

okamura

The Okamura Group

Sustainability Report 2024

Year ended March 31, 2024

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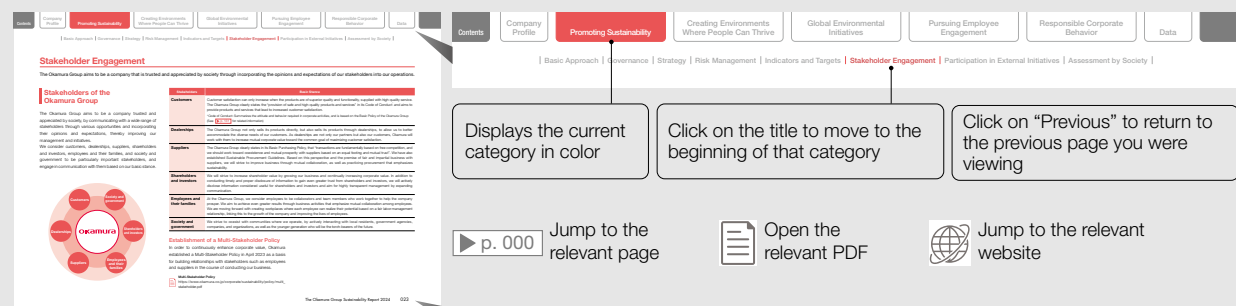
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PDF functions: This PDF incorporates various functions that are convenient for reading the report.



* Some of the functions explained here may not be available depending on the software you are using.

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 43 companies. This report primarily covers the Okamura Corporation and its 24 subsidiaries and associates.

*Scope of the report  p.171

Period Covered by the Report

Fiscal 2023 (April 2023–March 2024)

* Information regarding our vision and some of our activities may include details from April 2024 or later

* The affiliations of employees mentioned herein are as of March 31, 2024

Reference Guidelines

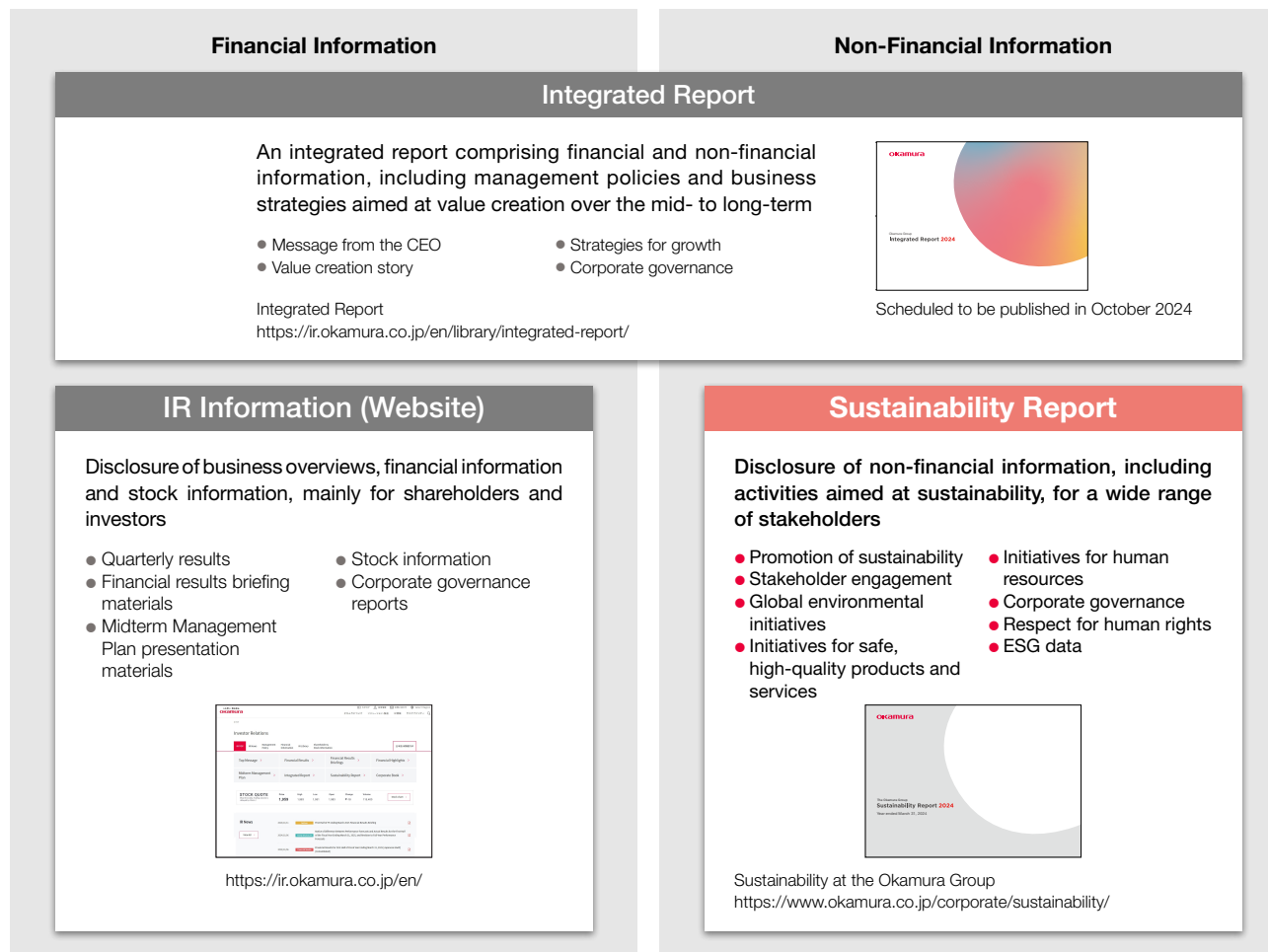
- GRI “Sustainability Reporting Guidelines (Standard)”
- “Guidance on Social Responsibility (ISO26000:2010)” (International Organization for Standardization)
- “Environmental Reporting Guidelines 2018” (Ministry of the Environment)
- TCFD (Task Force on Climate-Related Financial Disclosures) Recommendations (Final Report)

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.173

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

Also, from this year, we have begun to undergo third-party verifications of some data related to social issues as well.

Published

July 2024 (Previous report: July 2023)

Next report: Planned for July 2025 (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 2025 and is a translation of the Japanese version that was published in July 2024.

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 (as of March 31, 2024)
Number of Employees	(Non-consolidated) 3,940 (as of March 31, 2024) (Consolidated) 5,491 (as of March 31, 2024)
Main Business Activities	<p>Manufacture and sale of steel furniture</p> <p>Manufacture and sale of industrial machinery and other equipment</p> <p>Contracting of metal fitting installation work</p> <p>Auxiliary works, design, manufacture and sale related to the construction industry</p> <p>Manufacture and sale of display fixtures and other equipment</p> <p>Auxiliary construction, design and sale of security systems</p> <p>Design, manufacture and sales of medical equipment and other machinery and equipment</p> <p>Provision of information on improvement of office environments and improvement of office/production efficiency; manufacture and sale of related equipment</p>

Company overview and other information

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

Introduction to Okamura's main businesses

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

List of Okamura subsidiaries and associates in Japan and overseas

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

Main Businesses

Office Furniture



Offices - Workspaces



Local government buildings - Counters and lobbies



Healthcare - 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

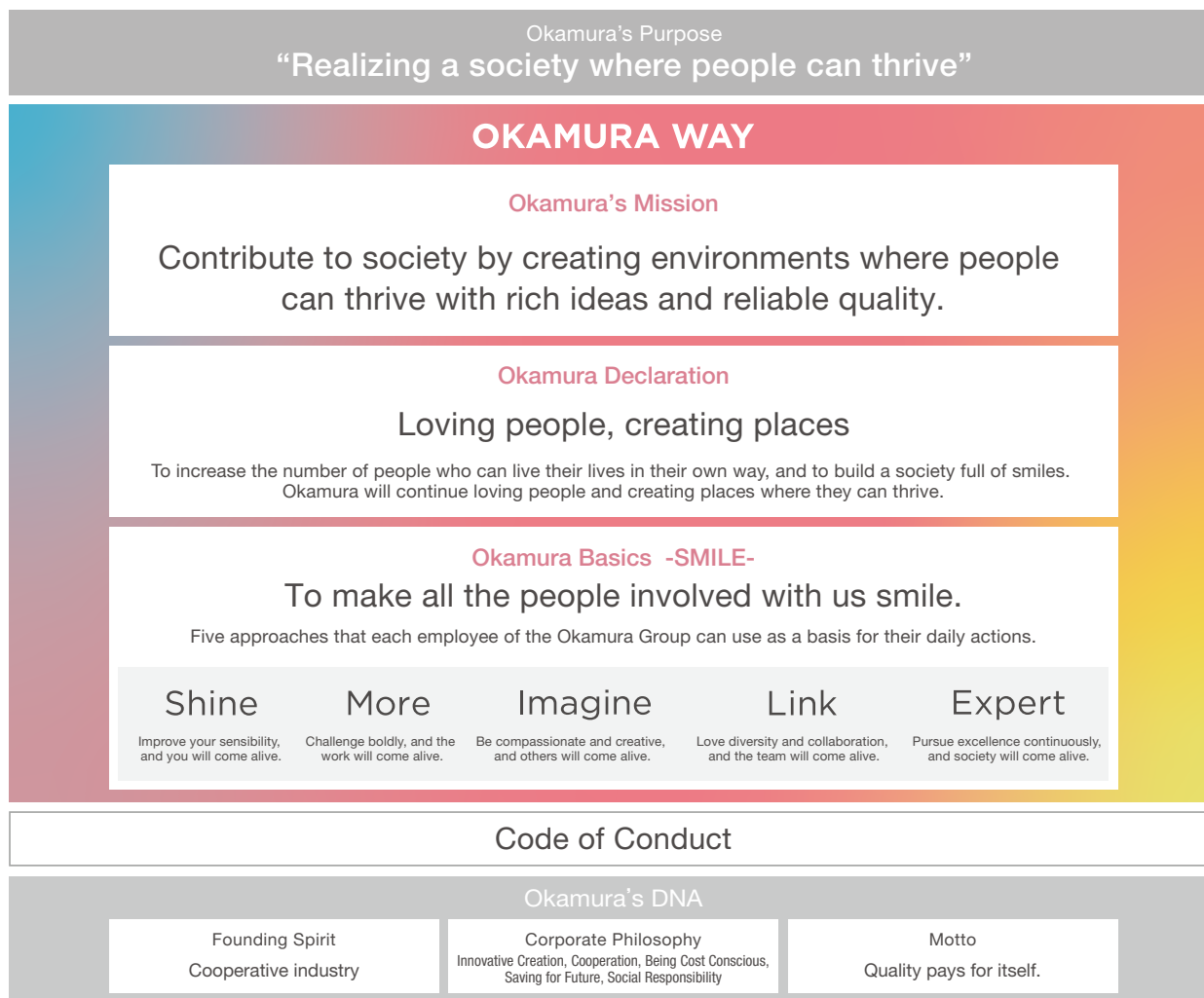
Powertrain



Transmissions for torque converters and snow removal vehicles

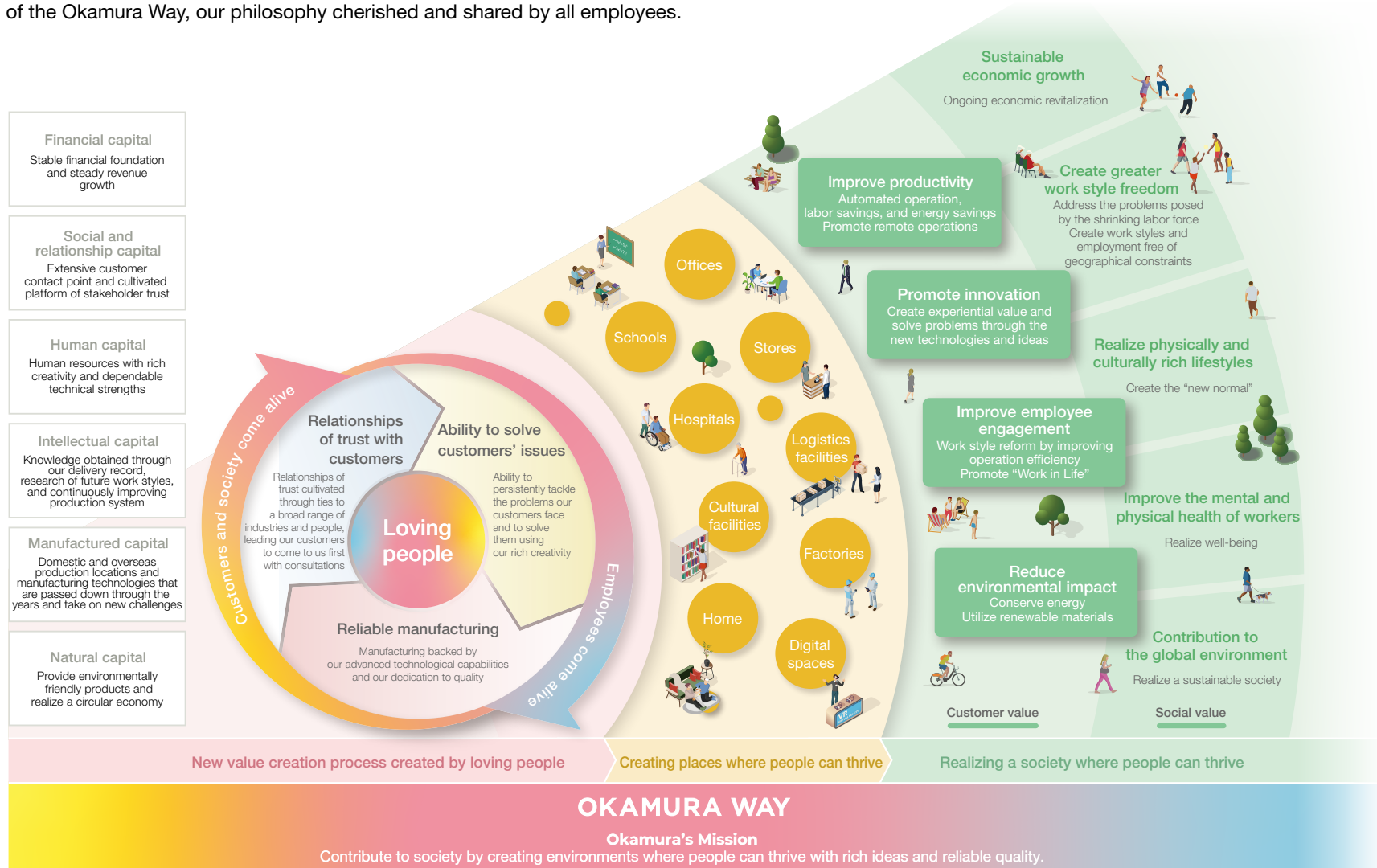
Okamura's Purpose and the Okamura Way

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

Realizing a Society Where People Can Thrive, by Promoting Business Activities Built Around Sustainability

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. The Okamura Group is committed to providing high-quality products and services in a variety of settings, including offices and educational, medical, research, 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.

Midterm Management Plan 2025, Aimed at the Creation of New Demand

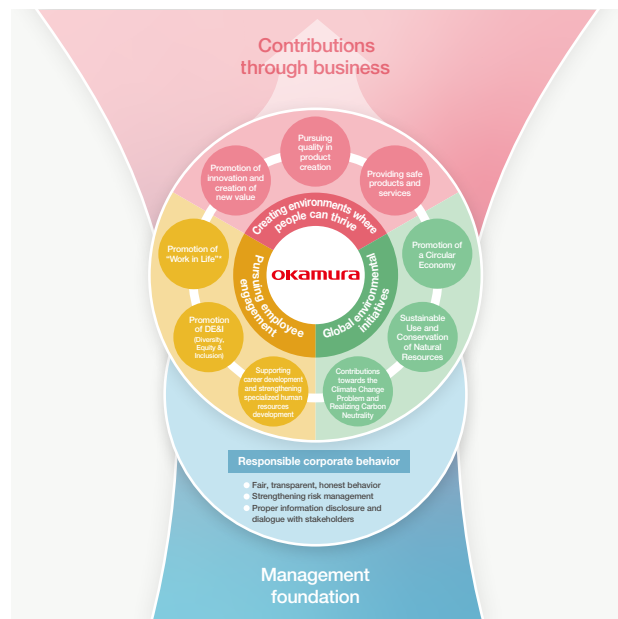
At the Okamura Group, we formulated our Midterm Management Plan 2025 in May 2023, which covers the three-year period from the fiscal year ending March 2024 to the fiscal year ending March 2026.

Under this plan aimed at creating 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 order to strengthen the foundations of our management, we are implementing various initiatives to further develop human resources and improve employee engagement, accelerate Digital Transformation, enhance high-mix, variable-volume production systems, and develop overseas businesses rooted in local markets. In addition, in order to improve employee engagement, which is what sustains our growth, we will step up efforts aimed at nurturing human resources and implementing work engagement reforms to realize “Work in Life”^{*1} advocated by Okamura. We will strive to become a strong Okamura that can respond to changes in the environment by allowing each employee to thrive at work in his or her own way.

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 engagement, (3) global environmental initiatives, and (4) responsible corporate behavior.

The Okamura Group's Materiality (Material Management Issues)



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, with greater emphasis on strengthening our capacity to counter business risks, in line with significant changes in the external environment and the period covered by our Midterm Management Plan 2025. 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 develops 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

The Okamura Group has positioned global environmental initiatives as one of the four material areas, with the promotion of a circular 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 minimizes waste generation throughout the product life cycle, from product planning and design to sales, maintenance, reusing, recycling, and proper processing.

In the production process, we are actively promoting the use of recycled materials, waste timber, and unused materials, as well as the reuse of waste resin and water.

In our June 2024 disclosure on climate change, we examined in more detail the transition plan aimed at achieving carbon neutrality by 2050, visualizing a roadmap for reducing greenhouse gas emissions. As for conserving biodiversity, we plan to develop our activities based on the TNFD Recommendations*2 and to strive to disclose more information.

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). In line with this, we have established a Diversity, Equity & Inclusion Policy, and respect the diversity of our employees in creating an environment where each employee feels fulfilled in his or her work, cooperates with others, and achieves personal growth. Based on the concept of embracing diversity outlined in the policy, 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 his or her 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 necessary to develop



and demonstrate employees' abilities as well as for cooperation and harmony, and to encourage the 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 his or her future career and achieve growth through diverse experiences.

Promoting a More Advanced Work 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 undertake specific promotion measures.

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.” As KPIs for health and productivity management, 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 more. 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 seven consecutive years 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 will continue to refine its capacity to make proposals and create products that address the needs of our customers and aim to further enhance our corporate value and help resolve social issues. We will contribute to society through our efforts to realize a sustainable society and to create environments 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.

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 reference)

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

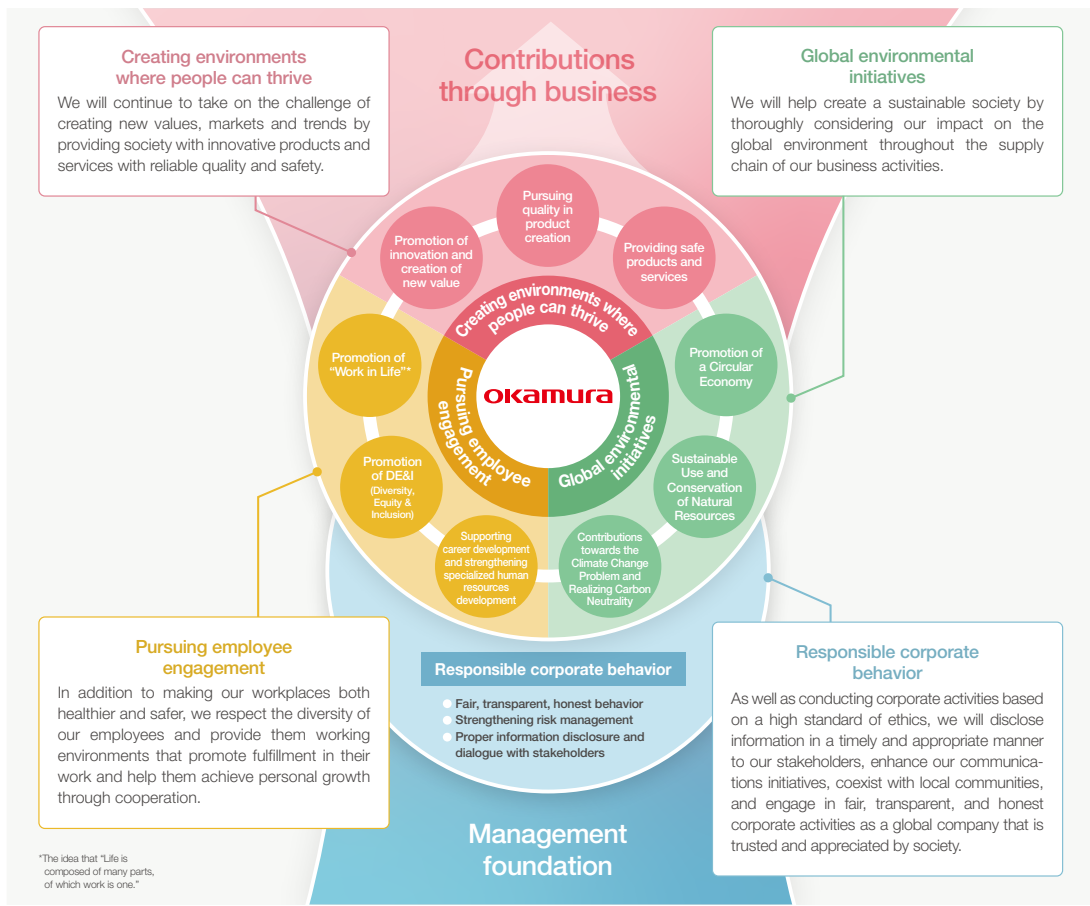
We will respect human rights and strive to respect each person's individuality—including their cultural background—while eliminating discrimination. By conducting corporate activities based on legal compliance and a high standard of ethics, we will disclose information in a timely and appropriate manner 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 centering 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 that we strive to undertake.

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

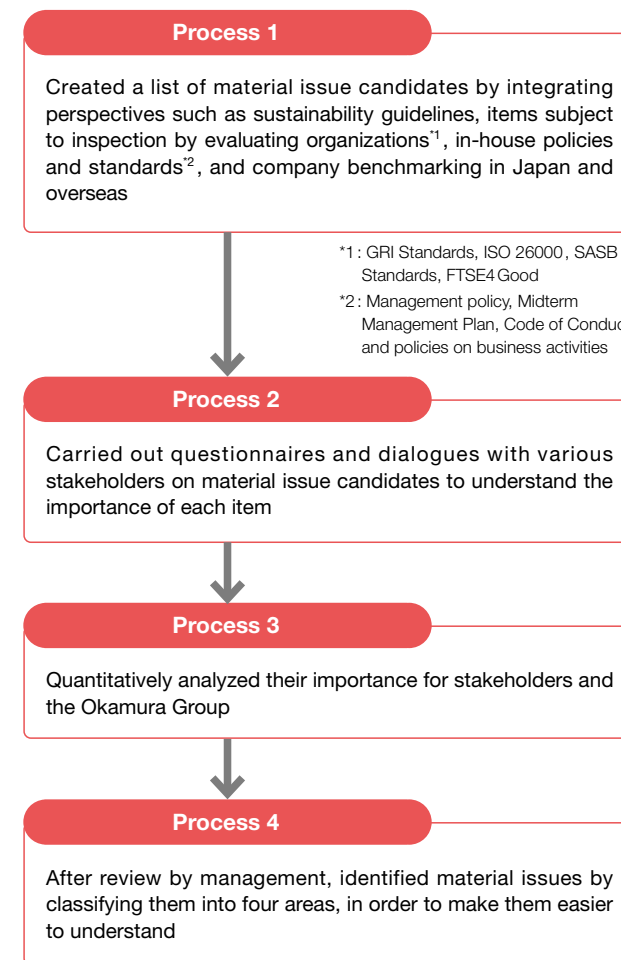
- Created a list of material issue candidates by integrating various perspectives such as sustainability guidelines, items subject to inspection by evaluating organizations, and in-house policies and standards
- Conducted internal and external questionnaires and dialogues regarding material issue candidates 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 keep them consistent with the Midterm Management Plan

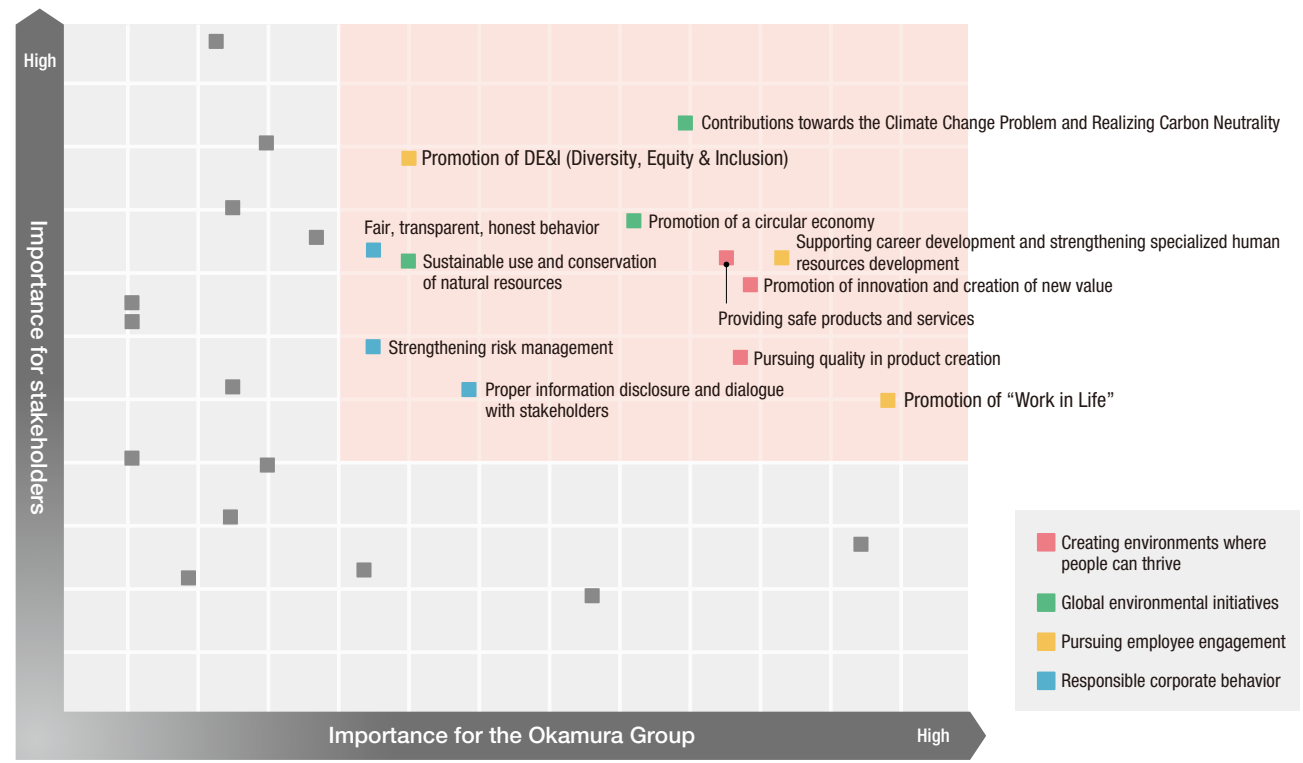
Processes for Identifying Material Issues

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)



Map of Material Issues

Material issues have been clearly identified by mapping them on a chart, with the importance for stakeholders on one axis and the importance for the Okamura Group on the other.



Governance

The Okamura Group has established a Sustainability Committee to effectively promote our initiatives.

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. The Committee formulates, deliberates, and approves yearly plans related to material issues, and distributes them to related departments. It also promotes and supports group-wide initiatives related to material issues and monitors their progress. In addition, regarding overall risks (opportunities and threats) for the Okamura Group, including climate change, the Committee reassesses current risks, extracts and evaluates new risks, and

identifies and reviews material risks, in consideration of the 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 operates the Sustainability Committee as its secretariat, develops approved items into business activities through various organizations within the company, and regularly conducts 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.

Sharing the Latest Case Studies Related to ESG at the Sustainability Committee

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

In August 2023, points to consider when creating integrated reports and differentiating information from sustainability reports

were shared, and in March 2024, standards for disclosing sustainability-related financial information were shared.

Content of Committee Meetings Held in Fiscal 2023

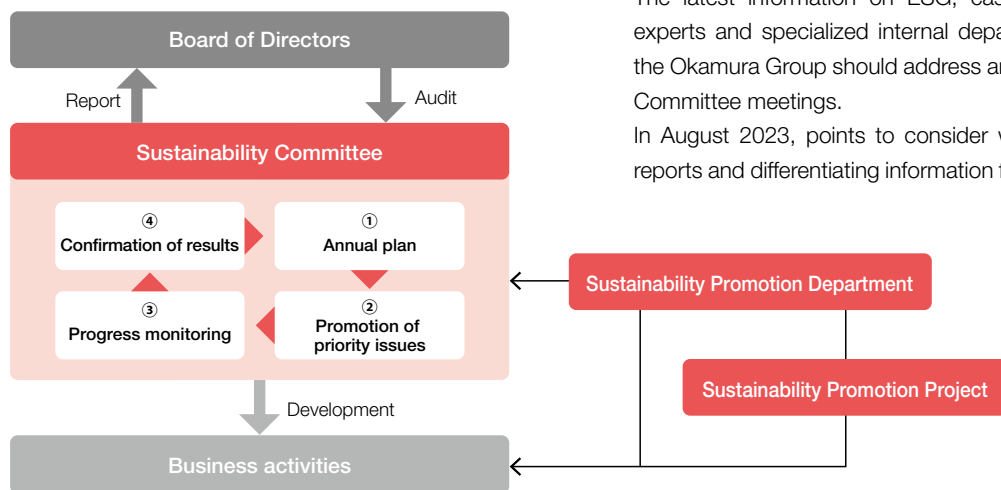
2023	August	Preparing the integrated report
2024	January	Support for victims of the 2024 Noto Peninsula Earthquake
	February	CDP evaluation results
	March	Issuance of ESG bonds
		Sustainability-related financial disclosures
		Carbon neutral transition plans
		Material risks to be addressed
		Human rights 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 2023

- Commendations for sustainability activities (see [▶ p. 69](#) for details)
- Questionnaire to understand employee awareness and behavior
- Voluntary training sessions and events (See [▶ p. 16](#), [▶ p. 64](#) – [▶ p. 65](#) for details)
- Sustainability-related e-mails (once a month)



TOPICS

Knowledge, Understanding, and Experiences Prompting the Next Step of Action

Sustainability Training in Kamaishi: NS Okamura Corporation



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. Participants can learn about group companies, get to know their colleagues, and experience nature through the keyword of “sustainability.” Each person’s knowledge, understanding, and experiences can be used as opportunities to think about what action one should take next. Sustainability Training began in fiscal 2022 in pursuit of these goals.

The second training session was held from August 25th to 26th, 2024, in Kamaishi, Iwate Prefecture, “City of Steel, Fish, and Rugby,” where NS Okamura Corporation (hereinafter referred to as NSO), one of Okamura Group’s production sites, is located. The session was attended by 18 employees from various Okamura business areas, including sales, production, and design.

Since employees do not get to visit group companies or production sites often, the sessions also served as an opportunity for people to meet and interact with one another



Members that participated in the training



Participants aboard boats, listening to fishermen

for the first time. Since it is becoming increasingly common to make proposals to clients from the perspective of sustainability, some members participated with the goal of understanding the SDGs better and being able to discuss them in their own words.

Getting to Know NS Okamura Corporation

NSO, which suffered damage in the Great East Japan Earthquake, resumed operations the year after the earthquake. Despite facing many hardships, NSO won the Minister of Economy, Trade and Industry Award in the Energy Conservation Example Category (industrial category) at the 2016 Energy Conservation Grand Prize for its technological innovations in the coating process, as well as the Minister of the Environment Award for Promotion of a Recycling-Based Society as an Excellent 3R Activity Company. This technology is currently being deployed within the Okamura Group and is playing a major role in reducing the environmental impact of manufacturing departments.

When manufacturing and sales department personnel mingle and get to know one another better through such training programs, Okamura’s advantage of integrated manufacturing and sales grows stronger, as well as a sense of unity.

Learning About Sustainability From Steel

NSO manufactures steel products. An expert from Kamaishi’s Iron and Steel History Museum gave a lecture on steel, a material that NSO handles every day. If you look at steel as a resource, it is truly sustainable. It accounts for approximately 30% of the earth’s weight and is inexpensive compared to other materials. In terms of environmental impact, greenhouse gas emissions produced by steel are only about one-fourth that of aluminum, and moreover, it can be recast numerous times. Participants were able to learn once more about the characteristics and appeal of steel, including its history. Some of the content was new even for NSO employees, and the lecture served as a valuable opportunity to see their company’s products with new eyes.

Action that Springs from Hands-On Experience and Sharing

The training also included a hands-on fishing session, to help participants to get to know the Kamaishi area. By learning about the issues and the natural environment surrounding the region with close ties to the Okamura Group, they had the opportunity to reflect on social issues such as climate change and the shrinking labor force as well. We will continue to actively implement training programs that encourage behavioral change, which can happen through participants sharing what they learned through the hands-on training with the wider group.



At Kamaishi Unosumai Memorial Stadium



Group presentations at the end of the training session

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 built around 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
Creating environments where people can thrive	Pursuing quality in product creation Promotion of innovation and creation of new value	<ul style="list-style-type: none"> Inability to differentiate our products from those of other companies, being exposed to excessive price competition Decrease in sales due to shrinkage/decline of existing market, etc. 	<ul style="list-style-type: none"> Expansion of fan base by enhancing brand value Resolving social issues and achieving sustainable growth by creating new demand
	Providing safe products and services	<ul style="list-style-type: none"> Damages from product liability claims due to defective products, etc. and loss of trust from stakeholders 	<ul style="list-style-type: none"> Gain in trust from stakeholders through product development that pursues reliable quality and safety
Global environmental initiatives	Promotion of a circular economy	<ul style="list-style-type: none"> Accelerating resource depletion, strain on waste disposal sites, and increase in Scope 3 (Category 1) CO₂ emissions Loss of trust from stakeholders due to the above 	<ul style="list-style-type: none"> Contributing to the environment by developing environmentally friendly products, extending product life, recycling used products, reducing waste, etc. Reduction of in-house Scope 3 (Category 1) CO₂ emissions Increase in added value of products and services through the above initiatives
	Sustainable use and conservation of natural resources	<ul style="list-style-type: none"> Increased risk of natural disasters due to biodiversity loss, destabilization of natural resource supply, etc. 	<ul style="list-style-type: none"> Contributing to biodiversity conservation through sustainable resource use and supply chain optimization Increase in added value of products and services through the above initiatives
	Contributions towards the Climate Change Problem and Realizing Carbon Neutrality	<ul style="list-style-type: none"> Transition risks <ul style="list-style-type: none"> Increase in costs due to introduction of regulations such as a carbon tax, switching to environmentally friendly raw and other materials, etc. Physical risks <ul style="list-style-type: none"> Destabilization of natural resource supply and soaring procurement prices due to changes in vegetation and ecosystems caused by rising temperatures Damage to social project bases and social infrastructure due to natural disasters; suspension of business activities, loss of opportunities, and increase in recovery costs due to disruption of supply chains 	<ul style="list-style-type: none"> Contributing to the environment by developing and expanding sales of products that mitigate or help adapt to climate change. Reduction of in-house Scope 3 (Category 11) CO₂ emissions Appealing to customers through measures to achieve carbon neutrality Building partnerships across sectors and industries
Pursuing employee engagement	Promotion of “Work in Life”	<ul style="list-style-type: none"> Decline in productivity and creativity due to deterioration in engagement, increase in turnover, etc. Accidents, penalties, and compensation payments due to violation of duty of care Dispute costs and compensation payments due to human rights violations such as harassment Loss of trust from stakeholders due to the above 	<ul style="list-style-type: none"> Improving employee satisfaction, engagement, productivity, and creativity by creating a healthy and safe work environment and promoting job engagement reform
	Promotion of DE&I (Diversity, Equity & Inclusion)	<ul style="list-style-type: none"> Insufficient securing and development of human resources, resulting in a decline in managerial ability 	<ul style="list-style-type: none"> Hiring and developing employees from diverse backgrounds, fostering a diverse and flexible corporate culture, and encouraging innovation
	Supporting career development and strengthening specialized human resources development	<ul style="list-style-type: none"> Insufficient securing and development of human resources, resulting in a decline in managerial ability 	<ul style="list-style-type: none"> Initiatives aimed at employee growth and career development promote increased expertise and motivation, driving corporate growth
Responsible corporate behavior	Fair, transparent, honest behavior	<ul style="list-style-type: none"> Loss of trust from stakeholders and deterioration of business performance due to legal and compliance violations 	<ul style="list-style-type: none"> Gain in trust from stakeholders through ethical business activities
	Strengthening risk management	<ul style="list-style-type: none"> Suspension of business activities and loss of opportunities due to rapid changes in the social environment 	<ul style="list-style-type: none"> Taking preventive action and planning against risks, stabilizing operations by addressing risks, and gaining trust from stakeholders
	Proper information disclosure and dialogue with stakeholders	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Improving investor trust and willingness to invest through highly transparent information disclosures Developing products and services that meet market needs and expectations Stabilize operations at production facilities and bases by gaining the trust of local communities


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

Okamura has issued sustainability-linked bonds with the aim of resolving social issues and protecting the environment.

The bonds were issued for the second time in June 2024, following the issuance in June 2022.

The bonds newly issued this time have a term to maturity of five years and an issuance amount of 5 billion yen. “A reduction in greenhouse gas emissions of 30% in fiscal 2026 compared to fiscal 2020” is set as the Sustainability Performance Target (SPT), and if the SPT has not been met, Okamura Corporation will donate by the bond redemption date an amount equivalent to 0.15% of the bond issuance amount to organizations whose purpose is to carry out 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 has 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 Loan and Sustainability-Linked Loan 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 DX Strategy, Further 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 that stated, “We will further promote digital transformation (DX) as part of our management strategy.” Following this, in February 2023, we 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 a society where constant change is the norm.

(See [▶ p. 98](#) for related information)

 **Okamura's Digital Transformation (DX) Strategy**
<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 and unfavorably) as risks, and after identifying, analyzing and evaluating such risks, we work systematically to control risks to a reasonable extent, and 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.

(Reference: [▶ p. 126](#) – [▶ p. 127](#))

Responding to Climate-Related Risks

As part of our global environmental initiatives, one of our material issues, we have set science-based targets for the reduction of greenhouse gas emissions in order to limit the rise in global average temperature to 1.5°C or less compared to pre-industrial levels, in accordance with the Paris Agreement. This target

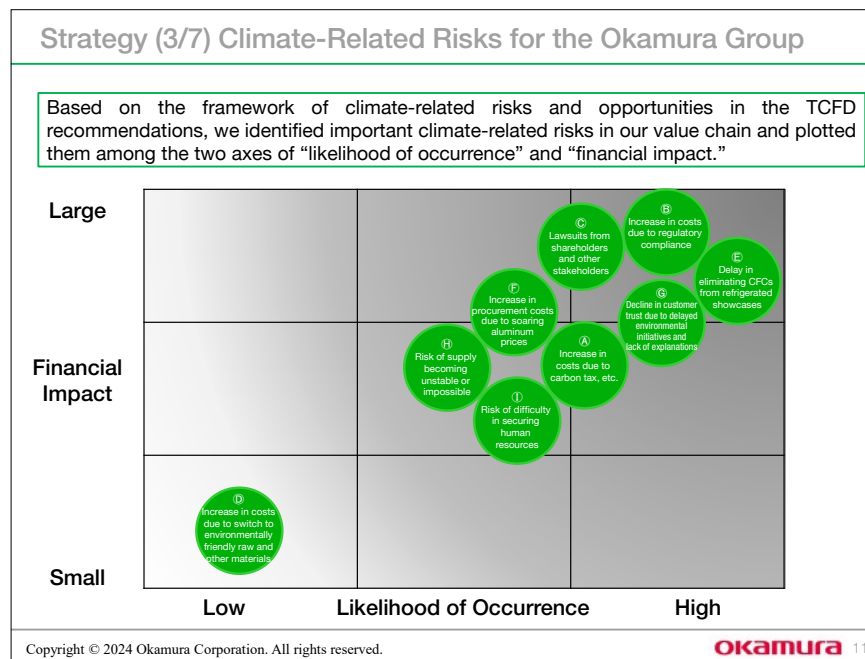
received certification by the international initiative SBTi (Science Based Targets initiative) in August 2022.

In addition, the Midterm Management Plan 2025 announced in May 2023 outlines our commitment to continuously address social issues through our business activities, with various initiatives to be carried out in the future.

The Okamura Group views global environmental initiatives as a business opportunity, and has formulated the concept of circular design, based on that of a circular economy. While

striving to reduce resource input and consumption 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, steadily working toward achieving carbon neutrality by 2050.

 **Information Disclosure on Climate Change by the Okamura Group (TCFD)**
https://www.okamura.co.jp/corporate/sustainability/report/pdf/2024/TCFD_open_240625.pdf



Okamura Group's climate-related risks, English translation of "Information Disclosure on Climate Change by the Okamura Group (TCFD)" (P.11)

Indicators and Targets











The Sustainability Action Plan consists of the Okamura Group's 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 2023 Targets	Fiscal 2023 Results	Fiscal 2024 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 May 10, 2023 Disclosure Midterm Management Plan 2025 Explanatory materials: https://ir.okamura.co.jp/en/library/managementplan/	<ul style="list-style-type: none"> Provide solutions that support corporate growth and diverse work styles Resolve social problems faced by retailers, and conduct research and development on how stores will be constructed in the future Develop products and services that contribute to smart logistics Develop environmentally friendly products for industrial vehicles 	Disclosed on May 13, 2024, Financial results briefing materials for the fiscal year ending March 2024 ☺	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 accidents: 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	0 ☹	0	—
Global environmental initiatives	Promotion of a circular economy 3 6 7 9 12 13 14 15 17	Promote resource recycling through conserving resources and reducing waste	Reduce production-related waste generation by 1% YoY per in-house finished product unit	Fell short of target with 3.1% YoY increase in generation of production-related waste, etc. per unit ☹	Reduce generation of production-related waste, etc. by 1.0% YoY per in-house finished product unit	Reduce production-related waste generation per unit by 9% in fiscal 2030 compared to fiscal 2020
		Promote environmentally conscious planning and design in product development	Expand proportion of GREEN WAVE and GREEN WAVE+ products developed	Currently working to increase the proportion of products developed ☺	Set management indicators for environmentally conscious products sold and have an accurate grasp of their performance	—
	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	Aggregate utilization rate based on the Timber Use Policy Reduce water consumption per unit by 1% YoY	Currently complying with the Timber Use Policy ☺ Achieved target by reducing water consumption per unit by 5.8% YoY ☺	Reconfirm legality based on the Timber Use Policy Reduce water consumption by 1.0% YoY per in-house finished product unit	— Reduce water consumption by 10% in fiscal 2030 (compared to fiscal 2020)

The numbers above indicate the related SDGs

Areas	Material Issues	KPIs	Fiscal 2023 Targets	Fiscal 2023 Results	Fiscal 2024 Targets	Mid- to Long-Term Targets
Global environmental initiatives	Contributions towards the Climate Change Problem and Realizing Carbon Neutrality 7 9 13 15 17	Promotion of measures to prevent global warming <ul style="list-style-type: none"> Reduce greenhouse gas emissions Reduce fuel-related energy consumption 	Reduce emissions by 1,000t-CO₂ /year across the entire group <ul style="list-style-type: none"> Reduce industrial fuel consumption by a five-year average of 1% Reduce vehicle fuel consumption by a five-year average of 5% 	Reduced emissions by 1,264t-CO₂ /year across the entire group <ul style="list-style-type: none"> Achieved target by reducing industrial fuel consumption by a five-year average of 6.5%  Achieved target by reducing vehicle fuel consumption by a five-year average of 15.7% 	Reduce Scope 1+2 emissions by 20% compared to fiscal 2020 across the entire group <ul style="list-style-type: none"> Reduce industrial fuel consumption by a five-year average of 1.0% Reduce vehicle fuel consumption by a five-year average of 5.0% 	Reduce greenhouse gas emissions by 50% in fiscal 2030 (compared to fiscal 2020); aim to achieve carbon neutrality in fiscal 2050
		Increase energy productivity	Increase energy productivity by 1% YoY	Fell short of target due to decrease in energy productivity by 0.6% YoY 	<ul style="list-style-type: none"> Efficient use of energy in compliance with the Energy Conservation Act Reduce production-related unit energy consumption per in-house finished product by 1.1% YoY Maintain office-related unit energy consumption per total personnel 	Improve energy productivity by 10% in fiscal 2030 (compared to fiscal 2020)
Pursuing employee engagement*	Promotion of "Work in Life" 3 8	Improve employee satisfaction and engagement	<ul style="list-style-type: none"> Implement measures to improve engagement Carry out engagement surveys 	Rating as a result of engagement survey: CCC (See ▶ p. 77 for reference)	<ul style="list-style-type: none"> Improve engagement score Designate priority items for improvement 	Achieve rating of B by fiscal 2025
		Promotion of DE&I (Diversity, Equity & Inclusion) 5 8 10	Percentage of female employees (By fiscal 2024: 22%)	22%		23%
	Percentage of female managers	6.5%	6.8%		7%	—
	Percentage of female new graduate hires (university graduates) (By fiscal 2024: 40–50%)		47.9%		40–50%	—
	Percentage of male employees taking childcare leave	65%	63.3%		65%	—
	Combined percentage of male employees taking childcare leave and spousal maternity leave	— Target tracked from 2024	92.4%	—	100%	—
	Percentage of employees with disabilities	2.50%	2.55%		2.58%	Fiscal 2025: 2.7%
Supporting career development and strengthening specialized human resources development 4 8	Implementation rate of skill development interviews	100%	96.4%		100%	—
	Implement measures for specialized jobs to further foster specialist skills	Identify technologies and skills specialized jobs	Promoted acquisition of knowledge and national skill certifications, etc. to strengthen capabilities		Build systems and schemes for planning and managing programs for specialized human resources development in line with each Division's strategies	
	Survey on participation in the Okamura University, "Towards Your Future Career"	Degree of satisfaction: 80%	89.6% of participants answered that it would help their future career		95% of participants answering that it would help their future career	

The numbers above indicate the related SDGs

* Target scope: Okamura Corporation

Areas	Material Issues	KPIs	Fiscal 2023 Targets	Fiscal 2023 Results	Fiscal 2024 Targets	Mid- to Long-Term Targets
Responsible corporate behavior	Fair, transparent, honest behavior 5 8 10 16 17	Implementation rate of sustainable procurement surveys	67 % based on transaction amount	71 % based on transaction amount 	70 % based on transaction amount	—
		Implementation rate of sustainable procurement on-site audits	100 % for high-risk suppliers	100 % implemented 	100 % for high-risk suppliers	—
		Implement and expand in-house human rights education for synergy effects with sustainable procurement	Provide training to departments related to purchasing	57 people in 20 departments 	Continue to provide training to departments related to purchasing	—
		Implementation rate for compliance education conducted at time of hire and for newly appointed executives	100 %	100 % 	100 %	—
		Expansion of compliance training	Implement various types of compliance training	<ul style="list-style-type: none"> Conducted company-wide compliance training (4 times/year) Conducted other issue-specific training 	Expand compliance training	—
	Strengthening risk management 10 11 16	Establish a Business Continuity Plan (BCP) for disasters	Review hazard maps (for earthquakes and floods)	The database of each business location has been linked to the hazard map portal site (Ministry of Land, Infrastructure, Transport and Tourism) 	<ul style="list-style-type: none"> Review Disaster Response Manual Establish a Business Continuity Plan (BCP) for disasters 	—
		Personal information management in line with the requirements of each country	Comply with laws and regulations regarding privacy in each country	Revised privacy policy to be in line with laws and regulations 	— (Excluded from tracked targets from fiscal 2024)	—
	Proper information disclosure and dialogue with stakeholders 16 17	Continue dialogue with stakeholders and reflect this in our initiatives	Conduct stakeholder dialogues with outside experts in ESG-related fields	Departments in charge routinely met with and exchanged opinions with experts in the fields of environment, human rights, and sustainability promotion 	Conduct stakeholder dialogues with outside experts in ESG-related fields	—

The numbers above indicate the related SDGs

Sustainability Action Plan (Material Issues and Other Social Issues) [▶ p. 149](#) – [▶ p. 151](#)

Overview of Activities for Fiscal 2023

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, we reviewed the Sustainability Action Plan in conjunction with the review on material management issues, and carried out initiatives based on the respective plans. Although we fell short of targets for some issues, the results were satisfactory overall, with many targets still met.

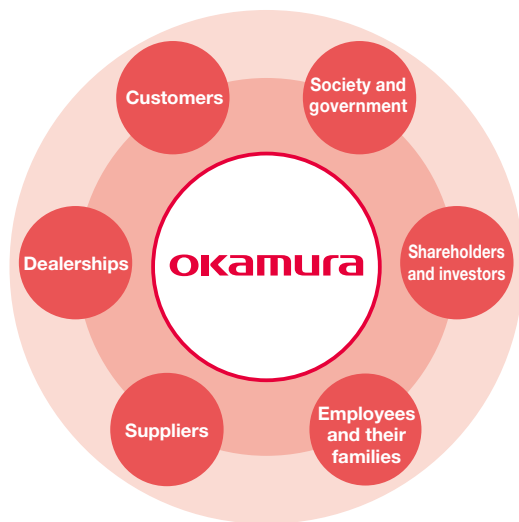
Stakeholder Engagement

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 and incorporating their opinions and expectations, thereby improving our 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	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. *Code of Conduct: Summarizes the attitude and behavior required in corporate activities, and is based on the Basic Policy of the Okamura Group (See ▶ p. 131 for related information)
Dealerships	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.
Suppliers	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.
Shareholders and investors	We will strive to increase shareholder value by growing our business and continually increasing corporate value. In addition to conducting timely and proper disclosure of information to gain even greater trust from shareholders and investors, we will actively disclose information considered useful for shareholders and investors and aim for highly transparent management by expanding communication.
Employees and their families	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.
Society and government	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.

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**
https://www.okamura.co.jp/corporate/sustainability/policy/multi_stakeholder.pdf

Stakeholder Engagement Initiatives

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 2023: 18,727)	<ul style="list-style-type: none"> ● Improve products and services based on feedback and suggestions received
	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"> ● Improve products and services based on feedback received ● Improve measures for various dealerships
	Various workshops	Routinely	
	Information website for dealerships	Routinely	
Suppliers	Information and technical exchange meetings	Routinely	<ul style="list-style-type: none"> ● Strengthen activities aimed at improving business and sustainability-focused procurement through mutual collaboration
	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"> ● Enhance management transparency by improving communication
	Financial Results Briefings	Twice a year	
	Publication of the Integrated Report	Once a year	
	Individual meetings	As needed (fiscal 2023: 123)	
	Small meetings, facility tours, etc.	As needed (fiscal 2023: 4)	
	Information magazines and websites	As needed	
	Surveys aimed at individual shareholders and investors	As needed	
Employees and their families	Discussions between employees and management	Routinely	<ul style="list-style-type: none"> ● Nurture talent in order to improve employee engagement, and carry out measures to promote job engagement reform
	Initiatives to realize employees' "Work in Life"	Routinely	
	Promotion of Diversity, Equity & Inclusion	Routinely	
Society and government	Dialogue with government agencies	As needed	<ul style="list-style-type: none"> ● Incorporate findings in order to build better relationships with local communities and society
	Various forms of communication with local governments where production plants are located	Routinely	
	Activities contributing to local communities	As needed	
	Disseminating information through publications and websites	Routinely	

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. 136](#) for details)

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. 135](#) 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, with the aim of disclosing information related to climate change and urging financial institutions to respond. Okamura announced its support for the TCFD in April 2021.

(See [▶ p. 48](#) for details)

RE100

RE100 stands for “Renewable Electricity 100%” and is a corporate collaborative initiative bringing together the world’s most influential businesses committed to using 100% renewable electricity in their operations. Okamura became a member in March 2022, announcing its commitment to switch to electricity derived 100% from renewable energy by 2050.

(See [▶ p. 48](#) , [▶ p. 51](#) 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. 48](#) 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. 48](#) , [▶ p. 51](#) or details)

Assessment by Society

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

Major Certifications and Awards Received in Fiscal 2023

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 second consecutive Gold Medal in 2023. (November 2023)



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 been submitting the CDP climate change questionnaire since fiscal 2021, and obtained a score of A- in fiscal 2022. In fiscal 2023, it was selected as an A List company, the highest level of recognition. (February 2024)



5th ESG Finance Awards Japan (Environmentally Sustainable Companies category, Environmental Disclosure Progress Company)

The ESG Finance Awards Japan is an award system established by the Ministry of the Environment in 2019 to promote and expand ESG finance. Okamura was selected as an “Environmental Disclosure Progress Company” in the Environmentally Sustainable Companies category, recognized for its remarkable improvement in disclosures and its potential for further progress. (February 2024)



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. (May 2023)



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 seven consecutive years. (March 2024)

Health & Productivity Management Outstanding Organization 2024 (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 seven consecutive years. (March 2024)



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)



“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 obtained “Kurumin” certification as a parent-friendly company. (Continuously from November 2022)



The latest information on ESG investment-related assessments, etc. is available below.

 <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.



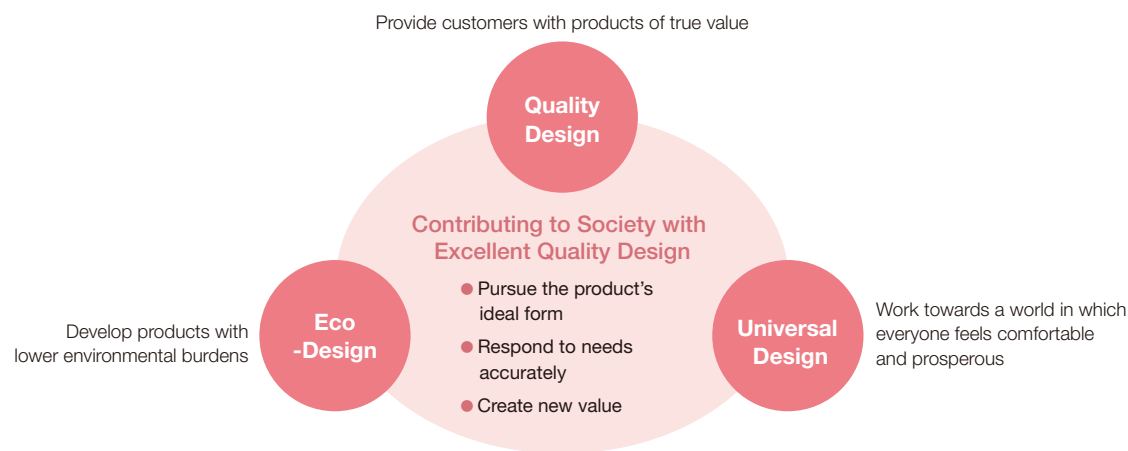
Pursuing Quality in Product Creation

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 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

The Okamura Group pursues the true essence of a product, and aims to provide products that are truly valuable for our customers. 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* at each stage in planning and design, and certify products according to our own environmental standards. (See [▶ p. 58](#) for related information)

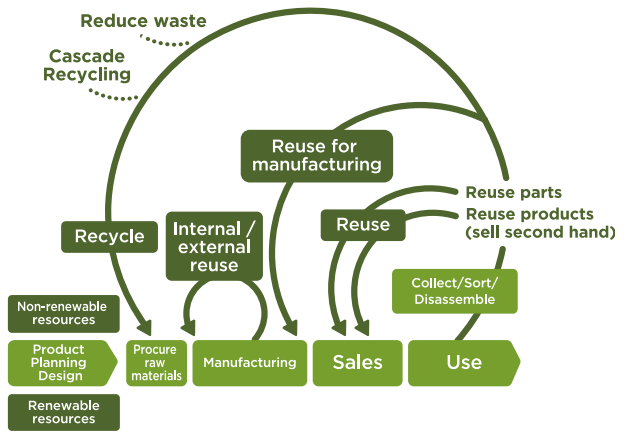
* Product assessment: Assessment of the product’s impact on the environment at the development and design stages, in order to develop products with less impact on the environment

Okamura's Approach to Manufacturing: Circular Design

The Okamura Group has developed the idea of "circular design" based on the concept of a circular economy. Throughout the product life cycle, from product planning and design to procurement, manufacturing, sales, maintenance, reuse and recycling, we create products that use limited resources more effectively for longer and minimize waste, thereby reducing impact on the environment and contributing to a sustainable society. (See ▶ p. 57 for related information)

Concept of Circular Design in Product Development

We aim to help make society more sustainable by giving full consideration to the local environment



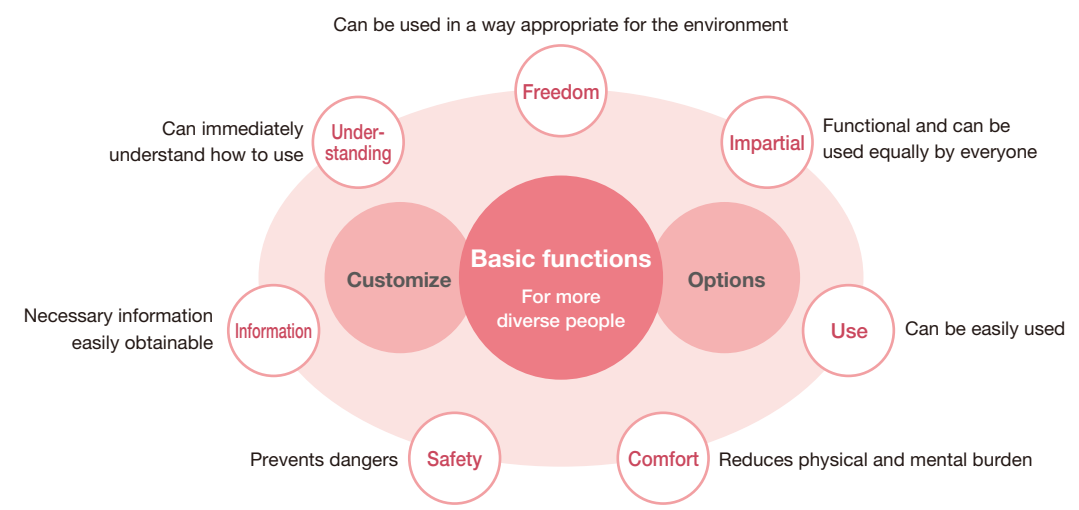
Pursuing Universal Design

The Okamura Group pursues designs that can enrich the lives of all people and development that is mindful of the diverse range of people who are likely to use our products and spaces. 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.

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.

The Okamura Group's Approach Towards Universal Design



Product Development Based on Our Design Policy

Product Development that Fosters Connections Between Team Members

The change in work styles means that hybrid work, the combination of office work and remote work, is becoming more common. While hybrid work is a flexible way of working unconstrained by time or place, that allows one to choose one's place to work based on one's goals and needs, it can negatively affect teamwork, due to lack of communication between members who work together in the same department or project. At Okamura, we developed the creative furniture line WORK ISLE, believing that offices needed a space that allowed workers to feel a sense of connection with team members, and where communication could be initiated easily through slight expressions and utterances. WORK ISLE is a table series focused on the interrelation between the distance and positioning of seats, that aims to create both a comfortable environment for individual work and a place for incidental communication. The series fosters the connections necessary for teamwork, by letting workers sit at a distance conducive for individual work while at the same time letting them communicate with others sitting around the same table.



Creative furniture line WORK ISLE

Providing Comfortable Private Environments in Various Settings

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 have been installed in many public areas such as offices, entrances to office buildings, stations, and commercial facilities. With work styles becoming increasingly diverse, the cubes are being used for a variety of purposes, such as web conferencing, work that needs concentration, meetings, and interviews. Their settings are also becoming more diverse along with their uses. The cube can be a place to work on one's computer or videoconference during some free time at the airport, a place to watch online lectures at school or undergo virtual interviews when looking for a job, or a consultation booth for local governments and shops that handle personal information, among others.

To meet these needs, we have developed various types of TELECUBE by OKAMURA. The Universal Type is wheelchair accessible, featuring a low-floor design with a ramp and wide sliding doors for easy entry and exit. In addition, we have launched the compact Phone Booth Type, the Seating Layout Type that allows the setup of an office chair for longer periods of concentrated work, and the Double-Sided Door Type, ideal for use as consultation booths in local governments and shops. We provide comfortable private environments in a variety of settings, catering to various purposes.

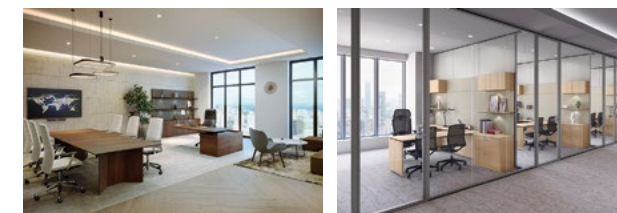


"TELECUBE by OKAMURA C Type" Universal Type

Supporting Executives' Shift Towards New Work Styles

With work styles becoming increasingly diverse, executives too are working remotely and videoconferencing more often, the same as ordinary employees. In particular, many executives feel that they are communicating with the staff less, and the lack of communication in conveying ideas or decision-making is becoming a problem. An Okamura survey found that spaces for communicating with employees will assume more importance, with many executives saying they would like to have more incidental conversations with employees in the office.

Shortening the physical distance between employees and executives by not separating their work areas will help foster incidental encounters, leading to more opportunities for communication, such as information sharing and small talk. On the other hand, rooms with more privacy and conference rooms suitable for handling highly confidential information are also needed. Okamura has developed PARADIGM, a high-quality executive furniture line with a relaxed and accessible design, capable of furnishing a variety of executive areas without sacrificing the sense of spatial unity. We support executives in their shift towards new ways of working, where fostering communication and a sense of unity with employees are becoming more important.



Executive furniture line PARADIGM
Illustrative image of the space

| Pursuing Quality in Product Creation | Promotion of Innovation and Creation of New Value | Provision of Safe and High-Quality Products and Services | Nurturing Human Resources That Support Manufacturing |

A Multi-Tiered Fresh Food Cart that Needs Less Storage Space and Improves Workroom Efficiency

Multi-tiered fresh food carts are carts used in supermarket and fresh food specialty store backrooms for processing fresh food and stocking prepared food on the shelves. In small, cramped urban stores, carts may take up space for work, or it may be difficult to store the required number of carts.

Okamura has developed Tray Cart F, the industry's first multi-tiered fresh food cart that can be folded and stored. The foldable carts allow space to be used more efficiently, since they take up approximately 40% less space, which then can be freed up to store more carts or expand the workspace, or even allot more space to the shop floor in the planning stage. Multiple folded carts can be moved together, making daily cleaning easier and boosting work efficiency. The carts lighten the workload of store employees, creating an efficient and pleasant store environment.



Foldable multi-tiered fresh food cart Tray Cart-F

A Meeting Chair Made With a Wood Powder Compound Resin Derived from Forest Thinning

In order to foster innovation in teams, offices are increasingly introducing open-plan meeting spaces that encourage communication, and there is a growing need for simple, subdued furniture to fill such spaces. To address such needs, we developed "Runa Plain Type", a meeting chair with a simple design that easily blends into a variety of spaces, from casual to formal. The plain-type Runa uses TABWD®, a resin material developed by TOYOTA AUTO BODY CO.,LTD. that uses cedarwood derived from forest thinning to produce a warm texture that retains the feel of crushed wood powder. In addition to making effective use of wood derived from forest thinning, this also contributes to the reduction of carbon dioxide emissions, since trees also absorb carbon dioxide during their growth.



Open-plan meeting space



Runa Plain Type



Component material

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. 58](#) 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



WELL PLUS

WELL PLUS mark



GREEN WAVE and GREEN WAVE+ marks

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 won acclaim at domestic and international design awards in fiscal 2023 as well.

Best of NeoCon*

Winner, Silver Award, Best of NeoCon 2023

(June 2023)

- Spher task seating

Winner, Innovation Award and the Business Impact Award, Best of NeoCon 2023

(June 2023)

- Lives Post + Beam architectural products

* 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*

HiP Awards 2023 at NeoCon Winner, Workplace: Partitions + Wall Systems category

(June 2023)

- Lives Post + Beam architectural products

HiP Awards 2023 at NeoCon Honoree, Workplace: Seating - Task category

(June 2023)

- Spher task seating

* HiP Awards at NeoCon: Sponsored by the U.S. magazine Interior Design, this awards program celebrated its 10th anniversary in 2023. 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 of the 2023 Good Design Award

(October 2023)

- WORK VILLA creative furniture series
- TELECUBE by OKAMURA (C Type) work booth
- Spectra seating
- ext. creative furniture
- Alette meeting table
- Cornel open shelving

* 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



“CHO” Monodzukuri Parts and Components Award*

Winner - 20th “CHO” MONODZUKURI Parts and Components Award (2023), Parts Related to Solutions for Life and Social Issues Award

(October 2023)

- Knitted resin mesh structure seat cushion material (E-LOOP series)

* “CHO” Monodzukuri Parts and Components Award: Sponsored by the Monodzukuri Nippon Conference and the Nikkan Kogyo Shimbun, it is a program that aims to help improve the competitiveness of Japanese manufacturing by recognizing the “unsung heroes” among the parts and components that contribute to the development of industry and society. Founded in 2003 as the “Manufacturing Parts Award,” it was rebranded with the current name in 2008. The six fields eligible for awards are: Machines/Robots, Electrical/Electronics, Mobility-Related, Environment/Resource/Energy-Related, Health and Welfare/Bio/Medical Equipment, and Life/Social Issues Solutions-Related



JIDA Design Museum Selection*

Selected for the JIDA Design Museum Selection vol. 25

(November 2023)

- OC portable battery
- Up-Ring furniture made of 3D-printed biomass plastic

* JIDA Design Museum Selection: Under the theme of “Aiming for a beautiful and prosperous life,” the Japan Industrial Design Association (JIDA) selects and awards high-quality products that contribute to society through industrial design, with the aim of presenting, exhibiting, and recording products whose exceptional design within their era merits collection, and passing them on to the next generation, thereby contributing culturally to education, industry, and everyday life



| Pursuing Quality in Product Creation | Promotion of Innovation and Creation of New Value | Provision of Safe and High-Quality Products and Services | Nurturing Human Resources That Support Manufacturing |

German Design Award*

Gold Winner of the 2024 German Design Award*
(December 2023)

- OC portable battery

Winner of the 2024 German Design Award*
(December 2023)

- Parabel chair for working from home
- Lives Post + Beam architectural products

* 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



Good Design*

Winner of The Good Design Award 2023 (Furniture category)
(December 2023)

- Lives Post + Beam architectural products
- Spectra seating
- Mindfulness Booth for meditating at the office

* Good Design: The world's longest-running, internationally prestigious design award sponsored by the Chicago Athenaeum: Museum of Architecture and Design since 1950. A panel of experts judge entries according to aspects such as innovative design, new technology, form, materials, architecture, concept, function, and aesthetics



iF Design Award*

Winner of the 2024 iF Design Award
(March 2024)

- Spectra seating
- Alette meeting table

* 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 Design Award*

Winner of the Red Dot Award: Product Design 2024
(April 2024)

- Alette meeting table

* Red Dot Design 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**
<https://www.okamura.co.jp/company/products/makewith/>

Promotion of Innovation and Creation of New Value

The Okamura Group proposes ideal spaces that are comfortable, highly creative and efficient for people to work and live healthily, by offering outstanding products and services for various spaces. We will continue to create new value through research on workers and workspaces from new perspectives, as well as through businesses based on co-creation and the dissemination of useful information.

Surveys and Research on Work Styles and Workplaces

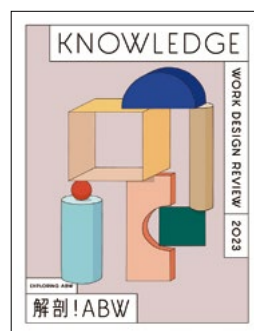
Against the backdrop of changes in social structures, advances in technology, and diversification of lifestyles, there is a growing movement to rethink work styles and workplaces, and how to position work in our lives. In light of such circumstances, Okamura is studying and conducting research on work from new perspectives, as well as collaborating with various companies, universities, and people from wide-ranging fields, and disseminating useful information.

Publication of Research Results, Reports, and Books on Work Styles and Workplaces

In 1980, Okamura established a research institute (the present Work Design Research Institute) to study work styles and workplaces and has been conducting surveys and research on the 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 widely disseminate our research findings and knowledge to society through various academic conferences and study groups, as well as the "KNOWLEDGE" research pamphlets and website. KNOWLEDGE - WORK DESIGN REVIEW 2023, with compiled research data on working, was published in November 2023. With the spread of hybrid work, the combination of office work and remote work, ABW (Activity Based Working), where people choose where they work according to the content and purpose

of their tasks, is once again attracting attention. We study the actions global participants in ABW engage in and what effects they experience, and we introduce methods that we have identified in the course of our research to get the most out of ABW.

In April 2024, we published the book "'The Office You Want To Go To' and Design for Gathering Place" Having experienced, under Covid-19, a situation in which remote work became the norm and people were no longer able to gather freely, people have come to feel the necessity, expectations, and values associated with inhabiting the same space and time in real life even more keenly. What makes an office people want to go to? What kind of environment would be needed for people to gather and create new value? We focus on these questions and explain the elements necessary for designing workplaces, together with unique illustrations and diagrams.



KNOWLEDGE - WORK DESIGN REVIEW 2023 (November 2023)

 Research on and Approaches to Work Styles and Workplaces
<https://www.okamura.co.jp/office/knowledge/>



"'The Office You Want To Go To' and Design for Gathering Place" (April 2024)


Reporting of 2024 Work Style Trends in Japan

In December 2023, Okamura's Work Design Research Institute published "SCOPE: Work Style Trends 2024" on its website, a compilation of trends based on its knowledge accumulated through numerous surveys and research conducted up till now as well as consideration of social circumstances.

Regarding the question of what the ideal Japanese office should look like, it outlined what can be done in the short term and what should be valued in the medium to long term and summarized the results centered around nine trends from the perspectives of LIFE, WELL, and COMMUNICATION, in the hope that the report may serve as a basis and guideline for resolving corporate management issues through the creation of workplaces such as offices.



SCOPE: Work Style Trends 2024

 Research on and Approaches to Work Styles and Workplaces
Publication of "SCOPE: Work Style Trends 2024"
<https://www.okamura.co.jp/office/knowledge/006252.html>

Commencing Activities to Envision the Ideal Form of the Future of Stores Through Co-creation

In April 2024, we launched “Research Lab that Creates the Future of Stores” (nicknamed MISEIKU LAB). The environment surrounding consumers and the retail industry has been changing markedly in recent years, with an increasing demand for reimagining the nature of retail spaces. The MISEIKU LAB conducts research on the future of retail by capturing trends in society, markets, industries and technology. Through co-creation activities with a wide range of people from retailers, partner companies and external researchers, the lab creates a vision of stores ten years into the future. By designing human connections through retail store creation, we aim to contribute to better lives in the future.



 MISEIKU LAB
https://www.okamura.co.jp/store/research/miseiku_lab/

Research and Study for Commercialization of Logistics Automation Solutions

Okamura is pushing to commercialize PROGRESS ONE, a hybrid automated distribution solution where AI-powered robots perform automated order picking or, for picking tasks that are difficult for a robot to perform autonomously, the robots can be operated remotely, away from the warehouse.

As part of this initiative, we carried out joint research with Motion Lib, Inc. on the force feedback effect when remotely controlling logistics picking robots. This research was adopted as part of “Groundbreaking Research and Surveys on Peripheral Technologies and Related Issues of the Robotics and AI Department Project for the Promotion of Social Transformation by Robots,” a project openly solicited by the New Energy and Industrial Technology Development Organization (NEDO) in FY2022.

One of the problems remote-controlled robot systems faces is that it is difficult for a remote operator to perform gripping tasks at a distribution site by relying solely on visual information displayed on the operation screen. Through this research, the importance of haptic feedback, which allows humans to perceive touch-based information such as the feel of being pulled and being pushed when the robot comes in contact with an object via remote operation, was demonstrated, and relevant challenges were investigated.

We will continue to push forward with research and development in order to commercialize PROGRESS ONE, which will bring about new ways of working at distribution sites as well as create jobs for workers otherwise unable to work at conventionally operated logistics sites due to constraints of time, place, and physical difficulties.



Experiments using a logistics picking robot

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/>

Activities in Co-Creation Spaces

Okamura has opened and currently operates four co-creation spaces 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.

In order to support work style reform, we hold events and workshops centered on the theme of “working,” and are carrying out activities not only in-house but also in collaboration with external partners, co-sponsoring and cooperating on external projects. In fiscal 2023, too, we held a variety of events, both in-person and online. Many people living outside of the areas where co-creation spaces are located participated in the events held online, and in the in-person events and workshops, participants were able to expand their circle of co-creation.



Photo: Norihito Yamauchi



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



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



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



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

TOPICS

A Space-Creating Project Powered by the Curiosity of Children

At WORK MILL, we are working with People Co., Ltd. ("People"), a manufacturer of toys for infants and toddlers, and AIC World College ("AIC") on a project to create a "Learning Lounge Bursting with Curiosity" at AIC. This initiative is part of People's "Children People Project," where the company works together with children to give form to their curiosity.

Our participation was triggered by Ms. Naomi Hatanaka, chief representative of Challenged LIFE, a general incorporated association that provides support for children with developmental disabilities and their families. We had been working with Ms. Hatanaka on projects such as offices that incorporate perspectives of diverse people, and she invited us to join.

In this project, People provides the support necessary to explore the concept of "curiosity" together with the children, after which the children come up with ideas, creating blueprints and models on their own. Okamura then provides advice on creating spaces, translating their effort into the creation of a learning lounge that will be used by everyone. Fifteen children

participated, asking themselves, "What does it mean to get excited about something?" During fieldwork, they were encouraged to take pictures of things that moved them. The children then showed the photos to others, talking about why they were interested in them and how they felt about them. They then created five blueprints each and created a model based on their favorite one, while discussing the best way to reflect the concept of curiosity in a limited space. Afterwards, a presentation was held by the children, with Okamura, People, and parents in attendance. Each child wrote down on sticky notes his or her impression of the presentations, pasted them on the models, and gave each other feedback. There were instances where, for example, a supposedly "calm" space ended up with sticky notes professing very different reactions, but after the feedback session, we narrowed the ideas that we absolutely wanted to see reflected down to five. The result was a blueprint in which each element told a story, such as a sparkling wall that reflected the thought, "I want to recreate the shining window I saw that time." Through watching the children work, with their free and flexible way of thinking, we learned that thoroughly pursuing individuality does not necessarily result in fragmentation, but can lead to teamwork where everyone feels comfortable.

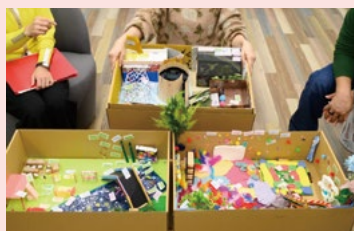
In this project, the ideas of 15 children will be transformed into an actual space, the "Learning Lounge Bursting with Curiosity."



Fieldwork around the school (provided photo)



Each child created five blueprints (provided photo)



Models the children made, through which they tried to express the concept of excitement



The spatial plan Okamura drew up, based on the ideas of 15 children

Constructing and Proposing a Variety of Environments

Labor-Saving Initiatives Aimed at Resolving Social Issues

Due to the decline in the working population, labor shortages have become a serious social issue in a variety of settings, including distribution sites, operation of public facilities, and building cleaning, and efforts that save labor are being promoted. Okamura contributes to resolving such social issues by developing and selling a variety of labor-saving products and services, and by introducing them into our customers' workplaces and facilities.

Reducing Labor Needed for Entry Procedures, Unlocking Doors, and Managing Member Information at Local Government Facilities

We delivered the digital transformation service, "Work x D (Work by D)," to the regional DX center of Core Shiojiri, established as a regional base for digital transformation in Shiojiri City, Nagano Prefecture. In order for users and operators to use the facility comfortably and conveniently, procedures such as reserving conference rooms during busy times, lending and borrowing keys, and managing member information needed to be improved. By using the dedicated Work x D app, these issues could be resolved, resulting in improved convenience and support in the operation of the facility.

Delivered One of the Tallest Rotary Racks in Japan to a Distribution Site

Okamura supplied the Rotary Rack H, one of the largest automated warehouse systems in Japan with a height of 14 meters, to Distribution Center No. 5 of SUNCO INDUSTRIES CO.,LTD a specialized trading company that handles approximately 1.8 million screws and fasteners of various sizes. We supplied the Rotary Rack H in response to Sunco Industries strengthening their commitment to selling screws starting from a single piece and to the increase in variety. We installed the 14-meter-tall Rotary Rack H, capable of storing 26,496 locations (cases), to make effective use of the limited space in the newly constructed Distribution Center No. 5 and cope with the increase in the number of items handled. In addition to enabling high-speed loading and unloading, resulting in reduced waiting times for shippers, the operators' workload has been lightened as well due to the change to a fixed point picking system, in which goods are delivered to the operator, eliminating the need for them to walk around looking for items during loading and unloading or carry around cardboard boxes that weigh as much as 20 kg.



Rotary Rack H, one of the tallest in Japan

Demonstration Tests Aimed at Saving Labor in Building Cleaning

The commercial cleaning robot STRIVER II is a robot equipped with a heavy-duty vacuum cleaner that cleans floors autonomously, which Okamura has developed with the aim of saving labor in cleaning common areas of commercial buildings. In order to improve the quality of cleaning services as well as operational efficiency, we conducted demonstration tests jointly with Nomura Real Estate Holdings, Inc. in which cleaning robots were linked to elevators to autonomously perform cleaning tasks. Preliminary demonstrations were scheduled from June to August 2023, and main demonstrations from October 2023 to April 2024. Through these demonstrations, we studied ways of linking multiple robots with elevators, centralized control management, and disaster responses, with the aim of deploying the cleaning robots throughout an entire office building.



Linking robots with elevators

Developing and Proposing Workplace Environments Where Everyone Can Work Energetically

At Okamura, we define “WELL at Work” as a state where mind and body are in harmony, and motivation and drive are high, and proposes spaces and work styles that enable employees to maximize their performance and improve their job satisfaction. Our office, CO-EN LABO, located in Shibuya-ku, Tokyo, is a lab office that aims to realize WELL at Work by incorporating the consideration of physical and mental health, the ability to choose between various work styles, and the creation of an environment that affirms the value of each and every person. In addition to task seating with adjustable functions and electric, height-adjustable desks that are capable of accommodating a wide range of postures, we have introduced many of our own products that have received Indoor Advantage certification.* We have also installed nap spaces and exercise/rest spaces that ensures privacy, as well as an experiential communication package for offices called “City Farming with Okamura,” which we are developing jointly with NIPPON SHUPPAN HANBAI INC. with a view to fostering communication through strawberry cultivation.

These efforts were evaluated according to the criteria of WELL Building Standard™ v2, which measures, evaluates, and certifies various functions that affect human health and well-being (physical, mental, and social well-being) on a performance basis, through which we obtained Platinum certification.

Through tours and proposals of such offices, we aim to create office environments where everyone can work energetically.

* Indoor Advantage certification: Environmental certification established by the American office furniture industry association BIFMA to evaluate the impact of office furniture on indoor air quality



CO-EN LABO



Obtained WELL v2 Platinum certification




Communication fostered by strawberry cultivation in City Farming

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.” Regarding the Store Displays business, we have been publishing the bimonthly booklet “Stores of the Month” since 1989, which introduces case studies of supermarkets and other various shop formats we have worked on as the very latest information on shop design; the 200th issue was published in April 2024. We also publish case studies of stores and commercial environments we have worked on to 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**
<https://www.okamura.co.jp/office/works/>

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

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

● Booklet “Stores of the Month”



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

TOPICS

Turning the Office into a Hub of Innovation and Inter-Organizational Synergy

Okamura carries out initiatives aimed at realizing a society where people can thrive by helping to create working environments and supporting the business activities of our corporate customers.

ALPS ALPINE CO., LTD. a manufacturer of electronic equipment ("Alps Alpine") set up an office that incorporates new ways of working in the newly constructed R&D building at its Sendai Development Center (Osaki City, Miyagi Prefecture). Okamura assisted with setting up the office.

Believing the maximization of open innovation to be an important element in improving product research and development, Alps Alpine demolished three existing buildings to build a new one dedicated to R&D. They hoped that, by bringing together developmental departments that had been scattered across several locations in a spacious 4-story building would stimulate communication among employees and trigger spontaneous interactions. By placing the office area and the prototyping/experiment space in close proximity and devising ways to foster informal communication within, Alps Alpine wished to create an environment where people felt there was value in coming into the office, as well as an environment that fosters the innovation of value for humans and society on a brighter planet, in accordance with their corporate philosophy.

Okamura proposed a spatial concept called "KYO-SO" (conceiving, performing, and creating together) in order to help foster cross-departmental exchange, inter-organizational synergy, creation of new value, and innovation, functions that Alps Alpine expected of the new office. In order for "KYO-SO" to permeate the space and be effortlessly absorbed by the employees, we designed a space promoting "KYO-SO" based on the three values that make up Alps Alpine's business vision: "Right," "Unique," and "Green." "Right" was translated into an Activity Based Working (ABW) layout, defined as the selection of workspace according to floor zoning and the nature of the task, which allows employees to intuitively choose, from a variety of environments, the place optimally suited to their purpose. "Unique" was construed as being able to incorporate unique, distinctive functions that suit the architectural space and working style. This found expression in the Waigaya (Hubbub) area, located around the central staircase where people gather. "Green" was perceived as the pleasant feeling that an environment considerate of people and the natural environment offers. This was incorporated into the space by utilizing a variety of color schemes, interior greenery, and environmentally friendly products. Based on these three concepts, we aimed to create a space where the people working there could naturally "KYO-SO."



A spacious 4-story building



Choosing a place optimally suited to one's purpose in a vast office area



Waigaya area, where it is easy to nurture ideas and exchange opinions as a team



Working healthily in interconnected spaces

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: Enhancing 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. 23](#) for related information)

Management System to Ensure Safety and Quality

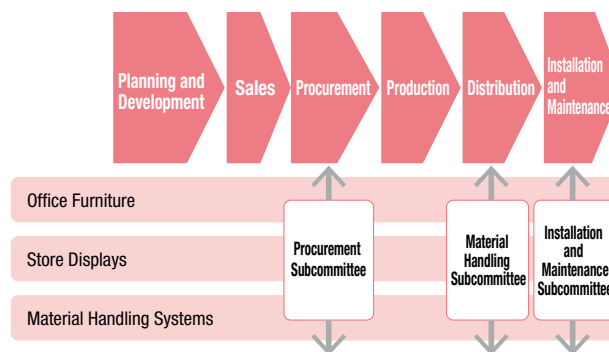
The Okamura Group has established a Quality Assurance Committee in order to manage risk concerning the quality of our products and services. The Quality Assurance Committee identifies risks, promotes and supports the formulation of annual plans and activities to address them, and monitors progress. We 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 secretariat
Content	Reporting of the results of the year's activities, and approval of activity plan 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, organize subcommittees related to procurement, distribution, and installation for which coordination of information is required, and implement horizontal spread to business divisions responsible for each measure
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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 production stages—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 will satisfy our customers, 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, as well as constructing a database for sharing necessary know-how.

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

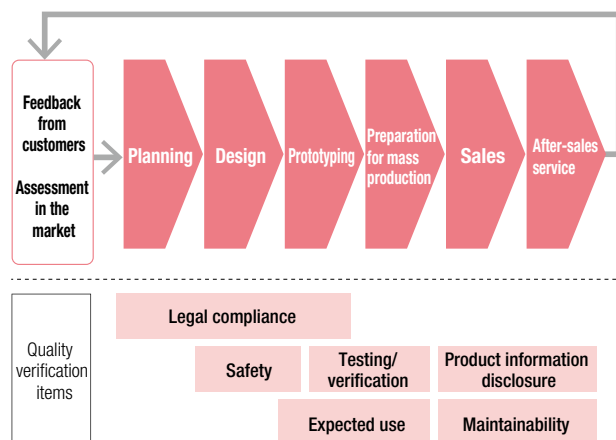
Quality management system certifications acquired

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	JSAQ 630
Kansai Okamura Corporation	JQA 2484
NS Okamura Corporation	JQA-QM 4055
Sanyo Okamura Corporation	JQA-QM 3753
FujiSeiko Co., Ltd.	KHK 98 QR · 094
Siam Okamura Steel Co., Ltd.	FM779139
Hangzhou Okamura Transmission Co., Ltd.	15/23 Q6684 R20

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 basic training on quality to skilled workers and practical quality control (QC) training to managers.

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.

List of Quality Control Training Programs

Type	Target	Title	Content
Required Training	New employees	Skilled Worker Newcomer Course	<ul style="list-style-type: none"> Importance of work standardization Understanding quality variation
		Skilled Worker 1st year Follow-up Training	<ul style="list-style-type: none"> Basics of daily management and quality control
	2nd, 3rd, and 4th-year employees	Skilled Worker 2nd Year Follow-up Training	<ul style="list-style-type: none"> Review of the basics of daily management and quality control Fostering on-site skills
Manager Training	Candidates for management positions	Leader Development Beginner Course	<ul style="list-style-type: none"> Learning principles of quality Importance of standardization
	Team leaders, work site leaders	QC Practical Course	<ul style="list-style-type: none"> How to use the 7 QC tools In-house standardization methods
QMS (Quality Management System) Training	All employees	QMS Basic Education	<ul style="list-style-type: none"> Overview of QMS Understanding the importance of QMS
	Managers	Internal Auditor Development Training	<ul style="list-style-type: none"> QMS internal auditor training How to proceed with audits
	Internal auditors	Pre-Internal Audit Training	<ul style="list-style-type: none"> 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

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.

Technical Skills Training Center

We opened the Technical Skills Training Center in 2011 in order to nurture outstanding workers who will support the foundation of our high-quality products. At the Center, we provide training to employees involved in manufacturing through various programs.

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 600 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.

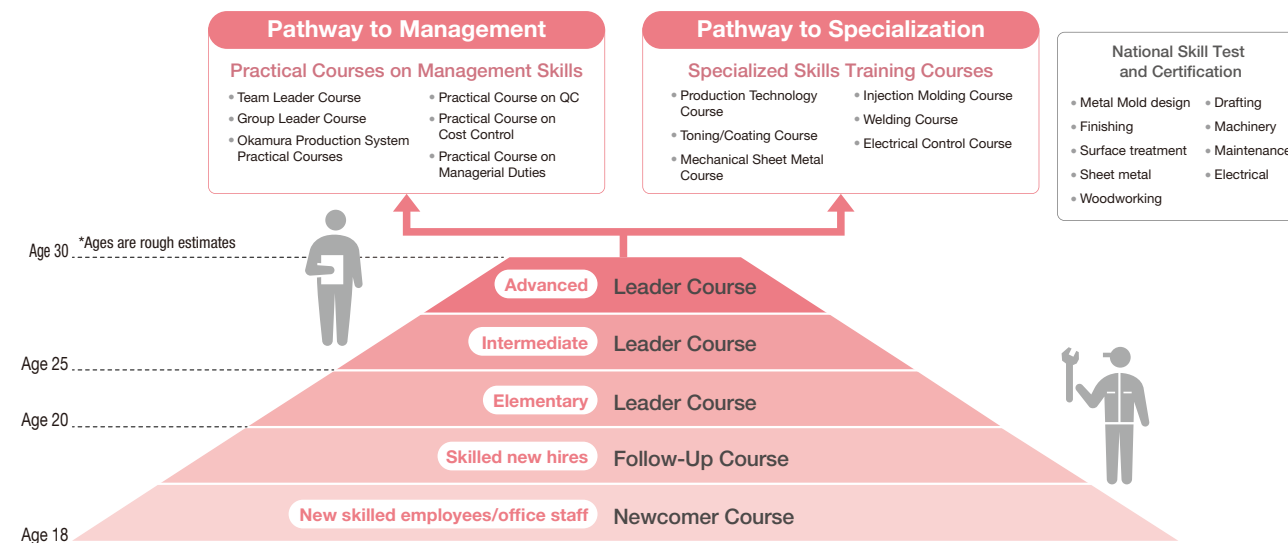
Even with the progress of IT and automation, we are striving to develop the power to create things from scratch and a solid foundation in manufacturing skills and creativity, in order to nurture a workforce capable of creating new value.

Training Programs at the Technical Skills Training Center

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

The Leader Course in the field of basic skills is a 400-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. In addition, in order to become familiar with the characteristics and functions of machinery and equipment and maximize their performance, which in turn will lead to improved quality and reduced costs, participants receive guidance from in-house specialists, learn theory and practice, and develop on-site and human skills.

Training Programs at the Technical Skills Training Center



| Pursuing Quality in Product Creation | Promotion of Innovation and Creation of New Value | Provision of Safe and High-Quality Products and Services | **Nurturing Human Resources That Support Manufacturing** |

Beginner Leader Course (20 subjects)

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. By repeatedly undergoing training based on principles, we develop human resources capable of utilizing and promoting the technical skills that are directly connected to production in their respective workplaces.



Mechanical sheet metal Lathe processing Product assembly

Intermediate Leader Course (14 subjects)

Based on what they learned in the Beginner Course, participants learn mainly about electrical control, maintenance, and mechatronics technology, which will enable them to maintain equipment on their own. We also provide programming training as a basis for utilizing artificial intelligence (AI) for quality inspection using image recognition and predictive maintenance of equipment, etc., aiming to improve on-site capabilities by nurturing human resources capable of logical implementation.



Equipment maintenance Teaching robots Pneumatic circuits

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. Led by those who have obtained the Advanced grade, the highest grade in the testing system, highly knowledgeable and skilled specialists are driving Okamura's efforts to improve its technical capabilities.

The Technical Skills Training Center offers skills training courses for the work categories of sheet metal, machining, surface treatment, injection molding, refrigeration/air conditioning, and electrical work, which are open to employees with at least two years of work experience at production plants.

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.

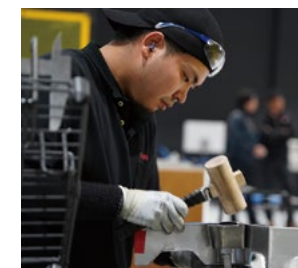


Commending employees for distinguished achievements at a ceremony in commemoration of Okamura's founding

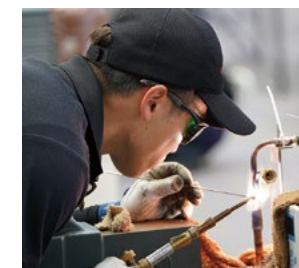
Improving Techniques and Skills Through Participation in the National Skills Competition

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. Furthermore, from 2021, we have been challenging ourselves in the refrigeration and air conditioning category, and have made it to the national level. 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 work competition



Refrigeration and air conditioning work competition

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

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 young employees such as the OPS Practical Course and the Independent Study Group for Training to nurture talent that can carry out improvement activities. At the OPS Monthly Report Meeting held at all production plants, employees report on examples of improvement they carry out on a daily basis. These opportunities are designed to foster motivation for improvement and improve on-site skills. For issues that are more difficult to deal with, we select skilled employees from each department and hold a Company-Wide Independent Study Group to search for 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.

Education system for Okamura Production System (OPS) activities

Category	Title	Content	Aim
Selection	Company-Wide Independent Study Group	Improvement of issues that are difficult for a plant to address by itself	Focus on results
	Independent Study Group for Training	Process improvement to reduce man-hours	Specific improvements
	OPS Practical Course	Preproduction improvement/"five whys" analysis	
	Intermediate Leader Course	Autonomation/MCT improvement	Acquisition of analytical skills
	Beginner Leader Course	Standard tasks and reduction of manpower (Technical Skills Training Center model process)	
Mandatory	Technical Worker 3rd-Year Training	Standard task (ballpoint pen assembly exercise)	Acquisition of basic knowledge
	Technical Worker 2nd-Year Training	Fill-up production (bolt and nut assembly exercise)	
	Technical Worker 1st-Year Follow-Up Training	Seven wastes (model process for each plant)	
	Skilled and Technical Worker 1st-Year Training	5S and 5T (block assembly exercise)	



Sharing examples of initiatives at the OPS Monthly Report Meeting



Commendations awarded 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 society**
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)

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.

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)

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 problem 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 greenhouse gas emissions by 50% by fiscal 2030 compared to fiscal 2020, as well as to virtually zero in fiscal 2050, and to reduce Scope 3 emissions by 25% by fiscal 2030 compared to fiscal 2020.

This reduction goal is recognized by the international initiative SBTi (The Science Based Targets initiative) as a scientific target to limit the increase in global average temperature to 1.5°C above pre-industrial levels, in accordance with the Paris Agreement.

We are also expanding our use of renewable energy to further accelerate our activities toward achieving those targets, and have joined the RE100, an international initiative that aims to make the energy used in business activities 100% renewable energy (March 2022). We have already switched to hydroelectric power generation and installed solar power generation equipment at some production plants. To achieve carbon neutrality by 2050, we will systematically introduce renewable energy, and switch over to energy-efficient equipment.

In addition, based on the recommendations by the Task Force on Climate-Related Financial Disclosures (TCFD), we will assess the impact of climate change risks and opportunities on

management, disclose information as appropriate, and incorporate such assessments into our management strategies from a mid- to long-term perspective. In June 2024, we disclosed that we were conducting a more specific review of our transition plan to achieve carbon neutrality in 2050, drawing up a concrete roadmap for the reduction in CO₂ emissions.

 [Information Disclosure on Climate Change by the Okamura Group \(TCFD\)](#)

Conserving Resources and Reducing Waste

The Okamura Group uses water in the coating process of its products. To prepare for 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 with established reduction targets. We also strive to reduce water use by introducing water-saving circulating systems and rainwater harvesting systems. (See [p. 54](#) for related information)

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 based on Scope 3 Category 1 and carbon footprint calculations. (See [p. 60](#) for related information)

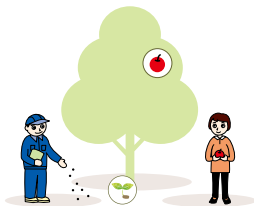
As for efforts to reduce waste, we are working to improve the yield rate of raw materials during production and the recycling rate of production waste.

(See [p. 54](#) 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.

Long-term Environmental Vision GREEN WAVE 2030

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 produced 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

| The Okamura Group's Environmental Strategy | **Indicators and Targets** | Responding to Climate Change | Resource Saving and Resource Recycling | Environmental Considerations in Products and Services | Conserving Biodiversity | Preventing Environmental Pollution | Environmental Management |

Environmental Targets and Results of Activities for Fiscal 2023, and Environmental Targets for Fiscal 2024

Objectives of Fiscal 2023 Activities	Fiscal 2023 Targets	Results of Activities for Fiscal 2023	Assessment	Objectives of Fiscal 2024 Activities	Fiscal 2024 Targets
1-1. Promote measures to prevent global warming Increase energy productivity Reduce greenhouse gas emissions Reduce fuel-related energy consumption	Efficient use of energy in compliance with the Energy Saving Law ● Production related: Reduce energy consumption per in-house finished product unit by 1.1% YoY ● Office related: Maintain unit energy consumption per total number of employees ● Distribution: Reduce CO ₂ emissions per unit by 1% YoY as a specified consigner	● Production related: Reduced energy consumption per in-house finished product unit by 0.6% YoY ● Office related: Reduced energy consumption per unit per total headcount by 0.3% YoY ● Distribution: Reduced CO ₂ emissions per unit by 8.9% YoY as a specified consigner	× ○ ○	1-1. Promote measures to prevent global warming Streamline the use of all kinds of energy Reduce greenhouse gas emissions Reduce fuel-related emissions (Scope 1) Reduce fuel-related emissions (Scope 2)	Efficient use of energy in compliance with the Energy Conservation Act ● Production related: Reduce energy consumption per in-house finished product unit by 1.1% YoY ● Office related: Maintain unit energy consumption per total number of employees ● Distribution: Reduce CO ₂ emissions per unit by 1% YoY as a specified consigner
	Reduction of greenhouse gas emissions: Reduce emissions by 1,000 t-CO ₂ /year for the entire Group	Reduction of greenhouse gas emissions: Reduced emissions by 1,264 t-CO ₂ /year for the entire Group	○		Reduce Scope 1+2 emissions by 20% compared to fiscal 2020 for the entire Group
	● Reduce industrial fuel consumption by a five-year average of 1.0% (assessed by conversion to CO ₂) ● Reduce vehicle fuel consumption by a five-year average of 5.0% (assessed by conversion to CO ₂)	● Reduced industrial fuel consumption by a five-year average of 6.5% ● Reduced vehicle fuel consumption by a five-year average of 15.7%	○ ○		● Reduce industrial fuel consumption by a five-year average of 1.0% (assessed by conversion to CO ₂) ● Reduce vehicle fuel consumption by a five-year average of 5.0% (assessed by conversion to CO ₂) ● Study and consider switch to non-fossil electricity ● Set targets for non-fossil electricity use relative to total electricity use
1-2. Promote resource recycling through conserving resources and reducing waste Production-related waste measures Distribution and installation work-related waste measures Reduce water use	Production-related waste measures: Reduce emissions by 1.0% YoY per in-house finished product unit	Generation of production-related waste increased by 3.1% YoY per unit	×	1-2. Promote resource recycling through conserving resources and reducing waste Production-related waste measures Distribution and installation work-related waste measures Reduce water use	Generation of production-related waste: reduce by 1.0% YoY per in-house production unit
	Distribution and installation work-related waste measures: Maintain zero emissions, continue manifest digitization, and expand and assess targets for digitized manifests	Maintain zero emissions at production sites	○		Maintain zero emissions and expand targets for digitized manifests
	Reduce use of water resources by 1.0% YoY per in-house finished product unit	Reduced water resource usage per unit by 5.8% YoY	○		Reduction of water use: Reduce by 1.0% YoY per in-house finished product unit
1-3. Reduce degree of environmental impact Reduce impact of chemical substances	Reduce volume of released/transferred PRTR substances by 1.0% YoY per in-house finished product unit	Volume of released/transferred PRTR substances increased by 11.4% YoY	×	1-3. Reduce degree of environmental impact Reduce impact of chemical substances	Reduce volume of released/transferred PRTR substances by 1.0% YoY per in-house finished product unit
1-4. Promote environmentally conscious planning and design in product development	Increase product development rate (GW and GW+ development product management)	Continued to establish numerical ratio targets at the planning stage and monitored results	×	1-4. Promote environmentally friendly planning and design in product development Promote circular design	● Set management indicators and monitor the performance of environmentally friendly products developed ● Implement product assessment and continue to improve aspects assessed
	Aggregate and evaluate product assessment implementation rates	Continued to implement product assessment in relation to product requirements	○		
2-1. Promote activities that contribute to society	Conduct and assess ACORN activities (at least once a year)	Biodiversity and nature conservation training in Afan Woodland, sustainability training in Kamaishi	○	2-1. Promote activities that contribute to society Conserve biodiversity, use sustainably Enhance communication with local communities and society	Carry out and assess activities aimed at conserving biodiversity (at least once a year)
	Social contribution activities by conducting environmental education classes at schools	Conducted on-site environmental classes (6 schools)	○		Provide environmental education for stakeholders and carry out activities that contribute to the local community
3-1. Provide environmentally friendly products and promote eco-friendly space planning	Increase sales ratio of environmentally conscious products (GW and GW+ sales product management)	Continuously monitored sales ratio by business area	○	3-1. Provide environmentally friendly products and promote eco-friendly space planning	Set management indicators and monitor the performance of environmentally friendly products developed
	Increase proportion of environmentally friendly proposals in the office furniture market and store fixture market	Continued to propose products with reduced environmental burden	○		Promote environmentally friendly office/commercial environment proposals
3-2. Promote sustainable use of forest resources	Aggregate usage rate based on the Timber Use Policy	Continued efforts to properly manage legal timber resources and improve utilization rates	○	3-2. Promote sustainable use of forest resources	Reconfirm legality based on the Timber Use Policy
3-3. Promote disclosure of product information	Information concerning compliance with laws and standards, and responses to customer needs	Disclosed information on 63 products	○	3-3. Promote disclosure of product information	Information concerning compliance with laws and standards, and responses to customer needs

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. 153](#) for data)

Greenhouse Gas Emissions in Fiscal 2023

In fiscal 2023, greenhouse gas emissions fell 7.0% YoY, to 28,619 t-CO₂. Scope 1 emissions*¹ amounted to 14,035 t-CO₂, an increase of 1.4% YoY. Scope 2 emissions*² amounted to 14,583 t-CO₂, a decline of 13.9% YoY. The amount of renewable energy used amounted to 248,975 GJ, and the proportion of renewable energy was 44.5%.

*1 Scope 1 emissions: Direct emissions. Direct 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

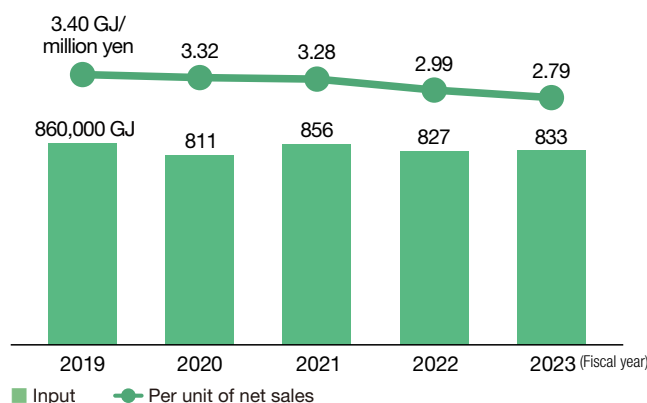
Initiatives to Reduce Greenhouse Gas Emissions Through the Use of Renewable Energy

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*¹, an international initiative that aims to make the energy used in business activities 100% renewable energy, and the Japan Climate Leaders' Partnership (JCLP)*², a coalition of corporations aiming to realize 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.

Total amount of energy used

Input **833,000** GJ (fiscal 2023)

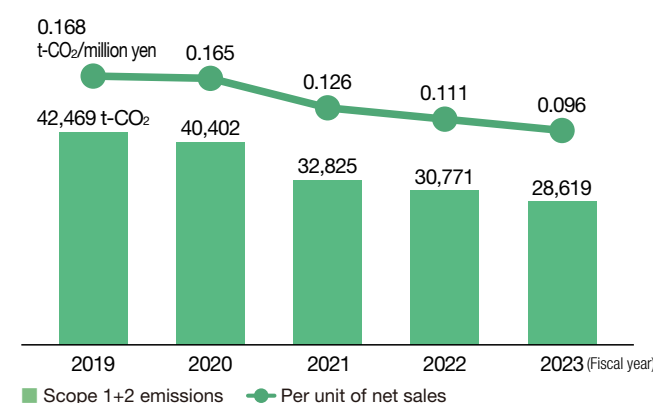
Per unit of net sales **2.79** GJ/million yen (fiscal 2023)



Greenhouse gas emissions (Scope 1+2)

Scope 1+2 emissions **28,619** t-CO₂ (fiscal 2023)

Per unit of net sales **0.096** CO₂/million yen (fiscal 2023)



*Scope 1 includes 5 gases. Scope 2 according to market-based method.

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

 **RE100**
<https://www.there100.org/>

*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 249 member companies, including Japan's leading companies, from a wide range of industries (as of May

 **Japan Climate Leaders' Partnership (JCLP)**
<https://japan-clp.jp/>

Converting to Renewable Energy

We are promoting initiatives to achieve carbon neutrality at our production and distribution bases, such as installing solar power generation equipment for self-consumption and converting to hydro-powered 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.

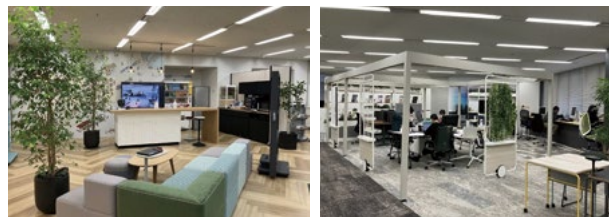
*1 Business Operator Classification Evaluation System: A system in which all business operators that submit regular reports on measures related to factories, etc. under the Energy Conservation Act are categorized into four classes (S, A, B, and C), and are subjected to class-specific measures

*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 60 offices throughout Japan, we are continuing our initiatives to save energy and reduce electricity use.

The laboratory office HAPPI LABO, located in Fukuoka City, Fukuoka Prefecture, where our West Japan Regional Sales Office is based, represents an attempt to enhance WiL-BE (see [▶ p. 75](#) for details). Divided into five teams responsible for improving the office environment, office layout, rules and operations within the office, efficient use of DX, and enhancement of communication, employees are striving to create a workplace environment where people can thrive. We also strive to raise the awareness of all employees in the workplace regarding efforts to improve the global environment, to reduce energy consumption by designating areas where lights are to be turned off after regular hours, and to reduce greenhouse gas emissions by digitizing materials that were previously printed out and by sharing data.



HAPPI LABO, a lab office where everyone participates in WiL-BE activities as a team

Initiatives to Reduce Greenhouse Gas Emissions at the Distribution Stage

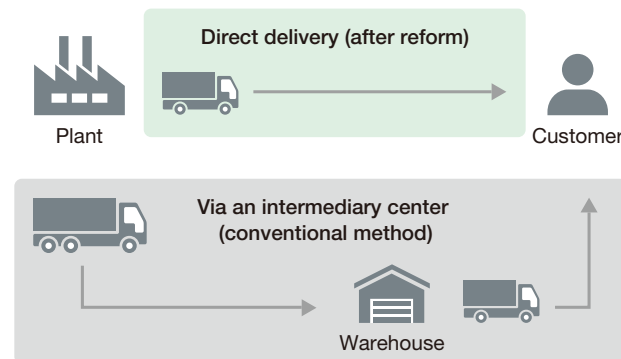
Promoting Modal Shifts

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

Since December 2020, as part of our supply chain reforms, we have been promoting initiatives to shorten lead times and cut costs throughout the supply chain by optimizing production and distribution of large products. As part of these initiatives, we have introduced a method of direct delivery from production sites without going through intermediary distribution centers, thereby shortening transportation distances and reducing greenhouse gas emissions.

Delivery efficiency was also enhanced by our quick response to the 2024 logistics problem. In fiscal 2023, greenhouse gas emissions related to transportation fell by 9.2% compared to the previous fiscal year. We will work to reduce emissions in the future as well, by creating synergies through modal shifts and direct delivery.



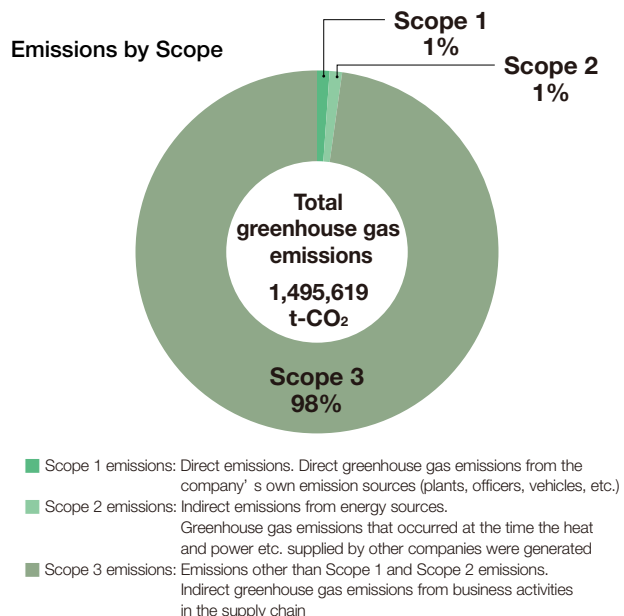
Reducing Greenhouse Gas Emissions Throughout the Supply Chain

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 fiscal 2050. To achieve this goal, we have set a midterm 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. 25](#) 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 manufacturing processes, managing and controlling electricity consumption through remote monitoring of sold products, and developing energy-efficient products.

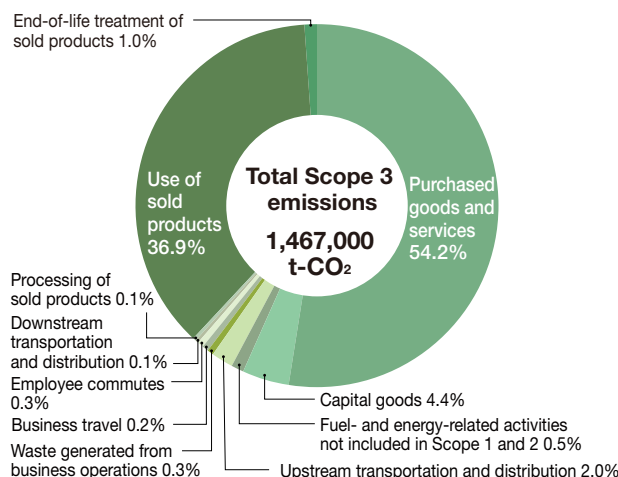
Screening Process to Determine the Severity of Scope 3

Scope 3 emissions account for 98% of the Okamura Group's greenhouse gas (GHG) 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 54.2% and 36.9%, respectively. Therefore, we consider it

crucial to pursue initiatives to reduce emissions in these two categories.



Scope 3 emissions by category



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 are making an effort to use recycled materials, waste wood, unused materials, etc., as well as reusing 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. 154](#) 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

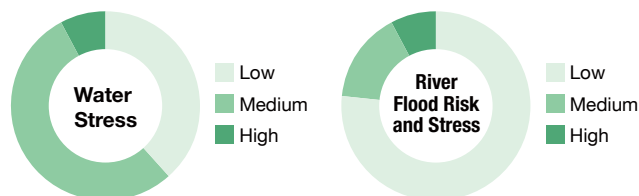
Recognizing the severity of water resource problems, which are becoming a global issue due to climate change and population growth, we are working to reduce our use of water resources and to use them more efficiently in our business activities.

We have been working toward achieving the target that we set for reducing the per unit consumption of water, and in fiscal 2023, it fell by 5.8% compared to the previous fiscal year.

We also identified water risks at Okamura Group manufacturing bases. The results indicated high water stress and river flood risks at one manufacturing base in China (fiscal 2022).

We will continue to assess the situation on the ground relating to water risk by utilizing tools related to water risk as well as hazard maps prepared by local governments and making

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



comprehensive judgments with past experience factored in as well. In fiscal 2023, there were no violations of water-related environmental laws or regulations, or any accidents or litigations related to water.

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

We manage wastewater rigorously by monitoring the wastewater treatment facility on our own premises, to ensure that it does not generate wastewater that exceeds the limits for water quality set by national and local governments.

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. However, in fiscal 2023, generation of waste per unit increased by 5.1% from the previous fiscal year.

VOICE

Recycling Resources Through Upcycling



Kazushi Tanaka
(At the time of writing)
Design Promotion Department,
Office Furniture Division

I was wondering if there was anything that could be upcycled through custom-made furniture, when I came across an article about PANECO®. "Textile waste" is a term we hear often on the news these days. PANECO is a sustainable, circular and environmentally-friendly board made from waste clothing fibers, and is an attempt to tackle this problem from the viewpoint of display design. We happened to be in the middle of renovating our company's office, and with the cooperation of WORKSTUDIO Corporation, the developer of PANECO®, we decided to create one-of-a-kind PANECO® boards using cloth scraps generated at the Oppama Plant, and use it to make custom furniture. Cloth scraps amassed for a month were shipped to the PANECO® factory, and we received the result one month later. Not a single recycled board had the same pattern or color, making each one truly one of a kind. Currently, while continuing to design custom-made furniture, we are discussing with relevant departments whether the material can be used for Okamura products as well.

We would like to continue to take on the challenge of creating environmentally conscious products that lead to the reduction of waste and resource recycling.

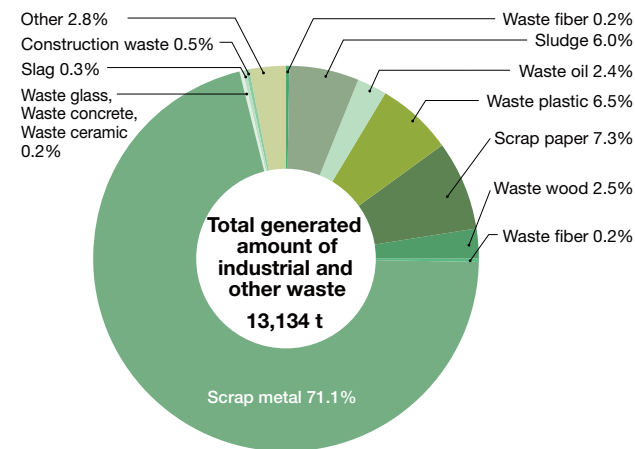


Cloth scraps from seating at the Oppama Plant



One-of-a-kind PANECO® boards, reprocessed from scraps into material

Industrial Waste Generated at Manufacturing Bases: Ratio by Type



Distribution Stage Initiatives

At distribution centers, we promote the recycling of used desks, chairs, and other products collected from customers when delivering new pieces of office furniture. We have been continuously promoting initiatives to improve the recycling rate, and our main distribution center - the Yokohama Distribution Center - has achieved zero emissions since fiscal 2008. By actively carrying out these initiatives at other distribution centers as well, we achieved zero emissions at all of our distribution centers in fiscal 2023.

In addition to reusing products that are still sufficiently usable among those collected, we have begun promoting the reuse of sleeping stock from fiscal 2021, as a trial initiative based on the concept of a circular economy.

Promoting the Use of Environmentally Friendly Materials

Okamura Support and Service Corporation, which supplies a wide range of materials to the Okamura Group, stocks products such as bubble wrap made from 100% recycled materials and

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

At production plants, we are working to conserve resources and reduce waste by reducing the amount of raw materials

used and increasing the efficiency of production processes. Scrap metal accounts for approximately 70% of the waste generated in the production stage. We minimize the raw material that goes to waste and reduce waste through such measures as improving yields, i.e., increasing the ratio of manufactured products compared to raw material input. In addition, we thoroughly separate waste when it is generated, and recycle waste through intermediate processing companies. As a result of these initiatives, we have succeeded in maintaining zero emissions at Okamura plants in Japan, and have kept the final amount of disposed industrial waste to zero in fiscal 2023 as well.

pocket folders made from FSC® certified paper, thereby contributing to the promotion of environmentally friendly materials that impact the environment less and enable resource recycling.



Paper pocket folders

Bubble wrap

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.



Restoring the original vibrant color of the product by removing grime from the backrest



Reupholstering a torn sofa makes it look as good as new

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.

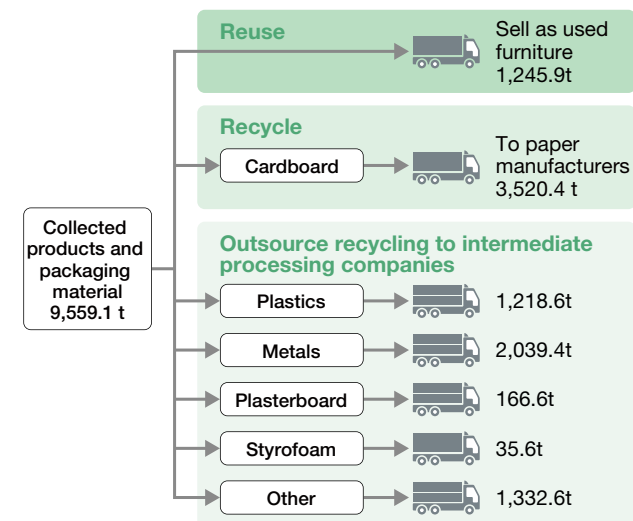
In addition, we separate packaging materials used during transportation and delivery of products by material for recycling as resources.

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 2023)



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 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 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 formulated the concept of circular design based on the concept of a circular economy that uses resources in a sustainable manner and will actively promote the maximization of resource and product value, minimization of resource consumption, and reduction of generated waste, by creating added value through servitization while reducing resource input and consumption and effectively utilizing stock throughout the product life cycle.

Concept of Circular Design in Product Development



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*¹ 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*², the Building Standards Act, and various EU laws and regulations*³. 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.

*1 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
 *2 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
 *3 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. 137](#) 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. 28](#) – [▶ p. 31](#) 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. In fiscal 2022, GREEN WAVE and GREEN WAVE+ products accounted for 88.6% of product sales (excluding purchased products) in the Office Furniture business and 73.1% in the Store Displays business.

In 2021, we newly introduced the concept of circular design in product development and a Carbon Offset Program* to further advance our GREEN WAVE initiatives and offer products that impact the environment less.

* Carbon offset: A method of compensating for emissions of CO₂ 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**

 **GREEN WAVE+**

GREEN WAVE and GREEN WAVE+ Criteria

Item (purpose)	Target	GREEN WAVE criteria	GREEN WAVE+ criteria
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, unused timber, 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/m ² h 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 (CO ₂ equivalent) by 30% when used compared to current equivalent products

If the following two conditions are met, the product is judged to be a GREEN WAVE or GREEN WAVE+ product.

- Meet all the criteria in the required items listed above.
- Meet 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 CO₂ 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.

Enhancing Trust in 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 2024, Okamura has had 104 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 2024, 265 of our products have obtained Indoor Advantage Gold certification, which has more rigorous standards. 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: 104 (As of April 2024)



Number of Okamura's certified products: 265 (As of April 2024)

*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**
<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: ACORN Activities

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"* that nature provides, through initiatives based on the ACORN Activity Guidelines and the Timber Use Policy.

*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.

In the future, we plan to pursue our activities and disclose information based on the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD).

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. 64](#) for related information)

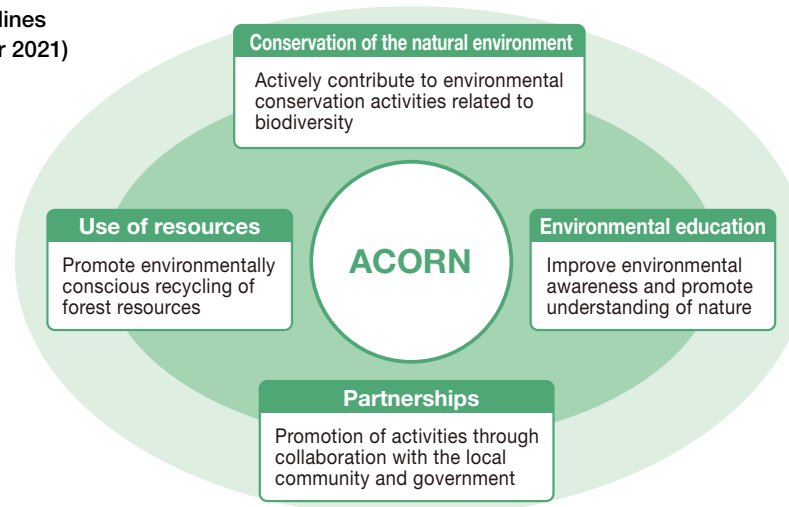
Addressing Environmental Risks Associated with the Use of Forest Resources

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)*¹ and JOIFA Timber Subject to Prioritized Monitoring*². (See [▶ p. 62](#) for details)

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

*2 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 (Formulated December 2021)



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.



Logo

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 2023, wood materials accounted for 3.7% of the Okamura Group's total raw material input. 94.9% of the wood materials were "wood materials not from raw timber," such as wood obtained from thinning*1, waste wood, unused wood, and their secondary processed products.

Species, Country of Origin, and Volume of Timber Handled by Okamura (Fiscal 2023)

Species	Timber Form	Volume Handled (converted to m ³)	Exporting Country/Region (Country of Origin)
Lauan	Solid wood*2, plywood*3, molded plywood, rotary-cut veneer	825.91	Indonesia, Malaysia, Japan, France
Poplar	Solid wood	41.15	Southeast Asia
Kapur	Solid wood, plywood	125.00	Malaysia, France
Rubberwood	Natural wood, laminated wood	28.16	Thailand, Vietnam, Belgium
Beech	Solid wood, plywood, veneer	241.24	New Zealand, France, Northern Europe, Germany, other
Beech	Solid wood, plywood, molded plywood, veneer, glued laminated wood	309.89	Denmark, Germany, Japan, Northern Europe
Japanese cypress	Solid wood, glued laminated wood	0.00	Japan
White oak	Solid wood, veneer (tanpan), veneer (tsukiita)	2.62	Japan, North America, other
Ayous	Veneer (tanpan), veneer (tsukiita), glued laminated wood	0.31	Africa, United States
Rosewood	Veneer	0.15	Southeast Asia, South America
Other	Solid wood, plywood, veneer, etc.	143.29	
Total		1,717.72	

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

*2 Solid wood: Material, such as boards, cut to the required size directly from raw timber

*3 Plywood: A material manufactured from thin sheets shaved from logs (veneers) that are glued together with each sheet layered on top another so that their wood grains are orthogonal to each other. Commonly referred to as "beniya-ita" in Japanese

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. 155](#) 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 Unused Wood

Utilization of unused wood helps maintain forests, and also helps alleviate social issues such as damage caused by driftwood in the event of a disaster. (See [▶ p. 71](#) for related information) We are actively working to utilize unused wood from unwanted trees and wood chips generated during forest maintenance, which were not 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.



The mark of responsible forestry

In fiscal 2023, the percentage of FSC®-certified timber used in wood products was 5.30%.

*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: SGSJK-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 examine the legality of timber* for each product based on the Act on Promoting Green Procurement, report on how it was actually used, and strive to promote the use and sale of timber and timber products that have been certified 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

There is a large surplus of Japanese cedar and cypress trees that are ready to be cut down in Japan's forests, and using them at this point stimulates the forest cycle, reduces CO₂ emissions, and revitalizes local industries.

At Okamura, we use advanced technology to transform coniferous wood, which could previously only be used as construction material, into material that can be used in furniture with an extremely low risk of warping or cracking. By using this wood to manufacture high-quality furniture, we hope to enhance confidence in domestic wood, promoting and popularizing its use. We are also registered as a business operator in the Minato Model Carbon Dioxide Fixation Certification System promoted by Minato Ward in Tokyo, and we are promoting the increased utilization of wood in urban areas through the use of wood from municipalities that have signed an agreement with Minato Ward.



Minato Model Carbon Dioxide Fixation Certification System logo



Head office of The Kochi Shimbun
The reception counter at the head office is made from Kochi Prefecture cypress. It features a three-dimensional polyhedral panel made of solid wood in an array of textures, including cross, diagonal, straight, knotted (straight and crossed) and unknotted.

Conserving the Natural Environment

As part of its effort to conserve the natural environment, the Okamura Group maintains a biotope on its premises to preserve

the region's unique natural environment as well as to nurture awareness through hands-on training. We will continue to regularly monitor and evaluate the status of the biotope.

Efforts to Promote ACORN Activities

In order to further spread ACORN activities throughout 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.

TOPICS

Biotope Fuji, an Oasis for Winter Birds

Since the creation of Biotope Fuji in September 2022, we have carried out a total of five surveys focusing on wild birds, said to be a useful indicator of biodiversity, with the cooperation of an external partner*.

We will maintain and manage Biotope Fuji as a place that can contribute to the nature-positive goal of halting the loss of biodiversity and putting it on a track toward recovery by 2030.

*External partner: Taihei Denki ECO Partnership Project

● Confirmed sightings of wild birds: 25 species from 19 families

Point count surveys using binoculars, telescopes, and cameras as well as surveys using the line transect method were carried out.

25 species including the thrush, a winter bird, and daurian redstart were sighted. Equivalent to 6.0% of the wild bird species in Shizuoka Prefecture and 3.95% of the wild bird species in Japan.

● Behavior of wild birds observed

Foraging behavior: This behavior is crucial for keeping resident and migratory birds alive, and for both parents and chicks during breeding.

- Picking at insects and seeds in between wood chips spread on the ground
- Evidence of birds of prey having fed on turtledoves

Reproductive (and related) behavior: The most important behavior for animals in order to breed the next generation.

- Songs of the greenfinch and other birds to attract females and claim their territory
- Confirmed sightings of young chicks (brown-eared bulbuls, etc.)

● Future conservation activities and expectations

- Setting up feeding stands to help birds survive the winter when food is scarce
- Acting as a "wildlife corridor" connecting to Hakone Seiroku Forest



A daurian redstart pecking in between wood chips



Feathers with evidence of feeding by birds of prey



Feeding stand made from recycled fluorescent lamp covers

TOPICS

The Forest Economy From the Perspective of a Furniture Manufacturer

On September 22, 2023, we held a training session in Hinohara Village, Tokyo, with 20 employees from various departments within the company. The goal was to learn about wood, one of the natural materials we use to make our products, as well as the current state of forestry, and to search for inspiration on actions we could take on our side in order to help resolve social issues.

In the hands-on training, participants absorb the knowledge and work needed to grow trees in a planted forest and sell them as timber and products. This is a valuable opportunity to learn about timber prices and the actual situation of forestry workers and Japanese forests in a real-life setting. It also serves as an opportunity to learn more about our company's initiatives regarding domestic and local timber.

One participant, who usually works in sales, commented, "I will now be able to better explain to customers the reasoning behind the promotion of sales of Japanese timber."


In the future, too, we will continue to create opportunities for employees to think about actions they can take to help resolve social issues, from the perspective of one working at a furniture manufacturer.



Taking on a log with a two-man saw!



Experiencing forest work for oneself

 **ACORN in-house training @ Hinohara Village, Tokyo |**
ACORN (okamura.co.jp)
https://acorn.okamura.co.jp/topics/report/2023/10/04/syugou_1/

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. 70](#) for details)

Carrying out Activities Through Dissemination of Information

In order to expand the scope of ACORN activities, we have been disseminating information through various media.

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 and strive to disseminate information that is enjoyable and informative, such as articles about seasonal topics and reports on activities.

 **Okamura ACORN website**
<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 groups.

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.

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



Keidanren Initiative for Biodiversity Logo

Birdpia Certification Obtained

In March 2024, Biotope Fuji was certified by and registered with Birdpia*, a registry and certification program run by the Japanese Society for Preservation of Birds, a public interest incorporated foundation. "Birdpia" is a term coined from the words "bird" and "utopia," and refers to allowing living creatures to coexist with people in mostly urban areas that are primarily used for human and production activities, as long as it does not hinder the purpose originally intended for the space.

Birdpia reviews how wooded areas are conserved, how food and shelter are provided for a variety of creatures, and how the location is managed.

With wild birds acting as a link between Okamura's site and the surrounding nature, we hope to contribute to the conservation of biodiversity and coexistence with nature.

*Birdpia is a registered trademark of the Japanese Society for Preservation of Birds



Understanding the Environmental Impact and Preventing Environmental Pollution

At the Okamura Group, we are fully aware of the possible impact on the environment and human health posed by chemical substances used as raw materials to manufacture products. As an initiative to effectively reduce the impact on the environment, we are working to reinforce our control of chemical substances, as well as ensuring that related facilities of development and production departments are properly managed in order to prevent pollution. (See [▶ p. 155](#) for data)

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 2023, 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 increased by 39.8% 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.

In fiscal 2023, there were no violations of laws and regulations, accidents, or litigation related to environmental pollution in Okamura's business activities.

*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

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

Emissions of Substances Subject to Notification under the PRTR Act (fiscal 2023)

*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	20,082.7	18,567.9	0.0	0.0	1,304.6
80	Class 1	103	1330-20-7	Xylene	35,912.4	31,815.2	0.0	0.0	1,980.9
186	Class 1	213	75-09-2	Dichloromethane	2,898.8	2,898.8	0.0	0.0	0.0
298	Class 1	345	26471-62-5	Toluene diisocyanate	11,442.0	0.0	0.0	0.0	139.0
300	Class 1	347	108-88-3	Toluene	32,636.2	31,005.2	0.0	0.0	1,612.7
302	Class 1	352	91-20-3	Naphthalene	2,345.7	2,040.6	0.0	0.0	184.2
392	Class 1	436	110-54-3	Hexane	2,280.0	1,809.8	0.0	0.0	470.2
448	Class 1	498	101-68-8	Methylenebis (4,1-phenylene) = diisocyanate	74,812.3	148.1	0.0	0.0	134.5
585	Class 1	052	9016-87-9	Alpha-(isocyanatobenzyl)-omega-(isocyanatophenyl) poly [(isocyanatophenylene) methylene]	83,912.2	0.2	0.0	0.0	41.0
594	Class 1	077	111-76-2	Ethylene glycol monobutyl ether	19,817.8	3,995.0	0.0	0.0	8,579.9
627	Class 1	170	112-34-5	Diethylene glycol monobutyl ether	16,505.2	1,714.3	0.0	99.0	8,168.7
683	Class 1	320	122-20-3	Triisopropanolamine	4,070.8	0.0	0.0	49.0	3.0
691	Class 1	342	95-63-6 108-67-8 526-73-8 25551-13-7	Trimethylbenzene	22,415.0	20,766.3	0.0	0.0	1,391.4
731	Class 1	442	142-82-5	Heptane	3,330.5	2,570.8	0.0	0.0	759.7
737	Class 1	472	108-10-1	Methyl isobutyl ketone	1,054.6	435.9	0.0	0.0	36.6
Total					333,516.4	117,768.3	0.0	148.0	24,806.4

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.

Preventing Pollution Through Proper Management of Hazardous Substances

In the past, Okamura stored fluorescent lighting ballasts, which contain polychlorinated biphenyls (PCBs), but they were transported to a designated treatment facility in fiscal 2023, where they were disposed of properly. Therefore, we no longer store PCB waste.

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 (four manufacturing bases 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

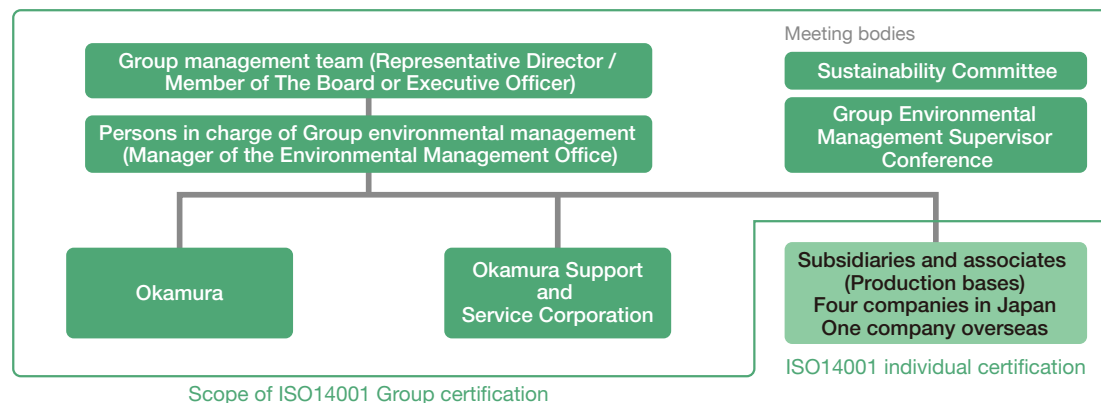
Conference and Sustainability Committee for continuous improvement of the environmental management system.

* 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.

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. 143](#) 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
Mandatory Training	New employees	New Employee Training	<ul style="list-style-type: none"> Environmental issues Introduction to EMS*1: Corporate activities and environmental impact
		New Employee Follow-up Training	<ul style="list-style-type: none"> Practical EMS activities
	Mid-career hires	Mid-Career Hire Training	<ul style="list-style-type: none"> Environmental issues Introduction to EMS: Corporate activities and environmental impact
	All employees	Distributed by email/internal newsletters	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> EMS training for managers, etc.
FSC® education (based on CoC certification)	All employees	General Education	<ul style="list-style-type: none"> Understanding certification systems
	Related departments	Specialized Education	<ul style="list-style-type: none"> Understanding management rules and procedures
Hands-on education*2	All employees	Biodiversity and Reforestation Training	<ul style="list-style-type: none"> Biodiversity conservation and forest maintenance (including fieldwork)
	Persons in charge of promotion		<ul style="list-style-type: none"> Knowledge needed to promote ACORN activities

*1 EMS: Environmental Management System *2 Hands-on education (See [▶ p. 64](#) 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. 63](#) for related information)

Sustainability Activity Commendation Program

In order to encourage our employees to think about reducing the environmental impact of our business activities as well as developing and providing environmentally friendly products and services, and take concrete action, we established an environmental activity commendation program in fiscal 2003 to recognize outstanding in-house activities. In fiscal 2022, we expanded the system to evaluate and commend activities in three categories, incorporating the 17 SDG goals in the evaluation criteria.

Sustainability Commendations (Fiscal 2023)

(Excerpted from a total of 19 commendations)

Commendation Categories/Details	Winners
Environmental Impact Reduction Category (Facilities, Energy-Saving)	
Reduction of CO ₂ emissions through overhaul of the painting line	Oppama Plant
Energy conservation through introduction of solar power generation	Gotemba Plant
Energy conservation through overhaul of powder coating equipment; reduction of PRTR emissions and transfer amounts through transfer of specific colors	Sanyo Okamura Corporation
Sustainable Business Promotion Category (products, services, item proposals, etc.)	
Development and increase in sales of the earthquake resistance product, "Seismic Isolation Adjuster Cap μ Patch"	Store Displays Division
Projects utilizing unused materials	Office Furniture Division and others
Promotion of sales and reuse of trade-in products	Production Division Distribution Department
Activities for a Sustainable Society Category (employees, communities, schools, etc.)	
Signing of partnership agreement providing support in the event of a disaster (Gotemba City)	Fuji Plant
Community activity Street Corner Clean Day in Chuo City, Tokyo	SEC Co., Ltd.

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.

The Okamura Group Sustainability Report 2023 earned Okamura the recognition as a company that has made significant progress in disclosure, with expectations of making even further progress, in the Environmentally Sustainable Company category of the 5th ESG Finance Awards Japan sponsored by the Ministry of the Environment.



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 contribute to raising environmental awareness.

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. (See [▶ p. 65](#) for related information) At Yokohama Municipal Gontazaka Elementary School, 4th graders searched for things made of wood in the school, explored why wood was used, and had the opportunity to handle real wood as part of an effort to convey the appeal of wood.



Touching logs just harvested from the mountain for the first time



Tambourines are also made of wood

Results of Nature Classes

Year Conducted	Number of Students	Number of Schools
2007-2018	5,769	68
2019	444	4
2020	197	4
2021	506	8
2022	865	13
2023	290	6

Endowed Lecture at Kanto Gakuin University

Continuing from 2022, 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)



Promotion of "Mokuiku" (Wood Education) and Regional Revitalization through Industry-Academia-Government Collaboration

Okamura has partnered with the town of Oguni (Yamagata Prefecture) and Tohoku University of Art and Design with the aim of promoting "mokuiku" (wood education) and the use of timber in the region. One of the initiatives is the "First Furniture Business" started in 2018, in which furniture designed by students is manufactured at a facility in Oguni using locally produced materials, and gifted to three-year-old children living in the town.



Applying oil to make it smooth

VOICE

Nature Class at Kasatori Elementary School, Uji City



Mai Morita

Director, Work Design
Research Institute, Office
Furniture Division

We usually hold nature classes in Kanagawa Prefecture or Yokohama City, but this time, we went all the way to Uji City in Kyoto Prefecture to hold a class. Kasatori Elementary School in Uji City is located in a lush green area surrounded by mountains, and parents and local residents are very involved in school activities. The school is running a program called the Kasatori Smile Project, in which wood collected from the school forest is turned into desks for students to use. We received a request from the school asking us to hold a class on forests as part of the project, to which we happily obliged.

In our nature classes, we use desks and chairs in the classrooms to talk about the theme of "Thinking about Japan's forests." Children learn, while referring to actual materials at hand, about the fact that approximately 68% of Japan's surface area is covered by forests, the importance of maintenance such as thinning in the process of growing trees, and ways to utilize wood without wasting it, in a way that connects with the themes found in the 17 SDGs such as responsible consumption and production, life on land, and partnerships for the goals.

For this nature class at Kasatori Elementary School, the whole school gathered in the classroom and participated in the lesson. Afterwards, we all went to the school forest and picked up unused wood (fallen branches and trees). The unused wood the children picked up were later turned into chips, compressed, processed into desk tops, and delivered to the school.

Hopefully, by having learned in advance about how the Kasatori Smile Project is related to the environment, the children will care about the desks more.



From which country does Japan import wood?



Desks Made from the School Forest! Helping Children Learn - Part 1 | Okamura ACORN website

https://acorn.okamura.co.jp/topics/report/2023/12/15/kasatori_1/

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 regarded 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 "creativity, cooperation, frugality, savings and service." 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 job engagement reforms 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 his or her work.

Our Approach for Nurturing Talent

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

- 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, which in turn is based on the idea that "life is composed of many parts, of which work is one."

The kind of people Okamura seeks



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, and also as increase in mid-career personnel applying for jobs at Okamura through introductions by employees.

In addition, in order to fulfill our corporate social responsibility, we make an effort to hire more people with disabilities, and for those with disabilities currently employed, we implement initiatives to improve the quality of employment, such as introducing assistive information tools and holding disability study sessions as well as sessions where people experience disabilities for themselves.

(See [▶ p. 86](#) 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 review process in advance
- Notifying applicants of review 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
- Creating a mechanism to help understand job types better by arranging for individual interviews with employees in such positions who are not involved in the hiring process

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

Addressing Social Issues Through Hiring Activities

We participate in efforts to generate interest among the next-generation of workers through releasing company information. In fiscal 2023, we participated in planning business contests aimed at university students and performed guest lectures at universities. (See [▶ p. 145](#) for details)

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.

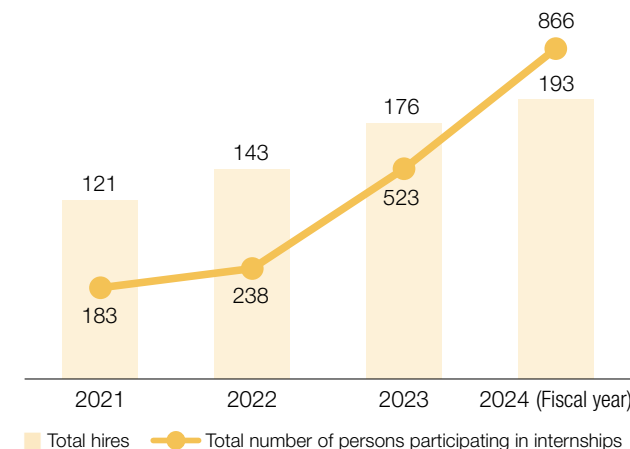


One-day internship in sales



Internship 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

| Human Resources Strategy of the Okamura Group | Initiatives to Realize Employees' "Work in Life" | Promoting Diversity, Equity & Inclusion | Nurturing Human Resources | Health & Productivity Management | Occupational Health and Safety |

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 his or her life as he or she wants, so that "work" becomes a positive factor when considering his or her life as a whole.

Full-Scale Launch of Job Engagement Reform WiL-BE 2.0

At Okamura, we launched Job Engagement Reform WiL-BE 2.0 in April 2023, 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 helps bring about a society in which people can thrive, as stated in our Purpose.

In fiscal 2023, we implemented various measures to improve employee engagement. We held Employee Engagement Conferences where each Okamura employee reflected on his/her job engagement and conducted engagement surveys to understand employee engagement and formulate appropriate measures. Members promoting WiL-BE 2.0 also visited each location and held WiL-BE CARAVAN discussions to increase

understanding and penetration of Job Engagement Reform among employees.

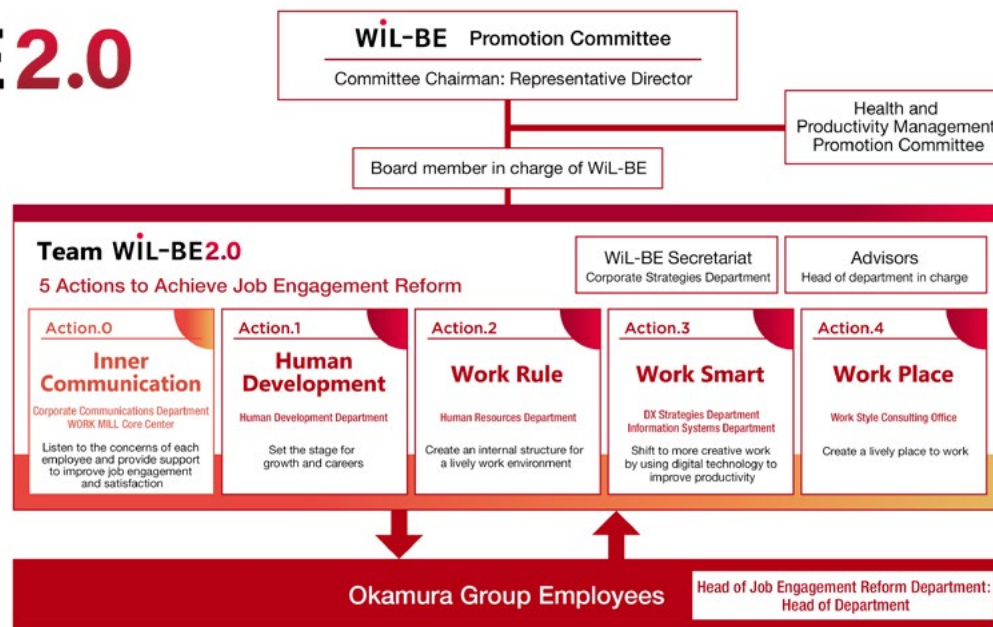
Opinions and results obtained through the series of activities were presented to the WiL-BE Promotion Committee, positioned at the top of the WiL-BE 2.0 system, for discussion by Board Members who are Committee members, leading to improvements in measures.

Actions Related to Job Engagement Reform WiL-BE 2.0

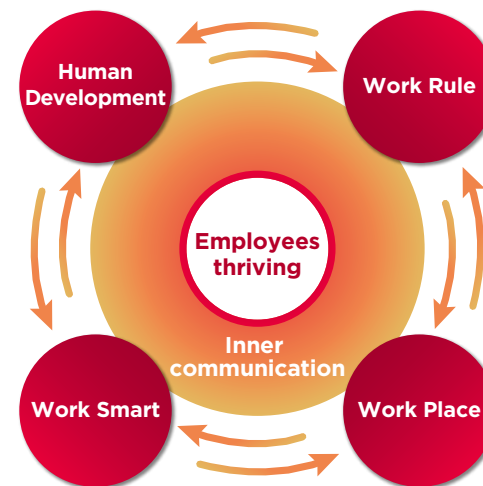
Job Engagement Reform WiL-BE 2.0 activities promote employee engagement reform based on five actions (Inner Communication, Human Development, Work Rule, Work Smart, and Work Place).

WiL-BE 2.0

Structure for Promoting WiL-BE 2.0



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." In fiscal 2023, we held Employee Engagement Conferences across the company as a measure for each employee to think about and understand his or her own job engagement, which can differ from person to person. The conferences were led by each department head who gave presentations to team members on the theme of "Why is it necessary to think about job engagement now?" Afterwards, Workshops for Thinking About Individual Job Engagement were held with participation by employees, who reflected on how to understand and improve their own engagement. We will continue to hold Employee Engagement Conferences from fiscal 2024 onwards as well. (See [▶ p. 77](#) for details) We also utilize our owned media, "Okamura Live :) - Okamura Live Smile" to enhance employee awareness of the various initiatives to improve job engagement that are being implemented through WiL-BE 2.0 in general and through each action, by regularly disseminating easy-to-read articles accompanied by examples throughout the company.

Human Development (Nurturing Talent)

We are working to maximize employee engagement under the theme of "setting the stage for growth and careers." The two specific activities to be undertaken until fiscal 2025 are "Strengthening the Organization Through Mutual Understanding" and "Carving Out Your Own Career".

To realize the Okamura Career Journey, in which each employee continues to envision his or her 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. (See [▶ p. 90](#) - [▶ p. 98](#) for details)

For example, in terms of opportunities for mutual understanding, we have newly established the Best Dialogue Award to encourage more Dialogues to be held across the company and

to create a rewarding workplace. Voting was held in three categories, among employees, Board Members, and by the President, and winning teams were chosen based on criteria such as "Can the efforts toward job engagement reform be felt?" (See [▶ p. 92](#) - [▶ p. 93](#) for details)

In terms of opportunities to continue learning, we have introduced subscription-type online training at Okamura University (abbreviation: OkaUni), an in-house university that opened in 2022. We have expanded opportunities for our employees to learn, regardless of time or place, with a wide range of content available to obtain the knowledge they need in order to get closer to where they want to be in their lives and careers. (See [▶ p. 95](#) for details)

In terms of opportunities to take on challenges, we continue to provide opportunities for employees to take on challenges, through such mechanisms as the Global Human Resource Development System (see [▶ p. 97](#) for details) and the DX learning platform (see [▶ p. 98](#) for details), so that they can choose the challenge towards their chosen path.

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.

Furthermore, we engage in various health promotion activities in order to maximize individual performance by maintaining health. In particular, we have been implementing an e-learning program called Positive Self-Care for three consecutive years since fiscal 2021, focusing on improving the mental health of every employee. In addition to banning smoking during working hours

to prevent exposure to second-hand smoke, we continue to implement an all-day non-smoking policy on the first day of each month, called Monthly Smoke-Free Day, to promote health and productivity management with a view to achieving a healthy and comfortable work environment.

(See [▶ p. 103](#) - [▶ p. 105](#) for details)

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 2023, we began rolling out measures in various areas, such as the release of Okamura AI Chat using generative AI, establishment of a knowledge-sharing database for designers that originated as a DX proposal by an employee, a system capable of quickly selecting a vast amount of products to produce sales quotes, and a system that uses AI to count the number of products from diagrams. Furthermore, as an example of new business model creation, we have started selling digital furniture. 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. 98](#) 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 2023, we conducted a nationwide survey of domestic offices, and selected some that were in particularly high need of improvement regarding the office environment. By evaluating 87 general offices in Japan using blueprints and photographs, and also referencing the degree of satisfaction with the office environment indicated on employee surveys and the date renovations were last carried out, we identified 14 offices that were in particularly high need of improvement. The results were

taken up by the WIL-BE Promotion Committee, positioned at the top of the WIL-BE 2.0 system, where Executive Officers recognized the need to improve the office environment as a management issue, leading to the decision to take measures to maximize employee engagement.

At the same time, we are also promoting initiatives to help employees think about their own workplaces. We hold lectures that encourage employees to learn about the process of improvement and examples of such processes, keep records of project reports that organize and collect examples of renovations at domestic locations in a common format, and systematize information useful for designing various specific office environments. These efforts are also widely utilized in Okamura's Office Furniture business, through inclusion in published research reports or proposals to outside clients. We incorporate the feedback we receive back into the company, where it helps us create better places to work.

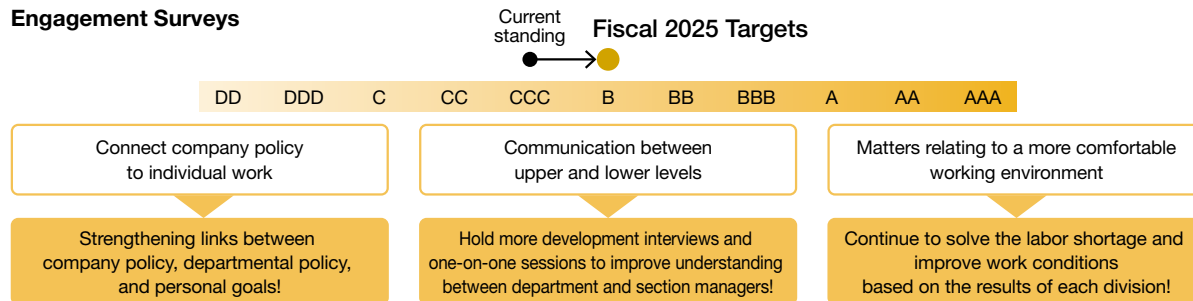
Implementation of Engagement Surveys

The Okamura Group has designated the nurturing of human resources and improvement of employee engagement as a pillar that will strengthen the foundation of management in its Midterm Management Plan 2025. As part of our efforts to improve employee engagement, we conducted an engagement survey through an external surveying company from July to August 2023 (response rate: 97.7%) in order to gauge employee engagement at a fixed point in time. The company-wide average of the results was a CCC rating (see the top right chart) on a scale of A to D.

We have analyzed the results company-wide, by business division, and by department, and are implementing and promoting specific actions based on our policy.

In terms of company-wide policy, the priority issues are strengthening the connection between company policy and individual work, strengthening communication between upper and lower levels, and creating a more comfortable working environment, and we are moving forward with specific measures to improve engagement.

Engagement Surveys



TOPICS

Holding Employee Engagement Conferences

Starting in fiscal 2023, Okamura has been holding Employee Engagement Conferences in each department under the leadership of the department head, where employees reflect on their job engagement. In July 2023, the sales branch where the Office Furniture Division is located held an Employee Engagement Conference at the request of the Branch Manager, with the participation of 16 branch members.

They broke up into four groups for the Employee Engagement Conference. In Program 1, under the theme of "Why is it necessary to think about job engagement now?", the Branch Manager gave a presentation on the social background, Okamura's mission and purpose, and how serious the company is about enabling employees to thrive.

In the Program 2 workshop, the participants first looked back on their past experiences for moments when they felt that their work was engaging. Afterwards, they shared this information with other members of their group, broadening their individual perspectives about what it means to engage with one's job, which can differ from person to person. Next, by filling out the Work Engagement Sheet that was distributed in advance, they searched for specific actions that would let them feel that sense of engagement more often in the future.

Afterwards, one person from each group discussed his/her own Work Engagement Sheet and actions. A second-year employee said, "I find it rewarding when I gradually become able to do things that I couldn't do on my own before. When I'm busy, I can't help focusing only on the work in front of me, but in order to improve my job engagement, I'd like to set aside some time to study from now on."

In fiscal 2023, 95% of all departments at Okamura held Employee Engagement Conferences, and 97% of departmental heads answered in the survey that they found the occasion meaningful. Comments such as "I learned what values each of my subordinates had, and I think I can use that knowledge to support them further in the future," and "It was meaningful to have the opportunity to share opinions with one another regarding job engagement, which is a theme that requires one to lean in a bit further in order to learn what values one's subordinates have, unlike business-related advice," were received.



Discussions at Employee Engagement Conferences



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 (see [▶ p. 135](#) for related information), and as a company, we respect the freedom of association and guarantee basic labor rights, including the right to collective bargaining.

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, 2024, there are 3,243 union members, with a union membership rate of 92.8%. (See [▶ p. 160](#) 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 2023

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

Initiatives to Realize Employees' "Work in Life"

At the Okamura Group, we are working to create systems and mechanisms as well as better working conditions for diverse talent to flourish, while at the same time striving to offer an environment where employees can thrive in their work.

Initiatives to Support Employees' "Work in Life"

To help employees achieve "Work in Life", it is important to create systems and mechanisms that allow a diverse workforce to flourish, and to take initiatives to improve the workplace. For this reason, we are actively promoting the introduction of systems such as no overtime days, flextime, flexible annual paid leave (one-day, half-day, or hourly), volunteer leave, and Okamura Hybrid Work (combination of in-office and telework). We strive to create an environment where employees can thrive in their work by encouraging them to understand and be aware of such systems and mechanisms, and to use them to their advantage.

Examples of Support Systems and Mechanisms (as of March 31, 2024)

Title	Summary
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.
Flextime system	This is a system that allows employees to decide the times they arrive at and leave work, to achieve a flexible working style. There are rules 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 (super-flex), 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
Flexible use of annual paid leave	We have established a system that allows employees to take annual paid leave in units of one day, half a day (in the morning or afternoon), or on an hourly basis. For hourly paid leave, employees may use three days' worth of newly granted paid leave on an hourly basis.
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). The purpose is to help employees enhance their "Work in Life" by supporting their participation in local community activities.
Okamura Hybrid Work (Combination of in-office work and telework)	Since November 2022, we have switched to the Okamura Hybrid Work system, which combines in-office work and telework. We aim to balance both team communication and productivity through in-office work of three days a week at our bases and individual productivity through remote work and the use of satellite offices and shared offices.
Multiple-track personnel promotion system	We have established expert positions for highly specialized employees in certain jobs, such as designers and engineers, to increase employee motivation.
Area employee system	We have established an area employee system that restricts the place of work to certain locations and does not require relocation.
Conversion of "job partner employee" to "area employee"	If a "job partner employee" who is a fixed-term worker wishes to change to an "area employee," their employment status may be changed under certain conditions.
Job Return	This is a registration system under which former employees who left the company due to family circumstances such as childcare, nursing care, or a spouse/partner's job transfer, or other reasons such as to study abroad can be selected for re-employment under certain conditions. The purpose of this registration system is to expand opportunities to work and to secure outstanding talent.

VOICE

Supporting Sports Through the Use of Volunteer Leave



Alex Cheung

Drafting Support Office,
Detailed Design Center,
Design Promotion Department,
Work Style Consulting Office

As a way to participate in volunteer activities approved by the company, I used my volunteer leave to volunteer for the equestrian event at the 19th Asian Games held in Hangzhou, China, in September 2023. Because I had experience in equestrian sports, I took on the dual role of supporting the Hong Kong team and serving as a competition organization committee member. Volunteer work at the competition often started as early as 6 a.m. to avoid the heat, and preparing for the match and providing support during the match was physically demanding, but the Hong Kong team I supported won the team bronze and an individual silver medal, by which I was quite overcome! It was the moment when my dream of becoming a member of a team competing in dressage became a reality.

My goal now is to participate as a dressage athlete representing Hong Kong at the 20th Asian Games (to be held in Nagoya, Aichi Prefecture, in 2026) (equestrian events will be held at the Tokyo Equestrian Park). This wonderful experience left me with lifelong memories, and I am grateful to my team members at the company who helped me take volunteer leave.



Cheering with Hong Kong team riders and supporters

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 his or her 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

Okamura considers promoting diversity a material management issue, 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 activities from August 2016 to March 2020, such as formulating the Diversity & Inclusion Declaration, creating a system to support the balancing of work with family commitments, and raising awareness about the concept of diversity and inclusion.

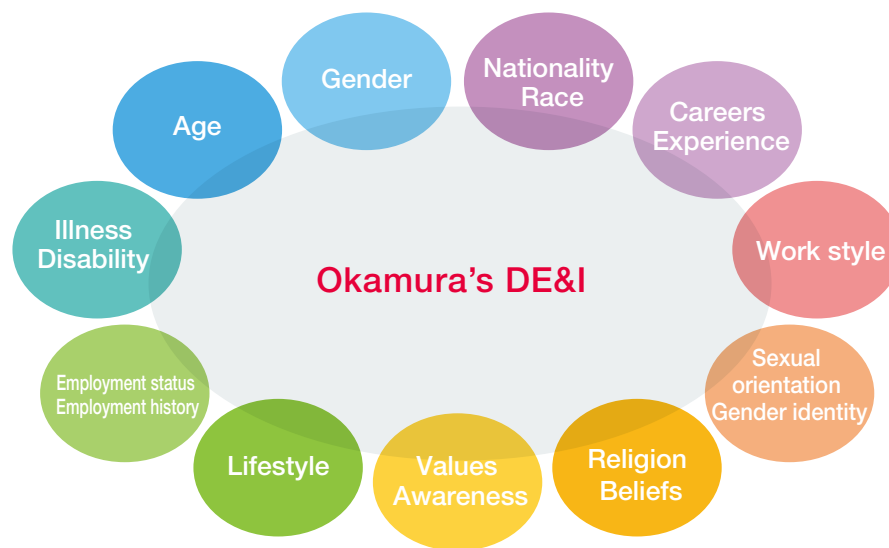
In April 2018, we established the Diversity Promotion Office (currently the DE&I Promotion Office). In June 2020, we summarized the Sodateru Project activities and formulated the Diversity and Inclusion Policy. We aim to be a company in which every employee is able to envision what he or she wants to 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.



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.

Retaining female sales staff is an issue we face, and in fiscal 2023, we held interviews with female employees with experience in sales, identifying specific issues for retention. We also recognize that we need to increase the percentage of female employees and female managers. In fiscal 2023, the percentage of female employees at Okamura stood at 22%, and the number of female employees in positions equivalent to section managers or above was 44. Okamura hired 176 new graduates in fiscal 2023, of which 68 (38.6%) were female.

(See [▶ p. 161](#) for data)

Initiatives to Nurture Female Leaders

Okamura aims to increase the percentage of female managers to 7% by fiscal 2024.

As a measure to increase the number of female managers, we provide training to help female employees hone leadership skills and mindsets.

Measures to Nurture Female Leaders

Measures	Summary
Women's Leadership Program (WLP)	We conduct training on leadership skills and mindset in order to enable our female employees to fully demonstrate leadership in their own ways. 69 participants took the course over two sessions in fiscal 2023.
Participation in women's leadership training programs sponsored by outside organizations	We send female employees in positions equivalent to section managers for training outside the company, where they learn about the roles and abilities expected of leaders through interacting with participants from other companies.

VOICE



Youko Sano
Demand Center,
Business Strategy Department,
Office Furniture Division

Women's Leadership Program (WLP) What I Learned About Being Myself



As an employee who has been with the company for eight years, I have had more opportunities to think about what I should do and what role I should play, so I participated in the WLP hoping to make new discoveries and achieve personal growth.

This time, the things that left an impression on me were "Be yourself" and "Boss management."

During conversations with senior employees and group members, we shared past experiences and worries. I was relieved to hear that everyone had experienced the same worries about how to nurture junior staff and how to conduct themselves within the department, and strongly felt it was important to just be yourself. Although I sometimes struggle at work, I would like to continue to grow as a person without forgetting to be myself, by actively seeking support from my superiors and team members. Also, regarding "unconscious bias," which was a theme featured in the training, attitudes do not change quickly, since such bias exists beneath our consciousness even if we understand the matter. I try to take a step back and think about whether I am biased in my words, actions, or ways of thinking, so that I can change little by little.

I will start small, by expressing my gratitude in everyday conversations, taking care to build relationships where everyone can demonstrate their strengths in their own way in order to produce better results as a team.

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 clearly stated our goal of supporting the balancing of work and childcare in our company vision and are working to raise awareness within the company based on this approach.

Company Vision of Supporting the Balance of Work and Childcare

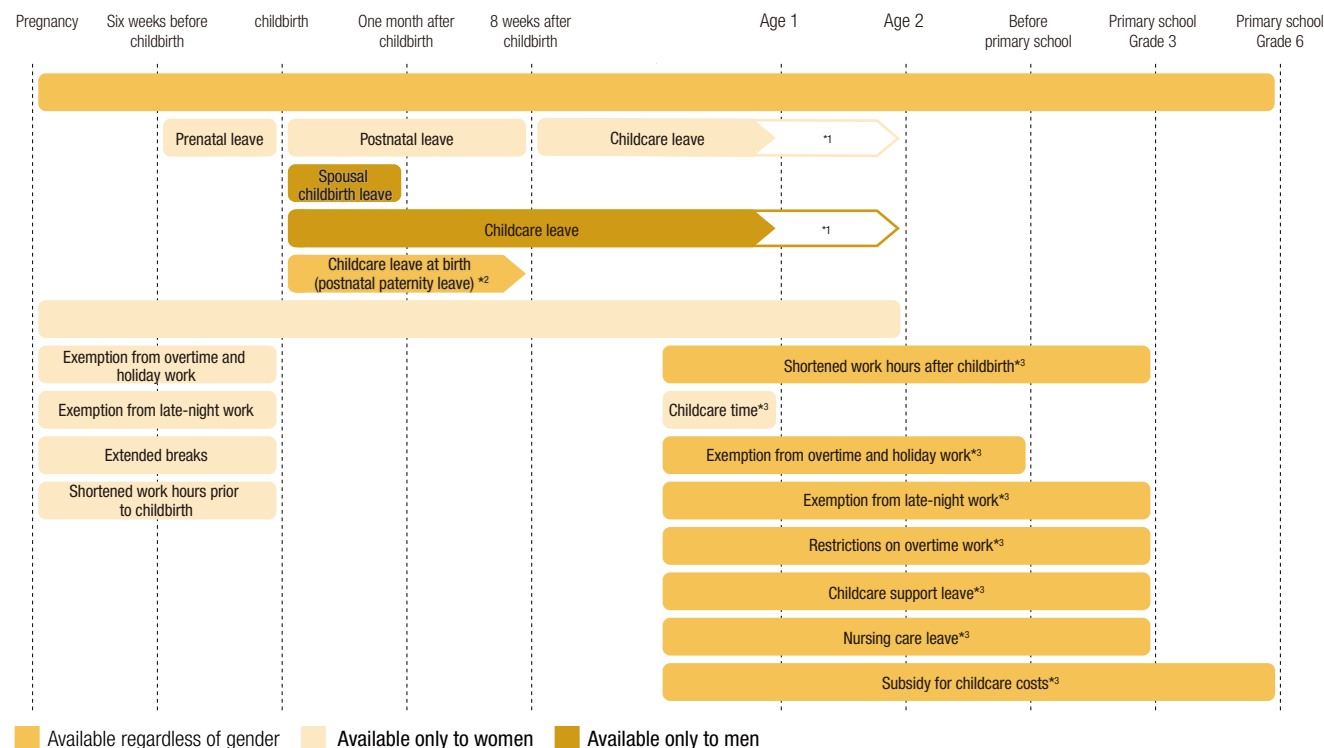
Okamura fosters a work environment that makes it easy for employees to participate in childcare regardless of gender in order for each employee to realize "Work in Life."

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, employees who have notified the company of pregnancy or childbirth are contacted by Consultation Desk personnel and asked whether they intend to take childcare leave or childcare leave at birth, starting from April 2022. In addition, we established a new postnatal paternity leave system starting from October. Employees are allowed to work during their leave only if they wish to do so, in accordance with collective bargaining agreements concluded. We aim to create a system that allows employees to take childcare leave in a flexible manner, depending on their circumstances.

Summary of Childcare Support System



*1: As a rule, the period of childcare leave is up to the day when 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 his or her 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 collective bargaining agreements concluded

*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	We discuss with employees how they would like to work before and after becoming a parent, and based on that information, talk with the department heads. 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



Ryosuke Maeda

Sales Section 2,
Foreign Companies Branch,
Tokyo Regional Sales Office,
Office Furniture Sales Division,
Office Furniture Division

Spending Time With My Family While Touching Base at Work During My Six-Month Childcare Leave

I took childcare leave for about six months from February 2023.

Working in sales, I hadn't seen any bosses or colleagues around me taking six months of childcare leave, so I was worried about things like how to hand over my work or whether I would be transferred after returning from childcare leave. I informed my boss and colleagues around September 2022 that I wanted to take six months' childcare leave, and handed over my duties in December. Because I had informed them early on, they knew what I was working on at that time, and the whole department took over the projects I had been in charge of. It was wonderful to be able to step away from work to focus on housework and childcare. It was a very meaningful time for me, since I was able to experience that fleeting moment of babyhood. Also, because we were first-time parents, the best part was that I was able to experience parenting with my wife, learning together. I understand that the only reason I was able to take six months' childcare leave was because the people in my department had taken on the projects I was in charge of, and I felt a renewed sense of gratitude toward my superiors and colleagues.

Returning from childcare leave doesn't mean the end of parenting, so I will continue to find ways to balance childcare and work in my own way.



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
- Holding of roundtable discussions by employees who are balancing work and childcare
- Sharing of individual experiences through our owned media "Okamura Live :) - Okamura Live Smile"

[Outside of the company]

- Continued 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.



Atsushi Gouda

(Boss at the time)
Section Manager, Sales Section 1,
Shinagawa Branch,
Tokyo Regional Sales Office,
Office Furniture Sales Division,
Office Furniture Division

Building a Workplace That Facilitates Childcare Leave

Even apart from cases of childcare leave, we are trying to create a system where as many people as possible share knowledge of ongoing projects on a day-to-day basis, so that no project belongs exclusively to a specific person. We believe that this allows for smooth handovers when taking childcare leave and creates an environment where employees can take childcare leave at any time. In order for both the person taking leave and the staff supporting them to help each other out smoothly, it is essential that the important details of the handover are concisely summarized.

I think more and more male employees will take childcare leave in the future. I want to be an IkuBoss who shows that taking childcare leave is no big deal, who is capable of building relationships and a workplace where people support each other on a day-to-day basis, and who greets team members taking and coming back from leave with a smile.

Survey of Employees Returning to Work After Childcare Leave

We conducted a survey of employees who had returned to work after taking childcare leave, in order to understand and improve issues in taking childcare leave. Responses regarding procedures, satisfaction with the length of leave obtained, the time required for handovers of work, etc. was aggregated. 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 addition, we are working to create a workplace environment in which employees who provide nursing care for family members can continue to work without leaving their jobs, such as by introducing a welfare service that allows them to use various services, including the use of nursing care facilities and purchase of nursing care products at member prices.

In addition, we offer support for outside nursing care (free of charge), with in-person consultation with experts also available. The department in charge of contacting these services and the DE&I Promotion Office can also attend upon request.

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

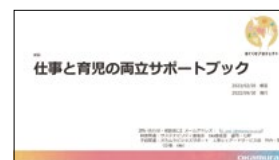
Okamura has readied communication tools that provide information necessary for balancing work and childcare/nursing care to employees.

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 Employee Retention

Okamura employs people with various disabilities, including physical, intellectual, and mental disabilities. We conduct in-depth interviews with each person who wishes to be employed to understand their circumstances and give due consideration to needs regarding the work environment in order to avoid any mismatches in the course of 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.

Holding Diversity Events for People With Disabilities

In August 2023, we held an in-person Diversity Event (company information session) for people with disabilities in our effort to hire more diverse talent. In addition to information about Okamura as a company and its DE&I initiatives, Okamura employees with disabilities talked about work styles, the atmosphere at work, and the accommodation they need. In addition, participants were given a tour of the offices where those with disabilities actually worked, to give them a better idea of what it was like to work there.

Participants commented that it was informative to see how each employee worked in a manner suited to them.

We will continue to promote measures to enable people with disabilities to work alongside those without disabilities in the future as well.



Diversity Event

Helping People with Disabilities to Settle In at Work

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

In interviews, each party listens carefully, keeping in mind the particular disabilities of the person, and notes any issues and concerns regarding employment, everyday life, and physical condition, in order to make improvements. The employee's department, the Human Resources Department, and the external employment support center 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 established the "Working Together" Guidelines in order to continue to create an environment in which diverse employees can work together while acknowledging differences, regardless of whether or not they have a disability. 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."

(Established August 2021)

* To make individual adjustments and changes to remove the obstacles and difficulties that arise depending on each person's characteristics and circumstances, so that people with disabilities can enjoy and exercise their human rights on an equal basis with people 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).

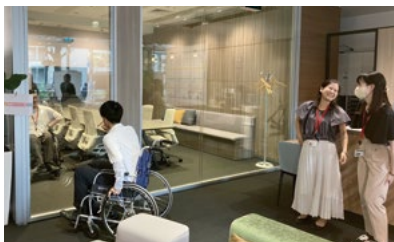
Kazuki works in the DE&I Promotion Office of the Sustainability Promotion Department and is mainly in charge of various initiatives such as interviews relating to childcare and retention of people with disabilities as well as promotional activities such as seminars and events. Okamura will continue to 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 holds various events with the aim of fostering mutual understanding for working alongside people with disabilities.

Para-athlete employees at Okamura who use wheelchairs took the lead to hold a hands-on wheelchair experience event at the office. This event has been held internally and externally at various locations since fiscal 2022, and in August 2023, it was held at the co-creation space Open Innovation Biotope "Tie" (Fukuoka).



Hands-on wheelchair experience event

Also, in September 2023, we held a practical sign language course, led by hearing-impaired employees. Around 30 employees took part in the class that featured the themes of everyday conversation and fingerspelling.

We will continue to hold events that foster mutual understanding and strive to create an environment where everyone can work together.



Practical sign language course

Making Reasonable Accommodation in Showrooms

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



Lunchtime Social Using Sign Language

Once a month, the Retail Solutions Division of the Store Displays Division organizes a sign language themed lunchtime social for those interested, led by a hearing-impaired employee.

The event has been held continuously since April 2022, spurred by the employee's wish to have more people understand sign language. Sign-language communication and discussion of key points for interacting with hearing-impaired people have led to the promotion of mutual understanding in the workplace. Participants learned sign language and are now able to use sign language for simple work-related conversations.

This lunchtime social won the 2023 Grand Prize in the Okamura Way Commendations, an in-house award that praises initiatives allowing "people to thrive" based on the Okamura Way.

At Okamura, we promote communication, mutual understanding, and the creation of a rewarding work environment, regardless of whether employees have disabilities or not.



Conversing during a sign language lunchtime social

LGBTQ Initiatives

Provision of Consultation Services

At Okamura, we have set up a consultation service (DE&I Promotion Office) and a dedicated e-mail address as a way to listen to the concerns of LGBTQ people.

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.

Using Different Names at Work

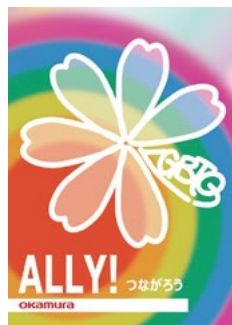
At Okamura, we allow names other than legal names, such as maiden names, to be used within the company, in order to accommodate circumstances such as marriage and LGBTQ persons. It is possible to use a name, such as a maiden name, that is different from the name on the family register, in e-mail addresses, business cards, company newsletters, employee ID cards, and to register in internal systems.

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

Okamura created LGBTQ ally awareness posters in November 2023, aimed at promoting understanding of, and mutual understanding with, 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

E-Learning on LGBTQ Issues

Okamura implemented e-learning on LGBTQ issues for all employees in September 2023.

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 the survey conducted after the course, participants voiced such comments as, "This kind of training is necessary to establish a work environment where a diverse group of people can express opinions from various perspectives and where it is possible to make new discoveries and gain new insights," and "I would like these courses to be held regularly." The response rate for the survey conducted afterwards was 97.5%.

We will continue to improve our understanding of LGBTQ issues and work to prevent discrimination and harassment in the workplace.

Assessment by Society Regarding Diversity, Equity & Inclusion

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 2023 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. Going forward, we will continue to promote the active participation of women and strive to create an environment in which each employee can work comfortably and realize their full potential.

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 received "Kurumin" certification as a parent-friendly company in November 25, 2022. This was due to recognition of the company's excellent parent support system, employee data concerning childcare being above a certain level, and activities to raise employee awareness under the "Hagukumu Project" that supports parenting.

We will continue to foster a culture conducive to bringing up children, and to improve working conditions so that employees can balance work and 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")

Best Workplace Recognition at the 2023 D&I Awards for the Third Consecutive Year

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 2023, Okamura was recognized as a Best Workplace, the highest rating, for the third consecutive year at the 2023 D&I Awards. Best Workplace refers to "a leading company that promotes diversity and inclusivity at a level that is high not only in Japan but also globally, and where, in addition to fostering a corporate culture based on D&I, each employee is actively involved in promoting it too; and where the D&I philosophy is reflected in every aspect of its services, operations, and corporate organization, radiating outwards as well."

Okamura received a score of 90 points (89 points in fiscal 2022), and based on this evaluation, we will continue to enhance our initiatives from a DE&I perspective.

Awarded Bronze in the PRIDE Index 2023

The PRIDE Index was developed by "work with Pride" in 2016, with the aim of creating workplaces in Japan that are comfortable for LGBTQ+ people to work in through transcending corporate and organizational frameworks and is the first index in Japan that evaluates efforts made to accommodate sexual minorities such as LGBTQ+ people in the workplace. 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 2023, Okamura was certified as Bronze in the PRIDE Index 2023. We will continue to promote initiatives to address LGBTQ issues.



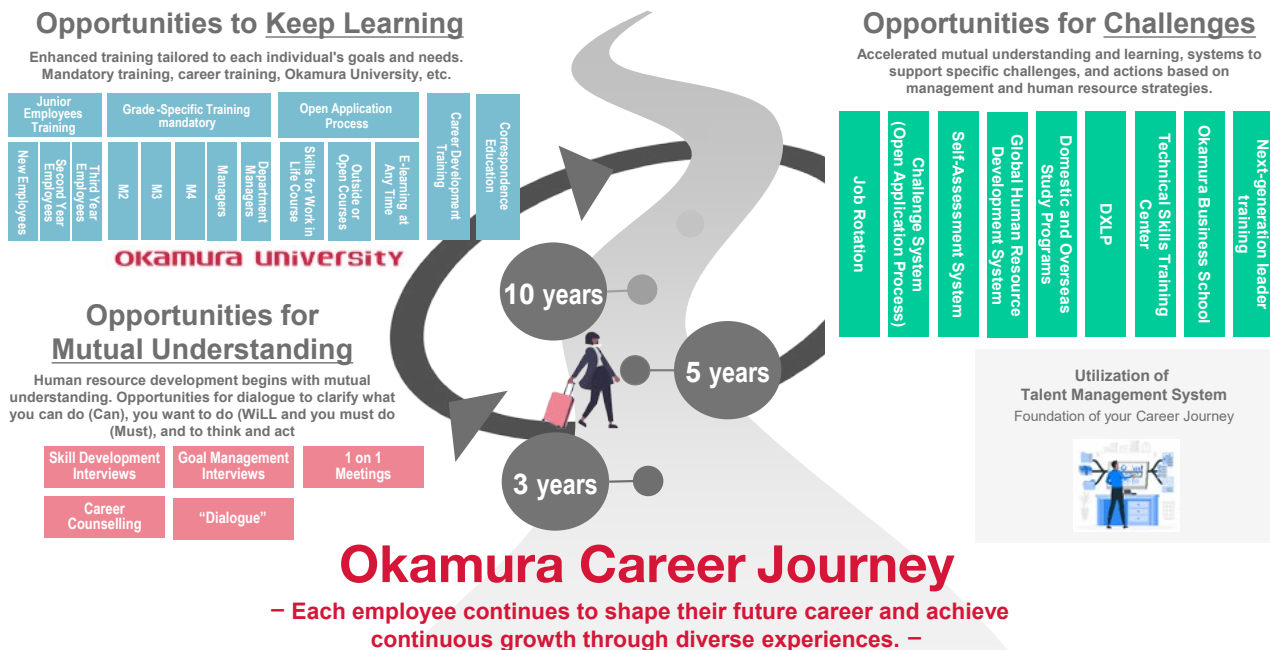
Nurturing Human Resources

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 his or her 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

We have introduced a talent management system to utilize information regarding human resources, such as employees' knowledge and skills, as an important management resource. We utilize the talent management system for growth interviews as well as for the self-assessment system (which allows employees to declare their preferred duties and departments) in order to maximize organizational and employee performance based on accumulated information and to increase employee mobility so as to station and nurture the right people in the right places. (See [▶ p. 96](#) for details)

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

For the purpose of onboarding* junior employees, we provide opportunities for interested employees who are in their first to third year of employment to meet with personnel from the Human Resources Department, the Human Development Department, and the staff in charge of HR in their respective divisions, and discuss career paths and obtain information such as advice on work and life.

* Onboarding: Initiatives to help retain the company or organization's new employees and to raise their effectiveness by helping them settle into the workplace as quickly as possible

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.

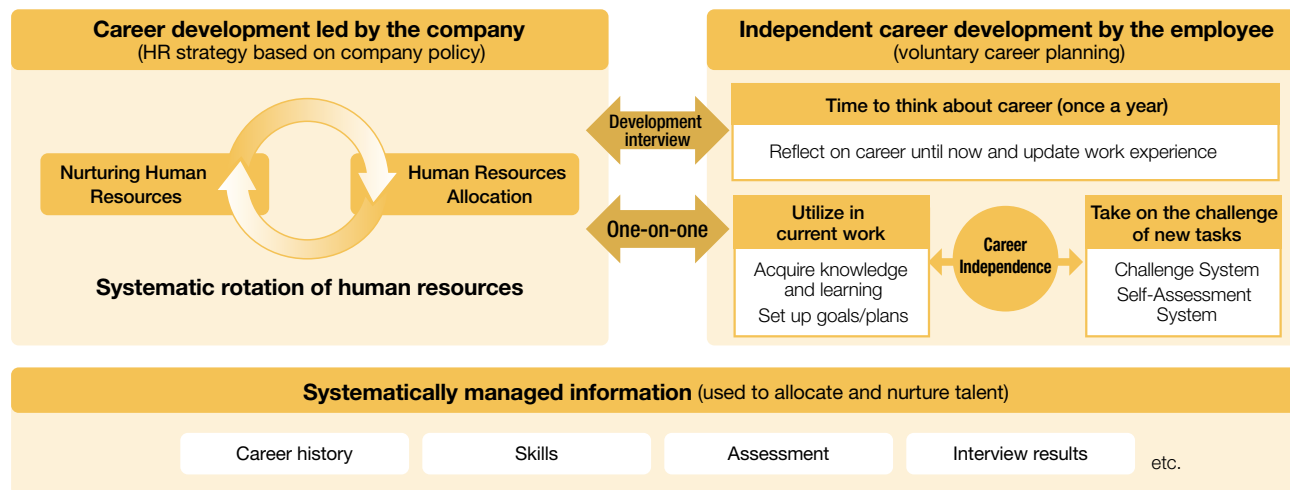
"One-on-One" Meetings

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).

In addition to conducting one-on-one workshops for all section managers and production plant group leaders, we also share video content and e-mail newsletters on a monthly basis to support the implementation of one-on-one meetings.

Application of the Talent Management System



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 growth 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 growth interview, employees go over what they do at work and what they have achieved, and register the details in the talent management system (see [▶ p. 91](#) for details). 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.

Promoting "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."

Starting in fiscal 2023, we have set June of each year as a time to look back on Dialogue activities, and as an opportunity to think about what can be done in the future to improve matters, based on the initiatives carried out over the past year.

Also, in fiscal 2023, we newly established the Best Dialogue Award to commend departments based on what was discussed, in order to encourage Dialogues and to create a rewarding workplace. After reviewing Dialogues in June, we solicited entries for Dialogues held from April 2022 to May 2023 that fell under one of three categories: Those resulting in significant enhancement of mutual understanding, acceleration of improvements in the workplace, or improvement of members' knowledge and skills as a result of the study sessions. The secretariat then selected outstanding initiatives and held a vote among employees and Board Members in August 2023. The winners were commended at the ceremony commemorating the company's founding in October 2023, in the Employee, Board Member, and President categories.

(See [▶ p. 93](#) for details)

Main Rules for "Dialogue"

Item	Summary
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	At company facilities in principle (also permissible to use external facilities suitable for the Dialogue)
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, and opinions exchanged regardless of position Even when divided into groups, it is desirable for each group 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 * Review the Dialogues in June of each year, from fiscal 2023 onward Department heads should conduct Dialogue in a way that makes members feel a sense of accomplishment

VOICE

A Dialogue We Excitedly Prepared For, Because We Wanted to Excite New Employees



All members of the team

(At the time of writing)
West Branch,
Tokyo Sales Division,
Store Displays Sales Division,
Store Displays Division

The West Branch (at the time) won the 2023 Best Dialogue Award in three categories: Employee, Board Member and President. The initiative that was commended was a Dialogue that we excitedly prepared for, in order to excite new employees.

The reason for this Dialogue was the arrival of five new employees, including two who would actually be assigned to the West Branch, to gain hands-on work experience. All the branch staff welcomed them with open arms in the hope that the newcomers would enjoy the valuable opportunity to experience the real-life atmosphere of a branch for the first time and look forward to their eventual assignments, and a plan for a West Branch New Employee One-Day Experience Curriculum was hatched, to be held on the occasion of the Dialogue. The hands-on curriculum included sales role-play exercises and introduction to projects that had been won. The participating new employees commented, "I was able to get a sense of what I would be doing after being assigned," and "The atmosphere of the West Branch was wonderful."

Okamura employees who cast their votes for the West Branch's initiative in the employee vote commented, "I was very impressed that not only the instructors and department head but everyone at the branch pitched in to plan an exciting training program for the newcomers. I would definitely like to do this in my own department as well," and "It's wonderful to see everyone so excitedly preparing for the event, and all the new employees so excited about their future work at the Store Displays Division!"

Through planning as one team and having fun while preparing for the event, branch staff were able to forge closer ties among themselves as well.

Since Dialogue is a valuable opportunity to communicate on a variety of topics regardless of genre, we plan to continue to hold meetings that will be beneficial to team members, such as themes that foster branch camaraderie, as well as business operations improvement and study sessions.

Providing Opportunities to Continue Learning

Okamura is working to make employees aware of qualification grades and role expectations in the job qualification system based on our human capital portfolio and to provide opportunities to fulfill them, and to support career development for personal growth and improvement of abilities.

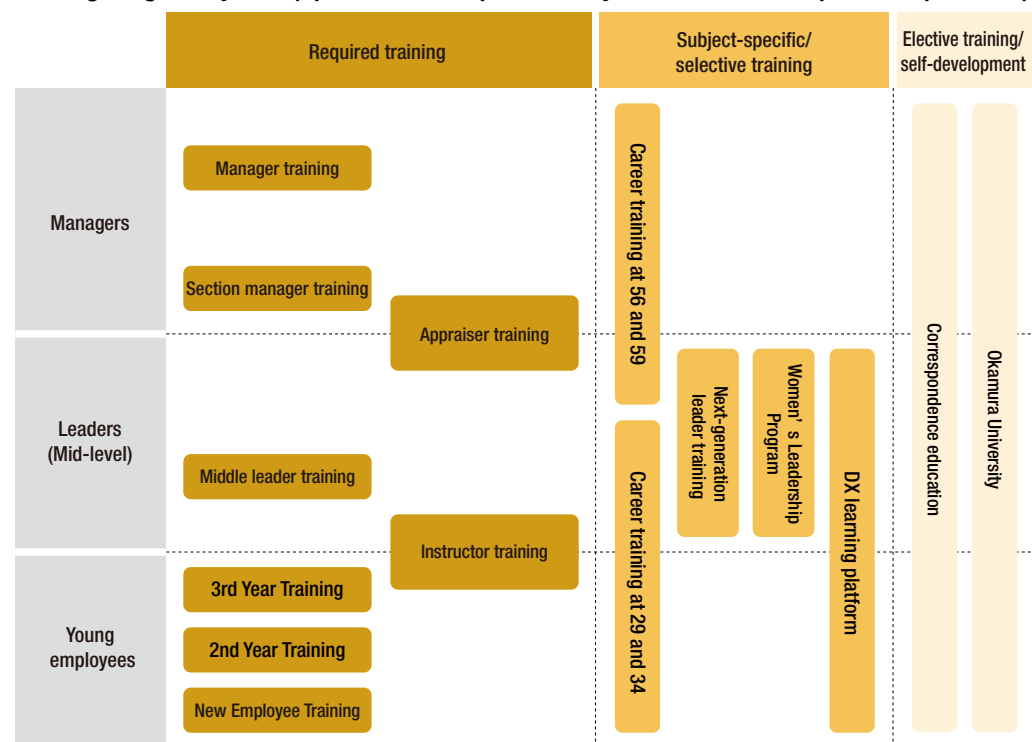
Grade-Specific Training

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.

Employees in their fourth year and above undergo training at the time of their promotion with an emphasis on practical lessons and interaction with others. The aim of these lessons is to improve their understanding of the role expected of them and learning the necessary mindset and skills. Specifically, we conduct blended training for mid-level leaders and managers, which combines knowledge input through pre- and post-training e-learning, group training, and group discussions to enhance the effectiveness of learning.

Training Program System (Sponsored/Co-Sponsored by the Human Development Department)



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. 164](#) for details)

Okamura University (Abbreviation: OkaUni)

Okamura University is Okamura's in-house university, established to encourage employees to design paths of learning for themselves. It is open to a wide range of participants, so that everyone working at the Okamura Group, not only regular employees but also non-regular and temporary employees and employees of subsidiaries and associates, may improve their skills and think about their careers. In fiscal 2023, we added more courses, and at the same time, began offering subscription-type online training, thereby making learning available to even more employees.

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. It is possible to choose from a wide range of topics, including manufacturing-related knowledge, business skills, career planning, DX, health, and SDGs.

VOICE



Yuuko Ooishi

Project Design Center,
Store Design Department,
Store Displays Sales Division,
Store Displays Division

Utilizing Online Training to Hone My Strengths



Since I am taking advantage of the shorter working hours system in order to raise two children, the time I can use for work is limited. On the other hand, even given such constraints on my time, I harbored a desire to discover and hone my strengths in order to make the most of my abilities.

I've always loved reading books, and I often relied on that method to learn, but usually, I just couldn't find the time to read. After some research, I found a service offering a wide range of courses that allowed students to feel a sense of connection to others while taking them, and when I learned I could take the courses through the company's in-house university, OkaUni, I jumped at the chance.

I was interested in a variety of fields and was unsure of what aspect I should cultivate as my strength. However, since there were many courses available for browsing, I was able to gradually focus on the fields I wanted to dig deeper into. The format of the course, too, mainly consisted of interactions between the student representative and the lecturer, with a lively chat box populated by participating students, which made learning very enjoyable as it was not a one-sided lecture. Additionally, the fact that it was possible to take the course anytime, anywhere, as long as I had a smartphone or computer at hand, and that I could study in my free time after sending the kids off to bed or during my train commute proved a good fit for my current lifestyle.

The good thing about subscription-based online training was that I was able to focus on the areas in which I wanted to improve.

For example, since my current job mainly involves creating proposals and giving presentations to clients, I took courses on branding design, concept creation, and PowerPoint techniques. I was able to incorporate what I learned from the courses into my client proposals, putting the skills to use in my work. I would like to continue learning about topics such as branding design, honing them as my strengths.

I also want to acquire skills to create psychological safety and to master facilitation, so that I can better participate in in-house discussions. The participatory class format itself is very helpful to me given my current position, where I am often in charge of holding in-house meetings and is something I would like to incorporate into my work.

I'm very happy that OkaUni's programs, which encourage a desire to learn, have expanded. Learning in close proximity to other highly motivated students has further fueled my motivation. Studying year-round leads to loss of concentration, so I plan to study at my own pace by choosing courses for about 3 months out of the year, and declaring to myself, "This month I will persevere!"

Manager Training

In 2023, we revamped our training program for managers. The purpose of this training is to allow managers to gain a deeper understanding of the company's systems and approaches when managing their departments, so that they can demonstrate leadership based on such an understanding, thereby building good relationships with team members which leads to improvements in job engagement and departmental performance. In fiscal 2023, we offered two courses once a month to more

than 200 managers: one course taught by in-house instructors to help them better understand the company's structure and approaches, and the other a step-up course taught by visiting instructors to help them build stress-free relationships with team members.

Through the course, managers gain new perspectives, and by their taking the initiative in promoting "Shine" ("Improve your sensibility, and you will come alive"), one of "Okamura Basics -SMILE-", they also encourage voluntary learning by team members.

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

We have introduced a "Challenge System" where, when new team members are needed due to new development or expansion of business, or when a department's strategy requires personnel with specific knowledge or qualifications, they are openly recruited within the company. Employees who apply have the opportunity to take on the challenges of different business units and wide-ranging roles. In fiscal 2023, 12 employees were selected for 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 system (see [▶ p. 91](#) for details) 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.

TOPICS

Workshop on Management that Makes People Thrive

Management of human capital is attracting increasing attention, with changes in the roles required of future leaders. Given such a background, the results of the employee awareness survey conducted at Okamura in fiscal 2023 revealed not only good aspects but also many aspects that needed improvement regarding the management by department and section managers, among others.

In order to resolve these issues, we held the Workshop on Management that Makes People Thrive for section managers and above in the Office Furniture Sales Division and in the group companies of FM Solution Corporation, Hill International Inc., Td Japan Ltd., and Okamura Support and Service Corporation.

On Day 1, held in October 2023, given the increased emphasis on the leader's role of developing abilities, such as training subordinates and managing motivation, the workshop focused on understanding the latest management theories and gave participants the opportunity to consider it as it applies to them. After the Senior General Manager of the Office Furniture business explained the purpose of holding the workshop, a visiting instructor gave a lecture on management before the workshop began. Each participant created a Commitment Sheet (declaration of changes in one's behavior, starting from today) to announce to members at his/her workplace.

Day 2, held in February 2024, was an opportunity for participants to further improve their awareness and actions by sharing and understanding, through group work, what they felt after putting the theories they learned on Day 1 into practice. Based on the results of the engagement survey (see [▶ p. 77](#) for details), they considered specific initiatives to be implemented at each workplace and reflected on the Commitment Sheet drafted on Day 1.

We are considering holding the workshops regularly beyond fiscal 2024, in order for all participants to succeed in creating a workplace where people thrive, in other words, for them to enable team members to make the most of their abilities and for them to demonstrate their leadership when the occasion calls for it.



Participating in the workshop



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 learn conversation, grammar, business communication, as well as cross-cultural understanding. To showcase their achievements at the end, we ask the employees to carry out demonstrations in the form of guiding customers through our showrooms and giving presentations introducing our business. 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 2023, nine people studied at language schools in Japan, of which one went on to study abroad, two were posted overseas, and one was transferred to the International Sales & Marketing Division.

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 abroad 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.

VOICE



Hanami Iwakura
Production Division,
Planning Department

A Step Towards the Dream of Offering Okamura's Products and Services to Customers Around the World Utilizing the Global Human Resources Development System



I joined Okamura with the dream of making our brand famous all over the world and worked for five years in the Production Management Department at the Oppama Plant. By working on problems with people in various jobs, I learned that teamwork enabled me to do things I couldn't do on my own. This led me to think that becoming a person capable of interacting with a wider range of people would enable Okamura to offer its products and services to the wider world, which was why I applied for the Global Human Resources Development Program.

Among the many programs offered, one featured language studies in Japan followed by a study-abroad program in San Francisco, USA. It was a great chance to learn to speak English fluently through group work and communal living with international students from all over the world, but in the end, I learned that the most important thing is to know yourself and what thoughts and ideas propel you throughout life. I experienced time and again the global synergy achieved through expressing my thoughts in my own words, which allowed me to communicate on a deeper level with people regardless of nationality, which in turn gave rise to ideas I would never have thought up on my own. This was an unforgettable experience.

I also experienced differences in study methods by studying both in Japan and abroad. When studying in Japan, my schedule was tightly managed, and I was able to study efficiently in a short period of time, which led to tangible growth. Studying abroad required an independent approach, and I felt the need to envision how I wanted to grow as a person whilst studying. As a result, I was able not only to improve my language skills, but also experience spiritual growth, gaining a positive outlook and confidence. I believe that I was able to communicate better with my peers and learn better through group work and communal living while studying abroad because I had the foundational language skills first cultivated while studying in Japan.

After returning from the study abroad program, I guided foreign customers on tours of the Oppama Plant in English, which is frequently visited by clients from both Japan and overseas. It was a valuable experience for me to be able to directly convey in my own words the appeal of the plant and the purpose of each department. It made me very happy to realize once again that the products we manufacture daily at our plant are reaching customers around the world.

I had been with the Oppama Plant since joining the company, but in November 2023, I was transferred to the department I am in now, where I am learning about the production departments across all our business areas. I would like to leverage my experience accumulated at the Production Division and the English I learned through the Global Human Resources Development System to provide a wide range of Okamura products and services to many customers around the world.

Succession Planning (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, targeting different groups, 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 to acquire business skills, where they present proposals on the issues the company faces to the Representative Director and Board Members through action learning (114 employees have attended up till now). The second is the Okamura Business School, which opened in 2022 for managers, where, in addition to talks by visiting instructors, directors from inside and outside the company give lectures, where management issues are identified and actions are taken to address them (13 employees attended in the first year, 16 in the second). Classes are held once a month for a year on an in-person basis and take up wide-ranging themes that include corporate management. The third is dispatching some of those who have completed the program to external training programs

Succession Planning: Steps to Nurture Managerial Talent

Target	Purpose	Measures
Managers	Nurture executive-level manager candidates	External Training/ Study Abroad Okamura Business School
General staff	Nurture next-generation leaders	Next Generation Leader Training

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. More than 100 proposals have already been received, and the particularly outstanding ones have been presented to the Representative Director and Board Members and turned into projects to be realized. 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.



DXLP presentations in fiscal 2023

Assessment by Society on Our Nurturing of Human Resources

Received the Excellence Award at the 5th Platinum Career Awards

A Platinum Career is defined as one characterized by a long-term perspective, independent learning, and the resolving of social issues, and the Awards recognize companies that are taking the lead in creating such careers. (Sponsor: Mitsubishi



Research Institute, Inc.) Okamura received the Excellence Award for Implementing the Results of Learning in Business at the 5th Platinum Career Awards.

This was due to the high acclaim the DX Learning Platform (DXLP), an initiative to develop DX human resources that Okamura is promoting as part of its DX strategy, received. In particular, points that received positive attention were the fact that all participants present proposals to the company, that there was a system in place in which proposals were implemented, and that the proposers themselves participate in the projects which enhances employees' motivation for reskilling.

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 drawn up 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

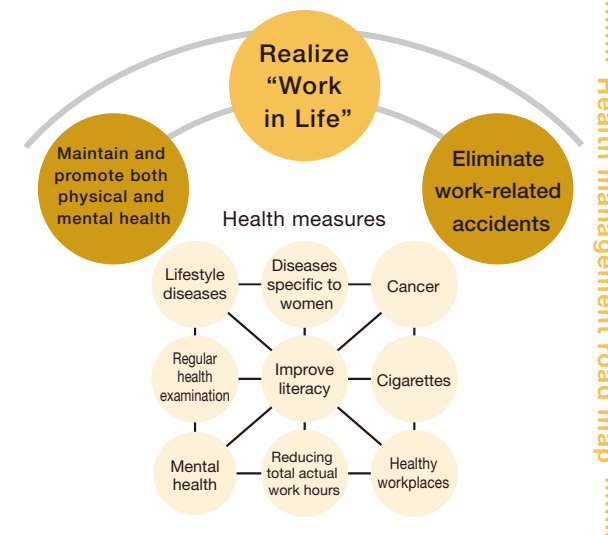
* Presenteeism: Working even though one is sick. A state in which work efficiency is reduced due to illness

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

←..... Expansion of health management→



Foundation of Okamura Health Management

Formulation of Okamura Health Management Declaration/
Establish a system to promote health management/
Identify health-related issues and set measures

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 name of the committee was changed from the WH Promotion Committee to the Health and Productivity Management Promotion Committee, and the Okamura Health and Productivity Management Declaration was drawn up. In 2020, we changed the name of the Health Management Office to 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).

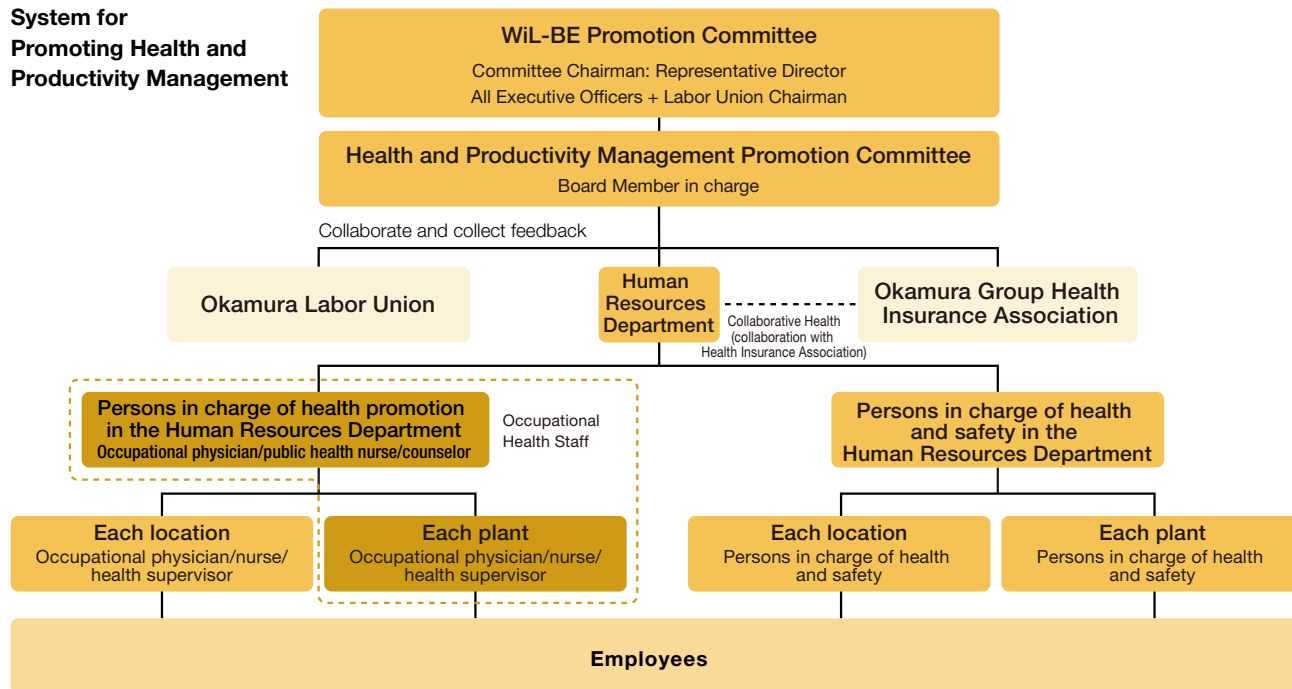
Health and Productivity Management Promotion Committee

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. This 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 and serve to maintain and improve employee health, conducting regular health examinations, stress checks, and workplace inspections in accordance with the law.

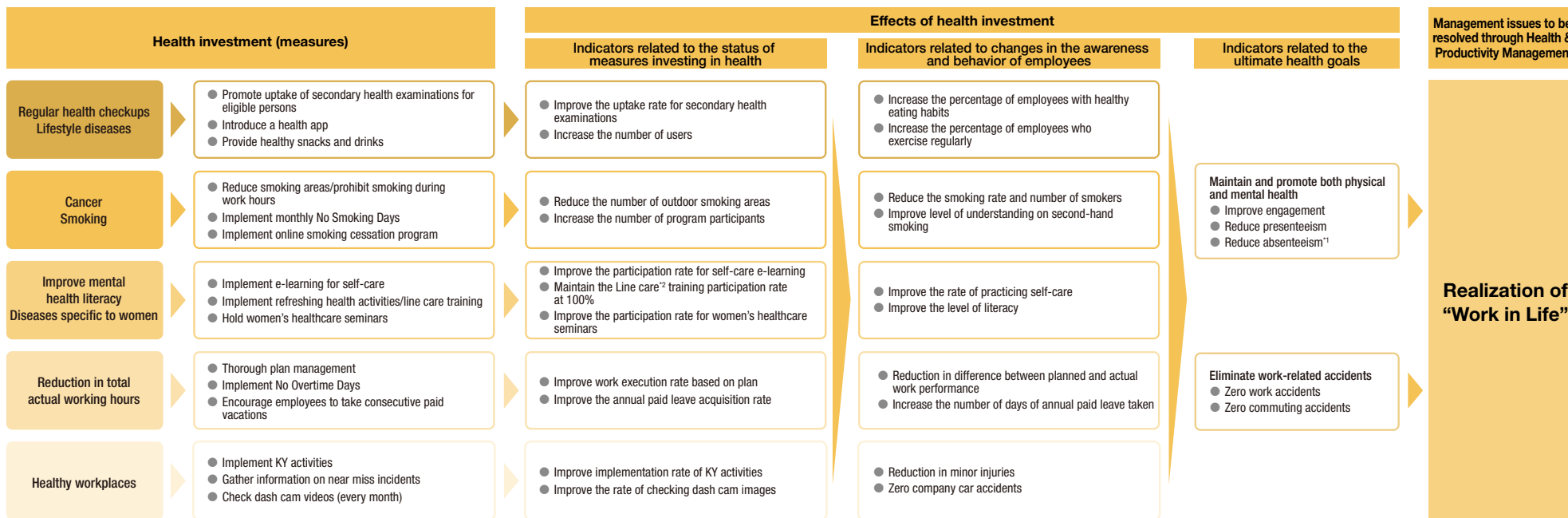
System for Promoting Health and Productivity Management



Initiatives for health maintenance and promotion in fiscal 2023, 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

Refreshing the Mind and Body

At the Okamura Group, both labor and management encourage the systematic use of annual paid leave. We also encourage our employees to take consecutive days off in order to improve their health and pursue leisure activities. The average number of days of paid leave taken by Okamura employees in fiscal 2023 was 13.0 days, and the acquisition rate was 70.8%. In addition, we have introduced a refreshment leave system for employees who have been with the company for a certain number of years, as an opportunity for them to refresh their minds and bodies and for self-improvement.

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 2023, the uptake rate was 100% for regular health examinations, and 95.3% 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 stress checks once a year through an external specialized organizational system, for each employee to check and understand their mental health and to allow them to care for 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 his or her mental health status, and to determine the need for continuous follow-up by the employee's family physician. Until fiscal 2022, presenteeism was measured using WLQ*¹ values, but from fiscal 2023, measurements using WFun*² values, which are more health-focused, are used to numerically understand what physical condition or health problems are the most troubling and to develop measures for improvement.

In fiscal 2023, we focused on reducing stress and caring for mental health, implementing self-care education for all employees and line care training for managers. We will continue to improve our measures to maintain and promote employee health in fiscal 2024 as well.

*¹ WLQ (Work Limitations Questionnaire): A questionnaire that measures the rate of decline in work performance

*² WFun (Work Functioning Impairment Scale): A questionnaire that measures the degree of dysfunction in work due to health problems

Ensuring the Observation of Working Hours

Okamura has established its own standards for managing employee working hours, which are stricter than those required by law. In addition to conducting e-learning for all employees, and training on working hours for newly appointed managers and new employees, we work with the labor union to reduce working hours through appropriate work allocation and guidance as well as improvements in productivity, in order to maintain and improve employee health. (See [▶ p. 100](#) for related information)

Measures Against Long Working Hours

Okamura places importance on the physical and mental health of its employees, and in order to achieve "Work in Life" and reasonable work hours, Okamura has established no-overtime days as well as systems such as hourly paid leave and super-flex, in an effort to avoid long working hours. (See [▶ p. 79](#) for related information)

For employees who work more than the prescribed number of hours in a month, we conduct health guidance interviews with occupational physicians and provide feedback to their managers for improvement.

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.

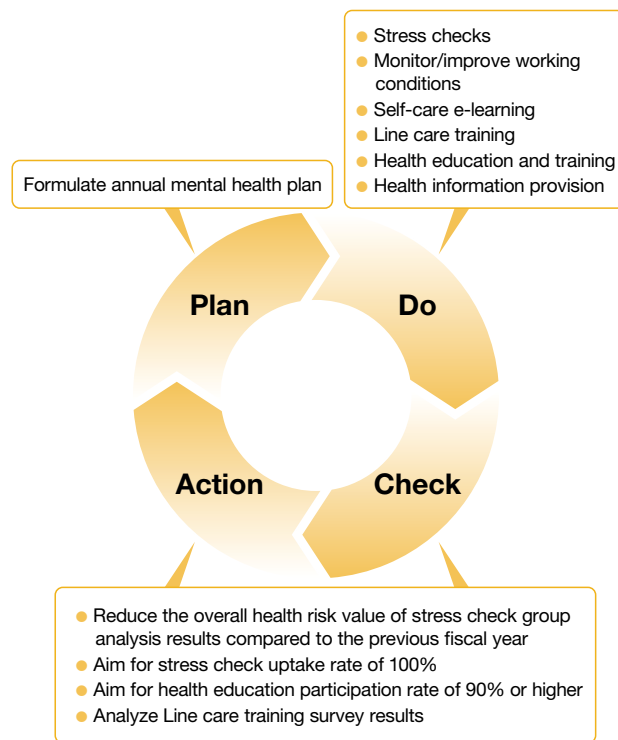
Okamura Healthcare Program: Applicable Items

- Medical consultations (illness, injury)
- Dental consultations
- Pregnancy and delivery
- Health checkups and dental examinations
- Vaccinations

Promotion of Mental Health Care

At Okamura, our efforts to promote mental health in the workplace focus on employee mental health. 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, by improving employees' health-related awareness and encouraging them to put that knowledge into practice, and with better support we try to prevent mental issues and illnesses, care for those affected, and support employees' return to work after leave of absence.

Okamura's Measures for Mental Health Care: Four Kinds of Care

<p>Self-care</p> <p>Theory E-learning: Positive self-care</p> <p>Practice Refreshing activities for health: Yoga</p>	<p>Line care</p> <p>For department heads For section managers Line care training</p>
<p>Care provided by in-house staff, etc.</p> <p>Internal consultation services Health consultations and support for physical and mental recovery provided by occupational physicians, public health nurses, registered nurses, and industrial counselors</p>	<p>Care provided by outside resources (such as external medical institutions)</p> <p>Chat-type medical consultation services Support from medical specialists 24 hours a day, 365 days a year</p>

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 2023 was 99.9%.

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, gradually expanding the target group as well, so that managers can consciously manage team members' health and improve working conditions. We conduct a post-training survey every year, and incorporate requests and opinions voiced by the participants into the next year's line care training. In fiscal 2023, the training was carried out for section managers and newly appointed managers. The participants acquired knowledge online care through e-learning prior to the training. The group training was based on practical content that included role-playing and numerous case studies, after which participants were given post-training assignments. The survey results for fiscal 2023 showed a high rate of satisfaction regarding the training, at 94.1%. We will continue to promote health management through line care training in fiscal 2024.

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
	Production department, head office sales department	Newly appointed managers



Undergoing line care training

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 plant provide support in collaboration with the Human Resources and General Affairs Section. As for external consultation services, we introduced a new chat-type medical consultation service for Okamura Group Health Insurance Association members in April 2021, which provides an environment where members can informally and anonymously consult with medical specialists about their mental and physical problems 24 hours a day, 365 days a year.

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

With the revision of the Health Promotion Act that came into effect on April 1, 2020, preventing passive smoking unwanted by employees has been added to the list of corporate responsibilities, and more measures are now required. Okamura launched a ban on smoking during working hours from July 2021, in an effort to not only show consideration for non-smokers by taking measures against passive smoking in the office, but also to maintain and improve the health of the smokers themselves. We are working together with the Okamura Group

Health Insurance Association to promote initiatives aimed at reducing the percentage of smokers by 1% each year and reducing the number of outdoor smoking areas by half by 2025. Under the lead of the Okamura Group Health Insurance Association, we have introduced and are promoting an online smoking cessation program and seminars, as well as banning smoking all day on May 31st, which is World No Tobacco Day established by the World Health Organization (WHO), and banning smoking all day on the 1st of every month, designated as "Monthly Smoke-Free Day" at Okamura. In addition, we explain at length the importance of keeping healthy and the damage to health caused by smoking, second-hand smoke, and third-hand smoke* through the e-learning course titled "On Smoking and Second-Hand Smoke" aimed at improving health literacy, as well as during new employee training and follow-up training for young employees.

* Third-hand smoke: Occurs when people inhale harmful substances that remain on smokers' hair, clothing, room curtains, sofas, and wallpaper even after cigarettes has been put out

Okamura initiatives to encourage smokers to quit

Fiscal year	Details of improvements/initiatives
2018	<ul style="list-style-type: none"> ● Trial introduction of online quit smoking program (Health Insurance Association) ● Quit smoking seminar held at Nakai Plant (Health Insurance Association)
2019	<ul style="list-style-type: none"> ● Commencement of online quit smoking program (Health Insurance Association)
2021	<ul style="list-style-type: none"> ● Ban on smoking during working hours launched July 1, 2021 * Excluding break time ● Implementation of all-day no smoking for World No Tobacco Day (May 31st) ● Quit smoking seminar held at Gotemba Plant (Health Insurance Association)
	<ul style="list-style-type: none"> ● 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
2022	<ul style="list-style-type: none"> ● Continued implementation of all-day no smoking for World No Tobacco Day (May 31st) ● Quit smoking seminar held at head office/sales departments ● Quit smoking seminar held at Oppama Plant (for managers) ● Implementation of e-learning course on smoking/passive smoking
	<ul style="list-style-type: none"> ● Continued implementation of Monthly Smoke-Free Day ● Introduced initiatives at each location every month
2023	<ul style="list-style-type: none"> ● Continued implementation of all-day no smoking for World No Tobacco Day (May 31st)

VOICE



Sachiko Motohashi

Registered nurse
Staff in charge of health, safety and education, Human Resources and General Affairs Section, Tsukuba Plant, Plant Department I, Production Division

No Smoking Implemented for 2 Consecutive Days, for World No Tobacco Day & Monthly Smoke-Free Day!



We started a no-smoking campaign at the Tsukuba Plant in 2010, and since 2014, we have redoubled our efforts to significantly lower the percentage of smokers by encouraging people to quit smoking. Occupational physicians gave lectures on the theme of passive smoking (fiscal 2014) and revisions to the Health Promotion Act and elimination of unwanted second-hand smoke (fiscal 2019).

The revision of the Act in fiscal 2019 served as a turning point, and we pursued activities aimed at smoking cessation throughout the entire plant, including eliminating indoor smoking rooms, reducing smoking areas, removing cigarette vending machines, and holding explanatory sessions on the online smoking cessation program under the aegis of the Okamura Group Health Insurance Association. Although there were mixed reactions from employees when the campaign started, the percentage of smokers has steadily fallen, from 32.7% in 2014 to 24.3% in 2023. In particular, the percentage of women smokers now stand at 0%, a fact which we are very proud of.

In addition, we implement Okamura's unique initiative, Monthly Smoke-Free Day, every month. In fiscal 2023, we implemented a smoking ban for two consecutive days, May 31st (World No Tobacco Day) and June 1st (Okamura's Monthly Smoke-Free Day). Ahead of the two-day smoking ban, we discussed matters within the Human Resources and General Affairs Section and stepped up our public relations activities. We also collaborated with the Okamura Labor Union to carry out public relations activities using digital signage at the side entrances set up by the union. Our public relations efforts bore fruit, and with the cooperation of smokers, we were able to experience two whole days without any cigarette smoke.

In my capacity as the promoter of quit smoking activities, I will work to create an environment where all employees can work healthily, and support as many people as possible in their effort to quit smoking.



Public relations efforts at the plant



The smoking area on the day of the ban

Supporting Women's Health

The Okamura Group has pursued initiatives to support women's health since fiscal 2020. Our effort started in fiscal 2020 by adding gynecological tests as part of regular health checkups 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 examinations to regular health checkups	Those willing to take the examinations, aged 35 and over
2021	Conducted and reviewed survey on gynecological examinations	All female employees
	Held women's healthcare seminars	Willing participants
2022	Removed the age requirement for gynecological examinations *Reflected employee feedback from the survey	All persons willing to take the examinations
	Gynecological 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 examinations	All female employees
	Introduced and implemented HPV self-tests	Those who have not undergone cervical cancer screening
2023	Implemented e-learning as part of training on women's healthcare	Managers/all employees
	Conducted survey on gynecological examinations	All female employees
	Implemented HPV self-tests	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 Checkups

Since fiscal 2021, Okamura has been conducting a survey of all female employees to improve the uptake rate of gynecological checkups and to better understand their needs regarding checkups. Based on the results of the survey in fiscal 2021, we reflected the wishes of our employees, abolishing the age limit for gynecological checkups from fiscal 2022 and updating their content so that anyone who wished to take them could do so. In addition, as the fiscal 2022 survey revealed a low uptake rate for cervical cancer screening in the gynecological examination, we distribute HPV self-test kits to those who wish to receive them, from among those who did not receive cervical cancer screening. As a result of continuously implementing measures reflecting employee feedback, the breast cancer screening uptake rate in fiscal 2023 was 59.0%, and the cervical cancer screening uptake rate was 62.1%, which were significantly higher than the national average.

In addition to such efforts, in fiscal 2023, we implemented e-learning as part of training on women's health care for all employees and conveyed the importance of regular gynecological examinations for early detection and early treatment of diseases. Also, in conjunction with Pink Ribbon Month in October and Cervical Cancer Prevention Awareness Month in November, we carried out company-wide public relations activities aimed at raising awareness about prevention of breast cancer and cervical cancer. Through these activities, we aim to ensure that our employees are properly informed and to prevent illness through regular checkups, in order for them to work in good physical and mental health. These activities were recognized by outside institutions and won Gold at the Cancer Ally Awards for two consecutive years. (See [▶ p. 112](#) for related information)

Gynecological examination uptake rates

	Fiscal 2021	Fiscal 2022	Fiscal 2023
Breast cancer screening	30.4%	57.6%	59.0%
Cervical cancer screening	25.3%	62.5%	62.1%

Initiatives Regarding Training on Women's Healthcare

At Okamura, we aim to create an environment where people can work with peace of mind regardless of whether they have health issues, and where people are highly motivated and engaged in their work, by improving company-wide understanding of health issues specific to women.

In fiscal 2021, we held a women's healthcare seminar, which was attended by employees of diverse ages, genders, affiliations, and regions. A survey conducted at that time revealed many requests for training aimed at managers, with many respondents saying that health issues specific to women (menstruation, menopause, etc.) could disrupt work and everyday life. Therefore, in fiscal 2023, we implemented e-learning as a part of training on women's healthcare, having prepared separate training material for managers and the rest of the employees.

In the content aimed at managers, we focused on the impact that health issues specific to women have on work and how to deal with them, since it is important for managers to grasp the physical condition of team members when overseeing operations. In the content aimed at all employees, we covered diseases specific to women, cancer, and diseases that can be detected through gynecological examinations.

The attendance rate was 91.4% for managers and 45.4% for employees in general (90% attendance rate for female employees). By continuing to provide training on women's healthcare, we will enhance the literacy of all of our employees and create a comfortable workplace.



Seminar at Tsukuba Plant



E-learning, "Training on Women's Healthcare"

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. (See [▶ p. 79](#) for related information) When employees who have been on leave due to illness or injury return to work, we use a rehabilitation attendance system to prevent the recurrence of the illness or injury. They are also allowed to take advantage of the shorter working hours system to gradually get used to the workplace and their duties, thereby reducing the burden associated with returning to 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 recognize the importance of self-care and line care in maintaining and improving the physical and mental health of our employees and focus on health education and the dissemination of health-related information in an effort to raise awareness and improve knowledge regarding health. We pursue activities aimed at improving health literacy in order to make each and every employee aware of the need to keep healthy, thereby keeping their team and the organization healthy as well.

Also, we have prepared and shared e-learning programs for all employees as a way to promote health. Topics include promoting physical activity, stretching, refreshing yoga to counter lack of exercise and to prevent falls, as well as issues such as smoking and passive smoking, lifestyle-related diseases, and mental health, which all present health challenges for Okamura.

In particular, during new employee training, we carry out unique initiatives such as refreshing yoga by in-house instructors in conjunction with health education lectures, thereby setting aside time for everyone to exercise.

[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
- Refreshing yoga

Training/Seminars

- Line care training for newly appointed managers and section managers
- New employee training and follow-up training for young employees

Sharing of Information

- Health column
- Health news



Refreshing yoga during new employee training

Initiatives Regarding Oral Care

At Okamura, we are collaborating with Lion Corporation on initiatives to improve the health of our employees and prevent lifestyle-related diseases. In fiscal 2023, we conducted saliva tests and oral care seminars at our Gotemba and Takahata plants. We plan to hold seminars at the two plants in fiscal 2024 as well, to confirm changes in habits and verify the effects. We will continue to make efforts regarding oral care as part of our initiatives to promote health.



Saliva tests at the Gotemba Plant



Oral care seminar at the Takahata Plant

Health Awareness Month

Okamura has a designated Health Awareness Month based on the three pillars of health education, physical activity, and mental health in order to maintain and promote employee health. In fiscal 2023, e-learning courses on quitting smoking, lifestyle-related diseases, and mental health were offered, in addition to videos featuring physical activity such as yoga and stretching.

Conducting Radio Calisthenics and Morning Stretches Every Morning

Every morning, the whole company participates in radio calisthenics and morning stretches. Especially in manufacturing facilities where safety comes first, it is important to relax the body and mind and stimulate the brain before starting work, in order to prevent accidents.

In addition, some of our production plants conduct refreshing exercises after work hours two days a week to promote health.

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 have been active for more than 35 years, respectively, as official Okamura clubs. Due to COVID-19, there were limits to participating in activities as in the past, but normally, employees participate in official games and friendly games in the community on a regular basis.

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, we have expanded the employee welfare benefit program at all locations from fiscal 2021 to provide healthy snacks and drinks, such as Smart Meal*-certified lunch boxes, salads, and juice mixes, under the supervision of nutritionists as a measure to maintain healthy diets, investing approximately 79 million yen (actual amount spent in fiscal 2023) in the process.

* Smart Meals: Nutritionally balanced meals that help people stay healthy

Influenza Vaccinations Administered Through Mobile Clinics

In addition to the vaccinations administered at production plants, mobile clinics administered influenza vaccinations over a total of four times at three of our bases in Tokyo and Yokohama, in November and December 2022. We provided 463 employees with the opportunity to get vaccinated, scheduling vaccinations

during business hours to make it easier for them to get vaccinated, as well as subsidizing the cost for the vaccination and transportation to the vaccination sites.

From 2024 onwards, we will add more locations and continue to provide vaccinations.

Subsidizing Vaccinations to Prevent the Spread of Influenza

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.

(See [▶ p. 110](#) for related information)

High-Risk Approach: Supporting Employees With High 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. In addition, we offer an environment that facilitates access to health guidance, by designating locations and times that accommodate employees' work schedules.

Activities Aimed at Preventing Serious Illnesses

In January 2021, the Okamura Group Health Insurance Association inaugurated the Serious Illness Prevention Support Program, in which the Health Insurance Association and public health nurses at Okamura check the results of regular health examinations and target employees who need assistance. In order to help improve the lifestyle of employees in a way tailored to their physical condition, they are issued measuring instruments and asked to take daily measurements of their step count, pulse rate, etc. In the initial telephone interview, they are asked to inform the nurse of their current health status and health issues. Subsequently, supportive telephone interviews are conducted every two weeks for six months, and the effectiveness of the program is measured after its completion, helping to reduce the risks that employees face.

Providing Health Guidance to Young Employees

Based on the results of regular health examinations, the Okamura Group Health Insurance Association provides health guidance to employees under the age of 40 which is the same as specific health guidance, to encourage them to reevaluate their lifestyle from an early stage. We also conduct surveys on the program content and degree of satisfaction for employees who have received guidance, in order to understand how the guidance is being implemented and whether their lifestyle is improving. We then use these results to improve our methods of guidance, etc. (Employees aged 40 and over may also receive health guidance if they desire.)

Promoting Collaborative Health* Collaboration with the Health Insurance Association

Okamura employees, along with those of 13 group companies, are enrolled in the Okamura Group Health Insurance Association under the Health Insurance Act.

Under the Okamura Health and Productivity Management Declaration established in 2017, the Okamura Group and the Okamura Group Health Insurance Association are reinforcing their activities based on collaboration, as well as sharing and utilizing information such as the results of regular health examinations in an effort to realize Collaborative Health and strengthen initiatives aimed at enhancing activities that promote health.

* 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

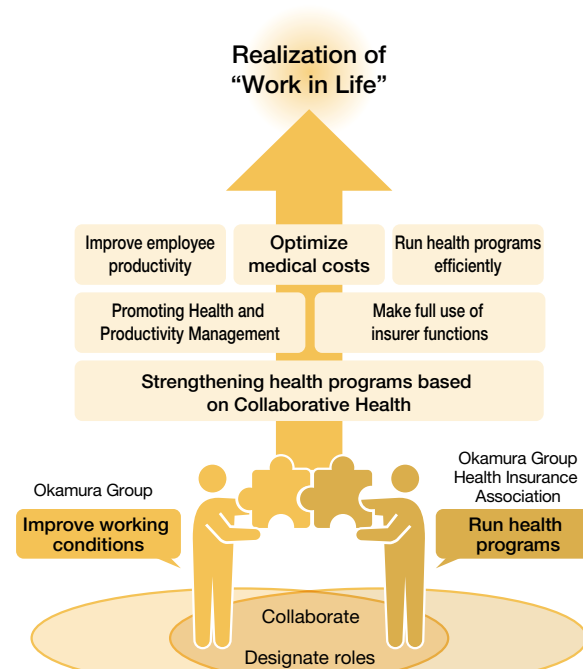
[Examples of Collaborative Health in Fiscal 2023]

- Implementation of regular health examinations
- Influenza vaccinations via mobile clinics
- Efforts to encourage smokers to quit

[Health Promotion Projects in Fiscal 2023]

- Added more tests as part of regular health examinations
 - 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 serious illnesses
- Subsidy for comprehensive health examinations
- Free dental checkups
- Subsidy for influenza vaccinations

The Okamura Group's approach to Collaborative Health



- Support for quitting smoking (online smoking cessation program)
- Chat-type medical consultation service
 - Introduction and operation of a health app
 - Holding and supporting health seminars
- Supporting a healthy lifestyle through the Cafeteria Plan
- Providing information on health
 - Utilization of KenPo Portal Site
 - Publishing KenPo News (twice a year)
- Distribution of medical cost notifications (four times a year)
- Notifications promoting the use of generic drugs (twice a year)

Activities to Publicize Health Insurance Systems and Health Promotion Projects Use of the KenPo Portal Site

The Okamura Group Health Insurance Association uses a website to disseminate and share information on health insurance systems and health promotion projects with people in various positions and situations, such as insured persons (employees), dependents (family members), and retired persons (persons who have opted to continue with the insurance program voluntarily). This website works in conjunction with Okamura's intranet and enables the sharing of health-related information in a timely and prompt manner.

The Health Insurance Association's website, KenPo Portal Site, is positioned as a portal that comprehensively features health-related information and related sites, and existing printed materials such as news articles and application forms are gradually being digitized to improve convenience and operational efficiency.



Efforts to publicize health insurance systems and health promotion projects

Activities Aimed at Promoting Health Using ICT (Websites and Smartphone Apps)

In order to promote more approachable and convenient activities aimed at promoting health, 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 supports healthy living by offering a variety of products and services such as healthy food, daily necessities, exercise, relaxation, etc. under the Cafeteria Plan (started in May 2023), a health promotion project aimed at insured Okamura Group employees, so that they can voluntarily make an effort to maintain and improve their own 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 for comprehensive medical examinations, on top of regular and specific health examinations, tailored to individual circumstances is rising, with a wider variety of optional tests.

The Okamura Group Health Insurance Association subsidizes the cost of comprehensive medical examine, as a measure to promote health by offering a wider range of optional tests designed to meet such needs.

In April 2023, the amount of the subsidy for comprehensive medical examination costs was raised across the board for both insured persons and dependents aged 35 and over. We aim to encourage more people to undergo comprehensive medical examination, in order to maintain and improve the health of our employees and their families.

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 seven 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 aims to carry on the legacy of the Tokyo 2020 Olympic and Paralympic Games by promoting collaborative initiatives among local governments, sports organizations, business associations, and other organizations to create significant momentum and synergy for encouraging sports activities across the nation, leading to an increase in the number of people who participate in sports.



Certified as a Sports Yell Company 2024

Okamura is a member of the Sport in Life Consortium, and was certified as a Sports Yell Company 2024, the fourth consecutive designation, by the Japan Sports Agency, which recognizes companies that actively promote measures to improve employees' health through sports.



[Okamura's Major Initiatives]

- Yoga and stretching exercises to prevent lower back pain and stiff shoulders
- Encouraging walking habits using health apps
- Table tennis events held by para-athletes

Won Gold at the 2023 Cancer Ally Awards

Okamura won Gold for the second consecutive year, following 2022, at the Cancer Ally Awards 2023, which commends organizations that support people who work while undergoing treatment for cancer. The award is given by Gan-Ally-Bu, a private-sector project that addresses the issue of working while undergoing treatment for cancer.


Our enhancement of support and measures for promoting health, as well as our initiatives regarding gynecological examinations incorporating employee feedback, were highly acclaimed.



Okamura's Cancer Ally Declaration

[Major Okamura Initiatives Aimed at Balancing Work and Cancer Treatment]

- Implemented e-learning, "Training on Women's Healthcare"
- Created and promoted the Handbook for Support on Balancing Work and Medical Treatment
- Held study sessions 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 2023 Gold] The Okamura Corporation's "Cancer and Work" policy
<https://www.gan-ally-bu.com/declaration/3876>

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.

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	5. Establishment of a health and safety management system
2. Philosophy of respect for human life	6. Target setting
3. Responsibilities of managers	7. Formulation of annual occupational health and safety plans
4. Activities with participation by all	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 2023]

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

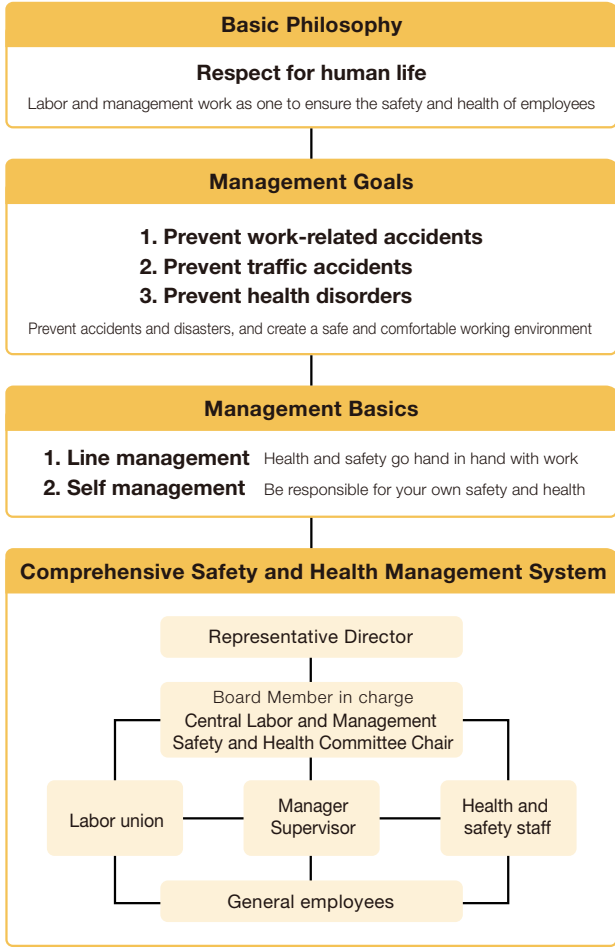
- Safety: Zero work-related accidents
- Traffic: Zero traffic accidents
- Health: Zero health problems

3. Slogan

"Call out to one another, make sure it's safe, let's all work together to make our workplace healthy!"

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. 133](#) 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 has appointed general health and safety managers not only for its locations with 300 employees or more, as required by the Occupational Health and Safety Act, but also for locations with 50 employees or more, to strengthen our system for promoting occupational health and safety. 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 (See [p. 121](#) for related information) 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*.

* 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.

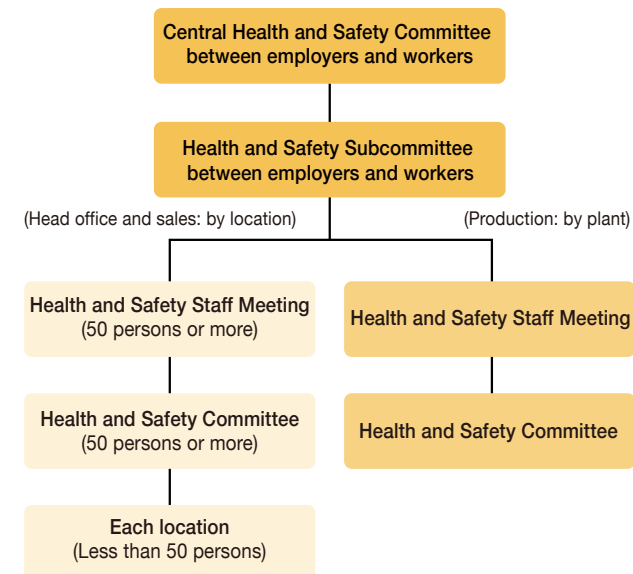
Safety Commendation System

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 2023, 11 divisions received commendations, with 32 company cars in total across the divisions. Also, the Okamura Construction Department holds Joint Safety Conferences 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 2023

Item		April	May	June	July	August	September	October	November	December	January	February	March
Central Labor-Management Health and Safety Committee	Company-wide	●						●					
Provisional 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	Production/Sales				●								
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.

National Safety Week, National Occupational Health Week, and No Accident New Year's Campaign

Okamura is actively involved in various campaigns sponsored by the Ministry of Health, Labour and Welfare and the Japan Industrial Safety & Health Association, in order to raise awareness regarding safety and occupational health, to establish activities aimed at ensuring safety and to ensure workers' health. Items periodically prioritized in campaigns, such as health and safety education, management of working hours, the taking of paid leave and consecutive days of paid leave, medical examinations and secondary medical examinations, measures to promote mental health, prevention of falls and back injuries, promotion of health, and improvement of health literacy, are incorporated, developed, and promoted as Okamura's priority activities to ensure health and safety, in order to reduce work-related accidents and prevent health problems.



Chanting safety slogans at the Fuji Plant, led by the Chairperson of the Central Labor-Management Health and Safety Committee



Lecture on safety at the Kansai Regional Sales Office by the Vice-Chairperson of the Central Labor-Management Health and Safety Committee

VOICE

Listen Carefully to Your Body! The Importance of Detecting and Treating Diseases Early On



Hiromi Kinbara

Nurse concurrently in charge of Fuji Plant and Nakai Plant Human Resources and General Affairs Section, Fuji Plant, Plant Department II, Production Division

Lecture by an occupational physician on health, and a yoga class to prevent back pain, at the Nakai Plant during National Occupational Health Week

Every year, an occupational physician gives a lecture at the general morning meeting at the Nakai Plant during National Occupational Health Week.

National Occupational Health Week coincides with the time when the results of regular health examinations conducted in the spring become available, when we encourage those eligible for secondary health examinations to take them. Some of those eligible for secondary health examinations do not take them, saying they have not experienced any particular symptoms, or are busy with work. It was a challenge for us every year to communicate the importance of the examination and to encourage them to take the examination.

Against such a background, in fiscal 2023, we asked an occupational physician to speak about the importance of health examinations and early detection and treatment of diseases from a doctor's point of view. The physician strongly recommended everyone to "listen to what your body is trying to tell you," along with how comprehensive the tests included in Okamura's health examinations were, the importance of comparing the results of health examinations over time, and in the event any treatment is required, matters such as hospitalization costs, co-payments, and coverage by the healthcare system.

Following the lecture, since many employees in manufacturing suffer from back pain, an in-house yoga instructor came online for a yoga class aimed at preventing back pain, and after participating in the class, everyone started the day relaxed and comfortable.

The lecture on health given by the occupational physician had a noticeable effect, since 100% of employees signed up for secondary health examinations in fiscal 2023! We feel that this initiative served as a good opportunity to encourage Nakai Plant employees to listen to their own bodies, to maintain and improve their own health.

We will continue to provide necessary information and support, so that all employees can work in a healthy, safe and secure environment.



Lecture by an occupational physician



Everyone practicing yoga

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.

Detecting the Seeds of Danger Early On at Production Sites (Near-Misses)

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. In fiscal 2023, as part of an effort to highlight the need to always keep warehouses clean, we increased the frequency of cleaning from once a week to

twice a week, playing music during cleaning times in order to mark them apart from work periods and allow 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]

Assess risks based on these assessment criteria:

- ① Frequency of work that approaches danger or toxicity
- ② Likelihood of occurrence due to facility factors
- ③ Likelihood of occurrence due to management factors
- ④ Severity of injury

Calculate risk points (① + ② + ③ + ④) based on assessment results and ascertain the risk level

Implement safety measures according to the risk level

Risk Assessment for Specified Chemical Substances

At Okamura's production plants, we assess risk for specified chemical substances designated in the Industrial Health and Safety Act, based on the Operational Standards for Risk Assessment of Chemical Substances. Chemical substances subject to assessment are confirmed 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. 68](#) for related information)

In addition, based on the Industrial Health and Safety 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.



Safety patrols at Kansai Okamura Corporation

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.



Patrols by an occupational physician at the Takahata Plant

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. Especially from July through September, we always remind employees at morning meetings to prevent heatstroke and to make sure to take enough water and salt throughout the day. As part of employee education, we publish health columns on basic facts and preventive measures regarding heatstroke, in an effort to alert staff to the dangers. 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.



Preventing heatstroke at the Gotemba Plant:
Large, energy-saving fans



Preventing heatstroke at the Gotemba Plant:
Spot coolers

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 discussed and checked in accordance with laws and company rules and regulations. Rest spaces are set up at each plant for people who do not feel well or have suddenly fallen ill and are equipped to respond quickly and appropriately to unforeseen situations.



Rest space

Health and Safety Education

Okamura conducts health and safety education based on the Industrial Health and Safety Act, so that employees may acquire knowledge necessary to prevent work-related accidents. Based on Okamura rules and regulations and the 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 employees who work on-site 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.

Special Education for Work Involving Dust

In June 2024, we held a special education session by a visiting instructor on work involving dust at the Gotemba Plant, aimed at preventing work-related accidents and health hazards arising from work that involves dust. Around 120 employees came from their respective production plants to participate in the session. Participants were warned about the dangers of dust and learned ways to prevent health hazards and to maintain their own health. We will continue to strengthen safety education and systematically carry out education for groups, including special education sessions.



Special education session on work involving dust at the Gotemba Plant

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. 128](#) for related information)

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. (See [▶ p. 114](#) for related information)

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 2023, Okamura had 21 incidents involving company cars.

Number of Accidents Involving Company Cars

Fiscal year	2019	2020	2021	2022	2023
Number of cases	33	29	31	38	21

Company Car Management System



[Slogan]

“Remember your first time at the wheel, obey the basics, and let’s keep disasters down to zero!”

Above all, drive safely, and obey the Road Traffic Act and other traffic rules

Always uphold respect for human life, strive to prevent accidents, and never engage in acts that may damage the reputation of the company.

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.

Use of Dashboard Cameras

Okamura installed dashboard cameras in all company cars as of January 2014.

Driving with a high level of safety awareness and an appropriate level of alertness is expected to reduce accidents involving company cars, and dashboard cameras serve as a tool to ensure safe driving.

In addition, since December 2021, each branch is required to prepare a report once a month after reviewing dashboard camera footage, with the results reported to the Central Labor-Management Health and Safety Committee. Furthermore, dashboard camera footage is also utilized in traffic KY to help prevent accidents involving company cars by analyzing the causes of accidents at the time of occurrence.

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.

Lectures on Safe Driving

At Okamura, we host lectures on safe driving for employees who commute by car and drivers of company cars, in order to prevent traffic accidents involving our employees. In fiscal 2023, the lectures were offered both in-person and online, and over 400 employees participated.

In one lecture conducted by a visiting lecturer, participants were reminded of how serious traffic accidents can be using case studies, reviewed the basics of safe driving such as maintaining an appropriate distance between vehicles, proper use of brakes and steering, and how to deal with bad weather conditions, as well as how to predict danger in advance and what appropriate measures to take in order to prevent traffic accidents, with the lecture raising awareness of safe driving among drivers of cars. In fiscal 2023, the number of accidents involving company cars fell significantly as a result of monthly efforts focused on regional offices and plants through such lectures on safe driving.

We will continue to actively host lectures on safe driving in fiscal 2024 as well, in order to encourage employees to further enhance their driving skills as well as safety awareness.



Lecture on safe driving at the Nakai 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.

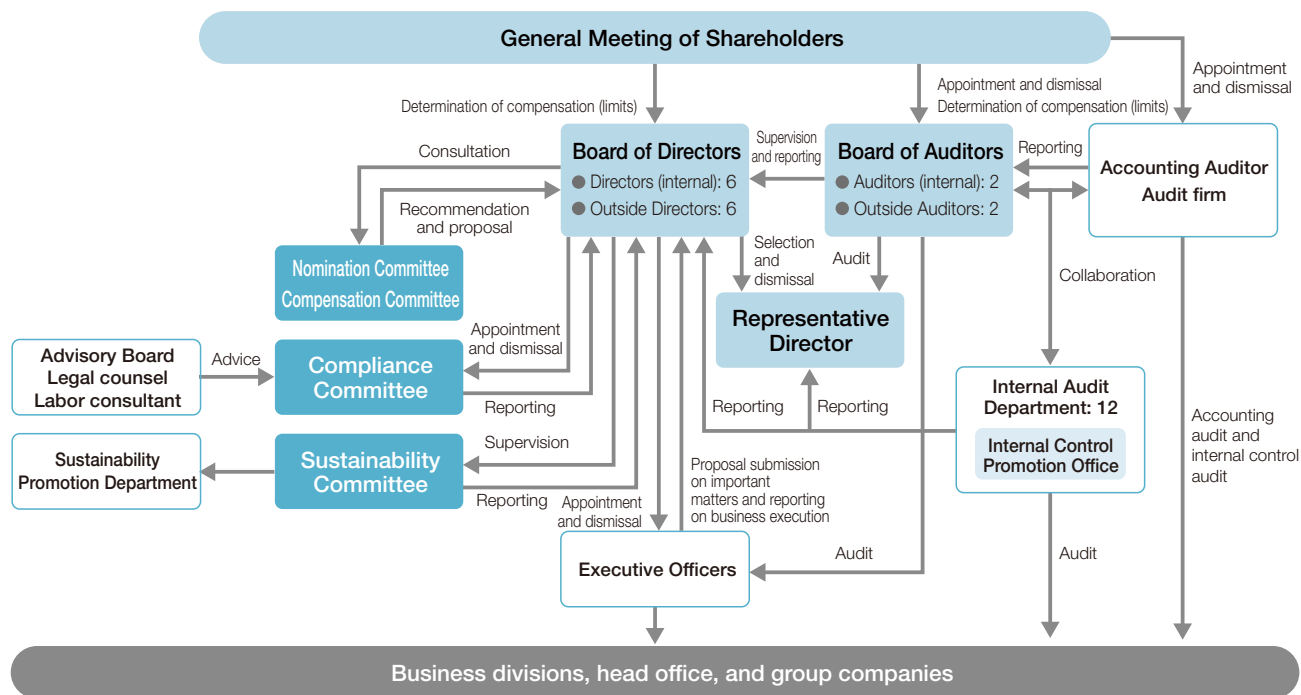
*2 Corporate Governance Code: Consists of 83 principles stipulated by the Tokyo Stock Exchange in order to realize effective corporate governance.

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. 166](#) for data)

Corporate Governance System (as of June 25, 2024)



Skills Matrix of Officers
Notice of the 89th Annual General Meeting of Shareholders (2024), p. 21

TOPICS

Okamura Business School: Nurturing Future Managerial Talent

The Okamura Business School, which opened in October 2022, has successfully graduated all of its first class of students, and started a new year with its second class of students in October 2023. The program themes are wide-ranging, and include corporate management, management strategies, marketing, global management, production and logistics, finance, human resource development and labor relations, and leadership, as well as trendy management issues such as ESG, corporate governance, and DX, which are taught over the span of a year. Lectures are given by Board members and lecturers from inside and outside the company, and through action learning, participants outline their future vision of Okamura and the management issues it faces and propose actions for solving these management issues as well as their future goals to board members in an interim briefing. They make a final presentation to the Representative Director and board members in the last class meeting in September.

Sixteen students make up the second class currently enrolled in the program and are diligently studying and applying themselves in order to lead the company into the future.



Training

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 its Code of Conduct and Basic Approach Regarding Internal Controls that it is resolutely opposed to and will not associate itself with antisocial forces and organizations that threaten public order and safety. We have designated a department to deal with matters related to antisocial forces, through which we collect and manage information as well as educate our employees on such matters.

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

https://www.okamura.co.jp/corporate/sustainability/policy/tax_policy.pdf

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

Risk Management

The Okamura Group implements necessary measures in anticipation of various risks related to its corporate activities.

Risk Management System

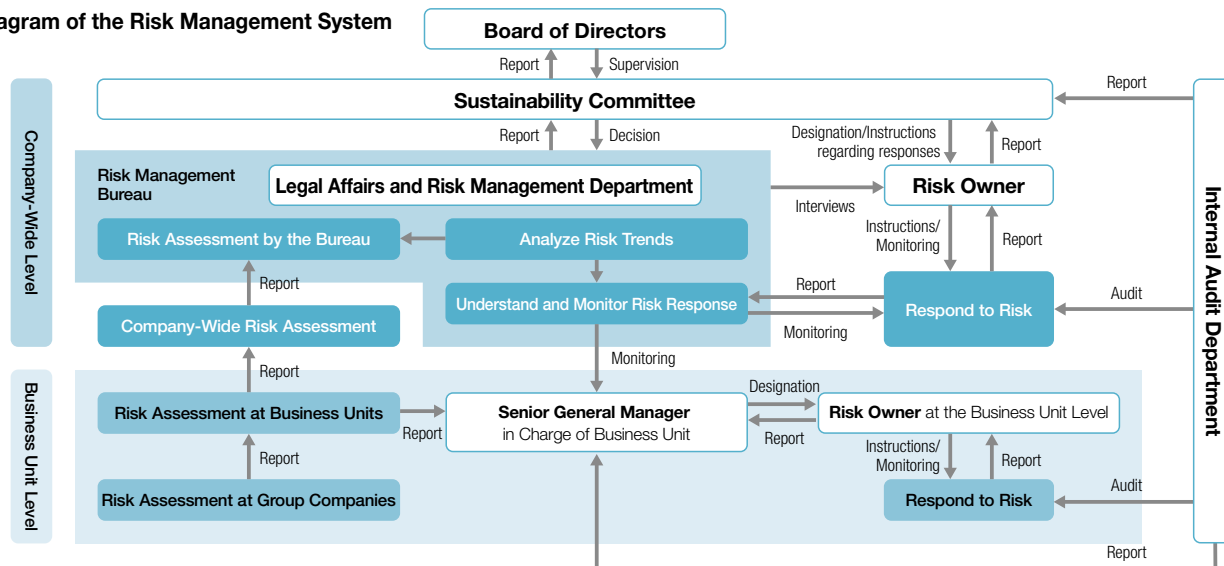
The Okamura Group regards matters that may impact the achievement of business objectives (either favorably or unfavorably) as risks, and after identifying, analyzing and evaluating such risks, we work systematically to control risks to a reasonable extent, and to minimize the losses or maximize the opportunities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

Also, in order to organically link risk management, 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, evaluates the effectiveness of risk management, and provides 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 risks to be prioritized 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, and the General Affairs 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.

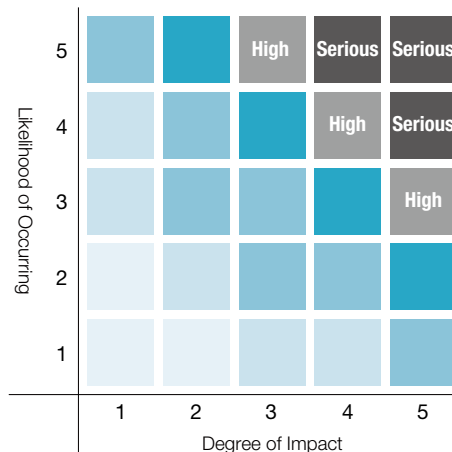
The various risks identified are classified into five major categories: risks in the business environment, risks in business strategy, operational risk, financial risk, and risks pertaining to human rights, human resources, and labor. The major categories are further organized into medium and minor subcategories, making up three levels in total. (See [p. 19](#) for reference)

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 risks to be prioritized for each business unit.

For risk assessment at the company-wide level, an assessment department designated by the Risk Management Bureau conducts a primary assessment by referencing the risk assessment of the business unit, and the Risk Management Bureau conducts a second assessment after comprehensively reviewing the results produced by each assessment department. Based on that assessment, 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 the risks to be prioritized on a company-wide basis.

Risk Map



Risks to be Prioritized

For risks that have been identified as having priority, 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 monitor how the risks are being addressed, and when problems arise, the risk owner works to correct and improve them.

(See [p. 15](#) for reference)

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.

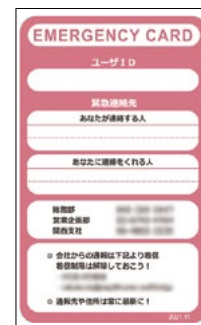
We implement comprehensive measures to respond to disasters by distributing and spreading awareness of the Disaster Response Manual, establishing emergency information systems, storing emergency stockpiles, and conducting training, to ensure that all employees act appropriately when a disaster strikes in order to stay safe and to minimize the impact on business activities. (See [▶ p. 120](#) for related information)

Distribution of the Disaster Response Manual

The Disaster Response Manual designates disasters for which suspension of duties and operations is deemed unavoidable, including 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) as well as fire, terrorism, infectious diseases, etc., 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.

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.

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. 102](#) 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 the CSIRT to take steps to prevent the information leak from spreading.

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. 137](#) for reference)

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

Okamura has established a Personal Information Management Committee for the purpose of promoting initiatives to protect personal information, which carries out education activities in addition to auditing and providing guidance on-site. Furthermore, we obtained certification under the PrivacyMark[®] system operated by JIPDEC in May 2006, and have continued to renew the certification to date. As a business operator that handles personal information appropriately, we ensure thorough implementation of measures based on the certification standards.

 **Privacy Policy**
<https://www.okamura.com/en-us/etc/legal-notices/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/en-eu/etc/legal-notices/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 risks to be prioritized for business continuity and established the Okamura Group Information Security Policy in 2022.

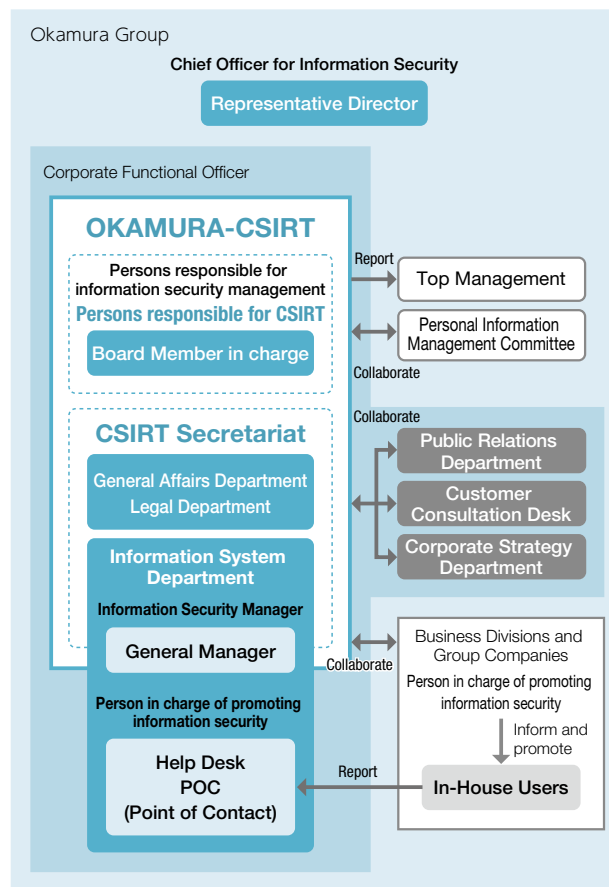
The Information Security Management Regulations were established in order to prevent information security incidents and minimize damage in the event of an incident by taking information security measures appropriately and systematically based on the Information Security Policy. Furthermore, in order 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, e-mail 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 play

Diagram of the Information Security System



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.

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.



Alerts displayed at computer startup

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, the establishment of various policies in line with changes in social values in recent years, and the purpose indicated by the Okamura Way, which is 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, and conducted educational and awareness-raising activities through e-learning.

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



Ethics Card (Chinese)



Ethics Card (Thai)

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 established 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

Due Diligence Aimed at Anti-Corruption

Our Anti-Corruption Policy asks all our business partners, including suppliers, dealerships, and outside consultants, to cooperate by refraining from engaging in corrupt practices in order to benefit the Okamura Group. 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. 137](#) for related information) In addition, we have warned our employees against the crime of bribing foreign public officials, which has become subject to stricter regulations under the revised Unfair Competition Prevention Act, which came into force in April 2024.

We will continue to build up and maintain an effective system to prevent corrupt practices through the development of necessary internal controls, such as carrying out risk assessments of corrupt practices and bribery, including our Group companies in Japan and overseas, and establishing an internal reporting 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. 124](#) for related information)



Group Compliance Committee meeting (held February 2024)

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 2023 as well.

Number of Violations

In fiscal 2023, the number of legal violations involving administrative penalties and criminal charges filed for accidents or incidents was zero. (See [▶ p. 167](#) 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, which stipulate the protection to be afforded to whistleblowers such as keeping the identity of the whistleblower or the content of the report confidential and prohibiting retaliation, so that they will not be subjected to 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 was used for 14 cases in fiscal 2023, relating to personnel evaluations, harassment, and suspicions of violations of laws and company rules. (See [▶ p. 167](#) for data)

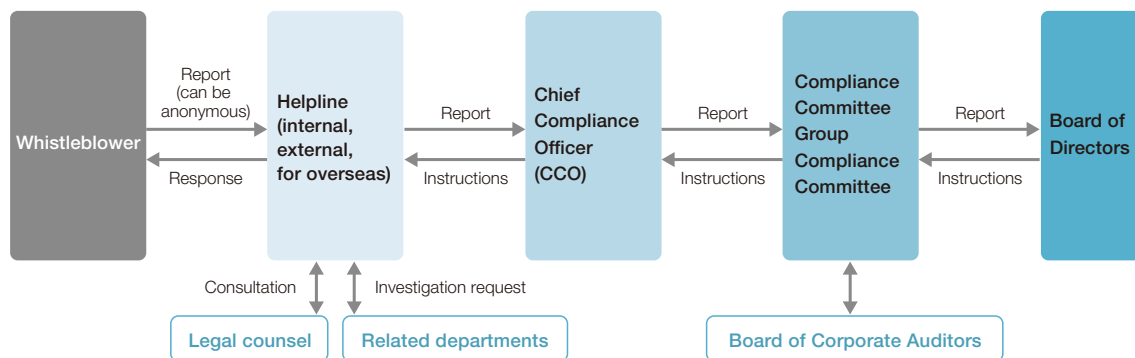
Initiatives to Improve Conditions for Using the Internal Whistleblower System

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.

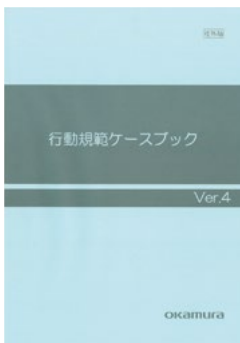
We have established dedicated contact points at overseas Group companies, which are able to handle reports not only in English but also in the local languages. The local language version of the Ethics Card distributed to employees also includes contact information for the Helpline, thereby creating an 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.



Code of Conduct Casebook



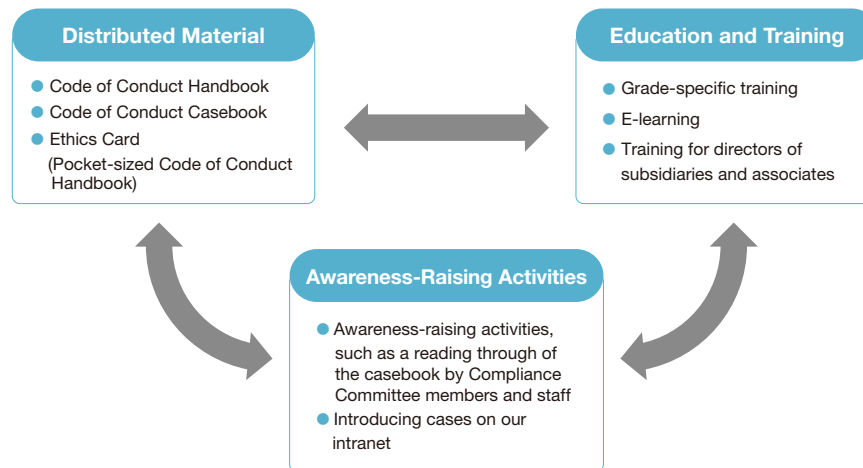
Legal Affairs News
Introduction of cases related to laws, etc.

Status of Compliance-Related Training in Fiscal 2023

(See [▶ p. 167](#) for data)

Training on General Compliance	Number of Participants
New employees	187
Newly appointed department heads	23
Newly appointed section managers	40

Outline of Compliance Education



Identifying Issues Related to Compliance and Corruption and Promoting Countermeasures

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.

TOPICS



Work Environment Improvement Program

The Work Environment Improvement Program implemented at Okamura in fiscal 2022 was implemented at Group companies in Japan in fiscal 2023. The program aims to eliminate from the workplace not only sexual and power harassment, but also any behavior in general that negatively impacts psychological safety. Three measures were implemented: e-learning training for all employees, harassment prevention (including workplace improvement) training for all managers, and formulation of departmental action goals through discussions at each workplace aimed at creating a better workplace environment.

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 established 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, persons in charge from various departments, including the Human Resources Department and the Purchasing Department, participated in a workshop for which we invited experts from the Caux Round Table (CRT) Japan, a specified non-profit organization. At the workshop, experts lectured on the content that should be dealt with in the policy, improving the 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

[Related Policies]

- Sustainability Policy [▶ p. 11](#)
- Code of Conduct [▶ p. 131](#)
- Diversity, Equity & Inclusion Policy [▶ p. 81](#)
- Sustainable Procurement Guidelines [▶ p. 137](#)
- Responsible Mineral Procurement Policy [▶ p. 139](#)

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 establishment of the Okamura Group Human Rights Policy and the revision and establishment of various policies, the Code of Conduct (see [▶ p. 131](#) for details) was revised in October 2022, and e-learning conducted for Okamura board members and employees on the revised contents. 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 2023, the same program was implemented for Okamura Group board members and employees. Education on sustainable procurement was also provided to internal purchasing staff in May and December 2023. We strove to promote understanding and instill awareness of human rights issues and matters to watch out for in the supply chain. (See [▶ p. 139](#) 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. 25](#) 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. In fiscal 2023, we proceeded to address these two priority issues.

Initiatives Related to Foreign Technical Trainees

A survey was conducted in August 2023 to ascertain the situation regarding the human rights 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 addition, two CRT experts interviewed 14 foreign technical trainees and specified skilled workers at the Fuji Plant, as part of the impact assessment. In fiscal 2024, based on the results of the survey and impact assessment, we will identify issues related to the employment of foreign technical trainees and specified skilled workers in general, and work to create guidelines that will serve as a basis for each step from acceptance to daily management.



Interviewing foreign technical trainees and specified skilled workers at the Fuji Plant

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. 138](#) 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://www.okamura.com/en_eu/msa2015/pdf/msa2015statement.pdf

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. 23](#) for details)
- Suppliers: Points of contact for consultation/reporting for suppliers (see [p. 137](#) for details)
- Employees: Compliance Helpline (see [p. 133](#) 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

<https://crt-japan.jp/portfolio/she-program/>



Report for Fiscal 2023

https://crt-japan.jp/files2023/2023%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. We also provide products and services to our customers and carry out after-sales maintenance and collection of used products in cooperation with dealerships.

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.

 **Okamura Group Sustainable Procurement Guidelines**
https://www.okamura.co.jp/corporate/sustainability/report/pdf/2021/sustainability_procurement_guidelines_en_202111.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 established the Multi-Stakeholder Policy (see [▶ p. 23](#)) for details) to clearly state our commitment to building up relationships with our employees, suppliers, and various other stakeholders.

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**
<https://www.okamura.co.jp/corporate/sustainability/2022/partnership.html>

 **Multi-Stakeholder Policy**
https://www.okamura.co.jp/corporate/sustainability/policy/multi_stakeholder.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 concerning violations or potential violations of laws or corporate ethics on the part of the Okamura 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 expanded the scope of our consultation/reporting services for suppliers.

 **Points of contact for consultation/reporting for suppliers**
<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.

Spreading Awareness of 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 provide explanations and request their cooperation at lectures in cooperation meetings held on a regular basis.

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 2023, a total of 507 suppliers were surveyed. After additionally requesting the signature of the person responsible for agreeing to the Okamura Group Sustainable Procurement Guidelines and for responding to the questionnaire, we received responses from 505 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. 167](#) for data)

Activities to Improve Suppliers' Understanding and 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 2023, explaining the background for the emphasis placed on sustainable procurement as well as domestic and international trends.

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. 167](#) for data)

Conducting On-Site Audits of Suppliers

In fiscal 2023, we conducted on-site audits at four 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. 167](#) for data)



Conducting an on-site audit at 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 2023, a study session was held for 32 production plant purchasing staff on the background of and issues that are being emphasized in sustainable procurement as well as matters to watch out for in their capacity as persons in charge of purchasing. In December 2023, an explanatory session on the Okamura Group Sustainable Procurement was held prior to its implementation for 32 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 the survey was explained to them, followed by more detailed specialized training.

We plan to continue such educational activities in the future. (See [▶ p. 167](#) 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 established the Okamura Group Responsible Mineral Procurement Policy in May 2024 with the aim of eliminating the use of such raw materials and parts and components that contain them.

In accordance with this policy, we are implementing initiatives with reference to the Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas set forth by the OECD*1.

In fiscal 2023, the Powertrain Division conducted a survey on conflict minerals using the Conflict Minerals Reporting Template (CMRT)*2 which aims for the responsible procurement of minerals. With the cooperation of our suppliers, we will continue our efforts to avoid the use of high-risk raw materials and components.

*1 OECD: Organisation for Economic Co-operation and Development. An international organization whose objective is to discuss all aspects of the international economy.

*2 Conflict Minerals Reporting Template (CMRT): A reporting template issued by the Responsible Minerals Initiative (RMI), which establishes guidelines on conflict minerals



Okamura Group Responsible Mineral Procurement Policy

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. 23](#) for related information)

Communication Through Various Booklets


In order to improve communication with stakeholders, the Okamura Group publishes a variety of booklets and makes them available on its website, including “OKAMURA TODAY” (corporate profile) and “OKAMURA REPORT” (newsletter for shareholders), providing information on management policies and business conditions. A new integrated report was also published in October 2023. We will continue our efforts at disclosing relevant information.

Left: Corporate profile Right: Integrated report




OKAMURA TODAY
2023-2024

<https://ir.okamura.co.jp/en/library/annualreport/>




Integrated Report
2023

<https://ir.okamura.co.jp/en/library/integrated-report/>



OKAMURA REPORT
2023-2024

<https://ir.okamura.co.jp/library/shareholder/>



Newsletter for shareholders

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.

We will continue to strive to provide the information that our stakeholders need and find useful, while improving accessibility and usability.

Okamura’s Websites

Languages available on the corporate website: Japanese, English, and Chinese

-  **Corporate website**
<https://www.okamura.co.jp/>
-  **IR information**
<https://ir.okamura.co.jp/en/>
-  **Sustainability information**
<https://www.okamura.co.jp/corporate/sustainability/>
-  **Global website**
<https://www.okamura.com/>

Communicating Information Through Social Media

Okamura operates official corporate accounts on various social media channels. We communicate information in a way that takes advantage of the characteristics of each channel, leading to improved communication with various stakeholders.




● X
Official Japanese account: @okamuraJP





Corporate PR: @okamura_corp

● Facebook
@okamura.corp

● YouTube
<https://www.youtube.com/user/OkamuraCorporation>





- Instagram
- LinkedIn
- Note
- 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

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 activities must be highly social and public in nature, be widely accepted by society, and should be undertaken after objective evaluation 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. 80](#) for details; see [▶ p. 167](#) for data)

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 2023

- Sports field lent out to youth baseball teams (Sanyo Okamura Corporation)
- Sports field provided as the venue for the Hill Climb Challenge GranFondo Takahashi 2023 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. 143](#) for details)
- Local cleanup activities (at each production plant, office, and distribution center)
- Volunteered to donate blood (at each production plant and office)
- Donated Covid-19 test kits to the Tokyo Goodwill Bank

Community Activities at Overseas Bases

In fiscal 2023, following the reclassification of Covid-19 as a Class 5 infectious disease, events involving interactions with local communities have resumed at our overseas locations. Employees actively participate and cooperate in community activities through events and cleaning activities.

Major Community Activities in Fiscal 2023 (Overseas Bases)

- Participated in local cleaning activities (PT. Okamura Chitose Indonesia)
- Donated stationery to nearby nurseries and elementary schools (Siam Okamura Steel)
- Visited and made donations to a nearby children's home (Siam Okamura International)



Visiting and donating to a nearby children's home (Siam Okamura International)

Support for Sports

The Okamura Group supports sports activities in various ways, such as allowing local sports teams to use its sports fields and sponsoring professional sports teams and sports events. 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*

* Nippon Steel Kamaishi Seawaves: Formed in April 25, 2001, it is Japan's first community-based rugby team. The team belongs to Division 2 of Japan Rugby League One. Employees of NS Okamura Corporation are active members.



Yokohama FC



Nippon Steel Kamaishi Seawaves

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.

TOPICS

Helping People Recover from the Damage Caused by the 2024 Noto Peninsula Earthquake



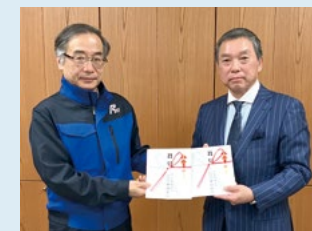
Okamura Corporation provided assistance consisting of donations and supplies to support the victims of the 2024 Noto Peninsula Earthquake and to help with reconstruction efforts in the affected areas.

1. Monetary donations

We donated 30 million yen to Ishikawa Prefecture as relief money for the affected areas. In addition, we donated 1 million yen each to the specified non-profit organizations of Japan Platform and World Vision Japan, both of which work to provide emergency humanitarian assistance in the affected areas.

2. Provision of supplies

We donated furniture and other products worth 20 million yen to the affected areas for reconstruction of public facilities, etc. (As of March 31, 2024)



Presenting the list of donations to Ishikawa Prefecture
 Left: Mr. Hiroshi Tokuda, Vice Governor of Ishikawa Prefecture
 Right: Yoshikazu Sato, Managing Executive Officer of the Okamura Corporation

Communication with Stakeholders at Production Plants

At Okamura Group production plants, we actively participate and cooperate in local community activities by interacting 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. In the Summer Vacation Factory Tour, which the Oppama Plant conducts for elementary school students, we try to convey the joy of making things through such activities as assembling coin cases from scraps of leather used for chairs and creating card cases with single sheets of steel that are put through a number of processes.

At social gatherings and company tours regularly held for members of the local community, we show visitors our manufacturing 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 allow 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)

Initiatives for an Inclusive Society

At the Okamura Group, we value diversity, and promote various initiatives toward the realization of an “inclusive (non-exclusive) society” in which each person can live a life true to oneself.

Major Activities in Fiscal 2023

- Internship programs for special needs schools (Fuji Plant and Tsukuba Plant)
- Dispatching of instructors to special needs schools (see [▶ p. 146](#) for details)
- Plant tours for special needs schools (Fuji Plant)
- Sales of sweets made by people with disabilities at welfare facilities (at each production plant/office)
- Employment of top para table tennis athlete and support for his athletic activities (See [▶ p. 87](#) for details)

Support for Inclusive Sports

Active Sports, a specified non-profit organization, operates an inclusive soccer school for people with disabilities and a soccer team for people with intellectual disabilities, under the motto, “Realize an inclusive society through the power of sports!” Through inclusive soccer schools and competitions, their aim is to create opportunities for people with disabilities and able-bodied people to form bonds aimed at a common future, thereby creating a shared sense of value. Okamura supports Active Sports as a partner.

TOPICS



Connecting to Welfare Facilities: Drink Coasters Made From Waste Cloth

At Okamura, we outsource various types of work to nearby welfare facilities through companies that provide employment support for people with disabilities.

One such task is the production of color sample chips using the leftover bits of seating upholstery from the Oppama Plant (Yokosuka City, Kanagawa Prefecture). For fiscal 2023, in addition to the work commissioned thus far, we asked them to make drink coasters using fabric left over from the production of color sample chips. These coasters are among the souvenirs we present to clients who come to tour our plant.

We will continue with this activity, which allows Okamura employees to connect with welfare facilities.



Coasters are presented with a description of how they were made



Creating color samples

Support for Cultural and Artistic Activities

The Okamura Group supports cultural and artistic activities through sponsorship of music, art, and the performing arts. (See [▶ p. 167](#) for data)

Special Exhibition Organized by Okamura: OPEN FIELD

Held at the Okamura Garden Court Showroom and curated by architectural historian Taro Igarashi, OPEN FIELD is a special exhibition featuring installations by up-and-coming creators. At the inaugural exhibition held in fiscal 2023, architect Ryuji Nakamura, artist Sayaka Hanafusa, and textile designer Yoko Ando collaborated in an installation titled “Forest of Thin Columns With a Slight Bulge - Recombining Space, Paintings, and Textiles”.



Support for Nurturing the Next Generation

At the Okamura Group, we are engaged in initiatives to educate young people of the next generation by leveraging the experience we have accumulated as a company engaged in manufacturing and environmental initiatives.

JEES-Okamura Next Generation Development Scholarship

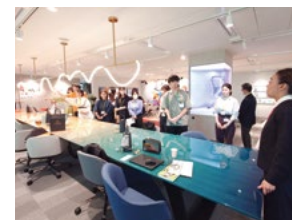
Drawing on the funds created by Okamura's donations to the Japan Educational Exchanges and Services (JEES) Endowed Scholarship Program, the JEES-Okamura Scholarship for the Next Generation was established in 2021 as a non-repayable, grant-type scholarship to support the development of talent in the design field.

In fiscal 2023, we presided over a gathering of scholarship students in September. It was a meaningful exchange for students, who toured the office, presented the results of their studies, and mingled with one another.

We will continue to support university students in Japan studying design by alleviating their financial concerns during their studies and after graduation, creating an environment in which they can concentrate on their studies, and nurturing promising talent who will be active in the design field in the future.



Gathering of scholarship students:
Presentation of study results



Gathering of scholarship students:
Tour of the office

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, Nihon 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.

VOICE



Kouyou Fujisawa
Sales Section, Sales Unit 3,
West Tokyo Branch,
Material Handling Systems
Sales Department,
Material Handling Systems
Division

Supporting the Learning of Students With Disabilities, by Teaching Logistics Through Lectures and Practice



One of the classes

I provided support for Vocational Development Program Logistics Course classes at the Tokyo Metropolitan Seicho Special Needs School as an outside expert for one year from April 2023. Tokyo Metropolitan Seicho Special Needs School was the first public special needs school for students with intellectual disabilities in Japan. When a new Vocational Development Program was established in 2023, the school reached out to Okamura to build its classrooms, and I was in charge of sales. We brought in racks and conveyors that are actually used in our distribution

centers, and conducted a class where students practiced the work they would be doing for real in the logistics field after graduation. As we were building the classrooms, I was also asked if I could help as an instructor in the logistics course, which was how I came to serve as an outside expert instructor.

In the class, I explained what “logistics” was and what kind of work it involved by demonstrating it in the classroom, and also gave them advice on picking and sorting. I was impressed by how energetic and straightforward the students were, taking action as soon as they understood and asking questions about things they did not understand. I also realized that it was important to repeat what I said, because the degree of comprehension differed depending on the student. Having had little experience in teaching, I was concerned about whether my instruction was effective, but the fact that I have been asked to continue in 2024 has given me confidence.

I also plan to ask those who have newly joined my department to participate in the program in the future, because I feel that my own understanding of logistics has improved with teaching.

We hope to be of assistance in helping students with disabilities to work in the logistics field after graduation.

TOPICS



Quest Education, an Initiative to Nurture Real-Life Skills in the Next Generation Through Independent Learning

Quest Education:

Quest Education is an inquiry-based learning program launched in 2005 by Educa & Quest that is aimed at nurturing real-life skills by partnering with the real world. To date, approximately 440,000 middle and high school students have participated in the program in schools, and in fiscal 2023, approximately 88,000 middle and high school students from 440 schools in 42 prefectures across Japan were involved in the program. Corporate Access, a business exploration course in which Okamura has been participating since fiscal 2022, is a program in which students experience real-world company internships in the classroom, learn about the meaning of work and economic activities, and learn to mold the future within the framework of corporations. Participating middle and high school students try their hand at actual corporate tasks such as fieldwork and surveys, and work as a team to complete missions (assignments) presented by companies. Employees of participating companies accompany the students in their exploratory activities by visiting the schools, among others.



Students discussing their ideas in teams



Throwing questions at students' ideas

Approximately 40 Employees Visited Schools in Fiscal 2023

“Come up with an innovative Okamura service that creates a future where ambiguity thrives!” was the mission Okamura presented for fiscal 2023. The middle and high school students engaged in exploratory activities by researching and discussing in groups as well as dreaming up plans based on free thinking. Okamura employees supported their activities by answering questions and talking with the students during school visits as well as interacting with them through online systems.

Quest Cup 2024 National Competition

The Quest Cup National Competition is an opportunity for

middle and high school students engaged in Quest Education to come together and to present the results of their year-long quest to the outside world. Participating companies each present 1st and 2nd prizes to students from among those who have worked on their missions. The team that won Okamura’s 1st prize at the Quest Cup 2024 National Competition held in February 2024 was the OKAMU Captain team from Showa Gakuin Shuei Junior High School. Okamura invited the prizewinning team to visit its office and showroom, the event being attached to the main prize.

On the day of the event, the students gave a presentation similar to the one they gave at the national competition in the presence of numerous Okamura employees.

Okamura is helping to nurture the next generation by being a part of independent learning by middle and high school students, making use of its accumulated experience as a company.

VOICE



Yoshimi Kawada
Sales Promotion Center,
Marketing Section,
Chubu Regional Sales Office,
Office Furniture Division

An Occasion for Students and Us to Grow Together

I have been involved in the Corporate Access program since fiscal 2022 and have worked with middle and high school students all over Japan, thinking and conversing about the missions presented by Okamura. The “ambiguity” in the mission is a keyword that is difficult for even us adults to figure out, but through repeated school visits and talking directly with the students, we were able to delve deeper and come up with better ideas. I myself was prompted to explore “ambiguity,” and by thinking about it together with the students, I experienced moments of exhilaration, and witnessed students in their moment of inspiration, which made me very happy. While this project was an exploratory learning experience for the students, it was also a great opportunity for us adults to learn and be inspired by working with the students.





Group photo at the event inviting students to the office and showroom

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 2023 Targets	Fiscal 2023 Results	Targets (FY2024)	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  May 10, 2023 Disclosure Midterm Management Plan 2025 https://ir.okamura.co.jp/en/library/managementplan/	<ul style="list-style-type: none"> ● Provide solutions that support corporate growth and diverse work styles ● Resolve social problems faced by retailers, and conduct research and development on how stores will be constructed in the future ● Develop products and services that contribute to smart logistics ● Develop environmentally friendly products for industrial vehicles 	Financial Results Briefing for the fiscal year ending March 2024 disclosed on May 13, 2024 	☺	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 accidents: 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	0	☺	0	—
	Global environmental initiatives	★ 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	Reduce production-related waste generation by 1% YoY per in-house finished product unit Expand proportion of GREEN WAVE and GREEN WAVE+ products developed	Fell short of target with 3.1% YoY increase in generation of production-related waste, etc. per unit Currently working to increase the proportion of products developed	☹ ☹	Reduce generation of production-related waste, etc. by 1.0% YoY per in-house finished product unit Set management indicators for environmentally conscious products and monitor their status
★ 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	Aggregate utilization rate based on the Timber Use Policy Reduce water consumption per unit by 1% YoY	Currently complying with the Timber Use Policy Achieved target by reducing water consumption per unit by 5.8% YoY	☺ ☺	Reconfirm legality based on the Timber Use Policy Reduce water consumption by 1.0% YoY per in-house finished product unit	— Reduce water consumption by 10% in fiscal 2030 (compared to fiscal 2020)
★ Contributions towards the climate change problem and realizing carbon neutrality 7 9 13 15 17		Promotion of measures to prevent global warming <ul style="list-style-type: none"> ● Reduce greenhouse gas emissions ● Reduce fuel-related energy consumption 	Reduce emissions by 1,000t-CO ₂ /year across the entire group <ul style="list-style-type: none"> ● Reduce industrial fuel consumption by a five-year average of 1% ● Reduce vehicle fuel consumption by a five-year average of 5% 	Reduced emissions by 1,264t-CO ₂ / year across the entire group <ul style="list-style-type: none"> ● Achieved target by reducing industrial fuel consumption by a five-year average of 6.5% ● Achieved target by reducing vehicle fuel consumption by a five-year average of 15.7% 	☺ ☺	Reduce Scope 1+2 emissions by 20% compared to fiscal 2020 across the entire group <ul style="list-style-type: none"> ● Reduce industrial fuel consumption by a five-year average of 1.0% ● Reduce vehicle fuel consumption by a five-year average of 5.0% 	Reduce greenhouse gas emissions by 50% in fiscal 2030 (compared to fiscal 2020); aim to achieve carbon neutrality by fiscal 2050
		Increase energy productivity	Increase energy productivity by 1% YoY	Fell short of target due to decrease in energy productivity by 0.6% YoY	☹	<ul style="list-style-type: none"> ● Efficient use of energy in compliance with the Energy Conservation Act ● Reduce production-related unit energy consumption per in-house finished product by 1.1% YoY ● Maintain office-related unit energy consumption per total personnel 	Improve energy productivity by 10% in fiscal 2030 (compared to fiscal 2020)

The numbers above indicate the related SDGs

| Data Related to Promotion of Sustainability | Environmental Data | Employee-Related Data | Data Related to Responsible Corporate Behavior |

Areas	Material Issues (material issues marked with ★)	KPIs	Fiscal 2023 Targets	Fiscal 2023 Results	Targets (FY2024)	Mid- to Long-Term Targets	
Global environmental initiatives	Environmental conservation activities in manufacturing 3 6 9 11 12 14 15	Reduce the impact on the environment	Reduce released/transferred PRTR substances per unit by 1% YoY	Fell short of target due to 11.4% YoY increase in volume of released/transferred PRTR substances	Reduce released/transferred PRTR substances by 1.0% YoY per unit of in-house finished product	Reduce released/transferred PRTR substances per unit by 10% by fiscal 2030 (compared to fiscal 2020)	
	Preventing environmental pollution 3 6 11 12 14 15	Measures to prevent pollution and control hazardous chemical substances	Comply with laws and regulations related to the prevention of air, water and soil pollution (control and reduction of hazardous substances)	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*	★ Promotion of "Work in Life" 3 8	Improve employee satisfaction and engagement	<ul style="list-style-type: none"> Implement measures to improve engagement Carry out engagement surveys 	Rating as a result of engagement survey: CCC (See p. 77 for reference)	<ul style="list-style-type: none"> Improve engagement score Designate priority items for improvement 	Achieve B rating by fiscal 2025	
	★ Promotion of DE&I (Diversity, Equity, & Inclusion) 5 8 10	Percentage of female employees	(By fiscal 2024: 22%)	22%		23%	—
		Percentage of female managers	6.5%	6.8%		7%	—
		Percentage of female new graduate hires (university graduates)	(By fiscal 2024: 40–50%)	47.9%		40–50%	—
		Percentage of male employees taking childcare leave	65%	63.3%		65%	—
		Combined percentage of male employees taking childcare leave and spousal maternity leave	— Managed as target from fiscal 2024	92.4%	—	100%	—
		Percentage of employees with disabilities	2.50%	2.55%		2.58%	Fiscal 2025: 2.7%
	★ Supporting career development and strengthening specialized human resources development 4 8	Implementation rate of skill development interviews	100%	96.4%		100%	—
		Implement various measures for specialized jobs to further foster specialist skills	Identify technologies and skills for specialized jobs	Promoted acquisition of knowledge and national skill certifications, etc. to strengthen capabilities		Build systems and schemes for planning and managing programs for specialized human resources development in line with each Division's strategies	—
		Survey on participation in the Okamura University, "Towards Your Future Career"	Degree of satisfaction: 80%	89.6% of participants answered that it would help for their future career		95% of participants answering that it would help their future career	—
	Making our workplaces healthier and safer 3 8	Average annual paid leave acquisition rate	80%	70.8%		80%	—
		Regular general health examination uptake rate	100%	100%		100%	100%
Stress check uptake rate		100%	99.7%		100%	100%	
Percentage of smokers		26%	26.3%		25%	For fiscal 2025: -1% year on year	
Percentage of persons subject to "active support" or "motivational support" (those 40 or older who have undergone health examinations)		9% or less, and 5% or less, respectively	7.8%, 5%		—	For fiscal 2025: 8% or less, and 5% or less, respectively	
Execution of work through teamwork 8 17	"Dialogue"* implementation rate	100%	82.4%		100%	—	

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

| Data Related to Promotion of Sustainability | Environmental Data | Employee-Related Data | Data Related to Responsible Corporate Behavior |

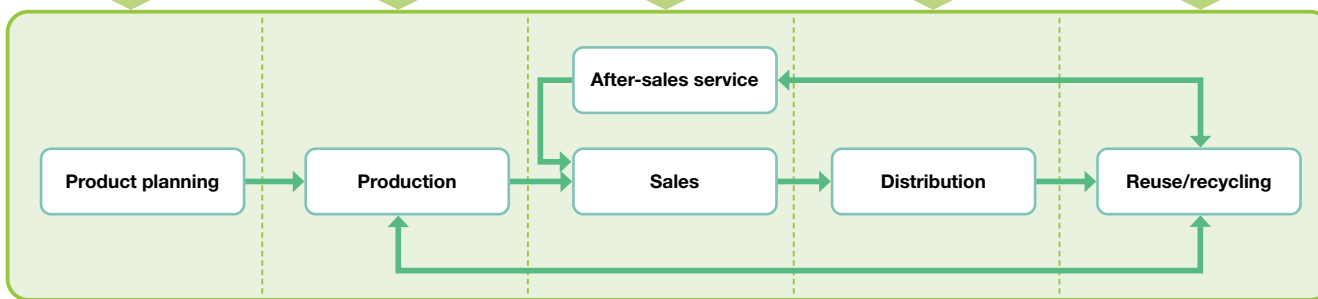
Areas	Material Issues (material issues marked with ★)	KPIs	Fiscal 2023 Targets	Fiscal 2023 Results	Targets (FY2024)	Mid- to Long-Term Targets	
Responsible employee behavior	★ Fair, transparent, honest behavior 5 8 10 16 17	Implementation rate of sustainable procurement surveys	67% based on transaction amount	71% based on transaction amount	70% based on transaction amount	—	
		Implementation rate of sustainable procurement on-site audits	100% for high-risk suppliers	100% implemented	100% for high-risk suppliers	—	
		Implement and expand in-house human rights education	Provide training to departments related to purchasing	57 people in 20 departments	Continue to provide training to departments related to purchasing	—	
		Implementation rate for compliance education conducted at time of hire and for newly appointed executives	100%	100%	100%	—	
		Expansion of compliance training	Implement various types of compliance training	<ul style="list-style-type: none"> Conducted company-wide compliance training (4 times/year) Conducted other issue-specific training 	Expand compliance training	—	
	★ Strengthening risk management 10 11 16	Establish Business Continuity Plan (BCP) for disasters	Review hazard maps (for earthquakes and floods)	The database of each business location has been linked to the hazard map portal site (Ministry of Land, Infrastructure, Transport and Tourism)	<ul style="list-style-type: none"> Review Disaster Response Manual Establish a Business Continuity Plan (BCP) for disasters 	—	
		Personal information management in line with the requirements of each country	Comply with laws and regulations regarding privacy in each country	Revised privacy policy to be in line with laws and regulations	— (Excluded from tracked targets from fiscal 2024)	—	
	★ Proper information disclosure and dialogue with stakeholders 16 17	Continue dialogue with stakeholders and reflect this in our initiatives	Conduct stakeholder dialogues with outside experts in ESG-related fields	Departments in charge routinely met with and exchanged opinions with experts in the fields of environment, human rights, and sustainability promotion		Conduct stakeholder dialogues with outside experts in ESG-related fields	—
		Coexisting with local communities and society 17	Establishment of strategic activities aimed at contributing to society	Implement social contribution activities with employee participation	Implemented numerous programs	Continue social contribution activities with employee participation	—
	Corporate governance 5 8 10 16	Strengthen governance by increasing diversity, independence, and objectivity of the Board of Directors	<ul style="list-style-type: none"> Maintain independent outside directors at 100% Percentage of female directors: 25% (3 out of 12) or higher 	<ul style="list-style-type: none"> Achieved 100% independent outside directors Achieved 25% female directors 	<ul style="list-style-type: none"> Maintain independent outside directors at 100% Percentage of female directors: 25% or higher 	—	
—				—	—		

The numbers above indicate the related SDGs

Environmental Data

Balance of Environmental Impact Associated With Okamura Group Business Activities (Fiscal 2023)

INPUT	Total energy usage	Industrial fuel 235,850 GJ Vehicle fuel 19,815 GJ Electric power 577,414 GJ	Total material input	Raw materials 159 thousand tons Auxiliary materials 4 thousand tons Packaging materials 5 thousand tons	Electric power 2,260 GJ Green purchases of office supplies 0.2 million yen	Industrial fuel 235,625 GJ Vehicle fuel 2,616 GJ Electric power 490,043 GJ	Vehicle fuel 15,701 GJ Electric power 43,435 GJ Green purchases of office supplies 17 million yen	Industrial fuel 225 GJ Vehicle fuel 1,453 GJ Electric power 41,483 GJ	Volume of used products collected (products/packaging materials) 1.2 thousand tons
	Water resource input	Water used 191 thousand m ²	Volume of PRTR chemical substances handled 337 t Green purchases of production materials 20,304 million yen Green purchases of office supplies 37 million yen Volume of used products collected (products/packaging materials) 9.4 thousand tons Weight of purchased products/parts 0.8 thousand tons	Raw materials 159 thousand tons Auxiliary materials 4 thousand tons Packaging materials 5 thousand tons Volume of PRTR chemical substances handled 337 t Green purchases of production materials 20,304 million yen Green purchases of office supplies 12 million yen Water used 191 thousand m ²	Green purchases of office supplies 8 million yen Volume of used products collected (products/packaging materials) 8.2 thousand tons				



OUTPUT	Greenhouse gas emissions	Scope 1 14,035 t-CO ₂ Scope 2 14,583 t-CO ₂ Scope 3 1,467,000 t-CO ₂	Total volume of waste, etc. generated and recycled	Emissions of industrial waste, etc. 26.1 thousand tons Emissions of general waste, etc. 0.6 thousand tons Volume of collected products and packaging materials reused/recycled 9.6 thousand tons	Volume of general waste, etc. generated 0.004 thousand tons	Scope 1 14,035 t-CO ₂ Scope 2 14,583 t-CO ₂	Weight of catalog products sold (excluding special order items, etc.) 0.8 thousand tons Net sales of environmentally conscious products 117,489 million yen	Volume of industrial waste, etc. generated 8.1 thousand tons Volume of general waste, etc. generated 0.04 thousand tons Final disposal volume of waste (Sent to landfill) 0.07 thousand tons	Volume of collected products and packaging materials reused/recycled 10 thousand tons Volume of used furniture sold reused/recycled 1,196 t
	Air pollutants	NOx 12.5 t SOx 2.3 t	Final disposal volume of waste (Sent to landfill) 0.07 thousand tons Total volume reused 1,246 t Volume of used furniture sold 8,313 t Total volume recycled 8,313 t	Emissions of PRTR chemical substances 119 t Transfer volume of PRTR chemical substances 27 t	Weight of products appearing in catalog sold (excluding special order items, etc.) 97.4 thousand tons	Volume of industrial waste, etc. generated 17.9 thousand tons Volume of general waste, etc. generated 0.34 thousand tons	Volume of general waste, etc. generated 0.22 thousand tons	Volume of used furniture sold 50 t Total volume recycled 6,961 t	
Release/transfer of pollutants, etc.	Emissions of PRTR chemical substances 119 t Transfer volume of PRTR chemical substances 27 t	Product sales volume and amount	Weight of catalog products sold (excluding special order items, etc.) 98.2 thousand tons Net sales of environmentally conscious products 117,489 million yen Consolidated net sales 298,295 million yen	Wastewater discharged 179 thousand m ² BOD 8.77 t COD 0.06 t					

| Data Related to Promotion of Sustainability | Environmental Data | Employee-Related Data | Data Related to Responsible Corporate Behavior |

Responding to Climate Change

“●” Mark in the Verification column: Fiscal 2023 data subjected to third-party verification

CO ₂ emissions	Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Verification	GRI
Scope 1	t-CO ₂	15,213	14,605	15,003	13,840	14,035	●	305-1
Energy sources Carbon dioxide	t-CO ₂	15,010	14,448	14,836	13,698	13,800		
Non-energy sources Carbon dioxide	t-CO ₂	203	158	168	142	236		
Scope 2	t-CO ₂	27,256	25,797	17,821	16,932	14,583	●	305-2
Market-based	t-CO ₂	27,256	25,797	17,821	16,932	14,583	●	
Location-based	t-CO ₂	27,569	25,070	17,640	26,148	26,594	●	
Scope 1+2 Total	t-CO ₂	42,469	40,402	32,825	30,771	28,619	●	
Market-based	t-CO ₂	42,469	40,402	32,825	30,771	28,619	●	
Intensity	t-CO ₂ /million yen	0.168	0.165	0.126	0.111	0.096		305-4
Volume reduced	t-CO ₂	-3,570	-2,067	-7,577	-2,053	-2,153		305-5
Scope 3	t-CO ₂	338,191	1,351,937	1,392,551	1,523,303	1,467,000		305-3
Purchased goods and services	t-CO ₂	183,178	679,567	728,993	771,590	794,382	●	
Capital goods	t-CO ₂	34,891	29,189	26,478	19,506	63,900	●	
Fuel- and energy-related activities not included in Scope 1 and 2	t-CO ₂	4,844	7,210	7,551	7,321	7,444		
Upstream transportation and distribution	t-CO ₂	25,508	23,971	26,025	25,333	29,054	●	
Waste generated in operations	t-CO ₂	Unaggregated	3,291	3,155	3,928	4,526		
Business travel	t-CO ₂	Unaggregated	2,160	2,720	3,354	3,453		
Employee commuting	t-CO ₂	Unaggregated	5,246	4,944	4,993	5,069		
Upstream leased assets	t-CO ₂	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable		
Downstream transportation and distribution	t-CO ₂	Unaggregated	1,861	1,884	1,820	1,734		
Processing of sold products	t-CO ₂	Unaggregated	1,123	1,268	1,217	1,264		
Use of sold products	t-CO ₂	65,675	596,396	578,561	670,818	540,922	●	
End-of-life treatment of sold products	t-CO ₂	24,096	11,923	10,973	13,422	15,252		
Downstream leased assets	t-CO ₂	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable		
Franchises	t-CO ₂	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable		
Investments	t-CO ₂	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable		
Total of Scope 1+2+3	t-CO ₂	380,661	1,392,339	1,425,376	1,554,075	1,495,619		305-4

Energy consumption	Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Verification	GRI
Power consumption	GJ	579,269	543,478	578,036	571,385	577,414		
	(kWh)	(58,965,816)	(55,281,005)	(58,834,326)	(59,044,670)	(60,202,795)		
Renewable energy consumption	GJ	110	111	191,961	220,427	248,975		
	(kWh)	(10,985)	(11,122)	(19,569,671)	(23,354,472)	(26,812,008)		
Percentage of renewable energy	%	0.02	0.02	33.3	39.6	44.5		
Gas (city gas, LPG, LNG)	GJ	260,884	241,190	251,790	233,456	235,512		
Fuel (kerosene, diesel, Bunker A, gasoline)	GJ	19,914	26,416	25,833	22,443	20,153		
Total	GJ	860,066	811,083	855,659	827,284	833,079	●	302-1
By region								
Japan	GJ	852,344	797,662	839,229	802,771	809,351		
China	GJ	7,722	11,720	14,906	21,331	20,292		
Southeast Asia	GJ	-	1,702	1,524	2,978	3,199		
North America	GJ	-	-	-	148	178		
Europe	GJ	-	-	-	56	59		
Energy consumption intensity	Per unit of net sales	GJ/million yen	3.40	3.32	3.28	2.99	2.79	302-3
Volume of renewable energy generated	Volume consumed by the Company	GJ	110	111	3,498	0	0	302-1
		(kWh)	(10,985)	(11,122)	(350,896)	(889,195)	(1,446,546)	
	Volume sold	GJ	7,352	7,437	7,274	0	0	302-1
		(kWh)	(737,424)	(745,912)	(729,635)	(704,486)	(663,864)	
Logistics transport volume	thousand tons x km	67,923	62,663	64,292	60,518	58,130		
Change in modal shift	Number of containers using railroads	Units	1,912	1,951	1,282	1,429	1,529	
	Number of containers using sea freight	Units	771	741	684	738	732	

Scope of aggregation: Scope 1, Scope 2

Fiscal 2019: Okamura, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation, FujiSeiko Co., Ltd., Hangzhou Okamura Transmission Co., Ltd.

Fiscal 2020 onward: Okamura Group

Scope 3

Fiscal 2019: Okamura Corporation

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. 2.3 (National Institute of Advanced Industrial Science and Technology IDEA Ver. 2.3)

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

“●” Mark in the Verification column: Fiscal 2023 data subjected to third-party verification

Water resources	Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Verification	GRI	
Water withdrawal	m ³	218,435	225,022	233,770	196,104	191,058	●	303-3	
Tap water	m ³	50,307	49,095	51,073	45,568	41,606			
Industrial water	m ³	49,245	50,089	53,118	48,760	50,471			
Groundwater	m ³	117,274	123,679	126,991	99,111	96,217			
Rainwater	m ³	1,610	2,159	2,588	2,665	2,764			
Unit of water consumption	Per unit of in-house finished product	m ³ /million yen	3.36	3.56	3.33	2.85	2.68		
Water recycling	Volume of recycled water	m ³	474,119	332,920	294,363	353,128	330,414	●	
	Recycling rate	%	68.5	59.7	55.7	64.3	63.4%		
Wastewater discharged	m ³	196,262	196,495	213,012	179,937	178,983	●	303-4	
Released into public waters	m ³	101,617	101,988	108,759	85,206	85,310			
Sewer	m ³	94,645	94,507	104,253	94,731	93,673			
Water consumption	m ³	22,174	28,527	20,759	16,167	12,075		303-5	
Water quality control	Biochemical oxygen demand (BOD) emissions	tons	6.55	6.82	8.37	6.27	8.77	●	303-2
	Chemical oxygen demand (COD) emissions	tons	0.07	0.04	0.15	0.04	0.06	●	

Scope of aggregation: Water used for business activities.

Fiscal 2019 to Fiscal 2020 : Okamura production and distribution locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation, Hangzhou Okamura Transmission Co., Ltd.

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 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	GRI	
Material input	Raw materials	tons	143,639	136,852	167,783	158,750	158,963	301-1
	Auxiliary materials	tons	3,985	4,195	4,507	4,341	4,212	
	Packaging materials	tons	4,588	4,233	4,516	5,109	4,882	
	Total	tons	152,212	145,279	176,806	168,199	168,057	
	Of which, recycled materials	tons	14,255	12,807	13,423	14,923	12,859	301-2
	Percentage of recycled materials	%	9.4	8.8	7.6	8.9	7.7	
Percentage of reclaimed products and packaging materials	%	9.0	9.6	11.1	10.7	9.7	301-3	

Scope of aggregation: Material input

Fiscal 2019 to Fiscal 2020 : Okamura production locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation

Fiscal 2021 onward: Okamura Group production locations

Waste	Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Verification	GRI	
Waste generated	Volume of industrial waste, etc. generated	tons	22,170	20,985	23,035	27,678	28,676		306-3
	Scrap metal	tons	13,789	12,719	14,800	14,087	15,032		
	Waste wood	tons	2,624	3,028	3,081	2,800	3,011		
	Waste plastic	tons	2,232	2,116	1,832	2,142	2,330		
	Sludge	tons	1,402	1,203	1,389	1,263	1,222		
	Other	tons	2,123	1,918	1,935	7,387	7,082		
	Volume of hazardous waste generated	ton	0.0	0.0	1.7	1.7	0.0		
Waste diverted from disposal	tons	20,043	18,357	20,318	25,047	25,876		306-4	
Preparation for reuse	On-site	ton	0	0	0	0	0		
	Off-site	tons	20,043	18,357	20,141	24,903	25,722		
Recycled weight	On-site	ton	0	0	0	0	0		
	Off-site	ton	0	0	177	145	154		
Waste directed to disposal	tons	2,127	2,622	2,717	2,631	2,800		306-5	
Incineration (with energy recovery)	On-site	tons	1,881	2,401	2,475	2,415	2,618		
	Off-site	tons	221	199	192	174	94		
Incineration (without energy recovery)	On-site	ton	0	0	0	0	0		
	Off-site	ton	0	0	1	4	18		
Landfill	Off-site	tons	26	22	49	37	70	●	
Final landfill disposal rate	%	0.12	0.11	0.21	0.14	0.25			
Volume of industrial waste, etc. discharged	tons	20,259	18,872	20,560	25,263	26,058	●		
Recycling volume	tons	20,263	18,556	20,511	25,225	25,987	●		
Recycling rate	%	91.4	88.4	89.0	91.1	90.6			

Scope of aggregation: Industrial waste, etc. (including valuable items)

Fiscal 2019: Okamura production and distribution locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation

Fiscal 2020 onward: Okamura Group production and distribution locations

Conserving Biodiversity - ACORN Activities

Resources		Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	GRI
Volume of timber procured including MDF, PB (particle board)	Natural wood	m ³	595	1,006	1,093	230	311	301-1
	Board material	m ³	6,862	6,800	5,831	6,955	5,896	
	Total	m ³	7,456	7,805	6,924	7,185	6,207	
	By region							
	Japan	m ³	168	246	303	150	219	
	China	m ³	109	0	2	3	8	
	Southeast Asia	m ³	2,099	1,258	1,581	1,349	1,802	
	Oceania	m ³	0	11	42	39	29	
	North America	m ³	18	2	88	48	51	
Europe	m ³	240	339	662	161	337		
Africa	m ³	30	25	33	25	33		
Other	m ³	4,792	5,924	4,212	5,410	3,729		

Scope of aggregation: Volume of timber procured

Fiscal 2019 to 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

Environmental Management at the Okamura Group

Environmental management system		Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	GRI
Number of registered ISO 14001 management systems	Number of sites		11	11	12	12	12	
	Training implementation rate	%	100	100	100	100	100	
Number of qualified internal environmental auditors	No. of People		22	20	21	26	26	
	As percentage of employees	%	0.62	0.52	0.55	0.67	0.66	
Number of departments/bases conducting internal environmental audits		Locations	38	38	40	40	40	

Environmental compliance		Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	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	

Understanding the Impact on the Environment and Preventing Environmental Pollution

● Mark in the Verification column: Fiscal 2023 data subjected to third-party verification

Chemical substances		Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Verification	GRI
Air pollution management	NOx emissions	tons	13.7	16.3	17.6	13.3	12.5	●	305-7
	SOx emissions	ton	1.8	2.2	2.3	2.3	2.3	●	
Chemical substances subject to PRTR	Volume handled	kg	288,302	251,243	271,277	193,828	337,305	●	
	Emissions		kg	114,968	93,261	113,937	94,053	119,033	●
		Released into the atmosphere	kg	113,847	92,839	113,335	93,506	118,889	
		Released into public waters	kg	1,121	423	602	547	144	
	Volume transferred		kg	10,723	9,042	9,823	7,611	27,025	●
		Transferred to sewer	kg	318	78	290	244	214	
Transferred to waste	kg	10,405	8,964	9,533	7,368	26,811			

Scope of aggregation: Air pollution management

Fiscal 2019 to 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 2019: Okamura production locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation, Hangzhou Okamura Transmission Co., Ltd.

Fiscal 2020 onward: Okamura production locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation, FujiSeiko Co., Ltd., Hangzhou Okamura Transmission Co., Ltd.

Fiscal 2021 onward: Okamura production locations

Environmental Accounting

Environmental conservation cost

Category	Details of main initiatives	Unit	Investment					Cost				
			Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
1. Business area cost	Total business area cost	million yen	39.6	41.0	113.1	96.7	64.4	348.4	322.7	656.3	617.8	726.0
1-1. Pollution prevention cost	Preventing air pollution, water pollution, offensive odors, etc.	million yen	0.8	2.5	29.2	28.6	37.5	102.8	94.5	109.2	102.6	115.8
1-2. Global environmental conservation cost	Preventing global warming, protecting the ozone layer, energy saving, etc.	million yen	38.8	38.0	83.1	68.1	24.7	78.7	63.4	101.1	89.5	120.1
1-3. Resource circulation cost	Reducing water use, using rainwater, reducing waste, recycling, etc.	million yen	0.0	0.4	0.9	0.0	2.2	167.0	164.9	446.0	425.8	490.0
2. Upstream/downstream cost	Green purchasing, collecting products and packaging, recycling, etc.	million yen	0.0	0.0	0.0	0.0	0.0	325.5	368.8	1.4	0.9	1.7
3. Administration cost	Environmental burden monitoring and measurements, operating the environmental management system, etc.	million yen	0.0	0.0	0.0	0.0	0.0	167.0	143.7	152.4	142.2	143.1
4. R&D cost	Developing environmentally conscious products, reducing environmental impact during production, etc.	million yen	0.0	0.0	0.0	0.0	0.0	194.6	219.7	239.8	202.6	262.0
5. Social activity cost	Supporting environmental conservation organizations, etc.	million yen	0.0	0.0	0.0	0.0	0.0	2.7	2.8	2.3	2.2	2.7
6. Environmental remediation cost		million yen	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
7. Other cost		million yen	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.2	0.4
Total		million yen	39.6	41.0	113.1	96.7	64.4	1,038.2	1,057.7	1,052.2	966.0	1,135.9

Scope of aggregation: Fiscal 2019: Okamura Corporation, Kansai Okamura Corporation, Sanyo Okamura Corporation, NS Okamura Corporation, Okamura Logistics Corporation

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.

| Data Related to Promotion of Sustainability | **Environmental Data** | Employee-Related Data | Data Related to Responsible Corporate Behavior |

Environmental conservation benefit

Categories of environmental conservation benefit	Environmental performance indicators	Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Environmental conservation benefit associated with the input of resources into business operations	Total energy input volume	GJ	860,066	811,083	855,659	827,284	833,079
	Per unit of net sales	GJ/million yen	3.40	3.32	3.28	2.99	2.79
	Water resource input	m ³	218,435	225,022	233,770	196,104	191,058
	Per unit of net sales	m ³ /million yen	0.86	0.92	0.90	0.71	0.64
	Volume of PRTR substances handled	kg	288,302	251,243	271,277	193,334	337,305
	Per unit of net sales	kg/million yen	1.14	1.03	1.04	0.70	1.13
Environmental conservation benefit associated with environmental impact and waste emissions from business operations	Greenhouse gas emissions	t-CO ₂	42,469	40,402	32,825	30,805	28,619
	Per unit of net sales	t-CO ₂ /million yen	0.17	0.17	0.13	0.11	0.10
	Release/transfer volume of PRTR substances	kg	125,691	108,945	123,760	101,169	146,058
	Per unit of net sales	kg/million yen	0.50	0.45	0.47	0.37	0.49
	Emissions of waste, etc.	t	20,259	18,872	20,560	25,263	26,058
	Per unit of net sales	t/million yen	0.08	0.08	0.08	0.09	0.09
	Final disposal volume of waste, etc.	t	26	22	49	37	70
	Per unit of net sales	t/million yen	0.0001	0.0001	0.0002	0.0001	0.0002
Environmental conservation benefit associated with the goods and services produced by business operations	Net sales of GREEN WAVE products	million yen	99,637	97,934	106,479	113,403	117,489
	Net sales ratio to standard products	%	80.2	78.3	81.6	84.1	81.5
	Net sales of products that comply with the Act on Promoting Green Procurement	million yen	58,937	55,075	55,971	55,971	71,001
	Net sales ratio to standard products	%	61.5	59.3	57.4	57.4	62.7
	Volume of collected products and packaging materials recycled	t	706	1,530	1,638	1,463	1,246
	Per unit of net sales	kg/million yen	2.79	6.26	6.27	5.28	4.18
Other environmental conservation benefit	Ratio of consumable green office supplies purchased	%	63.0	60.3	53.4	52.2	47.1
	Transport volume stemming from modal shift	Units	2,683	2,692	1,966	2,167	2,261

Total for relevant period

Item	Details, etc.	Unit	2019 FY	2020 FY	2021 FY	2022 FY	2023 FY
Total investment for relevant period	Upgrading of production facilities, increasing labor efficiency, alternative to industrial fuel, etc.	million yen	440	524	1,144	2,769	19,615
Total R&D expenses for relevant period	Reduction in environmental impact during new product R&D and production	million yen	898	900	872	605	843

Economic benefit associated with environmental conservation measures

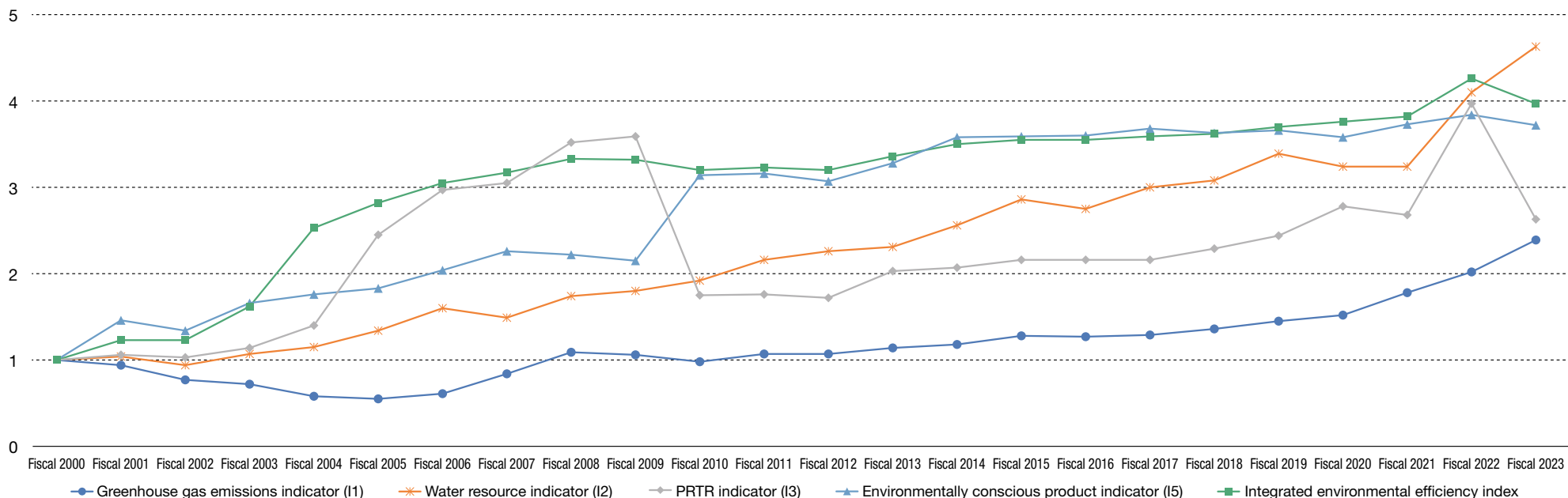
Details of benefit		Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Revenue	Business from recycling waste generated from main business activities or recycling used products, etc.	million yen	272	253	676	687	916
	Subsidies and grants	million yen	0	0	5	5	0
Reduction in expenses	Reduction in energy expenses through energy-saving	million yen	1	3	3	1	1
	Reduction in waste processing expenses due to resource conservation and recycling	million yen	2	2	0	0	0
	Reduction in costs through reuse	million yen	15	11	11	2	3

Net sales

	Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Net sales (consolidated)	million yen	253,170	244,454	261,175	277,015	298,295

Eco-Efficiency

Changes in environmental efficiency indicators



Weight

W1 : Greenhouse gas emissions	15.0%
W2 : Water resource input	5.0%
W3 : Volume of PRTR substances handled	25.0%
W4 : Final disposal volume of industrial waste	20.0%
W5 : Net sales of GW products	35.0%

Scope of aggregation

Greenhouse gas emissions indicator	Fiscal 2000 to fiscal 2020: Okamura Corporation, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation
	Fiscal 2021 onward: Okamura Group
Water resource indicator	Fiscal 2000 to fiscal 2020: Okamura production and distribution locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation
	Fiscal 2021 : 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 production locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation, FujiSeiko Co., Ltd., Hangzhou Okamura Transmission Co., Ltd.
PRTR indicator	Fiscal 2000 to fiscal 2020: Okamura production locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation
	Fiscal 2021 onward: Okamura production locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation, FujiSeiko Co., Ltd., Sunahata Co., Ltd., Hangzhou Okamura Transmission Co., Ltd.
Environmentally conscious product indicator	Fiscal 2000 onward: Okamura Corporation

$$\text{Integrated environmental efficiency index} = \sum_{n=1}^n (I_n \times w_n)$$

*w is the weight for each

*Net sales: consolidated net sales

- Greenhouse gas indicator (I1) = $\frac{\text{Net sales/greenhouse gas emission volume}}{\text{Base year (net sales/greenhouse gas emission volume)}}$
- Water resource indicator (I2) = $\frac{\text{Net sales/water resource input volume}}{\text{Base year (net sales/water resource input volume)}}$
- PRTR indicator (I3) = $\frac{\text{Net sales/volume of PRTR substances handled}}{\text{Base year (net sales/volume of PRTR substances handled)}}$
- Industrial waste indicator (I4)¹ = $\frac{\text{Net sales/industrial waste final disposal volume}}{\text{Base year (net sales/industrial waste final disposal volume)}}$
- Environmentally conscious product indicator (I5) = $\frac{\text{Net sales of environmentally conscious products/net sales}}{\text{Base year (net sales of environmentally conscious products/net sales)}}$

¹ Not shown on graph as zero emissions have been achieved and maintained at production locations since fiscal 2005

Employee-Related Data

Report scope

Unless otherwise stated, the totals are as follows.

		Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
OKAMURA CORPORATION		○	○	○	○	○
Group companies in Japan	Okamura Support and Service Corporation	-	○	○	○	○
	FM Solution Corporation	-	○	○	○	○
	Hill International, Inc.	-	○	○	○	○
	Td Japan Ltd.	-	○	○	○	○
	Kansai Okamura Corporation	-	○	○	○	○
	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	-	-	○	○	○
Group companies outside Japan	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 Chitose Indonesia	-	○	○	○	○
	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 (July 1, 2020)

*2 Established November 12, 2021

*3 Company name changed from Okamura Trading (Shanghai) Co., Ltd. to Okamura (Shanghai) Industrial Co., Ltd. as of July 9, 2021

*4 Dissolved through the absorption-type merger with Okamura (China) Co., Ltd. in February 2023

*5 Established October 8, 2022 *6 Made into a subsidiary on October 1, 2021 Includes data from subsidiary DB&B Holdings Pte. Ltd.

Explanation of terms

Terms	Definitions
Employees	Employees with direct employment relationships (excluding temporary employees)
Regular employees	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)
Non-regular employees	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 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022			Fiscal 2023		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
OKAMURA CORPORATION	People	3,250	766	4,016	3,458	845	4,303	3,464	864	4,328	3,464	902	4,366	3,410	959	4,369
Regular employees ^{*2}	People	3,028	647	3,675	3,239	711	3,950	3,196	728	3,924	3,191	773	3,964	3,143	833	3,976
Non-regular employees	People	222	119	341	219	134	353	268	136	404	273	129	402	267	126	393
Group companies in Japan	People	-	-	-	885	170	1,055	860	180	1,040	840	176	1,016	884	185	1,069
Regular employees ^{*3}	People	-	-	-	817	153	970	787	161	948	775	154	929	778	163	941
Non-regular employees ^{*3}	People	-	-	-	68	17	85	73	19	92	65	22	87	74	15	89
Group companies outside Japan	People	-	-	-	183	152	335	359	220	579	359	233	592	361	238	599
Regular employees ^{*3}	People	-	-	-	176	150	326	336	216	552	343	228	571	351	234	585
Non-regular employees ^{*3}	People	-	-	-	7	2	9	23	4	27	16	5	21	10	4	14
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
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
Non-regular employees	People	-	-	-	294	153	447	364	159	523	354	156	510	383	152	535
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
Japan	People	-	-	-	-	-	-	3,944	888	4,832	3,928	925	4,853	3,884	995	4,879
North America ^{*4}	People	-	-	-	-	-	-	1	0	1	1	0	1	1	1	2
Europe ^{*4}	People	-	-	-	-	-	-	1	0	1	1	0	1	2	0	2
Asia, Oceania, other	People	-	-	-	-	-	-	373	217	590	379	230	609	385	234	619

^{*1} Includes some aggregated data as of March 31, and as of December 31 (aggregated based on fiscal year-end for each company's HR)

^{*2} From fiscal 2019 to fiscal 2022, includes employees seconded from other companies and employees seconded to other companies. For fiscal 2023, only those seconded to other companies were included

^{*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 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
OKAMURA CORPORATION	%	94.0	94.3	93.8	93.4	92.8

^{*} 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 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
OKAMURA CORPORATION	%	94.0	94.3	93.8	93.4	92.8

Average years of service of regular employees^{*}

(As of March 20 of each fiscal year)

	Unit	Fiscal 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022			Fiscal 2023		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
OKAMURA CORPORATION	Year	17.7	11.2	16.5	18.1	11.3	16.8	18.6	11.9	17.4	19.0	11.9	17.6	19.2	11.8	17.6

^{*} Excludes seconded employees

Average annual salary of regular employees

(As of March 20 of each fiscal year^{*})

	Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
OKAMURA CORPORATION	thousand yen	6,775	6,992	7,023	7,184	7,377

^{*} Calculated as of March 20 for fiscal 2019 to fiscal 2022, and as of March 31 for fiscal 2023

^{*} Calculations exclude employees on leave, etc. for fiscal 2023

Gender wage gap (ratio of women's wages to men's wages)

	Unit	Selected as one of	Fiscal 2023
OKAMURA CORPORATION	All employees	[*] %	73.5
	Regular employees	[*] %	74.7
	Non-regular employees	[*] %	92.8

^{*} Calculated as of March 20 for fiscal 2022, and as of March 31 for fiscal 2023

^{*} Calculations exclude employees on leave, etc. for fiscal 2023

^{*} Fiscal 2023 data subjected to third-party verification

Engagement Survey

(As of March 31 of each fiscal year)

	Unit	Fiscal 2023
OKAMURA CORPORATION	Engagement	Rating
		CCC

^{*} Fiscal 2023: Aggregated for all employees (excluding some contract employees)

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

| Data Related to Promotion of Sustainability | Environmental Data | Employee-Related Data | Data Related to Responsible Corporate Behavior |

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 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022			Fiscal 2023					
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total			
		People	People	People	People	People	People	People	People	People	People	People	People	People	People	People	People		
OKAMURA CORPORATION	All employees	Number of new hires	152	80	232	156	74	230	173	45	218	178	70	248	182	93	275		
		Gender ratio among new hires	%	65.5	34.5	100.0	67.8	32.2	100.0	79.4	20.6	100.0	71.8	28.2	100.0	66.2	33.8	100.0	
	By age group	Under 30 years old	Number of new hires*2	122	56	178	112	46	158	143	30	173	144	57	201	142	79	221	
			Percentage of new hires under 30 years old	%	80.3	70.0	76.7	71.8	62.2	68.7	82.7	66.7	79.4	80.9	81.4	81.0	51.6	28.7	80.4
			Gender ratio within the same age group	%	68.5	31.5	100.0	70.9	29.1	100.0	82.7	17.3	100.0	71.6	28.4	100.0	64.3	35.7	100.0
		Age 30-49	Number of new hires*2	20	18	38	24	24	48	26	13	39	26	7	33	34	10	44	
			Percentage of new hires aged 30-49	%	13.2	22.5	16.4	15.4	32.4	20.9	15.0	28.9	17.9	14.6	10.0	13.3	12.4	3.6	16.0
			Gender ratio within the same age group	%	52.6	47.4	100.0	50.0	50.0	100.0	66.7	33.3	100.0	78.8	21.2	100.0	77.3	22.7	100.0
	Age 50 and over	Number of new hires*2	10	6	16	20	4	24	4	2	6	8	6	14	6	4	10		
		Percentage of new hires aged 50 and over	%	6.6	7.5	6.9	12.8	5.4	10.4	2.3	4.4	2.8	4.5	8.6	5.6	2.2	1.5	3.6	
		Gender ratio within the same age group	%	62.5	37.5	100.0	83.3	16.7	100.0	66.7	33.3	100.0	57.1	42.9	100.0	60.0	40.0	100.0	
	Regular employees	Number of "Job Return" program users	People	0	0	0	1	2	3	0	1	1	1	2	3	3	1	4	
Number of new graduates hired		People	89	48	137	98	43	141	97	24	121	90	53	143	108	68	176		
Gender ratio among newly hired graduates		%	65.0	35.0	100.0	69.5	30.5	100.0	80.2	19.8	100.0	62.9	37.1	100.0	61.4	38.6	100.0		
Number of mid-career hires		People	37	8	45	36	6	42	13	6	19	28	6	34	28	10	38		
Gender ratio among mid-career hires	%	82.2	17.8	100.0	85.7	14.3	100.0	68.4	31.6	100.0	82.4	17.6	100.0	73.7	26.3	100.0			
Group companies in Japan	All employees	Number of new hires	-	-	-	28	16	44	33	15	48	39	14	53	26	9	35		
		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	
	By age group	Under 30 years old	Number of new hires*2	-	-	-	-	-	-	20	12	32	27	6	33	18	4	22	
			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
			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
		Age 30-49	Number of new hires*2	-	-	-	-	-	-	8	2	10	5	6	11	5	2	7	
			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
			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
	Age 50 and over	Number of new hires*2	-	-	-	-	-	-	5	1	6	7	2	9	3	3	6		
		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	
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		

	Unit	Fiscal 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022			Fiscal 2023					
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total			
		People	People	People	People	People	People	People	People	People	People	People	People	People	People	People	People		
Group companies outside Japan	All employees	Number of new hires	-	-	-	29	19	48	65	57	122	61	38	99	40	27	67		
		Gender ratio among new hires	%	-	-	-	60.4	39.6	100.0	53.3	46.7	100.0	61.6	38.4	100.0	59.7	40.3	100.0	
	By age group	Under 30 years old	Number of new hires*2	-	-	-	-	-	-	28	25	53	27	21	48	17	15	32	
			Percentage of new hires under 30 years old	%	-	-	-	-	-	-	43.1	43.9	43.4	44.3	55.3	48.5	42.5	55.6	47.8
			Gender ratio within the same age group	%	-	-	-	-	-	-	52.8	47.2	100.0	56.3	43.8	100.0	53.1	46.9	100.0
		Age 30-49	Number of new hires*2	-	-	-	-	-	-	33	32	65	33	17	50	22	11	33	
			Percentage of new hires aged 30-49	%	-	-	-	-	-	-	50.8	56.1	53.3	54.1	44.7	50.5	55.0	73.3	49.3
			Gender ratio within the same age group	%	-	-	-	-	-	-	50.8	49.2	100.0	66.0	34.0	100.0	66.7	33.3	100.0
	Age 50 and over	Number of new hires*2	-	-	-	-	-	-	4	0	4	1	0	1	1	1	2		
		Percentage of new hires aged 50 and over	%	-	-	-	-	-	-	6.2	0.0	3.3	1.6	0.0	1.0	2.5	3.7	3.0	
		Gender ratio within the same age group	%	-	-	-	-	-	-	100.0	0.0	100.0	100.0	0.0	100.0	50.0	50.0	100.0	
	Okamura Group	All employees	Number of new hires	-	-	-	213	109	322	271	117	388	278	122	400	248	129	377	
Gender ratio among new hires			%	-	-	-	66.1	33.9	100.0	69.8	30.2	100.0	69.5	30.5	100.0	65.8	34.2	100.0	
By age group		Under 30 years old	Number of new hires*2	-	-	-	-	-	-	191	67	258	198	84	282	177	98	275	
			Percentage of new hires under 30 years old	%	-	-	-	-	-	-	70.5	57.3	66.5	71.2	68.9	70.5	71.4	76.0	72.9
			Gender ratio within the same age group	%	-	-	-	-	-	-	74.0	26.0	100.0	70.2	29.8	100.0	64.4	35.6	100.0
		Age 30-49	Number of new hires*2	-	-	-	-	-	-	67	47	114	64	30	94	61	23	84	
			Percentage of new hires aged 30-49	%	-	-	-	-	-	-	24.7	40.2	29.4	23.0	24.6	23.5	24.6	17.8	22.3
			Gender ratio within the same age group	%	-	-	-	-	-	-	58.8	41.2	100.0	68.1	31.9	100.0	72.6	27.4	100.0
Age 50 and over		Number of new hires*2	-	-	-	-	-	-	13	3	16	16	8	24	10	8	18		
		Percentage of new hires aged 50 and over	%	-	-	-	-	-	-	4.8	2.6	4.1	5.8	6.6	6.0	4.0	6.2	4.8	
	Gender ratio within the same age group	%	-	-	-	-	-	-	81.3	18.8	100.0	66.7	33.3	100.0	55.6	44.4	100.0		

*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

| Data Related to Promotion of Sustainability | Environmental Data | Employee-Related Data | Data Related to Responsible Corporate Behavior |

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 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022			Fiscal 2023				
		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	129	25	154	149	19	168	144	27	171	249	37	286	166	38	204	
		Turnover rate																
		%	3.9	3.3	3.8	4.5	2.4	4.1	4.1	3.1	3.9	7.2	4.0	6.5	4.8	3.9	4.6	
	By age group	Under 30 years old	Number of employees who left *3															
			People	43	9	52	42	7	49	43	10	53	54	11	65	48	11	59
			Percentage of employees who left who were under 30 years old															
			%	33.3	36.0	33.8	28.2	36.8	29.2	29.9	37.0	31.0	21.7	29.7	22.7	28.9	28.9	28.9
		Gender ratio within the same age group																
			%	82.7	17.3	100.0	85.7	14.3	100.0	81.1	18.9	100.0	83.1	16.9	100.0	81.4	18.6	100.0
		Age 30–49	Number of employees who left *3															
			People	34	13	47	19	8	27	30	9	39	43	17	60	31	14	45
			Percentage of employees who left who were aged 30–49															
	%	26.4	52.0	30.5	12.8	42.1	16.1	20.8	33.3	22.8	17.3	45.9	21.0	18.7	36.8	22.1		
Gender ratio within the same age group																		
	%	72.3	27.7	100.0	70.4	29.6	100.0	76.9	23.1	100.0	71.7	28.3	100.0	68.9	31.1	100.0		
Age 50 and over	Number of employees who left *3																	
	People	52	3	55	88	4	92	71	8	79	152	9	161	87	13	100		
	Percentage of employees who left who were aged 50 and over																	
	%	40.3	12.0	35.7	59.1	21.1	54.8	49.3	29.6	46.2	61.0	24.3	56.3	52.4	34.2	49.0		
Gender ratio within the same age group																		
	%	94.5	5.5	100.0	95.7	4.3	100.0	89.9	10.1	100.0	94.4	5.6	100.0	87.0	13.0	100.0		
Regular employees	Number of employees who left																	
		People	76	14	90	63	10	73	86	15	101	133	26	159	123	31	154	
	By age group	Under 30 years old	Number of employees who left															
			People	36	6	42	37	6	43	39	8	47	38	11	49	31	10	41
		Age 30–49	Number of employees who left															
		People	22	8	30	13	4	17	22	4	26	33	11	44	22	12	34	
	Age 50 and over	Number of employees who left																
		People	18	0	18	13	0	13	25	3	28	62	4	66	70	9	79	
Number of employees who left due to retirement																		
	People	4	0	4	3	0	3	6	0	6	34	2	36	39	3	42		
Number of employees who left at the convenience of the company																		
	People	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Number of employees who left due to personal reasons																		
	People	72	14	86	60	10	70	80	15	95	99	24	123	84	28	112		
Turnover rate of newly hired graduates three years after joining the company *4																		
	%	14.6	8.3	12.4	7.1	9.3	7.8	14.4	12.5	14.0	-	-	-	-	-	-		
Non-regular employees	Number of employees who left																	
	People	49	11	60	84	9	93	56	12	68	115	11	126	38	7	45		

*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 x 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 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022			Fiscal 2023			
		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	70	-	70	63	-	63	74	-	74	55	-	55	79	-	79
	Total number of employees who were entitled to take childcare leave within the fiscal year	People	69	18	87	63	24	87	74	30	104	54	29	83	79	30	109
	Number of employees who took spousal childbirth leave	People	45	-	45	46	-	46	58	-	58	39	-	39	63	-	63
	Number of employees who newly took childcare leave	People	4	17	21	7	24	31	12	30	42	35	29	64	50	30	80
	Spousal childbirth leave acquisition rate	%	64.3	-	-	73.0	-	-	78.4	-	-	70.9	-	-	79.7	-	-
	Childcare leave acquisition rate	%	5.8	94.4	24.1	11.1	100.0	35.6	16.2	100.0	40.4	64.8	100.0	77.1	63.3	100.0	73.4
	Percentage of male employees taking childcare leave + spousal childbirth leave	%	-	-	-	-	-	-	-	-	-	-	-	-	92.4	-	-
	Number of employees who returned from childcare leave	People	3	27	30	5	13	18	14	30	44	25	19	44	52	25	77
	Number of employees who left during childcare leave	People	0	2	2	0	1	1	0	1	1	0	2	2	0	0	0
	Return rate after childcare leave	%	100.0	93.1	93.8	100.0	92.9	94.7	100.0	96.8	97.8	100.0	90.5	95.7	100.0	92.6	97.5
	Number of employees still working 12 months after returning from childcare leave	People	1	18	19	3	27	30	4	13	17	14	29	43	24	19	43
	Number of employees who left within 12 months after returning from childcare leave	People	0	0	0	0	0	0	1	0	1	0	1	1	1	0	1
Employee retention rate following childcare leave	%	100.0	100.0	100.0	100.0	100.0	100.0	80.0	100.0	94.4	100.0	96.7	97.7	96.0	100.0	97.7	
Regular employees	No. of employees who took spousal childbirth leave	People	45	-	45	46	-	46	57	-	57	38	-	38	62	-	62
	No. of employees who newly took childcare leave	People	4	16	20	7	21	28	12	29	41	34	23	57	49	29	78
	Spousal childbirth leave acquisition rate	%	64.3	-	-	73.0	-	-	78.1	-	-	70.4	-	-	80.5	-	-
	Childcare leave acquisition rate	%	5.8	100.0	23.5	11.1	100.0	33.3	16.4	100.0	40.2	64.2	100.0	75.0	63.6	100.0	73.6
	Average number of days of childcare leave for male regular employees	Days	49.3	-	-	123.1	-	-	56.5	-	-	59.1	-	-	67.4	-	-

	Unit	Fiscal 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022			Fiscal 2023			
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
		Non-regular employees															
Non-regular employees	No. of employees who took spousal childbirth leave	People	-	-	-	-	-	-	1	-	1	1	-	1	1	-	1
	No. of employees who newly took childcare leave	People	-	1	1	-	3	3	0	1	1	1	6	7	1	1	2
	Spousal childbirth leave acquisition rate	%	-	-	-	-	-	-	100.0	-	-	100.0	-	-	50.0	-	-
	Childcare leave acquisition rate	%	-	50.0	50.0	-	100.0	100.0	0.0	100.0	50.0	100.0	100.0	100.0	50.0	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 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 2019 to fiscal 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, 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

| Data Related to Promotion of Sustainability | Environmental Data | Employee-Related Data | Data Related to Responsible Corporate Behavior |

Short-term and long-term nursing care leaves taken

(Aggregation period for each fiscal year: From March 21 of that year to March 20 of the following year)

	Unit	Fiscal 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022			Fiscal 2023				
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total		
		OKAMURA CORPORATION	All employees	No. of employees who newly took short-term nursing care leave	People	3	1	4	3	2	5	1	1	2	1	1	2	2
		No. of employees who newly took long-term nursing care leave *	People	2	0	2	0	0	0	1	0	1	1	1	2	5	2	7
	Regular employees	No. of employees who newly took short-term nursing care leave	People	3	1	4	3	1	4	1	1	2	1	1	2	2	2	4
		No. of employees who newly took long-term nursing care leave *	People	2	0	2	0	0	0	1	0	1	1	1	2	5	1	6
	Non-regular employees	Number of employees who newly took short-term nursing care leave	People	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0
		No. of employees who newly took long-term nursing care leave *	People	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1

* Recorded based on the first start date if taken in installments

Percentage of employees with disabilities

(As of June 1 of each fiscal year)

OKAMURA CORPORATION	Unit	2020	2021	2022	2023	2024
		No. of people with disabilities employed *	85.0	108.0	111.0	107.0
	Actual employment rate *	2.08	2.50	2.52	2.44	2.55

* 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 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022			Fiscal 2023			
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
OKAMURA CORPORATION	All employees	Under 30 years old	602	212	814	632	232	864	675	234	909	695	250	945	697	294	991
		Age 30-39	537	207	744	559	228	787	558	228	786	567	234	801	604	227	831
		Age 40-49	765	225	990	769	242	1,011	725	239	964	690	227	917	659	228	887
		Age 50-59	946	101	1,047	1,051	119	1,170	1,041	135	1,176	1,026	151	1,177	1,001	166	1,167
		Age 60 and over	304	20	404	432	24	456	457	28	485	486	40	526	449	44	493
Regular employees	Under 30 years old	570	200	770	601	222	823	588	226	814	604	244	848	587	287	874	
	Age 30-39	502	181	683	536	192	728	522	190	712	519	197	716	540	197	737	
	Age 40-49	740	174	914	743	187	930	702	187	889	670	186	856	638	187	825	
	Age 50-59	919	79	998	1,024	93	1,117	1,015	105	1,120	997	119	1,116	979	132	1,111	
	Age 60 and over	155	6	161	219	12	231	303	16	319	374	24	398	399	30	429	
Non-regular employees	Under 30 years old	32	12	44	31	10	41	87	8	95	91	6	97	110	7	117	
	Age 30-39	35	26	61	23	36	59	36	38	74	48	37	85	64	30	94	
	Age 40-49	25	51	76	26	55	81	23	52	75	20	41	61	21	41	62	
	Age 50-59	27	22	49	27	26	53	26	30	56	23	32	55	22	34	56	
	Age 60 and over	229	14	243	213	12	225	154	12	166	112	16	128	50	14	64	

	Unit	Fiscal 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022			Fiscal 2023			
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Managers *2	Number of people	People	553	22	575	603	28	631	599	31	630	588	37	625	602	44	646
	Percentage of male and female managers *3	%	96.2	3.8	100.0	95.6	4.4	100.0	95.1	4.9	100.0	94.1	5.9	100.0	93.2	6.8	100.0
	No. of managers equivalent to general manager or higher	People	203	3	206	213	2	215	208	7	215	215	7	222	240	10	250
	No. of managers equivalent to section manager	People	320	17	337	349	26	375	336	24	360	342	30	372	362	34	396

*1 Excludes seconded employees

*2 Section manager or those equivalent to section manager or higher (However, board members are not included.)

*3 Fiscal 2023 data subjected to third-party verification

Data Related to Development of Human Resources

Training related to development of human resources

OKAMURA CORPORATION	Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
		Total training hours *1	Hours	-	-	24,161
	Average hours of training per employee *2	Hours	-	-	5.6	11.3
	Total education/training costs	million yen	-	-	136	202
	Average education and training costs per employee	yen	-	-	31,446	46,227

*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

No. of participants who have taken career support training in fiscal 2023

Title	Target	Training type	Training hours	Unit	No. of participants*1
Career support training for 29-year-olds	All regular employees*3 turning 30 during that fiscal year*2	Online training (livestreamed)	6 hours 30 minutes	People	97
Career support training for 34-year-olds	All regular employees*3 turning 35 during that fiscal year*2	Online training (livestreamed)	6 hours 30 minutes	People	57
Career support training for 56-year-olds	All regular employees turning 56 during that fiscal year*2	Online training (livestreamed)	6 hours 20 minutes	People	130
Career support training for 59-year-olds	All regular employees turning 59 during that fiscal year*2	Online training (livestreamed)	6 hours 20 minutes	People	83

*1 No. of participants aggregated for Okamura Corporation only

*2 "During that fiscal year" means the period from March 21 of that calendar year to March 20 of the following year

*3 Includes those who could not undergo training in the previous fiscal year and before due to childcare leave, etc.

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 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
OKAMURA CORPORATION	Average total actual working hours per month *1	Hours	168.76	165.33	170.04	168.16	168.14
	Average overtime hours per month *2	Hours	15.92	14.11	17.81	17.77	19.03
	Total annual working hours	Hours	2,025.12	1,983.96	2,040.48	2,017.98	2,017.63

- *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 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
OKAMURA CORPORATION	Annual paid leave acquisition rate *1	%	67.8	57.6	61.4	65.5	70.8
	Average number of days taken *2	Days	12.5	10.7	11.4	12.3	13.0
	No. of paid leave days taken, including special paid leave	Days	13.0	15.3	12.8	14.2	13.8

- *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 x 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
* For fiscal 2023, 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
* For fiscal 2023, 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 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
OKAMURA CORPORATION	Health examination uptake rate	Primary health examination	%	-	100.0	100.0	100.0
		Secondary health examination	%	-	71.0	80.8	74.9
	Employees with an appropriate body weight*1	%	-	-	63.7	64.1	63.9
Health-related behavioral habits	Percentage of people who exercise *2	%	-	-	21.7	22.5	23.3
	Sleep *3	%	-	-	60.8	61.1	59.3

		Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
OKAMURA CORPORATION	Percentage of smokers	%	-	29.3	28.0	27.1	26.3
	Stress check uptake rate	%	95.2	98.1	99.3	99.5	99.7
	Presenteeism	*4	%	92.9	92.8	92.8	92.9
		*5	%	-	-	-	-
	Absenteeism	Absence from work *6	Days	0.18	0.30	0.25	0.23
		Leave *7	Days	0.17	0.25	0.37	0.28

- *1 Percentage of people with a BMI score between 18.5 and 25
*2 Percentage of people who answered that they exercise for 30 minutes at least twice a week (1 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
*6 Percentage of days lost over one year due to absences of 7 days or more owing to injury or illness (average for all employees)
*7 Percentage of days lost over one year due to leaves owing to injury or illness (average for all employees)

Data on work-related accidents

(As of March 31 of each fiscal year)

		Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
OKAMURA CORPORATION	Overall accident frequency rate *1,2	%	1.31	0.64	0.73	0.88	1.31
	Regular employees	%	1.50	0.72	0.54	0.68	1.16
	Non-regular employees	%	0.00	0.00	2.39	3.35	3.21
Accidents resulting in death	People		0	0	0	0	0
	Japan *3	People	0	0	0	0	1
	Overseas	People	0	0	0	0	0
Accidents resulting in lost workdays *4	People		2	1	3	0	2
	Regular employees	People	2	1	2	0	1
	Non-regular employees	People	0	0	1	0	1
Accidents not resulting in lost workdays	People		8	4	3	7	9
	Regular employees	People	8	4	2	5	8
	Non-regular employees	People	0	0	1	2	1
Frequency rate of work-related accidents *5	%		0.26	0.13	0.36	0.00	0.24
	Regular employees	%	0.30	0.14	0.27	0.00	0.13
	Non-regular employees	%	0.00	0.00	1.19	0.00	1.61
Severity rate of work-related accidents *6	%		0.01	0.01	0.00	0.00	0.01
	Regular employees	%	0.01	0.01	0.00	0.00	0.01
	Non-regular employees	%	0.00	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 x 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 x 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 x 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: every fiscal year

Item	Breakdown (unit)	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
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	3	4	3	3
	Female (number of people)	0	1	1	2	3
Number of independent outside directors	Male (number of people)	2	2	3	3	3
	Female (number of people)	0	1	1	2	3
Number of executive officers who also serve as directors	(number of people)	6	6	6	6	6
Percentage of executive officers who also serve as directors	(%)	66.7	60.0	54.5	54.5	50.0
Percentage of outside directors	(%)	33.3	40.0	45.5	45.5	50.0
Percentage of independent outside directors	(%)	22.2	30.0	36.4	45.5	50.0
Percentage of women	(%)	0.0	10.0	9.1	18.2	25.0
Average age of board members	(age)	64.0	64.5	63.7	63.5	65.2
Number of meetings held	(number of times)	12	11	12	12	14
Attendance rate	(%)	96.2	100.0	99.2	100.0	99.0
Attendance rate of outside directors	(%)	88.9	100.0	98.2	100.0	98.0
Attendance rate of independent outside directors	(%)	100.0	100.0	100.0	100.0	98.0

Basic information on the Nomination Committee

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: every fiscal year

Item	Breakdown (unit)	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
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	2	3	3	3
	Female (number of people)	0	1	1	2	3
Number of independent outside directors	Male (number of people)	2	2	3	3	3
	Female (number of people)	0	1	1	2	3
Percentage of outside directors	(%)	66.7	75.0	80.0	83.3	85.7
Percentage of independent outside directors	(%)	66.7	75.0	80.0	83.3	85.7
Percentage of women	(%)	0.0	25.0	20.0	33.3	42.9
Number of meetings held	(number of times)	2	2	2	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 the number of directors: As of June 30 of each year
Items regarding number of Board of Directors meetings/attendance rates: every fiscal year

Item	Breakdown (unit)	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
No. of inside directors	Male (number of people)	1	1	1	1	1
	Female (number of people)	0	0	0	0	0
No. of outside directors	Male (number of people)	2	2	3	3	3
	Female (number of people)	0	1	1	2	3
No. of independent outside directors	Male (number of people)	2	2	3	3	3
	Female (number of people)	0	1	1	2	3
Percentage of outside directors	(%)	66.7	75.0	80.0	83.3	85.7
Percentage of independent outside directors	(%)	66.7	75.0	80.0	83.3	85.7
Percentage of women	(%)	0.0	25.0	20.0	33.3	42.9
Number of meetings held	(number of times)	2	2	2	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 the number of directors: As of June 30 of each year
Items regarding number of Board of Directors meetings/attendance rates: every fiscal year

Item	Breakdown (unit)	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
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	(number of times)	12	11	11	12	11
Attendance rate	(%)	93.5	95.2	95.8	97.9	94.5
Attendance rate of outside auditors	(%)	79.2	90.9	91.7	95.8	86.4
Attendance rate of independent outside auditors	(%)	79.2	90.9	91.7	95.8	86.4

Executive officer system

Scope of aggregation: Okamura Corporation
Time of aggregation: As of June 30 of each year

Item	Breakdown (unit)	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Number of executive officers	Male (number of people)	6	6	6	6	6
	Female (number of people)	0	0	0	0	0

| Data Related to Promotion of Sustainability | Environmental Data | Employee-Related Data | Data Related to Responsible Corporate Behavior |

Risk Management

Information security measures				
Scope of aggregation: Okamura Group Time of aggregation: End of fiscal year (March 31)				
Item	Unit	Fiscal 2021	Fiscal 2022	Fiscal 2023
Number of information security incidents	Cases	2	0	1

Promotion of Compliance and Anti-Corruption Initiatives

Initiatives to promote understanding of compliance							
Scope of aggregation: Okamura Group Time of aggregation: End of fiscal year (March 31)							
Item	Content, etc.	Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Distribution of booklets	Ethics Card	%	100.0	100.0	100.0	100.0	100.0
	Code of Conduct Handbook	%	100.0	100.0	100.0	100.0	100.0

Compliance and fair business practices						
Scope of aggregation: Okamura Group Time of aggregation: End of fiscal year (March 31)						
Item	Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
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 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Internal whistleblower (helpline) system No. of times used	Japan	Cases	7	8	8	17	12
	Overseas	Cases	1	0	0	0	2
Internal whistleblower (helpline) system: Consolidated company ratio		%	28.57	37.5	0.0	0.0	35.7

Implementation of compliance training							
Scope of aggregation: Okamura Group Time of aggregation: End of fiscal year (March 31)							
Item	Breakdown	Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Compliance training (general compliance)	New employees	People	150	164	126	164	187
	Newly appointed section managers	People	-	-	-	-	40
	Newly appointed department heads	People	18	30	16	30	23

Employee awareness survey				
Scope of aggregation: Okamura Group Time of aggregation: End of fiscal year (March 31)				
Item	Unit	Fiscal 2016	Fiscal 2019	Selected as one of
Employee awareness survey response rate	%	84.1	76.3	86.3

*Employee awareness surveys are conducted once every three years

Implementation results for compliance-related subject-specific training in fiscal 2023

Content	Target scope	No. of participants
Understanding company policies	Okamura Group *1	3,189
Knowing how to respond in emergencies	Okamura Corporation	2,552
Confidentiality/Exclusion of anti-social forces	Okamura Corporation	2,959
Cautions on using generative AI	Okamura Corporation	3,104
Copyright	Okamura Corporation	3,073
Sexual harassment	Okamura Group *2	1,036
Power harassment	Okamura Group *2	1,036
Revised Code of Conduct, Human Rights Policy	Okamura Group *2	1,037

*1 Target scope: Okamura Corporation, Kansai Okamura Corporation, Okamura Support and Service Corporation, Okamura Business Support Corporation, FM Solution Corporation, Hill International Inc., Td Japan

*2 Target scope: Okamura Corporation, Kansai Okamura Corporation, Okamura Support and Service Corporation, Okamura Business Support Corporation, FM Solution Corporation, Hill International Inc., Td Japan, Sanyo Okamura Corporation, NS Okamura Corporation, SEC Co., Ltd., FujiSeiko Co., Ltd., Ichie Co., Ltd., Sunahata Co., Ltd. (Okamura Corporation not included due to having implemented the training in fiscal 2022)

Supply Chain Management

Responsible procurement							
Scope of aggregation: Okamura Group Time of aggregation: End of fiscal year (March 31)							
Item	Breakdown	Unit	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
Sustainable procurement survey (Questionnaire)	No. of companies asked	Companies	-	133	227	543	507
	No. of participating companies	Companies	-	131	227	541	505
	Collected	%	-	98.5	100	99.6	99.6
	Percentage agreed and signed *	%	-	-	-	98.1	99.6
Sustainable Procurement Survey (field audits)	No. of participating companies	Companies	-	0	1	3	4
Training for internal purchasing staff		People	-	-	-	43	57

* 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 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
No. of employees who took volunteer leave		People	-	3	2	0	1
Social contribution activities	Expenditure	million yen	48	79	152	208	172
	Of which, amount of donations	million yen	20	16	95	135	67

* Volunteer leave was introduced at the Okamura Corporation from fiscal 2020

History of Sustainability Activities at the Okamura Group

Okamura was founded in the town of Okamura in Isogo Ward, Yokohama, in 1945. A group of people who shared the sense of purpose behind the establishment of the company gathered around the founder, scraping together the money, technology, and workers to launch Okamura Seisakusho (Okamura Manufacturing) as a cooperative industry.



History of Sustainability Activities

- 1960**
- 61 Important points for education and training established
- 62 Okamura Technical Training Center opened
- Training center opened within the Oppama Plant
- 66 Implemented measures against pollution and established facilities department
- First particle board furniture in Japan produced and sold



Practical training at Okamura Industrial Technical School

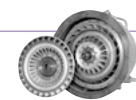


Storage furniture using particle board as core material (66)

- 1970**
- 76 Correspondence education courses begun

History of the Business

- 1950**
- 50 Production of steel office furniture started at the factory in Okamura-cho
- 51 Production of steel desks and chairs started
- Torque converter production started
- 57 Steel office desks and chairs launched
- Gondola store shelving launched
- Torque converter for small forklifts developed
- 62 First Okamura Business Show held
- "Isu no Kagaku (Chair Science)" PR magazine published
- 63 **Folding chair wins first Good Design Award (G-Mark)**
- Technology partnership with the Darling Company in Los Angeles for system gondolas
- 64 Junior desk and chair launched
- Technology partnership with AllSteel Inc. (USA) for desks and chairs
- 68 Products displayed at NOPA Exhibition in New York City
- 69 Technology partnership with Tyler Refrigeration Corp. (USA) for refrigerated showcases
- 70 Technology partnership with Palmer Shale company (USA)
- Heavy rack production started; boltless lightweight shelving developed and produced
- 73 Technology partnership with Ermanco Co. (USA) for conveyors
- 75 Manufacturing of system kitchens began
- 76 Movable partitions launched
- Multiple Unit Display System launched
- 78 Non-defrost refrigerated showcase system launched
- Rotary Rack launched



Torque converter production began (51)



Steel office desks and chairs launched (57)



Gondola store shelving launched (57)



First Good Design Award G-Mark awarded for a product (63)



Non-defrost refrigerated showcase system launched (78)



Rotary Rack launched (78)

History of the Okamura Group

- 1945** Okamura founded on October 10 in Okamura-cho, Isogo-ku, Yokohama-shi, Kanagawa Prefecture
- 46 Established Okamura Manufacturing LLC
- Selected as a designated factory for industrial recovery movement in Yokohama**
- 48 Restructured as a joint-stock company
- Torque converter R&D started
- 50 New Tokyo Office opened (Tamura-cho, Shimbashi, Minato-ku)
- 52 Kanagawa Plant established (Kitasaiwai-cho, Nishi-ku, Yokohama-shi)
- 53 The N-52, Japan's first postwar airplane, completed
- 55 Mikasa, Japan's first automatic front wheel drive car, developed
- 57 Mikasa Mark I and Mikasa Sport displayed at the 4th Japan Motor Show
- Tokyo sales office and showroom opened
- Oppama Plant operations commenced
- 58
- 60 Kansai Okamura Manufacturing Co., Ltd. (Osaka) established
- 61 Okamura listed on the second section of the Tokyo Stock Exchange
- Adopted the motto "Quality pays for itself"
- 69 Okamura Transport Corporation established
- Industrial robots developed
- Okamura-Tyler established
- 70 Tokyo Showroom opened
- Fuji Plant in Shizuoka completed
- Okamura listed on the first section of the Tokyo Stock Exchange
- 74 Takahata Plant in Yamagata completed
- New Otani Showroom opened
- 79 Osaka Showroom opened



Okamura Manufacturing founded on October 10 (45)



The N-52, Japan's first postwar airplane, completed (53)



Mikasa Mark I and Mikasa Sport displayed at the 4th Japan Motor Show (57)



Oppama Plant operations commenced (58)



Kansai Okamura Manufacturing Co., Ltd. (Osaka) established (60)



Tokyo Showroom opened (70)



Fuji Plant in Shizuoka completed (70)

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 operations
- 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



Oppama Plant completed in Ibaraki (90)

- 90 Tsukuba Plant completed in Ibaraki
- 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 completed in Kanagawa
- 98 FM Solution Corporation established
- 99 Okamura Support and Service Corporation established



NS Okamura Corporation established in Iwate (91)



Nakai Plant completed in Kanagawa (97)

- 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 completed in Kanagawa
- 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 formulated
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
- 12 🏆 Kagoshima Prefecture received the Minister of the Environment Award for a collaborative furniture project with Okamura using local timber at the 14th Green Purchasing Awards
- 16 Work-Life Balance Promotion Committee established
🏆 NS Okamura Corporation received the Minister of the Environment Award for Promoting the Formation of a Recycling Society
- 17 Okamura Health & Productivity Management Declaration
🏆 NS Okamura Corporation received the Energy Conservation Grand Prize, Minister of Economy, Trade and Industry Award
- 18 CSR Promotion Office established
Diversity Promotion Office established
🏆 Certified as Health & Productivity Management Outstanding Organization 2018 (White 500)
- 19 Sustainability material issues identified
Endorsed the Declaration of Biodiversity by Keidanren
Registered as a member of the Japan Climate Initiative (JCI)

Business

- 12 Sew Future Work Studio opened
Rotary Sorter automatic warehousing/sorting system launched
- 14 AutoStore robot storage system launched
- 15 Swift height-adjustable table launched
Showcase navigation system launched
- 16 WORK MILL activity started
- 18 Lives office furniture series launched
TELECUBE by OKAMURA and SnowHut work booths 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 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
Shanghai Okamura Architecture Co., Ltd. established
- 14 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



NS Okamura Corporation resumed operations (*12)



Hangzhou Okamura Transmission Co., Ltd. established (*13)



Logo changed (*18)

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)
🏆 L-Boshi (Level 2) certification obtained
- 21 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 formulated
Okamura Group Information Security Policy formulated
SBT certification obtained
🏆 Received the Medal with Dark Blue Ribbon for humanitarian assistance to Ukraine and neighboring regions
- 23 🏆 Kurumin certification obtained
Okamura Group's Material Management Issues identified
Included in the CDP Climate Change A list

- 20 Digital transformation service Work x D launched
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

TELECUBE by OKAMURA and SnowHut work booths launched (*18)



Fontana-Neo refrigerated showcase launched (*20)



Spher task seating launched (*21)

- 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

Scope of the Report

The Okamura Group consists of 43 companies, and this report primarily covers the initiatives and results 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. 159](#) .

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 Chitose 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
	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
	Okamura Business Support Corporation
Other	
	Okamura Group Health Insurance Association

*¹ Company name changed from Okamura Trading (Shanghai) Co., Ltd. on July 9, 2021

*² Became a subsidiary on October 1, 2021.

*³ Established on November 12, 2021.

*⁴ Established on October 8, 2022.

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 2024 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:

This report conveys Okamura's stance of boldly challenging the various issues of our times and its commitment to doing things the Okamura way.

It is possible to learn about Okamura's approach of proposing to society the qualities that make Okamura what it is by leveraging its core business through initiatives that promote innovation and create new value while making use of its research and studies on the future of offices and work styles.

One such initiative is the establishment of a top-down and bottom-up governance structure to promote sustainability. The former is comprised of a management system headed by the Sustainability

Committee, and the latter is an effectively functioning company-wide system that promotes sustainability, with employees participating in projects that straddle the entire organization.

This has resulted in good quality and design in terms of functionality, safety, durability, and reliability in the Office Furniture business, Store Displays business, and Material Handling Systems business, which has won the Company numerous national and international accolades, including the Good Design Award, Best of NeoCon, and the German Design Award 2024.

The key to these efforts is the development of each and every employee's capabilities, since, as they say, the growth of a company depends on its employees being able to grow and becoming capable of rendering 1+1 into 3 or more. The report also conveys how Okamura aims to nurture human resources in a way that enables employees and the Company to grow together, by supporting employee careers through the Okamura Career Journey, providing more opportunities for mutual understanding among employees, opportunities to continue learning, and opportunities to take on challenges.

What I would like to see in the future:

I look forward to seeing a combined "offensive and defensive DX strategy" through the utilization of AI.

The Company established the DX Promotion Office in April 2019 to strengthen the promotion of DX, which had hitherto been implemented in each department. From April 2022, under the new name DX Strategies Department, the entire company began actively promoting DX.

The key to the future will depend on an "offensive DX strategy," in which DX, through the utilization of AI, is leveraged in business strategies more aggressively than ever before, leading to more new proposals and forward-facing challenges in domains such as

management and marketing as well as new businesses.

On the other hand, based on the knowledge gained to date, it is also important to implement a "defensive DX strategy," in order to prevent negative impacts on management. AI must be utilized to predict risk in a wide variety of risk management fields such as information security measures, natural disaster risks, and human rights risks, as well as for quality, safety, and compliance.

I sincerely hope that Okamura's AI-based offensive and defensive DX strategy will lead to the Company's sustainable development in the future.

A response to the Third-Party Opinion

In publishing the Okamura Group Sustainability Report 2024, we received a great deal of valuable input from stakeholders in a wide range of areas, and we have referred to such opinions in reporting on the Group's efforts to build a sustainable society.

I would like to express my gratitude to Dr. Mizuo for his frank opinions from a professional standpoint.

He has greatly praised our top-down + bottom-up sustainability promotion governance structure. The current system came into being after much trial and error, and we are very pleased to see it appreciated.

Dr. Mizuo has also mentioned an "offensive and defensive DX strategy" that utilizes AI as something he would like to see in the future. While we are actively utilizing cutting-edge digital technology to resolve social issues and realize a sustainable society, we will review our efforts from the standpoint of "offense and defense" to further foster a culture of DX.

In the future, too, we aim to contribute to the realization of a society in which everyone can go about their work and daily lives with smiles, with "contributing to society by creating environments where people can thrive with rich ideas and reliable quality" as our mission, in order to achieve our Purpose of "realizing a society where people can thrive."

Kenichi Yamaki, Director and Managing Executive Officer

Third-Party Verification Report




Third-Party Verification Report (Environmental Data)

https://www.okamura.co.jp/corporate/sustainability/report/pdf/2024/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 2024」(以下、レポート)に記載された、2023年4月1日から2024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 CO₂, CH₄, N₂O, HFC)
 - スコープ 3 排出量(カテゴリー1, 2, 4, 11)
- ・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。この独立保証報告書は、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_21251167



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 2024 (the Report) for the period of April 1, 2023 through March 31, 2024 (the 'Selected Information'):

- ・ Energy usage
- ・ Greenhouse gas emissions
 - Scope 1 and Scope 2 emissions (CO₂ from energy use, CH₄, N₂O and HFC)
 - Scope 3 emissions (Category 1, 2, 4 and 11)
- ・ 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_21251167






Third-Party Verification Report (Social Data)

https://www.okamura.co.jp/corporate/sustainability/report/pdf/2024/third_party_opinion_sd_en.pdf

独立保証報告書

株式会社オカムラ 殿



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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 2024(以下、レポート)に記載された、2023年4月1日から2024年3月31日(※一部データに関しては2023年3月21日から2024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_2023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_2023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_2023年度分
- ・育児休暇取得率 合計_2023年度分
- ・育児休暇取得率 男性_2023年度分
- ・育児休暇取得率 女性_2023年度分
- ・従業員のダイバーシティ 男女別管理職比率 男性_2023年度分
- ・従業員のダイバーシティ 男女別管理職比率 女性_2023年度分

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。


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 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_21251172



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 2024 (the report) of Okamura Group for the period of April 1, 2023 through March 31, 2024 (some data is from March 21, 2023 to March 20, 2024) (the 'Selected Information'):

Okamura


- Gender wage gap (ratio of women's wages to men's wages); All employees Fiscal 2023
- Gender wage gap (ratio of women's wages to men's wages); Regular employees Fiscal 2023
- Gender wage gap (ratio of women's wages to men's wages); Non-regular employees Fiscal 2023
- Childcare leave acquisition rate; Total Fiscal 2023
- Childcare leave acquisition rate; Male Fiscal 2023
- Childcare leave acquisition rate; Female Fiscal 2023
- Employee diversity Percentage of managers by gender; Male Fiscal 2023
- Employee diversity Percentage of managers by gender; Female Fiscal 2023

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:
 - obtain limited assurance about whether the Selected Information has been prepared in accordance with the Reporting Criteria;

Ref: BVJ_21251172



ESG Cross-Reference Table

Information on sustainability is listed by ESG category. Click on the “●” to jump to the relevant page or site.

Promoting Sustainability at the Okamura Group	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	Compliance promotion system	●	●	—	●	—	●
		Code of Conduct	●	●	●	●	●	●
		Prevention of bribery and corruption	●	●	●	●	●	●
	Risk management	Internal whistleblower system	●	●	—	●	●	●
		Risk management system	●	●	●	●	●	—
		List of risks	●	—	—	●	—	—
		Disaster response BCP	●	●	●	●	●	—
		Information Security	●	●	—	●	●	—
	Related to the General Meeting of Shareholders		●	●	●	●	●	—

GRI Standards Cross-Reference Table

Universal Standards

GRI Standards	Disclosures	Section Listed
GRI 2: General Disclosures 2021		
1. The organization and its reporting practices		
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. 171
2-3	Reporting period, frequency and contact point	Preparing This Report p. 3 Contact point p. 182
2-4	Restatements of information	-
2-5	External assurance	Third-Party Opinion and Verification Report p. 172-174
2. Activities and workers		
2-6	Activities, value chain and other business relationships	Short-term Investment Securities Report p. 5 Okamura Profile p. 4 Supply Chain Management p. 137-139
2-7	Number of Employees	Employee-Related Data p. 159-165
2-8	Workers who are not employees	-
3. Governance		
2-9	Governance structure and composition	Short-term Investment Securities Report p. 37-43 Corporate Governance Report p. 3-4 Notice of the 89th Annual General Meeting of Shareholders (2024) p. 23 Governance p. 15-16 Corporate Governance p. 124-125 Data Related to Responsible Corporate Behavior p. 166-167
2-10	Nomination and selection of the highest governance body	Corporate Governance Report p. 2, p. 3 Corporate Governance Guidelines p. 6 Notice of the 89th Annual General Meeting of Shareholders (2024) p. 9-24
2-11	Chair of the highest governance body	Corporate Governance Report p. 3, p. 5
2-12	Role of the highest governance body in overseeing the management of impacts	Short-term Investment Securities Report p. 11, p. 17-21 Okamura Group Climate Change Information Disclosure p. 5-7 Basic Approach p. 11-14 Governance p. 15-16
2-13	Delegation of responsibility for managing impacts	Short-term Investment Securities Report p. 11, p. 17-21 Okamura Group Climate Change Information Disclosure p. 5-7 Basic Approach p. 11-14 Governance p. 15-16
2-14	Highest governance body's role in sustainability reporting	Governance p. 15-16

GRI Standards	Disclosures	Section Listed
2-15	Conflicts of interest	Short-term Investment Securities Report p. 43, p. 48-52 Corporate Governance Report p. 1, p. 2
2-16	Communication of critical concerns	Corporate Governance p. 124-125 Promotion of Compliance and Anti-Corruption Initiatives p. 131-134
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. 124-125
2-19	Remuneration policies	Short-term Investment Securities Report p. 46-47
2-20	Process to determine remuneration	Short-term Investment Securities Report p. 46-47
2-21	Annual total compensation ratio	-
4. Strategy, policies and practices		
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. 135-136
2-24	Embedding policy commitments	Okamura Group Sustainable Procurement Guidelines Basic Approach p. 11-14 Governance p. 15-16 Strategy p. 17-18 Risk Management p. 19 Indicators and Targets p. 20-22 Respect for Human Rights p. 135-136 Data Related to Responsible Corporate Behavior p. 166-167
2-25	Processes to remediate negative impacts	Okamura Group Human Rights Policy Promotion of Compliance and Anti-Corruption Initiatives p. 131-134 Respect for Human Rights p. 135-136 Data Related to Responsible Corporate Behavior p. 166-167
2-26	Mechanisms for seeking advice and raising concerns	Promotion of Compliance and Anti-Corruption Initiatives p. 131-134 Respect for Human Rights p. 135-136 Supply Chain Management p. 137-139
2-27	Compliance with laws and regulations	Promotion of Compliance and Anti-Corruption Initiatives p. 131-134 Environmental Data p. 152-158 Data Related to Responsible Corporate Behavior p. 166-167
2-28	Membership associations	Related organizations

GRI Standards	Disclosures	Section Listed
5. Stakeholder Engagement		
2-29	Approach to stakeholder engagement	Stakeholder Engagement p. 23-24
2-30	Collective bargaining agreements	Human Resources Strategy of the Okamura Group p. 73-78 Employee-Related Data p. 159-165
GRI 3: Material Topics 2021		
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. 17-18 Data Related to Promotion of Sustainability p. 149-151
3-3	Management of material topics	Basic Approach p. 11-14 Governance p. 15-16 Indicators and Targets p. 20-22

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. 56-57 Employee-Related Data p. 159-165 Data Related to Responsible Corporate Behavior p. 166-167
201-2	Financial implications and other risks and opportunities due to climate change	Short-term Investment Securities Report p. 13-20 Okamura Group Climate Change Information Disclosure p. 8-18 Risk Management p. 19
201-3	Defined benefit plan obligations and other retirement plans	Short-term Investment Securities Report p. 78-79
201-4	Financial assistance received from government	-
GRI 202: Market Presence 2016		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	-
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. 141-147
203-2	Significant indirect economic impacts	Pursuing Quality in Product Creation p. 28-33 Promotion of Innovation and Creation of New Value p. 34-40 Coexisting with Local Communities and Society p. 141-147
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. 126-130 Promotion of Compliance and Anti-Corruption Initiatives p. 131-134 Data Related to Responsible Corporate Behavior p. 166-167
205-2	Communication and training about anti-corruption policies and procedures	Anti-Corruption Policy Promotion of Compliance and Anti-Corruption Initiatives p. 131-134 Supply Chain Management p. 137-139 Data Related to Responsible Corporate Behavior p. 166-167
205-3	Confirmed incidents of corruption and actions taken	Promotion of Compliance and Anti-Corruption Initiatives p. 131-134 Data Related to Responsible Corporate Behavior p. 166-167
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. 131-134 Data Related to Responsible Corporate Behavior p. 166-167
GRI 207: Tax 2019		
207-1	Approach to tax	Tax Policy Corporate Governance p. 124-125
207-2	Tax governance, control, and risk management	Tax Policy Corporate Governance p. 124-125
207-3	Stakeholder engagement and management of concerns related to tax	Tax Policy Corporate Governance p. 124-125
207-4	Country-by-country reporting	-
GRI 301: Materials 2016		
301-1	Materials used by weight or volume	Environmental Data p. 152-158
301-2	Recycled input materials used	Resource Saving and Resource Recycling p. 54-56 Environmental Data p. 152-158
301-3	Reclaimed products and their packaging materials	Resource Saving and Resource Recycling p. 54-56 Environmental Data p. 152-158
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	Environmental Data p. 152-158
302-2	Energy consumption outside of the organization	-
302-3	Energy intensity	Environmental Data p. 152-158
302-4	Reduction of energy consumption	Environmental Data p. 152-158
302-5	Reductions in energy requirements of products and services	Environmental Considerations in Products and Services p. 57-60

GRI Standards	Disclosures	Section Listed
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	Resource Saving and Resource Recycling p. 54-56 Environmental Data p. 152-158
303-2	Management of water discharge-related impacts	Resource Saving and Resource Recycling p. 54-56 Environmental Data p. 152-158
303-3	Water withdrawal	Resource Saving and Resource Recycling p. 54-56 Environmental Data p. 152-158
303-4	Water discharge	Resource Saving and Resource Recycling p. 54-56 Environmental Data p. 152-158
303-5	Water consumption	Resource Saving and Resource Recycling p. 54-56 Environmental Data p. 152-158
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 - ACORN Activities p. 61-66
304-3	Habitats protected or restored	-
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	-
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Responding to Climate Change p. 51-53 Environmental Data p. 152-158
305-2	Energy indirect (Scope 2) GHG emissions	Responding to Climate Change p. 51-53 Environmental Data p. 152-158
305-3	Other indirect (Scope 3) GHG emissions	Responding to Climate Change p. 51-53 Environmental Data p. 152-158
305-4	GHG emissions intensity	Environmental Data p. 152-158
305-5	Reduction of GHG emissions	Responding to Climate Change p. 51-53 Environmental Data p. 152-158
305-6	Emissions of ozone-depleting substances (ODS)	Environmental Data p. 152-158
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Environmental Data p. 152-158
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	Resource Saving and Resource Recycling p. 54-56 Environmental Data p. 152-158
306-2	Management of significant waste-related impacts	Conserving and Recycling Resources p. 54-56 Monitoring the Impact on the Environment and Preventing Environmental Pollution p. 67
306-3	Waste generated	Environmental Data p. 152-158
306-4	Waste diverted from disposal	Environmental Data p. 152-158
306-5	Waste directed to disposal	Environmental Data p. 152-158

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. 57-60 Supply Chain Management p. 137-139 Data Related to Responsible Corporate Behavior p. 166-167
308-2	Negative environmental impacts in the supply chain and actions taken	Environmental Considerations in Products and Services p. 57-60 Supply Chain Management p. 137-139 Data Related to Responsible Corporate Behavior p. 166-167

Topic Standards (Society)

GRI Standards	Disclosures	Section Listed
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	Employee-Related Data p. 159-165
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	-
401-3	Parental leave	Employee-Related Data p. 159-165
GRI 402: Labor/Management Relations 2016		
402-1	Minimum notice periods regarding operational changes	Human Resources Strategy of the Okamura Group p. 73-78
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	Occupational Health and Safety p. 113-122
403-2	Hazard identification, risk assessment, and incident investigation	Health & Productivity Management p. 99-112 Occupational Health and Safety p. 113-122
403-3	Occupational health services	Health & Productivity Management p. 99-112 Occupational Health and Safety p. 113-122
403-4	Worker participation, consultation, and communication on occupational health and safety	Health & Productivity Management p. 99-112 Occupational Health and Safety p. 113-122
403-5	Worker training on occupational health and safety	Health & Productivity Management p. 99-112 Occupational Health and Safety p. 113-122
403-6	Promotion of worker health	Health & Productivity Management p. 99-112 Occupational Health and Safety p. 113-122
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety p. 113-122
403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety p. 113-122
403-9	Work-related injuries	Employee-Related Data p. 159-165
403-10	Work-related ill health	Employee-Related Data p. 159-165

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. 159-165
404-2	Programs for upgrading employee skills and transition assistance programs	Nurturing Human Resources p. 90-98
404-3	Percentage of employees receiving regular performance and career development reviews	Human Resources Development p. 90-98 Data Related to Promotion of Sustainability p. 149-151 Employee-Related Data p. 159-165
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	Data Related to Responsible Corporate Behavior p. 166-167
405-2	Ratio of basic salary and remuneration of women to men	Employee-Related Data p. 159-165
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	Promotion of Compliance and Anti-Corruption p. 131-134 Respect for Human Rights p. 135-136 Data Related to Responsible Corporate Behavior p. 166-167
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. 73-78 Promotion of Compliance and Anti-Corruption Initiatives p. 131-134 Supply Chain Management p. 137-139 Data Related to Responsible Corporate Behavior p. 166-167
GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	Supply Chain Management p. 137-139 Data Related to Responsible Corporate Behavior p. 166-167
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. 135-136 Supply Chain Management p. 137-139 Data Related to Responsible Corporate Behavior p. 166-167
GRI 410: Security Practices 2016		
410-1	Security personnel trained in human rights policies or procedures	Okamura Group Human Rights Policy Respect for Human Rights p. 135-136 Data Related to Responsible Corporate Behavior p. 166-167
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 Climate Change Information Disclosure p. 8-15 Conserving and Recycling Resources p. 54-56 Conserving Biodiversity - ACORN Activities p. 61-66 Coexisting with Local Communities and Society p. 141-147
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. 137-139 Data Related to Responsible Corporate Behavior p. 166-167
414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management p. 137-139 Data Related to Responsible Corporate Behavior p. 166-167
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. 41-42
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. 41-42 Data Related to Promotion of Sustainability p. 149-151
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. 41-42 Environmental Considerations in Products and Services p. 57-60 Data Related to Promotion of Sustainability p. 149-151
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. 126-130

TCFD Cross-Reference Table

Recommended Disclosures		Section Listed
Governance Disclose the organization's governance around climate-related risks and opportunities	a) Describe the board's oversight of climate-related risks and opportunities	Okamura Group Climate Change Information Disclosure p. 5-7 Governance p. 15-16 Environmental Management at the Okamura Group p. 68-71 Risk Management p. 126-130
	b) Describe management's role in assessing and managing climate-related risks and opportunities	
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Okamura Group Climate Change Information Disclosure p. 8-15 Basic Approach p. 11-14 Strategy p. 17-18 The Okamura Group's Environmental Policy and Environmental Strategy p. 47-48 Risk Management p. 126-130
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	
Risk management Disclose how the organization identifies, assesses, and manages climate-related risks	a) Describe the organization's processes for identifying and assessing climate-related risks	Okamura Group Climate Change Information Disclosure p. 16-18 Governance p. 15-16 Risk Management p. 19 Environmental Management at the Okamura Group p. 68-71 Risk Management p. 126-130
	b) Describe the organization's processes for managing climate-related risks	
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	Okamura Group Climate Change Information Disclosure p. 19-23 Indicators and Targets p. 20-22 The Okamura Group's Environmental Policy and Environmental Strategy p. 47-48 Indicators and Targets for Environmental Activities p. 49-50
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	Okamura Group Climate Change Information Disclosure p. 19-23 Strategy p. 17-18 Risk Management p. 19 Responding to Climate Change p. 51-53 Environmental Data p. 152-158
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	Okamura Group Climate Change Information Disclosure p. 19-23 The Okamura Group's Environmental Policy and Environmental Strategy p. 47-48 Indicators and Targets for Environmental Activities p. 49-50 Data Related to Promotion of Sustainability p. 149-151

ISO 26000 Cross-Reference Table

Number in parentheses indicates page it appears on

Core subjects	Issues	Item
Organizational governance		Message from the CEO (7) Basic Approach (11) Governance (15) Stakeholder Engagement (23) Participation in External Initiatives (25) Assessment by Society (26) Environmental Management at the Okamura Group (68) Human Resources Strategy of the Okamura Group (73) Initiatives to Realize Employees' "Work in Life" (79) Corporate Governance (124) Risk Management (126) Promotion of Compliance and Anti-Corruption Initiatives (131) Respect for Human Rights (135) Supply Chain Management (137) Proper Disclosing of Information (140) Data (148) History of Sustainability Activities at the Okamura Group (168) Third-Party Opinion and Verification Report (172)
Human rights	<ol style="list-style-type: none"> 1. Due diligence 2. Human rights risk situations 3. Avoidance of complicity 4. Resolving grievances 5. Discrimination and vulnerable groups 6. Civil and political rights 7. Economic, social, and cultural rights 8. Fundamental principles and rights at work 	Message from the CEO (7) Basic Approach (11) Governance (15) Stakeholder Engagement (23) Participation in External Initiatives (25) Assessment by Society (26) Pursuing Quality in Product Creation (28) Promoting Diversity, Equity & Inclusion (81) Nurturing Human Resources (90) Health and Productivity Management (99) Occupational Health and Safety (113) Risk Management (126) Promotion of Compliance and Anti-Corruption Initiatives (131) Respect for Human Rights (135) Supply Chain Management (137) Proper Disclosing of Information (140)
Labor practices	<ol style="list-style-type: none"> 1. Employment and employment relationships 2. Conditions of work and social protection 3. Social dialogue 4. Health and safety at work 5. Human development and training in the workplace 	Message from the CEO (7) Basic Approach (11) Governance (15) Stakeholder Engagement (23) Participation in External Initiatives (25) Assessment by Society (26) Provision of Safe and High-Quality Products and Services (41) Nurturing Human Resources That Support Manufacturing (43) Human Resources Strategy of the Okamura Group (73) Initiatives to Realize Employees' "Work in Life" (79) Promoting Diversity, Equity & Inclusion (81) Nurturing Human Resources (90) Health and Productivity Management (99) Occupational Health and Safety (113) Risk Management (126) Promotion of Compliance and Anti-Corruption Initiatives (131) Proper Disclosing of Information (140)

Core subjects	Issues	Item
The environment	<ol style="list-style-type: none"> 1. Prevention of pollution 2. Sustainable resource use 3. Climate change mitigation and adaptation 4. Protection of the environment, biodiversity, and restoration of natural habitats 	Message from the CEO (7) Basic Approach (11) Governance (15) Stakeholder Engagement (23) Participation in External Initiatives (25) Pursuing Quality in Product Creation (28) Promotion of Innovation and Creation of New Value (34) The Okamura Group's Environmental Policy and Environmental Strategy (47) Indicators and Targets for Environmental Activities (49) Responding to Climate Change (51) Conserving and Recycling Resources (54) Environmental Considerations in Products and Services (57) Conserving Biodiversity: ACORN Activities (61) Monitoring the Impact on the Environment and Preventing Environmental Pollution (67) Environmental Management at the Okamura Group (68)Data (148)
Fair operating practices	<ol style="list-style-type: none"> 1. Anti-corruption 2. Responsible political involvement 3. Fair competition 4. Promoting social responsibility in the value chain 5. Respect for property rights 	Message from the CEO (7) Basic Approach (11) Governance (15) Stakeholder Engagement (23) Participation in External Initiatives (25) Assessment by Society (26) Environmental Management at the Okamura Group (68) Corporate Governance (124)Promotion of Compliance and Anti-Corruption Initiatives (131) Respect for Human Rights (135) Supply Chain Management (137) Proper Disclosing of Information (140)
Consumer issues	<ol style="list-style-type: none"> 1. Fair marketing, factual and unbiased information, and fair contractual practices 2. Protecting consumers' health and safety 3. Sustainable consumption 4. Consumer service, support, and complaint and dispute resolution 5. Consumer data protection and privacy 6. Access to essential services 7. Education and awareness 	Message from the CEO (7) Basic Approach (11) Governance (15) Stakeholder Engagement (23) Pursuing Quality in Product Creation (28) Promotion of Innovation and Creation of New Value (34) Provision of Safe and High-Quality Products and Services (41) The Okamura Group's Environmental Policy and Environmental Strategy (47) Environmental Considerations in Products and Services (57) Conserving Biodiversity: ACORN Activities (61) Risk Management (126) Proper Disclosing of Information (140)
Community involvement and development	<ol style="list-style-type: none"> 1. Community involvement 2. Education and culture 3. Employment creation and skills development 4. Technology development and access 5. Wealth and income creation 6. Health 7. Social investment 	Message from the CEO (7) Basic Approach (11) Governance (15) Stakeholder Engagement (23) Participation in External Initiatives (25) Assessment by Society (26) Conserving Biodiversity: ACORN Activities (61) Proper Disclosing of Information (140) Coexisting with Local Communities and Society (141) Data (148)

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International Sales & Marketing Div.

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This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.