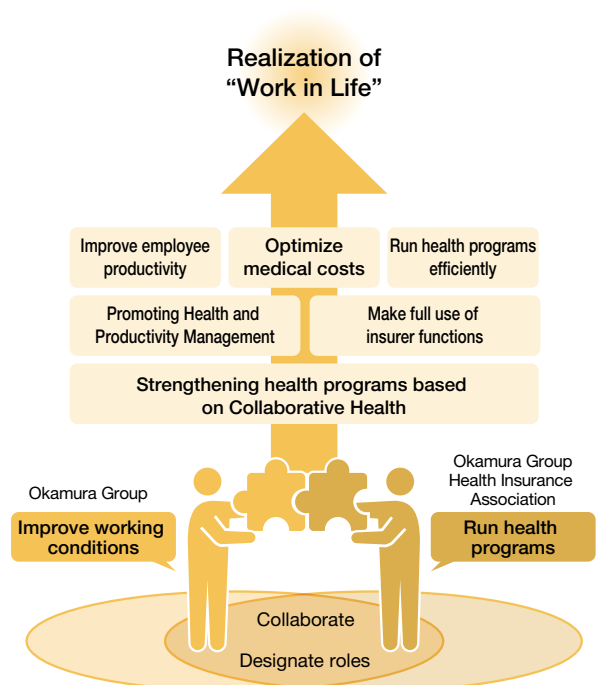
### [Examples of Collaborative Health in Fiscal 2024]

- Implementation of regular health examinations
- Influenza vaccinations via mobile clinics
- Stronger promotion of tobacco cessation activities

### [Health Promotion Projects in Fiscal 2024]

- Added more tests as part of regular health examinations (fundus examinations, hepatitis screenings, and bone density tests)
  - Included more tests not required under law
  - Gynecological examinations (breast cancer screening, cervical cancer screening)
  - Examinations for men (prostate cancer screening, etc.)
- Specific health guidance (insured persons and their dependents of 40 years of age or older)
- Health guidance for young employees (insured persons under 40 years of age)
- Guidance and support aimed at preventing illnesses from becoming severe
- Subsidy for comprehensive health examinations (brain checkups, etc.)
- Free dental checkups

### The Okamura Group's approach to Collaborative Health



- Subsidy for influenza vaccinations
- Support for quitting smoking (online smoking cessation program)
- Chat-type medical consultation service
- Introduction and operation of a health app
- Promotion of health awareness through health seminars
- Supporting a healthy lifestyle through the Cafeteria Plan
- Providing information on health
  - Utilization of KenPo Portal Site
  - KenPo newsletters
- Notification of medical expenses (web-based)
- Notifications promoting the use of generic drugs (twice a year)
- Health examination results made viewable (web-based)

### Public Relations Activities Relating to the Health Insurance System and Health Promotion Projects: Utilization of the KenPo Portal Site

The Okamura Group Health Insurance Association provides and shares information on the health insurance system and health promotion projects via a website to reach people in diverse circumstances, such as insured persons (employees), dependents (family members), and persons who are voluntarily continuing their insurance coverage (retired persons). We supplement and share health-related information in a timely and prompt manner via Okamura's intranet.

The Health Insurance Association's website, the KenPo Portal Site, is positioned as a portal that integrates health-related information and related sites, and existing printed materials such as news articles and application forms are being digitized to improve convenience and operational efficiency.



Efforts to publicize health insurance systems and health promotion projects

### Health Promotion Activities Utilizing Websites and Smartphone Apps

To promote healthy activities that are more accessible and convenient, we are developing systems such as a walking app for smartphones and an online chat service for health consultations and dissemination of health-related information. Since the information disseminated is not one-way, they represent an important interactive means through which people feel they can participate and consult with others.

Supporting Healthy Living With the Cafeteria Plan\*

The Okamura Group Health Insurance Association promotes healthy lifestyles through the Cafeteria Plan, launched in May 2023, which offers a range of health-supporting products and services such as nutritious foods, daily essentials, exercise, and relaxation options to insured Okamura Group employees, encouraging them to proactively maintain and improve their health.

\* Cafeteria Plan: A point-based system aimed at promoting employee health.



Supporting healthy living through the Cafeteria Plan

Promoting Healthy Living by Offering More Comprehensive Medical Examinations

Demand is increasing for comprehensive medical examinations tailored to individual needs, in addition to regular and specific health examinations, with a growing range of optional tests available.

The Okamura Group Health Insurance Association subsidizes comprehensive medical examinations, offering a broader range of optional tests tailored to meet diverse health needs as part of its health promotion efforts.

Subsidies are provided to insured persons and dependents aged 35 and older to help cover the cost of comprehensive medical examinations.

In addition to regular and specific health examinations, we also encourage comprehensive medical examinations and other checkups for employees and their families to help them keep healthy and facilitate the prevention and early detection of illness.

Promoting Health Awareness and Literacy Through Health Seminars

As a Collaborative Health initiative between the Okamura Group and the Okamura Group Health Insurance Association, we organize health seminars to increase awareness of health concerns that may go unnoticed in daily life. In fiscal 2024, we hosted an event in Osaka in December featuring a lecture by Mr. Nobuaki Kakuda, a Seido Kaikan karate instructor, on the theme “Living in the Centenarian Era: Let’s All Build Muscle Together!” Also, at a Tokyo venue in January, Professor Michiya Tanimoto of Juntendo University delivered a lecture and provided practical guidance on the theme “Easy Muscle Training in 5 Minutes! Achieve 120% Productivity and Fulfillment Through Health Management.” In addition to on-site attendance, many employees across the country joined the event via webcast. We hope this initiative will enhance health awareness not only among participants, but also in workplaces, the company, and employees’ families, ultimately contributing to broader health consciousness throughout society.



## Assessment by Society of Health and Productivity Management

### Certified as a Health & Productivity Management Outstanding Organization (White 500)

The Ministry of Economy, Trade and Industry (METI) and the Japan Health Council jointly evaluate corporations that practice particularly outstanding health and productivity management and certify them as Health & Productivity Management Outstanding Organizations. Okamura has been recognized as a Health & Productivity Management Outstanding Organization (White 500) for eight consecutive years.



### Joined the Sport in Life Consortium

Okamura is a member of the Sport in Life Consortium established by the Japan Sports Agency. The Sport in Life Consortium, a legacy of the Tokyo 2020 Olympic and Paralympic Games, promotes collaboration among local governments, sports organizations, business associations, and other entities to create momentum and synergy for encouraging sports participation nationwide, thereby increasing the number of people engaged in sports.



### Certified as a Sports Yell Company 2025

Okamura is a member of the Sport in Life Consortium, and was certified as a Sports Yell Company 2025 by the Japan Sports Agency, which recognizes companies that actively promote measures to improve employees' health through sports.

This marks the fifth consecutive year of certification as a Sports Yell Company since 2021, and we received the Bronze certification in recognition of being certified five or more times in total.



#### [Okamura's Major Initiatives]

- Implementation of company-wide radio calisthenics
- Development of yoga programs to address health concerns
- Implementation of monthly exercise programs

### Won Gold at the 2024 Cancer Ally Awards

Okamura received the Gold Award for the third consecutive year starting from 2022 at the Cancer Ally Awards 2024. This award, presented by Gan-Ally-Bu, a private-sector initiative supporting individuals who work while receiving cancer treatment, recognizes organizations that actively support employees undergoing treatment. The company was recognized for its extensive efforts to support health promotion, the expansion of gynecological examinations based on employee feedback, and its ongoing efforts to assess the progress and effectiveness of various programs and reflect the findings in the following year's initiatives.



Okamura's Cancer Ally Declaration

#### [Major Okamura Initiatives Aimed at Balancing Work and Cancer Treatment]

- Implementation of surveys regarding gynecological health checkups and reflection of findings in initiatives for the following fiscal year
- Promotion of Collaborative Health
- Holding study sessions and providing support on women's health with business partners (dealerships)

 **Gan-Ally-Bu website: Examples of initiatives by companies who received the Cancer Ally Award**  
**[Cancer Ally Award 2024 Gold] The Okamura Corporation's "Cancer and Work" policy (J)**  
[https://case-studies.gan-ally-bu.com/article/2024\\_okamura](https://case-studies.gan-ally-bu.com/article/2024_okamura)

### Received the 2024 Radio Calisthenics Outstanding Organization Award, Tokyo Metropolitan Government Award

Okamura received the Tokyo Metropolitan Award at the 2024 Radio Calisthenics Outstanding Organization Awards, which is organized by Japan Post Insurance, NHK, and the NPO National Radio Exercise Federation and recognizes organizations and individuals who have contributed to the promotion of radio calisthenics.





# Occupational Health and Safety

Based on our Occupational Health and Safety Policy, Okamura's employees and management are working as one to create a safe, comfortable work environment, with the goal of eliminating work-related accidents, traffic accidents, and health problems. All employees participate in health and safety activities led by the Health and Safety Committee, based on the characteristics of each workplace, such as production, sales, and administrative departments.

## Promotion of Occupational Health and Safety

### Okamura's Approach to Occupational Health and Safety

Okamura clearly states in its Occupational Health and Safety Policy that our employees' wellbeing and safety form the foundation of our management policies. The Policy outlines our initiatives to achieve this. In addition, a Health and Safety Management Plan is formulated for each fiscal year, and initiatives are carried out based on company-wide basic policies and goals.

### Strengthening the Health and Safety System

At Okamura, top management carries out regular safety patrols. In October 2024, we reviewed our organizational system for promoting health and safety. As a result of this review to enhance health and safety activities, the person responsible for health and safety at production plants is now placed under the direct supervision of the plant's general manager, who also assumes overall responsibility for health and safety.



Safety patrol by top management (Yokohama Distribution Center)

### Occupational Health and Safety Policy

Occupational health and safety constitute the foundation of our management as a matter of utmost importance. It shall be ensured through mutual cooperation between employees and management staff.

1. Spirit of compliance

2. Philosophy of respect for human life

3. Responsibilities of managers

4. Activities with participation by all

5. Establishment of a health and safety management system

6. Target setting

7. Formulation of annual occupational health and safety plans

8. Health and safety activities

(Excerpted from the Occupational Health and Safety Policy)

### [Key Implementation Items of the Health and Safety Management Plan for Fiscal 2024]

#### 1. Company-Wide Basic Policy

All employees shall participate in health and safety activities, based on the Occupational Health and Safety Policy. We will act with safety as our first priority at all times, strive for the elimination of work-related and traffic accidents, and promote the maintenance and improvement of physical and mental health and the creation of a comfortable work environment.

#### 2. Company-Wide Targets

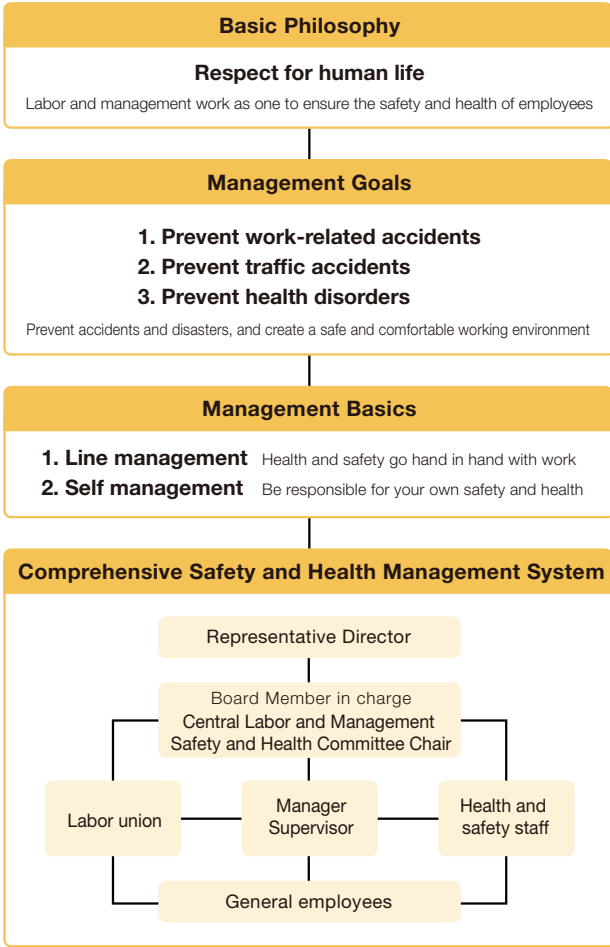
Safety: Zero work-related accidents  
Traffic: Zero traffic accidents  
Health: Zero health problems

#### 3. Slogan

“Safety comes before all else!” Achieve zero-accident workplaces through action!

## Basic Philosophy, Goals, Management System

### The Philosophy and Structure of Our Health and Safety Management Policy



## Activities to Ensure Occupational Health and Safety

At Okamura, we aim to create a safer and healthier environment for all employees by strengthening the system for promoting occupational health and safety and promoting various activities to prevent accidents.

When employees report on occupational health and safety risks or concerns, they can report to staff at each location, or directly voice shop floor concerns through the Compliance Helpline System. (See [▶ p. 140](#) for details)

### Strengthening the System for Promoting Occupational Health and Safety

In order to achieve its goals regarding occupational health and safety—zero work-related accidents, zero traffic accidents, and zero health problems—Okamura is strengthening its occupational safety and health promotion system by appointing general health and safety managers in accordance with the Industrial Safety and Health Act, not only for its locations with 300 employees or more as required by law, but also for locations with 50 employees or more. Also, the system for promoting measures by the Health and Safety Committee covers all departments and employees.

### Role of the Committee for the Prevention of Work-Related Accidents and Accidents Involving Company Cars, and Patrols at Production Plants and Offices

Okamura has established the Committee for the Prevention of Work-Related Accidents and Accidents Involving Company Cars, which examines matters related to measures aimed at preventing occupational and work-related accidents and accidents involving company cars. In order to prevent similar accidents from recurring, managers patrol each production plant and location to check whether measures aimed at

preventing accidents continue to be carried out, ensuring thorough implementation

In the event of an accident at a distribution center, a STOP! Accident Committee is convened as soon as possible to patrol the site of the accident, investigate the cause, and take steps to prevent its recurrence. In addition, information and countermeasures from the Committee meetings are shared via morning meetings, internal PR, and e-mail, to alert employees and to link such information and countermeasures to preventive KY activities\*. (See [▶ p. 124](#) for related information)

\* KY activities: Kiken (hazard) yochi (prediction) activities

### Morning Safety Meetings

At Okamura's production plants, morning safety meetings are held with the aim of keeping accidents down to zero. At these meetings, the safety manager reports on the previous month's work-related accidents, commuting accidents, and accidents involving company cars, as well as explaining the decisions made by the Disaster Countermeasures Subcommittee. The safety manager also reminds the employees of important health and safety measures to be implemented during that month, thereby ensuring that safety measures and KY activities are implemented in full.

### Safety Commendation System

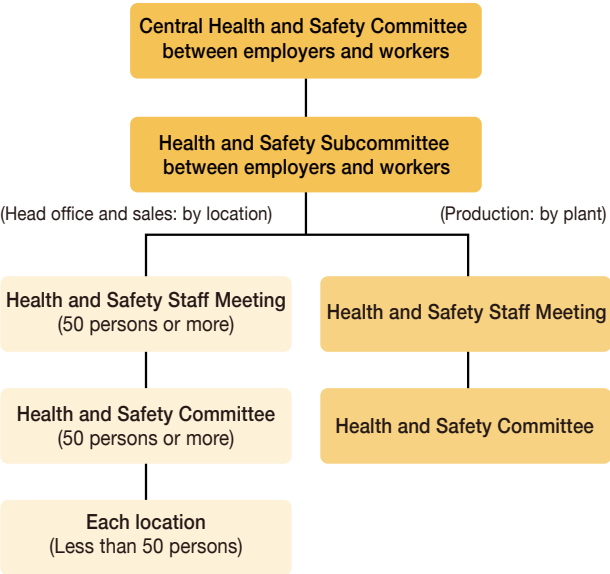
At Okamura, we have established a commendation system that recognizes departments that have contributed to the promotion of safety by eliminating work-related accidents or accidents involving company cars, in an effort to highlight the importance of safety throughout the company. In fiscal 2024, 23 departments received commendations, with 99 company cars in total across the departments.

Also, the construction departments of each division hold a Joint Safety Conference once a year, where subcontractors who have contributed to Okamura's efforts towards safety, such as by keeping work-related accidents down to zero, are commended.



Joint Safety Conference

### Occupational Health and Safety Promotion System



Types of Occupational Health and Safety Activities and Record of Implementation in Fiscal 2024

Item		April	May	June	July	August	September	October	November	December	January	February	March
Central Labor-Management Health and Safety Committee	Company-wide	●						●					
Labor-Management Health and Safety Subcommittee	Production	●		●		●		●		●		●	
	Sales		●				●					●	
Health and Safety Staff Meeting	Production		●		●		●		●		●		●
	Sales	●	●	●	●	●	●	●	●	●	●	●	●
National Safety Week Central Labor-Management Patrol	Produced and sold				●								
Committee for the Prevention of Work-Related Accidents and Accidents Involving Company Cars	Company-wide	As needed											
Safety Commendations	Company-wide							●					
KY (hazard prediction) and risk assessment activities	Each department	●	●	●	●	●	●	●	●	●	●	●	●

## Initiatives to Prevent Work-Related Accidents

At Okamura, we not only comply with and implement measures in line with laws and regulations related to occupational health and safety, but carry out voluntary activities as well in order to prevent work-related accidents. In addition, we try to raise awareness of hazards and the need for safety through educational activities, thereby improving the effectiveness of initiatives at each workplace.

In addition, the Health and Safety Management Regulations stipulate measures to prevent work-related accidents, including the rescue of victims in the event of an accident, notifications in the event of an accident, and emergency evacuations in the event of an explosion, fire, or other work-related accident.

### Promoting Activities Based on the Health and Safety Management Plan

At Okamura, key implementation items in the Health and Safety Management Plan for each fiscal year are confirmed at meetings with Health and Safety Staff and Health Managers, who try to ensure thorough compliance throughout the company. We aim to create a safe working environment and make efforts to prevent work-related accidents, by promoting health and safety activities at all locations based on the company-wide basic policy, targets, and slogans relating to key implementation items.

### Company-Wide Safety Days

Okamura has designated the 15th of every month as Company-Wide Safety Day and, guided by the principle that “Safety comes before all else,” is committed to fostering a workplace where everyone practices safe behavior. On Company-Wide Safety Days, production department managers conduct workplace safety patrols in line with a theme designated for each month. At the headquarters and sales departments, safety patrols are conducted to inspect 2S (sort and set in order) practices, which form the foundation of workplace safety and help prevent accidents such as toppling or entrapment.

### National Safety Week, National Occupational Health Week, and No Accident New Year’s Campaign

Okamura aims to enhance awareness of safety and occupational health, working to embed safety initiatives and safeguard employee health. We actively participate in various campaigns sponsored by the Ministry of Health, Labour and Welfare and the Central Industrial Accident Prevention Association, and are developing key health and safety activities, including safety and health education, work hour management, paid leave and consecutive paid leave, health examinations and secondary health examinations, mental health measures, prevention of falls and back pain, health promotion, and improving health literacy. At production sites in particular, we place emphasis on safety chanting and safety patrols within the factory, and are taking thorough measures to prevent serious accidents before they occur. Through these activities, we strive to reduce work-related accidents and prevent health problems, aiming to create a safe and secure working environment.



Chanting safety slogans, led by the Chairperson of the Central Labor-Management Health and Safety Committee (Gotemba Plant)



Chanting safety slogans, led by the Vice Chairperson of the Central Labor-Management Health and Safety Committee (West Japan Regional Sales Office)

TOPICS

Safety comes before all else!  
Company-Wide Safety Day Activities at the Gotemba Plant



Under the slogan “Safety comes before all else!”, the Gotemba Plant holds morning safety meetings on Company-Wide Safety Days each month, and promotes safety and health initiatives aimed at keeping serious accidents down to zero.

At morning safety meetings, the general safety manager, safety manager, and health manager (nurse) together share insights with employees on what constitutes a safe workplace. In addition to reviewing monthly priority issues and feedback from safety consultants, safety awareness is promoted through managers and leaders sharing safety pledges and engaging in Touch and Call activities. Following the meeting, safety patrols are carried out primarily by managers and leaders from the assembly department, who closely check the continuity and shortcomings of past measures and implement continuous improvements to establish a workplace environment free of hazards. Based on compliance with laws and regulations, we strive to create a comfortable workplace where employees can work with peace of mind, actively sharing information with other plants.

Health and safety activities protect lives. Through the continued, collective pursuit of this initiative, the entire Gotemba Plant aims to build a truly safe and secure workplace.



Safety patrols by managers and leaders



Implementation of KY Activities

Okamura promotes KY activities to prevent accidents that may occur in the workplace. Activities are divided into three areas: KY at work that aims for zero work-related accidents, KY during commutes that aims for zero commuting accidents, and traffic KY that aims for zero accidents involving company cars. At least once a month, employees at each workplace discuss potential hazards using photographs and illustrations to raise awareness of the risk of accidents and highlight preventive measures.

Early Detection of Potential Hazards at Production Sites (Near Miss)

At Okamura’s production plants, we conduct weekly KY activities and identify near-misses\* in order to ensure a safe work environment. We strive to prevent disasters and accidents by identifying potential hazards at production sites at an early stage and taking appropriate measures in advance.

\*Near miss: Events that did not actually lead to serious disasters or accidents, but could have directly led to such situations

3S and 5S Activities Aimed at Safety

Okamura’s production plants promote 3S (sort, set in order, shine) activities with the aim of creating safe, comfortable, and efficient workplaces that are easier to work in. At production sites, materials and tools are always placed in appropriate places and kept clean, thereby helping to maintain a safe working environment and prevent work-related accidents. At our distribution centers, we reviewed our 5S (sort, set in order, shine, spotless, strict) activities, which are carried out to create a better working environment. Since fiscal 2023, to emphasize the importance of maintaining a clean warehouse environment, we have increased cleaning frequency from once

to twice weekly. We also play music during cleaning times to distinguish them from working times, allowing employees to shift gears.

Standard for Wearing Protective Gear

In Okamura’s production plants, we have established internal standards for health and safety in accordance with the law to prevent work-related accidents and health hazards. Each workplace designates protective equipment to be worn during routine work and during specific tasks. Safety managers and executives ensure that they are worn, carry out regular inspections as well as inspections when starting work, and provide guidance and supervision on wearing.



Bulletin board at a production plant

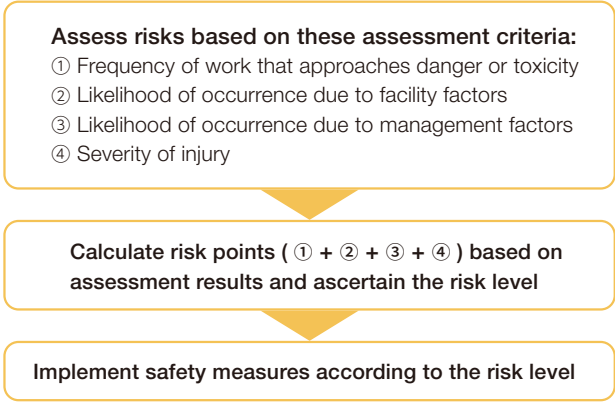


Standard for wearing protective gear for specific tasks

Occupational Safety Risk Assessment

At Okamura’s production plants, occupational safety risk assessments are conducted for each department every month. Based on the assessment criteria, we analyze the operations currently carried out, review items to be improved, and implement safety measures. In addition, risk assessments are conducted after safety measures are implemented and any measures needed to reduce risk are also put in place.

Occupational Safety Risk Assessment Flow



Risk Assessment for Specified Chemical Substances

At Okamura’s production plants, we conduct risk assessments of specified chemical substances as designated in the Industrial Safety and Health Act, based on the Operational Standards for Risk Assessment of Chemical Substances. Chemical substances subject to assessment are checked at the Health and Safety Staff Meeting, and if the relevant chemical substances are used during production, the relevant department at each plant conducts an assessment and takes measures to reduce risk. (See [▶ p. 69](#) for related information) In addition, based on the Industrial Safety and Health Act and related laws and regulations, we conduct special health examinations for employees engaged in work that may adversely affect their health, in an effort to prevent health hazards.

Safety Patrols

Regarding safety patrols at production sites, the person in charge of safety takes the lead in drafting safety patrol plans, selecting patrol routes, and preparing and keeping records of patrol results. Each workplace is patrolled by a labor-management pair (labor union-side: branch officers, company-side: department or section managers) in accordance with the plan. They identify unsafe conditions and unsafe actions by workers in the workplace, issue instructions for improvement to the workplace based on a checklist and take corrective measures to eliminate risk factors that can lead to work-related accidents. Patrol results are shared at morning meetings and Health and Safety Committee meetings.

Patrols by Occupational Physicians

At Okamura’s production plants, an occupational physician leads an inspection team consisting of the registered nurse, the person in charge of safety, and the health manager on a patrol of the site once a month. They inspect the work environment and the conditions of workers engaged in hazardous work, identify issues, and make proposals to the Health and Safety Committee.

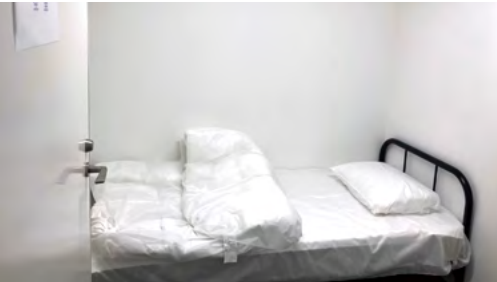
We are continuing to work towards creating a safe, secure, and comfortable workplace for our employees.



An occupational physician patrols the Takahata Plant

Installing Rest Spaces in Accordance with the Law and Company Rules and Regulations

At monthly Health and Safety Committee meetings, the functions, rules, and in-house examples of rest spaces are reviewed and discussed in accordance with relevant laws and company policies. Each plant has designated rest spaces for employees who feel unwell or suddenly fall ill, and is equipped to ensure a prompt and appropriate response to unforeseen situations.



Separate rest spaces for men and women (some rooms are equipped with disposable sheets)

Preventing Heatstroke Using WBGT

At Okamura’s production plants, we take measures to prevent heatstroke from early summer using the Wet Bulb Globe Temperature (WBGT) index. Particularly from July to September, employees are regularly reminded during morning meetings to prevent heatstroke by ensuring adequate hydration and salt intake throughout the day. As part of employee education, we publish health columns providing basic information and preventive measures on heatstroke to raise awareness of its risks among staff. In addition, the plants work to ensure employee safety by installing ice makers and fans in work spaces, distributing sports drinks, and publicizing WBGT numbers for staff to see.



Large energy-saving fans (Gotemba Plant)

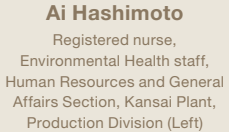


Spot coolers (Gotemba Plant)

VOICE



**Tadaaki Fujii**  
Safety staff, Kansai Plant,  
Production Division (Right)



**Ai Hashimoto**  
Registered nurse,  
Environmental Health staff,  
Human Resources and General  
Affairs Section, Kansai Plant,  
Production Division (Left)

Heatstroke Prevention Measures at the Kansai Plant\*

In response to increasingly severe summer heat, the Kansai Plant carries out unique initiatives to safeguard employees' health and safety on top of basic heatstroke prevention measures.

The first of these unique initiatives is the continued provision of miso soup in the cafeteria to help with salt intake. Introduced on the advice of an occupational physician, the miso soup is provided free of charge during breaks to help employees replenish their salt levels between work shifts and maintain their physical condition. The service is also available to temporary staff, in order to support the health of all workers regardless of contract type.

The second is the installation of a cooling space. A tatami-mat rest area has been set up within the cafeteria, fully equipped with air conditioning and fans. It provides an environment where employees can step away from the heat of the workplace, cool down, and refresh themselves for short periods of time. The adjoining Health Corner is used by many employees as a space to relieve physical and mental fatigue and to support their overall well-being.

At production sites, we are thoroughly implementing basic countermeasures, such as keeping salty candies and oral rehydration solutions (OS-1) readily available, introducing fan-equipped workwear and cooling mist systems, and installing rapid ice makers. At work sites where employees are in constant motion, a single-direction spot cooler is insufficient. To better meet on-site needs, we have modified structures and extended piping to enable airflow from two directions.

We also actively adopt successful practices from other plants, and plan to introduce a hazard detection system utilizing WBGT (heat stress index) in the future. In preparation for the implementation of mandatory heatstroke countermeasures with penalties starting in June 2025, we are developing a reporting system and implementation procedures while continuing efforts to create a comfortable working environment where all employees can work with peace of mind.

\* Merged with Okamura Corporation in April 2025 (formerly Kansai Okamura Corporation)



Cooling space and health corner



Miso soup available in the cafeteria

employees who work on the shop floor or are engaged in work that may affect health or safety. We also include health and safety education in new employee training, mid-career hire training, and temp staff on-boarding training. (See [▶ p. 69](#) for related information)

Implementation of Special Training Programs Following the Revision of the Industrial Safety and Health Act

Following the April 2024 revision of the Industrial Safety and Health Act, the Okamura Group has been systematically implementing special training programs to enhance safety awareness among employees, particularly workers, and to prevent health issues.

Between June 2024 and February 2025, special training sessions were held at the Gotemba and Fuji plants covering a range of topics, including dust-related work, power tool operation, chemical substance management, proper use of protective equipment, press die handling and replacement, arc welding, free grinding wheel replacement, and low-voltage electrical work. An external occupational safety consultant was invited to provide hands-on training on safety management techniques. Through these initiatives, we strive to raise awareness regarding the prevention of industrial accidents, workplace injuries, and health issues, while fostering an environment where employees can thrive and work with peace of mind.



Special training at the Fuji Plant for workers handling power tools

Health and Safety Education

Okamura conducts health and safety education based on the Industrial Safety and Health Act so that employees may acquire knowledge necessary to prevent work-related accidents. Based on Okamura rules and regulations and health and

safety management regulations, we provide education on the appropriate handling of machinery, equipment, and chemical substances, the risks associated with work and preventive measures, and measures to be taken when an accident occurs, in order to raise awareness of health and safety among

Education for Subcontracted Drivers

At our distribution centers, we focus on safety education, and publish “Safety News,” which features details of accidents and problems that have occurred at distribution centers across Japan as well as the latest information on safety and new products.

We distribute the information in the form of printed materials to employees at delivery centers and drivers of our subcontracted carriers as reminders and education material.

Good Car Days

At Okamura’s distribution centers, the 19th of each month is designated as a Good Car Day, as part of our activities to prevent work-related accidents.

Mindful of keeping work-related accidents and accidents involving company cars down to zero, we conduct monthly inspections of trucks, forklifts, company-owned cars, etc., that are easily forgotten.



Inspecting forklifts

Earthquake Preparedness

Okamura implements measures at each plant to ensure the safety of employees in the event of an earthquake. Since a large number of machines are installed at production plants, we implement the following measures.

[Earthquake Countermeasures Implemented at Okamura’s Production Plants]

- Mold storage racks, etc. are fixed with anchors to prevent them from tilting over, with fixtures to prevent items falling from shelves
- Racks, etc. are removed from the evacuation routes used in the event of an earthquake so that employees can evacuate safely
- Storage racks, workbenches, material storage equipment, etc. with casters have stoppers attached to prevent them from moving when there is vibration

Disaster Drills

Okamura conducts disaster drills once a year at each location. We have set up an organized system for disaster prevention (in-house firefighting team) and conduct drills in accordance with the respective manuals so that the system is robust enough to function appropriately in the event of a disaster. When the Great East Japan Earthquake struck, we were able to make the most of our routine training and were reminded once again of the importance of disaster drills. Through drills, we strive to be prepared for emergencies, thereby avoiding or limiting damage in the event of a disaster. (See [▶ p. 135](#) for related information)



Fire drill at the Takahata Plant



## Initiatives to Prevent Traffic-Related Occupational Accidents

In our business activities, the risk of work-related accidents associated with the operation of company cars is higher than that of accidents occurring inside the plants. Okamura is working to prevent traffic-related occupational accidents by clearly outlining how to use and maintain company cars, and by encouraging drivers to practice safe driving.

### Role of the Committee for the Prevention of Accidents Involving Company Cars

When an accident involving a company car occurs, a labor-management prevention committee is held with the general health and safety manager of the area concerned to review the accident using footage from the dashboard camera from the time of the accident, confirm the facts, identify and analyze problems, and consider countermeasures. The committee also discusses measures to prevent similar accidents, determines measures to be applied across the entire company, and makes announcements through each committee. In addition, in morning safety meetings, department heads are required to issue reminders to employees and perform spot checks on their conditions, to prevent accidents involving company cars.

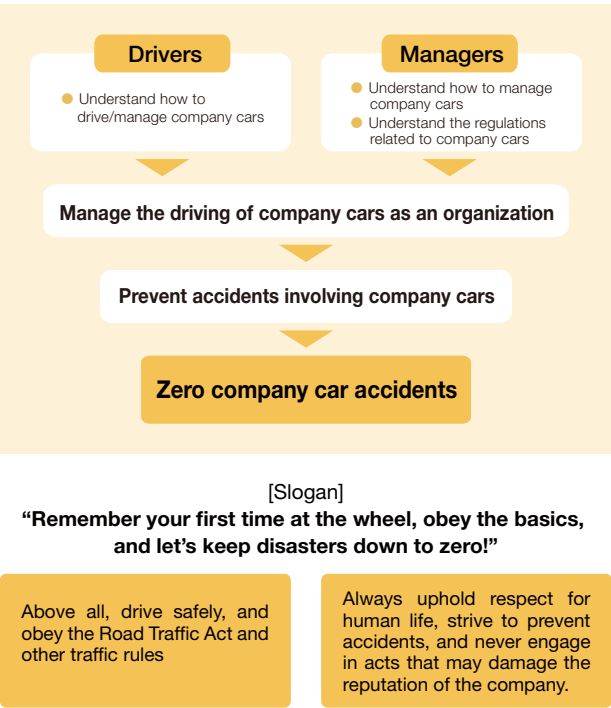
### Initiatives to Eliminate Accidents Involving Company Cars

Okamura has established Company Car Management Rules in order to ensure the safe driving of company cars and to completely eliminate accidents involving company cars. In addition to clearly outlining how company cars should be managed, we have also specified matters to be enforced or prohibited in order to prevent accidents involving company cars, encouraging employees who use company cars for work to take appropriate measures. In fiscal 2024, there were 26 incidents involving company cars at Okamura.

#### Number of Accidents Involving Company Cars

Fiscal year	2020	2021	2022	2023	2024
Number of cases	29	31	38	21	26

### Company Car Management System



### Traffic KY

At Okamura, we implement traffic KY so that each and every driver will be more alert to issues that require attention when making judgments in various traffic situations, further improving their driving. We pursue traffic KY activities mindful of the fact that many traffic accidents are caused by human error, and that accidents occur because people do not recognize danger as danger. We also strive to instill safe driving habits and to prevent accidents by having drivers discuss appropriate driving behavior with colleagues in the workplace, thereby enhancing their sensitivity to danger. Also, when an accident involving a company car has occurred, we share information of the accident as an example and conduct traffic KY training to prevent recurrence.

### Introduction of AI-Equipped Dashboard Cameras

Okamura introduced AI-equipped communication-type dashboard cameras to all company cars in October 2024. This new system enables the visualization of driving data, further strengthening efforts at accident prevention and safe driving education. Driving data now makes it possible to identify each driver's driving style and areas for improvement, allowing managers to accurately assess driving conditions and provide specific guidance and training. In addition, by leveraging daily driving data, it is possible to promptly respond to instances of hazardous driving and issue warnings, thereby enhancing the effectiveness of accident prevention efforts at each base. In addition, we have introduced a system that consolidates the management of driving data and alcohol check results by linking to a smartphone app. This initiative not only enhances operational efficiency but also strengthens support for safe driving by facilitating accident cause analysis and improving the driving environment. The AI-powered dashboard cameras are not merely designed for company-wide monitoring, but serve as a tool that utilizes driving data to support safe driving education and accident prevention initiatives within each department. By fostering greater safety awareness among employees and encouraging each department to utilize it on their own, we aim to keep company car accidents down to zero.



AI-powered monitoring screen that visualizes driving patterns and identifies hazardous driving tendencies



## Introduction and Enforcement of Breathalyzer Tests

In response to the revision of the Road Traffic Act in fiscal 2022, which mandates alcohol checks by the manager in charge of enforcing safe driving, Okamura has established operating rules for the use of company cars and rental cars. We have set up a system by preparing a manual that describes the steps in using a breathalyzer and how to prepare and file records of tests, aimed at thorough prevention of drink driving injuries and deaths.

## Regular Lectures on Safe Driving

Okamura strives to keep traffic accidents down to zero, and foster a company-wide culture of traffic safety by regularly organizing lectures on safe driving for both employees who drive their own cars to work and drivers of company cars.

In fiscal 2024, production plants took the lead in organizing and hosting the lectures. Proclaiming “zero commuting accidents” and “zero company car accidents” as the goal, organizers raised traffic safety awareness with the participation of all plant employees, including temporary staff.

In response to the frequent occurrence of traffic accidents during the first half of fiscal 2024, the Tsukuba Plant held two safety lectures during that fiscal year as a concrete measure to address the issue. In July and October, officers from the local police station were invited to talk about traffic accidents within the prefecture and essential knowledge for safe driving. The July lecture focused on the causes of accidents and safe driving practices for pedal-assisted motorized bicycles (commonly known as mopeds), while the October lecture addressed the dangers posed by distracted driving and the stricter enforcement of bicycle-related traffic violations, all presented in an accessible manner. The lectures provided a valuable opportunity to significantly enhance awareness of safe driving.

Furthermore, as a unique initiative to put the lessons of the safe driving seminars into practice, the Tsukuba Plant has introduced a monthly traffic safety check jointly conducted by labor and management. Employees commuting by car must come to a complete stop before the security office when arriving for work, and bicycle commuters must wear helmets. The importance of adhering to traffic rules is also communicated directly through vocal announcements. Through these steady efforts, we continue to foster greater road safety awareness in the workplace.

In fiscal 2025, we will continue to promote voluntary initiatives through safe driving lectures, with the goal of further enhancing employees' safety awareness.



Safe driving lecture at the Tsukuba Plant



Labor-management traffic safety checks at the Tsukuba Plant

# Responsible Corporate Behavior

We will respect human rights and strive to respect each person’s individuality—including their cultural background—while eliminating discrimination.

By conducting corporate activities based on legal compliance and a high standard of ethics, we will disclose information in a timely and appropriate manner to our stakeholders, enhance our communications initiatives, coexist with local communities and society, and engage in fair, transparent, and honest corporate activities as a global company that is trusted and appreciated by society.



# Corporate Governance

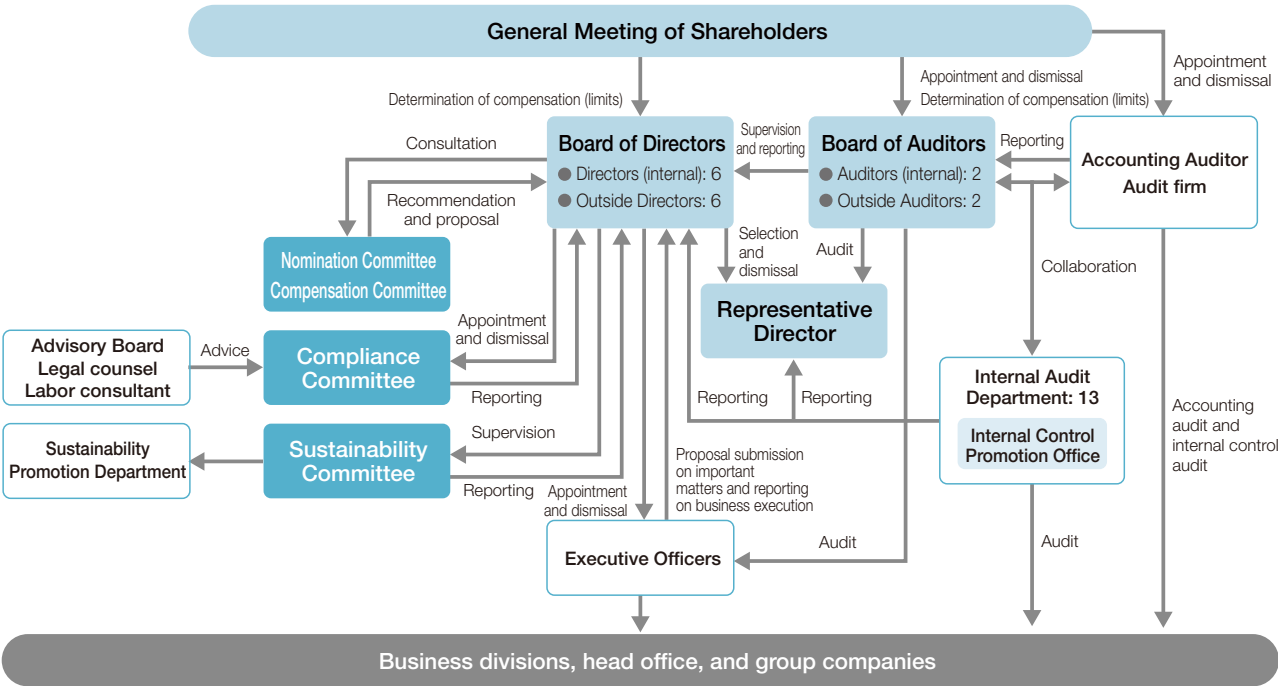
In order for Okamura to continue to be a company that is trusted and appreciated by stakeholders, our management must always be sound and transparent. At the Okamura Group, we consider strengthening corporate governance\*1 one of the most important material management issues. We will seek to maximize corporate value by strengthening our group management structure and working to strengthen our relationship with our stakeholders. At Okamura, we also strive to improve the effectiveness of our corporate governance and transparency of management by conducting disclosures based on the Corporate Governance Code\*2 in the Corporate Governance Report submitted to the Tokyo Stock Exchange and by disclosing our Corporate Governance Guidelines and criteria for determining independence of outside board members on our website.

\*1 Corporate governance: A mechanism to ensure the effectiveness and legal compliance of management and the sound operation of the company.  
\*2 Corporate Governance Code: Consists of 83 principles stipulated by the Tokyo Stock Exchange in order to realize effective corporate governance.

## Corporate Governance System

Okamura has introduced an executive officer system for the purpose of ensuring flexibility of management and to enhance the monitoring functions of the Board of Directors, in order to create a system in which executive officers execute operations based on the instructions of the Representative Director, and in which the Board of Directors makes decisions on important management issues and monitor the execution of operations. In addition to appointing outside directors to the Board of Directors, by establishing a Nomination Committee and Compensation Committee chaired by and composed mainly of independent outside directors as arbitrary advisory bodies to the Board of Directors, we ensure the objectivity and transparency of the process for appointing directors and executive officers, as well as the process for determining compensation and other matters. Segregation of Duty Rules and Job Authority Rules stipulate the duties and authority of each position and ensure appropriate and efficient execution of duties. The Board of Directors is composed of twelve directors, six of whom are outside directors. Furthermore, Okamura has a Board of Corporate Auditors that conducts strict audits of the execution of duties by directors and executive officers. Our Board of Corporate Auditors is composed of four corporate auditors, two of whom are outside auditors. (See [p. 172](#) for data)

Corporate Governance Structure (as of June 25, 2025)



Skills Matrix of Officers  
Notice of Convocation of the 90th Annual General Meeting of Shareholders (2025), p. 24

Okamura Business School:  
Nurturing Future Managerial Talent

At the Okamura Business School, which opened in October 2022 with the aim of nurturing future managerial talent, the third year commenced in October 2024 with 12 students. The wide-ranging program covers corporate management, management strategies, marketing, production and logistics, finance, design thinking, and leadership, as well as trendy management issues such as ESG, corporate governance, and DX, which are taught over the span of a year. Board members as well as internal and external lecturers deliver the lectures, and through action learning, participants develop a vision for Okamura's future and identify its management challenges. They then present proposed solutions and their future goals to the Board during an interim briefing. The participants make a final presentation to the Representative Director and board members in the last class meeting in September. In this third term, participants will also be working on case studies given as group assignments, and will make final presentations on their findings, all as part of their diligent preparation for future management roles.



The President gives a talk at the Okamura Business School

Audits by Corporate Auditors

Based on the Board of Corporate Auditors Rules, our Board of Corporate Auditors meet once a month in principle, and check whether directors are executing their duties properly by attending important meetings such as the Board of Directors meetings, management meetings, and Compliance Committee meetings, as well as viewing documents submitted for approval. In addition, they regularly exchange opinions with the Representative Director and work with accounting auditors and the Internal Audit Department to ensure the effectiveness of audits.

Collaboration with Accounting Auditors

Corporate auditors not only receive reports from accounting auditors on various matters, such as summaries of audit plans, priority audit items, audit results, state of internal control systems, and risk assessments, but also work closely together with them, such as by exchanging opinions. They are also present at on-site inspections and during audit commentaries by accounting auditors, and request reports on the progress of the audit from accounting auditors when appropriate.

Collaboration with the Internal Audit Department

Corporate auditors conduct internal audits regarding legal compliance and assessment of internal control systems by working in collaboration with our Internal Audit Department. We also have a system in place that allows corporate auditors to request the Internal Audit Department to carry out audits, if deemed necessary.

Internal Control Initiatives  
Related to Financial Reporting

The Financial Instruments and Exchange Act requires the establishment of a system to ensure internal controls related to financial reports, assessments of the system by managers,

and independent audits of the system. In response to this obligation for an internal control report system, the Okamura Group has established the Internal Control Promotion Office within the Internal Audit Department, with this office being responsible for these assessments. The office maintains and promotes internal controls to ensure the reliability of financial reports and conducts operations to improve the effectiveness and efficiency of operations as well as to preserve assets. In addition, a process owner system\* has been introduced to clarify responsibilities and roles for designing, establishing, operating, and maintaining the operational processes of each department, as well as to maintain and improve the effectiveness of internal controls related to operations (application controls).


\* Process owner system: A management system that assigns responsibility and authority for each operational process by stipulating the owner of each process.

Elimination of Antisocial Forces

The Okamura Group clearly states in our Code of Conduct and Basic Approach Regarding Internal Controls that we are resolutely opposed to and will disassociate from antisocial forces and organizations that threaten order and people's safety. We have stipulated the department responsible for handling matters related to antisocial forces, and we collect and manage related information as well as conduct employee education.

Tax Policy

The Okamura Group has formulated its Tax Policy in accordance with the Code of Conduct, which is based on the Basic Policy. The Tax Policy clearly outlines the governance system and initiatives to counter risks that are in place to pay taxes as appropriate in the countries and regions where it conducts business.

 Tax Policy (J)  
[https://www.okamura.co.jp/corporate/sustainability/policy/tax\\_policy.pdf](https://www.okamura.co.jp/corporate/sustainability/policy/tax_policy.pdf)

# Risk Management

The Okamura Group implements necessary measures in anticipation of various risks related to its corporate activities.

## Risk Management System

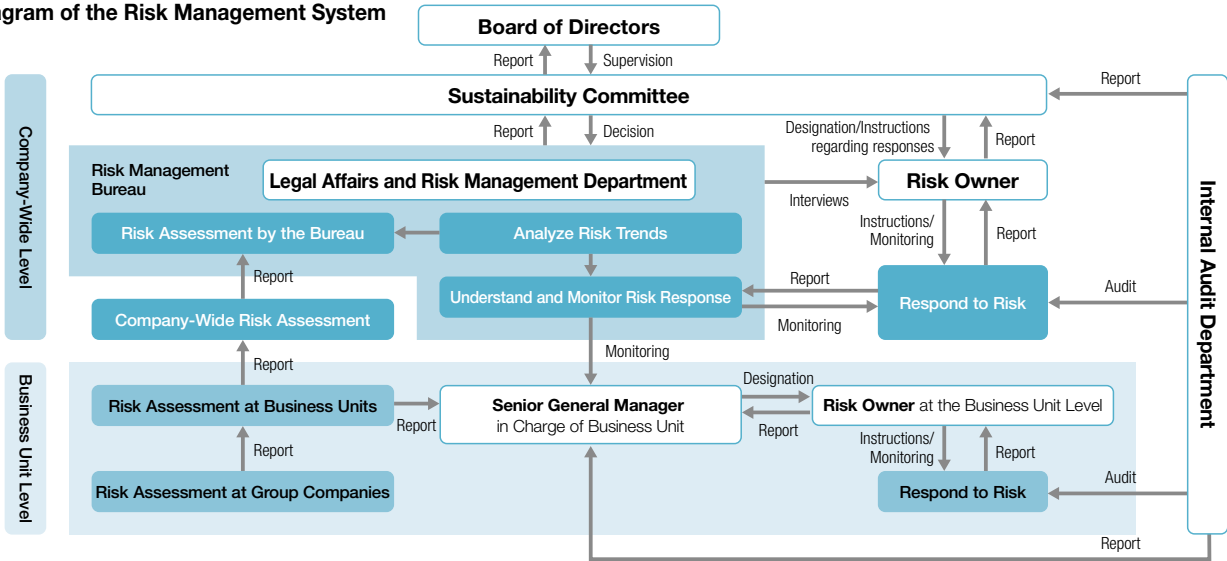
The Okamura Group regards matters that may impact the achievement of business objectives (either favorably or unfavorably) as risks, and through identifying, analyzing and evaluating such risks, we work systematically to control them to a reasonable extent, and to minimize the losses or maximize the opportunities that the risks may bring.

Also, in order to organically link risk management, i.e., cross-organizational activities related to risks, with the Group's sustainability activities and improve the effectiveness of risk management, the Sustainability Committee makes decisions on various matters related to the Okamura Group's risk management and evaluates its effectiveness while providing guidance for improvement. The Okamura Group has outlined basic matters related to risk management, such as the development and operation of such systems, in its Risk Management Rules. (See [▶ p. 15](#) for reference)

Roles and Descriptions of Each Element in the Risk Management System

Role	Specific Details
Sustainability Committee	The Sustainability Committee implements the Okamura Group's basic policy on risk management and makes decisions on material risks related to company-wide risks, countermeasures, and risk owners, as well as evaluating the effectiveness of risk management, reporting on material issues to the Board of Directors.
Risk Management Bureau	The general manager of the Legal & Risk Management Department serves as the head of the Bureau, with the Legal & Risk Management Department, the Sustainability Promotion Department, the Corporate Strategies Department, the General Affairs Department, and the Human Resources Department as members to support and promote risk management in the Okamura Group.
Risk Management at the Company-Wide Level	Risks that may affect the entire company or the Okamura Group are managed with the Sustainability Committee as the decision-making body.
Risk Management at the Business Unit Level	A business unit is the unit responsible for business activities within the Okamura Group, which collectively refers to the company's business divisions and Group companies, with the executive officer of the business division serving as the senior general manager in charge. For situations that can be handled by a business division or Group company, risk management is carried out with the business unit's senior general manager in charge.
Risk Owner	For each risk, we have designated a risk owner who is tasked with the responsibility to act to effectively control the risk and is accountable for the actions and results. Risk owners have the authority to choose and apply appropriate risk response measures in light of business objectives and performance targets.

Diagram of the Risk Management System





Risk Assessment Processes

In risk assessment, risks are first identified, and then evaluated after analyzing the identified risks in terms of their likelihood of occurring and its degree of impact using risk maps.

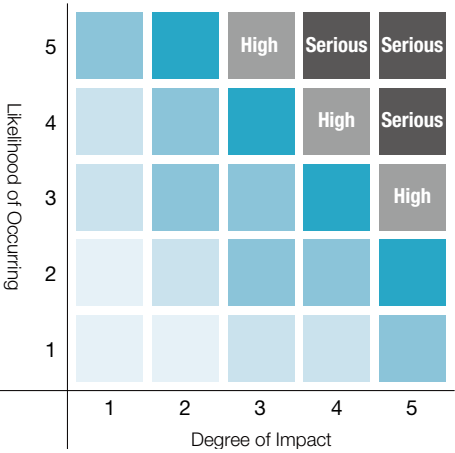
The various risks identified are classified into five major categories: risks in the business environment, risks in business strategy, operational risk, financial risk, and risks pertaining to human rights, human resources, and labor. The major categories are further organized into medium and minor subcategories, making up three levels in total.

Risk assessments are conducted twice a year at the company-wide level and once a year at the business unit level.

For risk assessment at the business unit level, the Group company first analyzes and evaluates the risks associated with itself. Next, based on the results of the assessment by the Group company, the Senior General Manager in charge of the business unit determines the material risks that the business unit must proactively address.

For risk assessment at the company-wide level, departments designated by the Risk Management Bureau conduct primary assessments by referencing the risk assessment for the business unit, and the Risk Management Bureau conducts secondary assessments after comprehensively reviewing the results produced by each department assessed. Based on such assessments, risks that are positioned as “Serious” or “High” on the risk map, as well as risks that are deemed important in consideration of their projected changes in future impact or their importance given the social responsibility, are referred to the Sustainability Committee, which determines material risks on a company-wide basis. (See [▶ p. 20](#) for related information)

Risk Map



Material Risks

For risks deemed material, each risk owner analyzes their impact on business upon their materialization and formulates and implements measures to counter them. When formulating such measures, the risks to be addressed in the short term and risks to be prioritized that have been specified by the Sustainability Committee are taken into account in the planning.

The risk owner and the Risk Management Bureau oversee the handling of risks, and when issues arise, the risk owner strives to address and mitigate them.

(See [▶ p. 15](#) for reference)

Business Continuity Plan (BCP)

At the Okamura Group, we have developed business continuity management (BCM) guidelines and established basic policies to ensure an organized response and rapid resumption of business operations in the event of a large-scale natural disaster, serious accident, or other incidents that disrupt or significantly impact business activities. We have also established a system to effectively implement BCM.

Based on these guidelines, we have identified three priority situations requiring an urgent response: In terms of large-scale natural disaster risks, a large-scale earthquake; in terms of accidents/man-made disaster risks, a fire at a plant or other facility; and any event necessitating the suspension of company-wide information systems for a certain duration.

We have developed a Business Continuity Plan (BCP) to ensure that, even in such circumstances, we can fulfill our social responsibility by minimizing damage, promptly restoring operations, and maintaining business continuity.

The BCP will be regularly reviewed and validated in light of emerging challenges such as shifts in management policies, changes in business strategies, and employee education/training, and will be continuously refined to enhance its effectiveness.

## Improving Disaster Responses

The Okamura Group has established Emergency Response Rules to deal with emergencies that may endanger lives, cause physical harm, or seriously impact society or business activities, as well as listing the procedures in detail in the form of a manual to prevent the situation from worsening and to bring it under control as quickly as possible by responding promptly and appropriately. We implement comprehensive measures to respond to disasters by distributing and spreading awareness of the Disaster Response Manual, establishing emergency information systems, storing emergency stockpiles, and conducting training, to ensure that all employees act appropriately when a disaster strikes in order to stay safe and to minimize the impact on business activities. (See [▶ p. 127](#) for related information)

### Distribution of the Disaster Response Manual

The Disaster Response Manual designates disasters as those for which suspension of duties and operations is deemed unavoidable, such as natural disasters (large earthquakes, tsunamis, typhoons, lightning strikes, heavy snow, heavy rains, floods, sudden gusts of wind, volcanic eruptions, and other disasters caused by climate change), fire, terrorism, and infectious diseases, and lists, in order of priority, actions that department heads and employees should take, such as the basic stance, behavioral guidelines, and preparations that should be made during normal periods, as well as the steps from setting up disaster response headquarters to implementing measures. The manual also clarifies the criteria for deciding whether to continue or suspend operations and whether employees should return home or remain in the workplace. It also clearly outlines the criteria for storing and distributing emergency stockpiles in the workplace and includes information on how to contact family members in the event of a disaster in order to quickly confirm their safety. Additionally, we have developed and are distributing Guidelines for Responding to Slow-Onset Disasters, which outline the actions that managers and employees should take to prepare for disasters that develop over time and are somewhat

predictable (such as water-related disasters, heavy snowfall, and disasters triggered by distant tsunamis) as well as major serial earthquakes such as those around the Nankai Trough.

### Establishment and Operation of a Safety Confirmation System

We have established and are operating a safety confirmation system that makes it possible to quickly confirm the safety of employees when a disaster strikes. When a disaster such as an earthquake with a seismic intensity of 6- or greater (seismic intensity of 5+ or greater for the Tokyo metropolitan area) occurs, all employees in the impacted areas are contacted by email or phone to confirm their safety. Regular drills are conducted twice a year to ensure the system functions effectively. In addition, emergency cards that explain how to use the system are distributed to all employees for them to carry around.



Disaster Response Manual Ver. 4



Emergency Card

### Establishment of an Emergency Communication Network

In order to prepare for situations in which landline and mobile phones may be unavailable due to power outages or other reasons in the wake of a disaster, we have installed radios and satellite phones at our main bases in an effort to secure a means of communication. Furthermore, we conduct regular communication drills using the emergency communication network, thereby enhancing its effectiveness.

### Storing of Emergency Stockpiles

Assuming that transportation systems would be paralyzed and employees may be forced to stay at offices or production facilities, we have stored enough water, food, and portable toilets to last three days, in addition to helmets and blankets for every employee, at our bases throughout Japan, with emergency generators at major bases as well. We have provisions of foods such as rice and side dishes that do not require preparation to ensure an intake of approximately 1,300 kcal per day per person, with approximately 20% of all food being free of food allergens. As for water, we stock aluminum bottled water with an extended shelf life of 12 years, which is valuable as a resource due to its high recycling rate of 90%, thereby achieving both disaster preparedness and environmental sustainability.



Custom-designed aluminum bottled water for stockpiling

### Measures Against Infectious Diseases

Contracting an infectious disease poses a serious problem to a person's health, and the spread of infection may seriously impact corporate activities and society. Okamura provides vaccinations against seasonal infectious diseases and vaccinations for employees posted overseas and their accompanying family members, and also works to prevent infection among employees through educational activities. (See [▶ p. 108](#) for details)

## Management of Confidential Information

The Okamura Group has established Confidential Information Management Rules that set out definitions, management methods, and confidentiality obligations (prohibiting disclosure outside the company and use for other purposes) regarding all confidential information including electronic data.

Furthermore, we have established an appropriate system for managing information, obliging employees to strictly manage information disclosed by third parties and imposing penalties for rule violations.

Through these efforts, we keep customer information safe and provide services that are highly trustworthy.

### Efforts to Manage Confidential Information

In accordance with the Confidential Information Management Rules, the head of each division is designated as the information management supervisor charged with overseeing information management within the division.

If an information leak is discovered, employees are obliged to report it promptly in accordance with the Emergency Response Rules. Furthermore, for information leaks involving information security accidents, we work with OKAMURA-CSIRT and take steps to prevent the further spread of the leaked information. (See [▶ p. 137](#) for details)

We are implementing other appropriate information management practices as well, such as entering into agreements with suppliers regarding the protection of confidential information.

(See [▶ p. 144](#) for details)

### Education on Management of Confidential Information

In May 2023, Okamura implemented an e-learning course on the protection of confidential information for all employees, in order to enhance their understanding of information management.

In addition, we have made information management ledgers, explanations of the rules, and Q&A lists available to all in order to enhance awareness of the importance of information management throughout the company and to enforce it.

Through these educational activities, all employees can understand the importance of information management and we ensure the safe handling of information by putting what they learned into practice.

### Protection of Personal Information

At Okamura, we recognize that the protection of personal information is one of the social responsibilities that companies must uphold. For this, we have established a Privacy Policy, set up a Personal Information Management Committee, and conduct educational activities alongside on-site audits and guidance.

We obtained certification under the Privacy Mark® system operated by the Japan Institute for Promotion of Digital Economy and Community (JIPDEC) in May 2006, and the certification has continuously been renewed to date. The Privacy Mark Guidelines for the Establishment and Operation of Personal Information Management Systems comply with Japanese Industrial Standard JIS Q 15001, “Personal information protection management systems — Requirements” (“JIS Q 15001” hereinafter).

Based on the aforementioned guidelines and the requirements of JIS Q 15001, we conduct internal audits on personal information protection and provide annual training to officers, all employees, and temporary staff. This ensures that personal information is managed properly in our business operations and that rigorous measures are implemented in accordance with certification standards.

 **Privacy Policy**  
<https://www.okamura.com/privacy-policy/>



● Complying with the EU General Data Protection Regulation (GDPR\*)

In May 2018, the EU General Data Protection Regulation, a framework for the purpose of privacy protection, came into effect in the European Union. The Okamura Group appropriately handles information subject to the GDPR in line with the regulation.

\* GDPR: General Data Protection Regulation

 **GDPR Compliance**  
<https://www.okamura.com/privacy-policy/gdpr-compliance/>

## Information Security Measures

At the Okamura Group, the Information System Department is responsible for supervising and promoting efforts to improve information security for the Group as a whole. It also implements security measures and provides guidance regarding control for each Group company, mainly regarding computers, servers, and networks that form the system infrastructure. As measures to prevent information leaks, we are moving forward with encrypting computer data, collecting computer operation logs, and introducing website filtering systems, in addition to conducting regular employee education and training. Appropriate security measures are also in place to authenticate individuals who use the system and to control physical access to the office.

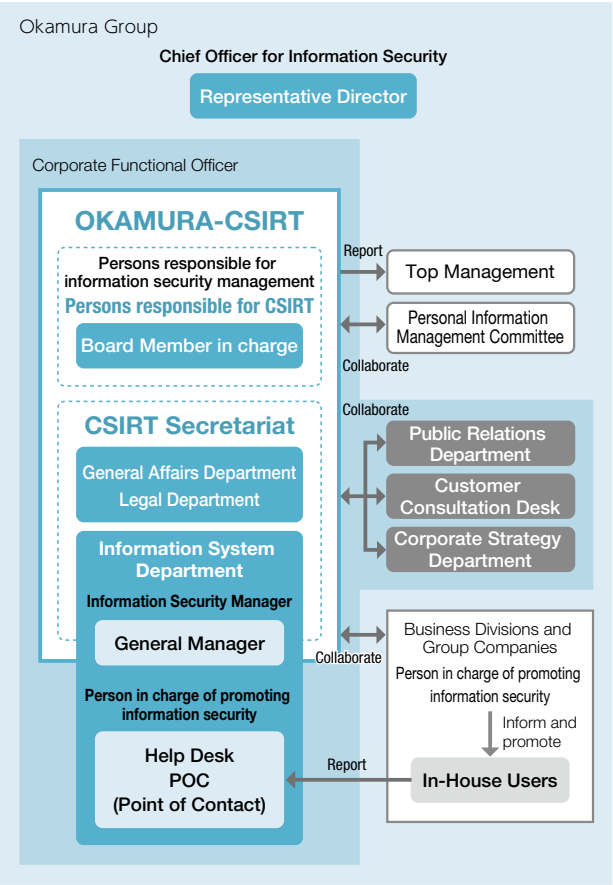
### Okamura Group Information Security Policy and Related Rules

The Okamura Group considers information security risks as material risks in terms of business continuity, establishing the Okamura Group Information Security Policy in 2022. The Information Security Management Regulations were established in order to prevent information security incidents and minimize damage in the event of an incident by taking information security measures appropriately and systematically based on the Information Security Policy. Furthermore, in order to deal with security incidents, we have outlined activities to be carried out before and after such incidents in the CSIRT Charter. The Rules for Using Internal Information Systems stipulates the appropriate use of information terminals, networks, email systems, and other infrastructure for employees and those working outside the company. In light of the increase in incidents associated with the use of social media, we have also established Social Media Guidelines.

### Information Security Promotion System

In order to prevent information security incidents and minimize the impact of serious information security incidents, the Okamura Group established OKAMURA-CSIRT in October 2020. Under the Board Member in charge of corporate affairs, who is accorded responsibility, the General Affairs Department, the Legal Department, and the Information System Department

Diagram of the Information Security System



play a central role in preventing and preparing for information security incidents on a day-to-day basis, collaborating with the Public Relations Department and the Customer Consultation Desk. Regarding cyber attacks, we have put an early detection mechanism in place in order to respond immediately to incidents and to manage them. When an incident occurs, a person responsible for CSIRT reports to top management based on the severity of the incident, in accordance with the CSIRT Charter. To ensure effectiveness, we have defined a procedure for managing information security within our Information Security Policy, and regular audits are conducted to confirm that this procedure is being followed. We underwent an external audit related to this matter in June 2024.

### Assessing Information Security Risks

The Okamura Group conducts information security risk assessments as part of its risk management activities. We also perform comprehensive self-assessments based on the Ministry of Economy, Trade and Industry's cybersecurity management guidelines, and analyze information security risks from organizational, human, physical, and technical perspectives. Through such risk analysis, we clarify priorities and implement measures.

### Education and Training on Information Security

In order to raise employee awareness regarding information security, the Okamura Group educates employees through e-learning and implements training through simulated attack emails on a company-wide basis. In addition, by displaying alerts on the intranet and when starting up PCs, we remind our employees of the need to be mindful of information security risks in their day-to-day operations.

# Promotion of Compliance and Anti-Corruption Initiatives

Thorough compliance is essential for management to earn the trust of stakeholders. At the Okamura Group, in addition to establishing an organizational structure and a reporting system that promotes compliance, we urge each employee to act in accordance with the Code of Conduct through education and awareness-raising activities, and strive to ensure thorough compliance and prevent corruption throughout the entire organization.

## Promotion of Corporate Activities Based on the Code of Conduct

The Okamura Group strives to ensure that all employees follow our Code of Conduct, in order to pursue responsible corporate activities based on our Basic Policy as well as our corporate philosophy comprised of the five phrases, “Innovative Creation, Cooperation, Being Cost Conscious, Saving for the Future, and Social Responsibility.” The Code of Conduct is a ten-item list that compiles the mindset and behavioral attitude required for our corporate activities, and outlines matters that all employees should observe in their day-to-day work, such as respect for human rights and ethical behavior as members of society as well as matters aimed at preventing corruption such as fair transactions and maintenance of healthy relationships with political and governmental entities.

We revised our Code of Conduct in October 2022, in light of our efforts to respond to globalization, various policies that have changed in line with social values in recent years, and the purpose established in the Okamura Way, a systematic compilation of our management philosophy. In line with the revision, we distributed the Code of Conduct Handbook to Okamura Group employees, published it on our intranet, conducted educational and awareness-raising activities through e-learning, and secured agreements to the revised Code of Conduct from Okamura employees (100% agreement rate). (See [▶ p. 173](#) for data)

In addition, we translated the Code of Conduct for all overseas bases of the Okamura Group, and created local language\* versions of the Ethics Card to distribute to employees of overseas branches and Group companies, encouraging responsible behavior throughout the Group as a global company.

\*Translated into: English/Chinese/Thai/Malay/Indonesian/Vietnamese


Code of Conduct

Aiming to be a global company trusted and appreciated by society, we, the Okamura Group, will contribute to social and economic development through fair competition and cooperate with one another to be useful to society at large, always creating new value and providing better products and services.

With this in mind, we, the officers and employees of the Okamura Group, pledge to respect the human rights of all people affected by our business activities and act in accordance with social decency, not only in compliance with laws and regulations but also in accordance with high ethical standards, based on the following Code of Conduct.

1. Respect for human rights
2. Ethical behavior as members of society
3. Upholding of free competition and fair transactions
4. Provision of safe and high-quality products and services
5. Appropriate management and disclosure of information
6. Environmental protection and contribution to society
7. Cooperation with the international community
8. Maintenance of a sound relationship with political and governmental entities
9. Disassociation from antisocial forces
10. Creation of vibrant work environments

(Excerpted from the Code of Conduct Handbook)



Code of Conduct Handbook

Okamura Group Code of Conduct

[https://www.okamura.co.jp/corporate/sustainability/report/pdf/code\\_of\\_conduct\\_en.pdf](https://www.okamura.co.jp/corporate/sustainability/report/pdf/code_of_conduct_en.pdf)

ETHICS CARD

我们应遵守法律和公司内部规章制度，按照行为规范采取行动。

■内部举报窗口

在遵守本行为规范时如有疑问和烦恼，请向管理部门负责人或内部举报窗口咨询或举报。

【Email】

okamura

เราจะเคารพและปฏิบัติตามกฎหมาย รวมทั้งกฎระเบียบภายในบริษัทและปฏิบัติตามโดยยึดหลักจรรยาบรรณอย่างเคร่งครัด

■สายรับแจ้งเบาะแสภายใน

หากมีข้อสงสัยหรือความไม่แน่ใจใดๆ เกี่ยวกับ การปฏิบัติตามหลักจรรยาบรรณนี้ โปรดปรึกษา/แจ้งข้อสงสัยกับฝ่ายควบคุมภายในหรือการฟ้องร้อง ฝ่ายคนและระบบภายใน

【Email】

okamura

ETHICS CARD (Chinese)

ETHICS CARD (Thai)

Okamura Group Sustainability Report 2025

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## Our Approach to Anti-Corruption

Recognizing that corrupt practices can impede sound economic activities and have a negative impact on the realization of a sustainable society, the Okamura Group formulated the Anti-Corruption Policy in May 2022, which clearly states that the Group will comply with laws and regulations and conduct fair and transparent transactions in the countries and regions where it operates.

The Code of Conduct requires that employees comply with relevant laws, regulations, and guidelines regarding the prevention of bribery and corruption both in Japan and overseas. To ensure employee awareness and compliance, we implemented e-learning on appropriate procedures to follow according to our policies and regulations.



### Anti-Corruption Policy

[https://www.okamura.co.jp/corporate/sustainability/policy/anti-corruption\\_policy\\_en.pdf](https://www.okamura.co.jp/corporate/sustainability/policy/anti-corruption_policy_en.pdf)

## Due Diligence Aimed at Anti-Corruption

Our Anti-Corruption Policy asks all our business partners, including suppliers, dealerships, and outside consultants, to refrain from trying to benefit the Okamura Group by engaging in corrupt practices. In addition, based on the Okamura Group Sustainable Procurement Guidelines, we periodically conduct sustainable procurement surveys of our suppliers to check the status of their anti-bribery efforts.

Furthermore, we strive to prevent corrupt practices throughout our supply chain by asking our business partners in regions highly susceptible to corruption to submit a written agreement promising not to engage in corrupt practices.

(See [▶ p. 144](#) for related information)

We will continue to build up and maintain an effective system to prevent corruption by conducting risk assessments on corrupt practices and bribery that include Group companies in Japan and overseas, and by developing necessary internal controls such as establishing an internal reporting and audit system.

## Compliance Promotion System

A Compliance Committee as well as a Group Compliance Committee have been established under the Chief Compliance Officer (CCO) as bodies that deliberate on and make decisions regarding measures relating to compliance and measures to resolve issues.

The Compliance Committee, comprised of senior general managers from each Okamura division, meets twice a year, and the Group Compliance Committee, comprised of management level employees from Group companies, meets once a year, to examine matters related to compliance and exchange opinions.

We have also designated a person in charge of compliance within each Okamura division and Group company, who carries out activities under collaboration with the Compliance Committee and attends compliance supervisor meetings held once a year to confirm policies and share information. (See [▶ p. 131](#) for related information)



Group Compliance Committee meeting (held February 2025)

## Ensuring Thorough Compliance at Overseas Bases

To ensure thorough compliance at overseas bases, we conducted awareness-raising activities and exchanged opinions with the top management of each base in fiscal 2024 as well.

### Initiatives Aimed at Preventing Harassment

At the Okamura Group, we take steps to prevent harassment through company-wide Work Environment Improvement Program activities, activities targeting specific divisions and levels, and educational activities. (See [▶ p. 141](#) for details) We regularly survey the work environment in specific divisions, and provide training for executives based on the survey findings.

We also work to increase awareness by providing all employees with informational material on harassment and the criteria for its determination.

Alongside our internal whistleblower Helpline, we have set up an “Anything Related to Compliance” Consultation Office, where Okamura Group officers, employees, temporary staff, those within one year of leaving the company, and those who perform duties within the Okamura Group can seek advice regarding harassment and other matters.

Through these initiatives, we strive to foster a workplace where everyone at the Okamura Group can work with peace of mind, promoting a healthy corporate culture free of harassment.

### Number of Violations

In fiscal 2024, there were no legal violations involving administrative penalties, and no criminal charges filed for accidents or incidents. (See [▶ p. 173](#) for data)

## Internal Whistleblower System

Okamura has established an internal whistleblower system (commonly known as the Helpline System) to respond to reports concerning violations or potential violations of the Code of Conduct (diversity, labor management, health and safety, harassment, internal rules, fair trade, or conflicts of interest) as well as violations of laws and regulations. We have also formulated the Compliance Helpline System Rules to ensure the protection of whistleblowers, which include keeping the identity of the whistleblower or the content of the report confidential and prohibiting retaliation, so that they do not face any disadvantages for filing reports. This system is available for Okamura Group board members, employees, temporary employees, former employees for whom less than a year has passed since leaving the company, and those who perform duties within the Okamura Group. In addition to accepting reports from within the company, points of contact have also been established externally (law office) so as to enable more effective use of the system. Since April 2019, a dedicated overseas contact point has been established at our overseas Group companies as well, allowing employees to use the Helpline System.

The Helpline System was used for 12 cases in fiscal 2024, pertaining to the personnel promotion system and harassment. (See [▶ p. 173](#) for data)

## Initiatives to Improve Conditions for Using the Internal Whistleblower System

In accordance with the revision of the Whistleblower Protection Act requiring companies to further strengthen whistleblower systems, we are working to ensure that the Helpline System is used effectively, by making FAQs on the Helpline System viewable internally, offering e-learning programs on how to use the Helpline, posting information promoting the Helpline at production plants, preparing manuals for Helpline staff, and implementing training for new Helpline staff.

We have also created an environment that makes it easy to access the Helpline by including information on the Ethics Card distributed to employees, by providing information on how to use the Helpline at compliance training sessions, and posting information on the company intranet, etc.

We have established dedicated contact points at overseas Group companies, which are able to handle reports not only in English but also in the local languages. The local language version of the Ethics Card distributed to employees also includes contact information for the Helpline, thereby creating an environment that makes it easy to report incidents.

Helpline Flow

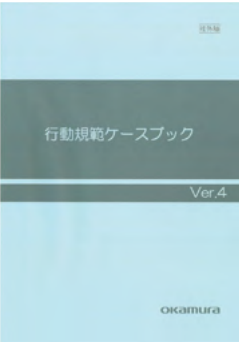


## Compliance Education

At the Okamura Group, we conduct training and awareness-raising activities to thoroughly ensure that all employees act in a compliance-conscious manner.

One of our initiatives is to distribute the Code of Conduct Casebook, which compiles various compliance-related issues and measures taken to respond to them, in order to make employees more aware of compliance risks that may arise in day-to-day operations and urge caution in their daily actions and words.

Also, we implemented the Work Environment Improvement Program in fiscal 2022 and 2023 with the aim of eliminating from the workplace not only sexual or power harassment but also any behavior in general that negatively impacts psychological safety. The program consisted of e-learning for all employees, and harassment prevention training, including tips on improving the workplace, for all managers, as well as the establishment of departmental action goals aimed at creating a better working environment based on Dialogues. We have also developed a diagnostic tool to assess psychological safety in the workplace, and we plan to continue improving the work environment by promoting voluntary use of this tool beyond the program's completion. (See [▶ p. 173](#) for data)

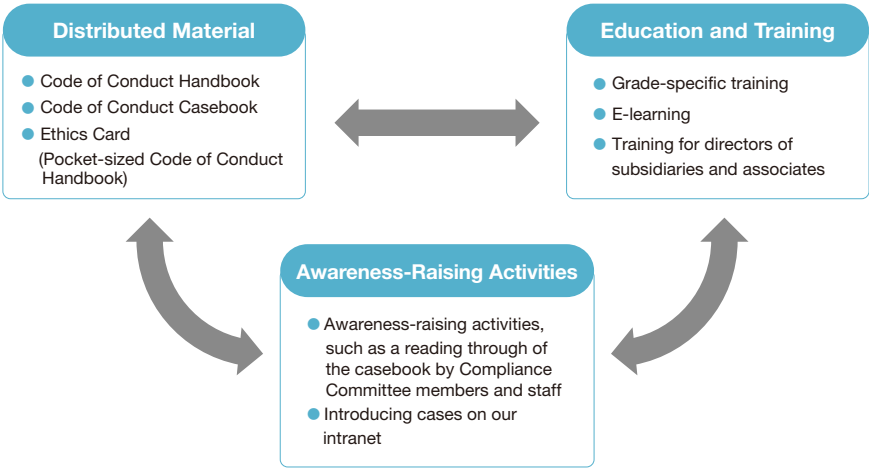


Code of Conduct Casebook



Legal Affairs News  
Introduction of cases related to laws, etc.

### Outline of Compliance Education



## Identification of Issues Related to Compliance and Corruption, and Promotion of Measures to Address Them

The Okamura Group conducts periodic employee awareness surveys on compliance and psychological safety in the work environment once every three years, to raise awareness regarding compliance, such as the level of understanding of the Code of Conduct, and to identify issues in order to create better workplaces. The response rate for the survey conducted in January 2023 was 86.3%.

The results of the survey were reported to the managers of each workplace and the top management of each Group company and provided as feedback for all employees through e-learning and videos, in order to share awareness of the issues. In addition, through the Work Environment Improvement Program and grade-specific training based on issues identified through the awareness survey, we are promoting initiatives to ensure thorough compliance and linking it with the engagement survey to create a better workplace.

# Respect for Human Rights

The Okamura Group gives due consideration to the impact of its business activities on human rights issues and strives to prevent incidents that may lead to human rights violations. In addition, we strive to understand individual characteristics and diverse cultures, eliminate discrimination and harassment, and ensure a safe and comfortable workplace.

## Okamura Group Human Rights Policy

In May 2022, the Okamura Group formulated the Okamura Group Human Rights Policy with the approval of the Board of Directors, with the aim of fulfilling its responsibility to respect the human rights of every individual affected by our business activities.

When formulating the policy, we invited experts from the Caux Round Table (CRT) Japan, a specified non-profit organization, and held a workshop attended by representatives from various departments, including Human Resources and Purchasing. At the workshop, experts lectured on the topics that the policy should address, enhancing employees' understanding of the Okamura Group and human rights, which was duly reflected in the content of the policy.

The human rights policy thus formulated was deliberated by top management at the Sustainability Committee, and established with the approval of the Board of Directors.



**Okamura Group Human Rights Policy**  
[https://www.okamura.co.jp/corporate/sustainability/policy/human\\_rights\\_policy\\_en.pdf](https://www.okamura.co.jp/corporate/sustainability/policy/human_rights_policy_en.pdf)

### [Related Policies]

- Sustainability Policy [▶ p. 11](#)
- Code of Conduct [▶ p. 138](#)
- Diversity, Equity & Inclusion Policy [▶ p. 84](#)
- Sustainable Procurement Guidelines [▶ p. 144](#)
- Responsible Mineral Procurement Policy [▶ p. 146](#)

## System for Promoting Respect for Human Rights

In order to promote respect for human rights, the Sustainability Committee meets twice a year to monitor the content and performance of initiatives and discuss future directions, and to proceed with a cycle of drawing up and implementing plans.

## Initiatives to Inform and Instill Awareness in Employees

In line with the formulation of the Okamura Group Human Rights Policy and the revision and formulation of various policies, the Code of Conduct was revised in October 2022, with e-learning on the revised contents provided to Okamura board members and employees. The e-learning course explained the social background of human rights and the expectations each stakeholder has of the Okamura Group and strove to inform and instill awareness in every employee regarding the actions to be taken.

In fiscal 2024, we provided e-learning on forced labor and child labor issues to Okamura Group executives and employees. Education on sustainable procurement was also provided to internal purchasing staff in May and December 2024. We strove to promote understanding and instill awareness of human rights issues and matters to watch out for in the supply chain. (See [▶ p. 146](#) for details)

## Participation in the United Nations Global Compact (UNGC)

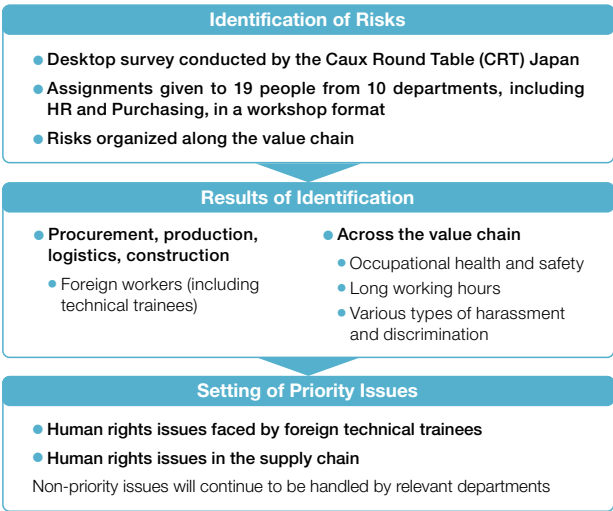
Okamura signed the UN Global Compact (UNGC) and was registered as a participating company on February 26, 2020. Taking into consideration the two Global Compact principles related to human rights—namely, businesses should “support and respect the protection of internationally proclaimed human rights” and “make sure that they are not complicit in human rights abuses”—we are moving forward with initiatives that respect human rights in all aspects of our corporate activities. In addition, we are participating in various subcommittees of the Global Compact Network Japan, a network of companies and organizations that have signed the UNGC, to broaden our knowledge as well as to expand our initiatives based on the UN Guiding Principles on Business and Human Rights (UNGPs). (See [▶ p. 26](#) for related information)

## Conducting Due Diligence Regarding Human Rights

Based on the Okamura Group Human Rights Policy and with the support of CRT, a third-party organization, we carry out due diligence regarding human rights, aimed at establishing a management system based on the UNGPs.

In fiscal 2022, workshops were held by relevant internal departments (19 people) and a desktop study by outside experts was conducted to identify, analyze, and assess any negative impact on human rights by the Okamura Group. The study identified as priority issues those related to foreign workers at Okamura Group production plants and human rights issues in the supply chain. From fiscal 2023 onward, we proceeded to address these two priority issues.

### The Okamura Group's Human Rights Risk Identification Process



### Initiatives Related to Foreign Technical Trainees

A survey was conducted in August 2023 to ascertain the human rights situation of foreign technical trainees and specified

skilled workers working at our production plants and Group companies in Japan. The questionnaire was distributed to all foreign technical trainees and specified skilled workers, and responses were anonymized before verification with the support of CRT, in accordance with the Dhaka Principles\*. In fiscal 2024, two CRT experts interviewed 20 foreign technical trainees and specified skilled workers at the Gotemba Plant, as part of the impact assessment, in February 2025. In March 2025, based on the results of surveys and impact assessments conducted to date, we identified issues related to the employment of foreign technical trainees and specified skilled workers, and created the Employment Guidelines, which are designed to serve as a basis for each step from acceptance to daily management. These guidelines will be implemented at our production plants to help create a vibrant, healthy, and safe work environment for foreign technical trainees and specified skilled workers.

\* Dhaka Principles: The Dhaka Principles for Migration with Dignity, formulated in 2011 by the UK-based Institute for Human Rights and Business (IHRB).



Interviewing foreign technical trainees and specified skilled workers at the Gotemba Plant



Guidelines for Employment of Foreign Technical Trainees and Specified Skilled Workers

### Conducting Surveys Based on Sustainable Procurement Guidelines

To promote and conduct procurement activities with an emphasis on sustainability, the Okamura Group has established the Okamura Group Sustainable Procurement Guidelines, which stipulate thorough compliance, respect for human rights, ensuring a work environment that takes health and safety into consideration, environmental protection, and contribution to society. In addition to requesting the cooperation

of our suppliers based on these guidelines, we also conduct surveys regarding their initiatives, including human rights and labor-related aspects, and conduct individual interviews and on-site audits as necessary to encourage improvement. (See [▶ p. 145](#) for details)

### Response to the UK Modern Slavery Act 2015

The Okamura Group has released a statement regarding its initiatives related to preventing slave labor and human trafficking based on the UK Modern Slavery Act.

**UK Modern Slavery Act**  
<https://okamura.ent.box.com/s/dfj7q0fuxcqdf8ceh5sjssd41l0lr564>

### Grievance Redress Mechanism

The Okamura Group has set up a consultation/reporting service for customers and suppliers, as well as a compliance helpline for officers and employees of the Okamura Group regarding concerns related to business activities, including those that may impact human rights negatively.

- Customers: Customer Service Office (see [▶ p. 24](#) for details)
- Suppliers: Points of contact for consultation/reporting for suppliers (see [▶ p. 144](#) for details)
- Employees: Compliance Helpline (see [▶ p. 140](#) for details)

### Stakeholder Engagement

Okamura participates in CRT's stakeholder engagement program. The program works to identify key human rights issues by industry in response to issues raised by NPOs/NGOs and experts.

**CRT Stakeholder Engagement Program (J)**  
<https://crt-japan.jp/portfolio/she-program/>

**Report for Fiscal 2024 (J)**  
[https://crt-japan.jp/files2024/2024%20Human%20Rights%20Due%20Diligence%20Workshop\\_jp.pdf](https://crt-japan.jp/files2024/2024%20Human%20Rights%20Due%20Diligence%20Workshop_jp.pdf)



# Supply Chain Management

In the Okamura Group’s Basic Purchasing Policy, the Okamura Group clearly states that it will “conduct business based on the principle of free competition and strive to coexist and prosper together with our suppliers on an equal footing based on mutual trust.” Based on this approach, we strive to improve our business through mutual collaboration as well as pursue procurement with an emphasis on sustainability, on the premise of fair and equitable transactions with suppliers.

## Outline of the Okamura Group’s Supply Chain

The Okamura Group manufactures and sells products in a wide range of fields, centered on the office furniture business, store displays business, and material handling systems business. Production takes place mainly in Japan and Asian countries, with sales locations all around the world. A supply chain is in place that includes procurement of raw materials and parts, product sales and associated transportation/installation work, support for products in use by customers, and measures for disposal after use. We procure a wide variety of items such as metals, resins, wood, packaging, and purchased products/parts, and we procure these items through domestic and overseas suppliers. Also, with the cooperation of dealerships, we provide products and services to our customers, carry out after-sales maintenance, and collect the products after they have reached the end of their useful life.

## Policy on Initiatives

In addition to stating our basic stance on supply chain management in the Okamura Group Basic Purchasing Policy, the Okamura Group has, in order to pursue procurement with an emphasis on sustainability, established the Okamura Group Sustainable Procurement Guidelines, which stipulates thorough compliance, respect for human rights, appropriate labor practices, environmental protection, and contribution to

society, for which we request the cooperation of our suppliers. The guidelines undergo periodic reviews, and were revised in May 2025.



**Okamura Group Sustainable Procurement Guidelines**  
[https://www.okamura.co.jp/corporate/sustainability/policy/sustainability\\_procurement\\_guidelines\\_en\\_20250501.pdf](https://www.okamura.co.jp/corporate/sustainability/policy/sustainability_procurement_guidelines_en_20250501.pdf)


## Initiatives Toward Strengthening Our Collaborative Relationship with Suppliers

In order to grow together with our suppliers, the Okamura Group has organized cooperation meetings and regularly meets with suppliers to share information and technical expertise.

In July 2022, we endorsed the goal of the Declaration on Building Partnerships established by the Conference on Promoting Partnership-Building for the Future promoted by the Cabinet Office and the Small and Medium Enterprise Agency and announced the Declaration on Partnership Building to promote cooperation and coexistence with the suppliers in our supply chain.

Furthermore, in April 2023, we formulated the Multi-Stakeholder Policy to clearly state our commitment to building up relationships with our employees, suppliers, and various other stakeholders. (See [▶ p. 24](#) for details)

We will continue to implement initiatives to strengthen cooperative relationships, placing great importance on two-way communication with our suppliers and taking the opinions and evaluations we receive to heart.



**Declaration on Building Partnerships (J)**  
<https://www.biz-partnership.jp/declaration/78360-05-05-kanagawa.pdf>




**Multi-Stakeholder Policy (J)**  
[https://www.okamura.co.jp/corporate/sustainability/policy/multi\\_stakeholder\\_2412.pdf](https://www.okamura.co.jp/corporate/sustainability/policy/multi_stakeholder_2412.pdf)

## Establishing Points of Contact for Consultation/Reporting for Suppliers

The Okamura Group has established points of contact for consultation and reporting to deal with inquiries from suppliers regarding potential or actual violations (including issues related to quality, responsible mineral sourcing, environmental impact, and human rights) of laws or corporate ethics by the Group.

By sincerely responding to consultations and reports that reach us through these points of contact, the Okamura Group proactively strives to strengthen its compliance in accordance with the Okamura Group Sustainable Procurement Guidelines and to build and maintain healthier relationships with suppliers.

In November 2023, we broadened the scope of the consultation and reporting contact points for suppliers to also include behaviors that impede the establishment of partnerships during transactions with the Okamura Group.



**Points of contact for consultation/reporting for suppliers (J)**  
<https://www.okamura.co.jp/soudan/>

## Promoting Sustainable Procurement

To promote sustainable procurement, we inform our suppliers of the Okamura Group Sustainable Procurement Guidelines and request their cooperation. We also conduct surveys of suppliers regarding human rights, the environment, corrupt practices, quality, etc., and conduct on-site audits of high-risk suppliers based on assessments of social and environmental risks and the results of sustainable procurement surveys. In addition, the basic transaction agreements that we conclude with our suppliers incorporate the obligation to cooperate with the Okamura Group's sustainability activities, including complying with our Sustainability Policy and taking appropriate measures regarding subcontractors.

### Informing Suppliers of the Sustainable Procurement Guidelines and Requesting Cooperation

In order to familiarize our suppliers with the purpose and content of the Okamura Group Sustainable Procurement Guidelines and to encourage them to put the guidelines into practice, we provide explanations when initiating transactions, notify them of revisions to the guidelines and other important matters related to sustainable procurement as appropriate, and host lectures at regularly held cooperation meetings where we provide explanations and request their cooperation.

### Sustainable Procurement Surveys of Our Suppliers

We conduct sustainable procurement surveys aimed at ascertaining the status of initiatives undertaken by our suppliers (human rights, environment, corrupt practices, quality, etc.) in addition to requesting their cooperation (self-evaluation via surveys).

When selecting suppliers to be surveyed, we consider factors such as transaction volumes and the impact on the environment and society. In fiscal 2024, a total of 639 suppliers were surveyed. We additionally asked the participants to consent to the Okamura Group Sustainable Procurement Guidelines and the signature of the manager in charge on the response to the questionnaire, and received replies from 632 companies.

We will promote sustainable procurement by continuing to conduct surveys in the future as well, and channel the results obtained to improving supply chain management. (See [▶ p. 173](#) for data)

### Activities Aimed at Improving Suppliers' Understanding and Encouraging Promotion of Initiatives

As part of our efforts to improve our suppliers' understanding of sustainable procurement, we distributed a video at the time of the sustainable procurement survey for fiscal 2024, explaining the background for the emphasis placed on sustainable procurement as well as domestic and international trends (climate change, working conditions, human rights, corruption, etc.) to the 639 suppliers.

Feedback was also provided to each company after the survey results were compiled. In the feedback, in addition to the results, we indicate key points for future improvement and promotion of initiatives.

We will continue to expand our activities to improve our suppliers' understanding and their promotion of initiatives. (See [▶ p. 173](#) for data)

### Conducting On-Site Audits of Suppliers

In fiscal 2024, we conducted on-site audits at five companies in Japan, based on the results of social and environmental risk assessments and sustainable procurement surveys. The audit began with an explanation of domestic and international trends in sustainability and Okamura's approach to sustainable procurement, followed by an in-depth interview based on the supplier's responses to the sustainable procurement survey that had been completed in advance and an on-site check focusing on initiatives related to safety, quality, and the environment.

We will continue to encourage our suppliers to undertake initiatives aimed at sustainability by conducting on-site audits as appropriate, taking into consideration such factors as transaction volumes, survey results, and the magnitude of the impact on the environment and society. (See [▶ p. 173](#) for data)



Conducting an on-site audit of a supplier

### Specialized Training for In-House Personnel in Charge of Purchasing

Recognizing that the knowledge and understanding of persons in charge of purchasing is essential for the promotion of sustainable procurement, we provide them with specialized training.

In May 2024, a study session was held for 20 production plant purchasing staff, focusing on the background and key issues of sustainable procurement as well as important considerations in their roles as personnel in charge of purchasing. In December 2024, an explanatory session on the Okamura Group’s sustainable procurement was held prior to its implementation for 38 people in charge of purchasing at production plants, delivery and installation work-related departments, and subsidiaries and associates, in which the background of the initiative as well as the importance of surveys was explained to them, followed by more detailed specialized training.

We plan to continue such educational activities in the future. (See [▶ p. 173](#) for data)

### Responsible Mineral Procurement (Conflict Minerals)

The fact that some of the minerals mined in the Democratic Republic of Congo and neighboring countries as well as in conflict-affected and high-risk regions are funding armed groups and exacerbating conflict has become an international issue.

We consider it our corporate social responsibility to resolve the issues arising from such minerals, and have formulated the Okamura Group Responsible Mineral Procurement Policy in May 2024 with the aim of eliminating the use of such raw materials as well as parts and components that contain them. In line with this policy, the Purchasing and Sustainability Promotion Departments work together to monitor external trends, evaluate risks, and implement countermeasures by referring to the Due Diligence Guidance for Responsible

Supply Chains of Minerals from Conflict-Affected and High-Risk Areas issued by the OECD\*<sup>1</sup>.

The Powertrain Division has conducted a survey using the Conflict Minerals Reporting Template (CMRT)\*<sup>2</sup>. Additionally, in fiscal 2024, we conducted a survey of our production plants using the templates for responsible mineral procurement (CMRT\*<sup>2</sup> and EMRT\*<sup>3</sup>) for materials identified as potentially containing conflict minerals, and found no issues. We will continue to monitor our plants beyond 2025. With the cooperation of our suppliers, we will continue our efforts to avoid the use of high-risk raw materials and components.

\*<sup>1</sup> OECD: Organisation for Economic Co-operation and Development. An international organization whose objective is to discuss all aspects of the international economy.

\*<sup>2</sup> Conflict Minerals Reporting Template (CMRT): A reporting template issued by the Responsible Minerals Initiative (RMI), which establishes guidelines on conflict minerals

\*<sup>3</sup> Extended Minerals Reporting Template (EMRT): A reporting template issued by the Responsible Minerals Initiative (RMI), which establishes guidelines on conflict minerals



**Okamura Group Responsible Mineral Procurement Policy (J)**  
[https://www.okamura.co.jp/corporate/sustainability/policy/responsible\\_mineral\\_procurement.pdf](https://www.okamura.co.jp/corporate/sustainability/policy/responsible_mineral_procurement.pdf)

# Proper Information Disclosure

The Okamura Group discloses information to stakeholders in a timely and appropriate manner. In addition, we actively disclose information considered to be useful, aim for highly transparent management, and strive to gain even greater trust and appreciation from our stakeholders by communicating through various channels.

## Approaching Diverse Stakeholders

The Okamura Group strives to disclose information appropriately in accordance with laws and regulations, as well as to proactively disclose information deemed important for stakeholders through various means. (See [▶ p. 24](#) for related information)

### Communication Through Various Booklets

In order to communicate better with stakeholders, the Okamura Group publishes a variety of booklets and makes them available on its website, such as Integrated Reports, “OKAMURA TODAY” (company profile) and “OKAMURA REPORT” (newsletter for shareholders), providing information on management policies and business conditions.



Left: Company profile Right: Integrated report



 **OKAMURA TODAY  
(company profile)**  
<https://ir.okamura.co.jp/en/library/annualreport/>



Newsletter for shareholders

 **Integrated Report**  
<https://ir.okamura.co.jp/en/library/integrated-report/>

 **OKAMURA REPORT (J)  
(newsletter for shareholders)**  
<https://ir.okamura.co.jp/library/shareholder/>

### Offering More Information Through the Website

We strive to provide information that meets the various needs of stakeholders in an accurate and easy-to-understand manner, including information on management policies and overall business activities, solutions and products, IR, and sustainability, through the Okamura Group’s website.


We disclose financial information and management plans in a timely and appropriate manner on the IR information website. In addition, we are working to provide more information to shareholders and investors by, for example, providing videos of financial results briefings. In addition, our Sustainability site introduces related policies and initiatives in each field, and updates information so that visitors to the site can keep up with the latest initiatives and implementation status.


Our media platform, Okamura Live :) -Okamura Live Smile, showcases initiatives that offer a glimpse into Okamura’s corporate culture and workplace, taking as the starting point the core principle of the Okamura Way, “Making People Thrive.” We will continue to provide the information that our stakeholders need and find useful, while improving accessibility and usability.


#### Okamura Website

Available in Japanese, English, and Chinese

 **Corporate website (J)**  
<https://www.okamura.co.jp/>

 **IR information**  
<https://ir.okamura.co.jp/en/>

 **Sustainability information (J)**  
<https://www.okamura.co.jp/corporate/sustainability/>

 **Okamura Live :) -Okamura Live Smile (J)**  
<https://live.okamura.co.jp/>

 **Global website**  
<https://www.okamura.com/>

### Sharing Information via Social Media

Okamura operates official corporate accounts on various social media channels. We share information in ways that take advantage of the characteristics of each channel, in order to communicate better with various stakeholders.

● **X**  
Official Japanese account:  
@okamuraJP  
Corporate PR: @okamura\_corp



● **Facebook**  
@okamura.corp



● **YouTube**  
<https://www.youtube.com/@OkamuraCorporation>



● Instagram  
● Note

● LinkedIn  
● Pinterest

# Coexisting with Local Communities and Society

In order to grow together with local communities, the Okamura Group strives to interact with and contribute to society through participation in social and environmental activities in each community and contribute to the creation of a sustainable society by developing human resources, disseminating information and providing opportunities to solve social issues, utilizing the knowledge and experience accumulated through our business activities.

## Okamura Group Social Contribution Activities Policy

In May 2021, we formulated the Okamura Group Social Contribution Activities Policy based on the Basic Policy, which has been passed down since our founding, with the aim of promoting initiatives that contribute to solving a wide range of social issues. This policy clearly states our stance on initiatives such as coexisting with society through dialogue and interaction, utilizing the knowledge and experience accumulated through our business, and supporting employee activities.

 **Okamura Group Social Contribution Activities Policy (J)**  
[https://www.okamura.co.jp/corporate/sustainability/policy/social\\_contribution\\_activities\\_policy.pdf](https://www.okamura.co.jp/corporate/sustainability/policy/social_contribution_activities_policy.pdf)

## Operational Rules for Activities that Contribute to Society

In March 2022, we established operational rules for activities that contribute to society, in order to make more meaningful contributions to society through our activities based on the needs of local communities and society. The rules stipulate that the activities must be highly social and public in nature, be widely accepted by society, and should be undertaken after objective evaluations of their positive impact on society and correlation with our business activities from a long-term perspective, etc.  
We will continue to improve our activities in accordance with these rules.


## Volunteer Leave

We have established a volunteer leave system to support employee participation in volunteer activities. Employees may

use up to five days a year from their injury and illness leave (paid leave) as volunteer leave. We are promoting the use of this system by introducing volunteer leave testimonials on the intranet and in the in-house magazine, along with information on how to apply for it. (See [▶ p. 173](#) for data)

## Okamura Group Social Contribution Activities Archive published

The Okamura Group Social Contribution Activities Archive was published in March 2025. The archive showcases sustainability initiatives that contribute to society, such as support for cultural and artistic activities and for sports, carried out by Okamura Group employees in collaboration with local communities and schools.

 **Okamura Group Social Contribution Activities Archive (J)**  
[https://www.okamura.co.jp/corporate/sustainability/report/pdf/okamura\\_social\\_contribution\\_activities.pdf](https://www.okamura.co.jp/corporate/sustainability/report/pdf/okamura_social_contribution_activities.pdf)



The Okamura Group Social Contribution Activities Archive

## Participating in Local Community Activities

At each base of the Okamura Group, we actively participate in and cooperate with the local community by taking part in events and clean-up activities, letting local residents use our

sports fields, and providing assistance during emergencies such as natural disasters.

## Major Local Community Activities in fiscal 2024

- Sports field lent out to youth baseball teams (Sanyo Okamura Corporation)
- Sports field provided as the venue for the Hill Climb Challenge GranFondo Takahashi 2024 supported by Hare Iro Cycling Okayama (Sanyo Okamura Corporation)
- Participated in the Higashiosaka City (Osaka Prefecture) open-factory event, “Let’s Go Visit Factories!” (Kansai Okamura Corporation)
- Conducted plant tours for local residents and children (See [▶ p. 149](#) for details)
- Local cleanup activities (at each production plant and distribution center)
- Blood donation drives (at each production plant and office)

## Community Activities at Overseas Bases

At our overseas bases, we actively pursue initiatives that are rooted in the local community, interacting with residents and making donations. In fiscal 2024, Siam Okamura International (Thailand) supported the local community by donating to children and mothers from minority hill tribes through a local NGO.



Donations made through a local NGO (Siam Okamura International)



Support for Sports

The Okamura Group supports sports activities in various ways, providing its sports fields for use by local teams and by sponsoring professional sports teams and events. An employee of NS Okamura plays for the Nippon Steel Kamaishi Seawaves, a team in Division 2 of Japan Rugby League One. In April 2021, we hired a para-athlete as an employee, and continue to support his athletic activities.

<Examples of Sports Team Sponsorship>

- Yokohama FC
- Nippon Steel Kamaishi Seawaves



Takumi Tokairin of NS Okamura is a member of the team (center, in red uniform)

Disaster Relief

The Okamura Group provides assistance to victims of large-scale natural disasters in Japan, as well as assistance in the form of donations, contributions and supplies for reconstruction of the affected areas. Also, Okamura is a supporting member of Japan Platform (JPF), a specified non-profit organization that brings together individuals, NGOs, the business community, and the government in an equal partnership to provide emergency humanitarian assistance in the event of a conflict or disaster.

Communication with Stakeholders at Production Plants

At Okamura Group production plants, we actively participate and cooperate in local community activities by engaging with local residents.

Factory Tours and Social Gatherings

At Okamura Group production plants, we conduct factory tours for children wanting to know more about the work that goes on in companies, as well as customers. In the factory tour, visitors see how products are made, the innovative techniques we employ, and how we nurture talent through the passing down of technology. At social gatherings and company tours regularly held for members of the local community, we show visitors our production process and waste processing facilities, explain our environmental initiatives, and create opportunities to

exchange opinions in order to improve the understanding of local residents and offer them peace of mind.

Cooperating with Local Communities in the Event of a Disaster

In order to be able to respond quickly in the event of a disaster, Okamura Group production plants conclude cooperation agreements with administrative entities in the regions where they operate and participate in local disaster prevention activities.

Major Agreements Related to Disasters

Location	Summary
Takahata Plant	Agreement concluded on cooperation in times of disaster (Sawaguchi Village Association)
Oppama Plant	Pillar Organizations Necessary for Yokosuka (Yokosuka City)
Fuji Plant	Agreement concluded on disaster relief cooperation with Gotemba City (Gotemba City) Gotemba City Fire Brigade cooperative plant (Gotemba City)

TOPICS

Supporting Children Receiving Treatment and Their Families: Parent-Child Factory Tour



Since fiscal 2023, Okamura has partnered with the Cheer Families On! initiative, launched by medical staff caring for pediatric cancer patients at Kanagawa Children's Medical Center. On July 26, 2024, we hosted a Parent-Child Factory Tour at the Oppama Plant for children receiving care at Kanagawa Children's Medical Center and their families, wishing to present a precious summertime memory of witnessing firsthand how things are made to the children. During the factory tour, the children observed chair production from up close, tested their comfort in the plant's showroom, and enjoyed hands-on crafting using leather left over from making chairs. There were eager questions from the participating children, and the tour proved to be a meaningful and enlightening experience for the employees as well. We will continue to engage with the local community, and create opportunities for children to learn and experience new things.



Factory tour



Hands-on crafting session



VOICE



Mr. K

Majors in information design at university



Ms. M

Majors in environmental design at university

4

QUALITY EDUCATION

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PARTNERSHIPS FOR THE GOALS

## From Recipients of the JEES • Okamura Scholarship for the Development of the Next Generation

My work mainly involves photography, video and design. Right now, I'm making pinhole cameras using scrap materials and old household appliances. I am exploring new forms of expression by making my own cameras and taking pictures with them. Apart from creating images, I've successfully organized a student-led film festival. Trying something new is always challenging, but the greatest difficulties I faced were related to costs. The scholarship has helped me not only with my day-to-day expenses and creative endeavors, but also to take on new challenges. In the future, I hope to travel abroad and be inspired by new experiences different from my everyday life, and use that as a foundation for my future work. The student gathering was not only a valuable opportunity to connect with fellow scholarship recipients and Okamura staff, but also enabled me to understand Okamura's products and initiatives better. It was a very meaningful experience for me.

During my four years at university, I studied environmental design, including architecture, interior design, and landscape design. I am particularly interested in architecture and landscape design that is deeply connected to the local community and the relationship between residents and their neighborhood. For my graduation project, I am designing a facility for an urban stream to be situated in the local area. When designing architecture rooted in the local community, I believe it is crucial to visit the area firsthand to learn about its climate and culture. The scholarship money has been used not only toward tuition but also toward extracurricular activities that have helped broaden my knowledge and perspective on design, such as visiting notable buildings around the country and participating in overseas design workshops. Thanks to this scholarship, I have been able to enjoy a more fulfilling university life, and I am deeply grateful. After graduation, I plan to go on to graduate school, focusing on the study of architecture that is harmoniously integrated with the local community. Since that field also involves design, I plan to continue my studies in design as well, with the hope of working with Okamura someday.



Gathering of scholarship recipients

### Nurturing Talent by Leveraging Practical Experience as University Lecturers

Okamura employees have continued to serve as part-time lecturers in universities, utilizing their knowledge gained through work in areas such as design and research. Throughout the semester at Kanto Gakuin University and Nagoya City

University, employees give lectures as practitioners in the field of ergonomics, product design, and space design, introducing practical examples and new technologies. In addition, as special lecturers at the universities, Okamura employees help nurture the next generation through talks, seminars, and lectures on space design and product design.

### Supporting Middle and High School Students' Learning Through Participation in an Inquiry-Based Learning Program

Since fiscal 2022, Okamura has been participating in Corporate Access, a business exploration course within Quest Education, an inquiry-based learning program for middle and high school students developed and offered by Educa & Quest. In fiscal 2024, Okamura presented the students with the mission of “Come up with an innovative service that will help people discover the appeal of human frailty!” Participating middle and high school students tried their hand at real corporate tasks such as fieldwork and surveys, working in teams to accomplish the mission. Okamura employees supported the students' research activities through school visits and other forms of assistance. We also invited the team that won Okamura's 1st prize at the Quest Cup 2025 National Competition, which marked the culmination of fiscal 2024 activities, to visit our showroom.

By helping the next generation learn independently, Okamura nurtures real-life skills, and by envisioning the future together with middle and high school students, we also nurture the talent of our own workforce.

Middle and high school students showcase their achievements at the Quest Cup 2025 National Competition

The team that won Okamura's 1st prize is invited to the showroom

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## TOPICS

### A Workshop for Children, “Let’s Design the Supermarket of the Future!”



Members of the Research Lab that Creates the Future of Stores (MISEIKU LAB) and the Store Design Department within Okamura’s Store Displays Division organized a workshop at the Tokyo Midtown Design Hub Kids Workshop 2024, hosted by the Tokyo Midtown Design Hub, which is operated by the Japan Institute of Design Promotion, the Japan Graphic Design Association, and the Tama Art University Bureau (TUB). At this workshop, children had the chance to imagine themselves as supermarket managers for a day. They were invited to freely design furniture and interior decor under the theme, “Let’s Design the Supermarket of the Future!” and to create a model of a corner of their imagined supermarket.

First, the children were given an explanation of how supermarkets and stores were currently designed, and shown photos of Okamura’s products and store displays. Next, the children were encouraged to come up with ideas for the store’s design, expanding on its concept and corners, and asked to freely express their ideas through words and drawings on paper. Each child was then given a white box to decorate with interior furnishings and furniture, creating their own model of the “supermarket of the future.” Store designers and MISEIKU LAB members helped out by asking questions like, “Where do you think tomatoes should go in the vegetable section?” and “What kind of signage would encourage people to buy?” as they joined the parents and children in brainstorming ideas for each supermarket. In time, after arranging the produce and decorating with stickers and illustrations, each unique supermarket was completed. Lastly, the models were lit up, and children gave a presentation about his or her work in front of everyone. The Okamura staff were also inspired by the free thinking that only children are capable of, and gained fresh insights that could be applied in their own work. We at Okamura will continue to utilize our accumulated experience in making things to pursue various activities that engage with society.



Making models



A completed model of a supermarket of the future promises to make shopping fun




# Data















Data Related to Promotion of Sustainability

Sustainability Action Plan

Self-assessment legend ☺ = Goal achieved ☹ = Partially achieved ☹☹ = Not achieved

Areas	Material Issues (material issues marked with ★)	KPIs	Fiscal 2024 Targets	Fiscal 2024 Results	Fiscal 2025 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	Please see the Midterm Management Plan 2025  Disclosed May 10, 2023 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>	<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>Demand focused on addressing management issues essential to corporate growth contributed to sales and profits</li><li>R&amp;D on store creation made progress, centered on MISEIKU LAB ☺</li><li>Development of products and services that contribute to smart logistics has advanced to the pre-commercialization stage</li></ul>	Continue with fiscal 2023 targets	Realize a society where people can thrive by providing new value to customers and society
	★ Providing safe products and services 9 12	Number of serious product accidents *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.	0	1 ☹☹	0	—
	★ Promotion of a circular economy 3 6 7 9 12 13 14 15 17	Promote resource recycling through conserving resources and reducing waste  Promote environmentally conscious planning and design in product development	Generation of production-related waste, etc. Reduce by 1.0% YoY per in-house finished production unit  Set management indicators for environmentally conscious products and monitor their status	Reduced by 2.3% YoY per unit ☺  Set management indicators and monitored progress monthly ☹	Generation of production-related waste, etc. Reduce by 1.0% YoY per in-house finished production unit  Set management indicators and monitor the performance of environmentally friendly products developed	Reduce production-related waste generation per unit by 9% in fiscal 2030 compared to fiscal 2020  —
Global environmental initiatives	★ Sustainable use and conservation of natural resources 6 12 13 14 15 17	Promote sustainable use of forest resources  Reduce the impact on the environment	Reconfirm legality based on the Timber Use Policy  Use of water resources: Reduce by 1.0% YoY per in-house finished production unit	One minor non-conformity found during the audit necessary to maintain FSC certification ☹☹  Reduced by 8.4 % YoY per unit ☺	Establish a process to confirm legality of timber  Use of water resources: Reduce by 1.0% YoY per in-house finished production unit	—  Reduce water use by 10% in fiscal 2030 (compared to fiscal 2020)
	★ Contributing to resolving climate change issues and realizing carbon neutrality 7 9 13 15 17	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>	Reduce Scope 1+2 emissions by 20% compared to fiscal 2020 across the entire Group <ul style="list-style-type: none"><li>Industrial fuel consumption: Reduce by a five-year average of 1.0%</li><li>Vehicle fuel consumption: Reduce by a five-year average of 5.0%</li></ul>	CO <sub>2</sub> emissions fell by 30.8% compared to fiscal 2020 <ul style="list-style-type: none"><li>Industrial fuel consumption: Reduced by a five-year average of 1.1% ☺</li><li>Vehicle fuel consumption: Reduced by a five-year average of 15.3%</li></ul>	Reduce Scope 1+2 emissions by 36% compared to fiscal 2020 for the entire Group <ul style="list-style-type: none"><li>Industrial fuel consumption: Reduce by a five-year average of 1.0%</li><li>Vehicle fuel consumption: Reduce by a five-year average of 5.0%</li></ul>	Reduce greenhouse gas emissions by 50% in fiscal 2030 (compared to fiscal 2020); aim to achieve carbon neutrality by fiscal 2050
		Increase energy productivity	Efficient use of energy in compliance with the Energy Conservation Act <ul style="list-style-type: none"><li>Production-related energy consumption per unit: Reduce by 1.1% YoY per in-house finished production unit</li><li>Office-related energy consumption per unit: Keep energy consumption per unit per total headcount at current levels</li></ul>	<ul style="list-style-type: none"><li>Production-related energy consumption per unit: Reduced by 4.0% YoY</li><li>Office-related energy consumption per unit: Reduced by 2.1% YoY ☺</li></ul>	Efficient use of energy in compliance with the Energy Conservation Act <ul style="list-style-type: none"><li>Production-related energy consumption per unit: Reduce by 1.1% YoY per in-house finished production unit</li><li>Office-related energy consumption per unit: Keep energy consumption per unit per total headcount at current levels</li></ul>	Improve energy productivity by 10% in fiscal 2030 (compared to fiscal 2020)

The numbers above indicate the related SDGs.

Areas	Material Issues (material issues marked with ★)	KPIs	Fiscal 2024 Targets	Fiscal 2024 Results	Fiscal 2025 Targets	Mid- to Long-Term Targets
Global environmental Initiatives	<b>Environmental conservation activities in manufacturing</b> 3 6 9 11 12 14 15	Reduce the impact on the environment	Release/transfer of PRTR substances: Reduce by 1.0% YoY per in-house finished production unit	Reduced by 24.9% YoY per unit 	Release/transfer of PRTR substances Reduce by 1.0% YoY per in-house finished production unit	Reduce released/transferred PRTR substances per unit by 10% in fiscal 2030 (compared to fiscal 2020)
	<b>Preventing environmental pollution</b> 3 6 11 12 14 15	Measures to prevent pollution and control hazardous chemical substances	Prevention of air, water, and soil pollution, proper treatment of mercury-containing waste, CFC-related facility inspections and leakage management	No legal violations 	Prevention of air, water, and soil pollution, proper treatment of mercury-containing waste, CFC-related facility inspections and leakage management	Comply with environmental laws and regulations, and gather information
Pursuing employee engagement*	★ <b>Promotion of “Work in Life”</b> 3 8	Improve employee satisfaction and engagement	<ul style="list-style-type: none"><li>● Improve engagement score</li><li>● Designate priority items for improvement</li></ul>	<ul style="list-style-type: none"><li>● Achieved engagement score of “B”</li><li>● Designated priority items and implemented measures for improvement</li></ul> 	<ul style="list-style-type: none"><li>● Improve engagement score</li><li>● Designate priority items for improvement</li><li>● Implement measures for improvement</li><li>● Improve D-rated departments</li></ul>	Achieve a rating of “B” by fiscal 2025
	★ <b>Promotion of DE&amp;I (Diversity, Equity &amp; Inclusion)</b> 5 8 10	Percentage of female employees	23%	22.7% 	23%	—
		Percentage of female managers	7%	7.3% 	7.5%	—
		Percentage of female new graduate hires (university graduates)	40–50%	41.9% 	Will not be managed as a target from fiscal 2025 onward as the target has already been achieved	—
		Percentage of male employees taking childcare leave	65%	69.2% 	70%	—
		Combined percentage of male employees taking childcare leave and spousal maternity leave	100%	101.9% 	100%	—
		Percentage of employees with disabilities	2.58%	2.32% (as of June 1, 2025) 	2.5%	Fiscal 2025: 2.7%
	★ <b>Supporting career development and strengthening specialized human resources development</b> 4 8	Implementation rate of skill development interviews	100%	97% 	100%	—
		Implement various measures for specialized jobs to further foster specialist skills	Plan and manage programs for specialized human resources development in line with each Division's strategies	<ul style="list-style-type: none"><li>● Implemented DX Learning Platform</li><li>● Offered training for operation and management engineers</li><li>● Offered Okamura Thinking program to absorb design thinking</li><li>● Ascertained necessary qualifications</li></ul> 	Continue to plan and manage training programs for specialized human resources development in line with each division's strategies	—
		Survey on participation in the Okamura University, “Towards Your Future Career”	95% of participants answer that it would be helpful for their future career	92.2% of participants answered that it was helpful for their future career 	95% of participants answer that it would be helpful for their future career	—

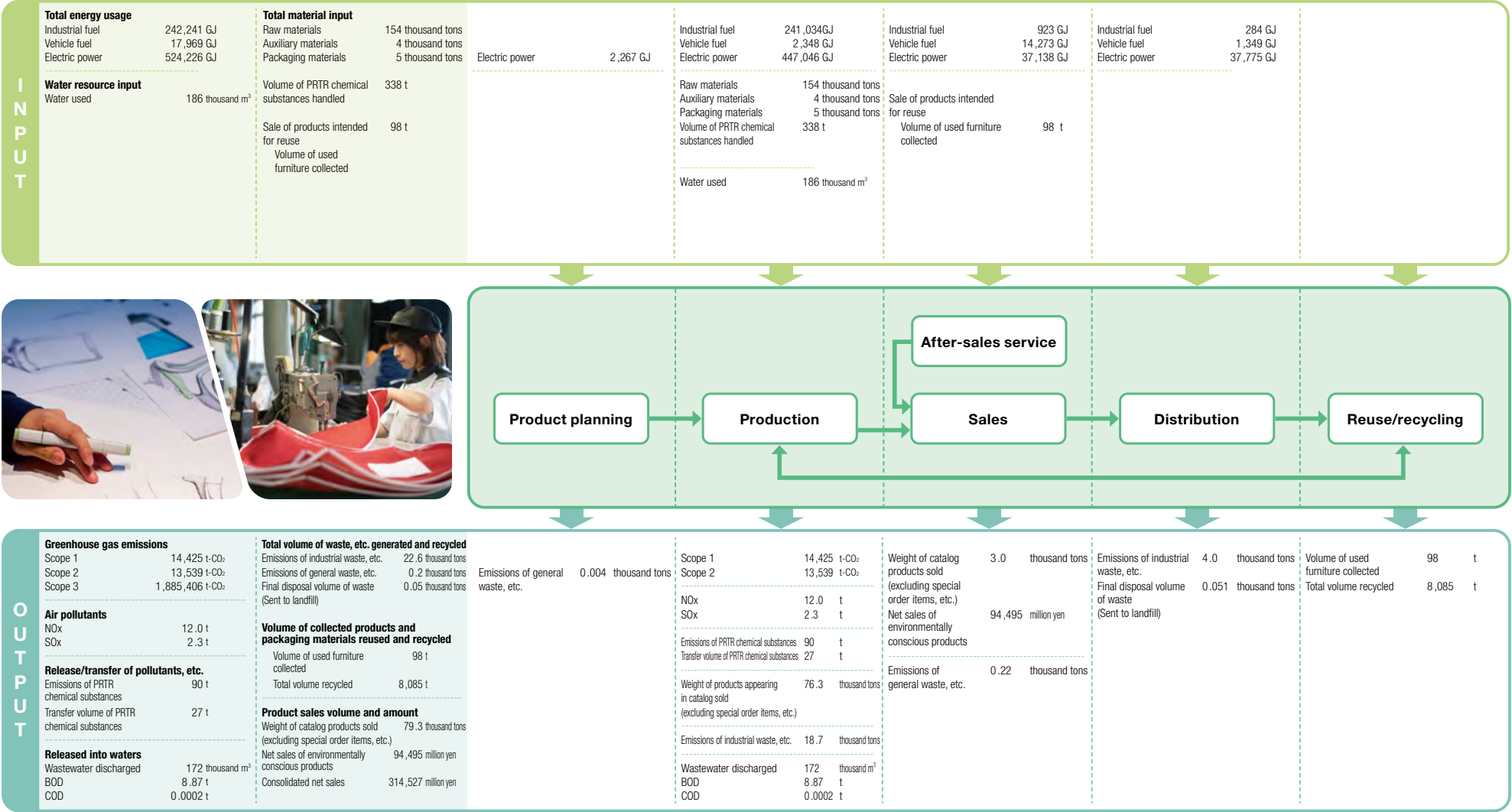
The numbers above indicate the related SDGs. \* Target scope: Okamura Corporation only

Areas	Material Issues (material issues marked with ★)	KPIs	Fiscal 2024 Targets	Fiscal 2024 Results	Fiscal 2025 Targets	Mid- to Long-Term Targets
Pursuing employee engagement*	<b>Making our workplaces healthier and safer</b> <div>38</div>	Average annual paid leave acquisition rate	80%	71.2% <div>☹️</div>	80%	-
		Regular general health examination uptake rate	100%	100% <div>😊</div>	100%	100%
		Stress check uptake rate	100%	99.8% <div>☹️</div>	100%	100%
		Percentage of smokers	25%	25.9% <div>☹️</div>	24%	Fiscal 2025 1% less than the previous fiscal year
		Percentage of persons subject to “active support” or “motivational support” (those 40 or older who have undergone health examinations)	-	7.3% and 4.8%, respectively <div>😊</div>	8.5% and 5%, respectively	Fiscal 2025 8% or less, and 5% or less, respectively
	<b>Execution of work through teamwork</b> <div>817</div>	“Dialogue” <sup>**</sup> implementation rate	100%	84.6% <div>☹️</div>		-
Responsible corporate behavior	★ <b>Fair, transparent, honest behavior</b> <div>58101617</div>	Implementation rate of sustainable procurement surveys	70% based on transaction amount	Surpassed 70% based on transaction amount Surveyed 639 companies with a 98.9% response rate <div>😊</div>	Surpass 70% or more based on transaction amount	—
		Implementation rate of sustainable procurement on-site audits	100% for high-risk suppliers	100% for high-risk suppliers; on-site audits conducted for 5 companies <div>😊</div>	100% for high-risk suppliers	
		Implement and expand in-house human rights education for synergy effects with sustainable procurement	Provide training to departments related to purchasing	Continued to provide training <div>😊</div>	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% <div>😊</div>	100%	
		Expansion of compliance training	Implement compliance training	<ul style="list-style-type: none"> <li>Conducted company-wide compliance training (4 times/year)</li> <li>Implemented other subject-specific training</li> </ul> <div>😊</div>	<ul style="list-style-type: none"> <li>Conduct company-wide compliance training (3 times/year)</li> <li>Implement other subject-specific training</li> </ul>	
	★ <b>Strengthening risk management</b> <div>101116</div>	Establish Business Continuity Plan (BCP) for disasters	<ul style="list-style-type: none"> <li>Review the disaster response manuals</li> <li>Establish Business Continuity Plan (BCP) for disasters</li> </ul>	<ul style="list-style-type: none"> <li>Continuing review of the disaster response manuals in line with BCP</li> <li>Completed the establishment of BCP for disasters, scheduled to implement in fiscal 2025</li> </ul> <div>☹️</div>	<ul style="list-style-type: none"> <li>Review the disaster response manuals</li> <li>Conduct public relations activities for and spread awareness of BCP</li> </ul>	—
		Continue dialogue with stakeholders and reflect their input in our initiatives	Conduct stakeholder dialogues with various external ESG-related experts	Continued implementation <div>😊</div>	<ul style="list-style-type: none"> <li>Conduct stakeholder dialogues with various external ESG-related experts</li> <li>Creative dialogue with investors</li> </ul>	—
	★ <b>Proper information disclosure and dialogue with stakeholders</b> <div>1617</div>	Establishment of strategic activities aimed at contributing to society	Continue social contribution activities with employee participation	<ul style="list-style-type: none"> <li>Carried out social contribution activities with employee participation</li> <li>Unveiled the Okamura Group Social Contribution Activities Archive</li> </ul> <div>😊</div>	Continue social contribution activities with employee participation	—
	<b>Coexisting with local communities and society</b> <div>17</div>					
	<b>Corporate governance</b> <div>581016</div>	Strengthen governance by increasing diversity, independence, and objectivity of the Board of Directors	<ul style="list-style-type: none"> <li>Maintain percentage of independent outside directors at 100%</li> <li>Percentage of female directors: 25% or higher</li> </ul>	<ul style="list-style-type: none"> <li>Successfully maintained percentage of independent outside directors at 100%</li> <li>Achieved percentage of female directors of 25%</li> </ul> <div>😊</div>	<ul style="list-style-type: none"> <li>Maintain percentage of independent outside directors at 100%</li> <li>Percentage of female directors: 25% or higher</li> </ul>	—

The numbers above indicate the related SDGs. \*Target scope: Okamura Corporation \*\*“Dialogue”: company-wide initiative to resolve workplace issues and improve the environment via discussions with colleagues

Environmental Data

Balance of Environmental Impact Associated With Okamura Group Business Activities (Fiscal 2024)



Responding to climate change

CO<sub>2</sub> emissions

“●” Mark: Fiscal 2024 data subjected to third-party verification

		Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Verification	GRI
Scope 1		t-CO <sub>2</sub>	14,605	15,003	13,840	14,035	14,425	●	
	Energy-derived carbon dioxide	t-CO <sub>2</sub>	14,448	14,836	13,698	13,800	14,182		305-1
	Non-energy-derived carbon dioxide	t-CO <sub>2</sub>	158	168	142	236	243		
Scope 2	Market-based	t-CO <sub>2</sub>	25,797	17,821	16,932	14,583	13,539	●	305-2
	Location-based	t-CO <sub>2</sub>	25,070	17,640	26,148	26,594	26,439	●	
Scope 1+2 Total	Market-based	t-CO <sub>2</sub>	40,402	32,825	30,771	28,619	27,965	●	
	Intensity	t-CO <sub>2</sub> /million yen	0.165	0.126	0.111	0.096	0.089		305-4
	Volume reduced	t-CO <sub>2</sub>	-2,067	-7,577	-2,053	-2,153	-654		305-5
Scope 3		t-CO <sub>2</sub>	1,351,937	1,392,551	1,523,303	1,467,000	1,885,406		305-3
	Purchased products and services	t-CO <sub>2</sub>	679,567	728,993	771,590	794,382	789,877	●	
	Capital goods	t-CO <sub>2</sub>	29,189	26,478	19,506	63,900	60,619	●	
	Fuel- and energy-related activities not included in Scope 1 and 2	t-CO <sub>2</sub>	7,210	7,551	7,321	7,444	7,906	●	
	Upstream transportation and distribution	t-CO <sub>2</sub>	23,971	26,025	25,333	29,054	28,416	●	
	Waste generated in operations	t-CO <sub>2</sub>	3,291	3,155	3,928	4,526	2,115	●	
	Business travel	t-CO <sub>2</sub>	2,160	2,720	3,354	3,453	3,956	●	
	Employee commuting	t-CO <sub>2</sub>	5,246	4,944	4,993	5,069	5,291	●	
	Upstream leased assets	t-CO <sub>2</sub>	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable		
	Downstream transportation and distribution	t-CO <sub>2</sub>	1,861	1,884	1,820	1,734	5,865	●	
	Processing of sold products	t-CO <sub>2</sub>	1,123	1,268	1,217	1,264	788		
	Use of sold products	t-CO <sub>2</sub>	586,396	578,561	670,818	540,922	968,094	●	
	End-of-life treatment of sold products	t-CO <sub>2</sub>	11,923	10,973	13,422	15,252	12,479	●	
	Downstream leased assets	t-CO <sub>2</sub>	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable		
	Franchises	t-CO <sub>2</sub>	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable		
	Investments	t-CO <sub>2</sub>	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable		
Total of Scope 1+2+3	Market-based	t-CO <sub>2</sub>	1,392,339	1,425,376	1,554,075	1,495,595	1,913,371		305-4

Energy consumption

		Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Verification	GRI
Power consumption		GJ	543,478	578,036	571,385	577,414	524,226		
		(kWh)	(55,281,005)	(58,834,326)	(59,044,670)	(60,202,795)	(61,572,879)		
	Renewable energy consumption	GJ	111	191,961	220,427	248,975	274,941		
		(kWh)	(11,122)	(19,569,671)	(23,354,472)	(26,812,008)	(30,794,888)		
	Percentage of renewable energy	%	0.02	33.3	39.6	44.5	50.0		
Gas (city gas, LPG, LNG)		GJ	241,190	251,790	233,456	235,512	241,700		
Fuel (kerosene, diesel, Bunker A, gasoline)		GJ	26,416	25,833	22,443	20,153	18,510		
Total		GJ	811,083	855,659	827,284	833,079	784,437	●	302-1
By region	Japan	GJ	797,662	839,229	802,771	809,351	759,627		
	China	GJ	11,720	14,906	21,331	20,292	19,231		
	Southeast Asia	GJ	1,702	1,524	2,978	3,199	5,360		
	North America	GJ	-	-	148	178	173		
	Europe	GJ	-	-	56	59	46		
Unit of energy consumption	Per unit of net sales	GJ/million yen	3.32	3.28	2.99	2.79	2.49		302-3
Volume of renewable energy generated	Volume consumed by the Company	GJ	111	3,498	0	0	3,412		302-1
		(kWh)	(11,122)	(350,896)	(889,195)	(1,446,546)	(947,847)		
	Volume sold	GJ	7,437	7,274	0	0	2,512		302-1
		(kWh)	(745,912)	(729,635)	(704,486)	(663,864)	(697,780)		
Volume of renewable energy generated		thousand tons × km	62,663	64,292	60,518	58,130	58,167		
Change in modal shift	Number of containers transported by rail	Units	1,951	1,282	1,429	1,529	1,495		
	Number of containers transported by rail	Units	741	684	738	732	826		

Scope of aggregation: Scope 1, Scope 2, Scope 3  
Fiscal 2020 onward: Okamura Group  
Emission intensity: Ministry of the Environment’s “Database of Emission Intensity for Calculating Greenhouse Gas Emissions of the Organization Throughout the Supply Chain”  
Ministry of the Environment’s “Greenhouse Gas Emissions Accounting and Reporting Manual,” List of Calculation Methods and Emission Coefficients for Greenhouse Gas Emissions  
AIST IDEA Ver. 3.5 (National Institute of Advanced Industrial Science and Technology IDEA Ver. 3.5)  
Ministry of the Environment, “Emission Coefficient by Electric Power Company”  
“IGES List of Grid Emission Factors”  
Order for Enforcement of the Act on Promotion of Global Warming Countermeasures  
Global Warming Potential (GWP)



Conserving and Recycling Resources

Water resources

● Mark: Fiscal 2024 data subjected to third-party verification

		Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Verification	GRI
Water withdrawal		m³	225,022	233,770	196,104	191,058	185,723	●	
	Tap water	m³	49,095	51,073	45,568	41,606	42,008		303-3
	Industrial water	m³	50,089	53,118	48,760	50,471	47,438		
	Groundwater	m³	123,679	126,991	99,111	96,217	93,760		
	Rainwater	m³	2,159	2,588	2,665	2,764	2,517		
Unit of water consumption	Per unit of in-house finished product	m³/ million yen	3.56	3.33	2.85	2.68	2.46		
Water Recycling	Volume of recycled water	m³	332,920	294,363	353,128	330,414	325,684	●	
	Recycling rate	%	59.7	55.7	64.3	63.4	63.7		
Wastewater discharged		m³	196,495	213,012	179,937	178,983	171,695	●	
	Released into public waters	m³	101,988	108,759	85,206	85,310	81,984		303-4
	Sewer	m³	94,507	104,253	94,731	93,673	89,711		
Water consumption		m³	28,527	20,759	16,167	12,075	14,027		303-5
Water quality control	Biochemical oxygen demand (BOD) emissions	tons	6.82	8.37	6.27	8.77	8.87	●	303-2
	Chemical oxygen demand (COD) emissions	tons	0.04	0.15	0.04	0.06	0.0002	●	

Scope of aggregation: Water used for business activities.

Fiscal 2020 onward: Okamura production and distribution locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation, FujiSeiko Co., Ltd., Hangzhou Okamura Transmission Co., Ltd.  
Fiscal 2022 onward: Okamura Group production locations

Resources

		Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Verification	GRI
Material input	Raw materials	tons	136,852	167,783	158,750	158,963	154,215		301-1
	Auxiliary materials	tons	4,195	4,507	4,341	4,212	3,553		
	Packaging materials	tons	4,233	4,516	5,109	4,882	4,945		
	Total	tons	145,279	176,806	168,199	168,057	162,714		
	Of which, recycled materials	tons	12,807	13,423	14,923	12,859	15,299		301-2
	Percentage of recycled materials	%	8.8	7.6	8.9	7.7	9.4		
Percentage of reclaimed products and packaging materials		%	9.6	11.1	10.7	9.7	10.3		301-3

Scope of aggregation: Material input

Fiscal 2020: Okamura production locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation  
Fiscal 2021 onward: Okamura Group production locations

Waste

● Mark: Fiscal 2024 data subjected to third-party verification

		Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Verification	GRI
Waste generated	Volume of industrial waste, etc. generated	tons	20,985	23,035	27,678	28,676	25,149		306-3
	Scrap metal	tons	12,719	14,800	14,087	15,032	15,214		
	Waste wood	tons	3,028	3,081	2,800	3,011	3,229		
	Waste plastic	tons	2,116	1,832	2,142	2,330	2,550		
	Sludge	tons	1,203	1,389	1,263	1,222	1,327		
	Other	tons	1,918	1,935	7,387	7,082	2,828		
	Volume of hazardous waste generated	tons	0.0	1.7	1.7	0.0	0.0		
Waste diverted from disposal		tons	18,357	20,318	25,047	25,876	22,475		306-4
Preparation for reuse	On-site	tons	0	0	0	0	0		
	Off-site	tons	18,357	20,141	24,903	25,722	22,313		
Recycled weight	On-site	tons	0	0	0	0	0		
	Off-site	tons	0	177	145	154	163		
Waste directed to disposal		tons	2,622	2,717	2,631	2,800	2,687		306-5
Incineration (with energy recovery)	On-site	tons	2,401	2,475	2,415	2,618	2,529		
	Off-site	tons	199	192	174	94	80		
Incineration (without energy recovery)	On-site	tons	0	0	0	0	0		
	Off-site	tons	0	1	4	18	28		
Landfill	Off-site	tons	22	49	37	70	51	●	
Final landfill disposal rate		%	0.11	0.21	0.14	0.25	0.20		
Volume of industrial waste, etc. discharged		tons	18,872	20,560	25,263	26,058	22,624	●	
Recycling volume		tons	18,556	20,511	25,225	25,987	22,583	●	
Recycling rate		%	88.4	89.0	91.1	90.6	89.8		

Scope of aggregation: Industrial waste, etc. (including valuable materials)

Fiscal 2020 onward: Okamura Group production and distribution locations

## Conserving Biodiversity

### Resources

		Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	GRI
Volume of timber procured MDF, PB PB (particle board)	Natural wood	m <sup>3</sup>	1,006	1,093	230	311	277	301-1
	Board material	m <sup>3</sup>	6,800	5,831	6,955	5,896	6,139	
	Total	m <sup>3</sup>	7,805	6,924	7,185	6,207	6,415	
	By region							
	Japan	m <sup>3</sup>	246	303	150	219	123	
	China	m <sup>3</sup>	0	2	3	8	15	
	Southeast Asia	m <sup>3</sup>	1,258	1,581	1,349	1,802	1,529	
	Oceania	m <sup>3</sup>	11	42	39	29	1	
	North America	m <sup>3</sup>	2	88	48	51	50	
	Europe	m <sup>3</sup>	339	662	161	337	110	
	Africa	m <sup>3</sup>	25	33	25	33	26	
	Other	m <sup>3</sup>	5,924	4,212	5,410	3,729	4,560	

Scope of aggregation: Volume of timber procured  
Fiscal 2020: Okamura production locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation, Hangzhou Okamura Transmission Co., Ltd.  
Fiscal 2021 onward: Okamura Group production locations

## Understanding the Impact on the Environment and Preventing Environmental Pollution

### Chemical substances

●●● Mark: Fiscal 2024 data subjected to third-party verification

		Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Verification	GRI
Air pollution management	NOx emissions	tons	16.3	17.6	13.3	12.5	12.0	●	305-7
	SOx emissions	tons	2.2	2.3	2.3	2.3	2.3	●	
Chemical substances subject to PRTR	Amount handled	kg	251,243	271,277	193,828	337,305	337,917	●	
	Amount released	kg	93,261	113,937	94,053	119,033	90,432	●	
	Released into atmosphere	kg	92,839	113,335	93,506	118,889	90,229		
	Released into public waters	kg	423	602	547	144	202		
	Amount transferred	kg	9,042	9,823	7,611	27,025	26,750	●	
	Transferred to sewer	kg	78	290	244	214	774		
	Transferred to waste	kg	8,964	9,533	7,368	26,811	25,976		

Scope of aggregation: Air pollution management  
Fiscal 2020: Okamura production locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation, Hangzhou Okamura Transmission Co., Ltd.  
Fiscal 2021 onward: Okamura Group production locations  
Chemical substances subject to PRTR  
Fiscal 2020: Okamura production locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation, FujiSeiko Co., Ltd., Hangzhou Okamura Transmission Co., Ltd.  
Fiscal 2021 onward: Okamura Group production locations

### Release/transfer volume of PRTR substances (fiscal 2024)

\*Substances of which 1,000 kg or more are handled per year

Control number	Class	Cabinet Order number	CAS number	Substance name	Amount handled (kg)	Amount to be notified to the government (kg)			
						Amount released		Amount transferred	
						Released into atmosphere	Released into public waters	Transferred to sewer	Transferred away from the plant Waste
53	Class 1	073	100-41-4	Ethylbenzene	17,481.6	16,128.8	0.0	0.0	1,212.1
80	Class 1	103	1330-20-7	Xylene	33,181.0	29,408.8	0.0	0.0	1,988.4
186	Class 1	213	75-09-2	Dichloromethane	2,201.0	2,201.0	0.0	0.0	0.0
298	Class 1	345	26471-62-5	Tolylene diisocyanate	1,068.0	0.0	0.0	0.0	0.0
300	Class 1	347	108-88-3	Toluene	29,786.4	28,239.0	0.0	0.0	1,494.6
302	Class 1	352	91-20-3	Naphthalene	1,972.6	1,788.9	0.0	0.0	163.6
392	Class 1	436	110-54-3	Hexane	1,590.5	1,202.7	0.0	0.0	387.8
448	Class 1	498	101-68-8	Methylenebis (4,1-phenylene) = diisocyanate	75,579.6	8.2	0.0	0.0	65.2
585	Class 1	052	9016-87-9	Alpha-(isocyanatobenzyl)-omega-(isocyanatophenyl) poly [(isocyanatophenylene) methylene]	119,223.9	147.9	0.0	0.0	32.0
594	Class 1	077	111-76-2	Ethylene glycol monobutyl ether	20,963.9	3,467.4	0.0	0.0	7,801.0
627	Class 1	170	112-34-5	Diethylene glycol monobutyl ether	18,859.2	2,104.3	0.0	44.0	7,443.4
683	Class 1	320	122-20-3	Trisopropanolamine	3,781.8	0.0	0.0	614.5	4.0
691	Class 1	342	95-63-6 108-67-8 526-73-8 25551-13-7	Trimethylbenzene	3,255.6	2,793.6	0.0	0.0	355.8
731	Class 1	442	142-82-5	Heptane	3,542.1	655.6	0.0	0.0	2,886.5
737	Class 1	472	108-10-1	Methyl isobutyl ketone	1,334.4	564.4	0.0	0.0	42.3
Total					333,821.5	88,711	0.0	658.5	23,876.8

## Environmental Management at the Okamura Group

### Environmental management system

		Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	GRI
Number of registered ISO 14001 management systems	Number of sites		11	12	12	12	12	
	Training implementation rate	%	100	100	100	100	100	
Number of qualified internal environmental auditors	People		20	21	26	26	25	
	As percentage of employees	%	0.52	0.55	0.67	0.66	0.60	
Number of departments/bases conducting internal environmental audits		Locations	38	40	40	40	40	

### Environmental compliance

		Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	GRI
Violation of environmental laws and regulations	Number of accidents/litigations	Cases	0	0	0	0	0	307-1
	Number of fines incurred	Cases	0	0	0	0	0	

# Environmental Accounting

## Environmental conservation cost

Category		Major initiatives	Unit	Investment					Cost				
				Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
1. Business area costs		Total business area cost	million yen	41.0	113.1	96.7	64.4	33.2	322.7	656.3	617.8	726.0	837.9
	1-1. Pollution prevention costs	Preventing air pollution, water pollution, offensive odors, etc.	million yen	2.5	29.2	28.6	37.5	1.1	94.5	109.2	102.6	115.8	132.5
	1-2. Global environmental conservation costs	Preventing global warming, protecting the ozone layer, energy saving, etc.	million yen	38.0	83.1	68.1	24.7	29.2	63.4	101.1	89.5	120.1	234.7
	1-3. Resource circulation costs	Reducing water use, using rainwater, reducing waste, recycling, etc.	million yen	0.4	0.9	0.0	2.2	2.8	164.9	446.0	425.8	490.0	470.6
2. Upstream, downstream costs		Green purchasing, collecting products and packaging, recycling, etc.	million yen	0.0	0.0	0.0	0.0	0.0	368.8	1.4	0.9	1.7	0.7
3. Administration costs		Environmental burden monitoring and measurements, operating the environmental management system, etc.	million yen	0.0	0.0	0.0	0.0	0.0	143.7	152.4	142.2	143.1	125.3
4. R&D costs		Developing environmentally conscious products, reducing environmental impact during production, etc.	million yen	0.0	0.0	0.0	0.0	0.0	219.7	239.8	202.6	262.0	289.8
5. Social activity costs		Supporting environmental conservation organizations, etc.	million yen	0.0	0.0	0.0	0.0	0.0	2.8	2.3	2.2	2.7	2.1
6. Environmental remediation costs			million yen	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
7. Other costs			million yen	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.2	0.4	0.3
Total			million yen	41.0	113.1	96.7	64.4	33.2	1,057.7	1,052.2	966.0	1,135.9	1,256.1

Scope of aggregation: Fiscal 2020: Okamura Corporation, Kansai Okamura Corporation, Sanyo Okamura Corporation, NS Okamura Corporation (Okamura Corporation includes the Tsurumi Plant and Logistics Corporation)  
Fiscal 2021 onwards: Okamura Corporation, Kansai Okamura Corporation, Sanyo Okamura Corporation, NS Okamura Corporation, FujiSeiko Co., Ltd., Sunahata Co., Ltd.

Environmental conservation benefit

Categories of environmental conservation benefit	Environmental performance indicators	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Environmental conservation benefit associated with the input of resources into business operations	Total energy input volume	GJ	811,083	855,659	827,284	833,079	784,437
	Per unit of net sales	GJ/million yen	3.32	3.28	2.99	2.79	2.49
	Water resource input	m³	225,022	233,770	196,104	191,058	185,723
	Per unit of net sales	m³/million yen	0.92	0.90	0.71	0.64	0.59
	Volume of PRTR substances handled	kg	251,243	271,277	193,334	337,305	337,917
Environmental conservation benefit associated with environmental impact and waste emissions from business operations	Per unit of net sales	kg/million yen	1.03	1.04	0.70	1.13	1.07
	Greenhouse gas emissions	t-CO <sub>2</sub>	40,402	32,825	30,805	28,619	27,965
	Per unit of net sales	t-CO <sub>2</sub> /million yen	0.17	0.13	0.11	0.10	0.09
	Release/transfer of PRTR substances	kg	108,945	123,760	101,169	146,058	117,182
	Per unit of net sales	kg/million yen	0.45	0.47	0.37	0.49	0.37
	Emissions of waste, etc.	t	18,872	20,560	25,263	26,058	22,624
	Per unit of net sales	t/million yen	0.08	0.08	0.09	0.09	0.07
	Final disposal volume of waste, etc.	t	22	49	37	70	51
	Per unit of net sales	t/million yen	0.0001	0.0002	0.0001	0.0002	0.0002
	Net sales of GREEN WAVE products	million yen	97,934	106,479	113,403	117,489	94,495
Environmental conservation benefit associated with the goods and services produced by business operations	Net sales ratio to standard products	%	78.3	81.6	84.1	81.5	61.0
	Net sales of products that comply with the Act on Promoting Green Procurement	million yen	55,075	55,971	59,453	71,001	73,218
	Net sales ratio to standard products	%	59.3	57.4	57.6	62.7	63.2
	Volume of collected products and packaging materials recycled	t	1,530	1,638	1,463	1,246	98
	Per unit of net sales	kg/million yen	6.26	6.27	5.28	4.18	0.31
Other environmental conservation benefit	Ratio of consumable green office supplies purchased	%	60.3	53.4	52.2	47.1	51.5
	Transport volume stemming from modal shift	Units	2,692	1,966	2,167	2,261	2,321

Total for relevant period

Item	Details, etc.	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Total investment for relevant period	Upgrading of production facilities, increasing labor efficiency, alternative to industrial fuel, etc.	million yen	524	1,144	2,769	19,615	1,204
Total R&D expenses for relevant period	Reduction in environmental impact during new product R&D and production	million yen	900	872	605	843	873

Economic benefit associated with environmental conservation measures

Details of benefit		Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Revenue	Business from recycling waste generated from main business activities or recycling used products, etc.	million yen	253	676	687	916	607
	Subsidies and grants	million yen	0	5	5	0	0
Reduction in expenses	Reduction in energy expenses through energy-saving	million yen	3	3	1	1	5
	Reduction in waste processing expenses due to resource conservation and recycling	million yen	2	0	0	0	0
	Reduction in costs through reuse	million yen	11	11	2	3	2

Net sales

	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Net sales (consolidated)	million yen	244,454	261,175	277,015	298,295	314,527



# Employee-Related Data

## Report scope

Unless otherwise stated, the totals are as follows.

		Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
<b>Okamura Corporation</b>		○	○	○	○	○
<b>Group companies in Japan</b>	Okamura Support and Service Corporation	○	○	○	○	○
	FM Solution Corporation	○	○	○	○	○
	Hill International, Inc.	○	○	○	○	○
	Td Japan Ltd.	○	○	○	○	○
	Kansai Okamura Corporation*8	○	○	○	○	○
	Okamura Business Support Corporation	○	○	○	○	○
	Okamura Logistics Corporation*1	○	-	-	-	-
	SEC Co., Ltd.	○	○	○	○	○
	NS Okamura Corporation	○	○	○	○	○
	Sanyo Okamura Corporation	○	○	○	○	○
	FujiSeiko Co., Ltd.	○	○	○	○	○
	Sunahata Co., Ltd.	○	○	○	○	○
	Ichie Co., Ltd.	○	○	○	○	○
	Seeder Co., Ltd.*1	○	-	-	-	-
	NovolBa & Co., Ltd.*2	-	○	○	○	○
<b>Group companies outside Japan</b>	Okamura International (Singapore) Pte. Ltd	○	○	○	○	○
	Okamura (China) Co., Ltd.	○	○	○	○	○
	Okamura (Shanghai) Industrial Co., Ltd.*3	○	○	○	○	○
	Shanghai Okamura Architecture Co., Ltd.*4	○	○	-	-	-
	Okamura Salotto Hong Kong Limited	○	○	○	○	○
	Hangzhou Okamura Transmission Co., Ltd.	○	○	○	○	○
	Hangzhou Okamura Furniture Co., Ltd.*5	-	-	○	○	○
	PT. Okamura International Indonesia*7	○	○	○	○	○
	Siam Okamura International Co., Ltd.	○	○	○	○	○
	Okamura International Malaysia Sdn. Bhd.	○	○	○	○	○
	Okamura International Vietnam Co., Ltd.	○	○	○	○	○
	DB&B Holdings Pte. Ltd*6	○	○	○	○	○

\*1 Integrated into Okamura Corporation through an absorption-type merger in July 2020  
\*2 Established in November 2021  
\*3 Company name changed from Okamura Trading (Shanghai) Co., Ltd. to Okamura (Shanghai) Industrial Co., Ltd. in July 2021  
\*4 Dissolved through the absorption-type merger with Okamura (China) Co., Ltd. in February 2023  
\*5 Established in October 2022  
\*6 Made into a subsidiary in October 2021; includes data pertaining to subsidiary DB&B Holdings Pte. Ltd.  
\*7 Company name changed from Okamura Chitose Indonesia to PT Okamura International Indonesia in March 2025  
\*8 Integrated into Okamura Corporation through an absorption-type merger in April 2025 (currently the Kansai Plant)

## Explanation of terms

Term	Definition
<b>Employees</b>	Employees with direct employment relationships (excluding temporary employees)
<b>Regular employees</b>	Of the employees with direct employment relationships, full-time employees with permanent employment (Excluding contract employees, fixed-term employees, and part-time employees who have converted from fixed-term employment contracts to indefinite employment contracts)
<b>Non-regular employees</b>	Employees with direct employment relationships who are not considered full-time employees with fixed-term contracts or have working hours that are less than full-time (Contract employees, fixed-term employees, part-time employees, etc.)

Data on Employees

Employee composition

As of March 20 of each fiscal year\*1

	Unit	Fiscal 2020			Fiscal 2021			Fiscal 2022			Fiscal 2023			Fiscal 2024		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Okamura Corporation	People	3,458	845	4,303	3,464	864	4,328	3,464	902	4,366	3,410	959	4,369	3,544	1,039	4,583
Regular employees*2	People	3,239	711	3,950	3,196	728	3,924	3,191	773	3,964	3,143	833	3,976	3,250	921	4,171
Non-regular employees	People	219	134	353	268	136	404	273	129	402	267	126	393	294	118	412
Group companies in Japan	People	885	170	1,055	860	180	1,040	840	176	1,016	884	185	1,069	837	186	1,023
Regular employees*3	People	817	153	970	787	161	948	775	154	929	778	163	941	770	165	935
Non-regular employees*3	People	68	17	85	73	19	92	65	22	87	74	15	89	67	21	88
Group companies outside Japan	People	183	152	335	359	220	579	359	233	592	361	238	599	356	205	561
Regular employees*3	People	176	150	326	336	216	552	343	228	571	351	234	585	319	197	516
Non-regular employees*3	People	7	2	9	23	4	27	16	5	21	10	4	14	37	8	45
Okamura Group	People	4,526	1,167	5,693	4,683	1,264	5,947	4,663	1,311	5,974	4,655	1,382	6,037	4,737	1,430	6,167
Regular employees	People	4,232	1,014	5,246	4,319	1,105	5,424	4,309	1,155	5,464	4,272	1,230	5,502	4,339	1,283	5,622
Non-regular employees	People	294	153	447	364	159	523	354	156	510	383	152	535	398	147	545
Okamura Group Number of employees by region (regular employees)	People	-	-	-	4,319	1,105	5,424	4,309	1,115	5,464	4,272	1,230	5,502	4,339	1,283	5,622
Japan	People	-	-	-	3,944	888	4,832	3,928	925	4,853	3,884	995	4,879	3,991	1,083	5,074
North America*4	People	-	-	-	1	0	1	1	0	1	1	1	2	2	1	3
Europe*4	People	-	-	-	1	0	1	1	0	1	2	0	2	2	0	2
Asia, Oceania, other	People	-	-	-	373	217	590	379	230	609	385	234	619	344	199	543

\*1 Includes some aggregated data as of December 20, as of December 31, and as of March 31 (aggregated based on fiscal year-end for each company's HR)

\*2 From fiscal 2020 to 2022, includes employees seconded from other companies and employees seconded to other companies. For fiscal 2023 and 2024, includes only those seconded to other companies

\*3 Excludes seconded employees from companies within the Okamura Group

\*4 Excludes local hires

Percentage of employees who are members of the labor union\*

As of March 20 of each fiscal year

	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Okamura Corporation	%	94.3	93.8	93.4	92.8	92.4

\* Adopted a union shop system. Calculated by number of union members ÷ number of general regular employees

Percentage of employees with collective bargaining agreements

As of March 20 of each fiscal year

	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Okamura Corporation	%	94.3	93.8	93.4	92.8	92.4

Average years of service of regular employees\*

As of March 20 of each fiscal year

	Unit	Fiscal 2020			Fiscal 2021			Fiscal 2022			Fiscal 2023			Fiscal 2024		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Okamura Corporation	Year	18.1	11.3	16.8	18.6	11.9	17.4	19.0	11.9	17.6	19.2	11.8	17.6	18.4	11.3	16.8

\* Excludes seconded employees

Average annual salary of regular employees

As of March 31 of each fiscal year\*

	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Okamura Corporation	thousand yen	6,992	7,023	7,184	7,377	8,128

\* Calculated as of March 20 for fiscal 2020 to 2022, and as of March 31 for fiscal 2023 and 2024

Calculations exclude employees on leave, etc. for fiscal 2023 and 2024

Gender wage gap(ratio of women's wages to men's wages)

		Unit	Fiscal 2022	Fiscal 2023	Fiscal 2024
Okamura Corporation	All employees*	%	73.5	72.7	75.3
	Regular employees*	%	74.7	73.7	75.7
	Non-regular employees*	%	92.8	79.2	80.9

\* Calculated as of March 20 for fiscal 2022, and as of March 31 for fiscal 2023 and 2024

Calculations exclude employees on leave, etc. for fiscal 2023 and 2024

\*3 Fiscal 2023 and 2024 data subjected to third-party verification

Engagement Survey

As of March 31 of each fiscal year

		Unit	Fiscal 2023	Fiscal 2024
Okamura Corporation	Engagement*	Rating	CCC	B

\* Survey subjects: Regular employees in fiscal 2023; regular employees (excluding new employees) in fiscal 2024  
Employee engagement visualized and quantified in the form of engagement scores and engagement rating  
Organizational improvement cloud service based on one of the largest databases in Japan

Number of new hires and percentage of new hires

Aggregation period for each fiscal year: From March 21 of that year to March 20 of the following year\*1

			Unit	Fiscal 2020			Fiscal 2021			Fiscal 2022			Fiscal 2023			Fiscal 2024			
				Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Okamura Corporation	All employees	Number of new hires*3	People	156	74	230	173	45	218	178	70	248	182	93	275	304	112	416	
		Gender ratio among new hires	%	67.8	32.2	100.0	79.4	20.6	100.0	71.8	28.2	100.0	66.2	33.8	100.0	73.1	26.9	100.0	
	By age group	Under 30 years old	Number of new hires*2	People	112	46	158	143	30	173	144	57	201	142	79	221	178	83	261
			Percentage of new hires under 30 years old	%	71.8	62.2	68.7	82.7	66.7	79.4	80.9	81.4	81.0	51.6	28.7	80.4	42.8	20.0	62.7
			Gender ratio within the same age group	%	70.9	29.1	100.0	82.7	17.3	100.0	71.6	28.4	100.0	64.3	35.7	100.0	68.2	31.8	100.0
		Age 30–49	Number of new hires*2	People	24	24	48	26	13	39	26	7	33	34	10	44	103	18	121
			Percentage of new hires aged 30–49	%	15.4	32.4	20.9	15.0	28.9	17.9	14.6	10.0	13.3	12.4	3.6	16.0	24.8	4.3	29.1
			Gender ratio within the same age group	%	50.0	50.0	100.0	66.7	33.3	100.0	78.8	21.2	100.0	77.3	22.7	100.0	85.1	14.9	100.0
		Age 50 and over	Number of new hires*2	People	20	4	24	4	2	6	8	6	14	6	4	10	23	11	34
			Percentage of new hires aged 50 and over	%	12.8	5.4	10.4	2.3	4.4	2.8	4.5	8.6	5.6	2.2	1.5	3.6	5.5	2.6	8.2
			Gender ratio within the same age group	%	83.3	16.7	100.0	66.7	33.3	100.0	57.1	42.9	100.0	60.0	40.0	100.0	67.6	32.4	100.0
		Number of “Job Return” program users	People	1	2	3	0	1	1	1	2	3	3	1	4	0	1	1	
	Regular employees	Number of new graduates hired	People	98	43	141	97	24	121	90	53	143	108	68	176	128	65	193	
		Gender ratio among new graduate hires	%	69.5	30.5	100.0	80.2	19.8	100.0	62.9	37.1	100.0	61.4	38.6	100.0	66.3	33.7	100.0	
		Number of mid-career hires	People	36	6	42	13	6	19	28	6	34	28	10	38	130	27	157	
		Gender ratio among mid-career hires	%	85.7	14.3	100.0	68.4	31.6	100.0	82.4	17.6	100.0	73.7	26.3	100.0	82.8	17.2	100.0	
Group companies in Japan	All employees	Number of new hires	People	28	16	44	33	15	48	39	14	53	26	9	35	27	19	46	
		Gender ratio among new hires	%	63.6	36.4	100.0	68.8	31.3	100.0	73.6	26.4	100.0	74.3	25.7	100.0	58.7	41.3	100.0	
	By age group	Under 30 years old	Number of new hires*2	People	-	-	-	20	12	32	27	6	33	18	4	22	20	15	35
			Percentage of new hires under 30 years old	%	-	-	-	60.6	80.0	66.7	69.2	42.9	62.3	69.2	44.4	62.9	43.5	32.6	76.1
			Gender ratio within the same age group	%	-	-	-	62.5	37.5	100.0	81.8	18.2	100.0	81.8	18.2	100.0	57.1	42.9	100.0
		Age 30–49	Number of new hires*2	People	-	-	-	8	2	10	5	6	11	5	2	7	7	4	11
			Percentage of new hires aged 30–49	%	-	-	-	24.2	13.3	20.8	12.8	42.9	20.8	19.2	22.2	20.0	18.9	10.8	29.7
			Gender ratio within the same age group	%	-	-	-	80.0	20.0	100.0	45.5	54.5	100.0	71.4	28.6	100.0	63.6	36.4	100.0
		Age 50 and over	Number of new hires*2	People	-	-	-	5	1	6	7	2	9	3	3	6	0	0	0
			Percentage of new hires aged 50 and over	%	-	-	-	15.2	6.7	12.5	17.9	14.3	17.0	8.7	33.3	17.1	0.0	0.0	0.0
			Gender ratio within the same age group	%	-	-	-	83.3	16.7	100.0	77.8	22.2	100.0	50.0	50.0	100.0	0.0	0.0	0.0

\*1 Includes some aggregated data from January 1 to December 31 of that year, and from April 1 of that year to March 31 of the following year (aggregated based on the fiscal year for each company's HR)

\*2 Aggregated by age at the time of joining the company

\*3 The number of new hires in fiscal 2024 includes newly hired employees and employees added through acquisitions

Number of employees who have left\*1 and turnover rate\*2

Aggregation period for each fiscal year: From March 21 of that year to March 20 of the following year

				Unit	Fiscal 2020			Fiscal 2021			Fiscal 2022			Fiscal 2023			Fiscal 2024				
					Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total		
Okamura Corporation	All employees	Number of employees who left		People	149	19	168	144	27	171	249	37	286	166	38	204	130	31	161		
		Turnover rate		%	4.5	2.4	4.1	4.1	3.1	3.9	7.2	4.0	6.5	4.8	3.9	4.6	3.7	3.0	3.6		
	By age group	Under 30 years old	Number of turnovers*3		People	42	7	49	43	10	53	54	11	65	48	11	59	41	11	52	
			Percentage of employees who left who were under 30 years old		%	28.2	36.8	29.2	29.9	37.0	31.0	21.7	29.7	22.7	28.9	28.9	28.9	31.5	35.5	32.3	
			Gender ratio within the same age group		%	85.7	14.3	100.0	81.1	18.9	100.0	83.1	16.9	100.0	81.4	18.6	100.0	78.8	21.2	100.0	
		Age 30–49	Number of turnovers*3		People	19	8	27	30	9	39	43	17	60	31	14	45	33	8	41	
			Percentage of employees who left who were aged 30–49		%	12.8	42.1	16.1	20.8	33.3	22.8	17.3	45.9	21.0	18.7	36.8	22.1	25.4	25.8	25.5	
			Gender ratio within the same age group		%	70.4	29.6	100.0	76.9	23.1	100.0	71.7	28.3	100.0	68.9	31.1	100.0	80.5	19.5	100.0	
		Age 50 and over	Number of turnovers*3		People	88	4	92	71	8	79	152	9	161	87	13	100	56	12	68	
			Percentage of employees who left who were aged 50 and over		%	59.1	21.1	54.8	49.3	29.6	46.2	61.0	24.3	56.3	52.4	34.2	49.0	43.1	38.7	42.2	
			Gender ratio within the same age group		%	95.7	4.3	100.0	89.9	10.1	100.0	94.4	5.6	100.0	87.0	13.0	100.0	82.4	17.6	100.0	
	Regular employees	Number of employees who left		People	63	10	73	86	15	101	133	26	159	123	31	154	97	25	122		
		By age group	Under 30 years old	Number of employees who left		People	37	6	43	39	8	47	38	11	49	31	10	41	33	11	44
			Age 30–49	Number of employees who left		People	13	4	17	22	4	26	33	11	44	22	12	34	18	6	24
			Age 50 and over	Number of employees who left		People	13	0	13	25	3	28	62	4	66	70	9	79	46	8	54
		Number of employees who left due to retirement		People	3	0	3	6	0	6	34	2	36	39	3	42	21	0	21		
		Number of employees who left at the convenience of the company		People	0	0	0	0	0	0	0	0	0	0	0	0	3	0	3		
		Number of employees who left due to personal reasons		People	60	10	70	80	15	95	99	24	123	84	28	112	73	25	98		
		Turnover rate of new graduate hires three years after joining the company*4		%	7.1	9.3	7.8	14.4	12.5	14.0	15.6	7.5	12.6	-	-	-	-	-	-		
	Non-regular employees	Number of employees who left		People	84	9	93	56	12	68	115	11	126	38	7	45	33	6	39		

\*1 Unless otherwise noted, the number of employees who left includes those who retired

\*2 Turnover rate = Number of employees who left within the fiscal year (including those who retired) ÷ Number of employees enrolled at the beginning of the fiscal year × 100

\*3 Aggregated by age at the time of leaving

\*4 Percentage of new graduates hired in that year who left within three years of joining the company

Data Related to Diversity, Equity & Inclusion

Childcare leave and spousal childbirth leave\*2 taken

Aggregation period for each fiscal year: From March 21 of that year to March 20 of the following year

			Unit	Fiscal 2020			Fiscal 2021			Fiscal 2022			Fiscal 2023			Fiscal 2024		
				Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Okamura Corporation	All employees	Total number of employees who were entitled to take spousal childbirth leave within the fiscal year	People	63	-	63	74	-	74	55	-	55	79	-	79	52	-	52
		Total number of employees who were entitled to take childcare leave within the fiscal year*1	People	63	24	87	74	30	104	54	29	83	79	30	109	52	26	78
		Number of employees who took spousal childbirth leave*2,3,4	People	46	-	46	58	-	58	39	-	39	63	-	63	39	-	39
		Number of employees who newly took childcare leave*5	People	7	24	31	12	30	42	35	29	64	50	30	80	36	26	62
		Spousal childbirth leave acquisition rate*6	%	73.0	-	-	78.4	-	-	70.9	-	-	79.7	-	-	75.0	-	-
		Childcare leave acquisition rate*7	%	11.1	100.0	35.6	16.2	100.0	40.4	64.8	100.0	77.1	63.3	100.0	73.4	69.2	100.0	79.5
		Combined percentage of male employees taking childcare leave + spousal childbirth leave*8	%	-	-	-	-	-	-	-	-	-	92.4	-	-	101.9	-	-
		Number of employees who returned from childcare leave	People	5	13	18	14	30	44	25	19	44	52	25	77	44	31	75
		Number of employees who left during childcare leave	People	0	1	1	0	1	1	0	2	2	0	0	0	0	0	0
		Return rate after childcare leave*9	%	100.0	92.9	94.7	100.0	96.8	97.8	100.0	90.5	95.7	100.0	100.0	100.0	100.0	100.0	100.0
		Number of employees still working 12 months after returning from childcare leave*10	People	3	27	30	4	13	17	14	29	43	24	19	43	52	25	77
		Number of employees who left within 12 months after returning from childcare leave*11	People	0	0	0	1	0	1	0	1	1	1	0	1	0	0	0
	Employee retention rate following childcare leave*12	%	100.0	100.0	100.0	80.0	100.0	94.4	100.0	96.7	97.7	96.0	100.0	97.7	100.0	100.0	100.0	
Regular employees	Number of employees who took spousal childbirth leave*2,3,4	People	46	-	46	57	-	57	38	-	38	62	-	62	37	-	37	
	Number of employees who newly took childcare leave*5	People	7	21	28	12	29	41	34	23	57	49	29	78	36	22	58	
	Spousal childbirth leave acquisition rate*6	%	73.0	-	-	78.1	-	-	70.4	-	-	80.5	-	-	74.0	-	-	
	Childcare leave acquisition rate*7	%	11.1	100.0	33.3	16.4	100.0	40.2	64.2	100.0	75.0	63.6	100.0	73.6	72.0	100.0	80.6	
	Average number of days of childcare leave for male regular employees*13	Days	123.1	-	-	56.5	-	-	59.1	-	-	71.4	-	-	92.0	-	-	
Okamura Corporation	Non-regular employees	Number of employees who took spousal childbirth leave*2,3,4	People	-	-	-	1	-	1	1	-	1	1	-	1	2	-	2
		Number of employees who newly took childcare leave*5	People	-	3	3	0	1	1	1	6	7	1	1	2	0	4	4
		Spousal childbirth leave acquisition rate*6	%	-	-	-	100.0	-	-	100.0	-	-	50.0	-	-	100.0	-	-
		Childcare leave acquisition rate*7	%	-	100.0	100.0	0.0	100.0	50.0	100.0	100.0	100.0	50.0	100.0	66.7	0.0	100.0	66.7

\*1 Men: The number of employees whose spouse/partner gave birth and were able to take childcare leave within that fiscal year  
Women: The number of employees for whom postnatal leave (maternity leave) ended and were able to take childcare leave within that fiscal year

\*2 Spousal childbirth leave is a system in which an employee can take a total of three days of paid leave within one month from the day the employee's spouse gives birth  
Excludes employees with less than one year of service, regardless of employment status or gender

\*3 Based on the first day of spousal childbirth leave

\*4 The total number of employees who took spousal childbirth leave includes those who took both spousal childbirth leave and childcare leave

\*5 In cases where male employees have taken childcare leave in installments, the leave is recorded based on the date of the first childcare leave taken

\*6 Spousal childbirth leave acquisition rate = Number of employees who took spousal childbirth leave ÷ number of male employees whose spouse/partner gave birth within that fiscal year  
If there were no male employees whose spouse/partner gave birth within that fiscal year, it is marked as "-"

\*7 Childcare leave acquisition rate = Number of employees who newly took childcare leave ÷ number of employees entitled to take childcare leave  
If there were no employees with spouses/partners entitling them to take childcare leave, it is marked as "-"

\* Fiscal 2023 and 2024 data subjected to third-party verification

\*8 Percentage of employees taking either spousal childbirth leave or childcare leave

\*9 Return rate after childcare leave = Total number of employees who returned from childcare leave within that fiscal year ÷ (number of employees returning to work + number of employees who left during childcare leave)

\*10 The number of people who returned to work in the previous fiscal year, and were still employed as of the same day one year after returning to work. However, if the employee returned to work on February 29 in a leap year, as of February 28 of the following year

\*11 The number of people who returned to work in the previous fiscal year, and who left within one year from the date of returning to work

\*12 Employee retention rate following childcare leave = Number of employees still employed 12 months after returning to work ÷ (number of employees + number of those who left)

\*13 For fiscal 2020 to 2022, average number of childcare leave days = Number of childcare leave days taken within the fiscal year in which childcare leave was started ÷ number of employees taking childcare leave  
For fiscal 2023 and 2024, average number of childcare leave days = total number of childcare leave days taken by employees who returned to work ÷ number of employees taking childcare leave



Short-term and long-term nursing care leave taken

Aggregation period for each fiscal year: From March 21 of that year to March 20 of the following year

			Unit	Fiscal 2020			Fiscal 2021			Fiscal 2022			Fiscal 2023			Fiscal 2024		
				Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Okamura Corporation	All Employees	Number of employees who newly took short-term nursing care leave	People	3	2	5	1	1	2	1	1	2	2	2	4	9	1	10
		Number of employees who newly took long-term nursing care leave	People	0	0	0	1	0	1	1	1	2	5	2	7	5	1	6
	Regular Employees	Number of employees who newly took short-term nursing care leave	People	3	1	4	1	1	2	1	1	2	2	2	4	9	1	10
		Number of employees who newly took long-term nursing care leave	People	0	0	0	1	0	1	1	1	2	5	1	6	5	1	6
	Non-regular Employees	Number of employees who newly took short-term nursing care leave	People	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
		Number of employees who newly took long-term nursing care leave	People	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0

\* Recorded based on the first start date if taken in installments

Percentage of employees with disabilities

As of June 1 of each fiscal year

		Unit	2021	2022	2023	2024	2025
Okamura Corporation	Number of people with disabilities employed*	People	108.0	111.0	107.0	114.5	115.0
	Actual employment rate*	%	2.50	2.52	2.44	2.55	2.32

\* Same as the definition in the "Report on Employment Status of Persons with Disabilities" submitted to Hello Work

Employee diversity\*1

As of March 20 of each fiscal year

			Unit	Fiscal 2020			Fiscal 2021			Fiscal 2022			Fiscal 2023			Fiscal 2024		
				Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Okamura Corporation	All employees	Under 30 years old	People	632	232	864	675	234	909	695	250	945	697	294	991	743	331	1,074
		Age 30–39	People	559	228	787	558	228	786	567	234	801	604	227	831	692	247	939
		Age 40–49	People	769	242	1,011	725	239	964	690	227	917	659	228	887	643	225	868
		Age 50–59	People	1,051	119	1,170	1,041	135	1,176	1,020	151	1,171	1,001	166	1,167	995	193	1,188
		Age 60 and over	People	432	24	456	457	28	485	486	40	526	449	44	493	471	43	514
	Regular employees	Under 30 years old	People	601	222	823	588	226	814	604	244	848	587	287	874	647	321	968
		Age 30–39	People	536	192	728	522	190	712	519	197	716	540	197	737	601	223	824
		Age 40–49	People	743	187	930	702	187	889	670	186	856	638	187	825	629	193	822
		Age 50–59	People	1,024	93	1,117	1,015	105	1,120	997	119	1,116	979	132	1,111	969	156	1,125
		Age 60 and over	People	219	12	231	303	16	319	374	24	398	399	30	429	404	28	432
	Non-regular employees	Under 30 years old	People	31	10	41	87	8	95	91	6	97	110	7	117	96	10	106
		Age 30–39	People	23	36	59	36	38	74	48	37	85	64	30	94	91	24	115
		Age 40–49	People	26	55	81	23	52	75	20	41	61	21	41	62	14	32	46
		Age 50–59	People	27	26	53	26	30	56	23	32	55	22	34	56	26	37	63
		Age 60 and over	People	213	12	225	154	12	166	112	16	128	50	14	64	67	15	82
	Managers*2	Number of people	People	603	28	631	599	31	630	588	37	625	602	44	646	573	45	618
		Percentage of male and female managers*3	%	95.6	4.4	100.0	95.1	4.9	100.0	94.1	5.9	100.0	93.2	6.8	100.0	92.7	7.3	100.0
		Number of managers equivalent to general manager or higher	People	213	2	215	208	7	215	215	7	222	240	10	250	240	10	250
		Number of managers equivalent to section manager	People	349	26	375	336	24	360	342	30	372	362	34	396	333	35	368

\*1 Excludes seconded employees

\*2 Section managers, or those in positions equivalent or higher (excluding executive officers) who did not have subordinates in fiscal 2024 are not included.

\*3 Fiscal 2023 and 2024 data subjected to third-party verification

Data Related to Development of Human Resources

Training related to development of human resources

		Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Okamura Corporation	Total training hours*1	Hours	-	24,161	49,289	58,732	64,883
	Average hours of training per employee*2	Hours	-	5.6	11.3	13.4	14.1
	Total education/training costs	million yen	-	136	202	239	294
	Average education and training costs per employee	yen	-	31,446	46,227	54,698	63,899

\*1 Limited to group training and online training (livestreamed) held by the Human Development Department

\*2 Calculated by total training hours for employees ÷ number of employees at the end of each fiscal year

Number of participants in career support training

Training Title		Target	Training type	Training hours	Unit	Number of participants	
						Fiscal 2023	Fiscal 2024
Okamura Corporation	Career support training for 29-year-olds	All regular employees*2 turning 30 during that fiscal year*1	Online training (livestreamed)	6 hours 30 minutes	People	97	106
	Career support training for 34-year-olds	All regular employees*2 turning 35 during that fiscal year*1	Online training (livestreamed)	6 hours 30 minutes	People	57	68
	Career support training for 56-year-olds	All regular employees turning 56 during that fiscal year*1	Online training (livestreamed)	6 hours 20 minutes	People	130	108
	Career support training for 59-year-olds	All regular employees turning 59 during that fiscal year*1	Online training (livestreamed)	6 hours 20 minutes	People	83	110

\*1 "During that fiscal year" means from March 21 of that calendar year to March 20 of the following year

\*2 Includes those who could not undergo training in the previous fiscal year and before due to childcare leave, etc.

Number of participants in grade-specific training in fiscal 2024

Training Title		Target	Unit	Number of participants
Okamura Corporation	New Employee Induction Training	New university graduate hires	People	136
			%	100.0
		New high school graduate hires	People	55
			%	100.0
	2nd Year Training	2nd-year university graduate employees	People	105
			%	100.0
	3rd Year Training	3rd-year university graduate employees	People	82
			%	100.0
	Mid-Career Hires Follow-Up Training	Mid-career hires recruited in fiscal 2019 and 2023	People	53
			%	98.1

Number of participants in major individual skills training conducted in fiscal 2024

Training Title		Target	Content	Unit	Number of participants
Okamura Corporation	Global Human Resources Development System	Regular employees at or above designated qualification levels who were selected through an open recruitment process across all business areas	English	People	8
	DX Training Platform	Regular employees who were selected through an open recruitment process across all business areas	Digital technology, design thinking, etc.	People	36

Number of participants in skills training related to craftsmanship in fiscal 2024

Training Title		Content	Training hours	Unit	Number of participants
Okamura Corporation	Skills Training Course	Theory of processing, quality control, maintenance, process improvement	368 hours	People	41
	Group Leader/Team Leader Course	Process design, quality control methods, safety management	38 hours	People	30
	Design/Production Technology Course	Development process, management rules	20 hours	People	10
	Mechanical Sheet Metal Course	Yield, processing standards, design	24 hours	People	3
	Toning/Coating Course	Color management, fundamentals of coating, maintenance techniques	40 hours	People	9
	Plastic Molding Course	Fundamentals and practice of metal mold structures and molding technology	8 hours	People	3
	Electrical Control Course	Acquisition of electrical qualifications	28 hours	People	16

Number of employees with National Skills certifications

		Unit	Fiscal 2022	Fiscal 2023	Fiscal 2024
Corporation Group	Advanced	People	9	10	11
	Grade 1	People	144	155	165
	Grade 2	People	578	596	614
	Grade 3	People	9	22	34

Number of participants in OPS training in fiscal 2024

Training Title		Target	Content	Unit	Number of participants
Okamura Corporation	Company-Wide Independent Study Group	Selection	General managers, section managers, group leaders	People	8
	OPS Practical Course	Nominated by plant	Addressing challenges that cannot be resolved by a single plant (selected from processing, assembly, and distribution)	People	30
	Group Leader Course		Standard Task Types I to III Preproduction improvement/"five whys" analysis	People	12
	Team Leader Course		Post-supplemental production (bolt and nut exercise)	People	18
	Technical Worker 4 th-Year Training		Understanding day-to-day management and improvement methods Exercise in creating standard 3 forms	People	47
	Skilled Worker 2nd-Year Training	Required	Standard task (ballpoint pen assembly exercise)	People	70
	Skilled Worker 1 st-Year Training (3)		Fill-up production (bolt and nut assembly exercise)	People	59
	Skilled Worker 1 st-Year Training (3)		Standard tasks (using videos, creating Standard Work Combination Forms)	People	63
	Skilled Worker 1 st-Year Training (2)		Seven wastes (model process for each plant)	People	80
	Skilled and Technical Worker 1 st-Year Training (1)		5S and 5T (block assembly exercise)	People	

## Data Related to Health & Productivity Management and Occupational Health and Safety

### Working hours (regular employees)

As of March 20 of each fiscal year

		Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Okamura Corporation	Average total actual working hours per month*1	Hours	165.33	170.04	168.16	168.14	167.9
	Average overtime hours per month*2	Hours	14.11	17.81	17.77	19.03	20.1
	Total annual working hours	Hours	1,983.96	2,040.48	2,017.98	2,017.63	2,014.46

- \*1 Prescribed working hours per month + overtime hours per month - the portion of annual paid leave and other leave taken  
The average actual working hours of regular employees is calculated for each month, and then the average hours for 12 months is calculated
- \*2
- Employees who were absent or on leave during the month are excluded from calculation
  - Includes regular employees who are working shortened hours (due to childcare, etc.)
  - Includes managers and supervisors
  - Even under the deemed working hours system, hours are calculated by subtracting the prescribed working hours from the actual hours worked, not from the deemed working hours (if multiple prescribed working hours exist, the one that applies to the majority of regular employees is used)

### Acquisition of annual paid leave

As of March 20 of each fiscal year

		Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Okamura Corporation	Annual paid leave acquisition rate*1	%	57.6	61.4	65.5	70.8	71.7
	Average number of days taken*2	Days	10.7	11.4	12.3	13.0	13.2
	Number of paid leave days taken, including special paid leave	Days	15.3	12.8	14.2	13.8	13.9

- \*1 Scope of aggregation: Fiscal 2019 to fiscal 2022: regular employees; fiscal 2023 onward: all employees  
Number of days of annual paid leave taken ÷ number of days of annual paid leave granted × 100
- The number of days of annual paid leave taken is the number of days actually taken during that fiscal year, including those carried over
  - The number of days of annual paid leave granted is the number of days granted in that fiscal year, and does not include those carried over
  - Employees who joined the company, left, or took a leave of absence in the middle of the fiscal year are excluded from the calculation
  - From fiscal 2023 onward, newly granted leave of less than 10 days are excluded
- \*2
- Employees who joined the company, left, or took a leave of absence in the middle of the fiscal year are excluded from the calculation
  - From fiscal 2023 onward, those who joined the company midway through the fiscal year and were newly granted leave of less than 10 days are excluded

### Health management (all employees)

		Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Okamura Corporation	Health examination uptake rate	Primary health examination	%	100.0	100.0	100.0	100.0
		Secondary health examination	%	71.0	80.8	74.9	95.3
	Employees with an appropriate body weight*1	%	-	63.7	64.1	63.9	63.4
	Health-related behavioral habits	Percentage of people who exercise*2	%	-	21.7	22.5	23.3
		Sleep*3	%	-	60.8	61.1	59.3
	Percentage of smokers	%	29.3	28.0	27.1	26.3	25.9
	Stress check uptake rate	%	98.1	99.3	99.5	99.7	99.8

		Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Okamura Corporation	Presenteeism	*4	%	92.8	92.8	92.9	-
		*5	%	-	-	-	90.7
	Absenteeism	Absence from work*6	Days	0.30	0.25	0.23	0.19
		Leave*7	Days	0.25	0.37	0.28	0.24
	Work engagement *8	Point	-	-	-	-	2.55

- \*1 Percentage of people with a BMI score between 18.5 and 25
- \*2 Percentage of people who answered that they exercise 30 minutes/session, twice a week or more, over a year
- \*3 Percentage of people who answered that they were well rested
- \*4 Measured using WLQ (Work Limitations Questionnaire). Questionnaire that measures constraints on work and decline in productivity due to health problems
- \*5 Measured using WFun (Work Functioning Impairment Scale). Questionnaire that measures constraints on work and decline in productivity due to health problems (4,385 employees surveyed, response rate 99.8%)
- \*6 Percentage of days lost over one year due to absences of 7 days or more owing to injury or illness (average for all 4,583 employees)
- \*7 Percentage of days lost over one year due to leaves owing to injury or illness (average for all 4,583 employees)
- \*8 Measured using the new BJSQ. The combined average score when participants were asked to rate how much they agree with the two statements, "I feel proud of my work" and "I feel energized when I work," on a scale from 1-to-4 (4,385 employees surveyed, response rate: 99.8%)

### Data on work-related accidents

As of March 20 of each fiscal year

		Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Okamura Corporation	Overall accident frequency rate*1, 2	%	0.64	0.73	0.88	1.31	0.57
		Regular employees	%	0.72	0.54	0.68	1.16
		Non-regular employees	%	0.00	2.39	3.35	3.21
	Accidents resulting in death	People	0	0	0	0	0
		Japan*3	People	0	0	0	1
		Overseas	People	0	0	0	0
	Accidents resulting in lost workdays*4	People	1	3	0	2	1
		Regular employees	People	1	2	0	1
		Non-regular employees	People	0	1	0	0
	Accidents not resulting in lost workdays	People	4	3	7	9	4
		Regular employees	People	4	2	5	8
		Non-regular employees	People	0	1	2	1
	Frequency rate of work-related accidents*5	%	0.13	0.36	0.00	0.24	0.11
		Regular employees	%	0.14	0.27	0.00	0.13
		Non-regular employees	%	0.00	1.19	0.00	1.61
	Severity rate of work-related accidents*6	%	0.01	0.00	0.00	0.01	0.00
		Regular employees	%	0.01	0.00	0.00	0.01
		Non-regular employees	%	0.00	0.02	0.00	0.02

- \*1 Overall accident frequency rate: Number of casualties due to work-related accidents (including number of people injured and sick due to accidents not resulting in lost workdays)/ total actual working hours × 1,000,000
- \*2 Work-related accidents do not include commuting accidents
- \*3 Includes temporary employees
- \*4 Accidents resulting in lost workdays (limited to those requiring absence from work of four days or longer)
- \*5 Frequency rate of work-related accidents: Number of casualties per one million hours worked
- Number of casualties due to work-related accidents/total actual working hours × 1,000,000
- \*6 Severity rate of work-related accidents: Number of working days lost per 1,000 hours worked
- Total number of working days lost/total actual working hours × 1,000

# Data Related to Responsible Corporate Behavior

## Corporate Governance

### Basic information on the Board of Directors

Scope of aggregation: Okamura Corporation  
Time of aggregation: Items related to the number of directors: As of June 30 of each year;  
Items regarding number of Board of Directors meetings/attendance rates: By fiscal year

Item	Breakdown (unit)	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Number of inside directors	Male (number of people)	6	6	6	6	6
	Female (number of people)	0	0	0	0	0
Number of outside directors	Male (number of people)	3	4	3	3	3
	Female (number of people)	1	1	2	3	3
Number of independent outside directors	Male (number of people)	2	3	3	3	3
	Female (number of people)	1	1	2	3	3
Number of executive officers who also serve as directors	People	6	6	6	6	6
Percentage of executive officers who also serve as directors	%	60.0	54.5	54.5	50.0	50.0
Percentage of outside directors	%	40.0	45.5	45.5	50.0	50.0
Percentage of independent outside directors	%	30.0	36.4	45.5	50.0	50.0
Percentage of women	%	10.0	9.1	18.2	25.0	25.0
Average age of board members	age	64.5	63.7	63.5	65.2	65.9
Number of meetings held	Meetings	11	12	12	14	16
Attendance rate	%	100.0	99.2	100.0	99.0	100.0
Attendance rate of outside directors	%	100.0	98.2	100.0	98.0	100.0
Attendance rate of independent outside directors	%	100.0	100.0	100.0	98.0	100.0

### Basic information on the Nomination Committee

Scope of aggregation: Okamura Corporation  
Time of aggregation: Items related to Committee members: As of June 30 of each year; Items regarding number of Committee meetings/attendance rates: By fiscal year

Item	Breakdown (unit)	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Number of inside directors	Male (number of people)	1	1	1	1	1
	Female (number of people)	0	0	0	0	0
Number of outside directors	Male (number of people)	2	3	3	3	3
	Female (number of people)	1	1	2	3	3
Number of independent outside directors	Male (number of people)	2	3	3	3	3
	Female (number of people)	1	1	2	3	3
Percentage of outside directors	%	75.0	80.0	83.3	85.7	85.7
Percentage of independent outside directors	%	75.0	80.0	83.3	85.7	85.7
Percentage of women	%	25.0	20.0	33.3	42.9	42.9
Number of meetings held	Meetings	2	2	1	1	1
Attendance rate	%	100.0	100.0	100.0	100.0	100.0
Attendance rate of outside directors	%	100.0	100.0	100.0	100.0	100.0
Attendance rate of independent outside directors	%	100.0	100.0	100.0	100.0	100.0

### Basic information on the Compensation Committee

Scope of aggregation: Okamura Corporation  
Time of aggregation: Items related to Committee members: As of June 30 of each year;  
Items regarding number of Committee meetings/attendance rates: By fiscal year

Item	Breakdown (unit)	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Number of inside directors	Male (number of people)	1	1	1	1	1
	Female (number of people)	0	0	0	0	0
Number of outside directors	Male (number of people)	2	3	3	3	3
	Female (number of people)	1	1	2	3	3
Number of independent outside directors	Male (number of people)	2	3	3	3	3
	Female (number of people)	1	1	2	3	3
Percentage of outside directors	%	75.0	80.0	83.3	85.7	85.7
Percentage of independent outside directors	%	75.0	80.0	83.3	85.7	85.7
Percentage of women	%	25.0	20.0	33.3	42.9	42.9
Number of meetings held	Meetings	2	2	1	1	1
Attendance rate	%	100.0	100.0	100.0	100.0	100.0
Attendance rate of outside directors	%	100.0	100.0	100.0	100.0	100.0
Attendance rate of independent outside directors	%	100.0	100.0	100.0	100.0	100.0

### Basic information on the Board of Corporate Auditors

Scope of aggregation: Okamura Corporation  
Time of aggregation: Items related to corporate auditors: As of June 30 of each year; Items regarding number of Board of Corporate Auditors meetings/attendance rates: By fiscal year

Item	Breakdown (unit)	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Number of inside corporate auditors	Male (number of people)	2	2	2	2	2
	Female (number of people)	0	0	0	0	0
Number of outside auditors	Male (number of people)	1	1	1	1	1
	Female (number of people)	1	1	1	1	1
Number of independent outside auditors	Male (number of people)	1	1	1	1	1
	Female (number of people)	1	1	1	1	1
Percentage of outside auditors	%	50.0	50.0	50.0	50.0	50.0
Percentage of independent outside auditors	%	50.0	50.0	50.0	50.0	50.0
Percentage of women	%	25.0	25.0	25.0	25.0	25.0
Number of meetings held	Meetings	11	11	12	11	12
Attendance rate	%	95.2	95.8	97.9	94.5	97.9
Attendance rate of outside auditors	%	90.9	91.7	95.8	86.4	95.8
Attendance rate of independent outside auditors	%	90.9	91.7	95.8	86.4	95.8

### Executive officer system

Scope of aggregation: Okamura Corporation; Time of aggregation: As of June 30 of each year

Item	Breakdown (unit)	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Number of executive officers	Male (number of people)	6	6	6	6	6
	Female (number of people)	0	0	0	0	0

## Risk Management

### Information Security Measures

Scope of aggregation: Okamura Corporation; Time of aggregation: End of fiscal year (March 31)

Item	Unit	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Number of information security incidents	Cases	2	0	1	1

## Promotion of Compliance and Anti-Corruption Initiatives

### Information security measures

Scope of aggregation: Okamura Group; Time of aggregation: End of fiscal year (March 31)

Item	Content, etc.	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Distribution of booklets	Ethics Card	%	100	100	100	100	100
	Code of Conduct Handbook	%	100	100	100	100	100

### Compliance and fair business practices

Scope of aggregation: Okamura Corporation; Time of aggregation: End of fiscal year (March 31)

Item	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Number of legal violations involving administrative penalties and criminal charges for accidents or incidents	Cases	0	0	0	0	0
Number of employees disciplined for corrupt practices	People	0	0	0	0	0
Corruption-related fines	yen	0	0	0	0	0
Number of corruption-related penalties	Cases	0	0	0	0	0

### Internal whistleblowing

Scope of aggregation: Okamura Group; Time of aggregation: End of fiscal year (March 31)

Item	Breakdown	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Internal whistleblower (helpline) system Number of times used	Japan	Cases	8	8	17	12	10
	Overseas	Cases	0	0	0	2	2
Internal whistleblower (helpline) system Percentage of consolidated companies		%	37.5	0.0	0.0	35.7	16.7

### Data on implementation of compliance education

Scope of aggregation: Okamura Corporation; Time of aggregation: End of fiscal year (March 31)

Item	Breakdown	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Compliance training (general compliance)	New employees	People	164	126	164	187	194
	Newly appointed section managers	People				40	22
	Newly appointed department heads	People	30	16	30	23	23

### Employee awareness survey

Scope of aggregation: Okamura Group; Time of aggregation: End of fiscal year (March 31)

Item	Unit	Fiscal 2016	Fiscal 2019	Fiscal 2022
Employee awareness survey response rate	%	84.1	76.3	86.3

\*Employee awareness surveys are conducted once every three years

### Implementation results of compliance-related subject-specific training in fiscal 2024

Content	Target scope	Unit	Number of participants
Understanding company policies (Human Rights Policy, Declaration on Building Partnerships)	Okamura Group*	People	3,311
Learning about internal reporting guidelines	Okamura Group*	People	2,919
Precautions in conducting business relationships	Okamura Group*	People	3,234
Lessons from failed case studies	Okamura Group*	People	3,102

\*Target scope: Okamura Corporation, Kansai Okamura Corporation, Okamura Support and Service Corporation, Okamura Business Support Corporation, FM Solution Corporation, Hill International Inc., Td Japan

## Supply Chain Management

### Responsible procurement

Scope of aggregation: Okamura Group; Time of aggregation: End of fiscal year

Item	Breakdown	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Sustainable Procurement Survey (questionnaire)	Number of companies asked	Companies	133	227	543	507	639
	Number of participating companies	Companies	131	227	541	505	632
	Collected	%	98.5	100	99.6	99.6	98.9
	Percentage agreed and signed*	%	-	-	98.1	99.6	95.3
Sustainable Procurement Survey (field audits)	Number of participating companies	Companies	0	1	3	4	5
Training for internal purchasing staff		People	-	-	43	57	58

\* Denoting agreement to the Okamura Group Sustainable Procurement Guidelines in conjunction with the survey

## Coexisting with Local Communities and Society

### Contributions to the community

Scope of aggregation: Okamura Group; Time of aggregation: End of fiscal year (March 31)

Item	Breakdown	Unit	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Number of employees who took volunteer leave*		People	3	2	0	1	1
Social contribution activities	Expenditure	million yen	79	152	208	172	139
	of which, amount of donations	million yen	16	95	135	67	36

\* Volunteer leave was introduced at the Okamura Corporation from fiscal 2020





## 1980

### Sustainability activities

- 81  **Takahata Plant received the Energy Conservation Minister of International Trade and Industry Award**
- 84  **Takahata Plant received the Chairperson's Award - Japan Greenery Research and Development Center**



Takahata Plant received awards ('81) ('84)

## 1990

- 91 Environmental policy for products formulated
- 92 Okamura Technical Junior College opened
- 93 Start of the 1st Environmental Midterm Plan, "Toward a Prosperous Future"
- 95 Environmental pamphlet "Toward a Prosperous Future" published
- 96 Environmental Measures Department established
- 97 GREEN WAVE, a voluntary environmental standard for products, began to be implemented
- Environmental pamphlet "GREEN WAVE 21" published
- Oppama Plant: ISO 14001 audit and registration
- Emergency safety measures for employees and their families: Distribution of Emergency Cards
- 99 ISO 9001 registration for Oppama and Tsukuba Plants
- First Environmental Report published




Environmental pamphlet "Toward a Prosperous Future" published ('95)



ISO 14001 company-wide integrated audit and registration ('00)

## 2000

- 00 ISO 14001 company-wide integrated audit and registration
- 01 Completion of ISO 14001 audits and registration for all domestic production plants
- 02  **Returnable transport packaging won the Asia Star Award**
- 03 GREEN WAVE 2010 Long-term Environmental Vision launched
- Contessa received GREENGUARD US environmental certification
- 05 Achieved zero emissions at Okamura production plants
- 09 Okamura Group Timber Use Policy formulated

### Business

- 80 Office Research Center opened
- Head office featuring raised floors unveiled
- 82 Rotary rack technology exported to the USA
- 84 Desk system launched
- 86 Ergonomic chair launched



Head office featuring raised floors unveiled ('80)

- 93 Overhead conveyor system launched
- 95 "Earthquake Protection for Office Furniture" manual created
- Technology partnership with OCS (Sweden) (for overhead conveyor systems)
- 97 Profice Next Generation Office System launched
- 98 Fontana refrigerated showcases launched



Overhead conveyor system launched ('93)



Profice Next Generation Office System launched ('97)



Fontana refrigerated showcases announced ('98)

- 01 Sales agreement with FujiSeiko Co., Ltd.
- Entered the security business
- 02 Contessa ergonomic mesh chair launched
- 05 Baron ergonomic mesh chair launched
- 08 Visplay display fixtures system launched and showroom opened



Contessa ergonomic mesh chair announced ('02)



Visplay Showroom opened ('08)

### Okamura Group

- 82 Okamura's OA Strategy published
- 84  **Oppama Plant received the Minister of International Trade and Industry Award as a factory with excellent industrial standardization**
- 87 Siam Okamura Steel Co., Ltd. established in Thailand
- 88 JT Okamura Co., Ltd. established in Okayama
- 89 Okamura Logistics Corporation established



Tsukuba Plant in Ibaraki completed ('90)



NS Okamura Corporation established in Iwate ('91)



Nakai Plant in Kanagawa completed ('97)

- 90 Tsukuba Plant in Ibaraki completed
- 91 NS Okamura Corporation established in Iwate
- 92 Okamura International (Singapore) Pte Ltd established
- 94 Okamura Business Support Corporation established
- 96 Siam Okamura International Co., Ltd. established in Thailand
- 97 Nakai Plant in Kanagawa completed
- 98 FM Solution Corporation established
- 99 Okamura Support and Service Corporation established

- 00 Hill International Inc. established
- 04 Shanghai Okamura Furniture and Logistic System Co., Ltd. established in China
- 05 Seeder Co., Ltd. acquired
- 06 Tsurumi Plant in Kanagawa completed
- 08 FujiSeiko Co., Ltd. acquired
- Chicago Showroom opened
- 09 Okamura Chair Museum opened
- SEC Co., Ltd. acquired



Okamura Chair Museum opened ('09)

## 2010

### Sustainability activities

- 10 GREEN WAVE+ voluntary environmental standard for products established  
ACORN activities started  
Okamura Group CSR Policy established  
(Revised as the Sustainability Policy in November 2020)  
FSC® certification/CoC certification obtained
- 🏆 Received a letter of appreciation from the Director of the Ministry of Forestry for the Kizukai (Due Care for Wood Use) Movement award
- 11 🏆 Received the Excellence Award at the 13th Green Purchasing Awards  
Technical Skills Training Center opened
- 16 🏆 NS Okamura Corporation received the Minister of the Environment Award for Promoting the Formation of a Recycling Society
- 17 Okamura Health & Productivity Management Declaration issued  
🏆 NS Okamura Corporation received the Energy Conservation Grand Prize, Minister of Economy, Trade and Industry Award
- 18 🏆 Certified as Health & Productivity Management Outstanding Organization 2018 (White 500)
- 19 Sustainability material issues identified  
Keidanren Declaration on Biodiversity and Action Guidelines endorsed

## 2020

- 20 Participated in the United Nations Global Compact  
Sustainability Promotion Department established  
Diversity & Inclusion Policy established  
(revised as the Diversity, Equity & Inclusion (DE&I) Policy in October 2023)  
Endorsed and made disclosures based on the recommendations of the TCFD  
Sustainability Committee established  
Goal of virtually zero CO2 emissions by 2050 announced  
JEES-Okamura Next Generation Development Scholarship established
- 22 Okamura Group Human Rights Policy established  
Okamura Group Information Security Policy established  
SBT certification obtained
- 🏆 Received the Medal with Dark Blue Ribbon for humanitarian assistance to Ukraine and neighboring regions
- 🏆 Kurumin certification obtained
- 23 Okamura Group's Material Management Issues identified  
Included in the CDP Climate Change A list (consecutive inclusion in 2024)
- 24 🏆 Platinum Kurumin certification obtained

### Business

- 12 Sew Future Work Studio opened  
Rotary Sorter automatic warehousing/sorting system launched
- 14 AutoStore robot storage system launched  
Swift height-adjustable table launched
- 15 Showcase navigation system launched
- 16 WORK MILL activity started
- 18 Lives office furniture series launched  
TELECUBE by OKAMURA and SnowHut work booths launched
- 20 Digital transformation service Work x D announced  
Fontana-Neo refrigerated showcase launched  
Robot piece picking system launched
- 21 OC portable battery launched  
WORK CARRIER creative furniture launched  
Spher task seating launched
- 22 WORK VILLA creative furniture launched  
ORV autonomous mobile robot launched
- 23 WORK ISLE creative furniture launched
- 24 Research Lab that Creates the Future of Stores opened  
mirumio furniture series for child education launched



Rotary Sorter automatic warehousing/sorting system launched (\*12)



AutoStore robot storage system launched (\*14)



Swift height-adjustable table launched (\*15)



Showcase navigation system launched (\*15)



Lives office furniture series launched (\*18)



TELECUBE by OKAMURA and SnowHut work booths launched (\*18)



Fontana-Neo refrigerated showcase launched (\*20)



Spher task seating launched (\*21)

### Okamura Group

- 10 Td Japan Ltd. established
- 11 NS Okamura Corporation and other production and sales locations in the Tohoku region damaged by the Great East Japan Earthquake
- 12 NS Okamura Corporation resumed operations
- 13 Hangzhou Okamura Transmission Co., Ltd. established
- Salotto Group (Hong Kong) acquired  
Sunahata Co., Ltd. acquired  
Ichie Co., Ltd. acquired
- 14 Shanghai Okamura Architecture Co., Ltd. established  
Okamura Trading (Shanghai) Co., Ltd. established
- 15 PT. Okamura Chitose Indonesia established
- 🏆 Mikasa, Japan's first automatic front wheel drive car with automatic transmission, certified as a Mechanical Engineering Heritage
- 18 Company name changed (Japanese only) Logo changed (\*18)
- Okamura International Malaysia Sdn. Bhd. established
- 20 Okamura International Vietnam Co., Ltd. established
- 21 "Okamura Way" formulated  
DB&B Holdings Pte. Ltd. acquired  
NovolBa & Co., Ltd. established
- 22 Zhejiang Hangcha Okamura Co., Ltd. established  
Hangzhou Okamura Furniture Co., Ltd. established
- 24 Suzaka Plant in Nagano completed
- 25 Boss Design Limited acquired



NS Okamura Corporation resumed operations (\*12)



Hangzhou Okamura Transmission Co., Ltd. established (\*13)

**OKAMURA**

# Scope of the Report

The Okamura Group consists of 42 companies, and this report primarily covers the initiatives and achievements of the Okamura Corporation and the 24 companies listed below. It also reports on the initiatives of the Okamura Group Health Insurance Association.

\*The target scope of employee-related data is described here [▶ p. 164](#) .

Sales Locations	Hill International, Inc.
	Td Japan Ltd.
	Ichie Co., Ltd.
	Okamura (China) Co., Ltd.
	Okamura (Shanghai) Industrial Co., Ltd.*1
	Okamura Salotto Hong Kong Limited
	Okamura International (Singapore) Pte Ltd
	PT Okamura International Indonesia
	Okamura International Malaysia Sdn. Bhd.
	Siam Okamura International Co., Ltd.
	Okamura International Vietnam Co., Ltd.
	DB&B Holdings Pte. Ltd.*2
	NovolBa Co., Ltd.*3

Production Facilities	Kansai Okamura Corporation*5
	NS Okamura Corporation
	Sanyo Okamura Corporation
	FujiSeiko Co., Ltd.
	Sunahata Co., Ltd.
	Hangzhou Okamura Transmission Co., Ltd.
	Hangzhou Okamura Furniture Co., Ltd.*4
Service Locations	Okamura Support and Service Corporation
	SEC Co., Ltd.
	FM Solution Corporation
Other	Okamura Business Support Corporation
	Okamura Group Health Insurance Association

\*1 Company name changed from Okamura Trading (Shanghai) Co., Ltd. on July 2021

\*2 Became a subsidiary in October 2021

\*3 Established in November 2021

\*4 Established in October 2022

\*5 Integrated into Okamura Corporation through an absorption-type merger in April 2025

# Third-Party Opinion and Verification Report

In order to enhance the reliability of this report and for it to meet the expectations of society, we asked for a third-party opinion and audit.

## Third-Party Opinion



**Mr. Junichi Mizuo**  
Ph.D. (Business Administration), Professor Emeritus, Surugadai University  
Representative Chairman, Japan Compliance & Governance Institute  
  
Following a corporate career at Shiseido Co., Ltd., retired from Surugadai University at the end of March 2018 after serving as Professor and Director of the Institute of Economic Research. Outside Auditor, Daicel Corporation. Visiting researcher at the University of London in 2010. Author of numerous books, including “Sustainable Company: The Business Concept of a Company that Prospers Forever,” Sendenkaigi Co., Ltd.

I would like to offer the following third-party opinion on the Sustainability Report 2025 of the Okamura Group (hereinafter referred to as “the Company”) from the standpoint of someone who has promoted the practice of business ethics at companies, and who has advocated for the integration of CSR/ SDG theory and practice through theory construction at universities and later at the research institute I am currently affiliated with.

**Highly commendable points:**  
The report illustrates how Okamura is responding to the social challenges of our time and affirming its commitment to accountability through initiatives such as disclosures in line with TNFD recommendations.

The Company endorsed the TCFD recommendations in 2021 and announced its support for the TNFD as well in 2025, demonstrating its commitment to actively engage in both climate- and nature-related financial disclosure initiatives and to uphold accountability. This approach has produced tangible results: it has enhanced the reliability of the Company’s environmentally friendly products through such third-party certifications as LEVEL and INDOOR ADVANTAGE, and it has earned the Company international recognition for promoting office spaces that emphasize environmental responsibility and wellness.

The report offers insight into how Okamura has carried out its “Three-Way Good” management in practice, in pursuit of its Purpose of “Realizing a society where people can thrive.”

It highlights the significance of integrating the Omi merchants’ “Three-Way Good” philosophy into the Company’s Purpose. Employee engagement improvement are good for the seller, the creation and provision of better value are good for the buyer, and the promotion of sustainability is good for society, culminating in a Three-Way Good. All this is rooted in the Company’s efforts to drive Employee engagement improvement aimed at enabling employees to thrive, as embodied in the implementation of WiL-BE 2.0. For example, “Sustainability Training at Mt. Fuji and Fuji Plant,” “Discover Store Displays: Supporting Junior Employees’ Career Development,” and “Line Care and Women’s Healthcare Training,” as elaborated in TOPICS, represent concrete initiatives that are good for the seller, enabling employees to thrive. Furthermore, the five specific actions presented in this report—Inner Communication (stimulating communication within the company), Human Development (nurturing talent), Work Rule (system), Work Smart (digital technology), and Work Place (environment)—are excellent initiatives that help employees maximize their job engagement, disclosed in sufficient detail.

**What I would like to see in the future:**  
I hope to see the advancement of a corporate culture that values transparency, encourages open questioning, and empowers employees to speak up.

The key to enabling employees to thrive lies in fostering an open corporate culture where they feel free to express their opinions. To achieve this, we must overcome the cultural barrier of the Three Wise Monkeys. “Three Wise Monkeys culture” is a term I have proposed, inspired by the sculpture at the Toshogu Shrine in Nikko depicting three monkeys that “see no evil, hear no evil, speak no evil.” If the Three Wise Monkeys mindset of “not seeing, not listening, and not speaking” takes root within an organization, it can lead to stagnation and foster a negative corporate culture that breeds harassment and conflict. Paradoxically, overcoming the negative habits of the Three Wise Monkeys

culture requires building systems and a corporate culture that encourage seeing, listening, and speaking. To accomplish this, both leaders and employees must (1) see and understand the organization’s overall atmosphere and state of being, making matters transparent by recognizing where everyone stands, (2) listen attentively to what subordinates, superiors, and colleagues have to say, and (3) on top of that, strive for open communication by encouraging one another to speak candidly. This will foster an open corporate culture where employees respect and are considerate toward one another, ultimately leading to the growth of an organization full of vitality—and, needless to say, a company where employees can truly thrive. I sincerely hope that these efforts will bring benefit to the seller, to the Company, and ultimately contribute to the advancement of society as a whole.


### Response to the Third-Party Opinion

In preparing the Okamura Group Sustainability Report 2025, we received valuable input from a wide range of stakeholders, and these insights have been reflected in our reporting on the Group’s initiatives aimed at building a sustainable society. I would like to express my gratitude to Dr. Mizuo for his frank opinions from a professional standpoint. Our responses to the social challenges of our time and commitment to accountability have received high praise. We sincerely appreciate his view that this approach positively contributes to enhancing the reliability of our business activities, including our environmentally conscious products. His feedback is a great encouragement for us as we continue our efforts. He has also emphasized the importance of cultivating an open corporate culture that serves as the foundation for enabling each employee to find fulfillment in their work, as Okamura pursues its Purpose of “Realizing a society where people can thrive.” By respecting, valuing, and empowering each individual, we will enable each one of our employees to fully demonstrate their abilities, contributing to “Realizing a society where people can thrive.”

**Yoshikazu Sato, Director and Senior Managing Executive Officer**




# Third-Party Verification Report

 **Third-Party Verification Report (Environmental Data)**  
[https://www.okamura.co.jp/corporate/sustainability/report/pdf/2025/third\\_party\\_opinion\\_ed\\_en.pdf](https://www.okamura.co.jp/corporate/sustainability/report/pdf/2025/third_party_opinion_ed_en.pdf)

独立保証報告書

株式会社オカムラ 殿



ビューロー・ベリタスジャパン（以下、ビューロー・ベリタス）は、株式会社オカムラ（以下、オカムラ）の委嘱に基づき、オカムラによって選定されたサステナビリティ情報に対して限定的保証業務を実施した。この保証報告書は、以下に示す業務範囲内に含まれる関連情報に適用される。

**選定情報**

我々の業務範囲は、「オカムラグループサステナビリティレポート 2025」（以下、レポート）に記載された、2024年4月1日から2025年3月31日までの期間の、以下の情報（「選定情報」）に対する保証に限定される。

- ・エネルギー使用量
- ・温室効果ガス排出量
  - ・ スコープ 1 及びスコープ 2 排出量（エネルギー起源 CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFC）
  - ・ スコープ 3 排出量（カテゴリー 1, 2, 3, 4, 5, 6, 7, 9, 11, 12）
- ・取水量、排水量、循環利用水量
- ・産業廃棄物排出量、再資源化量、最終処分量
- ・SOx/NOx 排出量
- ・BOD/COD 排出量
- ・PRTR 対象化学物質（取扱量、排出量、移動量）

但し、各データにおける報告範囲はオカムラの決定に基づく。

**報告規準**

レポート内に含まれる選定情報は、レポートに記載された報告規準と共に読まれ理解される必要がある。

**限定と除外**

以下に関する情報のいかなる検証も、我々の業務範囲からは除外される。

- ・定められた検証期間の外での活動
- ・「選定情報」として挙げられていない、レポート内の他の情報

限定的保証は、リスクに基づいて選定されたサステナビリティデータのサンプルと、これに伴う限界に依拠している。この独立報告書は、存在するかもしれないすべての誤り、欠損、虚偽表示を検出するための根拠とされるべきではない。


**責任**

レポート内の保証の対象とされた情報の作成と提示は、オカムラ単独の責任である。


ビューロー・ベリタスはレポート又は報告規準の作成に関与していない。我々の責任は、以下の通りである。

- ・保証の対象とされた情報が報告規準に準拠して作成されたかどうかについて、限定的保証を行うこと
- ・実施した手続きと入手した証拠に基づいて、独立した結論を形成すること
- ・我々の結論をオカムラに報告すること

Ref. BVJ\_25426000



INDEPENDENT ASSURANCE STATEMENT



To: Okamura Corporation

Bureau Veritas Japan Co., Ltd. (Bureau Veritas) has been engaged by Okamura Corporation (Okamura) to provide limited assurance over sustainability information selected by Okamura. This Assurance Statement applies to the related information included within the scope of work described below.

**Selected information**

The scope of our work was limited to assurance over the following information included within Okamura Group Sustainability Report 2025 (the Report) for the period of April 1, 2024 through March 31, 2025 (the 'Selected Information'):

- ・ Energy usage
- ・ Greenhouse gas emissions
  - ・ Scope 1 and Scope 2 emissions (CO<sub>2</sub> from energy use, CH<sub>4</sub>, N<sub>2</sub>O and HFC)
  - ・ Scope 3 emissions (Category 1, 2, 3, 4, 5, 6, 7, 9, 11 and 12)
- ・ Water usage, Water discharged and Volume of water used for circulation
- ・ Industrial waste discharged, Waste recycled and Final disposal waste
- ・ SOx/NOx emissions
- ・ BOD/COD emissions
- ・ Japanese PRTR (Pollutant Release and Transfer Register) designated substances (Volume handled, emissions and transfers)

Note: The reporting boundaries for each data are defined by Okamura.

**Reporting criteria**

The Selected Information included within the Report needs to be read and understood together with the reporting criteria stated in the Report.

**Limitations and Exclusions**

Excluded from the scope of our work is any verification of information relating to:

- ・ Activities outside the defined verification period;
- ・ Any other information within the Report, which is not listed as the 'Selected Information'.


This limited assurance engagement relies on a risk based selected sample of sustainability data and the associated limitations that this entails. This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

**Responsibilities**

This preparation and presentation of the Selected Information in the Report are the sole responsibility of the management of Okamura.

Bureau Veritas was not involved in the drafting of the Report or of the Reporting Criteria. Our responsibilities were to:

Ref. BVJ\_25426000





Third-Party Verification Report (Social Data)  
[https://www.okamura.co.jp/corporate/sustainability/report/pdf/2025/third\\_party\\_opinion\\_sd\\_en.pdf](https://www.okamura.co.jp/corporate/sustainability/report/pdf/2025/third_party_opinion_sd_en.pdf)

独立保証報告書

株式会社オカムラ 殿

ビューロー・ベリタスジャパン（以下、ビューロー・ベリタス）は、株式会社オカムラ（以下、オカムラ）の委嘱に基づき、オカムラによって選定されたサステナビリティ情報に対して限定的保証業務を実施した。この保証報告書は、以下に示す業務範囲内に含まれる関連情報に適用される。

**選定情報**  
我々の業務範囲は、オカムラグループ サステナビリティ レポート 2025（以下、レポート）に記載された、2024年4月1日から2025年3月31日（※一部データに関しては2024年3月21日から2025年3月20日）までの期間の以下の情報（「選定情報」）に対する保証に限定される。

**オカムラ**

- ・男女間の賃金格差（男性の賃金に対する女性の賃金の割合） 全従業員\_2024 年度分
- ・男女間の賃金格差（男性の賃金に対する女性の賃金の割合） 正規従業員\_2024 年度分
- ・男女間の賃金格差（男性の賃金に対する女性の賃金の割合） 非正規従業員\_2024 年度分
- ・育児休業取得率 合計\_2024 年度分
- ・育児休業取得率 男性\_2024 年度分
- ・育児休業取得率 女性\_2024 年度分
- ・従業員のダイバーシティ 男女別管理職比率 男性\_2024 年度分
- ・従業員のダイバーシティ 男女別管理職比率 女性\_2024 年度分
- ・障がい者雇用率 雇用障がい者数\_2024 年分
- ・障がい者雇用率 実雇用率\_2024 年分

**報告規準**  
レポート内に含まれる選定情報は、レポートに記載された報告規準と共に読まれ理解される必要がある。

**限定と除外**  
以下に関する情報のいかなる検証も、我々の業務範囲からは除外される。

- ・定められた検証期間の外での活動
- ・「選定情報」として挙げられていない、レポート内の他の情報

限定的保証は、リスクに基づいて選択されたサステナビリティデータのサンプルと、これに伴う限界に依拠している。この独立報告書は、存在するかもしれないすべての誤り、欠損、虚偽表示を検出するための根拠とされるべきではない。

**責任**  
レポート内の保証の対象とされた情報の作成と提示は、オカムラ単独の責任である。  
ビューロー・ベリタスはレポート又は報告規準の作成に関与していない。我々の責任は、以下の通りである。

- ・保証の対象とされた情報が報告規準に準拠して作成されたかどうかについて、限定的保証を行うこと

Ref. BVJ\_25175888

INDEPENDENT ASSURANCE STATEMENT

To: Okamura Corporation

Bureau Veritas Japan Co., Ltd. (Bureau Veritas) has been engaged by Okamura Corporation (Okamura) to provide limited assurance over its sustainability information selected by Okamura. This Assurance Statement applies to the related information included within the scope of work described below.

**Selected information**  
The scope of our work was limited to assurance over the following information included within the Sustainability report 2025 (the report) of Okamura Group for the period of April 1, 2024 through March 31, 2025 (some data is from March 21, 2024 to March 20, 2025) (the 'Selected Information'):

Okamura

- Gender wage gap (ratio of women's wages to men's wages); All employees Fiscal 2024
- Gender wage gap (ratio of women's wages to men's wages); Regular employees Fiscal 2024
- Gender wage gap (ratio of women's wages to men's wages); Non-regular employees Fiscal 2024
- Childcare leave acquisition rate; Total Fiscal 2024
- Childcare leave acquisition rate; Male Fiscal 2024
- Childcare leave acquisition rate; Female Fiscal 2024
- Employee diversity Percentage of managers by gender; Male Fiscal 2024
- Employee diversity Percentage of managers by gender; Female Fiscal 2024
- Employment rate of people with disabilities: Number of employed people with disabilities 2024
- Employment rate of people with disabilities: Actual employment rate 2024

**Reporting criteria**  
The Selected Information included within the report needs to be read and understood together with the reporting criteria stated in the report of Okamura group.

**Limitations and Exclusions**  
Excluded from the scope of our work is any verification of information relating to:

- Activities outside the defined verification period;
- Any other information within the report, which is not listed as the 'Selected Information'.

This limited assurance engagement relies on a risk based selected sample of sustainability data and the associated limitations that this entails. This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

**Responsibilities**  
This preparation and presentation of the Selected Information in the report are the sole responsibility of the management of Okamura.  
Bureau Veritas was not involved in the drafting of the report or of the Reporting Criteria. Our responsibilities were to:

Ref. BVJ\_25175888

# ESG Cross-Reference Table

Information on sustainability is listed by ESG category. Click on the “●” to jump to the relevant page or site.

The Okamura Group's Promoting Sustainability		Materiality		Governance			Strategy		Risk Management		Indicators and Targets		
		●		●			●		●		●		

		Policy/ approach	System	Target	Initiatives	Related Data	Participation in initiatives
E	Environmental management	●	●	●	●	●	●
	Climate change	●	●	●	●	●	●
	Biodiversity	●	●	●	●	●	●
	Resource use (including waste reduction)	●	●	●	●	●	---
	Water usage	●	●	●	●	●	---
	Pollution	●	●	●	●	●	---
	Supply chain (environment)	●	●	●	●	●	---
	S	Human rights and communities	●	●	●	●	●
Human resources management		●	●	●	●	●	---
Promotion of diversity		●	●	●	●	●	●
Health and Productivity Management		●	●	●	●	●	---
Occupational health and safety		●	●	●	●	●	●
Responsibility to customers		●	●	●	●	●	---
Contributing to the community and society		●	●	●	●	●	---
Supply chain (society)		●	●	●	●	●	---

			Policy/ approach	System	Target	Initiatives	Related Data	Participation in initiatives
G	Corporate governance	Approach and governance system	●	●	●	●	●	---
		Management audits	●	●	---	●	●	---
		Internal control	●	●	---	●	●	---
		Tax strategy	●	●	---	●	---	---
		Compliance promotion system	●	●	---	●	---	●
	Compliance	Code of Conduct	●	●	●	●	●	●
		Prevention of bribery and corruption	●	●	●	●	●	●
		Internal whistleblower system	●	●	---	●	●	●
		Risk management system	●	●	●	●	●	---
	Risk management	List of risks	●	---	---	●	---	---
		Disaster response BCP	●	●	●	●	●	---
		Information Security	●	●	---	●	●	---
		Related to the General Meeting of Shareholders (J)	●	●	●	●	●	---

GRI Standards Cross-Reference Table

Universal Standards

GRI Standards	Disclosures	Section Listed
<b>GRI 2: General Disclosures 2021</b>		
<b>1. The organization and its reporting practices</b>		
2-1	Organizational details	Subsidiaries and associates Overseas locations Okamura Profile p. 4
2-2	Entities included in the organization's sustainability reporting	Scope of the Report p. 177
2-3	Reporting period, frequency and contact point	Preparing This Report p. 3 Contact point p. 187
2-4	Restatements of information	-
2-5	External assurance	Third-Party Opinion and Verification Report p. 178-180
<b>2. Activities and workers</b>		
2-6	Activities, value chain and other business relationships	Short-term Investment Securities Report p. 5 Okamura Profile p. 4 Supply Chain Management p. 144-146
2-7	Number of Employees	Employee-Related Data p. 164-167
2-8	Workers who are not employees	-
<b>3. Governance</b>		
2-9	Governance structure and composition	Short-term Investment Securities Report p. 47-54 Corporate Governance Report p. 6-9 Notice of the Annual General Meeting of Shareholders p. 27 Governance p. 15-16 Corporate Governance p. 131-132 Data Related to Responsible Corporate Behavior p. 172-173
2-10	Nomination and selection of the highest governance body	Corporate Governance Report p. 2, p. 3 Corporate Governance Guidelines p. 6-7 Notice of the Annual General Meeting of Shareholders p. 7-16
2-11	Chair of the highest governance body	Corporate Governance Report p. 3
2-12	Role of the highest governance body in overseeing the management of impacts	Short-term Investment Securities Report p. 11-12, p. 25-29 Okamura Group's Climate Change Information Disclosures Based on TCFD/TNFD Recommendations p. 3-10 Basic Approach p. 11-14 Governance p. 15-16
2-13	Delegation of responsibility for managing impacts	Short-term Investment Securities Report p. 11-12, p. 25-29 Okamura Group's Climate Change Information Disclosures Based on TCFD/TNFD Recommendations p. 3-5, p. 8-10 Basic Approach p. 11-14 Governance p. 15-16

GRI Standards	Disclosures		Section Listed
	2-14	Role of the highest governance body in sustainability reporting	Governance p. 15-16
	2-15	Conflicts of interest	Short-term Investment Securities Report p. 39, p. 54, p. 60-64 Corporate Governance Report p. 1, p. 4
	2-16	Communication of critical concerns	Corporate Governance p. 131-132 Promotion of Compliance and Anti-Corruption Initiatives p. 138-141
	2-17	Collective knowledge of the highest governance body	Corporate Governance Report p. 4 Governance p. 15-16
	2-18	Evaluation of the performance of the highest governance body	Corporate Governance p. 131-132
	2-19	Remuneration policies	Short-term Investment Securities Report p. 58-59
	2-20	Process to determine remuneration	Short-term Investment Securities Report p. 58-59
	2-21	Annual total compensation ratio	Short-term Investment Securities Report p. 7, p. 59
	<b>4. Strategy, policies and practices</b>		
	2-22	Statement on sustainable development strategy	Message from the CEO p. 7-9
	2-23	Policy commitments	List of policies Respect for Human Rights p. 142-143
	2-24	Embedding policy commitments	Okamura Group Sustainable Procurement Guidelines Basic Approach p. 11-14 Governance p. 15-16 Strategy p. 17-19 Risk Management p. 20 Indicators and Targets p. 21-23 Respect for Human Rights p. 142-143 Data Related to Responsible Corporate Behavior p. 172-173
	2-25	Processes to remediate negative impacts	Okamura Group Human Rights Policy Promotion of Compliance and Anti-Corruption Initiatives p. 138-141 Respect for Human Rights p. 142-143 Data Related to Responsible Corporate Behavior p. 172-173
	2-26	Mechanisms for seeking advice and raising concerns	Promotion of Compliance and Anti-Corruption Initiatives p. 138-141 Respect for Human Rights p. 142-143 Supply Chain Management p. 144-146
	2-27	Compliance with laws and regulations	Promotion of Compliance and Anti-Corruption Initiatives p. 138-141 Environmental Data p. 157-163 Data Related to Responsible Corporate Behavior p. 172-173
	2-28	Membership associations	Related organizations

GRI Standards	Disclosures		Section Listed
	<b>5. Stakeholder engagement</b>		
	2-29	Approach to stakeholder engagement	Stakeholder Engagement p. 24-25
	2-30	Collective bargaining agreements	Human Resources Strategy of the Okamura Group p. 74-83 Employee-Related Data p. 164-167
<b>GRI 3: Material Topics 2021</b>			
	3-1	Process to determine material topics	Basic Approach p. 11-14
	3-2	List of material topics	Basic Approach p. 11-14 Strategy p. 17-19 Data Related to Promotion of Sustainability p. 154-156
	3-3	Management of material topics	Basic Approach p. 11-14 Governance p. 15-16 Indicators and Targets p. 21-23

## Topic Standards (Economy)

GRI Standards	Disclosures		Section Listed
GRI 201: Economic Performance 2016			
	201-1	Direct economic value generated and distributed	Short-term Investment Securities Report p. 68-69 Employee-Related Data p. 164-171 Data Related to Responsible Corporate Behavior p. 172-173
	201-2	Financial implications and other risks and opportunities due to climate change	Short-term Investment Securities Report p. 14-16, p. 18-21 Okamura Group's Climate Change Information Disclosures Based on TCFD/TNFD Recommendations p. 5-13 Risk Management p. 20
	201-3	Defined benefit plan obligations and other retirement plans	Short-term Investment Securities Report p. 91-92
	201-4	Financial assistance received from government	-
GRI 202: Market Presence 2016			
	202-1	Ratios of standard entry level wage compared to local minimum wage (by gender)	-
	202-2	Proportion of senior management hired from the local community	-
GRI 203: Indirect Economic Impacts 2016			
	203-1	Infrastructure investments and services supported	Coexisting with Local Communities and Society p. 148-152
	203-2	Significant indirect economic impacts	Pursuing Quality in Product Creation p. 29-34 Promotion of innovation and creation of new value p. 35-43 Coexisting with Local Communities and Society p. 148-152
GRI 204: Procurement Practices 2016			
	204-1	Proportion of spending on local suppliers	-

GRI Standards	Disclosures		Section Listed
GRI 205: Anti-corruption 2016			
	205-1	Operations assessed for risks related to corruption	Risk Management p. 133-137 Promotion of Compliance and Anti-Corruption Initiatives p. 138-141 Data Related to Responsible Corporate Behavior p. 172-173
	205-2	Communication and training about anti-corruption policies and procedures	Anti-Corruption Policy Promotion of Compliance and Anti-Corruption Initiatives p. 138-141 Supply Chain Management p. 144-146 Data Related to Responsible Corporate Behavior p. 172-173
	205-3	Confirmed incidents of corruption and actions taken	Promotion of Compliance and Anti-Corruption Initiatives p. 138-141 Data Related to Responsible Corporate Behavior p. 172-173
GRI 206: Anti-competitive Behavior 2016			
	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Promotion of Compliance and Anti-Corruption Initiatives p. 138-141 Data Related to Responsible Corporate Behavior p. 172-173
GRI 207: Tax 2019			
	207-1	Approach to tax	Tax Policy Corporate Governance p. 131-132
	207-2	Tax governance, control, and risk management	Tax Policy Corporate Governance p. 131-132
	207-3	Stakeholder engagement and management of concerns related to tax	Tax Policy Corporate Governance p. 131-132
	207-4	Country-by-country reporting	-

## Topic Standards (Environment)

GRI Standards	Disclosures		Section Listed
GRI 301: Materials 2016			
	301-1	Materials used by weight or volume	Environmental Data p. 157-163
	301-2	Recycled input materials used	Environmental Data p. 157-163
	301-3	Reclaimed products and their packaging materials	Conserving and Recycling Resources p. 57-59 Environmental Data p. 157-163
GRI 302: Energy 2016			
	302-1	Energy consumption within the organization	Environmental Data p. 157-163
	302-2	Energy consumption outside of the organization	-
	302-3	Energy intensity	Environmental Data p. 157-163
	302-4	Reduction of energy consumption	Environmental Data p. 157-163
	302-5	Reductions in energy requirements of products and services	Environmental Considerations in Products and Services p. 60-62



GRI Standards	Disclosures		Section Listed
GRI 303: Water and Effluents 2018			
	303-1	Interactions with water as a shared resource	Conserving and Recycling Resources p. 57-59 Environmental Data p. 157-163
	303-2	Management of water discharge-related impacts	Conserving and Recycling Resources p. 57-59 Environmental Data p. 157-163
	303-3	Water withdrawal	Conserving and Recycling Resources p. 57-59 Environmental Data p. 157-163
	303-4	Water discharge	Conserving and Recycling Resources p. 57-59 Environmental Data p. 157-163
	303-5	Water consumption	Conserving and Recycling Resources p. 57-59 Environmental Data p. 157-163
GRI 304: Biodiversity 2016			
	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	-
	304-2	Significant impacts of activities, products, and services on biodiversity	Conserving Biodiversity p. 64-68 Okamura Group's Climate Change Information Disclosures Based on TCFD/TNFD Recommendations p. 15-18
	304-3	Habitats protected or restored	Conserving Biodiversity p. 64-68
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Conserving Biodiversity p. 64-68
GRI 305: Emissions 2016			
	305-1	Direct (Scope 1) GHG emissions	Responding to Climate Change p. 54-56 Environmental Data p. 157-163
	305-2	Energy indirect (Scope 2) GHG emissions	Responding to Climate Change p. 54-56 Environmental Data p. 157-163
	305-3	Other indirect (Scope 3) GHG emissions	Responding to Climate Change p. 54-56 Environmental Data p. 157-163
	305-4	GHG emissions intensity	Environmental Data p. 157-163
	305-5	Reduction of GHG emissions	Responding to Climate Change p. 54-56 Environmental Data p. 157-163
	305-6	Emissions of ozone-depleting substances (ODS)	Data Related to Promotion of Sustainability p. 154-156
	305-7	Nitrogen oxides (NOx), sulfur oxides(SOx), and other significant air emissions	Environmental Data p. 157-163
GRI 306: Waste 2020			
	306-1	Waste generation and significant waste-related impacts	Conserving and Recycling Resources p. 57-59 Environmental Data p. 157-163
	306-2	Management of significant waste-related impacts	Conserving and Recycling Resources p. 57-59 Monitoring the Impact on the Environment and Preventing Environmental Pollution p. 69
	306-3	Waste generated	Environmental Data p. 157-163
	306-4	Waste diverted from disposal	Environmental Data p. 157-163
	306-5	Waste directed to disposal	Environmental Data p. 157-163

GRI Standards	Disclosures		Section Listed
GRI 308: Supplier Environmental Assessment 2016			
	308-1	New suppliers that were screened using environmental criteria	Environmental Considerations in Products and Services p. 60-63 Supply Chain Management p. 144-146 Data Related to Responsible Corporate Behavior p. 172-173
	308-2	Negative environmental impacts in the supply chain and actions taken	Environmental Considerations in Products and Services p. 60-63 Supply Chain Management p. 144-146 Data Related to Responsible Corporate Behavior p. 172-173

## Topic Standards (Society)

GRI Standards	Disclosures		Section Listed
GRI 401: Employment 2016			
	401-1	New employee hires and employee turnover	Employee-Related Data p. 164-171
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Resources Strategy of the Okamura Group p. 74-83
	401-3	Parental leave	Employee-Related Data p. 164-171
GRI 402: Labor/Management Relations 2016			
	402-1	Minimum notice periods regarding operational changes	Human Resources Strategy of the Okamura Group p. 74-83
GRI 403: Occupational Health and Safety 2018			
	403-1	Occupational health and safety management system	Occupational Health and Safety p. 119-129
	403-2	Hazard identification, risk assessment, and incident investigation	Health & Productivity Management p. 104-118 Occupational Health and Safety p. 119-129
	403-3	Occupational health services	Health & Productivity Management p. 104-118 Occupational Health and Safety p. 119-129
	403-4	Worker participation, consultation, and communication on occupational health and safety	Health & Productivity Management p. 104-118 Occupational Health and Safety p. 119-129
	403-5	Worker training on occupational health and safety	Health & Productivity Management p. 104-118 Occupational Health and Safety p. 119-129
	403-6	Promotion of worker health	Health & Productivity Management p. 104-118 Occupational Health and Safety p. 119-129
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety p. 119-129
	403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety p. 119-129
	403-9	Work-related injuries	Employee-Related Data p. 164-171
	403-10	Work-related ill health	Employee-Related Data p. 164-171

GRI Standards	Disclosures		Section Listed
GRI 404: Training and Education 2016			
	404-1	Average hours of training per year per employee	Employee-Related Data p. 164-171
	404-2	Programs for upgrading employee skills and transition assistance programs	Nurturing Human Resources p. 94-103
	404-3	Percentage of employees receiving regular performance and career development reviews	Nurturing Human Resources p. 94-103 Sustainability Promotion Data p. 154-156 Employee-Related Data p. 164-171
GRI 405: Diversity and Equal Opportunity 2016			
	405-1	Diversity of governance bodies and employees	Data Related to Responsible Corporate Behavior p. 172-173 Employee-Related Data p. 164-171
	405-2	Ratio of basic salary and remuneration of women to men	Employee-Related Data p. 164-171
GRI 406: Non-discrimination 2016			
	406-1	Incidents of discrimination and corrective actions taken	Promotion of Compliance and Anti-Corruption Initiatives p. 138-141 Respect for Human Rights p. 142-143 Data Related to Responsible Corporate Behavior p. 172-173
GRI 407: Freedom of Association and Collective Bargaining 2016			
	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Resources Strategy of the Okamura Group p. 74-83 Promotion of Compliance and Anti-Corruption Initiatives p. 138-141 Supply Chain Management p. 144-146 Data Related to Responsible Corporate Behavior p. 172-173
GRI 408: Child Labor 2016			
	408-1	Operations and suppliers at significant risk for incidents of child labor	Supply Chain Management p. 144-146 Data Related to Responsible Corporate Behavior p. 172-173
GRI 409: Forced or Compulsory Labor 2016			
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Respect for Human Rights p. 142-143 Supply Chain Management p. 144-146 Data Related to Responsible Corporate Behavior p. 172-173
GRI 410: Security Practices 2016			
	410-1	Security personnel trained in human rights policies or procedures	Okamura Group Human Rights Policy
GRI 411: Rights of Indigenous Peoples 2016			
	411-1	Incidents of violations involving rights of indigenous peoples	-
GRI 413: Local Communities 2016			
	413-1	Operations with local community engagement, impact assessments, and development programs	Okamura Group's Climate Change Information Disclosures Based on TCFD/TNFD Recommendations p. 5-8, p. 15-19 Conserving and Recycling Resources p. 57-59 Conserving Biodiversity p. 64-68 Coexisting with Local Communities and Society p. 148-152
	413-2	Operations with significant actual and potential negative impacts on local communities	-

GRI Standards	Disclosures		Section Listed
GRI 414: Supplier Social Assessment 2016			
	414-1	New suppliers that were screened using social criteria	Supply Chain Management p. 144-146 Data Related to Responsible Corporate Behavior p. 172-173
	414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management p. 144-146 Data Related to Responsible Corporate Behavior p. 172-173
GRI 415: Public Policy 2016			
	415-1	Political contributions	-
GRI 416: Customer Health and Safety 2016			
	416-1	Assessment of the health and safety impacts of product and service categories	Provision of Safe and High-Quality Products and Services p. 44-45
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Provision of Safe and High-Quality Products and Services p. 44-45 Data Related to Promotion of Sustainability p. 154-156
GRI 417: Marketing and Labeling 2016			
	417-1	Requirements for product and service information and labeling	Provision of Safe and High-Quality Products and Services p. 44-45 Conserving and Recycling Resources p. 57-59 Environmental Considerations in Products and Services p. 60-63
	417-2	Incidents of non-compliance concerning product and service information and labeling	Announcements
	417-3	Incidents of non-compliance concerning marketing communications	Announcements
GRI 418: Customer Privacy 2016			
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Risk Management p. 133-137

\* The following websites or documents are available in Japanese only: Subsidiaries and associates, Overseas locations, Related organizations, Announcements, Short-term Investment Securities Report, Corporate Governance Report, Notice of the Annual General Meeting of Shareholders, Okamura Group's Climate Change Information Disclosures Based on TCFD/TNFD Recommendations and Tax Policy.

# SASB Standards Cross-Reference Table

Topic	Code	Metrics	Category	Section Listed
Energy Management in Manufacturing	CG-BF-130a.1 (1)	Total energy consumed	Quantitative	Environmental Data p. 157-163 Responding to Climate Change p. 54-56
	CG-BF-130a.1 (2)	Percentage grid electricity	Quantitative	-
	CG-BF-130a.1 (3)	Percentage renewable	Quantitative	Environmental Data p. 157-163 Responding to Climate Change p. 54-56
Management of Chemicals in Products	CG-BF-250a.1	Discussion of processes to assess and manage risks or hazards associated with chemicals in products	Qualitative	Understanding the Impact on the Environment and Preventing Environmental Pollution p. 69
	CG-BF-250a.2	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	Quantitative	Environmental Considerations in Products and Services p. 60-63
Product Lifecycle Environmental Impacts	CG-BF-410a.1	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	Qualitative	Pursuing Quality in Product Creation p. 29-34 Environmental Considerations in Products and Services p. 60-63
	CG-BF-410a.2 (1)	(1) Weight of end-of-life material recovered	Quantitative	Conserving and Recycling Resources p. 57-59 Environmental Data p. 157-163
	CG-BF-410a.2 (2)	(2) Percentage of recovered materials recycled	Quantitative	Conserving and Recycling Resources p. 57-59
Wood Supply Chain Management	CG-BF-430a.1 (1)	(1) Total weight of wood fibre materials purchased	Quantitative	Environmental Data p. 157-163
	CG-BF-430a.1 (2)	(2) Percentage from third-party certified forestlands	Quantitative	Conserving Biodiversity p. 64-68
	CG-BF-430a.1 (3)	(3) Percentage by standard	Quantitative	---
	CG-BF-430a.1 (4)	(4) Percentage certified to other wood fibre standards	Quantitative	---
	CG-BF-430a.1 (5)	(5) Percentage by standard	Quantitative	---

Code	Activity Metrics	Category	Section Listed
CG-BF-000.A	Annual production	Quantitative	Environmental Data p. 157-163
CG-BF-000.B	Area of manufacturing facilities	Quantitative	Environmental Performance Data for the Okamura Group's Production and Distribution Bases (J)

