



okamura

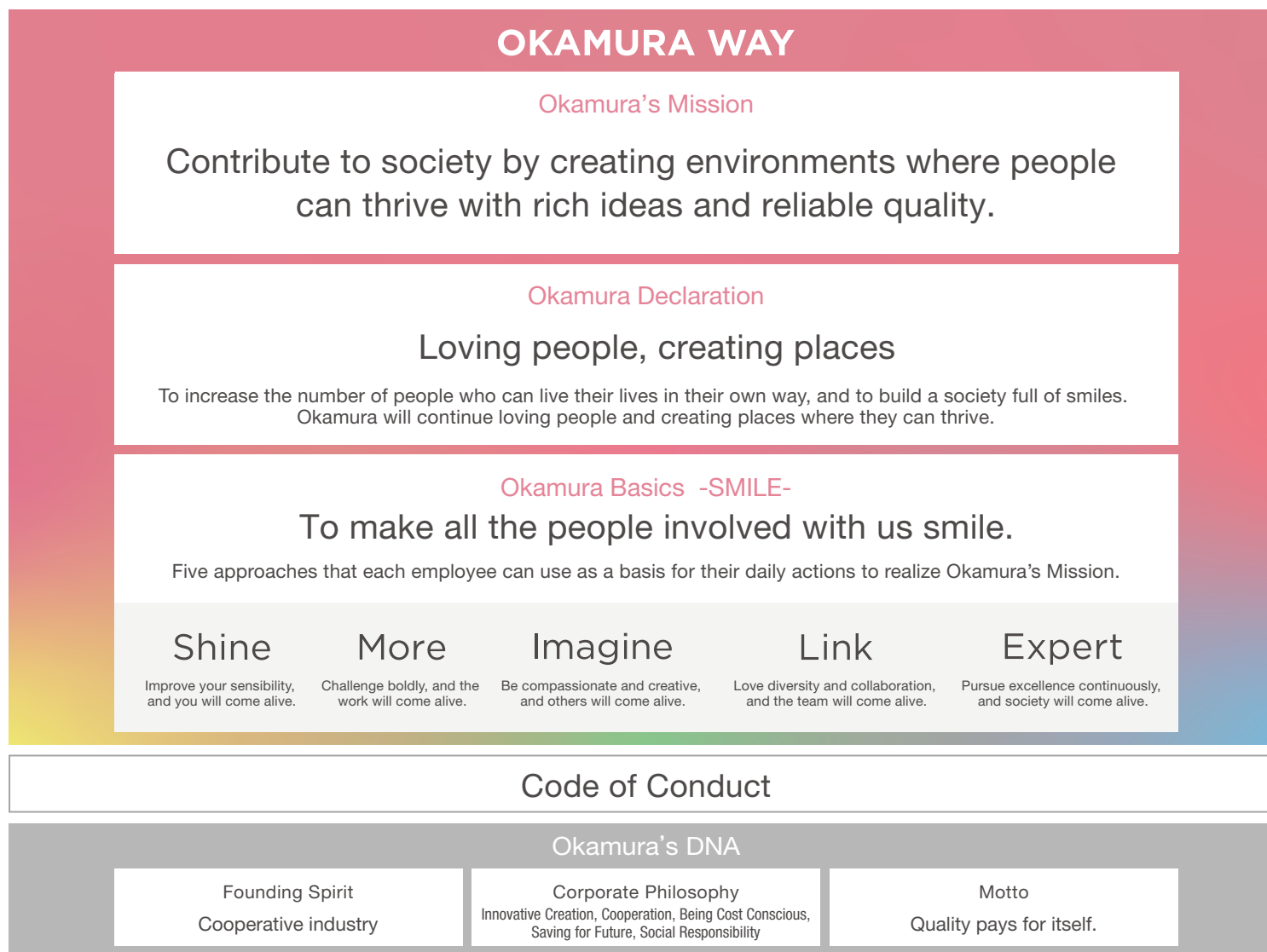
The Okamura Group

Sustainability Report 2023

Year ended March 31, 2023

Realizing a society where people can thrive

In today's changing value system, one in which sustainability is becoming ever more important, the vitality of every individual will lead to solutions to social issues. Based on this belief and our sense of corporate purpose, we will continue to create places. Through the Okamura Way, we will contribute to the realization of a society in which all people can work and live with vitality and smiles.



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

The screenshot shows the PDF report interface with a navigation menu at the top. Callouts explain the following functions:

- Displays the current category in color:** Points to the 'Promoting Sustainability' menu item.
- Click on the title to move to the beginning of that category:** Points to the 'Stakeholder Engagement' title.
- Click on “Previous” to return to the previous page you were viewing:** Points to the 'Previous' button in the top right.
- p. 000:** Points to the page number indicator.
- The related PDF will open:** Points to the document icon.
- Move to the related website:** Points to the globe icon.
- 018:** Points to the page number indicator.
- Click on the right [Next] to move to the next page:** Points to the right arrow icon.
- Click on the left [Previous] to move to the previous page:** Points to the left arrow icon.

* 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. 164

Period Covered by the Report

Fiscal 2022 (April 2022–March 2023)

*Information regarding our vision and some of our activities may include details from April 2023 or later.

*The affiliations of employees mentioned herein are as of March 31, 2023.

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)
- Task Force on Climate-Related Financial Disclosures (TCFD) Final Report

Notations used in this report

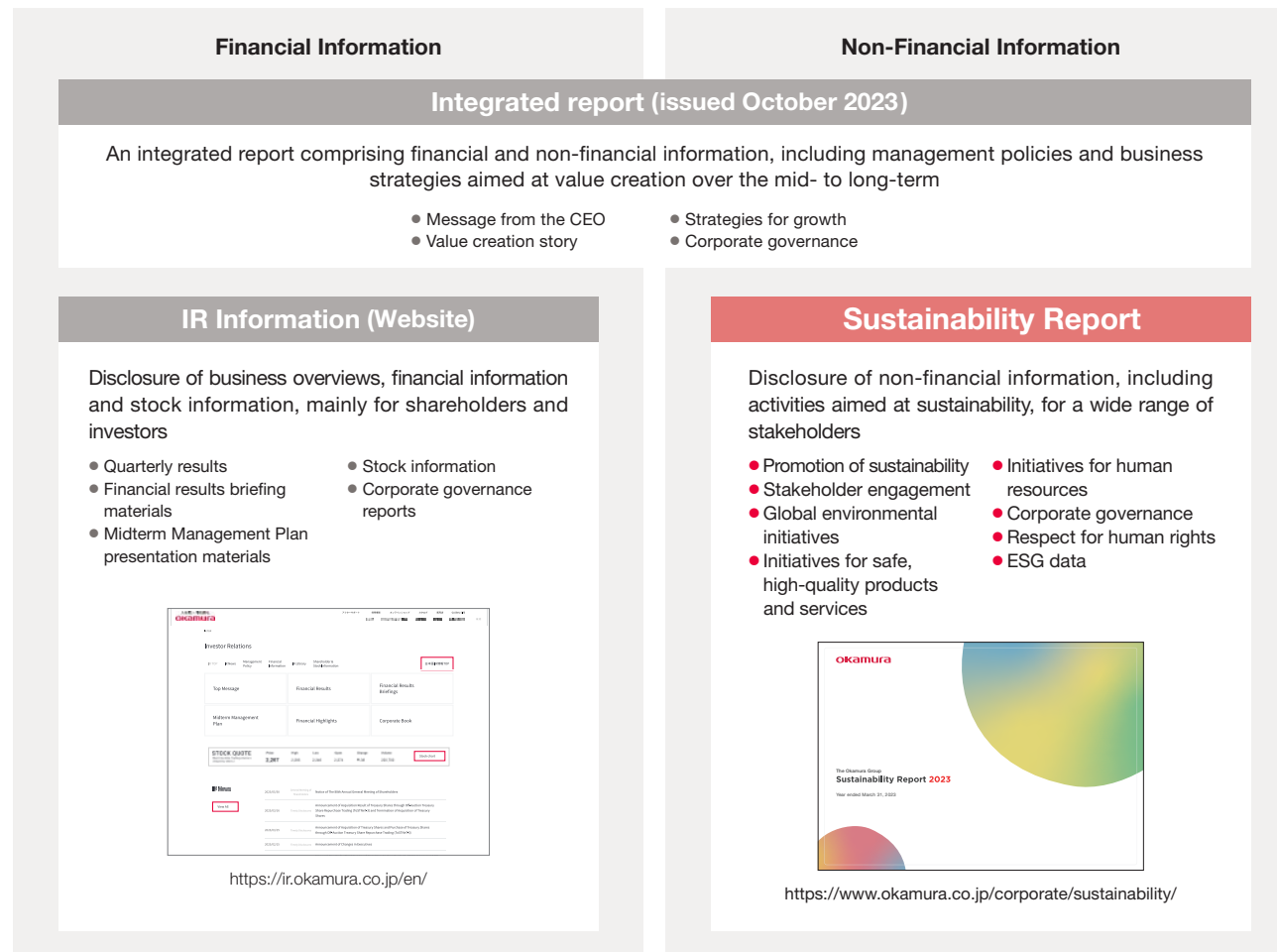
Okamura

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. 166

Environmental performance data have undergone third-party audits continuously since fiscal 2000.

Third-party verification has been carried out for fiscal 2022.

Published

July 2023 (Previous report: July 2022)

Next report: Planned for July 2024 (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 2024 and is a translation of the Japanese version that was published in July 2023.

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, 2023)
Number of Employees	(Non-consolidated) 3,844 (as of March 31, 2023) (Consolidated) 5,492 (as of March 31, 2023)
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 sales 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 sales of related equipment</p>

For more information on the corporate overview, please visit the link below.
 ▶ <https://www.okamura.co.jp/company/outline/index.html>

Introduction to Okamura's main businesses
 ▶ <https://www.okamura.co.jp/company/business/index.html>

List of Okamura subsidiaries and associates in Japan and overseas
 ▶ <https://www.okamura.co.jp/company/outline/group.html>

Main Businesses

Office Furniture



Offices



Working areas



Healthcare - Staff stations

Store Displays



Supermarkets - Refrigerated showcases



Drugstores - Multiple unit display systems



Bookstores - Specialized display fixtures

Material Handling Systems



Horizontal carousel storage systems / rotary racks



Automated storage / robot storage systems

Powertrain



Transmissions for snow removal vehicles

Message from the CEO

Promoting Sustainability as a Material Management Issue, to Realize a Society Where People Can Thrive

Representative Director,
President and Chief Executive Officer

Preserving and Nurturing Okamura's DNA

With "Contribute to society by creating environments where people can thrive with rich ideas and reliable quality" as our mission, at the Okamura Group we are realizing a society where people can thrive. Based on our belief and sense of mission that a sustainable society will be achieved when each and every person can thrive, we strive to realize a society in which everyone can go about their work and their daily lives with smiles. We also strive to provide society with quality products and services that accurately address customer

needs, thereby further enhancing our corporate value and helping to 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 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 business activities as part of Okamura's DNA.

Creating New Demand Under the Midterm Management Plan 2025

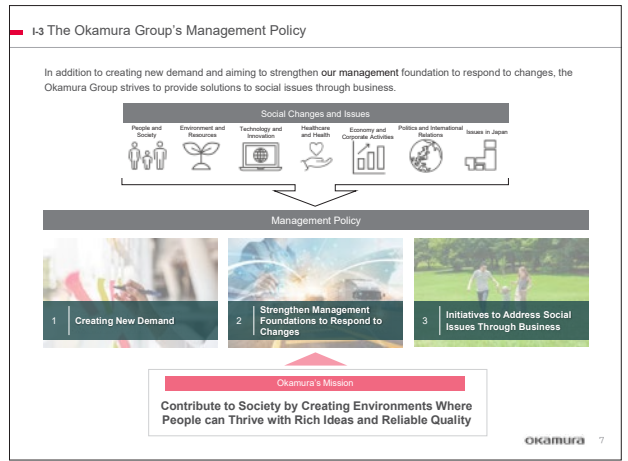
At the Okamura Group we have formulated our Medium-Term Management Plan 2025, covering the three-year period from the fiscal year ending March 2024 to the fiscal year ending March 2026. Under this plan, our aim is to create new demand, grasp what is trending in the current era, redefine our capabilities to propose new solutions and products, and accelerate our transformation into a "demand-creating company." In bolstering our management capabilities to respond to future generational shifts, we are working to develop human resources and improve employee engagement, accelerate digital transformation, enhance highmix, variable-volume production systems and develop overseas businesses rooted in local markets. In addition, we are moving forward with developing human resources and implementing work engagement reforms to realize the "Work in Life"* advocated by Okamura, in order to improve employee engagement that will sustain our growth. 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.

* "Work in Life" is a concept advocated by Okamura that states, "Life consists of many elements, of which work is only one." Realizing "Work in Life" means that each individual is fully in control of his or her own life, and can act independently so that work becomes a positive factor in his or her life.

Promoting Corporate Activities Based on Sustainability

To meet the expectations of our stakeholders and respond to the needs of our society as a Group, we have identified material issues and are undertaking initiatives from the following four perspectives: (1) Creating environments where people can thrive, (2) Pursuing employee engagement, (3) Global environmental initiatives, and (4) Responsible corporate behavior.

We are committed to reducing our environmental impact throughout our supply chain by basing our management on responsible corporate behavior, making each and every employee feel fulfilled in their work by pursuing employee engagement, and committing to global environmental initiatives. We will also contribute to the realization of a society in which everyone can go about their work and their daily lives with 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.



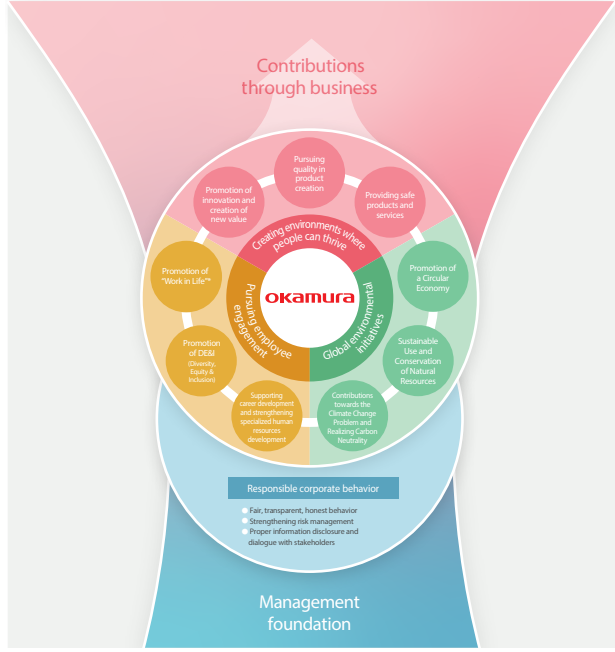
Excerpted from the Midterm Management Plan 2025

As sustainability becomes increasingly important, we are repositioning sustainability from a prioritized issue to a material management issue, with greater emphasis on strengthening our capacity to counter business risks in view of major changes in the external environment and the timing of the implementation of our new Midterm Management Plan. 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, the overall risks for the Okamura Group, including climate change risks, were reassessed in light of their impact on our management and finances, new risks extracted and evaluated, and material risks identified and reviewed. The Okamura Group has also established a Sustainability Committee to organically promote initiatives aimed at sustainability. The Committee promotes and supports group-wide initiatives based on annual plans, monitors progress, formulates policies and assigns them to relevant departments. Okamura also signed the UN Global Compact and was registered as a participating company on February 26, 2020. Mindful of the two Global Compact principles related to human rights—that 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 have established the Okamura Group Human Rights Policy and are moving forward with initiatives in various aspects of our corporate activities, in order to fulfill our responsibility of respecting the human rights of all people affected by our business activities.

Initiatives to Achieve Our Long-Term Environmental Vision

The Okamura Group has positioned global environmental initiatives as one of its material management issues. In 2021, we reviewed our Long-term Environmental Vision that is formulated every ten years based on the Okamura Group's

The Okamura Group's Materiality (Material Management Issues)



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 aims to manage our business in a way that fulfills our corporate responsibilities to society. We identified the promotion of a circular economy, the sustainable use and conservation of natural resources, and contributing to resolving climate change issues and achieving carbon neutrality as material issues. Having incorporated these issues into GREEN WAVE 2030, we will work to reduce the environmental impact of all our business activities as a Group, and actively promote environmental activities through partnerships with our suppliers and customers.

In addition, 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 fiscal 2020 levels by fiscal 2030, and are promoting this initiative across the Group. 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.

Based on the concept of a circular economy, the Okamura Group is 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.

Toward Respect for the Diversity of Each Individual

We are working to create systems and structures and to improve working conditions that make it possible for diverse talents to flourish, and pursue an environment in which employees can thrive by changing their mindsets and taking action. Under our Diversity and Inclusion Policy, we respect the diversity of our employees, and aim to create 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, we actively recruit talented workers with a variety of attributes, values, and ideas, and strive to create environments 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 changes in the environment.



In addition, by respecting individual differences and valuing fairness, we aim to evolve from D&I (Diversity & Inclusion) to DE&I (Diversity, Equity & Inclusion).

Nurturing Human Resources and Pursuing Employee Engagement

The Okamura Group clearly states in its Human Resources Policy that it shall actively provide education necessary for employees to develop and demonstrate their capabilities as well as that necessary to achieve cooperation and harmony, in addition to encouraging employees to work towards self-development. In the Midterm Management Plan 2025, we have designated the nurturing of human resources and pursuing employee engagement as key elements that strengthen the foundations of management. In order to achieve this, we provide opportunities for all employees to continue learning and to take on challenges based on mutual understanding among employees as part of their career journey, in which each employee continues to envision his or her future career and achieve growth through diverse experiences.

The Okamura Group also positions health and productivity management as the foundation of “Work in Life”. We have established a system to promote health and productivity

management, and are striving to create a healthier workplace through initiatives such as offering various health examinations, improving disease prevention measures, and encouraging employees to use up their annual paid leave. We provide health literacy education and offer useful information in order to encourage employees to be aware of their own health and to work towards improving it.

We adopted the Health and Productivity Management Declaration in September 2017 in order to undertake specific measures aimed at promoting health and productivity management. 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. With the expansion of various health measures as well as promotion of the work engagement reform WiL-BE 2.0, an evolved form of the work style reform WiL-BE, from April 2023, we not only enable our employees to thrive at work, but are also able to propose healthy work styles to our customers, thereby helping both to realize the life they envision. Okamura has been certified as a 2023 Health & Productivity Management Outstanding Organization (White 500), jointly selected by the Ministry of Economy, Trade and Industry and the Japan Health Council (Nippon Kenko Kaigi), for the sixth consecutive year since 2018.

Toward the Realization of a Sustainable Society Where People Can Thrive

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 an environment where people can thrive.

We look forward to your continued support.



Promoting Sustainability at the Okamura Group

Based on our management philosophy, the Okamura Way, we at the Okamura Group carry out sustainability initiatives with the aim of contributing to the realization of a society where everyone can thrive at work and in everyday life, full of smiles.

Sustainability at the Okamura Group

In a society imbued with a new set of values that require the realization of a sustainable society, the Okamura Group recognizes the importance of pursuing business activities centered on sustainability in order to achieve continued growth.

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, creed, and motto.

Our founding spirit, which began with our company's foundation as "Cooperative Industry Okamura Manufacturing", lays out the philosophy that Okamura is a company that is rooted in cooperation which belongs to everyone, where all employees are equal.

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

Our corporate creed, 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 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, creed, and motto serve as the starting point of our current initiatives aimed at sustainability.

(Reference [▶ p. 2](#))

Our Approach to Sustainability and Sustainability Policy

In a society imbued with a new set of values that require the realization of a sustainable society, the Okamura Group recognizes the importance of pursuing business activities centered on sustainability in order to achieve continued growth.

In line with our mission — "Contribute to society by creating environments where people can thrive with rich ideas and reliable quality" — we recognize the importance not only of the economic but also of the social and environmental aspects of our business activities, and manage our business in a way that fulfills our corporate social responsibility.

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 identifies material issues and carries out initiatives to address them, in order to realize a society where people can thrive.

Identifying 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 integrate 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

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 new Midterm Management Plan. 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

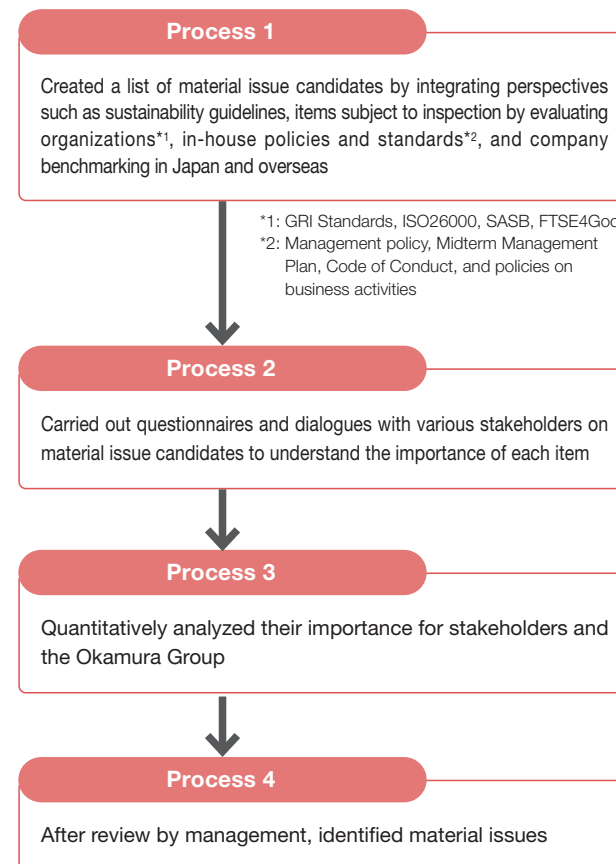
- Created a list of material issue candidates by integrating various perspectives such as sustainability guidelines, items subject to inspection by evaluating organizations, and in-house policies and standards
- Conducted internal and external questionnaires regarding material issue candidates in order 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)
- Since the four areas previously identified as material issues for sustainability were placed parallel to each other, the arrangement of areas was adjusted this time, such as areas to serve as the basis for management, and areas positioned for future growth strategies, etc.
- Previously identified as “material sustainability issues”, we changed their definition to “material management issues” in order to keep them consistent with the Midterm Management Plan

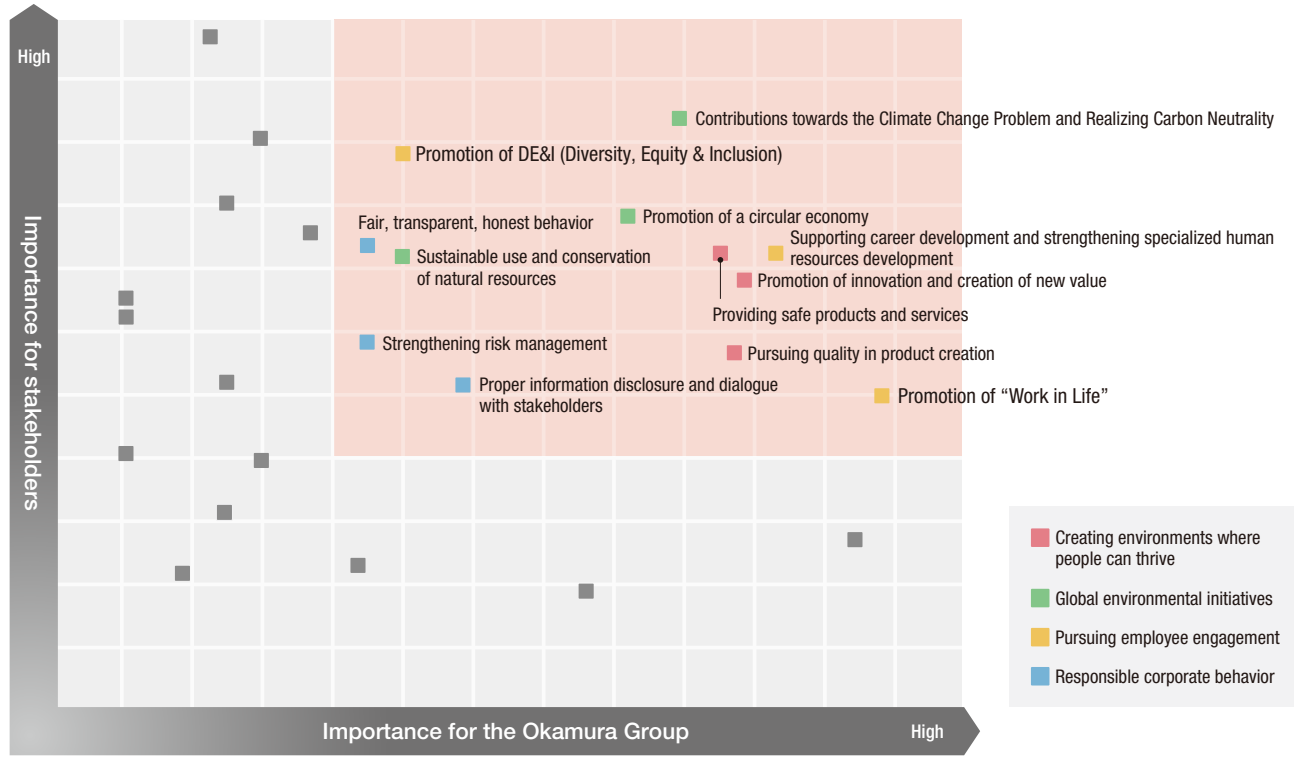
Processes for Identifying Material Issues

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.



The Okamura Group's Materiality (Material Management Issues)

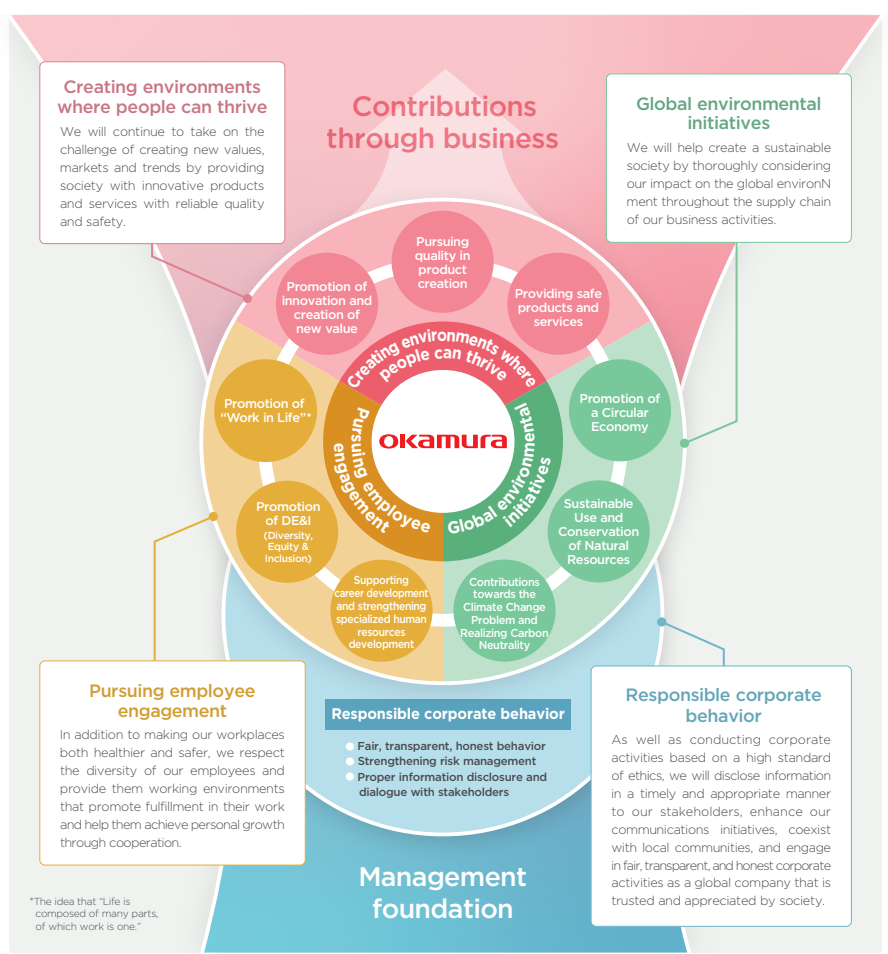
The Okamura Group identifies key issues and promotes initiatives in four areas to help realize a society where people can thrive.

Based on our management principle of responsible corporate behavior, we are committed to reducing the environmental burden throughout our supply chain. This is possible by motivating our employees and ensuring their lives are fulfilled through pursuing employee engagement and 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 will carry out initiatives to address each material issue and contribute to the achievement of the Sustainable Development Goals (SDGs).



A New Sustainability Action Plan Developed Together with a Review of Material Issues

The Sustainability Action Plan was reviewed in conjunction with the materiality review (material management issues).

The Sustainability Action Plan consists of the Okamura Group's materiality (Material Management Issues) and other social issues. For each issue, the relevant departments set KPIs to measure the degree of achievement, set annual targets, and develop initiatives. Sustainability Committee and the Sustainability Promotion Project, monitor the progress of initiatives

Sustainability Action Plan (Material Issues)

Sustainability Action Plan (Material Issues and Other Social Issues) [▶ p. 136 ~ 138](#)

Areas	Material Issues	KPIs	Fiscal 2023 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 Midterm Management Plan 2025, disclosed May 10, 2023 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 	Realize a society where people can thrive by providing new value to customers and society
	Providing Safe Products and Services 9 12	Number of serious product accidents * Definition of serious product accident: Accidents caused by Okamura products that result in serious damage to life or body, and accidents caused by Okamura products that result in serious damage, such as fires, to property other than the product at fault.	0	—
Global Environmental Initiatives	Promotion of a Circular Economy 3 6 7 9 12 13 14 15 17	<ul style="list-style-type: none"> Promote resource recycling through resource saving and waste reduction Promote environmentally conscious planning and design in product development 	<ul style="list-style-type: none"> Reduce emissions of production-related waste per unit of finished in-house product by 1% year on year Expand proportion of GREEN WAVE and GREEN WAVE+ products developed 	<ul style="list-style-type: none"> Reduce emissions per unit of production-related waste by 9% in fiscal 2030, compared to fiscal 2020 —
	Sustainable Use and Conservation of Natural Resources 6 12 13 14 15 17	<ul style="list-style-type: none"> Promote sustainable use of forest resources Reduce environmental impact 	<ul style="list-style-type: none"> Collect data on our timber usage rate based on the Timber Use Policy Reduce water resource usage per unit by 1% year on year 	<ul style="list-style-type: none"> — Reduce water resource usage by 10% in fiscal 2030 (compared to fiscal 2020)
	Contributions towards the Climate Change Problem and Realizing Carbon Neutrality 7 9 13 15 17	<ul style="list-style-type: none"> Promotion of measures to prevent global warming Reduce greenhouse gas emissions Reduce fuel-related energy consumption Increase energy productivity 	<ul style="list-style-type: none"> Reduce emissions for the entire Group by 1,000t-CO₂/year Reduce industrial fuel consumption by 1% on average over 5 fiscal years Reduce vehicle fuel consumption by 5% on average over 5 fiscal years Increase energy productivity by 1% year on year 	<ul style="list-style-type: none"> Reduce greenhouse gas emissions by 50% in fiscal 2030 (compared to fiscal 2020); aim to achieve carbon neutrality by fiscal 2050 Improve energy productivity by 10% in fiscal 2030 (compared to fiscal 2020)

The numbers above indicate the related SDGs.

Areas	Material Issues	KPIs	Fiscal 2023 Targets	Mid- to Long-Term Targets
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 	—
	Promotion of DE&I (Diversity, Equity & Inclusion) 5 8 10	Percentage of female employees	(By fiscal 2024: 22%)	By fiscal 2024: 22%
		Percentage of female managers	6.5%	By fiscal 2024: 7%
		Percentage of female new graduate hires (university graduates)	(By fiscal 2024: 40–50%)	By fiscal 2024: 40–50%
		Percentage of male employees taking childcare leave	65%	—
		Percentage of employees with disabilities	2.50%	—
Supporting career development and strengthening specialized human resources development 4 8	<ul style="list-style-type: none"> Implementation rate of skill development interviews Implement various measures for specialized jobs to further foster specialist skills Survey on participation in the Okamura University, "Towards Your Future Career" 	<ul style="list-style-type: none"> 100% Identify technologies and skills for specialized jobs Satisfaction rate of 80% 	—	
Responsible Corporate Behavior	Fair, Transparent, Honest Behavior 5 8 10 16 17	Implementation rate of sustainable procurement surveys	67% based on transaction amount	—
		Implementation rate of sustainable procurement on-site audits	100% for high-risk suppliers	—
		Implement and reinforce in-house human rights education	Provide training to departments related to purchasing	—
		Implementation rate for compliance education conducted at time of hire and for newly appointed executives	100%	—
		Expand compliance training	Implement various types of compliance training	—
	Strengthening risk management 10 11 16	<ul style="list-style-type: none"> Establish a Business Continuity Plan (BCP) for disasters Manage personal information in line with the requirements of the countries within which we operate 	<ul style="list-style-type: none"> Review hazard maps (for earthquakes and floods) Comply with laws and regulations regarding personal information management in other countries within which we operate 	—
Proper information disclosure and dialogue with stakeholders 16 17	Continue dialogue with stakeholders and reflect this in our initiatives	Conduct stakeholder dialogues with various external ESG-related experts	—	

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

Overview of Activities for Fiscal 2022

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. Although we did not manage to meet targets for some issues for fiscal 2022, the results were satisfactory overall, with many targets still met.

Results of Activities for Fiscal 2022

Please refer to the Data section for results pertaining to fiscal 2022. (Data [▶ p. 139 ~ 144](#))

Sustainability Promotion System

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

Role of the Sustainability Committee, Company-Wide Projects, etc.

The Sustainability Committee is chaired by the Representative Director, and consists of Executive Officers who oversee each business division and corporate department. The Committee promotes and supports initiatives across the Okamura Group, monitors progress, formulates response policies, and deploys them in related departments, in accordance with the annual plan on material issues. In addition, regarding overall risks 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, and regularly conducts follow ups.

In addition, for company-wide sustainability projects, we follow up on the progress of each business division and spread awareness of our activities among employees. (Details [▶ p. 114 ~ 115](#))

Sharing the Latest Case Studies Related to ESG (Environmental, social, and corporate governance) at Sustainability Committee Meetings, etc.

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 July 2022, the Committee shared information and future initiatives regarding childcare leave taken by male employees, and in September 2022, we shared further information on the

male childcare system necessary for preparing our annual report.

Content of committee meetings held in fiscal 2022

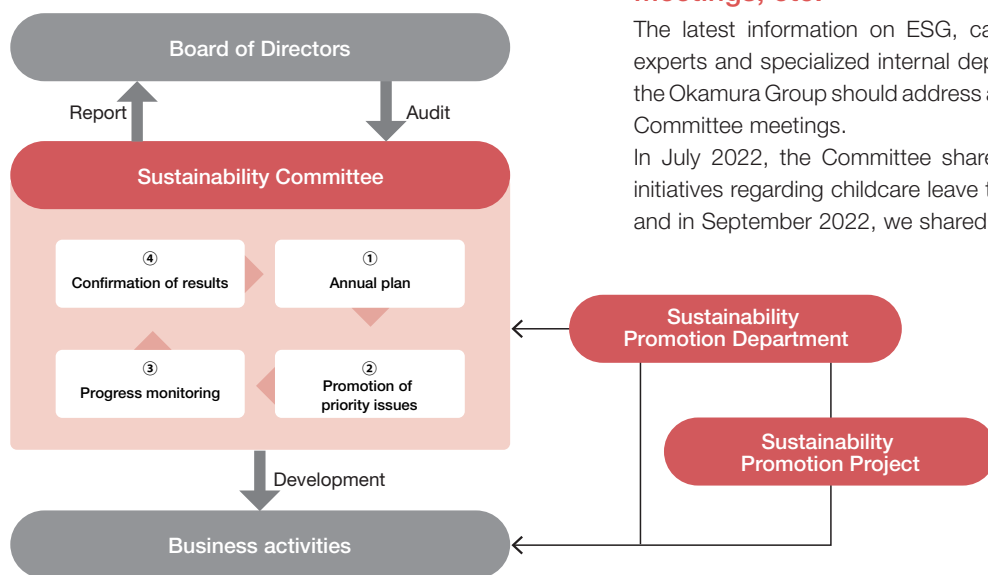
July 2022	On childcare leave taken by male employees
September 2022	On preparing the integrated report, and material risks to be addressed
December 2022	Results of external assessment of ESG
March 2023	On human rights issues, and social contribution activities

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 2022

- Commendations for sustainability activities (Details [▶ p. 68](#))
- Questionnaire to understand employee awareness and behavior
- Voluntary Training sessions and events (Details [▶ p. 22 ~ 23](#) [▶ p. 64](#) [▶ p. 86](#))
- Sustainability-related e-mails (once a month)



Understanding Risks (Opportunities and Threats) Throughout the Value Chain

At the Okamura Group, we identify the social issues to be addressed and the risks in business activities (opportunities and threats) at each stage of the value chain and operate the Sustainability Committee based on this information.

(Details [▶ p. 114 ~ 115](#))

Value chain	Development	Procurement/Manufacturing	Distribution	Consulting/Sales/Service	Disposal/Recycling		
Social Issues and Risks (Opportunities and Threats)	<ul style="list-style-type: none"> ● Research/planning development ● Marketing 	<ul style="list-style-type: none"> ● Selection of suppliers ● Raw material/parts/product procurement ● Equipment maintenance 	<ul style="list-style-type: none"> ● Production ● Quality control 	<ul style="list-style-type: none"> ● Distribution center management and operation ● Shipping/transportation 	<ul style="list-style-type: none"> ● Delivery ● Export 	<ul style="list-style-type: none"> ● Understanding customer needs and making proposals ● Product sales ● Operation of show rooms, "LABO offices", co-creation spaces, etc. 	<ul style="list-style-type: none"> ● Collection and recycling of used products ● Proper waste disposal
Social Issues	Climate change						
	Loss of biodiversity and collapse of ecosystems						
	Waste disposal/resource depletion			Waste disposal/resource depletion			
	Decline in the labor force						
	IT risks such as cyber attacks						
	Increase in threatening infectious diseases						
Desirable Risks (Opportunities) and Undesirable Risks (Threats)	Transition to a resource-recycling society*						
	Changes in the economic environment*						
	Changes in shareholder composition*						
	Governance*						
	Credit*						
	Material/raw material procurement*						
	Quality of products/services*						
	Designing operational processes*						
	Human resources*						
	Labor*						
Undesirable Risks (Threats)	Large-scale natural disasters						
	Climate change						
	Spread of infectious diseases						
	Accidents/man-made disasters						
	Compliance with laws/regulations						
	Information security						
	Health and safety						
	Human rights						

The * symbol denotes risks that impact both opportunities and threats

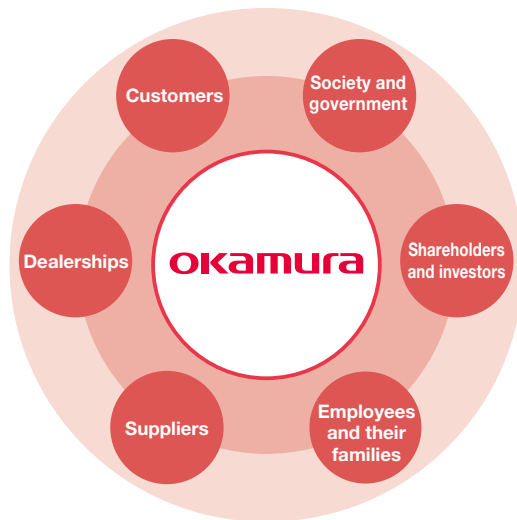
Stakeholder Engagement

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 through communicating with a wide range of stakeholders, 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 supplied are of superior quality and functionality, and are delivered 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. 119 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 has established a Multi-Stakeholder Policy as a basis for building relationships with stakeholders such as employees and suppliers

 Multi-Stakeholder Policy
https://www.okamura.co.jp/corporate/sustainability/policy/multi_stakeholder.pdf

Stakeholder Engagement Initiatives

Stakeholders	Main Activities/ 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 2022: 21,500)	<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"> Reinforce activities aimed at improving business and procurement focused on sustainability 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 expanding communication
	Financial Results Briefings	Twice a year	
	Information magazine and website	As needed	
	Individual meetings	As needed	
	Facility tours	Once a year	
Employees and Their Families	Discussions between employees and management	Routinely	<ul style="list-style-type: none"> Nurture talent aimed to improve employee engagement, and carry out measures to promote job engagement reform
	Initiatives to realize employees' "Work in Life"	Routinely	
	Activities promoting diversity and inclusion	Routinely	
Society and Government	Dialogue with government agencies	As needed	<ul style="list-style-type: none"> Incorporate findings aimed at building 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.

(Details [▶ p. 124](#))

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.

(Details [▶ p. 123](#))



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.

(Details [▶ p. 48](#))



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.

(Details [▶ p. 48](#))



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 obtained SBT certification under the Science Based Targets initiative (SBTi). (Details [▶ p. 48](#))



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 carrying out 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.



Assessment by Society

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

Major Certifications and Awards in Fiscal 2022

EcoVadis (Gold)

EcoVadis is a provider of supply chain sustainability ratings that assesses more than 100,000 companies in 175 countries around the world. It evaluates corporate sustainability initiatives in the four areas of environment, labor and human rights, ethics, and sustainable procurement of materials, using its own assessment criteria based on global sustainability standards. The Okamura Group received the Gold Medal, which places it among the top 5% of companies evaluated in 2022. (November 2022)



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 received A-, a leadership-level score, in the survey conducted by CDP, as a company that pursues outstanding climate change and information disclosure initiatives.. (December 2022)



4th ESG Finance Awards Japan (Special Award in the Environmentally Sustainable Company Category)

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 Corporation received a Special Award in the Environmentally Sustainable Company category for its outstanding initiatives given the size of the organization and the characteristics of our industry. (February 2023)



Health & Productivity Management Outstanding Organization 2023 (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 six consecutive years. (March 2023)



L-Boshi (Level 2) Certification

L-Boshi certification is a system by which the Ministry of Health, Labor 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, Labor 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. Okamura has been awarded "Kurumin" certification as a parent-friendly company. (November 2022)



Special Contents Learning from SDG Training in Order to Solve the Problems of Tomorrow

Based on our management philosophy, the Okamura Way, the Okamura Group promotes sustainability initiatives with the aim of contributing to the realization of a society where everyone can thrive at work and in everyday life, full of smiles. As part of this effort, we wanted to search for hints on incorporating sustainability into our day-to-day operations, while getting to know our group companies and colleagues, and learning from nature, through the lens of the SDGs. To this end, Okamura employees visited the NS Okamura Corporation (hereinafter referred to as NSO), a Group company in Kamaishi City, Iwate Prefecture, to take part in SDG training.

Training in Kamaishi City, Iwate Prefecture a Place with Close Ties to the Okamura Group

The participants included 21 members of the Okamura Group and members of the secretariat. Members from diverse job categories such as sales, production, and design came together, with some coming from as far away as Nagoya. Each participant had his or her own reason for joining. Those in sales wanted to understand SDGs better, since they had more opportunities to make proposals to customers from the perspective of the SDGs, while those working in production wanted to learn about the facilities at other locations. Training was held on August 26 and 27, 2022. The first day began with learning about SDG basics and the Okamura Group's initiatives aimed at sustainability in the conference room at NSO. This was followed by an introduction to NSO and the city of Kamaishi, located in the heart of the Sanriku Fukkou National Park. Participants were also informed of the close ties between the Okamura Group and the city of Kamaishi, including NSO's and Okamura's work on the stadium benches for the Kamaishi Unosumai Memorial Stadium in Kamaishi, the "City of Rugby."

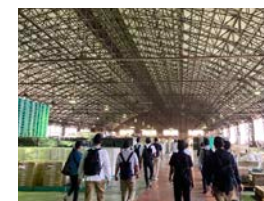


Members that participated in the training

Learning about NS Okamura's Journey from Suffering Damage Following the Great East Japan Earthquake to Receiving the Energy Conservation Grand Prize

Next, they reviewed the progress NSO made since the Great East Japan Earthquake. The old factory was destroyed by the tsunami. Operations resumed at the new factory in May 2012, but the cost of getting the factory ready posed a heavy burden initially. Since the factory was also subject to regulations under the Act on Energy Conservation, the company carried out energy-saving activities to reduce costs and energy use. Fundamental reforms in the painting line process were carried out in order to reduce CO₂ emissions. In recognition of such efforts, the company received the Minister of Economy, Trade and Industry Award in the Energy Conservation Example Category at the 2016 Energy Conservation Grand Prize, as well as the Minister of the Environment Award for Promotion of a Recycling-Based Society.

The training included a tour of the current NSO factory to observe firsthand the efficiency and energy savings achieved. In addition, as part of "earthquake remembrance training," the participants visited the old factory, still used for production and other uses. From there, the participants walked along the path which many employees evacuated on the day of the earthquake, listening to their stories from that time, which brought the disaster home for everyone again and led them to think about it once more.



Tour of the old factory



Walking along the evacuation route at the time of the earthquake



Public Design Center,
Public Promotion Department,
Life Science Division,
Office Furniture Sales Division

Misaki Sugawara

I Came to View the SDGs as a Personal Concern

I participated in the event because I wanted to understand SDGs better, and I wanted to be able to talk about them in my own words. I was also looking forward to seeing the factory and meeting with my colleagues there, as I had not had a chance to visit NSO even though I had been interacting with them through my work for some time. Seeing the activities carried out by NSO and trying my hand at commercial fishing made me realize that many things around me can be linked to SDGs. In addition to environmental issues, there were many other topics I had the opportunity to think about, such as what constituted a good environment to work or live in. I realized that there was a lot I could do. During the training, we experienced things practically unlike in seminars and study sessions, and I absorbed lessons naturally through the hands-on experience. It was also good to spend time with people from different departments and job categories, and to build interpersonal relationships that will help me in the course of my day-to-day work.

Understanding SDGs Through a Fishing Experience Unique to Kamaishi

On the second day of the training program, the participants went on a tour of a scallop cultivation site aboard a fishing boat, guided by members of the NPO Ohakozaki Shimin Kaigi (Ohakozaki Citizens' Conference), in order to experience the nature unique to Kamaishi. They also participated in a process called "dusting off (hataki)", which involves removing barnacles and seaweed from the scallop shells. The cleaned scallops were then grilled and eaten.

This fishing experience provided an opportunity to think about SDGs for society as a whole, by hearing directly from fishermen about various issues that the region faced, such as the lack of successors, marine pollution caused by waste and plastic garbage, and declining fish stocks due to climate change. Participants voiced opinions such as, "I fully appreciated the significance of training in a rural location away from big cities," and "It was good to hear firsthand about the current problems that fisheries in Japan are facing. Seeing the hard work that goes into the fishing industry, I have resolved not to waste food."

The fishing/fishery experience also served as a valuable opportunity to think specifically about the SDGs of "taking concrete measures against climate change", "protecting the richness of the sea", and "creating towns where people can continue to live", among others. Taking a hard look at the many challenges we face is the first step we can take toward a sustainable society.



"Dusting off (hataki)" the scallops



Experiencing aquaculture on a fishing boat

Discussing Training Experiences with Peers Through Workshops

As a wrap-up of the training program, each group hosted a workshop on the SDGs. The workshop required thinking not only individually but also as a group, and because everyone had gone through the program together, there was a lively exchange of ideas in a relaxed atmosphere. Participants were reminded once more of the importance of talking face to face in real life, in order to understand each other better. Shared experience among the participants also generated many new insights, and they were able to unearth hints that could be applied to their work and private lives in the future. The training provided a good opportunity for all the participants to take the next step forward.



Participating in the workshop



Exchanging ideas within the group

Encouraging Each Employee to Think Differently, Through Training and Events

To promote sustainability in each of the Okamura Group's businesses, we believe it is important to increase the awareness of each and every employee and to encourage a change in behavior across the workforce. To that end, we carry out various educational training programs, events, and workshops. This SDG Training Program is one example. Through these initiatives, we will continue to carry out a wide range of activities, so that each person's Knowledge, Understanding, and Experience will prompt the next step of Action, and so that we can actively contribute to society through our core business.



NS Okamura Corporation
Quality Control Section,
Engineering Department

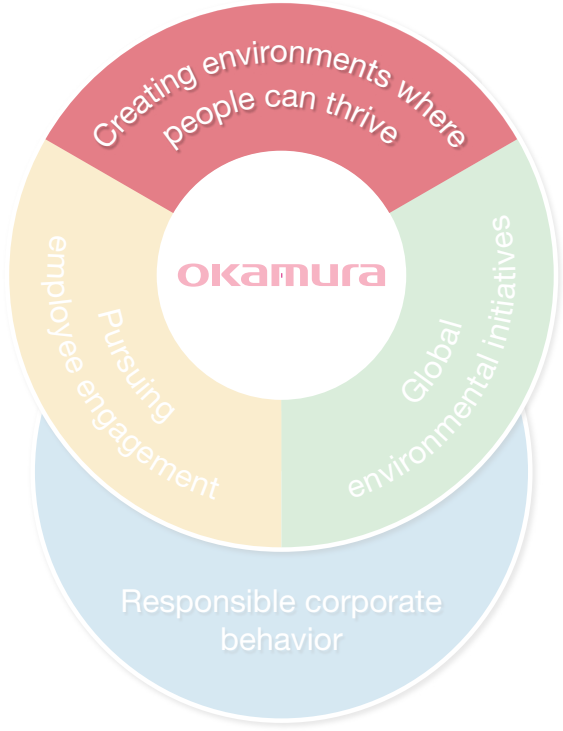
Yuuto Fujiwara

It was Meaningful to Share Experiences and to Learn from One Another

During the factory tour, I served as a guide and provided detailed explanations, but even then, participants asked numerous questions, so I was happy to see people so eager to learn more about NSO. The aquaculture tour was a valuable experience that even people living in Kamaishi do not get to do often, and I believe that viewing the scallop nets from a fishing boat enabled the participants to get a feel for the great nature of Kamaishi. I had a good laugh watching everyone fall silent as they concentrated on dusting off ("hataki") the scallops.

During the workshop, it was the visitors who informed me of the many charms of Kamaishi that I, as a local, had failed to notice, which made me feel glad to be a resident of Kamaishi. Although I had communicated with some of the participants by phone or e-mail, we communicated much better during the training, which reminded me of the importance of meeting people face to face.

I also wanted to share honestly with the participants what we at NSO felt about and learned from the Great East Japan Earthquake. Walking along the actual evacuation route together, the participants were able to compare the townscape before and after the reconstruction, and I believe this gave them a better sense of the situation at the time of the earthquake. I feel that conducting SDG training in this area has been very meaningful, as it also allows us to learn from the disaster and share our experiences of helping each other out.



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.

Pursuing Quality Design

Pursuing the true essence of a product, we provide our customers with products they can truly appreciate. In the pursuit of “the perfect product,” we are constantly refining our manufacturing abilities. We aim to create high-quality designs that give our customers added value. Okamura is committed to satisfying the needs of our customers by ensuring safety and improving comfort. This includes product development based on ergonomic* principles and creating environments that enhance creativity.

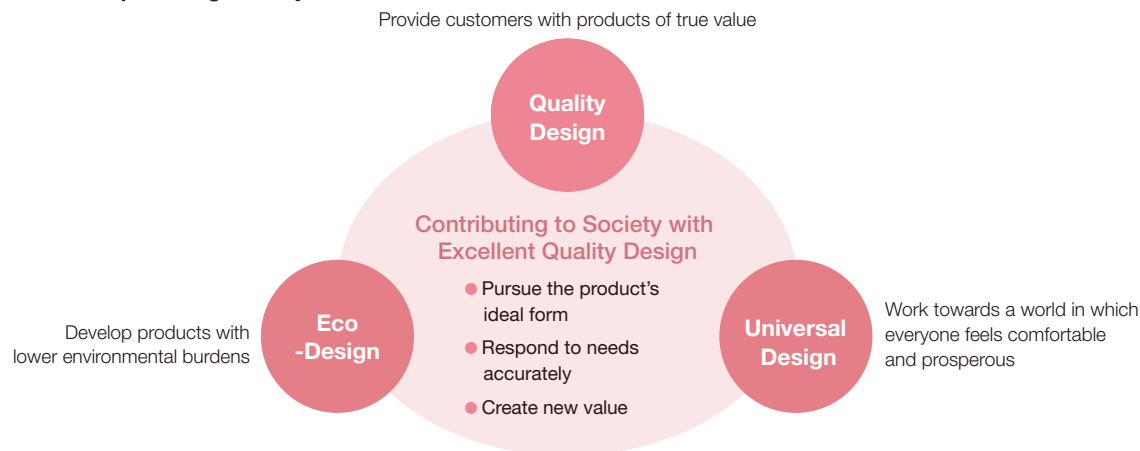
* Ergonomics: A scientific field that aims to understand human physical, cognitive, and organizational characteristics and apply them to various products, environments, and services.

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. This contributes to a sustainable society. We achieve this goal by carrying out product assessments at the planning and design stages and applying certification according to our own environmental standards. We achieve this goal by carrying out product assessments* at the planning and design stages and applying certification according to our own environmental standards. (See [▶ p. 57](#) 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.

The Okamura Group’s Design Policy



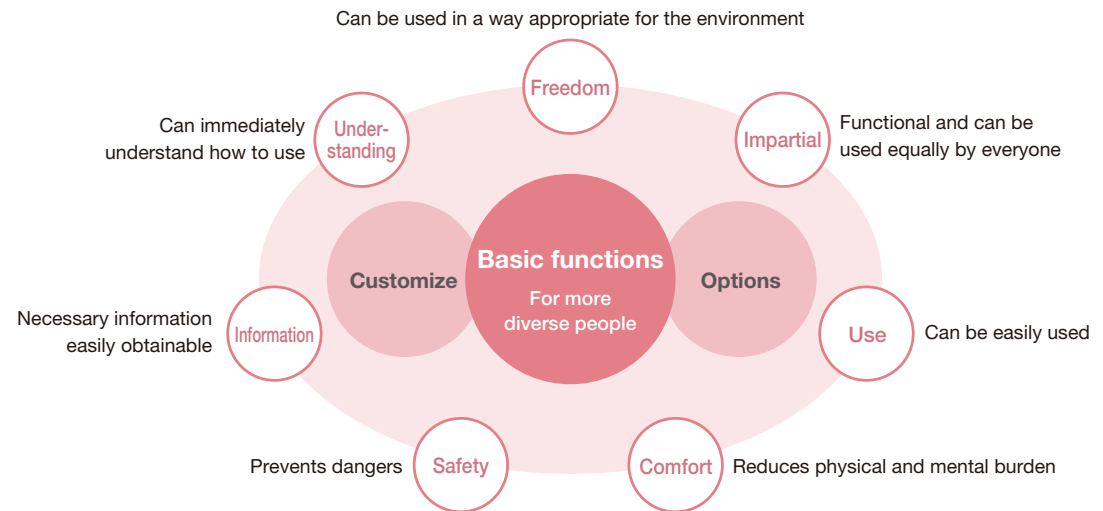
Pursuing Universal Design

Okamura pursues designs that benefit all people, developing individualized products and spaces for people from all walks of life. We offer products and spaces so that a greater number of people can use them comfortably, focusing on safety, comfort, adaptability, ease of comprehension, access to information and basic performance, including ample customization and optional extras.

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



Manufacturing Based on the Design Policy

20th Anniversary of the Launch of the Flagship Seating “Contessa”

Okamura’s flagship seating, Contessa, was created in collaboration with ITALDESIGN, a design firm based in Turin, Italy, with the aim of creating a world-class, innovative office chair. In 2002, the company presented the result at ORGATEC, an international trade fair for office furniture held in Cologne, Germany: a one-of-a-kind mesh chair with superior functionality and a unique form that could accommodate all kinds of situations and postures in the office. With its elegant aluminum frame and lightweight, highly transparent mesh, the Contessa’s universal design has stood the test of time over 20 years. In 2016, it was reborn as “Contessa II (Contessa Seconda)” with improved functions and strength, in order to accommodate the effects of globalization and diversifying work styles. Its design and comfortable feel have won wide acclaim both in Japan and overseas, and have received numerous design awards.

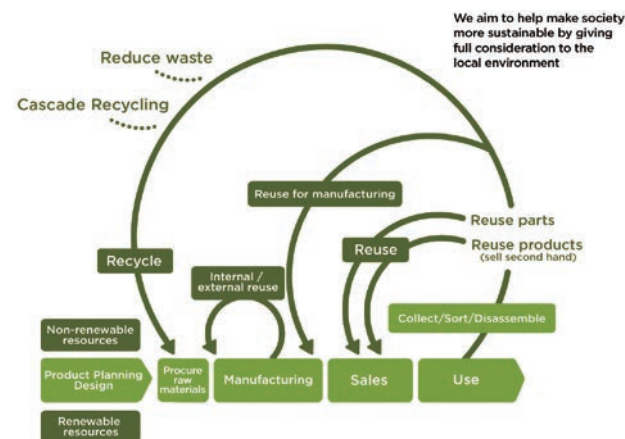


The flagship seating “Contessa II (Contessa Seconda)”

Okamura’s Manufacturing Philosophy: Circular Design

The Okamura Group has developed the idea of “circular design” based on the concept of a circular economy. We aim to reduce the impact on the environment and help create a sustainable society by choosing manufacturing methods that utilize limited resources more effectively for longer periods of time and minimize the generation of waste throughout the product life cycle, from product planning and design to procurement, manufacturing, sales, maintenance, reuse and recycling. (See [▶ p. 57](#) for related information)

Concept of Circular Design in Product Development

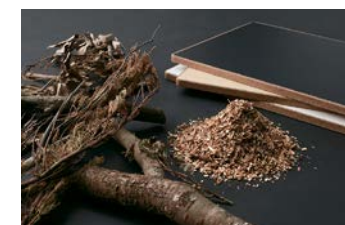


Promoting the Use of Unused Wood as New Material for Products

“Unused wood” refers to wood from unwanted trees and wood chips generated during forest maintenance. We are actively trying to utilize this unused wood, which includes low quality wood, root parts, bent wood, branches, and leaves, that have not been used to make furniture with in the past. 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.

We collaborate with Ace Japan, a company in Kyoto that possesses know-how and technology regarding unused wood, to collect unused wood and driftwood accumulated in dams within Japan, to turn such wood into tabletops after chipping and molding. The edges of the finished tabletop are left soft, eliminating the need for edging materials, which allows you to enjoy the texture of the chipped wood. It was successfully incorporated as tabletops in the creative furniture line SPRINT and commercialized.

As part of the effort to achieve local production and local consumption, we intend to offer more products incorporating unused-wood tabletops not only for offices but also for use in schools and other venues.



From left to right: unused wood (branches, leaves, etc.), chips, and a tabletop made from unused wood



A table from the creative furniture series SPRINT, with a tabletop made of unused wood

Developing New Products that Accommodate Changes in Work Styles

Diversifying work styles have led to the rapid spread of Activity Based Working (ABW), in which workers choose when and where to work according to the nature of their duties, as well as remote work. While this allows for a flexible way of working not restricted by time or location, it is also difficult to see what each person is doing, and weakens cohesion within the team, due to less communication among team members and less awareness of what other members are doing. Okamura is developing a variety of products aimed at solving these issues.

The three architectural elements that make up the “Lives Architectural Products” series can be used to create a variety of spaces within an office, depending on the number of people

and the required purpose: they can divide up space loosely to be used as a room within a room, or be moved to any position along the rails attached to the ceiling, or cleanly define a space by attaching desks, shelves and lighting to the panels. The elements create spaces that encourage communication and strengthen cohesion among team members.

The modular creative furniture series WORK VILLA consists of sofas, meeting tables, shelves, etc., around which team members can gather, as well as a low running bench (“engawa”) that leads out of the gathering space. The WORK VILLA cocoons the team as they mingle, while communication with the outside world remains open via the bench.

The series encourages people to communicate with one another, and creates an office space where people feel a sense of connection.

Developing Products to Accommodate the Rise in Video Conferencing

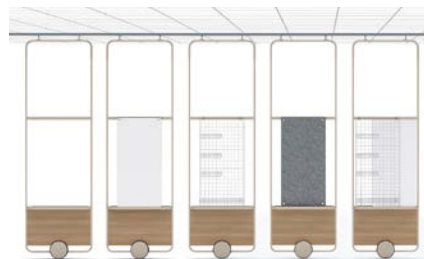
As more people work remotely, video conferencing has become commonplace. While the number of online meetings is rising, rooms remain limited, and therefore video conferencing is often conducted in open spaces. Video conferencing involves a number of sound-related issues that make it difficult to hear others speak. Such obstacles in communication include sound from standing microphones and speakers being audible to other people, the need to speak loudly in the direction of the microphone, the microphone picking up background noise, and mic feedback issues.

TALKHUB, a voice communication tool for video conferencing developed by Okamura, uses proprietary voice control technology to connect multiple wearable microphone and speaker sets, enabling two-way voice processing. Audio signals from multiple microphones and speakers are transmitted via Bluetooth*, combined into a single, optimized audio signal, and then linked to a PC, solving the problems of feedback, echo, and sound leakage in video conferencing.

* The Bluetooth® word mark and logo are registered trademarks and the property of Bluetooth SIG, Inc.



Lives Post + Beam



Lives Slide Panel



Lives Partition



Creative furniture series WORK VILLA



The audio communication tool for video conferencing TALKHUB in use

Flood Barriers With Industry-Pioneering Self-Diagnostic Function that Optimizes Maintenance Cycles

More record-breaking heavy rains and bigger typhoons due to climate change have led to more frequent instances of water-related damage, such as river flooding and urban flooding, and demand for waterproofing facilities that prevent flooding in buildings and underground areas is on the rise. A raisable flood barrier is a type of flood barrier installed at the entrances of establishments such as buildings and condominiums and entryways to underground facilities such as parking lots and subways to prevent flooding. Under normal conditions, it is set into the floor of the entryway, and in the event of flooding, it is raised to seal the entrance and keep floodwater out. However, periodic inspections are necessary in order to keep the disaster prevention system in good condition, which requires raising the flood barrier during inspections and blocking the entryway for a certain period of time. Therefore, inspections had to be conducted early in the morning or at night when there was little traffic, and moreover, they were time-consuming and labor-intensive since the voltage and current of each electrically operated piece of equipment had to be measured manually by workers.

To address these issues, Okamura has developed SuiZin, an industry-pioneering electrically activated raisable flood barrier equipped with a self-diagnostic function, which enables information to be transmitted and inspections to be performed without the need to raise the flood barrier. It optimizes maintenance cycles, maintains waterproofing functions to ensure reliable deployment when necessary, and protects buildings and basements from flooding.

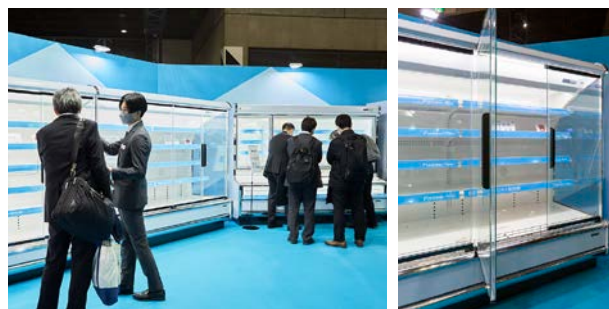


The electrically operated raisable flood barrier SuiZin (left: under normal conditions, right: with the flood barrier raised)

Developing Energy-Efficient and Labor-Efficient Products for Stores

Freezers and refrigerated display cases for food in supermarkets and drugstores used to consist mostly of open types without doors, which allowed easy access to the products. However, with the recent rise in electricity costs, retailers have become increasingly interested in energy efficiency, and demand for cases with doors that provide more effective cooling is on the rise.

Okamura has developed retrofit doors that can be installed on existing open-type freezers and refrigerated display cases. The retrofit doors reduce the refrigeration load by approximately 30% compared to open-type display cases. Although not compatible with all products, the doors can be installed on Okamura's flagship Fontana Neo multi-tier cases. Additional frames are mounted on the top and bottom of the existing display case, on which the retrofit doors are attached. The door itself has no frame, ensuring that shoppers have a good view of the products inside the case. The retrofit doors not only save energy and ensure uniform temperatures inside the display case, but also eliminates the work for covering and uncovering the cases when closing and opening the store, helping to save on labor as well.



Retrofit doors displayed at the 57th Supermarket Trade Show 2023

Providing Solutions for Automation and Labor Saving in Logistics

In logistics sites, the need for automation and labor saving in warehouse operations is rising due to the diversification of logistics services such as more frequent, small-lot distribution and a shrinking workforce. Automation of simply moving and transporting objects is already possible with conventional AGVs (Automatic Guided Vehicles), but the need to delineate traveling tracks on the floor with tape or markings makes changes in routes time-consuming, and moreover, the AGVs are not able to avoid obstacles on the track. In particular, moving and transporting roll box pallets have presented a challenge for automation at many logistics sites because of their large numbers and frequent need for transportation, in addition to their considerable weight.

To address these issues, Okamura has developed an autonomous mobile robot called ORV (Okamura Robot Vehicle). The ORV utilizes SLAM (Simultaneous Localization and Mapping) technology, which uses sensors to recognize its surroundings, map the area, and calculate its own location, and is equipped with AI (Artificial Intelligence). It automatically recognizes and retrieves roll box pallets by grabbing one side of the trolley and lifting it up, transporting it to the destination while avoiding obstacles. Because no towing is involved, it is capable of delicate maneuvers such as pivoting on the spot together with the roll box pallet, and because it can also back up, the roll box pallets can be closely lined up even in narrow spaces. The ORV reduces the workload of the staff and improves productivity by automating transport in logistics facilities.



Autonomous mobile robot ORV

Marking Products According to Okamura's Own Standards

At Okamura, we display marks on products that meet our own standards, 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 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 (WELL v2): An evaluation system for office spaces aiming to create a better living environment by adding the perspective of "human health" to the design, construction, and operation of spaces



WELL PLUS

WELL PLUS mark



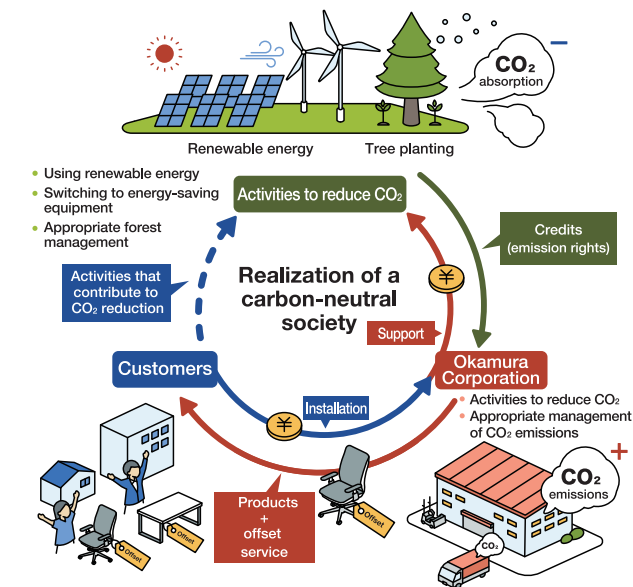
GREEN WAVE and GREEN WAVE+ marks

Expanding Products Eligible for the Carbon Offset Program

In January 2022, Okamura launched the Carbon Offset Program, in which greenhouse gas emissions for office products are correctly calculated for the entire product life cycle, from the procurement of raw materials to manufacturing, transportation, and disposal, and customers are offered products that come with emission rights (credits) equivalent to the amount of emissions. In November 2022, we became the first Japanese partition-building materials manufacturer to add architectural products to the list of products eligible for the program, with more products to be added. Customers can be a part of the effort to reduce greenhouse gas emissions through the purchase of eligible products.

At Okamura, we strive to reduce greenhouse gas emissions by ensuring efficient transportation and distribution when purchasing raw materials and delivering products to customers, as well as promoting energy-saving measures and switching to renewable energy for our electricity needs in our plants. We then calculate the amount of CO₂ emissions that we could not reduce despite such efforts, and offset them through emission rights.

How the Carbon Offset Program Works



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 praise in domestic and international award programs in fiscal 2022 as well.

HiP Awards at NeoCon*

HiP Awards 2022 at NeoCon

Winner of the Workplace: Conference Seating category

(June 2022)

- CYNARA office seating

* HiP Awards at NeoCon: Sponsored by the U.S. magazine Interior Design, this awards program celebrated its ninth anniversary in 2022. 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.

Kids Design Award*

Winner of the Kids Design Council Chairman's Award (Honorable Mention) at the 16th Kids Design Awards

(September 2022)

- Parabel chair designed for working from home

16th Kids Design Awards

Won for Design that Contributes to the Safety and Security of Children

(August 2022)

- Parabel chair designed for working from home

- Parabel desk designed for working from home

* Kids Design Award: The Kids Design Award was launched in 2007, with the aim of selecting outstanding products, services, spaces, activities, and research that (i) contribute to the safety and security of children, (ii) develop children's sensibility and creativity, and (iii) contribute to creating a society conducive to raising children, and making them better known across society.



Good Design Award*

Selected as one of Good Design Best 100 for fiscal 2022

(October 2022)

- OC portable battery
- Swift IV (Swift Quattro) electric height-adjustable table

Winner of the 2022 Good Design Award

(October 2022)

- WORK CARRIER creative furniture
- RECONE modular panel system
- ena meeting chair
- Up-Ring furniture made of 3D-printed biomass plastic
- Re:net sustainable fabric developed by Okamura

* 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 of the Nippon Brand Award at the 2022 “CHO” MONODZUKURI Parts and Components Awards (November 2022)

- Component for sensing human physiques installed in the Spher task seating

* “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.



German Design Award*

Winner of the 2023 German Design Award* (December 2022)

- REGAS office desk
- Phlox lounge furniture collection

* German Design Award: An award program established by the German Design Council in 2012, it consists of the three categories of 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 2022 Good Design Award (Furniture category) (January 2023)

- CYNARA office seating

* 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 items according to aspects such as innovative design, new technology, form, materials, architecture, concept, function, and aesthetics.



iF Design Award*

Winner of the 2023 iF Design Award
(April 2023)

- OC portable battery
- Up-Ring furniture made of 3D-printed biomass plastic
- Parabel chair designed for working from home

* iF Design Award: A prestigious international award presented annually by iF International Forum Design GmbH to outstandingly designed industrial products from around the world.



Universal Design Award*

Winner of the 2023 Universal Design Expert Award and the 2023 Universal Design Consumer Award *(May 2023)

- Spectra seating

* Universal Design Award: Sponsored by Germany's Institute for Universal Design, winners are selected based on their innovativeness and marketability, in addition to outstanding universal design features that make them easy to use for anyone. A group of universal design experts and approximately 80 ordinary consumers judge the competition, selecting winners for the Universal Design Expert and Universal Design Consumer Awards, respectively. The name has been changed from the Universal Design Competition to the Universal Design Award from this year.



Our corporate website “Make with: The Craftsmanship of Okamura” introduces the processes and conditions involved in Okamura’s manufacturing, including planning, research, design, and product creation. 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/>

Red Dot Award*

Winner of the 2023 Red Dot Award: Product Design
(April 2023)

- Lives Post + Beam architectural products

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



reddot winner 2023

TOPICS

Parabel, a Furniture Series that Accommodates the Needs of Parents Working from Home

Parabel, a furniture series designed for people who work from home, was developed in response to the problem of office-oriented designs seeming out of place in homes, where people require comfort and functionality in furniture in order to use them for remote work. With the rise in remote work, the home has come to serve as a place to work. In many cases, people work in a corner of the living room or dining room rather than in spaces dedicated for working, such as a study.

The Parabel chair is a compact yet comfortable chair that gently cocoons the body, allowing one to work as comfortably as in the office. We offer a variety of models featuring upholstery that is stain-resistant and easy to maintain, the structural parts being covered with resin, and with seat covers that can be removed for washing, rendering it suitable for use by households with children. The Parabel desk has rounded legs that wrap around the four corners of the tabletop and that help prevent children’s heads from bumping into the table edges. The cable support is made of soft felt, and comes with leg covers that neatly store wires along the legs. This way, children don’t trip on cords, and it is safe even when they crawl under the desk and bump into them.

In recognition of these aspects, Parabel won the 16th Kids Design Award, and the chair received the Kids Design Council Chairman’s Award (Encouragement Award).



Parabel, a furniture line designed for working from home

Promotion of Innovation and Creation of New Value

With our aim of “Loving people, creating places” as part of the Okamura Way, the Okamura Group proposes optimal spaces that are comfortable, creative, efficient, and healthy, by offering outstanding products and services for various facilities. We will continue to create new value through research on work from new perspectives, as well as through businesses based on co-creation and the dissemination of useful information.

Promoting Innovation

Okamura's Digital Transformation (DX) Strategy

Okamura is aggressively promoting DX by utilizing cutting-edge digital technologies such as AI, IoT, and robotics in order to flexibly and agilely respond to diversifying needs, rapid changes in work styles, and social issues in a rapidly changing business environment. Based on DX strategies such as DX for products and services in each business, DX in various business processes, advanced business management based on data, nurturing of DX human resources, and strengthening of system infrastructure, we will promote DX to improve the value customers experience as well as business efficiency.

On May 1, 2023, we obtained certification as a DX Certified Company under the Digital Transformation Certification System established by the Ministry of Economy, Trade and Industry.



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

DX Learning Platform (DXLP) Initiative

The DX Learning Platform (DXLP) is an initiative aimed at fostering a culture in which ideas on DX can emerge from the workplace, by nurturing talented people who are highly DX literate in a wide range of fields within the Okamura Group.

Prospective participants interested in DX within the company are invited to learn about digital technology and design thinking, and to present proposals for new projects and improvements. Particularly outstanding proposals are

presented before the President and Board Members, and some of them actually go on to become bona fide projects. The objective is not only to learn about digital technology, but also to effect transformation by encouraging employees to

consider the challenges they face in their day-to-day work in light of DX, and how they can make the most of digital technology. (See [▶ p. 91](#) for related information)

VOICE



(At the time of writing)
 Office Furniture Business Division
 Business Management Department
 Business Promotion Group
 In charge of Business Promotion

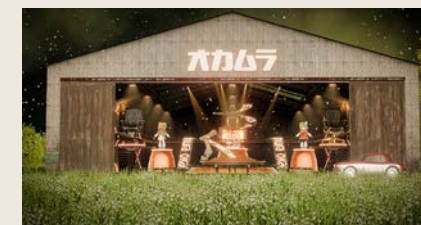
Masaru Nadachi

Taking on the Challenge of the Metaverse Initiative

I joined the DXLP because I was eager to learn about the latest technology and utilize it in my work. I was particularly struck by VR and AR technologies, and felt that the office, as a place of work, could shift to the metaverse in the near future, and therefore I proposed that Okamura enter the metaverse.

In March, we held a metaverse event to celebrate the launch of the 20th-anniversary model of Contessa, our flagship seating, which consisted of a virtual tour of the factory shipping out the model. Many people from across departmental boundaries, including in-house designers capable of creating VR spaces and people in charge of social media marketing, came together to make the event a success. Our goal was to win over potential customers of Okamura by emphasizing the excitement unique to the metaverse, but it turned out that there were other unexpected, positive outcomes as well, such as a boost to hiring, and honestly, I am glad to see that our efforts came to something.

We will continue to take on the challenge of the metaverse, and aim to become an Okamura that is capable of “loving people and creating places”, both in the real and virtual worlds. At the same time, we will continue to provide input for DX, since technology continues to advance daily. I also discovered from my experience that Okamura is a company that lends an ear to proposals that percolate up from the bottom, and provides support until they are realized. I would like to continue my activities so that others will more often be encouraged to take on challenges regarding things they want to do.



Metaverse event venue



View of the event

Three Companies Collaborate to Construct Coworking and Co-Creation Spaces

Many service offices, including coworking spaces and shared offices, incorporate a variety of concepts and mechanisms to encourage interaction and co-creation among users, and are becoming popular not only in urban areas but in outlying areas as well, thanks to the support of local governments and the spread of workcations.

The Okinawa Cellular Telephone Company opened the Coworking Space “Mangrove” by Okinawa Cellular Forest Building as a space that flexibly accommodates diverse work styles, such as workcations and those adopted by IT venture companies. In constructing the facility, Okamura and a Group company, FM Solution Corporation, were responsible for the conceptualization, interior design, and managing the progress of the project. FM Solution provided operational support for the facility, and ATOMica Corporation, which provides support for starting up and running coworking spaces, helped with planning, resulting in a three-way collaboration in constructing the facility.

Also, corporate offices are now increasingly equipped with co-creation spaces, which encourage cross-departmental problem solving and value creation by people in different positions. At Kirin Holdings Company, Ltd., a co-creation space was constructed when the office was renovated. ATOMica provided support for making active use of the co-creation space set up by Okamura.

We at Okamura and FM Solution are creating office environments by leveraging our accumulated expertise in past office construction and intra-office co-creation space development, our knowledge of work styles, and our know-how in creating spaces for co-creation in the office. ATOMica plans, develops, and runs Social Coworking®, a mechanism for developing coworking spaces and continuously generating co-creation. Going forward, the three companies will continue to

leverage their strengths to provide services for comprehensive support, from facility planning, space construction, and support for start-up operations to running the space, in order to create spaces that embody co-creation.



Coworking Space
Mangrove by Okinawa Cellular Forest Building

Presentation of Joint Paper on Hybrid Work and Creativity

As hybrid work styles that use office and non-office locations for different purposes become more widespread, there exists demand for expertise that can be of guidance on issues such as where and for how long a person should work, and how online communication tools should be used, in order to foster creativity (that is, desired outcomes or creative/innovative actions at work).

Okamura has jointly conducted research on hybrid work together with Associate Professor Nobuyuki Inamizu's research team at The University of Tokyo Graduate School of Economics and Discoveries, Inc. The co-authored paper, “Time Perspective and Creativity: An Analysis of Hybrid Work Using Fine Time Unit Behavior Data,” was published in *Organization Science*, an academic journal put out by the Academic Association for Organizational Science.

The study analyzed and examined worker behavior, both offline (how they use the office) and online (chatting, etc.), to determine the relationship between creativity and where people work, how they use tools, and how they allocate their time.

Proposing an Environment Where Picking Support Robots Work Alongside Humans

For retailers, it is becoming ever more important to develop features unique to them and to maximize their strengths in order to survive, such as by addressing labor shortages, an aging workforce, and diversified purchasing methods.

Okamura unveiled a new mode of picking for stores utilizing PEER, an autonomous support robot aimed at distribution facilities, at the 57th Supermarket Trade Show 2023, a trade exhibition for the food distribution industry. This represents a novel endeavor to save labor and manpower by having multiple robots support a single store staff member.

For example, in-store picking routes are set automatically based on the contents of an online supermarket order, leaving the searching and transporting of the product to the robot, while the picking is performed by a human worker, thereby increasing efficiency. The robot can also be programmed to help with sales promotions in the store during business hours, introducing samples of recommended products and offering information.

Robots can automate simple tasks, freeing up staff to concentrate on tasks only human workers can perform, thereby expanding the possibilities of new commercial spaces.



Proposal of store space that utilizes picking support robots

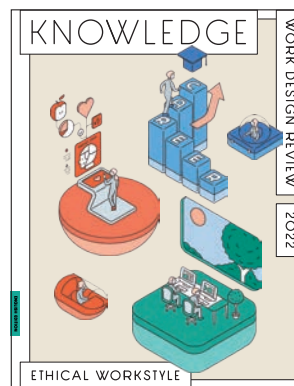
Conducting Surveys and Research on Work Styles and Workplaces, and Disseminating Useful Information

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. Taking this situation into consideration, Okamura studies and conducts 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 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 of the world. 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 2022, with aggregated research data on working, was published in November 2022. In it, we define an ethical workstyle as a way of working that takes health, altruism and diversity, and the global environment into consideration, and explore possible work styles of the future under this theme. It also includes information on creating team hubs in an office and how office space configurations and seating are understood, interviews with experts, and a case study of renovation led by Okamura.



KNOWLEDGE - WORK DESIGN REVIEW 2022 (November 2022)



Research and perspectives on work styles and workplaces in the office

<https://www.okamura.co.jp/office/knowledge/>

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.

This activity won the 2019 Good Design Award.

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 conduct co-creation activities to meet the needs of various people, such as our customers, local people, and students, by helping to solve their problems and create value.



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



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



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



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

With the aim of supporting 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 cooperation with external partners, co-sponsoring and cooperating on external projects. In fiscal 2022, we held both in-person and online events. 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.

TOPICS

Voluntary Participation in “demo!expo”, to Promote the Osaka-Kansai Expo

WORK MILL is participating in “demo!expo”, which is an initiative to make anyone, whether it be an individual or an organization, a central player in the Expo. “demo!expo” is a team that has gathered unofficially across corporate boundaries to make the Osaka-Kansai Expo 2025 better known to the public and to use the Expo as an opportunity to live things up.

With the concept of “Creating another Expo in the streets”, it aims to create a more flexible system for Expo participation than the one that currently exists, so that the Expo will not only serve to enliven the Kansai region, but also be enjoyed together by all those involved.

The Expo Tavern project started from the spring of 2022 as an event where people interested in the Expo 2025 or those who wish to participate in it can get together and talk. From Okamura, Eri Okamoto, the community manager of Open Innovation Biotope “bee”, is participating as a member of “demo!expo”. At the Expo Grand Tavern held in December 2022, Introductory, Practical, Official, Regional, and Entertainment booths were set up in the venue, as a way to elicit honest opinions among the participants. “Barkeepers” were stationed at each booth to encourage interaction among participants. Okamoto was appointed as the barkeeper for the Introductory booth, which was visited by people who did not yet know much about the Expo. The Expo Tavern is a place where the general public can mingle with Expo officials freely and exchange ideas and opinions, and where ideas for various projects are born.



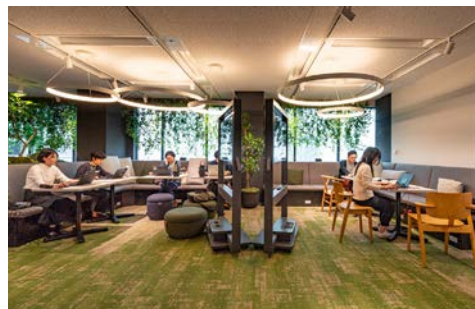
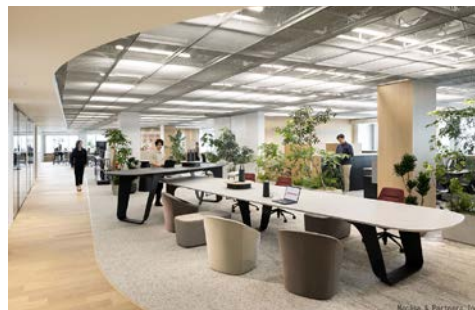
Participants at the Expo Grand Tavern

Constructing and Proposing a Variety of Environments

Opening of We Labo, an Office Aimed at Creating a Society Where People Nurture Each Other

The HEADQUARTERS OFFICE of Okamura in Kioicho, Chiyoda-ku, Tokyo, opened after renovations in August 2022. The functions of the office, along with how people use it, are changing in line with changes in work styles, such as the spread of hybrid work that combines working from the office and from home. By gathering in a real place, such as working in an office, people can chat or otherwise engage in chance communication, and empathize with one another through face-to-face encounters. Therefore, offices need to be environments that encourage communication.

The renovated office embodies the value of “making people thrive”, which lies at the core of the Okamura Way, which systematically presents Okamura’s management philosophy. As a “lab office”, a place for achieving work-style innovation by experimenting with and testing new work styles and environments, we are creating an identity as “us” where differences in such things as job type, status, generation, and gender are transformed into strength, and maximized when individual characteristics are melded together. Okamura calls this “we-identity”, and this office has been named “We Labo” as well. We aim to create an environment where employees can capitalize on their individuality, and where they can work comfortably while forging connections and communicating with others, creating a work style where people can nurture one another’s talents.



Introducing Various Examples of Space Construction


Okamura introduces examples of its efforts to create spaces in booklets and on its website.

For office furniture business case studies that use Okamura products in corporate offices, public facilities, and cultural facilities, the website’s Design Stories section introduces the background of the project, the proposals that Okamura designers made in response to the customer’s issues and requests, and the resulting spaces constructed by Okamura designers. The website’s bp.+ section presents interviews with customers who participated in the project, along with images of the completed space. For the store displays business, we publish a bimonthly booklet titled Stores of the Month that introduces case studies of renovated supermarkets and commercial facilities. For the material handling systems business, we introduce case studies of logistics warehouses and other facilities using Okamura equipment on our website, classified according to the industry. We will continue to provide useful information so that our customers will be able to visualize in more detail what can be done with the space, and so that we may assist them better in constructing spaces that incorporate the needs and changes of the times.

● Design Stories

 **Introduction of proposals made by designers and the constructed spaces**
<https://www.okamura.co.jp/office/works/>

● bp.+


 **Interviews with customers who participated in projects, along with the constructed spaces**
<https://www.okamura.co.jp/service/bp/>

● Stores of the Month

Bimonthly booklet with a wealth of photos and text on projects and store space features



● Case studies of logistics systems using Okamura products

 **Case studies of customers in the manufacturing and distribution industries using Okamura products, described in brief**
<https://www.okamura.co.jp/mhs/casestudy/>

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

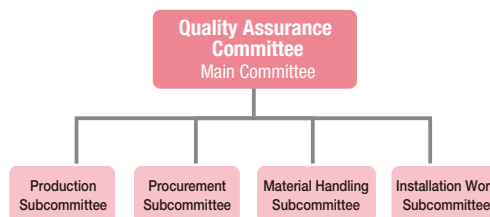
The Okamura Group regards the provision of safe products and services as a material management issue, and aims to provide products and services that lead to enhanced customer satisfaction. We have established a company-wide promotion system aimed at quality improvement, and are working to ensure thorough quality control through the operation of a quality management system as well as an assessment system. Through these efforts, we strive to provide safe and high-quality products. (See [▶ p. 18](#) for related information)

Management System to Ensure Safety and Quality

The Okamura Group works to ensure consistent quality from procurement to production, distribution, and installation work. In addition to working on quality issues in each department, we are strengthening cross-departmental collaboration as well. In order to raise our standards further, we have established a Quality Assurance Committee and subcommittees that promote quality initiatives across the entire company, and strive to improve quality throughout the supply chain. (See [▶ p. 126](#) for related information)

Furthermore, to accurately respond to customer requests regarding quality, departments share information and pursue activities for improvement, in order to enhance customer satisfaction.

Organizational Structure of the Quality Assurance Committee



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

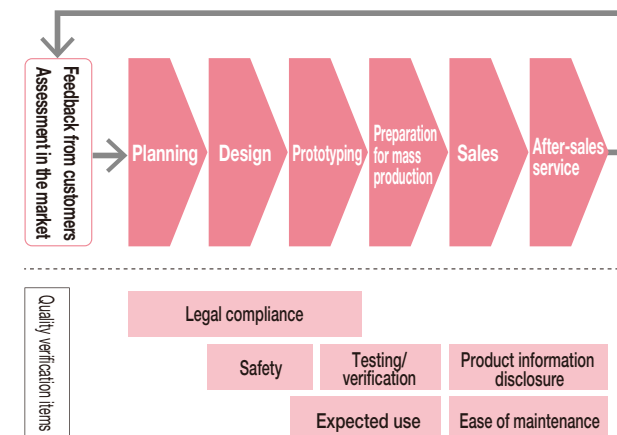
* ISO 9001: International standard for quality management systems stipulated by the International Organization for Standardization (ISO).

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.

Standardization of Each Process to Improve Quality

The Okamura Group standardizes the product development process—from product planning, design, manufacturing and sales to after-sales service—as well as incorporating customer feedback and conducting rigorous screening and verification regarding safety and quality. 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 quality training for skilled workers and practical quality control (QC) training for managers.

List of Quality Control Training Programs

Type	Target	Title	Content	
Required Training	New employees	Skilled Worker Newcomer Course	● Importance of work standardization	● Understanding quality variation
		Skilled Worker 1st year Follow-up Training	● Basics of daily management and quality control	
	2nd, 3rd, and 4th-year employees	Skilled Worker 2nd Year Follow-up Training	● Review of the basics of daily management and quality control	● Fostering on-site skills
Manager Training	Candidates for management positions	Leader Development Beginner Course	● Learning principles of quality	● Importance of standardization
	Team leaders, work site leaders	QC Practical Course	● How to use the 7 QC tools	● In-house standardization methods
QMS (Quality Management System) Training	All employees	QMS Basic Education	● Overview of QMS	● Understanding the importance of QMS
	Managers	Internal Auditor Development Training	● QMS internal auditor training	● How to proceed with audits
	Internal auditors	Pre-Internal Audit Training	● Training prior to conducting QMS internal audits	● Reminder of key audit points

Nurturing Human Resources That Support Manufacturing

The Okamura Group maintains an education and training system to nurture outstanding workers that support manufacturing at production sites, and makes an effort to ensure that the advanced technology and skills accumulated over many years are passed down. We also consider it important for employees to obtain certifications in order to improve standards overall.

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.

Around 400 employees take courses here every year. During the courses, participants are completely disengaged from their usual duties, and concentrate on learning. For example, the Leader Development Course in the field of basic skills is a two-month course in which participants learn the principles of ensuring precision and quality in manufacturing. Participants are able to receive guidance directly from skilled instructors, which allows them to learn how to approach manufacturing and improve their on-site skills.

The Technical Skills Training Center offers education and training curricula for employees according to their work experience and duties, from new employee training to follow-up courses up to the fourth year of employment, professional skills training courses, and practical courses in management techniques, aimed at raising workers' skill levels in various areas of our production department.

Passing Down Technology and Skills

Each production plant makes an effort for advanced technology and skills necessary for manufacturing to be passed down. We nurture specialists at each site to ensure that production activities are carried out safely and smoothly, and that the quality of our products is maintained and improved.

Modern Master Craftsmen Pass Down Technology and Skills

Koichi Hataoka of the Technical Skills Training Center has been engaged in producing prototypes and designing office furniture since joining the company in 1966. He has been focusing on improving the function and design of Japanese office chairs, such as establishing the industry's first flexible urethane foam surface integrated molding method. In recognition of his achievements, he was commended as an "Outstanding Technician (Modern Master Craftsman)"*¹ in 2016. Today, he is passionate about nurturing younger generations and is passing down his manufacturing skills. Certified and registered as a "Monozukuri Meister" based on the Ministry of Health, Labor and Welfare's project to support the development of young technicians (Monozukuri Meister System)*², he provides technical instruction not only to

students but also to instructors at technical high schools. The system contributes to the development of young technicians and in-house instructors, while leveraging the skills Okamura has cultivated as well as the outstanding abilities and experience of our in-house talent.

*¹ Outstanding Technician (Modern Master Craftsman) Recognition System: Technicians who have outstanding skills and are regarded as leading experts in their field are commended by the Minister of Health, Labor and Welfare in this system, which aims to improve the status and skill level of technicians

*² Program to Support the Nurturing of Young and Skilled Technicians (Monozukuri Meister System): In this program, persons with excellent skills and experience in manufacturing are certified and registered as "Monozukuri Meisters." The Monozukuri Meisters use tasks assigned in skill competitions as examples to provide practical guidance to young technicians at small and medium-sized enterprises and schools, effectively passing down skills and developing successors.



Instruction from a modern master craftsman, Mr. Hataoka

Encouraging the Obtainment of National Trade Skill Tests & Certifications

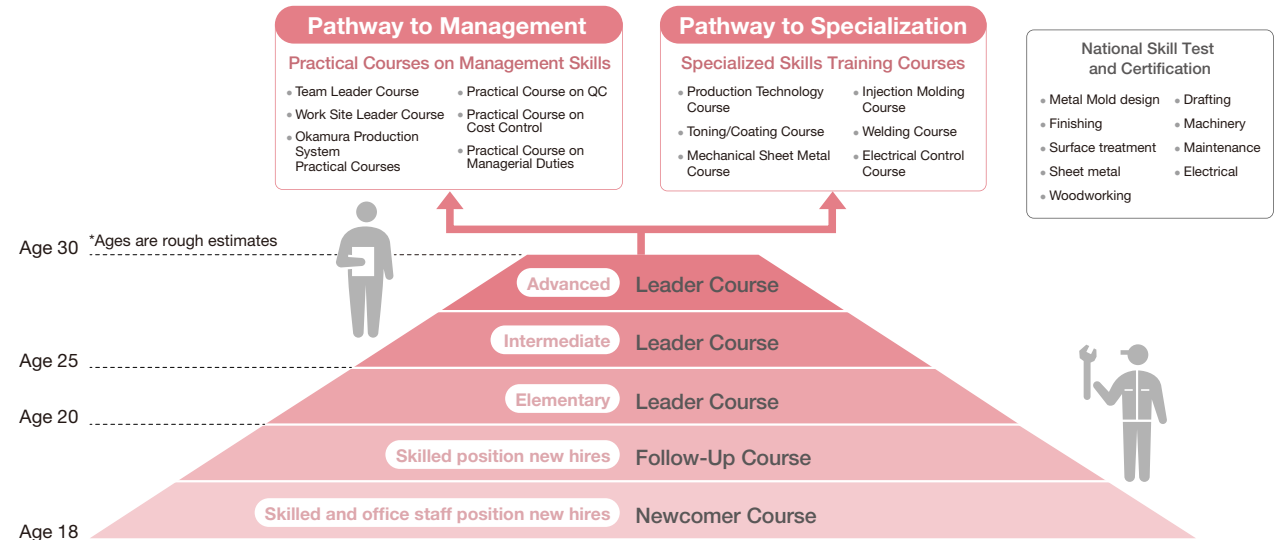
The National Trade Skill Test is a national certification system that evaluates the level of skills acquired in the course of work, or required for it. The Okamura Group actively encourages its employees to obtain Trade Skill Test qualifications, and more than 870 employees have passed the tests to date. There are also those who have obtained the Advanced grade, the highest grade in the testing system; such highly knowledgeable and skilled specialists are driving the improvement of Okamura's technical capabilities.

At the Technical Skills Training Center, we have prepared courses for National Trade Skill Tests in electrical, sheet metal, surface treatment, machining, mold design, and drafting. These courses can be taken by applicants with at least three years of work experience at production plants. All plants post which employees have obtained certification, in order to motivate employees to acquire qualifications.

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. Okamura has participated in the National Skills Competition every year since 2013 after qualifying regionally. Most recently, in addition to the "sheet metal work" category, we also took on the challenge of competing in the "refrigeration and air conditioning" category, qualifying for the tournament at the national level. In the 2022 Competition, we were able to win a silver medal, our best ever result, in the sheet metal work category. Repeated training with the goal of winning in the competition has led to improvements in techniques, skills, and soft skills, as well as improved leadership in the workplace.

Training Programs at the Technical Skills Training Center



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

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

At the root of OPS is the idea of thorough elimination of waste. With safety as our paramount concern, we are improving wasteful processes, creating a comfortable work environment, improving quality, and pursuing production processes that use less resources and energy, thereby improving production efficiency. 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 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.

Okamura Production System (OPS) Activity Training System

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)		
Required	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

Special Contents **Developing Environmentally Friendly Products Through the Concept of Circular Design**

Okamura develops a wide range of products through the concept of circular design, based on the concept of a circular economy. The concept emphasizes the use of environmentally friendly materials, reduction of parts and materials, and building structures that enable products to be used for a long time. Making sure such efforts are made is the first step towards contributing to the creation of a sustainable society. We also actively provide information about new products that can have a positive impact on society as a whole, helping to spread productive ideas and reliable quality.

A Groundbreaking Project That Makes Re:birth a Reality Through Recycling

Project Re:birth. This is a project to develop recyclable products that can literally be reborn, over and over again. The initiative of “from resin leg to resin leg”, adopted for the task seating Potam, was the first cycle to be successfully completed. The circular model of Potam uses recycled legs that are made by collecting resin legs from used office chairs, sorting and crushing them, and then turning them into new resin legs.

Okamura has established its own recycling infrastructure, and is proceeding with the creation of groundbreaking, recycling-oriented products by collecting and sorting its own products in this way, and using them as material for new Okamura products. We have taken another step forward in our efforts to

achieve a circular economy, taking the main materials used in furniture and transforming them into new products. Potam also comes upholstered with recycled material. It offers upholstery options that use Twill, a fabric made of materials 100% recycled from waste fabric. In addition, the chairs are disassembled into parts that are packaged and shipped separately, thereby improving delivery efficiency and fuel use during transportation and reducing CO₂ emissions.



with recycled fiber derived from used plastic bottles. The seat cushion is made of E-LOOP, a 100% recyclable polyethylene material. E-LOOP features a three-dimensional knitted resin mesh structure with excellent air permeability and pressure dispersion. By changing the coarseness and density of the resin three-dimensionally, we have made it more comfortable to sit on. One of the upholstery options for the back and the seat is CircuLeather™, which ultimately returns to the soil as fertilizer after being used as a leather product.

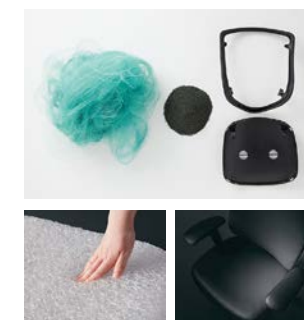
* REAMIDE® is a registered trademark of Refinverse Group, Inc.

Actively Using Various Recycled Materials in Our Products

Okamura’s flagship task seating model, the Contessa II (Contessa Seconda) circular model, uses a variety of environmentally friendly materials. The resin part of the back and the seat are made of REAMIDE®, a recycled nylon made from used fishing nets in Japan. The seat is upholstered with Re:net, a knit material developed by Okamura using REAMIDE® yarn and recycled PET yarn, while the back is upholstered with a newly developed mesh material proprietary to Okamura, made



Contessa II, Circular Model



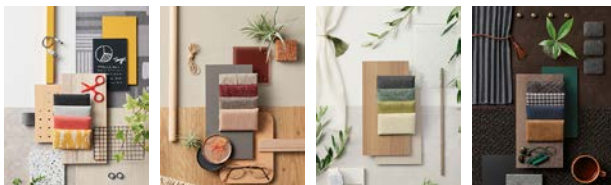
Above: Back and seat made using REAMIDE®
Lower left: E-LOOP used for seats
Lower right: Upholstery using CircuLeather™

Proposing Diverse CMFs and Developing New Materials

Okamura incorporates CMF into its proposals for office environments. CMF refers to the three elements that make up the surface of an object: color, material, and finish. Based on the view that an exciting office environment fosters creativity and achieves efficiency, we propose offices that stimulate the senses through the power of materials. We believe that there is a CMF suitable for every type of action, such as concentrating, actively collaborating with others, or relaxing, and we incorporate such thinking into product development and in the construction of spaces.

Also, as part of this CMF initiative, we are actively developing environmentally friendly materials. We use a variety of materials in our products, including Re:net, a fabric made from recycled fishing nets, and Twill, a fabric made with materials 100% recycled from waste fabric.

CMF VISION

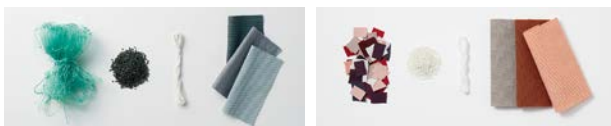


Playful

Hygge

Recharge

Immerse



Re:net, a fabric made from recycled fishing nets

Twill, a fabric made from recycled waste fabric

TOPICS

Linoleum Panels Derived from Natural Materials

Panels and other parts in the creative furniture series WORK CARRIER use linoleum boards derived from natural materials. A decorative material made from natural raw materials such as linseed oil, rosin, wood flour, lime powder, and natural pigments, linoleum has a characteristically matte, warm, and soft texture. It is a sustainable and environmentally friendly material that achieves carbon neutrality during production.



TOPICS

Bamboo, a Newly Popular Eco-Friendly Material, Used for Tabletop Surfaces

We use bamboo, which is attracting attention as an environmentally friendly material, as the material for tabletop surfaces in the Phlox table and chair series. Bamboo grows about 20 times faster than common conifers, and is said to impact the environment less. We will continue to consider its use as a sustainable material as part of our initiative to become plastic-free.



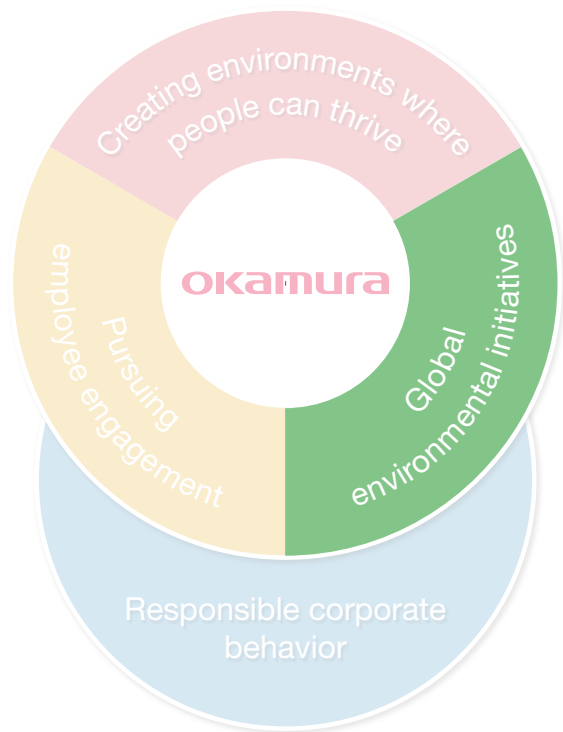
“Make Waves that Lead to the Future” The Craftsmanship of Okamura

Okamura, which values the concept of circular design, uses a variety of recycled materials and renewable resources in many of its products, including recycled fabrics from marine plastic waste, recycled resins, biomass plastics, and special powder coating using bamboo charcoal. Not only are these efforts in manufacturing conducive to a circular economy, but the rich variety in material also leads to rich variation in designs applied to spaces and daily life.

Additionally, in order to promote these activities, partnerships with suppliers and customers are essential. When each individual is aware of such efforts, and various organizations join hands across barriers and work together: Such a chain of positivity is bound to lead to a bright future.

Okamura is driving the Green Wave under the slogan, “Make waves that lead to the future.” We are promoting various initiatives based on the idea of creating a green (environmentally friendly) wave, and riding that wave. Scrutinizing anew every material that forms the basis of an environment where people can thrive, all the more since it connects to the future. Okamura will continue to move forward, creating waves that contribute to society.





Global Environmental Initiatives

We will help create a sustainable society by doing our best to reduce the impact on the global environment throughout the supply chain in 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 the environmental impact 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)

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)

This Environmental Policy will be made known to all personnel at each Okamura Group site, and will also be disclosed to the general public.

(Excerpt)

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.

These targets have been given SBT certification by the Science Based Targets initiative (SBTi), an international movement, as having a scientific basis in order to limit the rise in global average temperatures 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.

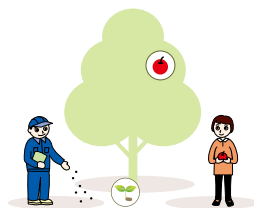


Information Disclosure on Climate Change by the Okamura Group (TCFD)

"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

Environmental Targets and Results of Activities for Fiscal 2022, and Environmental Targets for Fiscal 2023

Items from the Environmental Policy	Purpose of the Activity	Target for Fiscal 2022	Results of Activities for Fiscal 2022	Assessment	Target for Fiscal 2023	
What Okamura puts into practice	1-1. Promotion of measures to prevent global warming Reduce greenhouse gas emissions	Reduce greenhouse gas emissions: Reduce emissions by 1,000 t-CO ₂ /year for the entire Group	Reduced greenhouse gas emissions by 2,042 t-CO ₂ /year, year-over-year (YoY)	○	Reduce greenhouse gas emissions: Reduce emissions by 1,000 t-CO ₂ /year for the entire Group	
		Reduce fuel-related energy consumption	<ul style="list-style-type: none"> Reduce industrial fuel consumption by a five-year average of 1% (CO₂ conversion assessment) Reduce vehicle fuel consumption by a five-year average of 5% (CO₂ conversion assessment) 	<ul style="list-style-type: none"> Reduced industrial fuel consumption by a five-year average of 11.2% Reduced vehicle fuel consumption by a five-year average of 16.5% 	○	<ul style="list-style-type: none"> Reduce industrial fuel consumption by a five-year average of 1% (CO₂ conversion assessment) Reduce vehicle fuel consumption by a five-year average of 5% (CO₂ conversion assessment)
		Increase energy productivity	Efficient use of energy in compliance with the Energy Conservation Act <ul style="list-style-type: none"> Production related: Reduce energy consumption per in-house finished product unit by 1.1% year-over-year (YoY) Office related: Maintain energy consumption per unit for total number of employees constant Distribution: Reduce CO₂ emissions per unit by 1% year on year as a specified consigner and in work in the warehouse 	<ul style="list-style-type: none"> Production related: Reduced energy consumption per unit by 4.2% year-over-year (YoY) Office related: Reduced energy consumption per unit by 4.0% year-over-year (YoY) Reduced CO₂ emissions per unit by 7.2% year-over-year (YoY) as a specified consigner Increase in CO₂ emissions per unit by 7.6% related to work in the warehouse 	○	Efficient use of energy in compliance with the Energy Conservation Act <ul style="list-style-type: none"> Production related: Reduce energy consumption per in-house finished product unit by 1.1% year-over-year (YoY) Office related: Maintain energy consumption per unit for total number of employees constant Distribution: Reduce CO₂ emissions per unit by 1% year on year as a specified consigner
					×	
	1-2. Promote resource recycling through conserving resources and reducing waste Production-related waste measures	Production-related waste measures: Reduce emission intensity by 1% year-over-year (YoY) per in-house finished product unit	Reduced production-related waste generated per unit by 4.1% year-over-year (YoY)	○	Production-related waste measures: Reduce emission intensity by 1% year-over-year (YoY) per in-house finished product unit	
		Distribution and installation work-related waste measures	Distribution and installation work-related waste measures: Maintain zero emissions, continue manifest digitization, and expand and aggregate targets for digitized manifests	Expanded targets for digitized manifests		Distribution and installation work-related waste measures: Maintain zero emissions, continue manifest digitization, and expand and assess targets for digitized manifests
	1-3. Reduce degree of environmental impact	Reduce released/transferred substances subject to the PRTR Act by 1% year on year per in-house finished product unit	Reduced released/transferred PRTR substances per unit by 18.7% year-over-year (YoY)	○	Reduce released/transferred substances subject to the PRTR Act by 1% year on year per in-house finished product unit	
		Reduce use of water resources by 1% year on year per unit of in-house finished product	Reduced water resource usage per unit by 14.4% year on year	○	Reduce use of water resources by 1% year on year per unit of in-house finished product	
	1-4. Promote environmentally friendly planning and design in product development	Increase proportion of products developed (manage development of GW and GW+ products)	Continued to establish numerical ratio targets applied during planning, and ascertained results	○	Increase proportion of products developed (manage development of GW and GW+ products)	
		Update product assessment items	Implemented product assessment in relation to product requirements		Aggregate and evaluate product assessment implementation rates	
2. Extension of our environmental activities throughout society	2-1. Promote activities that contribute to society	Promote ACORN activities: Initiatives to conserve the natural environment	<ul style="list-style-type: none"> Conducted biodiversity training in Afan Woodland (May, October) Created biotope at Fuji Plant 	○	Conduct and assess ACORN activities (at least once a year)	
		Social contribution activities by conducting environmental education classes at schools	Conducted on-site environmental classes (13 schools)	○	Social contribution activities by conducting environmental education classes at schools	
What Okamura proposes	3-1. Provide environmentally friendly products and promote eco-friendly space planning	Increase proportion of environmentally friendly products sold (manage sales of GW and GW+ products)	Continued to monitor proportion of sales by business area; achieved targets in the office furniture market and International Sales & Marketing Division	○	Increase proportion of environmentally friendly products sold (manage sales of GW and GW+ products)	
		Increase proportion of environmentally friendly proposals in the office furniture market and store fixture market	Continued to propose environmentally friendly products		Increase proportion of environmentally friendly proposals in the office furniture market and store fixture market	
	3-2. Promote sustainable use of forest resources	Promote use based on Timber Use Policy	Underwent audit for FSC renewal; no non-conformities found	○	Improve the usage rate 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	74 instances of product information disclosures	○	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. 146](#) for data)

Status of Greenhouse Gas Emissions in Fiscal 2022

In fiscal 2022, greenhouse gas emissions fell 6.3% year-over-year (YoY) to 30,771 t-CO₂. Scope 1 emissions*¹ were 13,698 t-CO₂, a decrease of 7.7% year-over-year (YoY). Scope 2 emissions*² were 16,932 t-CO₂, a decrease of 5.0% year-over-year (YoY). The amount of renewable energy used was 220,427 GJ, and the usage rate was 39.6%.

*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

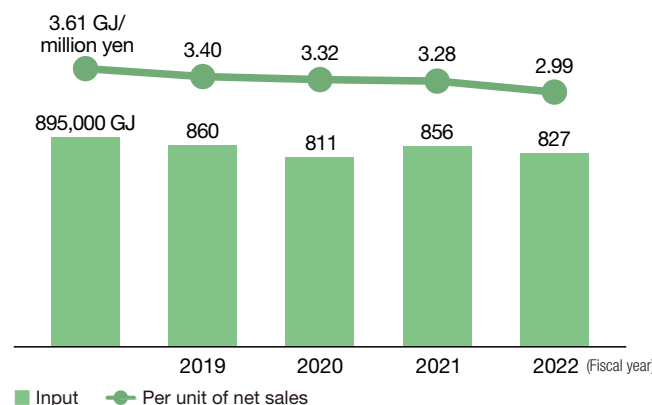
Initiatives to Reduce Greenhouse Gas Emissions Through the Use of Renewable Energy

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 energy input volume

Input **827,000** GJ (fiscal 2022)

Per unit of net sales **2.99** GJ/million yen (fiscal 2022)



*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/>

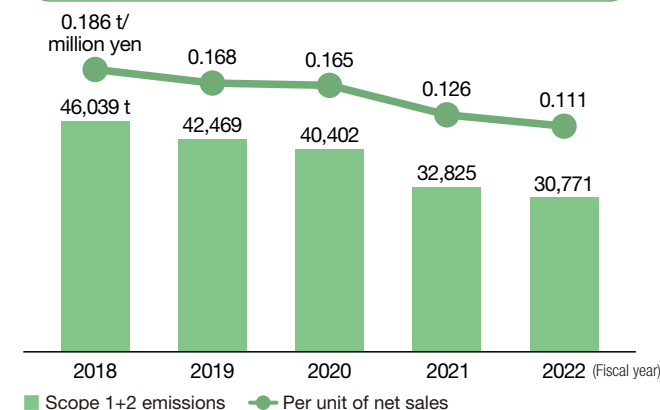
*2 Japan Climate Leaders' Partnership (JCLP): Established in 2009 as a coalition of Japanese companies based on the recognition that the industrial community should have a sound sense of urgency and initiate more proactive actions to realize a decarbonized society. There are 236 member companies, including Japan's leading companies, from a wide range of industries (as of May 2023).

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

Greenhouse gas emissions (scope 1+2)

Scope 1+2 emissions **30,771** t (fiscal 2022)

Per unit of net sales **0.111** t/million yen (fiscal 2022)



Note: Scope 1 includes 5 gases. Scope 2 is the market standard. The Okamura Group as a whole.

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. (See [▶ p. 52](#) for related information)

TOPICS



Switching to Solar-Powered Renewable Energy

As part of the Okamura Group's efforts to achieve carbon neutrality by 2050, we installed solar power generation equipment using the PPA model* at our Gotemba Plant, our production base in Shizuoka Prefecture, in February 2023, and switched part of the power used at the plant to solar power-generated renewable energy. The installation consists of 1152 solar panels, with a total panel area of approximately 2,500 square meters and an annual power generation capacity of approximately 570 MWh. With this, we will be able to reduce CO₂ emissions by approximately 250 tons per year. The installation of solar panels also helps to improve the work environment by suppressing the rise in indoor temperatures during the summer, since they block direct sunlight.

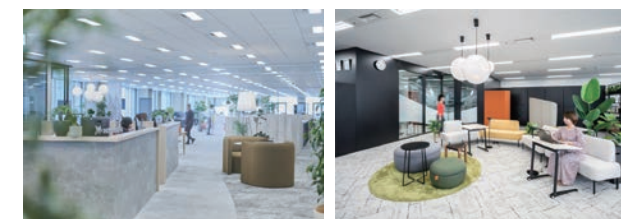


Solar panels at the Gotemba Plant

*PPA model: A system in which a power producer installs, owns, maintains, and manages solar power generation facilities on the premises of a company or other customer at the power producer's expense, and supplies the electricity generated by the facilities to the customer

collaboration and the implementation of flexible work styles. In April 2021, the floor space in the Aoi Tower in Shizuoka City, which houses the Shizuoka Branch of the Office Furniture Business Division, was expanded to accommodate the Tokai Branch of the Store Displays Division. In July 2022, we expanded the floor space at MENNOLU LABO, the base of our Chubu Regional Sales Office in Nagoya City and where 11 departments are located, to absorb three Office Furniture Business Division organizations, the Mie Branch, Nagoya Corporate Branch, and the Engineering Department Chubu Center. By implementing ABW* and allowing for flexible work styles, including the use of satellite offices and work-from-home telecommuting, we are reducing overall energy consumption. The concentrated relocation to the MENNOLU LABO has resulted in a 17% reduction in floor space and a significant reduction in energy use. In addition, we are going paperless, due to having reduced storage space by 65%. We are working to reduce greenhouse gas emissions by sharing materials electronically.

* ABW: Acronym for Activity Based Working, which refers to a work style where employees can freely choose where and when to work according to the nature of their work



MENNOLU LABO, which has reduced overall energy consumption through reduction in floor space using ABW

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) for eight consecutive years, from fiscal 2015 to fiscal 2022.

*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. We are steadily reducing per person energy use at our offices, with a year-over-year (YoY) reduction of 10.7% in fiscal 2020, 4.0% in fiscal 2021, and 2.1% in fiscal 2022.

Departments were integrated and relocated to the Chubu Regional Sales Office, with the aim of improving efficiency and reducing energy consumption through interdepartmental

Initiatives to Reduce Greenhouse Gas Emissions at the Distribution Stage

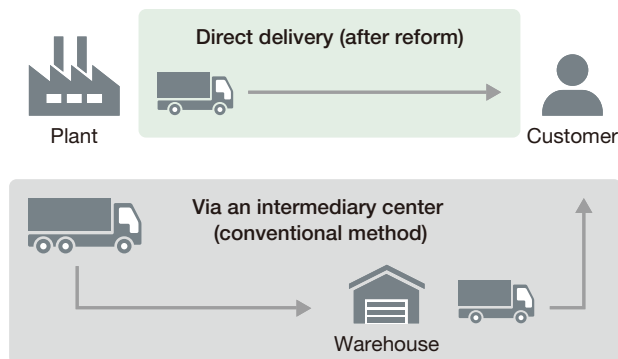
Promoting Modal Shifts

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 for large products. As part of these initiatives, we have introduced a method of direct delivery from production locations without going through intermediary distribution centers, thereby shortening transportation distances and reducing greenhouse gas emissions.

In fiscal 2022, greenhouse gas emissions related to transportation fell by 4.5% compared to the previous fiscal year. We will work to reduce emissions by creating synergies through modal shifts and direct delivery in the future as well.

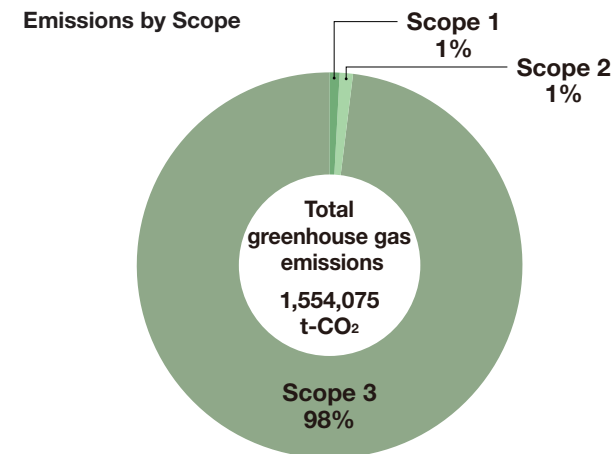


Reducing Greenhouse Gas Emissions Throughout the Supply Chain

In order for measures aimed at preventing global warming to be effective, it is important to reduce greenhouse gas emissions not only from the Okamura Group's business activities but also from the overall 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 received SBT certification by the international initiative SBTi (Science Based Targets initiative). (See [▶ p. 20](#) 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.

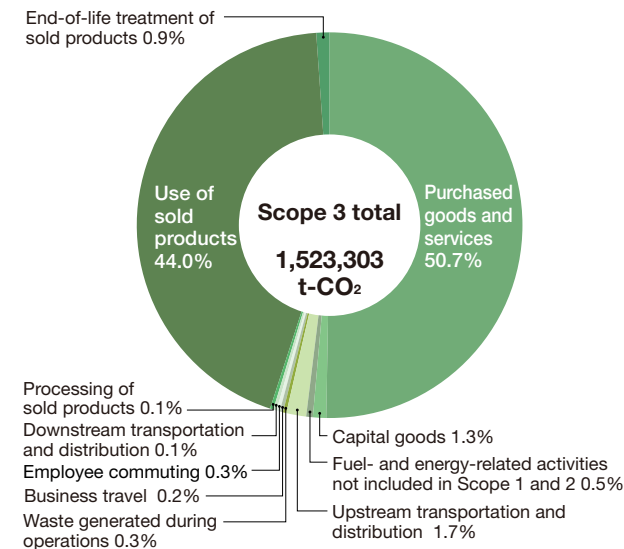
Screening Process to Determine the Severity of Scope 3

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, 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 50.7% and 44.0%, respectively. Therefore, we consider it important to pursue initiatives to reduce emissions in these two categories.



- Scope 1 emissions: Direct emissions. Direct greenhouse gas emissions from the company's own emission sources (plants, offices, vehicles, etc.)
- Scope 2 emissions: Indirect emissions from energy sources. Greenhouse gas emissions at the generation stage, such as those related to heat and power from other suppliers.
- Scope 3 emissions: Emissions other than scope 1 and scope 2 emissions. Indirect greenhouse gas emissions from business activities in the supply chain.

Scope 3 Emissions by Category



Conserving and Recycling Resources

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. 147](#) 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.

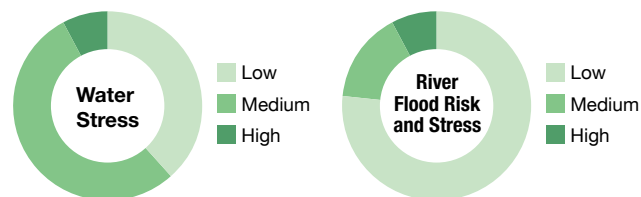
We have been working toward achieving the target that we set for reducing the per unit consumption of water, and in fiscal 2022, it fell by 14.4% compared to the previous fiscal year.

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.

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 comprehensive judgments with past experience factored in as well. In fiscal 2022, there were no violations of water-related environmental laws or regulations, or any accidents or litigations related to water.

Identification via WRI's Aqueduct

Okamura Group (12 plants in Japan, 1 plant in China)



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 the necessary input of water resources by introducing a water-saving circulation system. 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.

Status of Industrial Waste Emissions

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 set a target for reducing the emissions of production-related industrial waste, and have been working toward achieving the target. In fiscal 2022, we achieved a 7.0% reduction in emission intensity compared to the previous fiscal year.

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

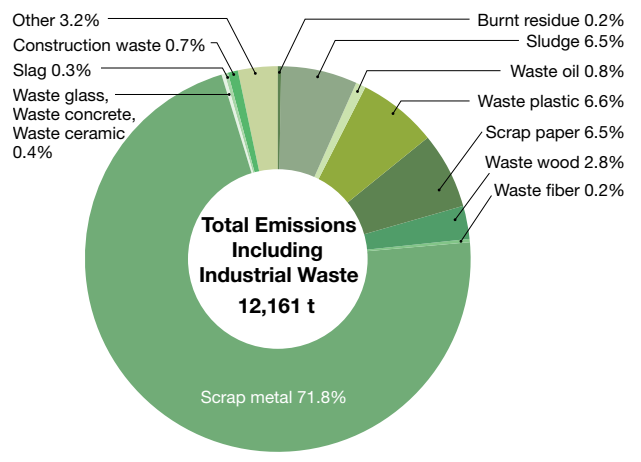
We are moving forward with continuous initiatives to recycle resources and reduce industrial waste emissions in the production, distribution, and installation work stages, and we strive to heighten the effectiveness of activities by sharing information about the details and results of the various initiatives.

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 are minimizing the raw material put to waste and reducing 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 maintained zero emissions for Okamura plants in Japan since fiscal 2008, and cut down final industrial waste disposal to zero in fiscal 2022.

Industrial Waste Emissions 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 working on these initiatives at other distribution centers as well, currently about 90% of our distribution centers have achieved zero emissions.

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

Promoting the Use of Environmentally Friendly Packaging Materials

Okamura Support and Service Corporation, which supplies packaging materials to the Okamura Group, offers a wide selection of eco-friendly products such as polyethylene bags made from plant-derived materials (biomass plastic), bubble

wrap made from recycled materials, and FSC®-certified cardboard, contributing to the promotion of environmentally friendly packaging materials which impact the environment less and allow for resource circulation.



Installation Stage Initiatives

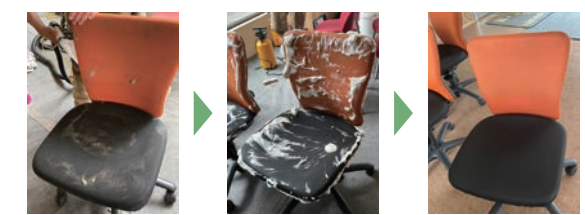
During the installation stage, a mixture of metals and plastics is generated as waste. As the demand for remodeling offices and stores rises, the amount of waste generated at the installation stage increases in tandem. We are working to reduce such emissions by thoroughly separating waste and recycling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



Careful cleaning by lifting dirt and washing with low-humidity detergent containing large amounts of air



Replacing fabric and refilling urethane cushions

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.

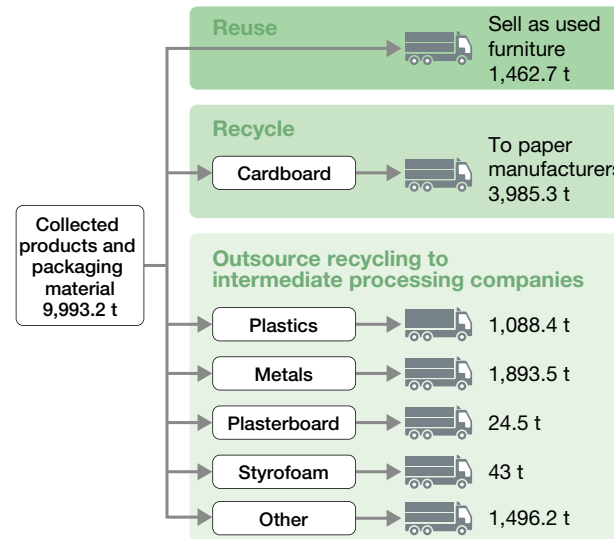
Collecting and Sorting Used Products for Reuse and Recycling

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.

(See [▶ p. 55](#) for related information)

Reuse and Recycling of Collected Products and Packaging Material (Fiscal 2022)



Environmental Considerations in Products and Services

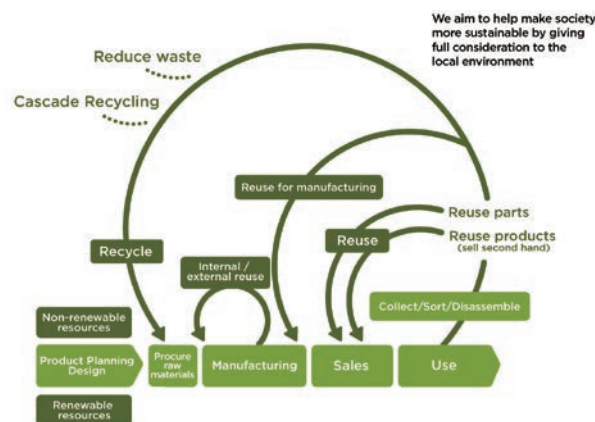
In addition to responding to the diverse needs of customers, the Okamura Group helps customers reduce their impact on the environment by providing environmentally friendly products and services through our business activities. We strive to develop and provide products that lessen the impact on the environment 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

In a “one-way” society based on mass production, mass consumption, and mass disposal, not only are there problems related to resource circulation such as depletion of natural resources and generation of waste, but there are also various impacts on the global environment, 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

Concept of Circular Design in Product Development



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. (See [▶ p. 27](#) for related information)

Initiatives in Procurement Activities

Environmental Considerations in Material Procurement

As a company that procures various raw materials and parts in order to produce and sell products, we recognize the importance of promoting green purchasing*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.

*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: Act on the Regulation of Manufacture and Evaluation of Chemical Substances. 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

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.

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. 126](#) 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, making products energy-efficient, and other measures. (See [▶ p. 27](#) [▶ p. 44](#) 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 87.8% of product sales (excluding purchased products) in the Office Furniture business and 71.8% 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 materials, or that 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 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 paper as their main material, apart from metal	Products for which recycled paper accounts for 50% or more of total paper mass	
	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

When we look at GHG emissions in Japan in terms of where they are generated, we can see that the majority of emission sources are related to the corporate and public sectors. Reducing greenhouse gas emissions from various corporate activities is an urgent issue, and must be addressed throughout the supply chain.

We are working to properly calculate CO₂ emissions over the lifecycle of our products by installing energy meters (electricity, gas, water) and other equipment to monitor energy consumption. In addition, to cut down on greenhouse gas emissions in our supply chain, we launched a carbon offset program in January 2022 to provide customers with products that come with with emission rights (credits) equivalent to the amount of emissions. (See [▶ p. 30](#) for related information)

Acquiring Third-Party Certification for Products

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. Developed by the US office furniture industry association, BIFMA, this certification program evaluates the environmental and social impact of furniture in the built environment from a multifaceted

perspective, ranging from the products themselves to the manufacturing facilities and companies, for which the evaluation results are made public. As of April 2023, Okamura has 88 certified products.

We are also working to acquire BIFMA's Indoor Advantage given to furniture and indoor construction material that meet strict standards for volatile organic compounds (VOCs) released from products into the air. In fiscal 2021, we were the first Japanese manufacturer to acquire certification for many products, including architectural products. As of April 2023, we have acquired the stricter Indoor Advantage Gold for a total of 247 products.

Both of these certification programs are internationally recognized, and are factors that count as additional points when a customer is trying to acquire certification related to the office environment, such as the LEED *1 and WELL Building Standard®*2, thereby helping to popularize offices that are environmentally and wellness conscious.



Number of Okamura's certified products: 88
(As of April 2023)



INDOOR ADVANTAGE GOLD FURNITURE

Number of Okamura's certified products: 247
(As of April 2023)

*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 the bounties of nature, 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.

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. 70](#) 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

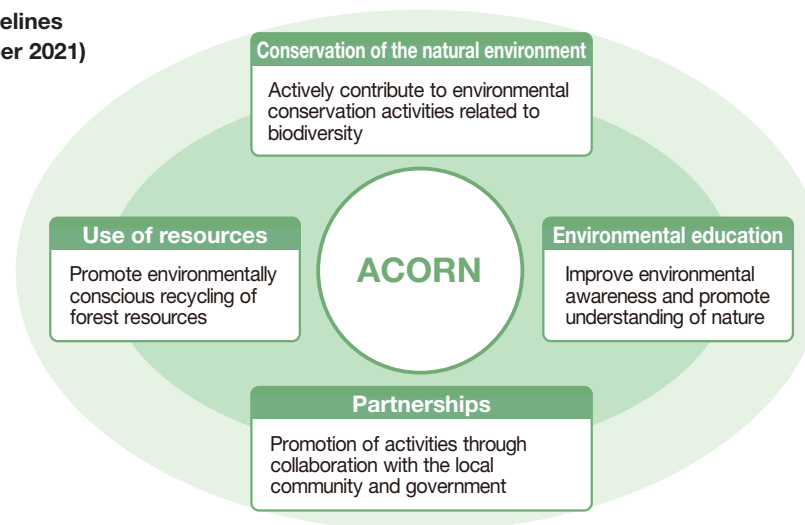
*² JOIFA Timber Subject to Prioritized Monitoring: Timber selected by the Japan Office Institutional Furniture Association (JOIFA), an office furniture industry organization, based on the Washington Convention and other agreements, for which the state of use is monitored, including its actual usage

ACORN Activity Guidelines

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



ACORN Activity Guidelines (Formulated December 2021)



Use of Resources

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

Initiatives based on the Okamura Group Timber Use Policy

The Okamura Group Timber Use Policy, which was formulated in October 2009, clearly states our approach to conserving biodiversity, ensuring the legality of timber, as well as 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 2022, wood materials accounted for 4.5% of the Okamura Group's total raw material input. 83.7% of the wood materials are "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 2022)

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	1,213.55	Indonesia, Malaysia, Japan, France
Poplar	Solid wood	37.25	Southeast Asia
Kapur	Solid wood, plywood	55.93	Malaysia, France
Rubberwood	Solid wood, glued laminated wood	73.36	Thailand, Vietnam, Belgium
Beech	Solid wood, plywood, veneer	94.31	New Zealand, France, Northern Europe, Germany, other
Beech	Solid wood, plywood, molded plywood, veneer, glued laminated wood	88.53	Denmark, Germany, Japan, Northern Europe
Japanese cypress	Solid wood, glued laminated wood	0.00	Japan
White oak	Solid wood, veneer (tanpan), veneer (tsukiita)	3.46	Japan, North America, other
Ayous	Veneer (tanpan), veneer (tsukiita), glued laminated wood	23.50	Africa, United States
Rosewood	Veneer	1.98	Southeast Asia, South America
Other	Solid wood, plywood, veneer, etc.	88.24	
Total		1,680.11	

*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 introduce 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. 148](#) for data)



MDF

Fiber



Particle board

Chips

* Recycled wood material: Sheets made by finely breaking down wood-based raw materials into fiber or small chips and then re-forming it into a sheet 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.

Obtaining International Certifications

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.

As of March 2023, 10 product series use FSC®-certified timber. In fiscal 2022, the percentage of FSC®-certified timber used in wood products was 4.21%.

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



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

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

Ensuring the Legality of Timber

We are certified by JOIFA (Japan Office Institutional Furniture Association) as a business operator regarding the legality of 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



責任ある森林管理のマーク

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. Okamura's advanced technology has rendered softwood lumber, which could be used previously only for building materials, usable in its entirety as a furniture material with a very low risk of warping or cracking. By utilizing such technology to produce high-quality furniture, we aim to increase confidence in domestic lumber, and use them more regularly.

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



Sagami Shinkin Bank, Iwahara Plaza Branch

An example of effective use of locally grown cedar wood that was not in very good condition, but was turned into furniture wood for a local establishment using a special technique

Conserving the Natural Environment

As part of its effort to conserve the natural environment, the Okamura Group created 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 carry out biological surveys and observations.

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.

Since 2017, we have also been holding the "WoodLand WoodWork" workshops that serve as a place where customers interested in using domestic timber and local governments can network.

In fiscal 2022, a new training program was held at MOKKI NO MORI, 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.



Reflecting on the training, gathered around the campfire (November 2022)

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.

- Classes held in nature at elementary schools
- Endowed lectures at universities
- "Mokuiku" (wood education) and regional revitalization through industry-academia-government collaboration (See [▶ p. 69](#) 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. It not only provides information to encourage customers to consider the use of domestic timber, but also helps 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 (formulated in 2009) 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

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. 148](#) 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 reduce them. In fiscal 2022, the amount released and transferred per unit fell by 18.7% year-over-year (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 2022, 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

Emissions of Substances Subject to Notification under the PRTR Act (fiscal 2022)

*Substances of which 1,000 kg or more are handled per year

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
Class 1	053	100-41-4	Ethylbenzene	15,414.3	14,001.4	0.0	0.0	1,145.1
Class 1	076	105-60-2	Epsilon-caprolactam	1,698.5	523.2	0.0	0.0	0.0
Class 1	080	—	Xylene	30,848.2	25,671.2	0.0	0.0	2,056.2
Class 1	186	75-09-2	Dichloromethane	3,134.0	3,134.0	0.0	0.0	0.0
Class 1	235	—	Water-soluble salts of bromic acid	2,471.2	1,638.6	225.6	12.0	151.2
Class 1	296	95-63-6	1,2,4-Trimethylbenzene	16,236.7	15,018.3	0.0	0.0	1,074.2
Class 1	297	108-67-8	1,3,5-Trimethylbenzene	4,096.4	3,758.4	0.0	0.0	264.6
Class 1	300	108-88-3	Toluene	27,224.5	25,827.3	0.0	0.0	1,357.5
Class 1	302	91-20-3	Naphthalene	1,987.0	1,753.6	0.0	0.0	150.5
Specific Class 1	411	50-00-0	Formaldehyde	1,501.1	1,324.1	0.0	0.0	68.1
Class 1	448	101-68-8	Methylenebis (4,1-phenylene) = diisocyanate	86,459.6	131.3	0.0	0.0	108.2
Total				191,071.7	92,781.4	225.6	12.0	6,375.6

manage them at each production plant, evaluate their hazards and environmental impact, and implement risk reduction measures as necessary. We also conduct product assessments at the product development and design stage to check if regulated chemical substances are used, and if so, we replace them with materials that impact the environment less.

Preventing Pollution Through Proper Management of Hazardous Substances

At Okamura, we have fluorescent lamp ballasts, which are devices that contain polychlorinated biphenyls (PCB). We notify government authorities regarding all of these devices in accordance with laws and regulations, and have registered them for processing at designated treatment facilities. We strictly manage and store them until we are able to process them.

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.

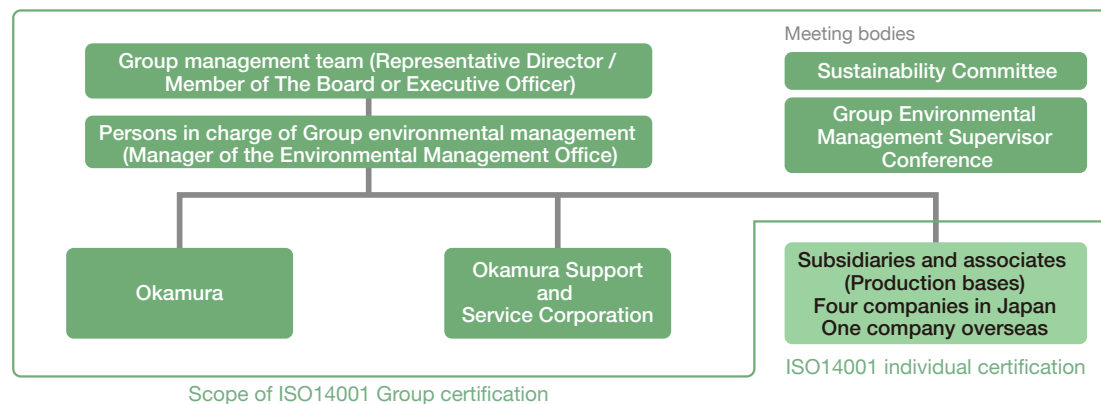
Audits by Independent Organizations and Internal Audits

Audits based on the ISO 14001 standard are conducted annually by independent organizations. Validity was confirmed for Okamura's integrated Group certification* and the independent certification of subsidiaries and associates (four manufacturing bases in Japan and one overseas).

For the integrated 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 integrated Group certification: Okamura Corporation, Okamura Support and Service Corporation

Structure for Promoting the Environmental Management System at the Okamura Group



Environmental Education and Awareness-Raising Activities

The Okamura Group states the intention to reduce the impact on the environment in all its business activities in its Environmental Policy. We focus on environmental education and awareness-raising activities to raise the awareness of each and every employee who participates in environmental initiatives.

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 required education for new employees and mid-career hires, as well as departmental education with programs developed by each department based on ISO 14001. In addition, for those departments that handle FSC®-certified products and materials, we provide specialized education to ensure improvement and proper implementation regarding issues pointed out during annual in-house and independent audits. 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)

Okamura's Environmental Education Programs

Type	Target	Title	Content
Required Education	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
		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
		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)

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.

Commendations for Sustainability Activities (Fiscal 2022)

(Excerpted from a total of 18 commendations)

Commendation Categories/Details	Winners
Environmental Impact Reduction Category (Facilities, Energy-Saving)	
Reduction of energy consumption by utilizing exhaust heat from paint drying furnaces	Tsukuba Plant
Reduction of costs and waste emissions by improving disposal of high water content sludge	Fuji Plant
Reduction of industrial waste through reuse of powder coating materials	Kansai Okamura Corporation
Sustainable Business Promotion Category (products, services, item proposals, etc.)	
Development and sales expansion of labor-saving attachment, SUG Slide Rail Shelf	Store Displays Division Fuji Plant
Development of showcases for special events equipped with an inverter refrigerator	Store Displays Division Gotemba Plant
Launch of carbon offset program	Office Furniture Sales Division and others
Activities for a Sustainable Society Category (employees, communities, schools, etc.)	
Provision of educational support through club guidance activities based on cooperation with the local community	Okamura Corporation Softball team (Gotemba City Plant)
Nurturing human resources relating to the environment and SDGs, and contributing to the local community	NS Okamura Corporation

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 2022 received a Special Award in the Environmentally Sustainable Company category at the 4th ESG Finance Awards Japan sponsored by the Ministry of the Environment, in recognition of the company's outstanding efforts in light of its size and industry characteristics.



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.

Classes Held in Nature 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 school desks and chairs that are familiar to children 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. 64](#) for related information)



Classes that help students learn more about wood while making objects

Results of Classes Held in Nature

Year Conducted	Number of Students	Number of Schools
2007-2017	3,340	40
2018	450	7
2019	444	4
2020	197	4
2021	506	8
2022	865	13

Endowed Lecture at Kanto Gakuin University

Continuing from 2021, we served as lecturers for an endowed lecture by the Yokohama Green Purchasing Network*, of which Okamura is a member, and introduced Okamura's environmental initiatives at Kanto Gakuin University under the theme of “Promoting Sustainability Through the Use of Timber.”

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

 Yokohama Green Purchasing Network
<http://www.y-gpn.org>

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.



The 5th First Furniture presentation ceremony

Special Contents

Biotope Fuji, Where People and Nature Exist in Harmony

Okamura's Fuji Plant is nestled in the foothills of Mt. Fuji, in Gotemba City, Shizuoka Prefecture. Near the bamboo forest on its premises, the construction of a biotope of approximately 3,000 m² was completed at the end of September 2022. "Biotope" is coined from the Greek words "bios" (life) and "topos" (place), and refers to a habitat for flora and fauna. It is an area that can help realize the ideal of a "Nature-Positive (revival of nature)" way, as advocated by the Ministry of Environment, by which nature is preserved and restored, teeming with life. We will run the biotope as a place where people can coexist in harmony with nature while cherishing the natural environment unique to the locale, and utilize the habitat for environmental education as well as a place for our employees and local residents to come together.

Creation of Biotope Fuji, a New Field for ACORN Activities

The Okamura Group carries out ACORN activities, which are actions aimed at coexisting with nature as well as preserving biodiversity. We pursue such activities because our daily lives and our corporate activities depend on the natural environment and the chain of activities carried out by numerous living creatures. At Okamura, we consider it our mission to help protect and nurture the natural environment, in order to realize a sustainable society. The grounds of the Fuji Plant, alongside Route 394, provided the setting for this new initiative. The area was originally covered by a dense bamboo forest. We thought that redeveloping this area as a biotope would be meaningful for nature and human beings alike, and also in terms of creating a new space. Biotopes are different from ordinary parks in that they are intended to provide a habitat for living creatures. Therefore, we proceeded with preparations under the guidance of the Japan Biotope Association, a non-profit organization and a professional at landscaping.



Conserving Local Biodiversity and Promoting Diverse Exchanges

In order to preserve the habitat in a state of richer biodiversity, the vast area was divided into four main zones: the water zone, the mountain-bordering terrain (satochi) zone, the insect zone, and the recreational forest zone. In the recreational forest zone, ponds and mountains were formed, and eco-stacks (places to house fauna, created by stacking tree branches, cut grass, etc.) were built. Bamboo cut down in this zone was crushed into small pieces, turned into chips, and spread over the paths. This makes it easier for insects to come and plant seeds to take root.

We also cleared up the trees that were originally there, leaving as much as possible in place rather than just cutting them down. We planted new shrubs and tall trees that blended in



with the local vegetation, considering the living conditions for the fauna first and foremost.

New exchanges blossomed during the process of creating the biotope, as people connected with each other. Seedlings were purchased from potted plants grown at social welfare institutions. Everyone in the community came together to help create the biotope. The tree-planting ceremony was attended not only by employees but also by people from various spheres, including people with disabilities from social welfare institutions and technical trainees from abroad. A chopstick-making event was held with the bamboo harvested from the trees, and some were seen resorting to their handmade chopsticks for lunch then and there. We rely on people dispatched from social welfare institutions as part of supervised on-site labor programs for continued maintenance and upkeep of the biotope.

Here in the biotope, the workings of the flora and fauna, as well as that of people, shine brightly together.



Confirming the Effect of Nature Preservation Through Monitoring

Creating a place is not enough. It is necessary to conduct periodic monitoring to evaluate how the flora and fauna in the biotope are faring, and how the ecosystem is changing and flourishing. We continuously feed the results back to the investigative process, fine-tuning the management methods and taking measures to improve the biotope.

In October 2022, we conducted the first survey of wild birds, said to be an indicator (measure) of biodiversity, and identified 15 species. The second survey was conducted in February 2023, when the oriental greenfinch, a migratory bird, was seen foraging for seeds on the woodchip-covered ground in the Satochi Zone and drinking water at the watering hole. This indicates that Biotope Fuji has become an important wintering ground for migratory birds. A pair of Japanese tits, which are sedentary birds, were also observed, and we hope that they may breed in the spring in the nesting boxes that have been installed. The bird surveys are carried out with the cooperation of outside partners*, and with the participation of Okamura employees as well.

The variety in the bird species observed is an indication of the diversity of the environment, and the large number of birds indicates the quality of the environment. We will continue to conduct surveys and learn how to maintain and manage the biotope, so that it can evolve into a more effective shelter for flora and fauna.

*Taihei Denki ECO Partnership Project



Cherishing the Place We Nurture Together, for a Better Future

The Okamura Group's business activities are possible because of the bounties of nature. But, at the same time, those same activities also impact the natural environment. As

a company that relies on natural resources, we at Okamura believe it is important to recognize our responsibility. Therefore, through initiatives based on the ACORN Activity Guidelines and the Okamura Group Timber Use Policy, we will continue to actively help build a society in which people can coexist with nature, and where we can sustainably enjoy ecosystem services (meaning the blessings of nature).

The Fuji Plant will continue to make use of Biotope Fuji for community exchanges, while nurturing it with a view towards the future together with our employees, local residents, and cooperative partners. Development of the biotope has improved visibility and brought us closer to the local community. Taking advantage of this opportunity, we prepared and posted a brief introduction to Okamura on the fence next to the bus stop, along with an information board with easy-to-understand illustrations. We will continue to share information on the biotope, and run it as an open, community-based place.



Okamura Corporation
Fuji Plant
Environmental Conservation
Section

Masao Nemoto

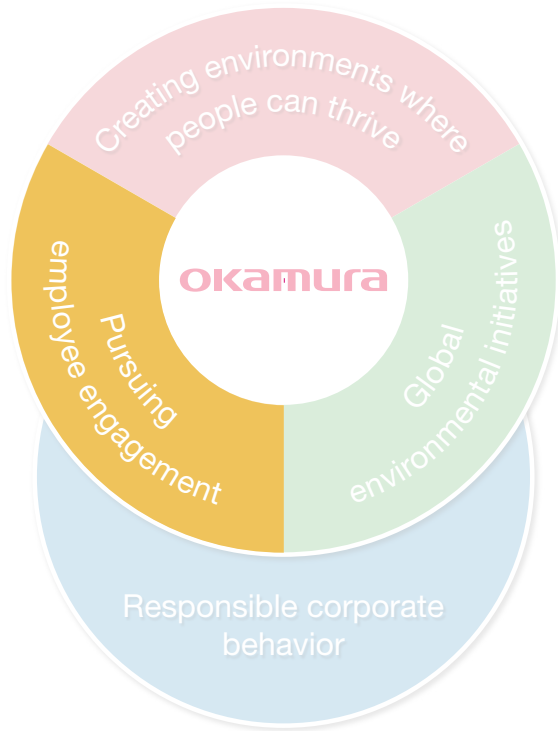
I'm Starting to Think of the Biotope as "Ours"

I had been concerned about the fact that the area facing the main road, which in a sense is the "face" of the Fuji Plant, was taken up by a dense bamboo forest. Wondering if that area could be utilized as a place for environmentally friendly initiatives turned out to be the first step in the development of Biotope Fuji. We hope that this transformation will bring back the indigenous flora and fauna of the region, which have been declining year by year. Nowadays, you can hear birdsong of various species. We will watch over the biotope so that it can welcome more birds. Incidentally, we announce what is happening at the biotope on our intranet in the plant in order to attract the interest of our employees. Recently, some have been voluntarily cleaning up the biotope. Maybe we're starting to think of the biotope not as "something run by the company" but as "our biotope". In the future, we would like to plan extracurricular nature classes for children of nearby elementary schools, as a way to communicate with people outside of the company.

I think the image people have of the Okamura Fuji Plant is much different from what it used to be, too. Although we have to think about how we will open the biotope to outside visitors, I would like it to be a place where people want to take walks and let their children play. We will continue to do our best to maintain and manage Biotope Fuji as a place beloved by everyone.



The acorn, which is indispensable for the next seed to take root, symbolizes Okamura's activities, and we will continue to sow the seeds of tomorrow.



Pursuing Employee Engagement

We strive to create a healthy, safe workplace in which the diversity of each employee is respected- an environment where every employee feels engaged in their work, cooperates with one another, and achieves personal growth.

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 the company creed 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 achieve growth for both employees and the company 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" is the name of the work style reforms that 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

Okamura Basics - SMILE - To make all the people involved with us smile.



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.

Updating Work Style Reform WiL-BE to Job Engagement Reform WiL-BE 2.0

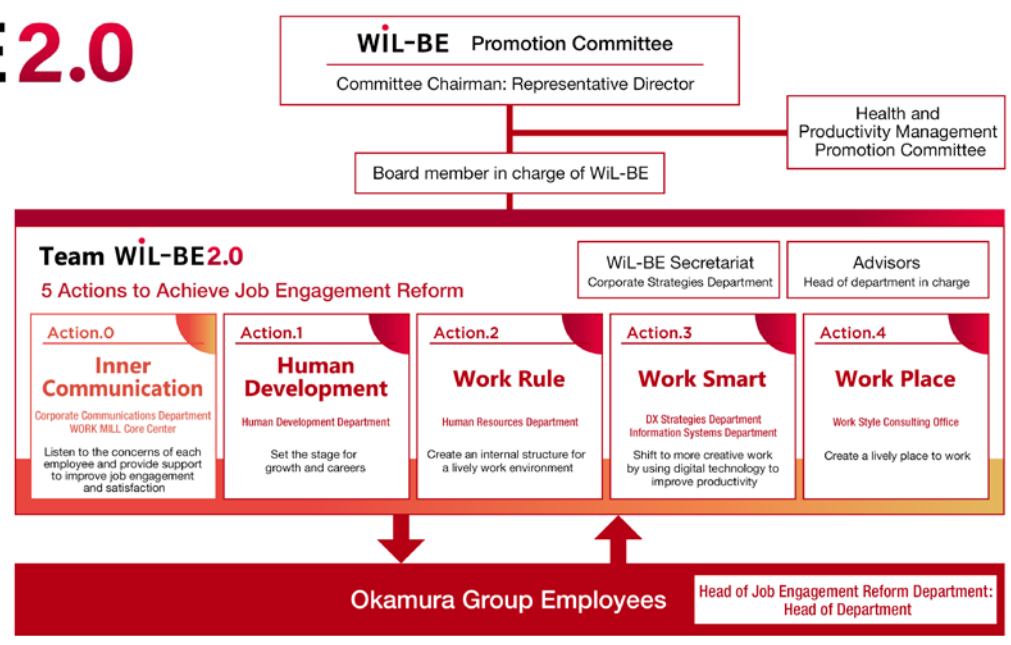
Okamura has been promoting WiL-BE, an initiative aimed at making Okamura a company where every employee can achieve Work in Life, as part of its effort to reform work styles since June 2018. Starting from April 2023, Okamura updated its Work Style Reform WiL-BE to Job Engagement Reform WiL-BE 2.0, as part of its effort to realize a state in which each and every employee can thrive at work with a sense of fulfillment, which in turn will help bring about a society in which people can thrive, as stated in its Purpose.

Actions Related to Job Engagement Reform WiL-BE 2.0

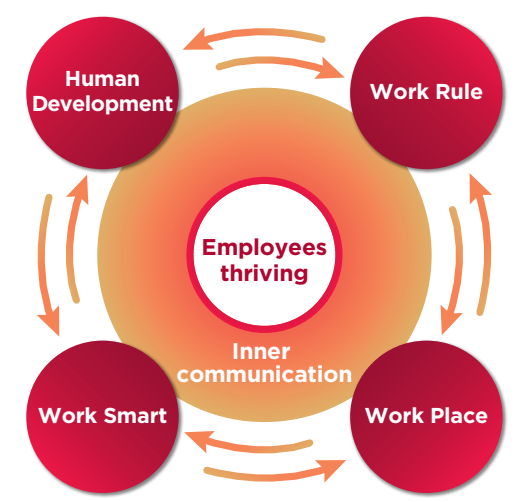
In addition to the four Work Style Reform WiL-BE actions (Human Development, Work Rule, Work Smart, and Work Place), the Job Engagement Reform WiL-BE 2.0 activities will include a new action, Inner Communication. We pursue Job Engagement Reform for employees by stimulating communication within the company.

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 2022, we set two goals: to improve employee engagement and to support employee engagement. In order to improve employee engagement, we believe it is important, first of all, for each employee to consider the term "engagement" to understand what it means for them. To this end, we are preparing to hold Employee Engagement Conferences across the company in fiscal 2023, with departmental heads in charge of implementation. In addition, we have begun to develop a mechanism to gather employees' opinions and ideas regarding engagement, and apply them to the other four WiL-BE 2.0 actions. We have already launched "Tell us, Masa-san!", a channel for dialogue between employees and top management, as of January 2023, through which Representative Director Nakamura answers questions from employees directly. We also plan to overhaul the existing Employee Suggestion system in April 2023, in order to encourage more suggestions from within the company. (See [▶ p. 76](#) for details)

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 by fiscal 2025 are "Strengthening the Organization Through Mutual Understanding" and "Carving Out Your Own Career". "Strengthening the Organization Through Mutual Understanding" is an initiative based on the idea that improving the quality of the relationship between the individual employee and the team/company serves as the basis of corporate activities. In fiscal 2022, activities included revamping the discussion system (See [▶ p. 90](#) for details) and conducting one-on-one workshops for section managers and site managers (See [▶ p. 89](#) for details).

"Carving Out Your Own Career" is an initiative that encourages employees to manage their careers autonomously, through the creation of an environment that enables each employee to chart his or her own career journey. In fiscal 2022, continuing from the previous year, we offered courses through the in-house university, Okamura University (abbreviated name: Oka-Uni) (see [▶ p. 91](#)), revamped the Challenge System (see [▶ p. 92](#)) and the Global Human Resource Nurturing System (see [▶ p. 92](#)), and introduced a talent management system to enable employees to map out their careers (see [▶ p. 93](#)).

Work Rule (System)

We are working to maximize employee engagement under the theme of "creating an internal structure for a vibrant work environment." In fiscal 2022, we implemented Okamura Hybrid Work in an effort to promote a work style that enhances corporate value. This combines in-office work and teleworking, and allows employees to work according to their own style while contributing to the team. In addition, in order to maximize individual performance through better health, May and October were designated as Health Awareness Months, with e-learning programs on lifestyle-related diseases, yoga, and self-care offered in order to improve health literacy as well as physical and mental health. In addition to enforcing no smoking during working hours, an initiative that we implemented from fiscal 2021, we have also implemented 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.100 ~ 101](#) for details)

Work Smart (Digital Technology)

We are working under the theme of "shifting to more creative work by using digital technology to improve productivity." In fiscal 2022, we have implemented measures to make operations more efficient. For example, as well as our push

toward paperless offices, we have also made it possible to access internal communication systems such as workflow and chatbots on smartphones and tablets as well as computers. We have also been working on projects to realize employee suggestions relating to DX. We are also working to create new business models and promoting DX. (See [▶ p. 33](#) 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 2022, we were able to identify our employees' needs when proceeding with plans for renovation for several locations and are continuing to make improvements.

● Renovation project lecture

Lectures were held on basic concepts of work styles and the workplace environments that Okamura seeks to deliver – including examples of the renovations of our own office in order to convey these concepts. In these lectures we also focused on creating systems and schedules as well as procedures required to obtain internal approval in order to make the project proceed smoothly.

● Renovation guide

We have begun to create a guidebook that concisely conveys the basic concepts of the work style and the workplace environments that Okamura aims to deliver to our clients.

● Content for external sharing

Okamura's initiatives regarding workplace creation are publicized externally through the publication of research reports and day-to-day customer proposals. We incorporate the feedback we get back into the company, where it helps us create better places to work.

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 Mr. Masayuki Nakamura has been writing a column twice a month since 2017, and disseminating information weekly in a blog since 2020. Furthermore, from 2023, we started a new initiative entitled "Dialogue with Management: Tell me, Masa-san!", for all Okamura Group employees. This initiative is meant to work as an ask-me-anything question box, through which Representative Director Nakamura answers questions from employees, and the response from employees has been great.



Improving the Work Environment Through Worker Consultation

The Okamura Group has established the Okamura Group Human Rights Policy (see [▶ p. 123](#) 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 has a stable labor-management relationship with the Okamura Labor Union to which employees belong. Worker consultation meetings and various committee meetings are held regularly to discuss various themes such as our business performance and human resource systems. The Okamura Labor Union has adopted a union shop system, and as of March 20, 2023, there are 3,181 union members, with a union membership rate of 93.4%. (See [▶ p. 153](#) 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 Worker Consultation and Committee Meetings held in Fiscal 2022

Title	April	May	June	July	August	September	October	November	December	January	February	March
Regular Worker Consultation Meetings			●						●		●	
Individual 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 each employee can thrive in their work.

Initiatives to Support Employees' "Work in Life"

To help employees achieve "Work in Life", it is important to create real systems and mechanisms to allow our diverse workforce to flourish. 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. We are aiming for an environment where each employee can thrive in their work, enhancing their awareness and taking action through these systems and mechanisms.

Examples of Support Systems and Mechanisms (as of March 31, 2023)

Title	Summary
No overtime day	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)	With Covid-19 under control, since November 2022 we have been utilizing and promoting the Okamura Hybrid Work, 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 shared office space.
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 limits where one can work which means they will not be asked by the company to relocate in order to transfer to a different branch or location. This would benefit those who do not want to move their centre of life due to work.
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 for those who have 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. Former employees can be selected for re-entry to the company under certain conditions, with the aim of expanding work opportunities and securing outstanding human resources.

Promoting Diversity and Inclusion

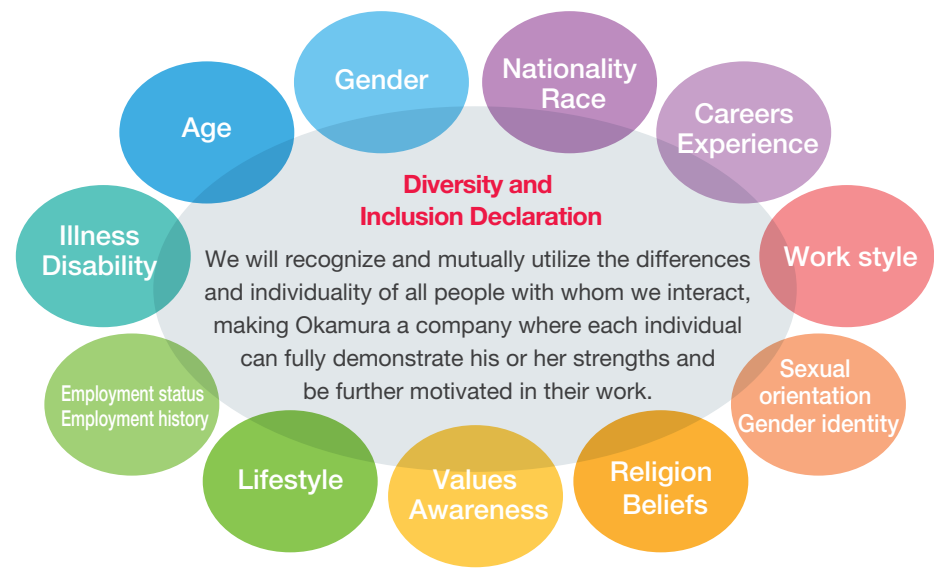
The Okamura Group is striving to improve its hiring process and its work environment based on its Diversity and Inclusion Policy. Embracing diversity, we actively recruit people who possess a wide range of attributes, values, and ideas, and strive to create an environment where every employee can work comfortably to realize his or her full potential. At the same time, we foster a corporate culture that can flexibly accommodate social and cultural diversity

Approach Toward Diversity and Inclusion

Okamura considers diversity a material management issue, and has entrusted the Diversity Promotion Project, referred to as the Sodateru Project, with promoting specific initiatives. The Diversity & Inclusion Declaration was formulated between August 2016 and March 2020. Based on this, various initiatives were started including the creation of a system to provide support for balancing work with childcare or nursing care, and raising awareness about our approach toward diversity and inclusion. In April 2018, we established the Diversity Promotion Office (currently named the D&I Promotion Office). In June 2020, we formulated the Diversity and Inclusion Policy, which summarizes the Sodateru Project activities. We aim to be a company in which every employee is able to envision what they want to be, consciously make an effort to grow whatever the circumstances, and contribute to the progress of the organization, together with colleagues. To this end, we are moving forward to create a work environment centered on the three themes of spreading diversity and inclusion, supporting the active participation of diverse talent, and promoting the active participation of women.

Diversity and Inclusion Policy

Okamura defines diversity and inclusion (D&I) as respecting, recognizing, and making the most of each individual's talents, regardless of external characteristics such as age, gender, disability, and nationality, or internal characteristics such as lifestyle, work history, and personal values. We view the promotion of diversity as a necessary component of our management strategy to achieve further corporate growth, and to this end, we strive to ensure a company-wide understanding of D&I, create a corporate culture that enables diverse talents to flourish.



Creating a Work Environment Where Employees Can Demonstrate Their Abilities

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

From the perspective of diversity and inclusion, the Okamura Group strives to create a work environment in which each employee, regardless of gender, can demonstrate their abilities, and we are implementing measures to improve understanding of diversity so that each employee can leverage their differences and strengths.

As one of the measures, e-learning on unconscious bias was provided to all employees in fiscal 2022 as required training. We also recognize the challenge of increasing the ratio of female employees and female managers. In fiscal 2022, the ratio of female employees in Okamura was 21%, and the number of female employees in positions equivalent to section manager or higher was 37. Okamura hired 143 new graduates in fiscal 2022, of which 53 (37.1%) were female. (See [▶ p. 154](#) 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 her own way. 69 participants took the course over two sessions in fiscal 2022.
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



Powertrain Department,
Production Division
Group 1, Sales Department,
Sales Section

Yuka Matsumoto

What I Learned from Attending the Women's Leadership Program (WLP)



Since the Powertrain Department is overwhelmingly male, I participated in the WLP in the hope that learning how to lead as a woman would make the workplace more comfortable for me and my female junior colleagues to work in.

There were two words spoken during the WLP that made a lasting impression on me: "unconscious bias" and "boss management". This means understanding the exact purpose of your work without being misled by your own assumptions. In order to achieve this, I need to demonstrate my ability and individuality in my own way, with the help of my bosses and others around me. It is simple when put into words, but I have resolved to keep this in mind in my day-to-day life and take action.

I found the time I spent with group members and listening to senior colleagues very meaningful. I learned a lot from them since, even though we were in similar positions, we all had different working environments and opinions. I especially found the senior employees' policy of "not being swayed by emotions" helpful, which made me want to follow their example.

I began to think about my own unique style of leadership after attending the training. I was also inspired by the expressions we were taught to use in the lecture. Although it's a small step, I try to consciously say "thank you" instead of "sorry" or "excuse me".

I would like to continue to do my best to help bring about a society and an organization in which younger employees who follow in our footsteps will find it easier to realize their potential.

Assessment by Society Regarding Diversity & Inclusion

Obtained L-Boshi Certification (Level 2)

L-Boshi Certification is awarded by the Minister of Health, Labor and Welfare at three levels to companies that have formulated 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, ratio of managers, and diverse career paths.

On December 1, 2020, Okamura obtained L-Boshi Level 2 certification from the Ministry of Health, Labor and Welfare, based on the Act on Promotion of Women's Active Engagement in Professional Life (Act on the Promotion of Female Advancement). We received the L-Boshi Level 2 certification in fiscal 2022 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 and 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, 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, Labor and Welfare as a company that supports childcare.

On November 25, 2022, Okamura obtained Kurumin certification from the Minister of Health, Labor and Welfare as a company that supports childcare, having achieved the goals set forth in the General Business Owner Action Plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children, and having met certain criteria. This was due to recognition of the company's excellent childcare support system, employee data concerning childcare being above a certain level, and activities to raise employee awareness under the Parenting Support Project, "Hagukumu Project" (see [▶ p. 82](#) for details).

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



Best Workplace Recognition at the 2022 D&I Awards for the Second Consecutive Year

Set up by JobRainbow Co., Ltd. in 2021, the D&I Awards recognize companies that are committed to diversity and inclusion. Based on 100 evaluation items that produce a "diversity score" from five perspectives, LGBT, gender gap, disability, multiculturalism, and childcare/nursing care, certification is awarded as follows: Beginner (score of 1–20 points), Standard (score of 21–60 points), Advanced (score of 61–80 points), and Best Workplace (score of 81–100 points). In December 2022, Okamura was recognized as a Best Workplace, the highest rating, for the second consecutive year at the 2022 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. 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, spilling over externally as well."

The score for Okamura rose from 85 points to 89 last year. We will not rest on our laurels but instead will continue to further enhance our diversity and inclusion.



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

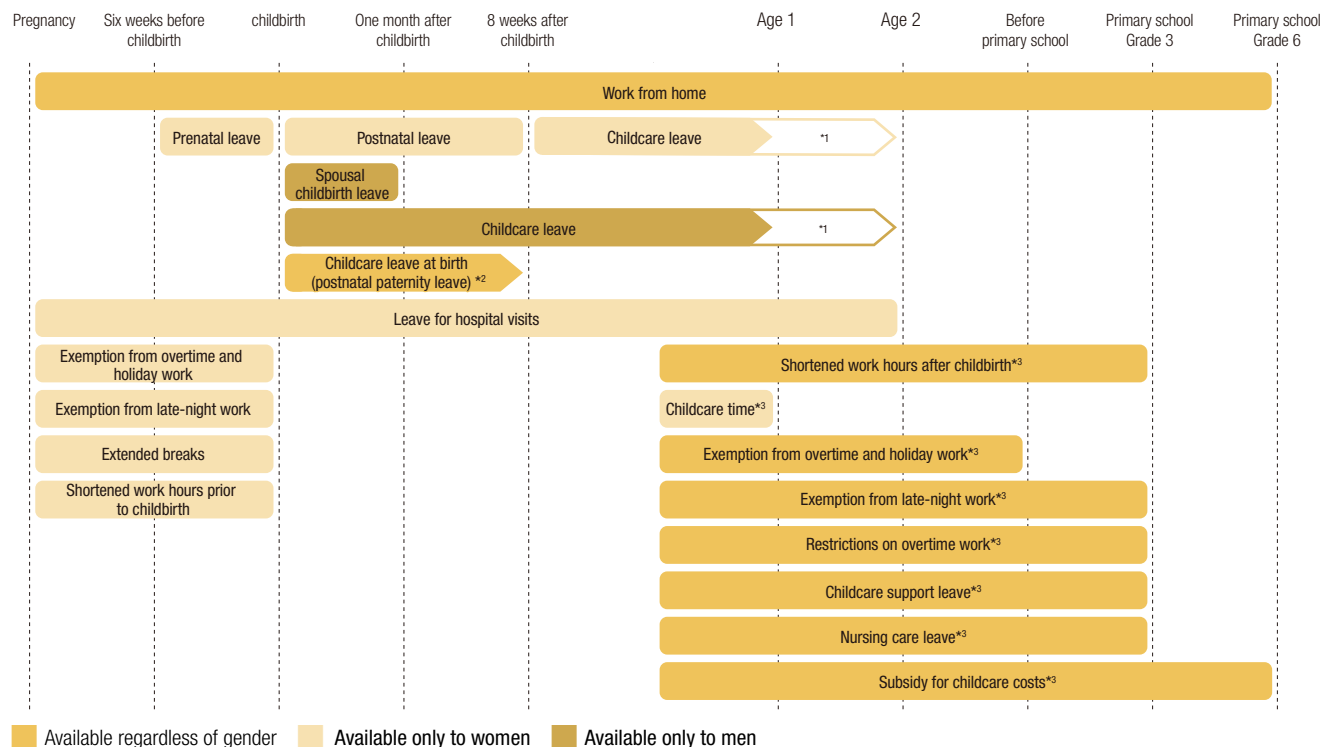
Okamura fosters a work environment that makes it easy for employees to participate in childcare regardless of gender in order for each employee to realize "Work in Life."

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 have 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 the conclusion of a collective bargaining agreements. 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 by signing a collective bargaining agreements.
 *3 System 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).
Spouse Maternity 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, arrange for them to talk with the head of their department. The purpose is to share information in advance on the work styles they would like to adopt and their plans concerning leaves, so that both the employees concerned and other members at work can carry out their duties smoothly.

Parenting Support Project (informally known as the "Hagukumu Project")

The Parenting Support Project was launched in fiscal 2020 by volunteer members, with the aim of fostering a culture that makes it easier for male employees at Okamura to participate in childcare and parenting. The Hagukumu Project was launched in October 2021 as a successor to the aforementioned project, in response to the revised Act on Childcare Leave and Caregiver Leave, and carried out activities for one year until September 2022.

This project was informally known as the "Hagukumu Project" (Nurture Project) because it was created with the idea of "Let's all nurture a mindset of helping each other and become allies in parenting. For those of us who manage staff, let's be a family-friendly boss so that people can thrive."

The project consisted of three subcommittees: awareness-raising, systems, and public relations. Eleven members, including the leader of each subcommittee, came up with ideas, planned and reviewed measures, discussed responses to revisions in the law, and conducted various awareness-raising activities.



はぐくむプロジェクト

Logo created by a male in-house designer who is raising children



パパCafé by はぐくむプロジェクト



At the Hagukumu Project final reporting session

Okamura Live :) The Challenge of the "Hagukumu Project" <https://live.okamura.co.jp/post/?id=70>

VOICE



Office Furniture Sales Division, Office Furniture Division Foreign Companies Branch, Tokyo Sales Division Sales Section 1, Unit 2

Takuto Inaba

What I Learned from Working During Childcare Leave



I took childcare leave for the birth of my second child. I found the growing number of employees in sales who had taken the leave reassuring, and the option to work part-time during childcare leave helped make the decision to apply.

The best thing about taking childcare leave was that I got to spend a lot of time with my firstborn. I think my taking childcare leave was also very important for my older child to positively accept the new addition to our family.

The most difficult part of taking childcare leave was the handover of work. In my case, I had many projects that I had to hand over in the week before I went on childcare leave, and I did not have enough time to prepare.

Now that I have experienced childcare leave, I feel that it is essential for fathers to take childcare leave for the first month after childbirth. During the first month after giving birth, the mother experiences hormonal changes, and her body needs to rest as well. I also realized that paternity leave is a must, especially for the second and subsequent births.

My boss responded very positively about my taking childcare leave. I also felt that taking childcare leave gave me a chance to reexamine my career, my family, and my future.



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

As part of the effort to raise awareness of the need to support the balancing of work and childcare, we exchanged and disseminated wide-ranging information on childcare.

[Activities to Raise Awareness Within the Company]

- Continued running Papa Café, a Microsoft Teams* group set up for networking among fathers and prospective fathers for the purpose of sharing information of the "Hagukumu Project" as well as
- Created educational posters and stickers on the subject of childcare leave
- Male employees on childcare leave held roundtable discussions
- Conducted the IkuBoss Seminar, a training program for all managers at the section manager level and above to promote the use of paternal leave
- Shared information through the website, "Okamura Live :)"
- Published "Hagukumu News", which includes the voices of those who took childcare leave, on the internal bulletin board site
- Held voluntary "Classes for Fathers" by Work Life Balance Co., Ltd., a training program that encourages men to take childcare leave

[Activities to Raise Awareness Outside the Company]

- Joined the IkuBoss Corporate Alliance set up by Fathering Japan, a non-profit organization
- Sponsored Sekisui House, Ltd.'s "Day to Think About Childcare Leave"
- Held a seminar titled "Thinking About Childcare Leave" at Sea, a co-creation space in Akasaka, Tokyo
- Shared information through the website, "Okamura Live :)"

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



Hagukumu News and Poster

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.

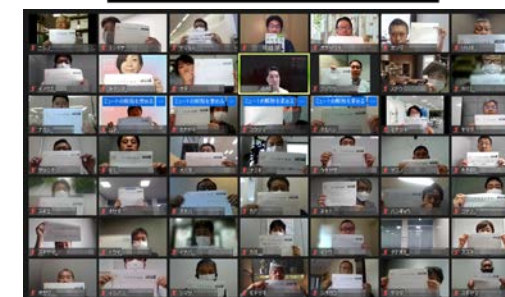
We will improve our measures regarding childcare leave based on the results of this survey, to make it easier for employees who are considering taking childcare leave to do so.

Implementation of Mandatory IkuBoss Seminar Training for Managers

In July 2022, Okamura held the IkuBoss Seminar as mandatory training for approximately 600 managers, in order to inform them about the revised Act on Childcare Leave and Caregiver Leave, and to let them learn how to deal with employees who are raising children.

At the end of the training, participants made an IkuBoss Declaration*, aimed at consciously becoming a family-friendly boss.

* IkuBoss Declaration: A declaration by the supervisor to become a boss who considers the work-life balance of their subordinates and who supports their careers and lives, while delivering results for the organization and enjoying their work and private life as well.



VOICE



Store Displays Sales Division,
Store Displays Division
Branch Manager, Central Branch,
Tokyo Sales Division

Kouichi Kimura

Promoting an Atmosphere Conducive to Taking Childcare Leave



In the past year, three male employees in this department alone have taken childcare leave.

It was also encouraging to see an employee who had taken childcare leave be more active in following up with his subordinates when they in turn took childcare leave, boosted by his own experience. We feel that both the person taking the leave and the person following up can grow as a person, nurtured by the same experience.

Regarding the preparations to make before someone takes childcare leave, we remind people to take steps as early as possible.

Specifically, we ask each employee about his thoughts on paternity leave in everyday conversations and during regular interviews, so that we have enough time to consider, initiate, and prepare a follow-up system at an early stage.

Taking childcare leave requires the cooperation and understanding not only by superiors, colleagues, and subordinates of the person concerned, but also by all parties, both inside and outside the company. It makes me realize how important day-to-day communication is, within and outside of the company. In addition, it is important for an organization not to become too reliant on certain people, and to make each employee's work visible, so that others can take over the work of those who are going on childcare leave.

As IkuBosses, let's take the lead in creating an atmosphere and a system that makes it easy for employees to take childcare leave.

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 D&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.

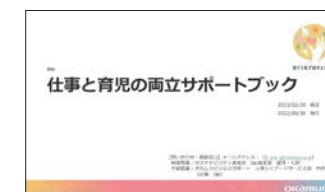
The Support Book for Balancing Work and Childcare has been completely revised and updated. We provide communication sheets that can be used by department heads and employees to discuss and visualize the schedule and how to proceed when balancing work and childcare. We have also prepared a guidebook for 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, we have also made five new videos available for employees, in addition to the previously published "Balancing Work and Nursing Care". The videos are organized by theme, allowing employees to watch the videos they need depending on their own 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 Handing Over Duties



Leaflet on Support for Balancing Work and Nursing Care



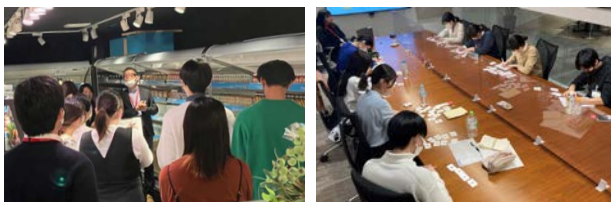
Videos by Theme on Support for Balancing Work and Nursing Care

Promoting the Employment of Persons with Disabilities and Supporting Employment 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.

In-Person Internships for Tsukuba University of Technology Students

At Okamura, each department plans and offers workshops from various perspectives every year, with a view to providing work experience. In fiscal 2022, continuing from fiscal 2021, we offered internships for hearing-impaired students from the Tsukuba University of Technology at our offices in Tokyo. The two-day event was held on February 21 and 22, 2023, with 8 students participating. The instructor was an employee with a hearing impairment, who communicated using sign language. This fiscal year, the workshop provided participants with an understanding of Okamura's business operations and a hands-on experience of tasks broken down into parts, as well



Workshop on gaining work experience

as a roundtable discussion with hearing-impaired employees. It was a meaningful program that provided new insights for both the students and Okamura.

This program is also useful for students to gain an early understanding of the company during the job-hunting period, and we plan to continue to create new matching opportunities in the future.

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 the provision of employment retention support by the Human Resources Department, the D&I Promotion Office in the Sustainability Promotion Department, and other departments in charge. In addition, when the employees join the company, we encourage them to register with an external employment support center, so that the extra support may help them to continue to work.

Generally, retention support interviews are held once a month. After a three-party interview between the employee, employment support center staff, and Human Resources Department staff, matters are then discussed between four parties: the supervisor and a staff member in charge of following up from the employee's department, employment support center staff, and Human Resources Department staff. In the interviews, each party listens carefully, keeping in mind the particular disabilities of the person, and notes any issues and concerns in terms of employment, life, and physical condition, in order to make improvements. The employee's department, the Human Resources Department, and the external employment support center will work together to consider matters such as how to make interviews more effective, and focus on creating an environment and providing support that will enable employees to work at Okamura for a long time and advance their careers.

"Working Together" Guidelines

In August 2021, we 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 address familiar issues such as our legal obligation to employ people with disabilities, the duty to make reasonable adjustments, and the prohibition of discriminating against people with disabilities in order to realize an inclusive society, thereby promoting employee awareness of these matters.

"Working Together" Guidelines

Okamura recognizes that we can live among diversity on a daily basis by respecting each other's individuality, showing consideration for each individual, and by recognizing differences while making reasonable adjustments to support 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."

* 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.

(Established August 2021)



"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 D&I Promotion Office of the Sustainability Promotion Department and is in charge of D&I-related matters and consultation services mainly relating to childcare, employment retention support for people with disabilities, and promotional activities such as seminars and events.

He has also represented Japan in athletics in the standing class 6 since 2016, switching to the wheelchair class in May 2022. In November 2022, his first official competition in the wheelchair class, he won the individual championship at the 14th All-Japan Para Table Tennis Championships, and in March 2023, he won two consecutive singles championships, first at the ITTF Fa20 Costa Brava Spanish Para Open 2023 (Spain) and then the ITTF Fa20 Lignano Masters Para Open 2023 (Italy).

Okamura will continue to support 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 and 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.



Winner of the individual competition in Spain!
Received the gold medal



Winner of the individual Para Table Tennis Championship!
With a group of supporters from work



Okamura Live :)
Kazuki Shichino, Okamura's Para Table Tennis Athlete
<https://live.okamura.co.jp/post/?id=79>

Holding Events to Foster and Expand Understanding of Disabilities

An Okamura employee who is also a para-athlete and uses a wheelchair took the lead in organizing a wheelchair experience event at the office, in order to encourage mutual understanding of working with people with disabilities.

The event was held at the Yokohama, Tokyo, and Nagoya bases within and outside of the company, and were attended by approximately 70 people. The external event was held at Cue, a co-creation space in Nagoya, and consisted of a hands-on experience entitled, "Working with Diversity &

Inclusion: Will you try using a wheelchair in the office with Outsider Art?".

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



Hands-on experience of wheelchairs

TOPICS



Organizing Study Sessions to Improve Understanding of Hearing Disabilities

The Design Promotion Department in the Work Style Consulting Division has employees with hearing disabilities. In order to support each other and improve mutual understanding, study sessions are held on a regular basis. Members with disabilities talk about how their disabilities manifest differently, and what they wish people knew about them, which leads to better communication and an improved work environment. Okamura Corporation uses Pekoe*, a product by Ricoh Company, Ltd., as a communication tool in departments with employees with hearing impairments to facilitate online meetings, which are more frequent since Covid-19. Subtitles and interpretation of chats between members are routinely checked in order to ascertain that information is being conveyed properly.



At an intra-departmental study session

* Pekoe: A communication service for the hearing impaired provided by Ricoh Company, Ltd. All the participants in the meeting are able to check speech recognition results in real time on their browsers, and can make quick corrections on the spot to facilitate good communication.

VOICE

I am Grateful for the Open Environment at Work, Where I Can Ask for Help Anytime



(At the time of the interview)
Product Procurement Office, Planning
Department, Production Division

Left: **Mizuho Maehara**

Center: **Izumi Nakayama**

Right: **Noboru Baba,**
Manager,
Product Procurement Office

Izumi Nakayama

I am in charge of general affairs in the Product Procurement Office, Planning Department, Production Division.

At the company I worked for previously, I was hired without their knowing of my disability, and I did not disclose it during my employment there. I finally told them that I had a mental illness, but they did not understand, and I left that job after a year and a half.

Okamura is the first company for which I am working within the framework of employment for people with disabilities. I started working at Okamura following a one-year break after leaving my previous job, so although I was in good physical condition, I felt anxious about working. What does "reasonable adjustments"* mean? How much can I talk about my symptoms and the side effects of my medication? These concerns gradually diminished as I consulted with people around me during monthly meetings and carried out my daily duties.

In addition to meetings with the HR department, I was granted one-on-one meetings within the department, and when I confessed that I found it difficult to check documents due to the noise around me, they recommended using a private room to work.

Whenever there is something I don't understand, I have the peace of mind of knowing I can ask for help. Every day I spend working at Okamura is precious for me. I would like to continue to do the best I can, with the support of the many people around me.

* Reasonable adjustments: 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 as people without disabilities.

Noboru Baba, Nakayama's superior and Manager, Product Procurement Office

What I consciously try to create a good environment for Izumi to work in happily is to make sure I answer all her questions properly. She asks me for directions each time when her workload increases, and I communicate the priorities. It has been two years since she joined the company. Although she worries about new tasks, she approaches them with care and produces good results. I would like to encourage her to continue in that direction.

Mizuho Maehara, colleague

By having Izumi communicate clearly in advance what needed to be taken into consideration for her, we were able to eliminate each other's concerns and work together to create a comfortable working environment in the department. I often work from home and am not always in the office, so I tell her that she can always ask questions or voice concerns via chat, in order to make her feel comfortable. She has been entrusted with more work recently, and I expect her to take on many new challenges and fulfill her potential in the future as well.

LGBTQ Initiatives

Establishing a Consultation Service for LGBTQ People and Updating In-House Facilities

At Okamura, we have set up a consultation service and a dedicated e-mail address as a way to listen to the concerns of LGBTQ people.

In addition, we are continuing to update in-house facilities in order to reduce the stress experienced by members of the LGBTQ community at work. The Fuji plant changed the signage for the restrooms and installed gender-free, private changing rooms in 2017.



Private changing rooms that have been installed, separate from shared changing rooms (Fuji Plant)

Use of Internal Names

At Okamura, we allow the use of names to be called within the company, such as maiden names, in order to accommodate marriage and other circumstances as well as LGBTQ issues. 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.

Promoting Diversity Recruitment

In order to promote diversity, Okamura emphasizes diversity in its recruitment activities and employs a wide range of people regardless of gender or nationality.

When recruiting new graduates, we arrange to meet with students from all over Japan. Information sessions about the company are also held online, making it easier for students from all over Japan to participate. We also aim for diversity in recruitment in consideration of equal employment opportunities. Gender is not taken into consideration in the selection process, and we ask applicants to identify as one of three: male, female, or other.

Regarding mid-career recruitment, in addition to actively hiring mid-career talent with specialized knowledge, we also promote the development of core human resources by improving initiatives and training that enable each and every employee to fully demonstrate their abilities. In recent years, an increasing number of employees who have left the company for reasons such as childcare, nursing care, or a spouse's transfer have rejoined the company through the "Job Return" system. This is another way in which we strive to expand the employment opportunities for diverse human resources and support their career development.

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 are striving to create an environment in which experienced senior employees are highly motivated to work.

Nurturing Human Resources

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 to achieve cooperation, harmony, and promote the desire for self-development.” In addition, in our three-year Midterm Management Plan starting in fiscal 2023, we set out our aim to nurture our staff so that employees and the company can grow together. The Okamura Career Journey is one in which each and every employee continues to envision his or her future career and achieves personal growth through diverse experiences. For this to become reality, Okamura strives to offer more opportunities that foster mutual understanding among employees, opportunities to continue learning, and opportunities to take on new challenges.

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 managers and staff to pursue actions based on considerations for each other’s job satisfaction in a workplace where all staff are on good terms.

Career Counseling Opportunities

For the purpose of onboarding* junior employees, we provide opportunities for 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 HR staff in their respective divisions to think about their careers and advice on work and life.

* Onboarding: Initiatives to help retain new employees in the company and organization 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, and for six months for mid-career hires.

This reciprocal relationship provides an opportunity to grow for both, as new employees and mid-career hires learn on the job and instructors get to teach and nurture others. Both parties meet monthly to strengthen their communication. If the meeting is accompanied by a meal, the company subsidizes the cost. How the meetings are going and the progress of the new employees and mid-career hires is shared with their superiors and departmental staff in charge of training, to ensure that the entire department is involved in their development.

“1 on 1” Meetings

We carry out “1 on 1” meetings, in which supervisors set aside some time to talk to their staff 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 seek advice on issues for improvement 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 the growth of each individual and the organization, and check in on how their staff are doing (including checking their physical and mental health).

In addition to conducting “1 on 1” workshops for all section managers and site leaders of production plants, we also share video content and e-mail newsletters on a monthly basis to support those who conduct the meetings.

Goal Management Interviews and Development Interviews for Employee Growth and Career Development

Okamura places importance on opportunities for dialogue between managers and staff for employee growth and career development. We conduct goal management interviews during evaluations as well as development interviews for the purpose of thinking about career design.

In goal management interviews, direct managers meet with their staffs twice a year to discuss short-term issues and results, for the purpose of setting and evaluating work goals. In development interviews, secondary evaluators meet with staff once a year to discuss medium-term issues, for the purpose of sharing information on future aspirations and career design.

Constructive Dissolution of “Change Your Work Style! Project” and the Renewal of “Dialogue”

At Okamura, we have promoted the “Change in Work Style! Project,” an activity to improve productivity, raise awareness regarding work and for employees to take the initiative in reconsidering and changing their own work styles, since April 2017. It was expanded into a company-wide activity called “Change Your Work Style! Project” as one of the work style reform “WiL-BE” Work Rule actions in April 2019. During the three years of company-wide activities from fiscal 2019 to fiscal 2021, the project helped establish a culture of discussing improvements for work that could be implemented in the workplace, and also helped change employees’ thinking toward realizing “Work in Life”. The “Change Your Work Style! Project” was constructively dissolved in fiscal 2022 to avoid duplication of activities, as workplace improvements, which had been the purpose of the “Change Your Work Style! Project”, was also taken up in “Dialogue”, an activity that has been going on since the company was founded.

“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” was renewed in January 2023. It 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.”

“Dialogue” Main Rules After Renewal

Item	Summary
Frequency and participants	At least once a month; all employees of the department (recommended) * Depending on the theme, it is permissible for managers to not participate * Changing to small groups is permissible 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) * If meetings are held online, participants must have their cameras on to give the impression of a face to face meeting. * It should not be conducted in a one-way reporting format * An objective and theme are set for each month, and opinions exchanged regardless of position in the company. Even when divided into groups, it is desirable for each group to discuss the same theme set by the department
Themes	Choose from Mutual Understanding, Improvement, Study, or Education * For the Education theme, the topic is decided by the company * It is permissible to either discuss a single theme over a longer period of time or to change the theme every month * A review of the Dialogue will be held in June every year from fiscal 2023 onward. Heads of departments should facilitate the Dialogue with care, so that members will feel some results have been achieved by that time

VOICE



Plant Department II, Production Division
Production Engineering Section,
Engineering Department, Fuji Plant

All members of the team

Creating a Workplace Where Female and Elderly Employees Can Work Comfortably, through Dialogue



In June 2022, the Production Engineering Section of the Engineering Department at the Fuji Plant held a Dialogue session on the theme of creating a comfortable working environment for women and elderly employees. The reason for choosing the theme was the fact that a female employee had been assigned to the Production Engineering Section for the first time. Since some team members are elderly, we decided that this was a good opportunity to discuss once more what we find inconvenient in the course of our duties and what we think should be done differently, and to improve the work environment to make it easier to work regardless of gender or age.

Some of the comments that surfaced during the discussion included, “Our working environment is pleasant enough for team members to feel comfortable when calling to each other for help, but it is difficult to ask for help when I have to pick up items located in high places or carry heavy objects when other people seem busy,” and an elderly member said, “My eyesight is poor and the work area is dark, which leads to misalignments when I am marking with a scribe*, making it difficult for me to do the work.”

After we held this Dialogue, we were able to receive feedback such as, “Team members are calling out to one another more, and it has become easier to ask for help when I need it,” and “Work is much easier now that additional lighting has been installed in the work area, and we have new tools now, such as digital calipers.” The improvement in mutual understanding and in the work environment makes it possible for us to enjoy our work every day. We would like to continue to participate actively in future Dialogues as well.

* Scribing: Marking lines, hole positions, etc. that serve as cues for machining on the surface of a workpiece, in accordance with the production blueprint.

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.

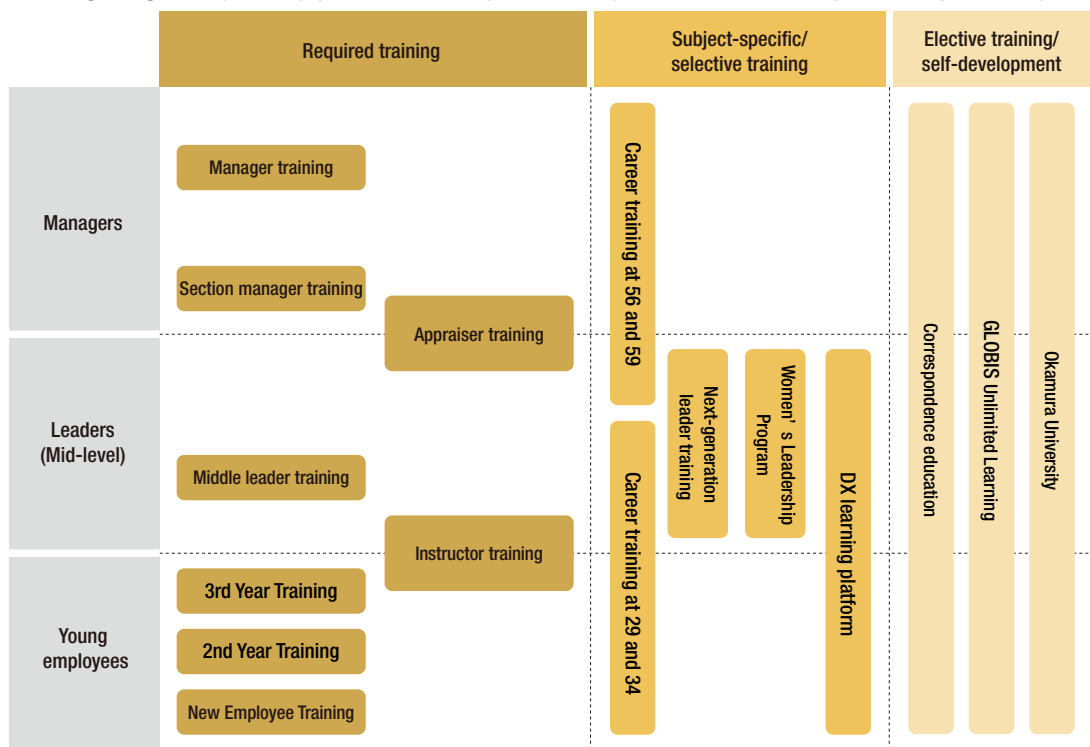
Grade-Specific Training

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, with the goal that at the end of their third year at the company they will be "a talented worker who has achieved self-growth through trial and error that can achieve results through teamwork with others." Training is conducted based on themes that match the respective objectives for the first, second, and third year. The follow-up training sessions, aimed at consolidating learning and fostering a sense of solidarity, is one example of such thematic training. In fiscal 2022, it was conducted in the form of face-to-face multi-day training, thoroughly observing measures to prevent the spread of Covid-19. For employees in their fourth year of employment and beyond, we provided training emphasizing practical aspects and networking at the time of their promotion. Through a blended training program that combines pre- and post-training knowledge input through e-learning, group training, group discussions, etc., we enhance the efficiency of learning.

Training Programs for Career Consideration and Life Plans

At Okamura, career support training programs are held for employees who have reached the ages of 29, 34, 56, and 59, to encourage career planning, raise awareness, and lead to 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

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



on." The training is designed to help employees learn about themselves and think about how their careers and lives will unfold from now on from different perspectives, by communicating with other employees of the same age with different types of jobs and experiences.

Okamura University (Abbreviation: OkaUni)

Okamura opened Okamura University in 2020 with the aim of letting its employees design learning programs for themselves. In fiscal 2022, the third year since its opening, we expanded courses related to business skills, providing students with opportunities to think about their future careers and personal growth.

E-learning System "GLOBIS Unlimited" and Correspondence Education

In response to our employees' desire to learn, we provide correspondence education consisting of the "GLOBIS Unlimited" e-learning system operated by the GLOBIS Corporation as well as courses offered by five educational organizations, as opportunities for employees to learn independently without being constrained by time or location. It is possible to choose content from a wide range of topics, including manufacturing-related knowledge, business skills, DX, health, and SDGs.

Providing Opportunities for Challenges

Okamura continues to provide opportunities for employees to take on challenges with a view toward a creative and innovative future, and for each and every employee to achieve their career goals.

Challenge System

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, we openly recruit within the company. Employees who apply have the opportunity to take on the challenges of different business units and wide-ranging roles. In fiscal 2022, 15 employees were selected for new positions after going through interviews and screening processes.

Self-Assessment System

At Okamura, we have introduced a 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 fulfillment and satisfaction. The declared information is taken into consideration in the job rotation.

Overhaul of the Global Human Resource Development System

We overhauled our global human resources development system in fiscal 2022, with the aim of nurturing global talent capable of responding to our expansion in overseas markets. Persons selected through an open application process will take a break from their regular duties and attend language schools in Japan for three months of intensive study. In addition to conversation, grammar, and business communication, there are courses in cross-cultural understanding and other topics as well. After completing language training in Japan, the employees will study languages abroad, engage in work

related to overseas business, or be posted to overseas subsidiaries to work following local culture and business customs, etc. We nurture comprehensive adaptability for working overseas in our employees by having them gain practical business experience. In fiscal 2022, seven employees studied English and two studied Chinese at language schools in Japan, of which one went on to study at a language school in the U.S., and three transferred to the International Sales & Marketing Division, where they are playing an active role.

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



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

Yuhiro Takamura

Launching a Curriculum for Junior Employee Training, Inspired by My Experience Studying Abroad



Several years ago, I participated in a training program for next-generation leaders that took me to the areas affected by the Great East Japan Earthquake. I was quite overcome by the stories of leaders who had withstood the disaster. I realized that I was the proverbial "frog in a well," and felt a strong urge to break through and see the great oceans of the world. I subsequently took advantage of Okamura's study abroad program and attended graduate school with the aim of obtaining an MBA.

Through this experience, I learned three important things. The first was the basic framework of "people, goods, and money" as the foundation of business and way of perceiving things, the second was the importance of human networks, and the third was the need to cultivate willpower. Through my discussions with people of various ages working in various industries, I continuously improved myself, and learned to see things from multiple perspectives while discussing our respective aspirations. I will forever cherish the friends I made in graduate school, who shared my aspiration of making the world a better place through work.

After obtaining my MBA, I once again felt the desire to make the store display business more exciting. I felt it was necessary to obtain the cooperation of numerous colleagues in order to achieve this. Taking cues from what I learned abroad, I launched the Think & Link Seminar, an educational curriculum for junior employees that connects the units of the Store Displays Division vertically, horizontally, and diagonally, together with my colleagues in the company. Currently, members who have succeeded me are running the program, now in its third term, and the different divisions in the Store Displays Division are beginning to connect in all directions.

I think that "loving people, creating places" depends on the engine of people thriving in their work. I would like to continue creating systems and environments where each and every person can find what they want to do and take on challenges as my lifelong vocation.

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 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 and study action learning, in order to present proposals on the company's issues to the Representative Director and Board Members (97 employees have attended up till now). The second is the Okamura Business School, which opened in 2022 for managers (13 employees attended in the first term). In addition to talks by visiting lecturers, internal and external directors present lectures that identify management issues

and the actions necessary to address them (see [▶ p. 113](#) for details). The program is held once a month for a year on an in-person basis under the guidance of visiting consultants and takes up a wide range of selected themes including corporate management. The third is dispatching some of the employees who have completed the training programs to external training programs or business schools in Japan, to provide them with opportunities to share their diverse knowledge and sharpen their managerial sensibilities both within and outside the company, which in turn will allow them to leverage the knowledge they have acquired in the field.

Mechanisms that Serve as the Foundation for Career Journeys

Okamura is trying to make the information regarding human resources more visible, in order to offer employees a foundation for their career journey.

Introduction of a Talent Management System

Based on the recognition that information regarding human capital, such as the knowledge and skills possessed by employees, is an important management resource, and seeking to utilize it, we introduced a talent management system as a means to maximize employee and organizational performance and to increase the mobility of workers to ensure that the right employee is placed in the right job. Until now, employees have not had the opportunity to view or register their transfer and promotion histories, job descriptions, and performance data. But with the introduction of this system, employees will be able to review their career trajectory on a regular basis, and by registering information in the system voluntarily, they will have an opportunity to consider what kind of career they wish to pursue in the future and how they want to grow. Department heads can also review the development of their staff in light of their experiences and performance, and think about the future careers of their staff.

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

Health and Productivity Management

We at the Okamura Group have positioned health and productivity management as the foundation for "Work in Life," and we have established the Okamura Health and Productivity Management Declaration. We are moving forward with initiatives such as expanding the types of health examinations available and implementing better disease prevention measures, as well as 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 in order to promote health and productivity management throughout the company. 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 to be the foundation for 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]

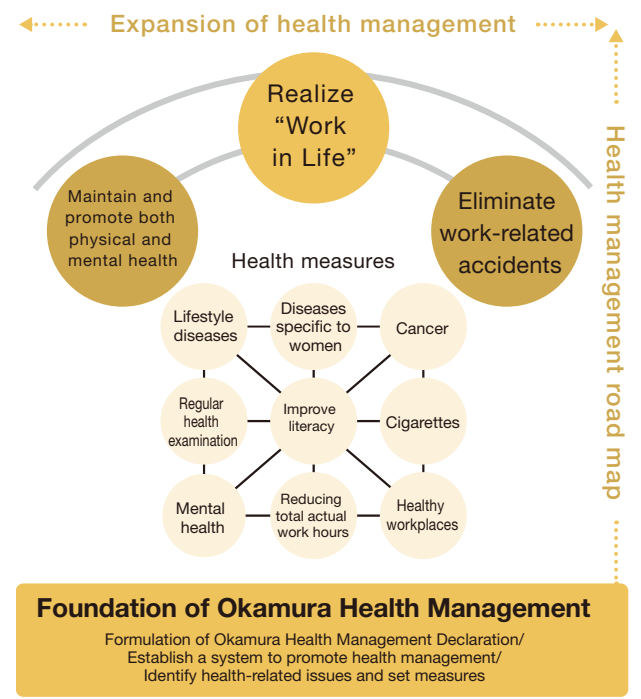
- Ensure 100% uptake of regular health examinations and carry out post-exam follow ups
- Improve the uptake rate for secondary health examinations
- Mental health measures
 - Promote interviews with occupational physicians based on stress check results, and arrange for interviews with occupational physicians 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 specified health guidance
- Eradicate work-related accidents and traffic accidents with "safety" as the highest priority

*Presenteeism (working while sick): A state in which productivity drops due to health issues

Okamura's Approach to Health and Productivity Management

Realizing "Work in Life" Through Health and Productivity Management

- We will strive to maintain and improve the physical and mental health of each employee through activities for health
- We will create a healthy and safe work environment for each and every employee



History of Our Activities Aimed at Maintaining and Improving Employee Health

The Okamura Group established the Okamura Manufacturing Health Insurance Association (currently the Okamura Group Health Insurance Association) in 1967 with the aim of becoming a vibrant company that emphasizes health. In 1992, the Labor-Management Joint Work and Health (WH) Promotion Committee was established to promote initiatives aimed at achieving harmony between work and health. The Health Management Office was established in 2011 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).

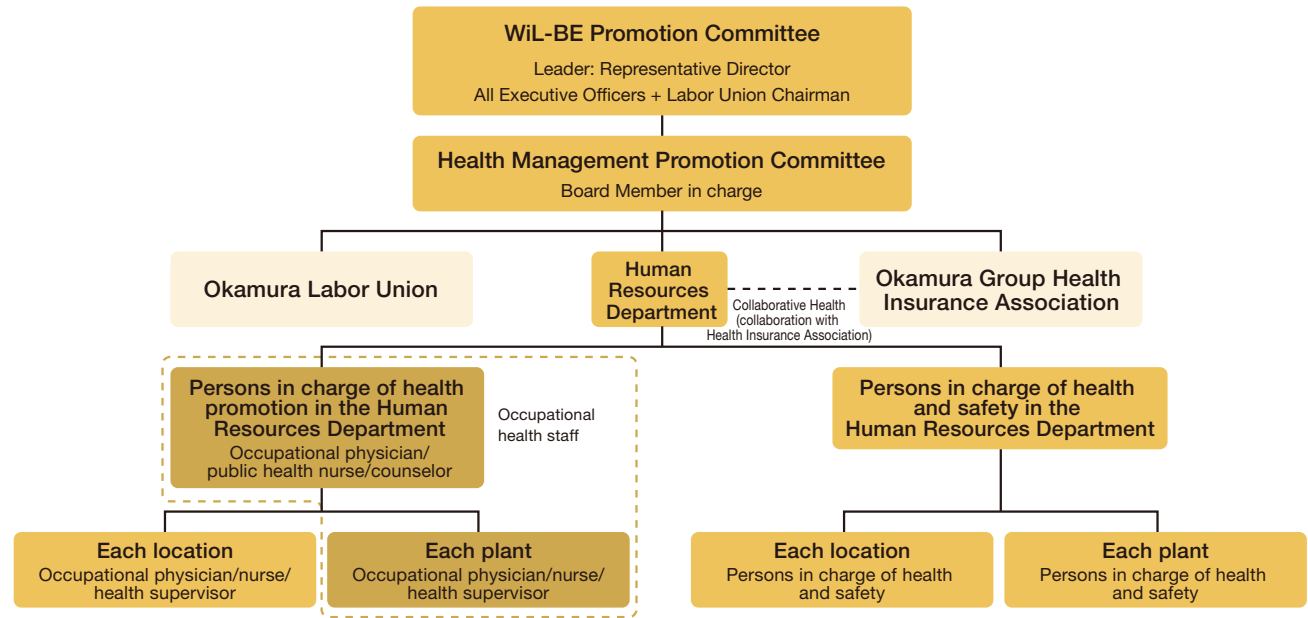
Health and Productivity Management Promotion Committee

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 2022, 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	●	●	●	●	●	●	●	●	●	●	●	●
Management of long work hours	●	●	●	●	●	●	●	●	●	●	●	●

Acceptance of Nursing Students as Interns

Okamura accepts university nursing students once a year as interns undergoing occupational health nursing training, to support the development of human capital in the field of occupational health. We arrange and conduct programs every year in the area of occupational health, such as health management services, health promotion services, and occupational health and safety.

Establishing Health Consultation Services

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 occupational counselors) are available through in-house consultation services. In addition, occupational physicians and registered nurses at each plant collaborate with the Human Resources and General Affairs Section to provide support. Regarding external consultation services, we introduced a new chat-type medical consultation service for Okamura Group Health Insurance Association members in April 2021. It 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.

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 for each life stage, where female employees can receive advice from two female occupational physicians.

Okamura's Mental Health Measures Comprising Four Kinds of Care

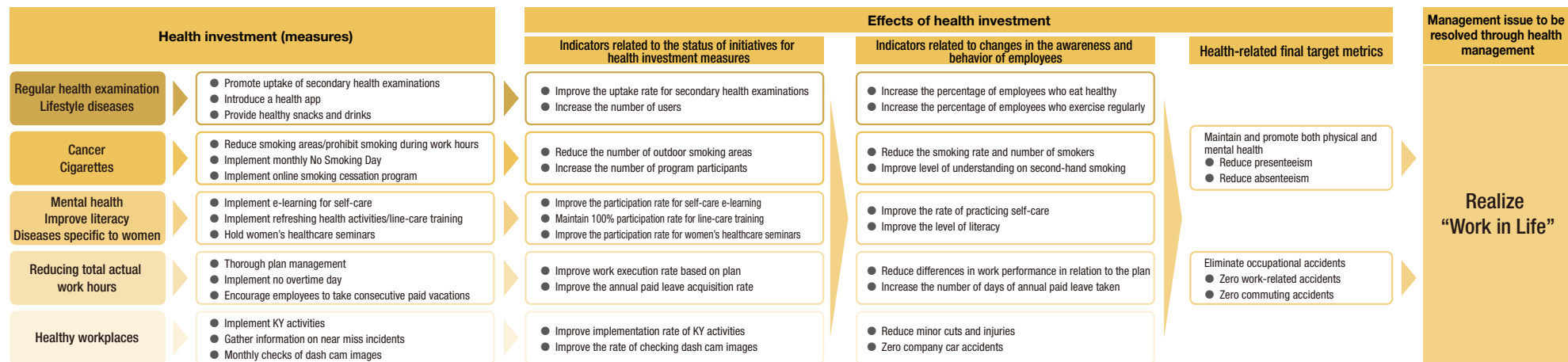
At Okamura, we actively care for our employees' mental health as part of our effort to create a mentally healthy workplace. Based on the Ministry of Health, Labor and Welfare's "Guideline for the Maintenance and Promotion of Workers' Mental Health," we promote measures from the four perspectives of self-care, line care*, care by in-house health staff, etc. and care by outside resources. Specifically, through improving employees' health-related awareness and encouraging them to put that knowledge into practice, better support from department heads, care by in-house medical staff, and support from external medical institutions, we provide preventive measures against mental issues and illnesses, care for those affected, and support employees' return to work after their leaves 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 and section managers: Line-care training</p>
<p>Care provided by in-house staff</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>

*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.

Map of Health and Productivity Management Strategies



*Absenteeism: Being absent from work or missing work

Assessment by Society of Health and Productivity Management

Certified as a Health & Productivity Management Outstanding Organization (White 500)

Okamura has been certified as a 2023 Health & Productivity Management Outstanding Organization (White 500), jointly selected by the Ministry of Economy, Trade and Industry and the Japan Health Council (Nippon Kenko Kaigi), for the sixth consecutive year since 2018.



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 2023

Okamura is a member of the Sport in Life Consortium, and was certified for the third consecutive year as a Sports Yell Company 2023 by the Japan Sports Agency, which recognizes companies that actively promote measures to improve employees' health through sports.



[Okamura's Major Initiatives]

- Initiatives to encourage physical activity during Health Awareness Month
- Initiatives to encourage physical activity during new employee training and National Occupational Health Week
- Table tennis events run by a para-athlete who uses a wheelchair (See [▶ p. 86](#) for related information)
- Introduction and use of a health app
- Healthy work styles that allow standing work
- Company-wide radio calisthenics and morning stretch sessions
- Support for sports club activities (baseball and soccer clubs)
- Publication of a health column

Balancing Cancer Treatment and Work: Okamura's Cancer Ally Declaration



Won Gold at the 2022 Cancer Ally Awards


Okamura received the Gold Award at the Cancer Ally Awards 2022, which recognizes organizations that support people who work while being treated for cancer.



It received recognition for its promotion of a company culture and environment where employees are able to work in good health, including the promotion of health education and gynecological checkups.

[Okamura's Major Initiatives]

- Educating all employees about cancer, through an e-learning course on the effects of smoking and the need to quit
- Conducting line care training for new department heads and production section managers (secondary evaluators)
- Initiatives to improve the uptake rate of gynecological checkups by reflecting survey results

 Cancer Ally Department website: Examples of initiatives by companies who received the Cancer Ally Award
[Cancer Ally Award 2022 Gold] The Okamura Corporation's "Cancer and Work" policy
<https://www.gan-ally-bu.com/declaration/3494>

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 2022 was 12.3 days, and the acquisition rate was 65.5%. 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 employees 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 2022, the uptake rate was 100% for regular health examinations, and 74.9% for secondary health examinations. After the completion of secondary health examinations every year, the results of the examination are communicated to department heads as necessary to determine whether any restrictions on work are necessary (based on the results of evaluations regarding work) and to take appropriate measures.

We review the checkup items every year in order to improve health examinations, and add items as well as those legally required based on requests from employees, such as endoscopy options for stomach examinations and the removal of age limits for gynecological checkups, in order to improve the uptake rate and to enable early detection of illnesses. (See [▶ p. 100](#) for details)

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

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 regarding working hours for newly appointed managers and new employees, we will 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. 95](#) for related information)

Measures Against Long Working Hours

Okamura places importance on the physical and mental health of its employees, and in order to optimize working hours from the perspective of realizing "Work in Life" as well, Okamura has set up no overtime days, as well as a system that allows hourly paid leave and super-flexible working hours to prevent employees from working long hours. (See [▶ p. 77](#) 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.

Stress Checks

Okamura conducts stress checks once a year to check and ascertain the mental health of each employee. 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. In addition, WLQ* values are used to understand any decline in the productivity of employees as a whole that is attributable to a decline in mental health, and to carry out measures for improvement.

In fiscal 2022, we focused on reducing stress and caring for mental health, conducting self-care education for all employees and line-care training for managers. We will continue to improve on our measures to maintain and promote employee health in fiscal 2023 as well.

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

Reducing Health Risks Through the Population 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, based on a population approach that reaches out to a broad range of employees.

Improving Health Literacy

Recognizing the importance of self-care and line care in maintaining and improving the physical and mental health of employees, Okamura focuses its efforts on health education and the dissemination of health-related information in an effort to raise awareness and knowledge regarding health. By improving health literacy and having each employee care for his or her own health, we aim to keep the team and the organization as a whole healthy. In fiscal 2022, we have conducted various e-learning programs to promote health, including those promoting physical activity to counter lack of exercise, as well as on issues of smoking and passive smoking, lifestyle-related diseases, and mental health, which present health challenges for Okamura.

[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
- Yoga and stretch exercises

Training/Seminars

- Line care training for newly appointed department heads and production section managers (secondary evaluators)
- Seminar on quitting smoking

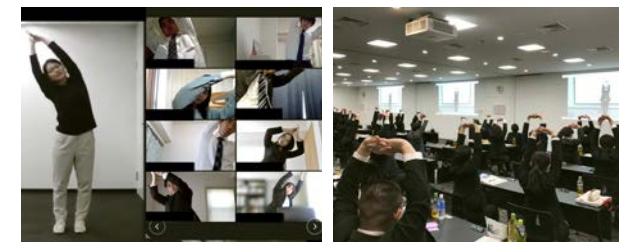
Sharing of Information

- Health column
- Health news

Initiatives Aimed at New Employees

Our initiatives to maintain and promote health include yoga, stretching classes, and other refreshing activities led by in-house instructors. We also have anti-smoking videos featuring senior employees who have successfully quit smoking, which are produced as a reference for thinking

about smoking and passive smoking which are used as part of our health education aimed at new employees. We try to educate our employees on health starting from when they are young, by broadcasting health education videos during breaks or before and after work during new employee training.



New employees doing refreshing yoga during their training

TOPICS

Let's Improve Health Literacy! Health Education: "Lifestyle-Related Diseases (Diabetes) and Meal Ideas"



Okamura is offering an e-learning course, "Lifestyle-Related Diseases (Diabetes) and Meal Ideas", to all employees, in an effort to address "Lifestyle-Related Diseases (Diabetes)", which is one of the health issues it faces. Against the backdrop of an era when people are predicted to live up to a hundred years, participants learned about the basics of lifestyle-related diseases, gained a thorough knowledge of pre-diabetes and diabetes which are on the rise among lifestyle-related diseases, and how to make changes in their diet starting from today, in order to prevent such diseases.

The course deals with everyday matters that employees can easily relate to and attempts to convey the danger of lifestyle-related diseases, the importance of improving one's diet, and the importance of exercise in an easy-to-understand manner.

This e-learning program was produced by in-house instructors who are qualified nurses. This served as a good opportunity to raise awareness regarding health among employees.



E-Learning course, "Lifestyle-Related Diseases"



In-house instructor

Ryouko Shindou

Office Furniture Sales Division,
Office Furniture Business Division
Life Science Division
Healthcare Promotion Department
Qualifications: Registered nurse/health information manager

Health Awareness Month

In fiscal 2022, Okamura designated two Health Awareness Months, in spring and fall, based on the three pillars of health education, physical activity, and mental health and aimed at maintaining and promoting employee health. 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.

Radio Calisthenics and Morning Stretches 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/Cultural Clubs

Okamura supports club activities to maintain and promote the physical and mental health of our employees. For sports clubs, Okamura subsidizes expenses and helps with publicity, and for cultural clubs, Okamura provides venues for 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 program at all bases 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 health through the diet, investing approximately 72 million yen (actual amount spent in fiscal 2022) in the process.

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



Examples of healthy snacks and beverages

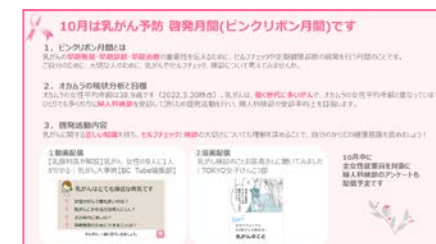
Improving the Uptake Rate for Gynecological Checkups

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 incorporated the wishes of our employees in our health policy, and from the following year of fiscal 2022, we eliminated the age limit for gynecological checkups and overhauled the content of the checkups, so that everyone who wished to undergo them could do so.

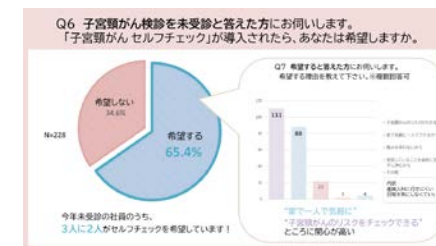
In addition, after noticing the low uptake rate regarding cervical cancer screening in gynecological checkups from the fiscal 2022 survey results, we conducted a survey of those who had not undergone cervical cancer screening and asked

whether they wished to have access to HPV virus self-check kits. After the results revealed that more than half of the respondents wished to have access, the kits were distributed to all those who requested them.

As a result of the measures implemented based on employee feedback, the breast cancer screening uptake rate rose by 27.2% from fiscal 2021 to 57.6%, and the cervical cancer screening uptake rate rose by 37.2% from fiscal 2021 to 62.5%, which is significantly higher than the national average. In addition, in order to convey the importance of gynecological checkups, we conducted company-wide publicity campaigns to raise awareness regarding breast and cervical cancer prevention during Pink Ribbon Month in October and Cervical Cancer Awareness Month in November, respectively. These activities were recognized by outside institutions, and won Gold at the 2022 Cancer Ally Awards. (See [▶ p. 97](#) for related information)



Publicity for Breast Cancer Awareness Month



2022 Gynecological Checkup Questionnaire

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. In addition to showing consideration for non-smokers by implementing measures to prevent passive smoking in the office, Okamura and the Okamura Group Health Insurance Association are working together to maintain and improve the health of smokers themselves, with the goals of reducing the ratio of smokers by 1% every year and halving the number of outdoor smoking areas by 2025.

We also provide two types of online programs that encourage smokers to quit, and hold quit-smoking seminars at the head office, sales departments, and production plants to support employees in their efforts to quit smoking.

Since fiscal 2022, we have designated Monthly Smoke-Free Days to promote non-smoking throughout the company, and at the same time, implemented an e-learning program, "On Smoking and Passive Smoking", to improve literacy on the subject.



Creating the No Smoking Day banner at the Fuji Plant



Participating in the e-learning course at the Tsukuba Plant

Support for Balancing Work and Medical Treatment, and Publication of the Handbook for Support

The Okamura Group allows employees who require medical treatment due to illness or injury to work flexibly, utilizing flextime systems, paid leave by the hour, telecommuting, etc., depending on their circumstances and physical condition. (See [▶ p. 77](#) 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 shorter working hours 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-term illness 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 absence from 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.



Handbook for Support on Balancing Work and Medical Treatment

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 two of our bases in Tokyo, in November and December 2022. We provided 425 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.

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 Specified Health Guidance

The Okamura Group Health Insurance Association, in cooperation with the Human Resources Department, provides individual dietary and exercise guidance as 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 based on reference values for abdominal circumference, BMI, blood glucose, lipids, and blood pressure as well as smoking habits during periodic health examinations 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, through locations and times that do not affect the employees' work.

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 employer-side public health nurses check the results of regular health examinations and target employees who need assistance. In order to help improve the lifestyle of employees according to their health condition, measuring devices are distributed to the employees, and they are 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 risk for the participating employee.

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 in a similar manner as specified health guidance, to encourage them to review their lifestyle from an early stage. We also conduct surveys on the content and degree of satisfaction regarding the programs for employees who have received guidance, in order to understand how it is being received 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.)

Initiatives by the Okamura Group Health Insurance Association

Okamura Group employees are enrolled in the Okamura Group Health Insurance Association under the Health Insurance Act. The Okamura Group Health Insurance Association offers a wide range of services, including a variety of examinations and guidance, subsidies for examinations and costs related to disease prevention, and provision of information, to better maintain and promote employee health and prevent illness.

[Health Service Initiatives for Fiscal 2022]

- Specified guidance (insured persons and their dependents of 40 years of age or older)
- Guidance for young employees (insured persons under 40 years of age)
- Program for preventing serious illnesses
- Regular health examinations (items expanded)
 - Gastrointestinal endoscopy
 - Gynecological checkups
- Self-checks for cervical cancer HPV virus
- Subsidy for comprehensive health examinations
- Free dental checkups
- Subsidy for influenza vaccinations
- Influenza vaccinations via mobile clinics
- Online program for quitting smoking (two variations)
- Chat-type medical consultation service
- Publication and distribution of news about the health insurance program (twice a year)
- Distribution of medical cost notifications (four times a year)
- Distribution of medication cost difference notifications to promote the use of generic drugs (twice a year)

Expansion of Subsidies for Comprehensive Health Examinations

The Okamura Group Health Insurance Association, as part of the health services it offers, subsidizes a portion of the cost of comprehensive physical examinations for those who undergo them. From April 1, 2023, differences in the amount of the subsidy according to the category of dependents over 35 years of age (spouse, other, etc.) was eliminated and made uniform. Not only has the amount of the subsidy become the same for insured persons and their dependents, but has been raised, expanding the support for comprehensive physical examinations, in an effort to maintain and promote the health and wellness of employees and their families.

Introduction of the Cafeteria Plan*

The Okamura Group Health Insurance Association will introduce a cafeteria plan as a new health program in fiscal 2023. To encourage more insured employees and their dependents to voluntarily make an effort to be healthy, maintaining and promoting their health, we offer a variety of products and services to support a healthy life, such as healthy food, daily necessities, exercise, relaxation, etc.

* Cafeteria Plan: A point-based system comprising more than 60 services, offering a list of items to support a healthy daily lifestyle, which can be chosen and utilized according to one's tastes

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 company-wide 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.

<ol style="list-style-type: none"> 1. Spirit of compliance 2. Philosophy of respect for human life 3. Responsibilities of managers 4. Activities with participation by all 	<ol style="list-style-type: none"> 5. Establishment of a health and safety management system 6. Target setting 7. Formulation of an annual occupational health and safety plan 8. Health and safety activities
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(Excerpted from the Occupational Health and Safety Policy)

[Key Implementation Items of the Health and Safety Management Plan for Fiscal 2022]

1. Company-Wide Basic Policy

All employees shall participate in activities based on the Occupational Health and Safety Policy. We will act considering safety foremost in all circumstances, strive for the elimination of industrial 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

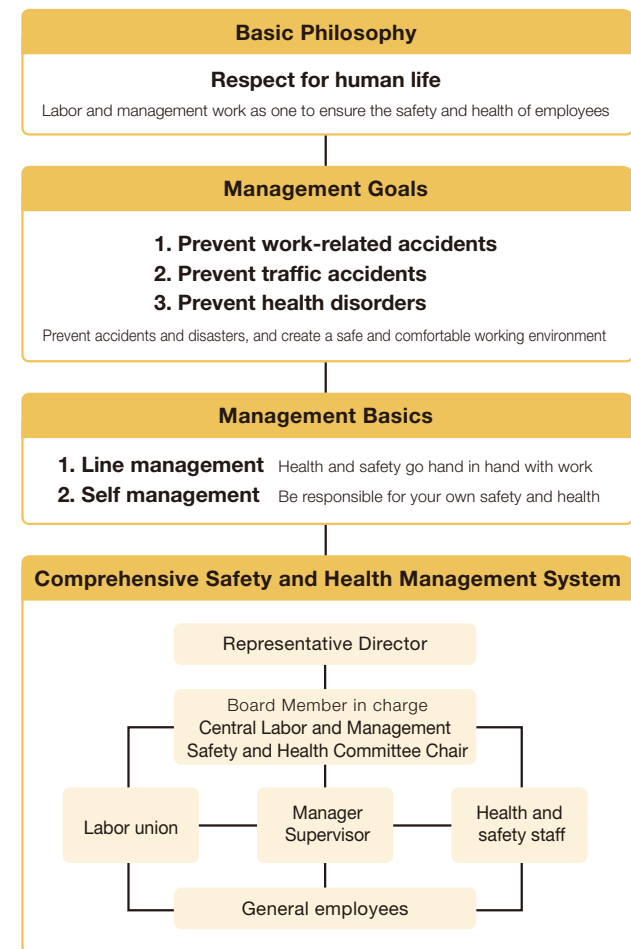
- Safety: Zero industrial accidents
- Traffic: Zero traffic accidents
- Health: Zero health problems

3. Slogan

"Remember your training, obey the basics, and let's keep disasters down to zero!"

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 will strengthen the system for promoting occupational health and safety, and move forward with various activities to prevent accidents, in order to create a safer and healthier environment in which every employee can work with peace of mind.

Strengthening the System for Promoting Occupational Health and Safety

In order to achieve its goals for occupational health and safety—zero work-related accidents, zero traffic accidents, and zero health problems—Okamura has appointed general managers, based on the Occupational Health and Safety Act, not only for its bases of 300 employees or more, as required by law, but also for bases with 50 employees or more to strengthen our system.

Role of the Committee for the Prevention of Work-Related Accidents and Accidents Involving Company Cars and Patrols at Production Plants and Bases

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 occurring repeatedly, managers patrol each production plant and location to confirm that measures aimed at preventing accidents are maintained, ensuring thorough compliance to prevent the recurrence of work-related accidents. (See [▶ p. 109](#) for related information)

Morning Safety Meetings

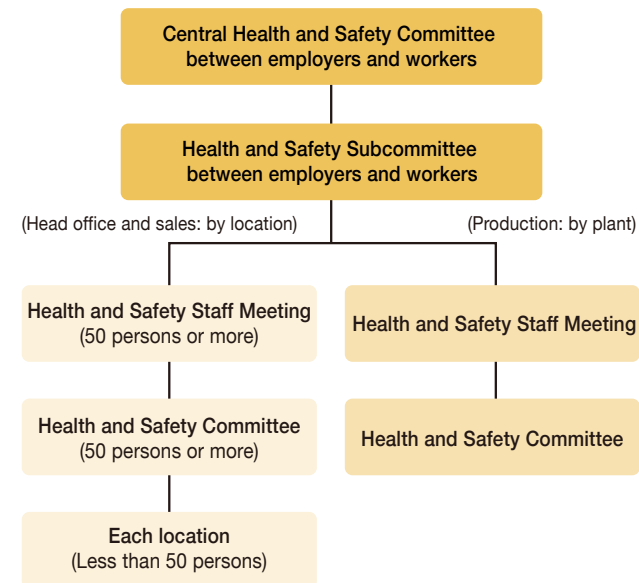
At Okamura's production plants, morning safety meetings are held with the aim of keeping accidents down to zero. At these meetings, the safety manager reports on the previous month's occupational accidents, commuting accidents, and accidents involving company cars, as well as explaining the decisions made by the Disaster Countermeasures Subcommittee. They also remind the employees of important health and safety measures to be implemented during the month, thereby improving safety measures and KY activities*.

*KY activities – Kiken Yochi: Activities that predict (Yochi) hazards (Kiken)

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 2022, 23 divisions received commendations, and the number of company cars in the divisions came to 97.

Occupational Health and Safety Promotion System



Types of Occupational Health and Safety Activities, and Record of Implementation in Fiscal 2022

Item		April	May	June	July	August	September	October	November	December	January	February	March
Central Health and Safety Committee between employers and workers	Company-wide	●						●					
	Production	●		●		●		●		●		●	
Health and Safety Subcommittee between employers and workers	Sales		●				●					●	
	Production		●		●		●		●		●		●
Health and Safety Staff Meeting	Sales	●	●	●	●	●	●	●	●	●	●	●	●
	Production		●		●		●		●		●		●
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 Activities)/ Risk Assessment Activities	Each department	●	●	●	●	●	●	●	●	●	●	●	●

Initiatives to Prevent Work-Related Accidents

At Okamura, we comply and implement measures in line with laws and regulations related to occupational health and safety, and carry out voluntary activities 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.

Promoting Activities Based on the Health and Safety Management Plan

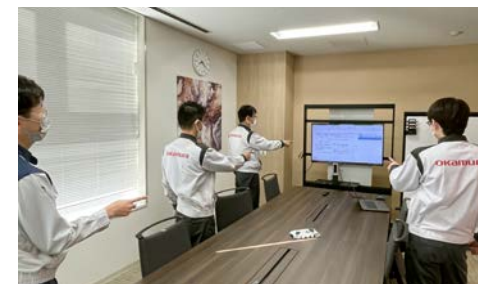
At Okamura, key implementation items in the Safety and Health Management Plan for each fiscal year are confirmed at meetings with Health and Safety Staff and Health Managers, who try to ensure thorough compliance with them throughout the company. We aim to create a safe working environment at all locations and make efforts to prevent work-related accidents 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 campaigns sponsored by the Ministry of Health, Labor and Welfare and the Japan Industrial Safety & Health Association as part of its efforts to raise awareness regarding safety and occupational health and to establish activities to ensure safety and 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 prioritized activities to ensure health and safety, in order to reduce occupational accidents and prevent health problems.

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.



Carrying out KY initiatives at the Tsukuba Plant

VOICE



Plant Department I, Production Division
Human Resources and General Affairs
Section, Oppama Plant
Health and Safety Officer,
Public Health Nurse

Kazuyo Suzuki

National Occupational Health Week Initiatives at the Oppama Plant:

Lecture on Health by an Occupational Physician on Line Care, and Yoga!

Every year, the Oppama Plant hosts a talk on health by an occupational physician for all employees working at the plant as part of National Occupational Health Week in autumn. In fiscal 2022, the lecture focused on managers, taking care to avoid the three C's, as mandated by measures to contain Covid-19. As restrictions on activities became more prolonged, they came to affect mental health within the plant, with a rise in the number of employees requiring mental health care. Therefore, an occupational physician spoke to managers about the importance of Line Care in fiscal 2022, providing an opportunity to learn specifically how to engage with and treat members of their team. Also, since many managers work at their desks, they participated in exercises with the occupational physician while watching a video of a chair yoga session by an in-house instructor on the screen, as a refreshing health activity.

The survey conducted after the talk on health revealed many positive responses, together with suggestions for specific action goals, indicating the success of this initiative for improving the workplace environment at the Oppama Plant as a whole. We will continue to hold talks with occupational physicians and occasionally share information in order to support our staff and create a healthy environment for them to work in.



Talks on health by an occupational physician



Participating in a chair yoga session

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.

Safety 3S Activities

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 the appropriate places and kept clean, thereby helping to maintain a safe working environment and prevent work-related accidents.

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 the protective equipment to be worn during routine work and that to be worn during specific tasks, with the safety manager and supervisors being responsible for ensuring that it is worn, as well as conducting periodic inspections.



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 Occupational 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. 66](#) 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 illness.

Safety Patrols and Inspections by Occupational Physicians

Regarding safety patrols at production plants, labor and management (union: branch officer; company: head of department or section) patrol one workplace each day in pairs. They identify unsafe conditions and actions of 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 occupational accidents. During the occupational physician inspections, an occupational physician, a registered nurse, and a person in charge of safety 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.

Preventing Heatstroke Using WBGT

Okamura's production plants take measures to prevent heatstroke using WBGT (wet bulb heat index – a measure of environmental heat as it affects humans) from early summer. Especially from July through September, we always warn employees through announcements at morning meetings to be careful of heat stroke, and to make sure they are getting 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 the WBGT readings for staff to see.

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 based on the law and company rules are discussed and confirmed. The rest spaces can be used by people who do not feel well or have suddenly fallen ill, and are equipped to respond quickly and appropriately to unforeseen situations.

Health and Safety Education

Okamura conducts health and safety education based on the Occupational Health and Safety Act so that employees can acquire the necessary knowledge in order to prevent occupational 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.

Initiatives to Create a Safe Workplace

In order to prevent work-related accidents, it is important to implement measures in the workplace and raise safety awareness, while at the same time ensuring that every employee is physically and mentally healthy and able to work in a stress-free state. Efforts to maintain and promote health and prevent illness through awareness-raising activities related to health, various types of health examinations, and stress checks have led to the creation of a safe workplace. In addition, especially in manufacturing sites 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. With this in mind, all employees take part in radio calisthenics and morning stretches.

(See [▶ p. 98](#) [▶ p. 100](#) for related information)

Earthquake Strategy

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, the following measures are implemented.

[Earthquake Strategy 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 attached
- Racks, etc. are removed from the evacuation routes used in the event of an earthquake so that employees can evacuate safely
- Storage racks with casters, workbenches, material storage equipment, etc. have stoppers attached to prevent them from moving even 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) with roles assigned, and conduct drills in accordance with the respective manuals, to strengthen the system so that it can respond 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 once again recognized 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. 115](#) for related information)

Examples of Implementation in Fiscal 2022

In February 2023, one of our locations in Tokyo participated in a fire drill (emergency rescue drill) overseen by the building. In order to better provide voluntary first aid, employees took part in a classroom lecture on first aid education to learn what actions to take first in the event of a sudden illness or accident during a natural disaster, as well as basic first aid training using a training doll and AED, which reminded them once again of the importance of regular training.



Classroom lecture on first aid



Basic first aid training

TOPICS



Pursuing Activities for Occupational Health and Safety in Each Department

Distribution Centers

The Logistics Management Department carries out health and safety education at 25 distribution centers nationwide centered on the Yokohama Distribution Center, as well as efforts to prevent work-related accidents, traffic accidents, and health problems, aiming to keep accidents down to zero.

We are particularly committed to safety education, and we compile details of accidents and problems we have had at our distribution centers across Japan together with the latest safety information into a bulletin called Safety News for all distribution center employees and drivers of our subcontracted carriers.

As part of our activities aimed at preventing work-related accidents, the 19th of each month is designated as Good Car Day, a day to take care of our vehicles. We also conduct monthly inspections, of trucks, forklifts, and company cars, mindful of our motto of Zero Work-Related Accidents and Zero Company Car Accidents.

In addition, we are promoting Activities unique to distribution centers, as an initiative to prevent work-related accidents. Accidents and problems are more likely to occur the first time we do something, when there is some kind of change to how we do things, and when we haven't carried out that task in a while. These three situations are especially likely to occur during periods of high demand. Therefore, we are working to keep work-related accidents down to zero in conjunction with our daily 2S (sort, set in order) and 4S (sort, set in order, shine, spotless) activities.

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 them to activities to prevent recurrence.

In the past few years, face-to-face training and group activities have been difficult due to Covid-19 measures. However, Health and Safety staff in the Logistics Management Department are taking the lead so that all distribution centers nationwide can work towards the same goal, putting safety first in their operations.

Installation Work-Related Departments

The Okamura Construction Department holds annual Health and Safety Meetings in the Tokyo metropolitan area and across Japan where work-related accidents that have occurred are reviewed and efforts are made to improve safety management at work sites. At the Joint Safety Conference, subcontractors who have contributed to safety activities through zero work-related accidents and other results receive commendations. We also hold various meetings and events throughout the year, and staff in charge of safety use in-house social media and other channels to share information on accidents, issue warnings, and share snapshots of safety patrols, safety guidance and safety education.



Logistics Management Department,
Production Division
Safety & Quality Section,
Distribution Management Department

Masashi Kojima



Inspecting forklifts



Joint Safety Conference

Initiatives to Prevent Traffic-Related Occupational Accidents

When driving a company car for business activities, it is difficult to prevent accidents as can be done for routine production operations, and the risk of accidents is higher than for ordinary work-related accidents. 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 safety morning meetings, department heads call on employees to be careful and to keep calm while driving, to prevent traffic accidents. (See [▶ p. 104](#) for related information)

Initiatives to Eliminate Accidents Involving Company Cars

Okamura has established regulations for company car management, in order to ensure safe driving of company cars and eliminate traffic accidents. 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 traffic accidents, and we encourage employees who use company cars for work to take appropriate measures. In fiscal 2022, Okamura had 37 incidents involving company cars.

Number of Accidents Involving Company Cars

Fiscal year	2017	2018	2019	2020	2021	2022
Number of cases	25	35	33	29	31	37

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

Traffic KY is implemented with the aim of alerting drivers to problems in various traffic situations that require their attention in making driving decisions and enabling them to drive more appropriately. Many traffic accidents are caused by human error. Mindful of the fact that accidents occur because people do not recognize danger as danger, we pursue traffic KY activities as well as engage in discussions among co-workers on appropriate driving behavior to enhance employees’ sensitivity to danger. 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 and dashboard cameras serve as a tool to enforce safe driving. In addition, starting from December 2021, each branch checks dashboard camera footage once a month and prepares a report. Furthermore, dashboard camera footage is also used for traffic KY, to analyze the causes and prevent traffic accidents.

Lectures on Safe Driving

Okamura hosts lectures on safe driving based on analyses of accident statistics. The lectures were not held in fiscal 2020 and 2021 due to Covid-19, but resumed in fiscal 2022 at the Fuji Plant. A lecture on safe driving was held for employees who commute by car and drivers of company cars with the aim of preventing traffic accidents. 72 employees attended the lecture. A visiting lecturer gave a talk on preventing traffic accidents and encouraged safe driving. Participants learned once again how serious traffic accidents can be from case studies, reviewed the basics of safe driving such as maintaining an appropriate distance between vehicles, proper use of brakes and steering, how to respond to bad weather conditions, and how to predict danger in advance and studied appropriate countermeasures. We will actively plan and host lectures on safe driving in fiscal 2023 as well, in order to encourage employees to further improve their driving skills and safety awareness.



Safe driving seminar at the Fuji Plant

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 also works to prevent infection among employees through awareness-raising activities, etc. In addition, each plant is implementing countermeasures to prevent Covid-19 infections, as well as responding by adjusting work styles and work methods.

Measures for Infectious Diseases for Employees Posted Overseas

We provide vaccinations for employees and their accompanying family members when they are posted overseas.

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

Influenza Vaccinations

To prevent employees from contracting influenza, Okamura carries out vaccinations at its production plants, and also conducts vaccinations via mobile clinics at plants in the Tokyo metropolitan area.

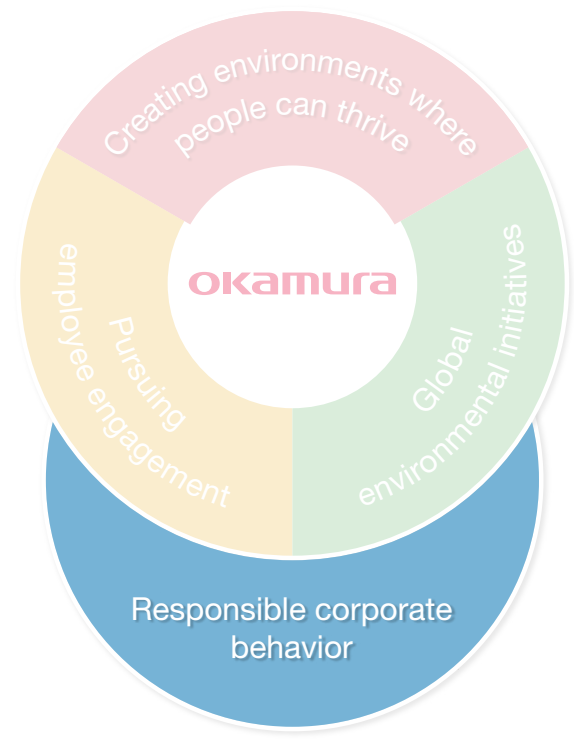
(See [▶ p. 101](#) for related information)

Measures to Prevent the Spread of Covid-19

The Okamura Group has worked to contain the spread of Covid-19 in accordance with the policies of the national and prefectural governments, implementing the following measures to ensure the safety of all related parties, employees, and their families.

- Remote work and staggered office hours using the flextime system
- Carrying out work in an environment that takes safety into consideration, by thoroughly implementing infection control measures
- Use of remote conference systems for internal and external meetings
- Prohibiting overseas business trips and refraining from domestic business trips
- Limits imposed on the number of people at dinners with customers and suppliers, and among employees
- Conducting PCR tests, etc. depending on the situation of business and sales activities
- Creating guidelines for meetings and internal training/events
- Providing information on vaccination opportunities
- Making arrangements for employees' work when their children's schools and nurseries close
- Sharing information related to Covid-19 in each committee activity

With Covid-19 reclassified as a Category 5 infectious disease under the Act on the Prevention of Infectious Diseases and Medical Care for Patients with Infectious Diseases (Infectious Diseases Control Act) on May 8, 2023, we continue to implement measures in compliance with national and prefectural policies.



Responsible Corporate Behavior

We respect human rights and strive to understand the individuality of each person and diverse cultures while eliminating discrimination.

We will comply with the law and act in accordance with high ethical standards, and disclose information in a timely and appropriate manner to our stakeholders. We will also 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

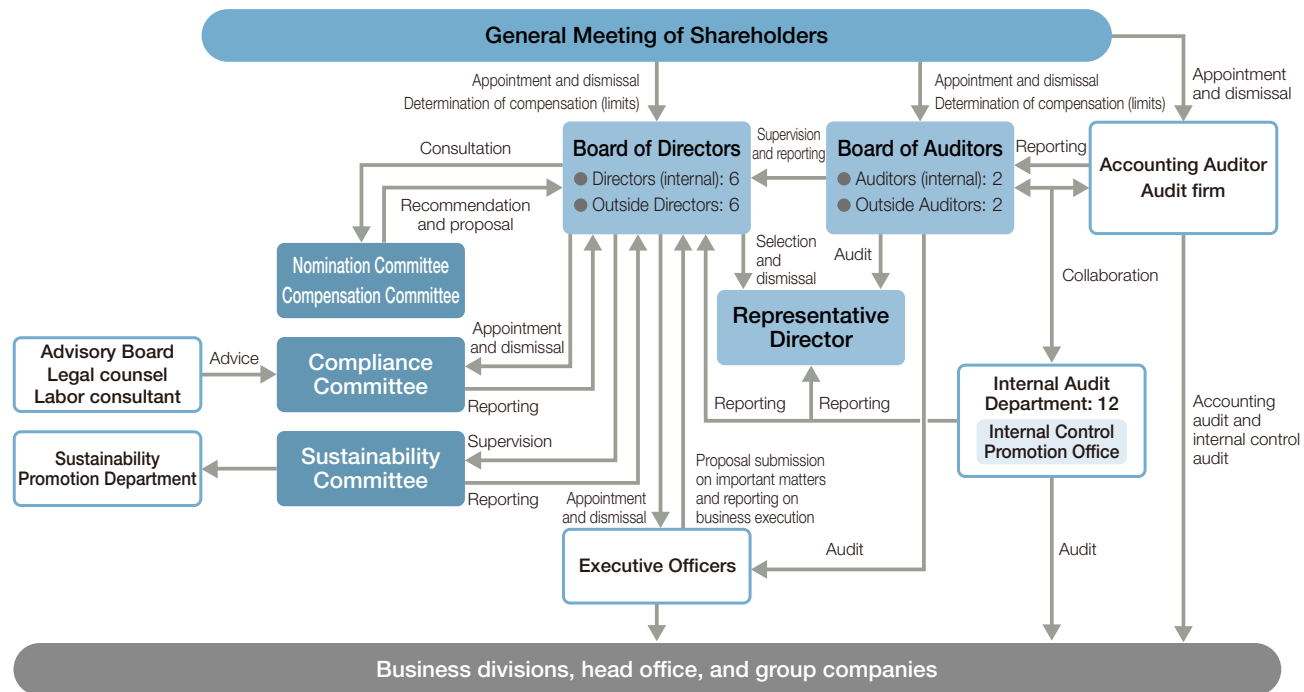
In order for Okamura to continue to be a company that is trusted and appreciated by stakeholders, our management must always be sound and transparent. At the Okamura Group, we consider strengthening corporate governance*¹ one of the most important material management issues. We will seek to maximize 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 appointment process for directors and executive officers, as well as the determination process for 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 conduct strict audits of the execution of duties by directors and executive officers. Our board of corporate auditors is composed of four auditors, two of whom are outside auditors. (See [p. 159](#) for data)

Corporate Governance Structure (as of June 27, 2023)



Skill Matrix of Officers
 NOTICE OF THE 88TH ANNUAL GENERAL MEETING OF SHARHOLDERS
<https://contents.xj-storage.jp/xcontents/AS00990/8a974e5b/f32f/463c/ad98/517b6641a742/20230530162530314.s.pdf> p. 21

TOPICS

Opening of the Okamura Business School to Nurture Future Managerial Talent

We opened the Okamura Business School In October 2022 to nurture managerial talent that will lead Okamura into the future.

The one-year training program covers a wide range of themes, such as corporate management, management strategies, marketing, steps towards global management, production and logistics, finance, labor relations, nurturing human resources and leadership, as well as current management issues such as DX, ESG, and legal affairs and governance. Lectures are given by in-house and visiting lecturers, in addition to board members. The program is structured so that participants first gain an understanding of Okamura's vision for the future and the management issues it faces through action learning*, and are then given an opportunity to make a presentation to the president and other directors at the final session in September on what actions they will take to resolve those issues and the vision they themselves aim for.

Thirteen students are currently enrolled in the first term of the program, diligently studying and applying themselves in order to lead the company into the future.

* Action Learning: A method to develop the ability of individuals and organizations to learn



Training

(see [▶ p. 93](#) for details)

for an internal control report system imposed on companies, 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 designating an owner for each process (process owner).

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 disassociate from antisocial forces and organizations that threaten public order and safety. We have designated the department responsible for handling matters related to antisocial forces, and we collect and manage related information as well as educate our employees on them.

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 risk 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 corporate auditors meet at a Board of Corporate Auditors meeting that is held once a month in principle, in addition to checking 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 approval documents.

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 have a system in which, if deemed necessary by corporate auditors, it is possible to ask the Internal Audit Department to conduct audit operations that should be implemented.

Initiatives for Internal Controls Relating 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

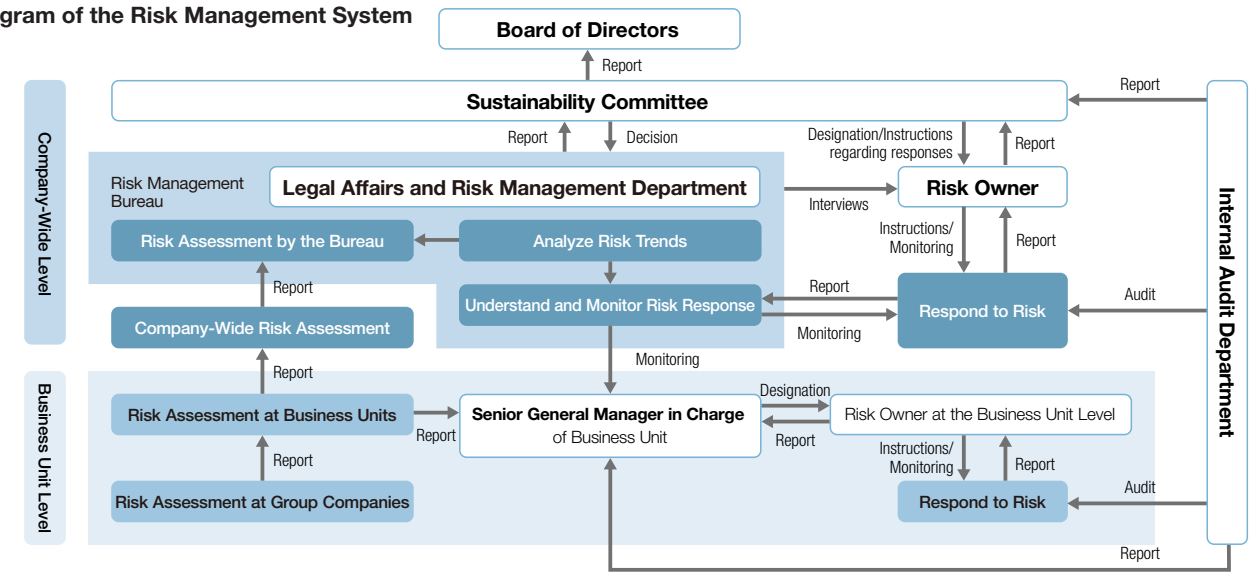
The Okamura Group regards matters that may impact the achievement of business objectives (either favorably and unfavorably) as risks, and after identifying, analyzing and evaluating such risks, we work systematically to control risks to a reasonable extent, and to minimize the losses or maximize the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

In order to organically link risk management 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. 16](#) for reference)

Roles and Descriptions for 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	We conduct risk management with the Sustainability Committee as the decision-making body for situations that may affect the entire company or the Okamura Group.
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 its likelihood of occurring and its degree of impact using risk maps.

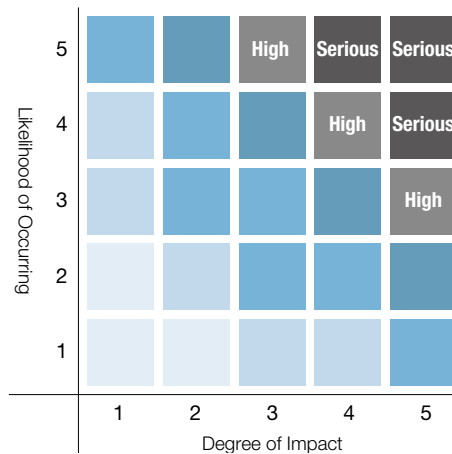
The various risks identified are classified into five major categories: risks in the business environment, risks in business strategy, operational risk, financial risk, and risks pertaining to human rights, human resources, and labor. The major categories are further organized into three minor and sub-minor categories. (See [p. 17](#) 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 its own company. 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. 16](#) 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 a manual that details procedures to prevent the situation from worsening and bring it under control as quickly as possible by responding promptly and appropriately.

Such comprehensive measures to respond to disasters include distributing and spreading awareness of related manuals, establishing emergency information systems, storing emergency stockpiles, and conducting training, to ensure that all employees act appropriately when a disaster strikes and to ensure their safety and minimize the impact on business activities. (See [p. 107](#) for related information)

Distribution of the Disaster Response Manual

The Disaster Response Manual defines natural disasters (major earthquakes, tsunamis, typhoons, lightning strikes, heavy snow, heavy rains, floods, sudden gusts of wind, eruptions, and other disasters caused by climate change), fire, terrorism, and infectious diseases as disasters for which suspension of duties and operations are deemed unavoidable, and outlines the basic stance and behavioral guidelines in the event of a disaster as well as a systematic list of actions—from the establishment of a disaster response division to implementing measures—that managers and employees should take, as well as preparations that should be made during normal periods. 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.

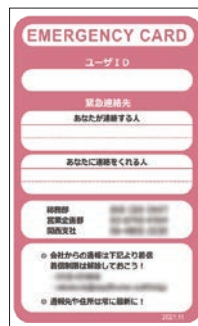
Furthermore, we clearly outline the standards for storing and distributing emergency stockpiles in the workplace, and include information on how to contact family members in the event of a disaster in order to quickly confirm their safety.

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 of seismic intensity of “6 Lower” or greater (seismic intensity of “5 Upper” or greater for the Tokyo metropolitan area) hits, 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 so that they can keep the cards on them at all times.



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 (24 locations) 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 bases throughout Japan. We have also set up emergency generators at major bases. We have provisions of foods such as rice and side dishes that do not require preparation to ensure intake of approximately 1,300 kcal per day per person, with approximately 20% of all food being free of food allergens.

We donated dietary supplements that were due to expire on May 2023 to 11 food banks nationwide in February of the same year.

TOPICS



Our COVID-19 response

The Okamura Group has worked to prevent the spread of Covid-19 based on the policies of the national and prefectural governments, carrying out various measures such as working from home and staggered commuting based on the flextime system, in order to ensure the safety of all concerned as well as employees and their families, and to prevent it from spreading in society. (See [▶ p. 110](#) for details)

Also, seminars and events sponsored by the company were conducted online depending on the situation. Our seven showrooms across the country continued to operate by thoroughly implementing hygiene measures, including the provision of disinfectant for customers and disinfection of the interior and furniture.

With the reclassification of Covid-19 to a Category 5 infectious disease under the Act on the Prevention of Infectious Diseases and Medical Care for Patients with Infectious Diseases (Infectious Disease Control Act) on May 8, 2023, we will continue to implement measures in line with the policies of the national and prefectural governments.

We publish various survey results and reports on changing work styles and workplaces on our website, in order to assist our customers in implementing initiatives for offices and other spaces. We also publish books and disseminate information on future work styles, develop products, and make proposals to customers.

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.

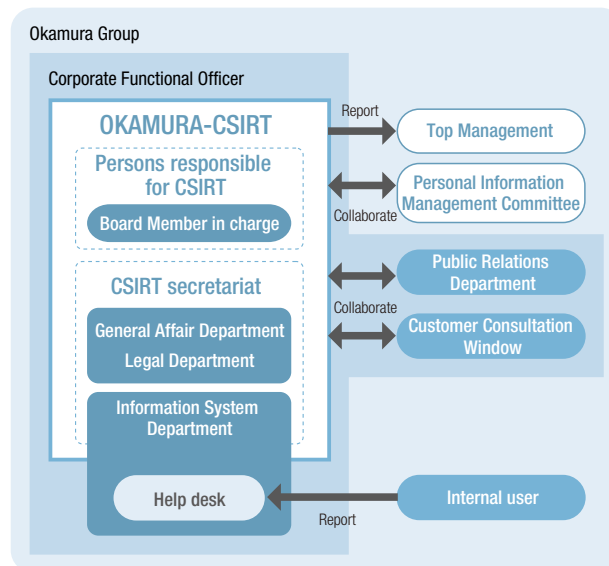
The Rules for Using Internal Information Systems stipulates the appropriate use of information terminals, networks, e-mail systems, and other infrastructure for employees and those working outside the company. In addition, considering the increase of incidents and problems stemming from the use of social media in recent years, we have established the 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.

With the Corporate Functional Officer as the person responsible, the General Affairs Department, the Legal Department, and the Information System Department play a central role in preventing and preparing for information security incidents on a day-to-day basis, in collaboration with the Public Relations Department and the Customer Consultation Window.

Positioning and structure of OKAMURA-CSIRT



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

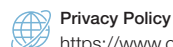
In order to raise employee awareness of information security, the Okamura Group educates employees through e-learning and targeted attack email training on a company-wide basis. In addition, by displaying alerts on the intranet and upon startup of the computer, we continue to enlighten our employees of the need to be mindful of information security risks in their day-to-day operations.



Alerts displayed at computer startup

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 have obtained certification under the PrivacyMark® system operated by JIPDEC. As a business operator that handles personal information appropriately, we ensure thorough implementation of measures based on the certification standards.



Privacy Policy

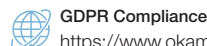
<https://www.okamura.com/en-us/etc/legal-notices/privacy-policy/>



- Addressing 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/privacy-policy/>

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 organization 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 works to thoroughly spread awareness of our Code of Conduct among all employees in order to pursue responsible corporate activities based on our Basic Policy, which follows our corporate creed comprised of the five phrases, “Innovative Creation, Cooperation, Being Cost Conscious, Saving for the Future, and Social Responsibility.” The mindset and behavioral attitude demanded in our corporate activities are compiled in the ten items of the Code of Conduct. The Code outlines matters that all employees should observe in their day-to-day work, including respect for human rights and ethical behavior as members of society, and matters aimed at preventing corruption such as fair transactions and maintaining a sound relationship with political and governmental entities. We revised our Code of Conduct in October 2022, given our efforts to respond to globalization, the establishment of various policies in line with social values that have changed in recent years, and the intention inherent in 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, posted it on our company 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 Code of Conduct Handbook 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 economic and social development through fair competition and cooperate with each other to be of use to the 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

Anti-Corruption Initiatives

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 an 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 in which 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, and in June 2022, we carried out an e-learning program for Okamura's directors and employees to ensure all employees were fully aware of the Code. In addition, we conducted a risk assessment of corrupt practices and bribery for Group companies both in Japan and overseas, and conducted interviews in August and September 2022 to gauge the risk of bribery, including facilitation payments* to public officials at overseas Group companies.

We will continue to build up and maintain an effective anti-corruption mechanism.

* Facilitation payments: Small payments to facilitate procedures involving administrative services, etc.

Anti-Corruption Policy



https://www.okamura.co.jp/corporate/sustainability/policy/anti-corruption_policy.pdf

Compliance Promotion System

A Group Compliance Committee and a 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 division in Okamura, meets twice a year, and the Group Compliance Committee, comprised of managerial-level employees of subsidiaries and associates, meets once a year, to examine matters related to compliance and exchange opinions.

We have also assigned a person in charge of compliance within each Okamura division and in each subsidiary and associate, who carries out activities under collaboration with the Compliance Committee and participates in meeting with all persons in charge of compliance once a year to confirm the policies and share information. (See [▶ p. 112](#) for related information)



Group Compliance Committee meeting (held February 2023)

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 2022 as well.

Number of Violations

In fiscal 2022, the number of legal violations involving administrative penalties and criminal charges filed for accidents or incidents was zero. (See [▶ p. 160](#) for data)

Internal Whistleblower System

Okamura has established an internal whistleblower system (known as the Helpline System) to facilitate the discovery of any violation or potential violation of the Code of Conduct as well as of violations of laws and regulations, and to ensure that employees or others who have discovered such conduct have access to a reporting route different from the usual reporting route through their supervisors. We have also formulated Compliance Helpline System Rules, which protect whistleblowers so that they are not treated unfairly 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.

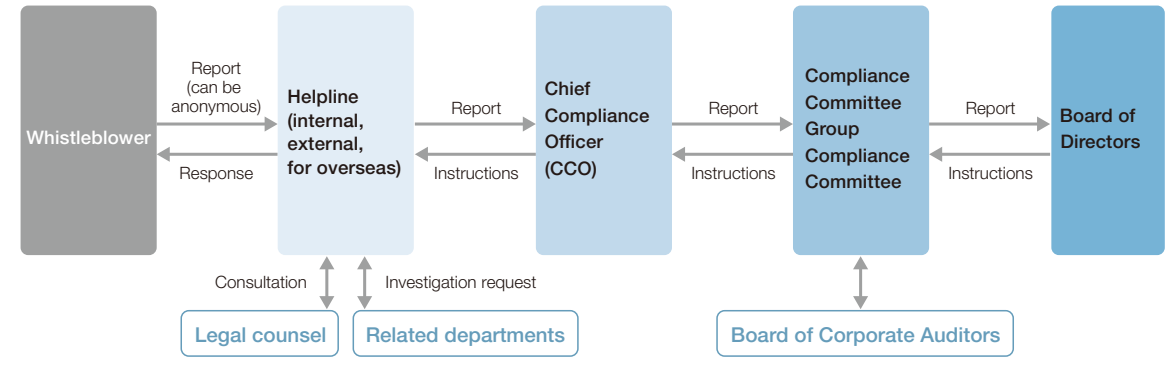
In addition to receiving reports from within the company, points of contact have also been established externally (law firms) to enable the system to be utilized more effectively. Since April 2019, a dedicated overseas contact point has been established at our overseas subsidiaries and affiliates, allowing employees to use the Helpline System.

The Helpline was used for 17 cases in fiscal 2022, the content of which related to labor issues, harassment, and suspicions of violations of company rules. (See [p. 160](#) for data)

Initiatives to Improve the Environment for Using the Internal Whistleblower System

In accordance with the revision of the Whistleblower Protection Act, companies are now required to establish a whistleblower system. We are working to ensure that the Helpline System is used effectively, by publishing FAQs on the Helpline System, offering e-learning programs on how to use the Helpline, posting information promoting the Helpline at production plants, preparing manuals for Helpline staff, and providing training for new Helpline staff.

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



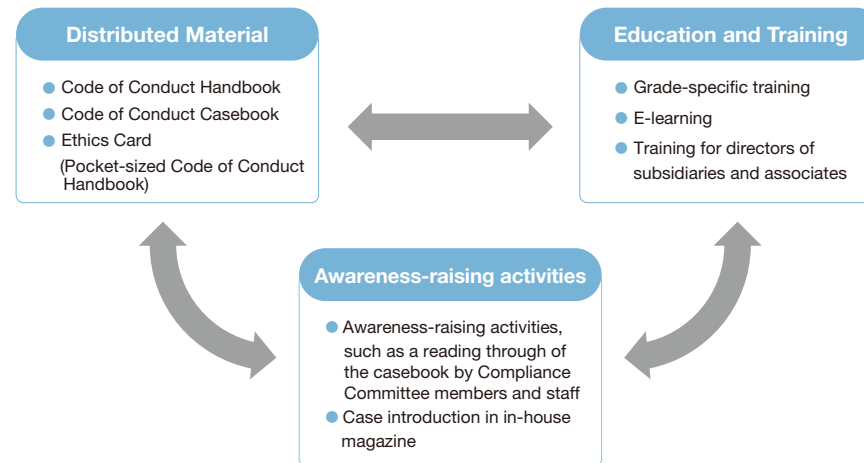
TERRACE in-house magazine
Compliance information page

Status of Compliance-Related Training in Fiscal 2022

(See [▶ p. 160](#) for data)

Training on General Compliance	Number of Participants
New employees	164
Newly appointed managers	30

Outline of Compliance Education



Identification of Issues Related to Compliance and Corruption, and Promotion of Measures to Address Them

The Okamura Group conducts periodic employee awareness surveys on compliance and psychological safety in the work environment once every three years, to raise awareness regarding compliance, such as the level of understanding of the Code of Conduct, and to identify issues in order to create

better workplace. The response rate for the survey conducted in January 2023 was 86.3%.

The survey results will be reported to the management at each workplace and the top management at subsidiaries and associates, and will be fed back to all employees through e-learning to share concerns regarding the issues. Based on the awareness survey, we are promoting initiatives to ensure thorough compliance, including introducing a physical access management system, establishing a new external helpline, and holding grade-specific discussions with employees.

TOPICS



Work Environment Improvement Program

In fiscal 2022, Okamura implemented the Work Environment Improvement Program as part of its efforts to promote compliance. 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 over a period of approximately five months: e-learning training for all employees, harassment prevention (including workplace improvement) training for all managers by outside lecturers, and formulation of departmental action goals through discussions at each workplace aimed at creating a better workplace environment. We also prepared a psychological safety survey tool as part of our effort to promote compliance.

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.

In formulating the policy, staff 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. At the workshop, experts lectured on the content that should be dealt with in the policy, improving the Okamura Group's understanding of human rights, and 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. 10](#)
- Code of Conduct [▶ p. 119](#)
- Diversity and Inclusion Policy [▶ p. 78](#)
- Sustainable Procurement Guidelines [▶ p. 126](#)

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. 119](#) for details) was revised in October 2022, with e-learning conducted 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.

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. 20](#) 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, due diligence was conducted regarding human rights on June 3, 2022, aimed at establishing a management system based on the UNGPs. We identified, analyzed, and evaluated any negative impact the Okamura Group may have on human rights, through a workshop conducted by related internal departments (19 people) and a desktop survey conducted by external experts. As a result, matters related to the treatment of foreign workers at Okamura Group production plants and human rights issues in the supply chain were identified as priority issues. We also conduct impact assessment surveys by outside experts to understand and examine issues from a medium- to long-term perspective. (See [▶ p. 125](#) for details)



Interviewing foreign technical intern trainees at the Gotemba Plant

Verification of Employment and Working Conditions of Foreign Technical Intern Trainees by Third-Party Organizations

Since fiscal 2020, Okamura has been conducting internal audits to check the employment situation and other factors at production plants that employ foreign technical trainees. In December 2022, two CRT experts interviewed 10 foreign technical intern trainees at the Gotemba Plant as part of impact assessment. Overall, the system for accepting the trainees was found to be well-established, and no human rights issues of particular concern were found, but issues such as the lack of multilingual support were pointed out. In fiscal 2023, we will address short-term issues and review measures to address medium- and long-term issues.

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 are also conducting surveys to confirm the state of their initiatives. Among these, we will check items related to human rights and labor, and if necessary, conduct individual interviews and on-site audits to encourage improvement. (See [▶ p. 127](#) 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 2015.

UK Modern Slavery Act
https://www.okamura.com/en_eu/msa2015/pdf/msa2015_statement.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. 19](#) for details)
- Suppliers: Points of contact for consultation/reporting for suppliers (see [▶ p. 126](#) for details)
- Employees: Compliance Helpline (see [▶ p. 121](#) 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 2022
https://crt-japan.jp/files2022/2022%20SHE%20final%20report_jp.pdf

TOPICS

In-House Workshops Held to Identify and Assess Human Rights Risks



A workshop was held in June 2022 to identify and assess any negative impact the Okamura Group may have on human rights. 19 people from corporate and related departments participated.

The first half took the form of a study session, where employees upgraded their knowledge through CRT's explanations on global trends in business and human rights. The second half took the form of a discussion of the changing demands of society. Topics on human rights related to Okamura's business were raised in the discussion, and potential human rights issues related to the entire value chain were identified and sorted.

Based on the results obtained from this workshop, participants made decisions on what human rights issues the Okamura Group should prioritize.



Participating in the workshop

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 other Asian countries, with sales offices 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. With the cooperation of dealerships, we provide products and services to our customers, in addition to carrying out after-sales maintenance and collection of used products.

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, on which we are requesting 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. 18](#) for details) to clearly state our commitment to building up relationships with our employees, suppliers, and various other stakeholders.

We place great importance on two-way communication with our suppliers, and take the opinions and evaluations we receive to heart. We will continue to implement initiatives to strengthen cooperative relationships.



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

We have established points of contact for suppliers who are members of the cooperation meetings in order to facilitate consultations and process reports on matters related to business activities. We strive to build healthier relationships with our suppliers and to strengthen compliance in accordance with the Okamura Group Sustainable Procurement Guidelines.



Points of contact for consultation/reporting for suppliers

kyouryoku@okamura.co.jp

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 risk. In addition, the basic transaction agreements that we conclude with our suppliers incorporate the obligation to cooperate with the Okamura Group's sustainability activities, including complying with our Sustainability Policy and taking appropriate measures regarding subcontractors.

Informing Suppliers of the Sustainable Procurement Guidelines and Requesting Cooperation

In order to familiarize our suppliers with the purpose and content of the Okamura Group Sustainable Procurement Guidelines and to encourage them to put the guidelines into practice, we provide explanations when initiating transactions, notify them of revisions to the guidelines and other important matters related to sustainable procurement as appropriate, and provide explanations and request their cooperation at lectures in cooperation meetings held on a regular basis.

Sustainable Procurement Surveys of Our Suppliers

We conduct surveys on 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 2022, the scope was

further expanded from the previous fiscal year, with a total of 543 suppliers surveyed. After additionally requesting the name of the person responsible for agreeing to the Okamura Group Sustainable Procurement Guidelines and for responding to the questionnaire, we received responses from 541 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. 160](#) for data)

Conducting On-Site Audits of Suppliers

In fiscal 2022, we conducted on-site audits of three companies in Japan and overseas, based on assessments of social and environmental risk. The audit began with an explanation of domestic and international trends in sustainability and Okamura's approach to sustainable procurement, followed by a detailed interview based on the supplier's responses to the sustainable procurement survey that had been completed in advance, focusing on the supplier's initiatives related to safety, quality, and the environment on-site.

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. 160](#) for data)



Conducting an on-site audit at a supplier

Specialized Training for In-House Personnel in Charge of Purchasing

Based on the recognition that the knowledge and understanding of the personnel in charge of purchasing are essential for the promotion of sustainable procurement, we provided training on the prevention of corrupt practices to a total of 35 purchasing staff from the Head Office Purchasing Department and production plants in May 2022, 11 from the Head Office Purchasing Department in November, and 32 from production plants in May 2023, in study sessions covering the reasons for emphasizing sustainable procurement, issues, and points to pay special attention to as purchasing staff.

We plan to continue implementing this training program in the future. (See [▶ p. 160](#) 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 and high-risk regions, are funding armed groups and exacerbating conflict has become an international issue.

With the cooperation of our suppliers, the Okamura Group is working to avoid the use of risky raw materials and parts. If a product part or raw material is found to contain such minerals, we will discuss the matter with the relevant suppliers and take appropriate action.

Proper Disclosing of Information

The Okamura Group will disclose information to stakeholders in a timely and appropriate manner. In addition, we will 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 opportunities.

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. 18](#) for related information)

Communicating Through a Variety of Booklets

In order to improve communication with stakeholders, the Okamura Group publishes a variety of booklets and makes them available on its website, including the corporate book “OKAMURA TODAY” and the informational magazine for shareholders and investors “OKAMURA REPORT”, providing information on management policies and business conditions.



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

Corporate book



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

Informational magazine for shareholders and investors

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 Website

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

Corporate site
<https://www.okamura.co.jp/>

IR information
<https://ir.okamura.co.jp/en/>

Sustainability information
<https://www.okamura.co.jp/corporate/sustainability/>

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.

● **Twitter**
 @okamuraJP



● **Facebook**
 @okamura.corp



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



- Twitter @okamura_corp
- Instagram (Okamura Global)
- Instagram (official e-commerce account)
- LinkedIn
- Note

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.



Social Contribution Activities Policy

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

Formulation of 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 that activities should be undertaken after objectively evaluating their positive impact on society and their relationship with our business activities from a long-term perspective, among others.

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. Up to five days per year of an employee's accumulated injury and illness leave (paid leave) may be used as volunteer leave. We are promoting the use of this system by introducing testimonials from those who have taken this type of leave on the intranet and in the in-house magazine, along with information on how to apply for it. (See [▶ p. 160](#) 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 2022

- Sports field lent out to youth baseball teams and others (Sanyo Okamura Corporation)
- Hill Climb Challenge Series 2022, 10th Takahashi Fukiya Furusato Mura Tournament supported by Hare Iro Cycling Okayama; provided the sports field for the main event (Sanyo Okamura Corporation)
- Conducted plant tours for local residents and children (See [▶ p. 131](#) for details)
- Community cleaning activities (at each production plant)
- Volunteered to donate blood (at each production plant and office)



Hill Climb Challenge competition day

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
- Kamaishi Seawaves RFC*

* Kamaishi Seawaves RFC: A rugby team formed in April 25, 2001, as Japan's first community-based rugby team. The team belongs to Division 2 of Japan Rugby League One. Employees of NS Okamura Corporation are also active members.



Yokohama FC



Kamaishi Seawaves RFC

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

Received the Medal with Dark Blue Ribbon for Humanitarian Assistance to Ukraine and Neighboring Regions

In March 2022, Okamura donated 50 million yen to the United Nations High Commissioner for Refugees (UNHCR) through the specified non-profit organization Japan for UNHCR, the official channel for Japanese support, to provide humanitarian assistance to those displaced in Ukraine and in neighboring areas due to the military invasion of Ukraine by Russia. For the support we provided, we received the Medal with Dark Blue Ribbon in October 2022.

The Medal with Dark Blue Ribbon is an award presented by the government to individuals, corporations or organizations that have made outstanding contributions of private funds for the public good, to commend their contributions to the nation and the public.



Left: Yoshikazu Sato, Managing Executive Officer of the Okamura Corporation

Right: Mr. Masayuki Kawai, Executive Director, Japan for UNHCR (NPO)



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.

The Oppama Plant has offered the Summer Vacation Tour since fiscal 2013, through which visitors can experience the fun in manufacturing by making coin cases from scraps of leather used for chairs, or making card cases from single steel sheets that are subjected to 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.

At the Fuji Plant, we use the abundant underground water that Mt. Fuji offers for industrial and everyday use. In November 2022, we signed a collaboration agreement with Gotemba City to provide this groundwater to households in the event of a disaster, in order to provide stability to citizen's lives and aid early recovery.

Major Agreements Related to Disasters

Location	Summary
Takahata Plant	Agreement concluded on cooperation in times of disaster (Sawaguchi Village Association)
Oppama Plant	Firefighting team cooperates with Yokosuka City Fire Brigade (Yokosuka City)
Fuji Plant	Agreement concluded on disaster relief cooperation with Gotemba City (Gotemba City) Plant cooperates with Gotemba City Fire Brigade (Gotemba City)



Concluding an agreement to cooperate on disaster relief with Gotemba City
Left: Mayor Masami Katsumata of Gotemba City
Right: Miyoshi Kurihara, then Executive Officer of the Okamura Corporation

TOPICS



Interacting with the Local Community through Softball

In recent years, teachers' work style reforms have been progressing, requiring measures to fill in the man hours needed to coach club activities. Fujioka Junior High School, located near our Fuji Plant in Gotemba City, has established Team Fujioka, an organization set up by the school and the local community, to support the healthy growth of children through a three-way collaboration between the school, the children's guardians, and the community. The Okamura Softball Club has taken on the role of a temporary coach for the Fujioka Junior High School girls' softball team through Team Fujioka, providing instruction on basic practice, batting practice, and helping to prepare for matches.

In addition to interacting with the community through softball, we allowed field research to be done at the Fuji Plant, and sent our employees to junior high schools to give vocational lectures in fiscal 2022.



Coaching softball



Giving vocational lectures

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 his or her life true to oneself.

Major Activities in Fiscal 2022

- Internships for special needs schools and schools for the disabled (Fuji Plant and Takahata Plant)
- Plant tours for special needs schools (Fuji Plant)
- Sales of sweets made by people with disabilities at welfare facilities (each plant)
- Employment of top para table tennis athlete and support for his athletic activities

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

Cooperative Efforts with Welfare Facilities that Bring Out Smiles: “Contribute to Society with Snacks”



The Okamura Group creates opportunities for people with disabilities to interact with society and enable them to receive job training. This activity also helps Okamura Group employees to understand the needs of people with disabilities.

The “Contribute to Society with Snacks” program, begun at production plants and which aims to support people in welfare facilities in their attempt to achieve self-reliance by purchasing snacks they made, is also being implemented at JR Yokohama Tower, where Okamura’s sales department is located. We invite the people from welfare facilities that made the sweets to come to our office in Yokohama, package the sweets together, and have them sell the sweets directly. With time, the participants have become acquainted with each other, and engage in lively conversations and have an enjoyable time interacting with one another. We will continue to hold such events in the future as well.

Comments: Manager, Yokohama Operations Center, Operations Management Department, Office Furniture Business Division
Tomomi Hasegawa (upper left in group photo)

At JR Yokohama Tower, where multiple departments, including sales and staff, are housed together, we were able to obtain the cooperation of numerous employees in the regional base, which made for a lively interaction. We would like to continue holding exchanges on a regular basis, so that activities aimed at contributing to society will feel easy and familiar.



After packaging all the sweets



Array of packaged sweets on sale

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. 160](#) for data)

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 Scholarship for the Development of the Next Generation

Through donations to the Japan Educational Exchanges and Services (JEES) Endowed Scholarship Program, the JEES • Okamura Scholarship for the Development of the Next Generation was established in 2021 as a non-repayable, grant-type scholarship to support the development of talent in the design field, using the funds from this donation.

Twelve students received scholarships disbursed from the program for the first time in fiscal 2022, with a gathering of scholarship students held in September. The scholarship recipients became acquainted with one other through showroom tours and presentations on what they had learned. Four scholars graduated in fiscal 2022, and we are welcoming four new scholarship recipients in fiscal 2023.

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 can play an active role in the design field in the future.



Gathering of scholarship students on a showroom tour

Nurturing Talent by Leveraging Practical Experience as University Lecturers

Okamura employees have continued to serve as part-time lecturers in universities, utilizing their knowledge gained through work in areas such as design and research. Throughout the semester at Kanto Gakuin University and Nihon University, employees give lectures as professionals in the field of ergonomics and product 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



Office Furniture Division
Work Design Laboratory
Manager, Research Center

Ai Hanada

Encouraging Students through Dialogue to Think About Working, and Thereby Learn on Their Own, During Their Period of Study



As a joint industry-academia project in education with Osaka University, Okamura has offered the On Campus Internship, an active learning program, since fiscal 2019. Fiscal 2023 marks the fifth year of the program, and we have continued to offer the program in the midst of the drastically changing social climate, through trial and error together with the instructors.

The lectures are part of our activities to promote research, education, and collaboration with society in both theory and practice aimed at shaping a sustainable future, and are offered under the aegis of the ESG Integration Research and Education Center (ESG-IREC) of the Osaka School of International Public Policy at Osaka University.

The lectures are designed to give students, who are in the learning phase, an opportunity to think about work and encourage them to learn on their own in their university studies, and to encourage them to look towards the future and develop problem-solving skills. The on-campus internship is attractive because students can gain new perspectives and learn to think from different perspectives, through dialogue among the students as well as with faculty members and those who work in the business. Many students actively participate and speak up, and each year, I find myself inspired by them.

TOPICS

Participating in Quest Education, an Inquiry-Based Learning Program for Middle and High School Students



Okamura has been participating in Quest Education, an inquiry-based learning program for middle and high school students, from April 2022.

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. Among the array of programs, the one that Okamura participated in was Corporate Access, in which students experience corporate internships in the classroom and work together with companies towards the future. The participating middle and high school students can understand the company they have chosen better, work as a team on a mission (task) presented by the company, and come up with an original project. Okamura proposes missions, creates educational materials, and visits schools. In fiscal 2022, the mission was to “Propose a spatial revolution that brings out the genuine power of diverse people!”, for which the middle and high school students engaged in research, letting their imagination run free, while conducting research and discussion in groups. Okamura employees accompany the middle and high school students in their exploratory activities, by asking them questions and talking with them during school visits as well as interacting with them via an online system.

Okamura is helping to nurture the next generation by engaging middle and high school students in independent learning, while leveraging its accumulated experience as a company.



Educational materials for the Corporate Access program



Visiting schools

Data

Data Related to Promotion of Sustainability

Sustainability Action Plan: Fiscal 2023–

We have overhauled our Sustainability Action Plan for fiscal 2023 and beyond in conjunction with the review on materiality (Material Management Issues). Therefore, targets for fiscal 2023 and beyond and actual results for fiscal 2022 are listed separately. (Results [▶ p. 139 ~ 144](#))

Areas	Material Issues (★ indicates material issues)	KPIs	Fiscal 2023 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 Midterm Management Plan 2025, disclosed May 10, 2023 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 	Realize a society where people can thrive by providing new value to customers and society
	★ Providing Safe Products and Services 9 12	Number of serious product accidents *Definition of serious product accident: Accidents caused by Okamura products that result in serious damage to life or body, and accidents caused by Okamura products that result in serious damage, such as fires, to property other than the product at fault.	0	—
Global Environmental Initiatives	★ Promotion of a Circular Economy 3 6 7 9 12 13 14 15 17	<ul style="list-style-type: none"> Promote a circular economy by conserving resources and reducing waste Promote environmentally conscious planning and design in product development 	<ul style="list-style-type: none"> Reduce emissions of production-related waste per unit of finished in-house product by 1% year on year Expand proportion of GREEN WAVE and GREEN WAVE+ products developed 	<ul style="list-style-type: none"> Reduce emissions per unit of production-related waste by 9% in fiscal 2030, compared to fiscal 2020 —
	★ Sustainable Use and Conservation of Natural Resources 6 12 13 14 15 17	<ul style="list-style-type: none"> Promote sustainable use of forest resources Reduce environmental impact 	<ul style="list-style-type: none"> Collect data on our timber usage rate based on the Timber Use Policy Reduce water resource usage per unit by 1% year on year 	<ul style="list-style-type: none"> — Reduce water resource usage by 10% in fiscal 2030 (compared to fiscal 2020)
	★ Contributions towards the Climate Change Problem and Realizing Carbon Neutrality 7 9 13 15 17	<ul style="list-style-type: none"> Promotion of measures to prevent global warming Reduce greenhouse gas emissions Reduce fuel-related energy consumption Increase energy productivity 	<ul style="list-style-type: none"> Reduce emissions for the entire Group by 1,000t-CO₂/year Reduce industrial fuel consumption by 1% on average over 5 fiscal years Reduce vehicle fuel consumption by 5% on average over 5 fiscal years Increase energy productivity by 1% year on year 	<ul style="list-style-type: none"> Reduce greenhouse gas emissions by 50% in fiscal 2030 (compared to fiscal 2020); aim to achieve carbon neutrality by fiscal 2050 Improve energy productivity by 10% in fiscal 2030 (compared to fiscal 2020)
	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% year on year	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)	Comply with environmental laws and regulations, and gather information

The numbers above indicate the related SDGs.

Areas	Material Issues (★ indicates material issues)	KPIs	Fiscal 2023 Targets	Mid- to Long-Term Targets
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 	—
	★ Promotion of DE&I (Diversity, Equity & Inclusion) 5 8 10	Percentage of female employees	(By fiscal 2024: 22%)	By fiscal 2024: 22%
		Percentage of female managers	6.5%	By fiscal 2024: 7%
		Percentage of female new graduate hires (university graduates)	(By fiscal 2024: 40–50%)	By fiscal 2024: 40–50%
		Percentage of male employees taking childcare leave	65%	—
		Percentage of employees with disabilities	2.50%	—
	★ Supporting career development and strengthening specialized human resources development 4 8	<ul style="list-style-type: none"> Implementation rate of skill development interviews Implement various measures for specialized jobs to further foster specialist skills Survey on participation in the Okamura University, "Towards Your Future Career" 	<ul style="list-style-type: none"> 100% Identify technologies and skills for specialized jobs Satisfaction rate of 80% 	—
	Making our workplaces healthier and safer 3 8	Average annual paid leave acquisition rate	80%	—
		Regular general health examination uptake rate	100%	100%
		Stress check uptake rate	100%	100%
Percentage of smokers		26%	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	For fiscal 2025: 8% or less, and 5% or less, respectively	
Execution of work through teamwork 8 17	"Dialogue"* implementation rate	100%	—	

The numbers above indicate the related SDGs.

* Target scope: Okamura Corporation

* "Dialogue": Company-wide initiative to resolve workplace issues and improve the work environment (See [p. 90](#) for details)

Areas	Material Issues (★ indicates material issues)	KPIs	Fiscal 2023 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	—
		Implementation rate of sustainable procurement on-site audits	100% for high-risk suppliers	
		Implement and reinforce in-house human rights education	Provide training to departments related to purchasing	
		Implementation rate for compliance education conducted at time of hire and for newly appointed executives	100%	
		Expand compliance training	Implement various types of compliance training	
		★ Strengthening risk management 10 11 16	<ul style="list-style-type: none"> Establish a Business Continuity Plan (BCP) for disasters Manage personal information in line with the requirements of the countries within which we operate 	<ul style="list-style-type: none"> Review hazard maps (for earthquakes and floods) Comply with laws and regulations regarding personal information management in other countries within which we operate
	★ Proper information disclosure and dialogue with stakeholders 16 17	Continue dialogue with stakeholders and reflect this in our initiatives	Conduct stakeholder dialogues with various external ESG-related experts	—
	Coexisting with local communities and society 17	Establishment of strategic activities aimed at contributing to society	Implement 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 	—

The numbers above indicate the related SDGs.

Sustainability Action Plan: Fiscal 2022 Results





We have overhauled our Sustainability Action Plan for fiscal 2023 and beyond in conjunction with the review on materiality (Material Management Issues). Therefore, actual results for fiscal 2022 and targets for fiscal 2023 and beyond are listed separately.
 (Targets [▶ p. 14 ~ 15](#) [▶ p. 136 ~ 138](#))

*The numbers in "Issues" indicate the related SDGs.
 Self-assessment legend 😊= Goal achieved 😊= Partially achieved 😞= Not achieved

Creating Environments Where People Can Thrive

<h3>Sustainability Policy</h3> <p>We will continue to take on the challenge of creating new values, markets, and trends by providing society with innovative products and services of reliable quality and safety.</p>	<h3>Midterm Goal (Until Fiscal 2022)</h3> <p>Propose and provide products and spaces that offer true value to customers and contribute to the solving of social issues by further driving innovation.</p>
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ESG category: S (Social)

Issues (★ indicates material issue)	KPI	Fiscal 2022 Targets	Fiscal 2022 Results
★ Pursuing quality in product creation ★ Promotion of innovation and creation of new value 7 8 9 12	See the Midterm Management Plan  Notice regarding the Formulation of the Midterm Management Plan (disclosed May 13, 2020) https://ir.okamura.co.jp/en/library/managementplan/ <ul style="list-style-type: none"> Propose and provide products and spaces that offer true value to society Generate innovation within Okamura itself, and provide spaces with true value, thereby realizing innovation for the whole of society *Fiscal 2020 is not managed as a fiscal year	Continuation and further development of initiatives to realize the value provided by each business	<ul style="list-style-type: none"> Office furniture business Store displays business Material handling systems business <p>Midterm Management Plan 2025 : Review of the Midterm Management Plan 2022  https://contents.xj-storage.jp/xcontents/AS00990/5952b385/2e44/4ce9/b9be/e808720f8f7b/20230915142700883s.pdf </p>
★ 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 harm 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 

The numbers above indicate the related SDGs.

Global Environmental Initiatives







Sustainability Policy

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

Midterm Goal (Until Fiscal 2022)

We will nurture “eco seeds” through our environmental activities, and offer the “eco fruits” of our products and services resulting from these environmental activities to our customers. (See [▶ p. 48](#) for details)

ESG category: E (Environmental)

Issues (★ indicates material issue)	KPI	Fiscal 2022 Targets	Fiscal 2022 Results
★ Responding to climate change 7 13 15	<ul style="list-style-type: none"> Promotion of measures to prevent global warming Increase energy productivity Prevent global warming in logistics 	<ul style="list-style-type: none"> Increase energy productivity by 1% year on year Reduce consumption per unit at production-related sites Maintain energy consumption per unit at offices at current levels Reduce logistics CO₂ emission intensity Reduce greenhouse gas emissions by 1,000 t-CO₂/year Reduce industrial fuel by 1% Reduce vehicle fuel by 5% 	<ul style="list-style-type: none"> Increased energy productivity by 5.2% year on year Reduced consumption by 4.2% at production-related sites Reduced consumption at offices by 4% Reduced CO₂ emissions per unit in logistics by 7.2% Reduced greenhouse gas emissions by 3,140 t/year Reduced industrial fuel by 11.2% Reduced vehicle fuel by 16.5% 
★ Effective utilization of resources 7 12 14 15	<ul style="list-style-type: none"> Promote resource recycling through conserving resources and reducing waste Increase recycling rate for distribution and installation work-related waste Operational assessment of manifest digitization Maintain zero emissions and expand the target scope of zero emissions efforts 	<ul style="list-style-type: none"> Reduce production waste per unit by 1% Maintain zero emissions for distribution and installation-related waste, continue manifest digitization, and expand target scope 	<ul style="list-style-type: none"> Reduced production waste per unit by 4.1% year on year Maintained zero emissions for distribution and installation-related waste, continued manifest digitization, and expanded target scope 
★ Providing environmentally conscious products and services throughout the product life cycle 3 6 7 9 12 13 14 15	<ul style="list-style-type: none"> Promote environmentally conscious planning and design in product development Improve product development rate (GREEN WAVE and GREEN WAVE+ product development management) Improve management of environmental information regarding products (update and improve SDS) Increase precision of assessment management (Review of check items by business area) 	<ul style="list-style-type: none"> Improve GREEN WAVE and GREEN WAVE+ product sales ratios and proposal rates Improvement of environmentally friendly product proposal rates within the office furniture and store fixture markets 	<ul style="list-style-type: none"> Improvement of GREEN WAVE and GREEN WAVE+ product sales ratios and proposal rates Target met: office furniture market, overseas Target not met: store fixture market, logistics system Improvement of environmentally friendly product proposal rates within the office furniture and store fixture markets Target met: office furniture market, store fixture market 
Conserving biodiversity 6 12 13 14 15 17	<ul style="list-style-type: none"> Promote sustainable use of forest resources Actively promote ACORN activities: Implement environmental education and social contribution activities 	<ul style="list-style-type: none"> Expand use of domestic and local timber Promote ACORN activities and initiatives to conserve the natural environment 	<ul style="list-style-type: none"> Expanded use of domestic and local timber Carried out ACORN activities and initiatives to conserve the natural environment 
Preventing environmental pollution 3 6 11 12 14 15 17	<ul style="list-style-type: none"> Measures to prevent pollution and control hazardous chemical substances Comply with laws and regulations related to the prevention of air, water and soil pollution Proper management of high-concentration PCBs and proper treatment of waste that contains mercury CFC-related facility inspections and leakage management 	<ul style="list-style-type: none"> Continue implementation of legal compliance 	<ul style="list-style-type: none"> Conducted monitoring; no violations 
	<ul style="list-style-type: none"> Reduce the impact on the environment PRTR emissions Use of water resources 	<ul style="list-style-type: none"> PRTR: Reduce transfers per unit by 1% year on year Reduce use of water resources per unit by 1% year on year 	<ul style="list-style-type: none"> PRTR: Reduced transfers per unit by 18.7% year on year Reduced use of water resources per unit by 14.4% year on year 

The numbers above indicate the related SDGs.
 See related information and details here: [▶ p. 49 ~ 50](#)

Pursuing Employee Engagement








Sustainability Policy

We will strive to make the workplace healthier and safer, respect the diversity of our employees, and aim to create an environment where each employee feels fulfilled in his or her work, cooperates with others, and achieves personal growth.

Midterm Goal (Until Fiscal 2022)

Create systems and mechanisms as well as implement measures to improve working conditions that make it possible for diverse talents to flourish, and pursue an environment in which employees can thrive by changing their mindsets and taking action.










ESG category: S (Social)

Issues (★ indicates material issue)	KPI	Fiscal 2022 Targets	Fiscal 2022 Results
★ Promotion of “Work in Life” “WiL-BE” ^{*1} 3 8	Level of understanding of “WiL-BE” and “Work in Life” initiatives	In particular, promote initiatives to “improve engagement”	<ul style="list-style-type: none"> Updated to “work engagement reform” Implemented e-learning on work engagement reform for all employees Provided opportunities for dialogue with top management 
★ Promotion of diversity and fair evaluations Work Rule ^{*1} 5 8 10	Percentage of female employees	By fiscal 2024: 22%	21% 
	Percentage of employees with disabilities	As of June 1, 2023 2.50%	As of June 1, 2023 2.46% 
	Number of women in management positions or are candidates for management positions	Percentage of female managers By fiscal 2024: 7%	5.9% 
	Percentage of female new graduate hires (university graduates)	By fiscal 2024: 40–50%	45.8% 
	Percentage of employees who return to work after taking childcare leave	90% or more for both men and women	Men: 100% Women: 90.5% 
	Number of male employees who take childcare leave	Implement measures that encourage male employees to take childcare leave	Due to interviews to ascertain intentions and measures to allow fathers to work during paternity leave, the number of employees who took paternity leave doubled to 35 

The numbers above indicate the related SDGs.

*Target scope: Okamura Corporation

*1 See details [▶ p. 74](#)

Issues (★ indicates material issue)	KPI	Fiscal 2022 Targets	Fiscal 2022 Results	
★ Maintaining a work environment that fosters growth Human Development¹ 4 8	Improve team and individual performance through mutual understanding <ul style="list-style-type: none"> Percentage of new hire instructor interviews conducted Percentage of training interviews conducted (July and August) Percentage of goal management interviews conducted (April and October) 	Aim to achieve 100% for each item	<ul style="list-style-type: none"> Percentage of new hire instructor interviews conducted 76.4% Percentage of training interviews conducted 91.2% Percentage of goal management interviews conducted 81.7% 	
	Support desire of employees to study independently <ul style="list-style-type: none"> E-learning participation rate 	Total number of applications for correspondence education and e-learning 10% of employees	8.2 %	
	Established Okamura University (OkaUni) in fiscal 2020, an in-house university where employees can study in order to realize their full potential <ul style="list-style-type: none"> Participant satisfaction 	Satisfaction of "OkaUni" participants 80 points	83.1 points	
Making our workplaces healthier and safer 3 8	Average annual paid leave acquisition rate	70%	65.5% 	
	Regular general health examination uptake rate	100%	100% 	
	Stress check uptake rate	100%	99.5% 	
	Percentage of smokers	27%	27% 	
	Percentage of persons subject to "active support" or "motivational support" (those 40 or older who have undergone health examinations)	10% or less, and 6% or less, respectively	9.3% and 5.7% , respectively 	
Execution of work through teamwork 8 17	Dialogue ² implementation rate	75%	78.2% 	

The numbers above indicate the related SDGs.

*Target scope: Okamura Corporation

*1 See details [▶ p. 75](#)

*2 "Dialogue": Company-wide initiative to resolve workplace issues and improve the work environment (See [▶ p. 90](#) for details)

Responsible Corporate Behavior










ESG category: G, S (Governance, Social)

Sustainability Policy







We will respect human rights, strive for understanding of individual personalities and diverse cultures, and eliminate discrimination. We will comply with the law and act in accordance with high ethical standards, and disclose information in a timely and appropriate manner to our stakeholders. We will also 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.

Midterm Goal (Until Fiscal 2022)

- 1: We will strive to strengthen governance, information management, and risk management in order to achieve fair, transparent, and honest corporate management in accordance with high ethical standards.
- 2: We will disclose information appropriately in accordance with laws and regulations, and proactively disclose information deemed important for stakeholders through various means.
- 3: We will identify internal and business-related human rights risks and implement initiatives to reduce these risks.
- 4: We will carry out initiatives to contribute to society and help resolve social issues by utilizing the knowledge and experience we have accumulated through our business activities.

Issues (★ indicates material issue)	KPI	Fiscal 2022 Targets	Fiscal 2022 Results
★ Fair, transparent, honest behavior 5 8 10 16	Implementation rate for compliance education conducted at time of hire and for newly appointed executives	100% implementation	Implementation of 100%, online and face-to-face 
	Expansion of compliance education	<ul style="list-style-type: none"> Hold various compliance-related training Distribute and promote the use of books to raise awareness on contracts and legal affairs 	<ul style="list-style-type: none"> Conducted company-wide compliance training (4 times/year) Distributed and promoted the use of educational materials to raise awareness on contracts and legal affairs 
★ Strengthening 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"> Ratio of independent outside directors 100% (independent outside directors/outside directors) Increase the ratio of female board members to at least two persons or more. 	<ul style="list-style-type: none"> Ratio of independent outside directors 100% Number of female board members has risen to two, by the addition of one more person 
Proper information management 10 16	Thorough protection of personal information	PrivacyMark internal audit implementation rate 100%	PrivacyMark internal audit implementation rate 100% 
	Maintain PrivacyMark qualification	Employee training implementation rate 100%	Employee training implementation rate 100% 
	Personal information management in line with the requirements of each country	Comply with laws and regulations regarding privacy in each country	Began revising privacy policy based on risk analysis 
Strengthening disaster prevention measures and risk management system 10 11	Improve and expand emergency stockpiles	Emergency stockpile deployment rate 100%	Emergency stockpile deployment rate 100% 
	Emergency call	Response rate 100%	Response rate 100% 
	Establish BCP	Begin reviewing hazard maps and basing important product groups in multiple locations	Planning and review stage 

The numbers above indicate the related SDGs.

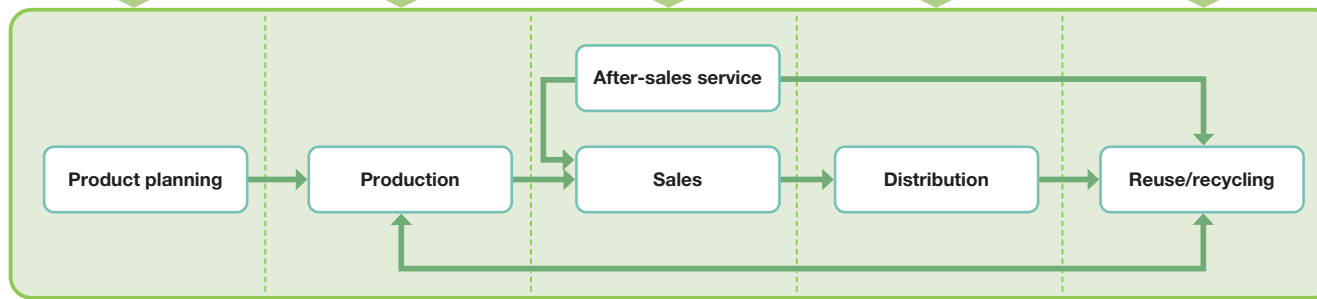
Issues (★ indicates material issue)	KPI	Fiscal 2022 Targets	Fiscal 2022 Results
Responsible procurement and building relationships of trust with suppliers 16 17	Analyze various risks in the supply chain	Analyze environmental and social risks in the supply chain	Analyzed environmental and social risks in the company's supply chain 
	Activities to spread awareness of Sustainable Procurement Guidelines	Conduct Sustainable Procurement Surveys of approximately 400 suppliers (65%), based on transaction value (suppliers in production, installation work, distribution, etc.)	Conducted surveys of 542 suppliers (70%) based on transaction value 
★ Proper disclosure of information and dialogue with stakeholders 16 17	Conduct stakeholder dialogues	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 
Respect for human rights 5 8 10	Continue to be a signatory of the UN Global Compact	Submit COP (annual report) and participate in human rights-related subcommittee	Submitted COP (annual report) and participated in human rights-related subcommittee 
	Analyze various risks related to human rights	Identify and respond to priority issues through human rights impact assessment	Identified priority action items 
Establish good relationships with local communities 17	Formulate policies relating to social contribution	Thorough application of implementation criteria	Reviewed themes for social contribution activities and mechanisms to encourage employee participation 

The numbers above indicate the related SDGs.

Environmental Data

Balance of Environmental Impact Associated With Okamura Group Business Activities (Fiscal 2022)

INPUT	Total energy input	Industrial fuel 234,001 GJ Fuel for cars 21,898 GJ Electric power 571,385 GJ	Total material input	Raw materials 159 thousand tons Auxiliary materials 4 thousand tons Packaging materials 5 thousand tons	Electric power 2,224 GJ Green purchases of office supplies 0.2 million yen	Industrial fuel 233,802 GJ Fuel for cars 3,240 GJ Electric power 484,274 GJ	Fuel for cars 17,103 GJ Electric power 43,020 GJ Green purchases of office supplies 21 million yen	Industrial fuel 199 GJ Fuel for cars 1,527 GJ Electric power 41,692 GJ Green purchases of office supplies 4 million yen	Volume of used products collected (products/packaging materials) 1.4 thousand tons
	Water resource input	Water used 196 thousand m ³	Volume of chemical substances subject to PRTR handled 194 t Green purchases of production materials 19,673 million yen Green purchases of office supplies 569 million yen Volume of used products collected (products/packaging materials) 10.0 thousand tons Weight of purchased products/parts 4.3 thousand tons	Raw materials 159 thousand tons Auxiliary materials 4 thousand tons Packaging materials 5 thousand tons Volume of chemical substances subject to PRTR handled 194 t Green purchases of production materials 19,673 million yen Green purchases of office supplies 544 million yen Water used 196 thousand m ³	Volume of chemical substances subject to PRTR handled 194 t Green purchases of production materials 19,673 million yen Green purchases of office supplies 569 million yen Volume of used products collected (products/packaging materials) 10.0 thousand tons Weight of purchased products/parts 4.3 thousand tons	Volume of chemical substances subject to PRTR handled 194 t Green purchases of production materials 19,673 million yen Green purchases of office supplies 544 million yen Water used 196 thousand m ³	Green purchases of office supplies 21 million yen Green purchases of office supplies 4 million yen	Volume of used products collected (products/packaging materials) 8.6 thousand tons	



OUTPUT	Greenhouse gas emissions	Scope 1 13,840 t-CO ₂ Scope 2 16,932 t-CO ₂ Scope 3 1,523,303 t-CO ₂	Total volume of waste, etc. generated and recycled	Volume of industrial waste, etc. generated 25.3 thousand tons Volume of general waste, etc. generated 0.72 thousand tons Volume of collected products and packaging materials reused/recycled 10.0 thousand tons	Volume of general waste, etc. generated 0.005 thousand tons	Scope 1 13,840 t-CO ₂ Scope 2 16,932 t-CO ₂	Weight of sales of products appearing in catalog (excluding special order items, etc.) 3.8 thousand tons Net sales of environmentally conscious products 113,403 million yen	Volume of industrial waste, etc. generated 8.5 thousand tons Volume of general waste, etc. generated 0.04 thousand tons Final disposal volume of waste (Sent to landfill) 0.037 thousand tons	Volume of collected products and packaging materials reused/recycled 10 thousand tons Volume of used furniture sold 1,383 t
	Air pollutants	NOx 13.3 t SOx 2.3 t	Final disposal volume of waste (Sent to landfill) 0.037 thousand tons Total volume reused 1,463 t Volume of used furniture sold 8,530 t	Volume of general waste, etc. generated 0.005 thousand tons	NOx 13.3 t SOx 2.3 t	Net sales of environmentally conscious products 113,403 million yen	Volume of industrial waste, etc. generated 8.5 thousand tons Volume of general waste, etc. generated 0.04 thousand tons Final disposal volume of waste (Sent to landfill) 0.037 thousand tons	Volume of collected products and packaging materials reused/recycled 10 thousand tons Volume of used furniture sold 1,383 t	
Release/transfer of pollutants, etc.	Release of chemical substances subject to PRTR 94 t Transfer volume of chemical substances subject to PRTR 8 t	Volume of used furniture sold 8,530 t	Volume of general waste, etc. generated 0.005 thousand tons	Release of chemical substances subject to PRTR 94 t Transfer volume of chemical substances subject to PRTR 8 t	Net sales of environmentally conscious products 113,403 million yen	Volume of industrial waste, etc. generated 8.5 thousand tons Volume of general waste, etc. generated 0.04 thousand tons Final disposal volume of waste (Sent to landfill) 0.037 thousand tons	Volume of collected products and packaging materials reused/recycled 10 thousand tons Volume of used furniture sold 1,383 t		
Released into waters	Wastewater discharged 180 thousand m ³ BOD 6.27 t COD 0.04 t	Volume of used furniture sold 8,530 t	Volume of general waste, etc. generated 0.005 thousand tons	Wastewater discharged 180 thousand m ³ BOD 6.27 t COD 0.04 t	Net sales of environmentally conscious products 113,403 million yen Consolidated net sales 277,015 million yen	Volume of industrial waste, etc. generated 8.5 thousand tons Volume of general waste, etc. generated 0.04 thousand tons Final disposal volume of waste (Sent to landfill) 0.037 thousand tons	Volume of collected products and packaging materials reused/recycled 10 thousand tons Volume of used furniture sold 1,383 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: Data subjected to third-party verification in fiscal 2022

CO ₂ emissions	Unit	2018 FY	2019 FY	2020 FY	2021 FY	2022 FY	Verification	GRI
Scope 1	t-CO ₂	15,879	15,213	14,605	15,003	13,840	●	305-1
Energy sources Carbon dioxide	t-CO ₂	15,762	15,010	14,448	14,836	13,698		
Non-energy sources Carbon dioxide	t-CO ₂	117	203	158	168	142		
Scope 2	t-CO ₂	30,160	27,256	25,797	17,821	16,932	●	305-2
Market-based	t-CO ₂	30,160	27,256	25,797	17,821	16,932	●	
Location-based	t-CO ₂	30,687	27,569	25,070	17,640	26,148	●	
Total of Scope 1+2	t-CO ₂	46,039	42,469	40,402	32,825	30,771	●	
Market-based	t-CO ₂	46,039	42,469	40,402	32,825	30,771	●	
Intensity	t-CO ₂ /million yen	0.186	0.168	0.165	0.126	0.111		305-4
Volume reduced	t-CO ₂	-1,422	-3,570	-2,067	-7,577	-2,042		305-5
Scope 3	t-CO ₂	336,837	338,191	1,351,937	1,392,551	1,523,303		305-3
Purchased goods and services	t-CO ₂	184,254	183,178	679,567	728,993	771,590	●	
Capital goods	t-CO ₂	30,143	34,891	29,189	26,478	19,506	●	
Fuel- and energy-related activities not included in Scope 1 and 2	t-CO ₂	5,019	4,844	7,210	7,551	7,321		
Upstream transportation and distribution	t-CO ₂	24,994	25,508	23,971	26,025	25,333	●	
Waste generated in operations	t-CO ₂	Unaggregated	Unaggregated	3,291	3,155	3,928		
Business travel	t-CO ₂	Unaggregated	Unaggregated	2,160	2,720	3,354		
Employee commuting	t-CO ₂	Unaggregated	Unaggregated	5,246	4,944	4,993		
Upstream leased assets	t-CO ₂	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable		
Downstream transportation and distribution	t-CO ₂	Unaggregated	Unaggregated	1,861	1,884	1,820		
Processing of sold products	t-CO ₂	Unaggregated	Unaggregated	1,123	1,268	1,217		
Use of sold products	t-CO ₂	71,700	65,675	586,396	578,561	670,818	●	
End-of-life treatment of sold products	t-CO ₂	20,727	24,096	11,923	10,973	13,422		
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	382,876	380,661	1,392,339	1,425,376	1,554,075		305-4

Energy consumption	Unit	2018 FY	2019 FY	2020 FY	2021 FY	2022 FY	Verification	GRI
Power consumption	GJ	601,127	579,269	543,478	578,036	571,385		
Renewable energy consumption	GJ	114	110	111	191,961	220,427		
Percentage of renewable energy	%	0.02	0.02	0.02	33.3	39.6		
Gas (city gas, LPG, LNG)	GJ	269,629	260,884	241,190	251,790	233,456		
Fuel (kerosene, diesel, Bunker A, gasoline)	GJ	24,224	19,914	26,416	25,833	22,443		
Total	GJ	894,980	860,066	811,083	855,659	827,284	●	302-1
By region								
Japan	GJ	884,445	852,344	797,662	839,229	802,771		
China	GJ	10,535	7,722	11,720	14,906	21,331		
Southeast Asia	GJ	-	-	1,702	1,524	2,978		
North America	GJ	-	-	-	-	148		
Europe	GJ	-	-	-	-	56		
Unit of energy consumption	Per unit of net sales	GJ/million yen	3.61	3.40	3.32	3.28	2.99	302-3
Logistics transport volume	thousand tons x km	68,898	67,923	62,663	64,292	60,518		
Change in modal shift								
Number of containers using railroads	Units	1,964	1,912	1,951	1,282	1,429		
Number of containers using sea freight	Units	513	771	741	684	738		

Scope of aggregation: Scope 1, Scope 2

Fiscal 2018 to 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 2018 to 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)

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)

Data Related to Promotion of Sustainability

Environmental Data

Employee-Related Data

Data Related to Responsible Corporate Behavior

Conserving and Recycling Resources

● Mark in the Verification column: Data subjected to third-party verification in fiscal 2022

Water resources	Unit	2018 FY	2019 FY	2020 FY	2021 FY	2022 FY	Verification	GRI	
Water withdrawal	m ³	234,702	218,435	225,022	233,770	196,104	●	303-3	
Tap water	m ³	51,340	50,307	49,095	51,073	45,568			
Industrial water	m ³	53,249	49,245	50,089	53,118	48,760			
Groundwater	m ³	128,285	117,274	123,679	126,991	99,111			
Rainwater	m ³	1,828	1,610	2,159	2,588	2,665			
Unit of water consumption	m ³ /million yen	3.58	3.36	3.56	3.33	2.85			
Water recycling	Volume of recycled water	m ³	480,990	474,119	332,920	294,363	353,128	●	
	Recycling rate	%	67.2	68.5	59.7	55.7	64.3		
Wastewater discharged	m ³	207,431	196,262	196,495	213,012	179,937	●	303-4	
Released into public waters	m ³	109,197	101,617	101,988	108,759	85,206			
Sewer	m ³	98,234	94,645	94,507	104,253	94,731			
Water consumption	m ³	27,271	22,174	28,527	20,759	16,167		303-5	
Water quality control	Biochemical oxygen demand (BOD) emissions	ton	5.93	6.55	6.82	8.37	6.27	●	303-2
	Chemical oxygen demand (COD) emissions	ton	0.10	0.07	0.04	0.15	0.04	●	

Scope of aggregation: Water used for business activities. Production and distribution locations. (Tsurumi Plant and Sunahata Co., Ltd. are excluded because water is not used in the manufacturing process.)
 Fiscal 2018 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 production locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation, FujiSeiko Co., Ltd., Hangzhou Okamura Transmission Co., Ltd.

Resources	Unit	2018 FY	2019 FY	2020 FY	2021 FY	2022 FY	GRI	
Material input	Raw materials	ton	131,946	143,639	136,852	167,783	158,750	301-1
	Auxiliary materials	ton	3,538	3,985	4,195	4,507	4,341	
	Packaging materials	ton	4,690	4,588	4,233	4,516	5,109	
	Total	ton	140,174	152,212	145,279	176,806	168,199	
	Of which were recycled materials	ton	11,251	14,255	12,807	13,423	14,923	301-2
	Percentage of recycled materials	%	8.0	9.4	8.8	7.6	8.9	
Percentage of reclaimed products and packaging materials	%	8.3	9.0	9.6	11.1	10.7	301-3	

Scope of aggregation: Material input
 Fiscal 2018 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.

Waste	Unit	2018 FY	2019 FY	2020 FY	2021 FY	2022 FY	Verification	GRI
Waste generated	Volume of industrial waste, etc. generated	ton	22,042	22,170	20,985	23,035	27,678	306-3
	Scrap metal	ton	14,273	13,789	12,719	14,800	14,087	
	Waste wood	ton	2,331	2,624	3,028	3,081	2,800	
	Waste plastic	ton	1,712	2,232	2,116	1,832	2,142	
	Sludge	ton	1,501	1,402	1,203	1,389	1,263	
	Other	ton	2,225	2,123	1,918	1,935	7,387	
	Volume of hazardous waste generated	ton	0.0	0.0	0.0	1.7	1.7	
Waste diverted from disposal	ton	20,097	20,043	18,357	20,318	25,047		306-4
Preparation for reuse	On-site	ton	0	0	0	0	0	
	Off-site	ton	20,097	20,043	18,357	20,141	24,903	
Recycled weight	On-site	ton	0	0	0	0	0	
	Off-site	ton	0	0	0	177	145	
Waste directed to disposal	ton	1,944	2,127	2,622	2,717	2,631		306-5
Incineration (with energy recovery)	On-site	ton	1,674	1,881	2,401	2,475	2,415	
	Off-site	ton	234	221	199	192	174	
Incineration (without energy recovery)	On-site	ton	0	0	0	0	0	
	Off-site	ton	0	0	0	1	4	
Landfill	Off-site	ton	36	26	22	49	37	●
Final landfill disposal rate	%	0.16	0.12	0.11	0.21	0.14		
Volume of industrial waste, etc. discharged	ton	20,344	20,259	18,872	20,560	25,263	●	
Recycled volume	ton	20,332	20,263	18,556	20,511	25,225	●	
Recycling rate	%	92.2	91.4	88.4	89.0	91.1		

Scope of aggregation: Industrial waste, etc. (including valuable items)
 Fiscal 2018 to fiscal 2019: Okamura production and distribution locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation
 Fiscal 2020 onward: Okamura production and distribution locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation, FujiSeiko Co., Ltd., Sunahata Co., Ltd., Hangzhou Okamura Transmission Co., Ltd.

Conserving Biodiversity - ACORN Activities

Resources		Unit	2018 FY	2019 FY	2020 FY	2021 FY	2022 FY	GRI
Volume of timber procured including MDF, PB (particle board)	Natural wood	m ³	859	595	1,006	1,093	230	301-1
	Board material	m ³	6,034	6,862	6,800	5,831	6,955	
	Total	m ³	6,894	7,456	7,805	6,924	7,185	
	By region							
	Japan	m ³	253	168	246	303	150	
	China	m ³	0	109	0	2	3	
	Southeast Asia	m ³	1,565	2,099	1,258	1,581	1,349	
	Oceania	m ³	0	0	11	42	39	
	North America	m ³	23	18	2	88	48	
Europe	m ³	574	240	339	662	161		
Africa	m ³	35	30	25	33	25		
Other	m ³	4,443	4,792	5,924	4,212	5,410		

Scope of aggregation: Volume of timber procured

Fiscal 2018 to Fiscal 2020: Okamura production locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation, Hangzhou Okamura Transmission Co., Ltd.

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.

Understanding the Impact on the Environment and Preventing Environmental Pollution

● Mark in the Verification column: Data subjected to third-party verification in fiscal 2022

Chemical substances		Unit	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Verification	GRI
Air pollution management	NOx emissions	ton	16.2	13.7	16.3	17.6	13.3	●	305-7
	SOx emissions	ton	2.9	1.8	2.2	2.3	2.3	●	
Chemical substances subject to PRTR	Volume handled	kg	301,195	288,302	251,243	271,277	193,828	●	
	Emissions		kg	120,028	114,968	93,261	113,937	94,053	●
		Released into atmosphere	kg	118,906	113,847	92,839	113,335	93,506	
		Released into public waters	kg	1,122	1,121	423	602	547	
	Volume transferred		kg	11,331	10,723	9,042	9,823	7,611	●
		Transferred to sewer	kg	247	318	78	290	244	
Transferred to waste		kg	11,084	10,405	8,964	9,533	7,368		

Scope of aggregation: Air pollution management

Fiscal 2018 to Fiscal 2020: Okamura production locations, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation, Hangzhou Okamura Transmission Co., Ltd.

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.

Chemical substances subject to PRTR

Fiscal 2018 to 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, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation, FujiSeiko Co., Ltd., Sunahata Co., Ltd., Hangzhou Okamura Transmission Co., Ltd.

Environmental Management at the Okamura Group

Environmental management system	Unit	2018 FY	2019 FY	2020 FY	2021 FY	2022 FY	GRI
Number of registered ISO 14001 management systems	Number of sites	11	11	11	12	12	
Number of qualified internal environmental auditors	People	22	22	20	21	26	
	As percentage of employees	%	0.63	0.62	0.52	0.55	0.67
Number of departments/bases conducting internal environmental audit	Locations	38	38	38	40	40	

Environmental compliance	Unit	2018 FY	2019 FY	2020 FY	2021 FY	2022 FY	GRI
Violation of environmental laws	Number of accidents/litigations	Cases	0	0	0	0	0
	Number of fines incurred	yen	0	0	0	0	0

Environmental Accounting

Environmental conservation cost

Category	Details of main initiatives	Unit	Investment					Cost				
			Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
1. Business area cost	Total business area cost	million yen	32.8	39.6	41.0	113.1	96.7	215.0	348.4	322.7	656.3	617.8
1-1. Pollution prevention cost	Preventing air pollution, water pollution, offensive odors, etc.	million yen	21.9	0.8	2.5	29.2	28.6	94.6	102.8	94.5	109.2	102.6
1-2. Global environmental conservation cost	Preventing global warming, protecting the ozone layer, energy saving, etc.	million yen	10.9	38.8	38.0	83.1	68.1	62.8	78.7	63.4	101.1	89.5
1-3. Resource circulation cost	Reducing water use, using rainwater, reducing waste, recycling, etc.	million yen	0.0	0.0	0.4	0.9	0.0	57.7	167.0	164.9	446.0	425.8
2. Upstream/downstream cost	Green purchasing, collecting products and packaging, recycling, etc.	million yen	0.0	0.0	0.0	0.0	0.0	280.8	325.5	368.8	1.4	0.9
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	176.4	167.0	143.7	152.4	142.2
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	202.2	194.6	219.7	239.8	202.6
5. Social activity cost	Supporting environmental conservation organizations, etc.	million yen	0.0	0.0	0.0	0.0	0.0	2.3	2.7	2.8	2.3	2.2
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	0.0	0.1	0.2
Total		million yen	32.8	39.6	41.0	113.1	96.7	876.7	1,038.2	1,057.7	1,052.2	966.0

Scope of aggregation: Fiscal 2018 to 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	2018 FY	2019 FY	2020 FY	2021 FY	2022 FY
Environmental conservation benefit associated with the input of resources into business operations	Total energy input volume	GJ	894,980	860,066	811,083	855,659	827,284
	Per unit of net sales	GJ/million yen	3.61	3.40	3.32	3.28	2.99
	Water resource input	m ³	234,702	218,435	225,022	233,770	196,104
	Per unit of net sales	m ³ /million yen	0.95	0.86	0.92	0.90	0.71
	Volume of substances subject to PRTR handled	kg	301,195	288,302	251,243	271,277	193,837
	Per unit of net sales	kg/million yen	1.21	1.14	1.03	1.04	0.70
Environmental conservation benefit associated with environmental impact and waste emissions from business operations	Greenhouse gas emissions	t-CO ₂	46,039	42,469	40,402	32,825	30,782
	Per unit of net sales	t-CO ₂ /million yen	0.19	0.17	0.17	0.13	0.11
	Release/transfer volume of substances subject to PRTR	kg	131,359	125,691	108,945	123,760	101,673
	Per unit of net sales	kg/million yen	0.53	0.50	0.45	0.47	0.37
	Emissions of waste, etc.	t	20,344	20,259	18,872	20,560	25,263
	Per unit of net sales	t/million yen	0.08	0.08	0.08	0.08	0.09
Environmental conservation benefit associated with the goods and services produced by business operations	Final disposal volume of waste, etc.	t	0	0	0	0	0
	Per unit of net sales	t/million yen	0.00	0.00	0.00	0.00	0.00
	Net sales of GREEN WAVE products	million yen	98,342	99,637	97,934	106,479	113,403
	Net sales ratio to standard products	%	79.6	80.2	78.3	81.6	84.1
	Net sales of products that comply with the Act on Promoting Green Procurement	million yen	56,500	58,937	55,075	55,971	55,971
	Net sales ratio to standard products	%	60.7	61.5	59.3	57.4	57.4
Other environmental conservation benefit	Volume of collected products and packaging materials recycled	t	626	706	1,530	1,638	1,463
	Per unit of net sales	kg/million yen	2.52	2.79	6.26	6.27	5.28
	Ratio of consumable green office supplies purchased	%	68.1	63.0	60.3	54.8	39.6
	Transport volume stemming from modal shift	Units	2,477	2,683	2,692	1,966	2,167

Total for relevant period

Item	Details, etc.	Unit	2018 FY	2019 FY	2020 FY	2021 FY	2022 FY
Total investment for relevant period	Upgrading of production facilities, increasing labor efficiency, alternative to industrial fuel, etc.	million yen	812	440	524	1,144	2,769
Total R&D expenses for relevant period	Reduction in environmental impact during new product R&D and production	million yen	1,060	898	900	872	605

Economic benefit associated with environmental conservation measures

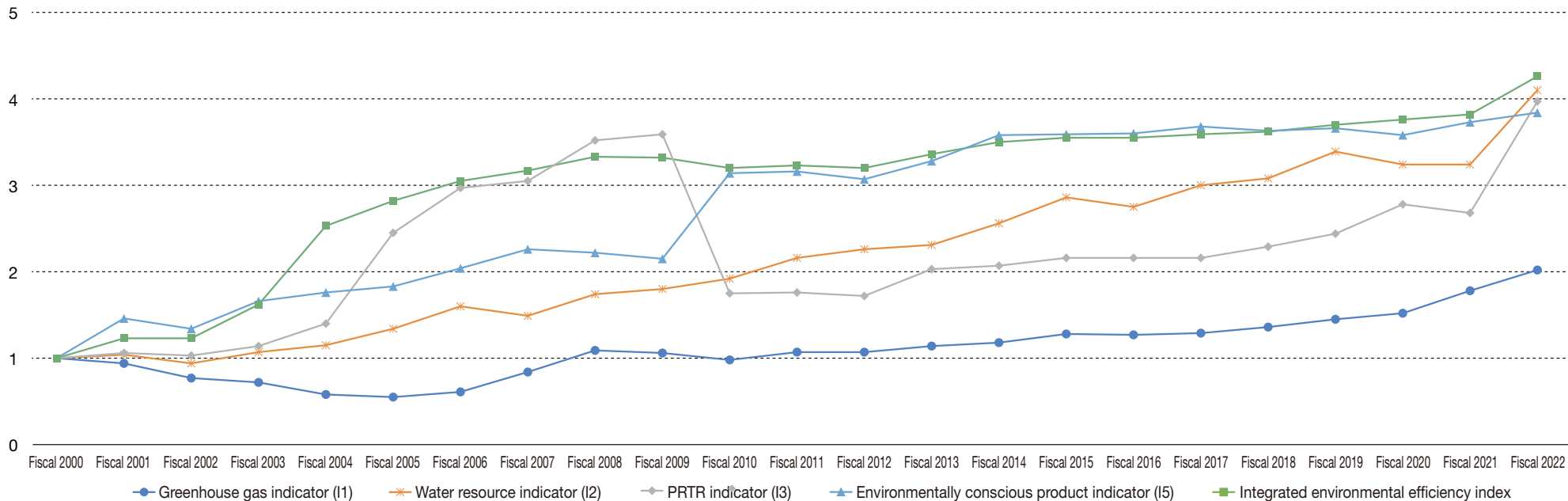
Details of benefit		Unit	2018 FY	2019 FY	2020 FY	2021 FY	2022 FY
Revenue	Business from recycling waste generated from main business activities or recycling used products, etc.	million yen	427	272	253	676	687
	Subsidies and grants	million yen	0	0	0	5	5
Reduction in expenses	Reduction in energy expenses through energy-saving	million yen	0	1	3	3	1
	Reduction in waste processing expenses due to resource conservation and recycling	million yen	5	2	2	0	0
	Reduction in costs through reuse	million yen	7	15	11	11	2

Net sales

	Unit	2018 FY	2019 FY	2020 FY	2021 FY	2022 FY
Net sales (consolidated)	million yen	247,925	253,170	244,454	261,175	277,015

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 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 onward: Okamura production and distribution 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

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

*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) = $\frac{\text{Net sales/industrial waste final disposal volume}}{\text{Base year (net sales/industrial waste final disposal volume)}}$
- 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 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
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 Related to Promotion of Sustainability

Environmental Data

Employee-Related Data

Data Related to Responsible Corporate Behavior

Data on Employees

Employee composition

(As of March 20 of each fiscal year^{*1})

	Unit	Fiscal 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022			
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Okamura Corporation	People	3,222	710	3,932	3,250	766	4,016	3,458	845	4,303	3,464	864	4,328	3,464	902	4,366	
Regular employees ^{*2}	People	3,001	594	3,595	3,028	647	3,675	3,239	711	3,950	3,196	728	3,924	3,191	773	3,964	
Non-regular employees	People	221	116	337	222	119	341	219	134	353	268	136	404	273	129	402	
Group companies in Japan	People	-	-	-	-	-	-	885	170	1,055	860	180	1,040	840	176	1,016	
Regular employees ^{*3}	People	-	-	-	-	-	-	817	153	970	787	161	948	775	154	929	
Non-regular employees ^{*3}	People	-	-	-	-	-	-	68	17	85	73	19	92	65	22	87	
Group companies outside Japan	People	-	-	-	-	-	-	183	152	335	359	220	579	256	182	438	
Regular employees ^{*3}	People	-	-	-	-	-	-	176	150	326	336	216	552	253	179	432	
Non-regular employees ^{*3}	People	-	-	-	-	-	-	7	2	9	23	4	27	3	6		
Okamura Group	People	-	-	-	-	-	-	4,526	1,167	5,693	4,683	1,264	5,947	4,560	1,260	5,820	
Regular employees	People	-	-	-	-	-	-	4,232	1,014	5,246	4,319	1,105	5,424	4,219	1,106	5,325	
Non-regular employees	People	-	-	-	-	-	-	294	153	447	364	159	523	341	154	495	
Okamura Group Number of employees by region (regular employees)	People	-	-	-	-	-	-	-	-	-	-	4,319	1,105	5,424	4,219	1,106	5,325
Japan	People	-	-	-	-	-	-	-	-	-	-	3,944	888	4,832	3,928	925	4,853
North America ^{*4}	People	-	-	-	-	-	-	-	-	-	-	1	0	1	1	0	1
Europe ^{*4}	People	-	-	-	-	-	-	-	-	-	-	1	0	1	1	0	1
Asia, Oceania, other	People	-	-	-	-	-	-	-	-	-	-	373	217	590	289	181	470

*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 Includes seconded employees from other companies and employees seconded to other companies

*3 Excludes seconded employees from companies within the Okamura Group

*4 Excludes local hires

Percentage of employees who are members of the labor union^{*1}

(As of March 20 of each fiscal year)

	Unit	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
Okamura Corporation	%	94.4	94.0	94.3	93.8	93.4

*1 Adopted a union shop system. Calculated by number of union members ÷ general regular employees

Average years of service of regular employees^{*1}

(As of March 20 of each fiscal year)

	Unit	Fiscal 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Okamura Corporation	Year	17.4	11.3	16.4	17.7	11.2	16.5	18.1	11.3	16.8	18.6	11.9	17.4	19.0	11.9	17.6

*1 Excludes seconded employees

Average annual salary of regular employees

(As of March 20 of each fiscal year)

	Unit	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
Okamura Corporation	thousand yen	6,894	6,775	6,992	7,023	7,184

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

	Unit	Fiscal 2022
Okamura Corporation	All employees	% 73.5
	Regular employees	% 74.7
	Non-regular employees	% 92.8

Training for employees^{*1}

(As of March 20 of each fiscal year)

	Unit	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	
Okamura Corporation	Total training hours for employees	Hours	-	-	33,653	25,840	91,629
	Average hours of training per employee ^{*2}	Hours	-	-	7.8	6.0	21.0

*1 Hours of training conducted by the Human Development Department only aggregated for fiscal 2020 and 2021
Hours of training and e-learning conducted by the Corporate Department (including the Human Development Department) and departments in charge of training in each business unit aggregated for fiscal 2022
E-learning limited to those using in-house systems

*2 Total training hours for employees ÷ Number of employees at the end of each fiscal year

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 year¹⁾)

	Unit	Fiscal 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022				
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total		
		Okamura Corporation																
All employees	Number of new hires	People	222	94	316	152	80	232	156	74	230	173	45	218	178	70	248	
	Gender ratio among new hires	%	70.3	29.7	100.0	65.5	34.5	100.0	67.8	32.2	100.0	79.4	20.6	100.0	71.8	28.2	100.0	
By age group	Under 30 years old	Number of new hires ²⁾	People	156	41	197	122	56	178	112	46	158	143	30	173	144	57	201
		Percentage of new hires under 30 years old	%	70.3	43.6	62.3	80.3	70.0	76.7	71.8	62.2	68.7	82.7	66.7	79.4	80.9	81.4	81.0
		Gender ratio within the same age group	%	79.2	20.8	100.0	68.5	31.5	100.0	70.9	29.1	100.0	82.7	17.3	100.0	71.6	28.4	100.0
	Age 30-49	Number of new hires ²⁾	People	47	48	95	20	18	38	24	24	48	26	13	39	26	7	33
		Percentage of new hires aged 30-49	%	21.2	51.1	30.1	13.2	22.5	16.4	15.4	32.4	20.9	15.0	28.9	17.9	14.6	10.0	13.3
		Gender ratio within the same age group	%	49.5	50.5	100.0	52.6	47.4	100.0	50.0	50.0	100.0	66.7	33.3	100.0	78.8	21.2	100.0
	Age 50 and over	Number of new hires ²⁾	People	19	5	24	10	6	16	20	4	24	4	2	6	8	6	14
		Percentage of new hires aged 50 and over	%	8.6	5.3	7.6	6.6	7.5	6.9	12.8	5.4	10.4	2.3	4.4	2.8	4.5	8.6	5.6
		Gender ratio within the same age group	%	79.2	20.8	100.0	62.5	37.5	100.0	83.3	16.7	100.0	66.7	33.3	100.0	57.1	42.9	100.0
	Number of "Job Return" program users	People	0	0	0	0	0	0	1	2	3	0	1	1	1	2	3	
Regular employees	Number of new graduates hired	People	83	30	113	89	48	137	98	43	141	97	24	121	90	53	143	
	Gender ratio among newly hired graduates	%	73.5	26.5	100.0	65.0	35.0	100.0	69.5	30.5	100.0	80.2	19.8	100.0	62.9	37.1	100.0	
	Number of mid-career hires	People	86	6	92	37	8	45	36	6	42	13	6	19	28	6	34	
	Gender ratio among mid-career hires	%	93.5	6.5	100.0	82.2	17.8	100.0	85.7	14.3	100.0	68.4	31.6	100.0	82.4	17.6	100.0	
All employees	All employees	Number of new hires	People	-	-	-	-	-	28	16	44	33	15	48	39	14	53	
		Gender ratio among new hires	%	-	-	-	-	-	63.6	36.4	100.0	68.8	31.3	100.0	73.6	26.4	100.0	
	By age group	Under 30 years old	Number of new hires ²⁾	People	-	-	-	-	-	-	-	20	12	32	27	6	33	
			Percentage of new hires under 30 years old	%	-	-	-	-	-	-	-	60.6	80.0	66.7	69.2	42.9	62.3	
			Gender ratio within the same age group	%	-	-	-	-	-	-	-	62.5	37.5	100.0	81.8	18.2	100.0	
	Age 30-49	Number of new hires ²⁾	People	-	-	-	-	-	-	-	-	8	2	10	5	6	11	
		Percentage of new hires aged 30-49	%	-	-	-	-	-	-	-	-	24.2	13.3	20.8	12.8	42.9	20.8	
		Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	80.0	20.0	100.0	45.5	54.5	100.0	
	Age 50 and over	Number of new hires ²⁾	People	-	-	-	-	-	-	-	-	5	1	6	7	2	9	
		Percentage of new hires aged 50 and over	%	-	-	-	-	-	-	-	-	15.2	6.7	12.5	17.9	14.3	17.0	
		Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	83.3	16.7	100.0	77.8	22.2	100.0	
	Group companies in Japan																	

	Unit	Fiscal 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
		Group companies outside Japan														
All employees	Number of new hires	People	-	-	-	-	-	29	19	48	65	57	122	61	38	99
	Gender ratio among new hires	%	-	-	-	-	-	60.4	39.6	100.0	53.3	46.7	100.0	61.6	38.4	100.0
By age group	Under 30 years old	Number of new hires ²⁾	People	-	-	-	-	-	28	25	53	27	21	48		
		Percentage of new hires under 30 years old	%	-	-	-	-	-	-	43.1	43.9	43.4	44.3	55.3	48.5	
		Gender ratio within the same age group	%	-	-	-	-	-	-	62.8	47.2	100.0	56.3	43.8	100.0	
	Age 30-49	Number of new hires ²⁾	People	-	-	-	-	-	-	33	32	65	33	17	50	
		Percentage of new hires aged 30-49	%	-	-	-	-	-	-	50.8	56.1	53.3	54.1	44.7	50.5	
		Gender ratio within the same age group	%	-	-	-	-	-	-	50.8	49.2	100.0	66.0	34.0	100.0	
	Age 50 and over	Number of new hires ²⁾	People	-	-	-	-	-	-	4	0	4	1	0	1	
		Percentage of new hires aged 50 and over	%	-	-	-	-	-	-	6.2	0.0	3.3	1.6	0.0	1.0	
		Gender ratio within the same age group	%	-	-	-	-	-	-	100.0	0.0	100.0	100.0	0.0	100.0	
Okamura Group																
All employees	Number of new hires	People	-	-	-	-	-	213	109	322	271	117	388	278	122	400
	Gender ratio among new hires	%	-	-	-	-	-	66.1	33.9	100.0	69.8	30.2	100.0	69.5	30.5	100.0
By age group	Under 30 years old	Number of new hires ²⁾	People	-	-	-	-	-	-	191	67	258	198	84	282	
		Percentage of new hires under 30 years old	%	-	-	-	-	-	-	70.5	57.3	66.5	71.2	68.9	70.5	
		Gender ratio within the same age group	%	-	-	-	-	-	-	74.0	26.0	100.0	70.2	29.8	100.0	
	Age 30-49	Number of new hires ²⁾	People	-	-	-	-	-	-	67	47	114	64	30	94	
		Percentage of new hires aged 30-49	%	-	-	-	-	-	-	24.7	40.2	29.4	23.0	24.6	23.5	
		Gender ratio within the same age group	%	-	-	-	-	-	-	58.8	41.2	100.0	68.1	31.9	100.0	
	Age 50 and over	Number of new hires ²⁾	People	-	-	-	-	-	-	13	3	16	16	8	24	
		Percentage of new hires aged 50 and over	%	-	-	-	-	-	-	4.8	2.6	4.1	5.8	6.6	6.0	
		Gender ratio within the same age group	%	-	-	-	-	-	-	81.3	18.8	100.0	66.7	33.3	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

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 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022					
			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	140	24	164	129	25	154	149	19	168	144	27	171	249	37	286	
		Turnover rate		%	4.4	3.6	4.2	3.9	3.3	3.8	4.5	2.4	4.1	4.1	3.1	3.9	7.2	4.0	6.5	
	By age group	Under 30 years old	Number of employees who left ^{*3}		People	34	7	41	43	9	52	42	7	49	43	10	53	54	11	65
			Percentage of employees who left who were under 30 years old		%	24.3	29.2	25.0	33.3	36.0	33.8	28.2	36.8	29.2	29.9	37.0	31.0	21.7	29.7	22.7
			Gender ratio within the same age group		%	82.9	17.1	100.0	82.7	17.3	100.0	85.7	14.3	100.0	81.1	18.9	100.0	83.1	16.9	100.0
		Age 30–49	Number of employees who left ^{*3}		People	41	10	51	34	13	47	19	8	27	30	9	39	43	17	60
			Percentage of employees who left who were aged 30–49		%	29.3	41.7	31.1	26.4	52.0	30.5	12.8	42.1	16.1	20.8	33.3	22.8	17.3	45.9	21.0
			Gender ratio within the same age group		%	80.4	19.6	100.0	72.3	27.7	100.0	70.4	29.6	100.0	76.9	23.1	100.0	71.7	28.3	100.0
		Age 50 and over	Number of employees who left ^{*3}		People	65	7	72	52	3	55	88	4	92	71	8	79	152	9	161
			Percentage of employees who left who were aged 50 and over		%	46.4	29.2	43.9	40.3	12.0	35.7	59.1	21.1	54.8	49.3	29.6	46.2	61.0	24.3	56.3
			Gender ratio within the same age group		%	90.3	9.7	100.0	94.5	5.5	100.0	95.7	4.3	100.0	89.9	10.1	100.0	94.4	5.6	100.0
	Regular employees	Number of employees who left		People	79	13	92	80	14	94	65	10	75	88	15	103	134	26	160	
By age group		Under 30 years old	Number of employees who left		People	31	6	37	36	6	42	37	6	43	39	8	47	38	11	49
		Age 30–49	Number of employees who left		People	34	7	41	22	8	30	13	4	17	22	4	26	33	11	44
		Age 50 and over	Number of employees who left		People	14	0	14	22	0	22	15	0	15	27	3	30	63	4	67
Number of employees who left due to retirement		People	7	0	7	4	0	4	3	0	3	6	0	6	34	2	36			
Turnover rate of newly hired graduates three years after joining the company ^{*4}		%	13.3	6.7	11.5	14.6	8.3	12.4	7.1	9.3	7.8	-	-	-	-	-	-	-		
Non-regular employees	Number of employees who left		People	61	11	72	49	11	60	84	9	93	56	12	68	115	11	126		

*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 and Inclusion

Childcare leave and spousal childbirth leave^{*1} taken

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

	Unit	Fiscal 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022			
		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	82	-	82	70	-	70	63	-	63	74	-	74	55	-	55
	Total number of employees who were entitled to take childcare leave within the fiscal year ^{*2}	People	81	27	108	69	18	87	63	24	87	74	30	104	54	29	83
	Number of employees who took spousal childbirth leave ^{*1,3,4}	People	31	-	31	45	-	45	46	-	46	58	-	58	39	-	39
	Number of employees who newly took childcare leave ^{*5}	People	2	27	29	4	17	21	7	24	31	12	30	42	35	29	64
	Spousal childbirth leave acquisition rate ^{*6}	%	37.8	-	-	64.3	-	-	73.0	-	-	78.4	-	-	70.9	-	-
	Childcare leave acquisition rate ^{*7}	%	2.5	100.0	26.9	5.8	94.4	24.1	11.1	100.0	35.6	16.2	100.0	40.4	64.8	100.0	77.1
	Number of employees who returned from childcare leave	People	1	18	19	3	27	30	5	13	18	14	30	44	25	19	44
	Number of employees who left during childcare leave	People	0	2	2	0	2	2	0	1	1	0	1	1	0	2	2
	Return rate after childcare leave ^{*8}	%	100.0	90.0	90.5	100.0	93.1	93.8	100.0	92.9	94.7	100.0	96.8	97.8	100.0	90.5	95.7
	Number of employees still working 12 months after returning from childcare leave ^{*9}	People	0	32	32	1	18	19	3	27	30	4	13	17	14	29	43
	Number of employees who left within 12 months after returning from childcare leave ^{*10}	People	0	3	3	0	0	0	0	0	0	1	0	1	0	1	1
Employee retention rate after childcare leave ^{*11}	%	-	91.4	91.4	100.0	100.0	100.0	100.0	100.0	100.0	80.0	100.0	94.4	100.0	96.7	97.7	
Regular employees	Number of employees who took spousal childbirth leave ^{*1,3,4}	People	31	-	31	45	-	45	46	-	46	57	-	57	38	-	38
	Number of employees who newly took childcare leave ^{*5}	People	2	26	28	4	16	20	7	21	28	12	29	41	34	23	57
	Spousal childbirth leave acquisition rate ^{*6}	%	38.8	-	-	64.3	-	-	73.0	-	-	78.1	-	-	70.4	-	-
	Childcare leave acquisition rate ^{*7}	%	2.5	100.0	26.4	5.8	100.0	23.5	11.1	100.0	33.3	16.4	100.0	40.2	64.2	100.0	75.0
	Average number of days of childcare leave for male regular employees ^{*12}	Days	147.5	-	-	49.3	-	-	123.1	-	-	56.5	-	-	59.1	-	-

	Unit	Fiscal 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022					
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total			
		Non-regular employees																	
Non-regular employees	Number of employees who took spousal childbirth leave ^{*1,3,4}	People	0	-	0	-	-	-	-	-	-	-	-	1	-	1	1	-	1
	Number of employees who newly took childcare leave ^{*5}	People	0	1	1	-	1	1	-	3	3	0	1	1	1	6	7		
	Spousal childbirth leave acquisition rate ^{*6}	%	0.0	-	-	-	-	-	-	-	-	100.0	-	-	100.0	-	-		
	Childcare leave acquisition rate ^{*7}	%	0.0	100.0	50.0	-	50.0	50.0	-	100.0	100.0	0.0	100.0	50.0	100.0	100.0	100.0		

- *1 Spousal childbirth leave is a system that allows an employee to take a total of three days of paid leave within one month from the day the employee's spouse gives birth
- *2 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
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 "-".
- *8 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)
- *9 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
- *10 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
- *11 Employee retention rate after childcare leave = Number of employees still employed 12 months after returning to work ÷ (number of employees + number of those who left)
- *12 Average number of days of childcare leave = Number of days of childcare leave taken within the fiscal year in which childcare leave was started ÷ number of people 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 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022			
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
		People															
Okamura Corporation	All employees	Number of employees who newly took short-term nursing care leave	0	2	2	3	1	4	3	2	5	1	1	2	1	1	2
		Number of employees who newly took long-term nursing care leave ^{*1}	0	0	0	2	0	2	0	0	0	1	0	1	1	1	2
	Regular employees	Number of employees who newly took short-term nursing care leave	0	1	1	3	1	4	3	1	4	1	1	2	1	1	2
		Number of employees who newly took long-term nursing care leave ^{*1}	0	0	0	2	0	2	0	0	0	1	0	1	1	1	2
	Non-regular employees	Number of employees who newly took short-term nursing care leave	0	1	1	0	0	0	0	1	1	0	0	0	0	0	0
		Number of employees who newly took long-term nursing care leave ^{*1}	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

*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)

		Unit	2019	2020	2021	2022	2023
Okamura Corporation	Number of people with disabilities employed ^{*1}	People	88.0	85.0	109.0	111.0	108.0
	Actual employment rate ^{*1}	%	2.19	2.08	2.53	2.52	2.46

*1 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 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021			Fiscal 2022				
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total		
		People																
Okamura Corporation	All employees	Under 30 years old	575	182	757	602	212	814	632	232	864	675	234	909	695	250	945	
		Age 30-39	577	202	779	537	207	744	559	228	787	558	228	786	567	234	801	
		Age 40-49	787	218	1,005	765	225	990	769	242	1,011	725	239	964	690	227	917	
		Age 50-59	912	88	1,000	946	101	1,047	1,051	119	1,170	1,041	135	1,176	1,020	151	1,171	
		Age 60 and over	368	20	388	304	20	404	432	24	456	457	28	485	486	40	526	
	Regular employees	Under 30 years old	543	170	713	570	200	770	601	222	823	588	226	814	604	244	848	
		Age 30-39	542	178	720	502	181	683	536	192	728	522	190	712	519	197	716	
		Age 40-49	756	165	921	740	174	914	743	187	930	702	187	889	670	186	856	
		Age 50-59	880	70	950	919	79	998	1,024	93	1,117	1,015	105	1,120	997	119	1,116	
		Age 60 and over	115	6	121	155	6	161	219	12	231	303	16	319	374	24	398	
	Non-regular employees	Under 30 years old	32	12	44	32	12	44	31	10	41	87	8	95	91	6	97	
		Age 30-39	35	24	59	35	26	61	23	36	59	36	38	74	48	37	85	
		Age 40-49	31	53	84	25	51	76	26	55	81	23	52	75	20	41	61	
		Age 50-59	32	18	50	27	22	49	27	26	53	26	30	56	23	32	55	
		Age 60 and over	253	14	267	229	14	243	213	12	225	154	12	166	112	16	128	
	Managers ^{*2}	Number of people	People	-	-	-	553	22	575	603	28	631	599	31	630	588	37	625
		Percentage of managers by gender	%	-	-	-	96.2	3.8	100.0	95.6	4.4	100.0	95.1	4.9	100.0	94.1	5.9	100.0
		Number of managers who are equivalent to general manager or higher	People	-	-	-	203	3	206	213	2	215	208	7	215	215	7	222
		Number of managers equivalent to section manager	People	-	-	-	320	17	337	349	26	375	336	24	360	342	30	372

*1 Excludes seconded employees

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

Data Related to Health & Productivity Management and Occupational Health and Safety

Paid leave acquisition (regular employees)

(As of March 20 of each fiscal year)

		Unit	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
Okamura Corporation	Annual paid leave acquisition rate ^{*1}	%	52.1	67.8	57.6	61.4	65.5
	Average number of days taken ^{*2}	Days	9.6	12.5	10.7	11.4	12.3
	Number of paid leave days taken, including special paid leave	Days	10.1	13.0	15.3	12.8	14.2

- *1 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 in 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
- *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

Data on work-related accidents

(As of March 31 of each fiscal year)

		Unit	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
Okamura Corporation	Overall accident frequency rate ^{*1,2}	%	1.33	1.31	0.64	0.73	0.88
	Regular employees	%	1.40	1.50	0.72	0.54	0.68
	Non-regular employees	%	0.94	0	0	2.39	3.35
Accidents resulting in death		People	0	0	0	0	0
	Japan	People	0	0	0	0	0
	Overseas	People	0	0	0	0	0
Accidents resulting in lost workdays ^{*3}		People	3	2	1	3	0
	Regular employees	People	3	2	1	2	0
	Non-regular employees	People	0	0	0	1	0
Accidents not resulting in lost workdays		People	7	8	4	3	7
	Regular employees	People	6	8	4	2	5
	Non-regular employees	People	1	0	0	1	2
Frequency rate of work-related accidents ^{*4}		%	0.40	0.26	0.13	0.36	0.00
	Regular employees	%	0.47	0.30	0.14	0.27	0.00
	Non-regular employees	%	0	0	0	1.19	0.00
Severity rate of work-related accidents ^{*5}		%	0.02	0.01	0.01	0.00	0.00
	Regular employees	%	0.03	0.01	0.01	0.00	0.00
	Non-regular employees	%	0	0	0	0.02	0.00

*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 Accidents resulting in lost workdays (limited to those requiring leave of absence of four days or longer)

*4 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

*5 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

Working hours (regular employees)

(As of March 20 of each fiscal year)

		Unit	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
Okamura Corporation	Average total actual working hours per month ^{*1}	Hours	172.28	168.76	165.33	170.04	168.16
	Average overtime hours per month ^{*2}	Hours	18.19	15.92	14.11	17.81	17.77
	Total annual working hours	Hours	2,067.36	2,025.12	1,983.96	2,040.48	2,017.98

- *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 all regular employees is calculated for each month, and then the average hours for 12 months is calculated
- *2
- Employees who are 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 in the case of deemed working hours system, it is calculated by subtracting the prescribed working hours from the actual hours worked, not from the deemed working hours
(in the case of multiple prescribed working hours, use the one to which most regular employees are applicable)

Health management (all employees)

(As of March 31 of each fiscal year)

		Unit	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	
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	
	Health-related behavioral habits	Percentage of people who exercise ^{*2}	%	-	-	-	21.7	22.5
		Sleep ^{*3}	%	-	-	-	60.8	61.1
	Percentage of smokers	%	-	-	29.3	28.0	27.1	
	Stress check uptake rate	%	95.9	95.2	98.1	99.3	99.5	

*1 Percentage of people with a BMI score between 18.5 and 25

*2 Percentage of people who answered that they exercise 30 minutes/session, twice a week or more, over a year

*3 Percentage of people who answered that they were well rested

Data Related to Promotion of Sustainability

Environmental Data

Employee-Related Data

Data Related to Responsible Corporate Behavior

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 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
Number of inside directors	Male (number of people)	15	6	6	6	6
	Female (number of people)	0	0	0	0	0
Number of outside directors	Male (number of people)	3	3	3	4	3
	Female (number of people)	0	0	1	1	2
Number of independent outside directors	Male (number of people)	2	2	2	3	3
	Female (number of people)	0	0	1	1	2
Number of executive officers who also serve as directors	(people)	-	6	6	6	6
Percentage of executive officers who also serve as directors	(%)	-	66.7	60.0	54.5	54.5
Percentage of outside directors	(%)	16.7	33.3	40.0	45.5	45.5
Percentage of independent outside directors	(%)	11.1	22.2	30.0	36.4	45.5
Percentage of female board members	(%)	0.0	0.0	10.0	9.1	18.2
Average age of board members	(age)	62.1	64.0	64.5	63.7	63.5
Number of board meetings held	(number of times)	12	12	11	12	12
Board meeting attendance rate	(%)	97.6	96.2	100.0	99.2	100.0
Board meeting attendance rate of outside directors	(%)	87.9	88.9	100.0	98.2	100.0
Board meeting attendance rate of independent outside directors	(%)	95.8	100.0	100.0	100.0	100.0

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
Number of inside directors	Male (number of people)	1	1	1	1
	Female (number of people)	0	0	0	0
Number of outside directors	Male (number of people)	2	2	3	3
	Female (number of people)	0	1	1	2
Number of independent outside directors	Male (number of people)	2	2	3	3
	Female (number of people)	0	1	1	2
Percentage of outside directors	(%)	66.7	75.0	80.0	83.3
Percentage of independent outside directors	(%)	66.7	75.0	80.0	83.3
Percentage of female directors	(%)	0.0	25.0	20.0	33.3
Number of meetings held	(number of times)	2	2	2	1
Attendance rate	(%)	100.0	100.0	100.0	100.0
Attendance rate of outside directors	(%)	100.0	100.0	100.0	100.0
Attendance rate of independent outside directors	(%)	100.0	100.0	100.0	100.0

* The Nomination Committee started in fiscal 2019

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
Number of inside directors	Male (number of people)	1	1	1	1
	Female (number of people)	0	0	0	0
Number of outside directors	Male (number of people)	2	2	3	3
	Female (number of people)	0	1	1	2
Number of independent outside directors	Male (number of people)	2	2	3	3
	Female (number of people)	0	1	1	2
Percentage of outside directors	(%)	66.7	75.0	80.0	83.3
Percentage of independent outside directors	(%)	66.7	75.0	80.0	83.3
Percentage of female directors	(%)	0.0	25.0	20.0	33.3
Number of meetings held	(number of times)	2	2	2	1
Attendance rate	(%)	100.0	100.0	100.0	100.0
Attendance rate of outside directors	(%)	100.0	100.0	100.0	100.0
Attendance rate of independent outside directors	(%)	100.0	100.0	100.0	100.0

* The Compensation Committee started in fiscal 2019

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 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
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)	2	1	1	1	1
	Female (number of people)	0	1	1	1	1
Number of independent outside auditors	Male (number of people)	2	1	1	1	1
	Female (number of people)	0	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 female auditors	(%)	0.0	25.0	25.0	25.0	25.0
Number of meetings held	(number of times)	12	12	11	11	12.0
Attendance rate	(%)	97.9	93.5	95.2	95.8	97.9
Attendance rate of outside auditors	(%)	95.8	79.2	90.9	91.7	95.8
Attendance rate of independent outside auditors	(%)	95.8	79.2	90.9	91.7	95.8

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
Number of executive officers	Male (number of people)	6	6	6	6
	Female (number of people)	0	0	0	0

* The executive officer system was introduced in fiscal 2019

Risk Management

Information Security Measures

Scope of aggregation: Okamura Group
Time of aggregation: End of fiscal year (March 31)

Item	Breakdown (unit)	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
Number of information security incidents	(cases)	-	5	2	2	0

Promotion of Compliance and Anti-Corruption Initiatives

Compliance and fair business practices

Scope of aggregation: Okamura Corporation
Time of aggregation: End of fiscal year (March 31)

Item	Breakdown (unit)	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
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 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
Number of times internal whistleblower (helpline) system was used	Japan (cases)	5	7	8	8	17
	Overseas (cases)	-	1	0	0	0
Internal whistleblower (helpline) system Percentage of consolidated companies	(%)	20.00	28.57	37.50	0.00	0.00

Data on implementation of compliance education

Scope of aggregation: Okamura Corporation
Time of aggregation: End of fiscal year (March 31)

Item	Breakdown (unit)	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
Compliance training (general compliance)	New employees (people)	129	150	164	126	164
	Newly appointed managers (people)	18	18	30	16	30
Subject-specific training ^{*1}	Company-wide: Anti-Corruption Policy (number of people)	-	-	-	-	2,662
	Company-wide: Sexual harassment (number of people)	-	-	-	-	3,329
	Company-wide: Power harassment (number of people)	-	-	-	-	3,321
	Company-wide: Revised Code of Conduct, Human Rights Policy (number of people)	-	-	-	-	3,802

*1 Subject-specific training: Compliance training targeted at specific departments and job levels by theme

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
Sustainable Procurement Survey (questionnaire)	Number requested (companies)	-	133	227	543
	Number received (companies)	-	131	227	541
	Recovery rate (%)	-	98.5	100	99.6
	Percentage of surveys denoting agreement and signed accordingly (%) ^{*1}	-	-	-	98.1
Sustainable Procurement Survey (field audits)	Number conducted (companies)	-	0	1	3
Training for internal purchasing staff	(people)	-	-	-	43

*1 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 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
Number of employees who took volunteer leave	(people)	-	-	3	2	0
Social contribution activities	Expenses (million yen)	-	48	79	152	208
	Of which donations (million yen)	-	20	16	95	135

*1 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 Facility) as a cooperative industry.



History of Sustainability Activities

1960

- 61 Important points for education and training established
- 62 Okamura Technical Training Center opened
- 66 Implemented measures against pollution and established facilities department
- Production/sales of first particle board furniture in Japan



Practical training at Okamura Industrial Technical School



Storage furniture using particle board as core material (66)

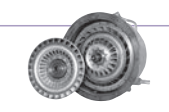
1970

- 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
- 57 Steel office desks and chairs launched
- Gondola store shelving launched
- Torque converter for small forklifts developed



Torque converter production began (51)



Steel office desks and chairs launched (57)

- 62 First Okamura Business Show held
- 63 "Isu no Kagaku (Chair Science)" PR magazine published
- 64 First Good Design Award G-Mark awarded for a folding chair
- 64 Technology partnership with the Darling Company in Los Angeles for system gondolas
- 64 Junior desk and chair launched
- 68 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



Gondola store shelving launched (57)

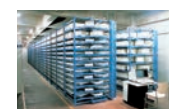


First Good Design Award G-Mark awarded for a product (63)

- 70 Technology partnership with Palmer Shale company (USA)
- 70 Heavy rack production started; bottleless lightweight shelving developed and produced
- 73 Technology partnership with Ermanco Co. (USA) for conveyors
- 75 Manufacturing of system kitchen began
- 76 Movable partitions launched
- 76 Multiple Unit Display System launched
- 78 Non-defrost refrigerated showcase system launched
- 78 Rotary Rack launched



Non-defrost refrigerated showcase system launched (78)



Rotary Rack launched (78)

History of the Okamura Group

- 1945 Okamura founded on October 10 in the town of Okamura, Isogo Ward, Yokohama City, Kanagawa Prefecture
- 46 Established Okamura 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 Tokyo Office newly opened (Tamura-cho, Shimbashi, Minato-ku)
- 52 Kanagawa Plant established (Kitasaiwai-cho, Nishi-ku, Yokohama)
- 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
- 57 Tokyo sales office and showroom opened in Akasaka
- 58 Oppama Plant operations commenced
- 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
- 73 Headquarters moved to Yokohama Tenri Building
- 74 Takahata Plant in Yamagata completed
- New Otani Showroom opened
- 79 Osaka Showroom opened



Okamura Manufacturing Facility founded on October 10 (1945)



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



Takahata Plant received awards ('81) ('84)

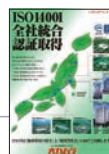
84 🏆 Takahata Plant received the Chairperson's Award - Japan Greenery Research and Development Center

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 Started operation of GREEN WAVE, a voluntary environmental standard for products
 Publication of environmental pamphlet "GREEN WAVE 21"
 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 ('96)



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 standards
 05 Achieved zero emissions at all 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 announced



Overhead conveyor system launched ('93)



Profice Next Generation Office System launched ('97)



Fontana refrigerated showcases announced ('98)

01 Sales agreement with FujjSeiko Co., Ltd.
 Entered the security business
 02 Ergonomic mesh chair
 Contessa announced
 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 🏆 The 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
 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
 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 FujjSeiko Co., Ltd. acquired
 Chicago Showroom opened
 09 Okamura Chair Museum opened
 SEC Co., Ltd. acquired



Tsukuba Plant completed in Ibaraki ('90)



NS Okamura Corporation established in Iwate ('91)



Nakai Plant completed in Kanagawa ('97)



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
- 10 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 Establishment of Work-Life Balance Promotion Committee
- 16 NS Okamura Corporation received the Minister of the Environment Award for Promoting the Formation of a Recycling Society
- 17 Okamura Health & Productivity Management Declaration
- 18 NS Okamura Corporation received the Energy Conservation Grand Prize, Minister of Economy, Trade and Industry Award
CSR Promotion Office established
Diversity Promotion Office established
- 19 Certified as Health & Productivity Management Outstanding Organization 2018 (White 500)
Identified sustainability material issues
Endorsed the Declaration of Biodiversity by Keidanren
Registered as a member of the Japan Climate Initiative (JCI)



2020

- 20 Participated in the United Nations Global Compact
Sustainability Promotion Department established
Diversity and Inclusion Policy formulated
- 20 Received L-Boshi (Level 2) certification
- 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 Scholarship for the Development of the Next Generation
- 22 Okamura Group Human Rights Policy formulated
Okamura Group Information Security Policy formulated
SBT certification obtained
- 22 Received the Medal with Dark Blue Ribbon for humanitarian assistance to Ukraine and neighboring regions
- 22 Kurumin certification obtained

Business

- 12 Sew Future Work Studio opened
Rotary Sorter automatic warehousing/sorting system launched (*12)
- 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
- 20 Digital transformation service "Work x D" announced
Fontana-Neo refrigerated showcase launched
Robot piece picking system launched
- 21 Spher task seating launched
OC portable battery launched
- 22 WORK VILLA creative furniture launched
ORV autonomous mobile robot 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)

Okamura Group

- 10 Td Japan Ltd. established
- 11 NS Okamura Corporation and other production and sales locations in the Tohoku region damaged by the Great East Japan Earthquake
- 12 NS Okamura Corporation resumed operations
- 13 Hangzhou Okamura Transmission Co., Ltd. established
Salotto Group (Hong Kong) acquired
Sunahata Co., Ltd. acquired
Ichie Co., Ltd. acquired
- 14 Shanghai Okamura Architecture Co., Ltd. established
Okamura Trading (Shanghai) Co., Ltd. established
- 15 PT. Okamura Chitose Indonesia established
- 15 Japan's first automatic front wheel drive car "Mikasa" with automatic transmission certified as a Mechanical Engineering Heritage
- 18 Company name changed (Japanese only)
- 18 Logo changed (*18)
- Okamura International Malaysia Sdn. Bhd. established
- 20 Okamura International Vietnam Co., Ltd. established
- 21 "Okamura Way" formulated
DB&B Holdings Pte. Ltd. acquired
NovolBa Co., Ltd. established
- 22 Zhejiang Hangcha Okamura Co., Ltd. established
Hangzhou Okamura Furniture Co., Ltd. established



NS Okamura Corporation resumed operations (*12)



Hangzhou Okamura Transmission Co., Ltd. established (*13)

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. 152](#) .

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; not included in the environmental data.

*³ Established on November 12, 2021; not included in the environmental data.

*⁴ Established on October 8, 2022; not included in the environmental data.

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



Dr. Junichi Mizuo

Ph.D. (Business Administration), Professor Emeritus, Surugadai University
Representative Chairman, Japan Compliance & Governance Institute

Retired from Shiseido Co., Ltd. at the end of March 2018 after serving as Professor and Director of the Institute of Economic Research at Surugadai University. Outside Auditor, Daicel Corporation. Visiting researcher at the University of London in 2010. Author of multiple 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 2023 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 research institutes.

Highly commendable points:

The clarification of material management issues makes it possible to know what company-wide initiatives are being implemented.

In order to adapt to changes in the internal and external business environment, the Company has, in 2023, developed its existing material sustainability initiatives further, and has clearly positioned them as four material issues for management, for which it is making company-wide efforts. To realize these goals, the Company has set KPIs for each issue and clearly defined activities based on annual targets, in order to meet medium- and long-term goals. This makes it possible to see how the virtuous management cycle of planning (P) - doing (D) - checking (C) - acting (A) is being carried out.

For example, the SDG training program at NS Okamura, where participants bonded with those in the field, can be seen as part of this effort. Activities such as these, in which people share experiences with and learn from Group employees, working together to address the problems of tomorrow, lead to empathy. Empathy is the sentiment of caring for others

as advocated by Adam Smith, author of The Wealth of Nations, and which serves as the foundation for the sustainable development of an organization.

Activities to address social issues through its core business, such as proposals to create places to work, are clearly visible in this report.

The Company is putting forward proposals for co-creative spaces in which to work, through We Labo and other spaces in Tokyo, Nagoya, Osaka, and Fukuoka. The spaces serve as an advanced model for proposing how to reform Japan's work styles and innovate the office, which can be seen as a social mission that the Company shoulders through its core business.

Not only does the Company understand the trends of our time and make proposals that are half a step ahead of the times, but the Company itself is taking the initiative and setting an example, which makes it possible to see how the SDGs are integrated into its business, since its activities are clearly presented. The results of surveys and research conducted by the Okamura Work Design Institute and initiatives undertaken by WORK MILL, which have been ongoing since 1980, have contributed greatly to these proposals, testifying to the importance of basic research related to a company's core business.

What I would like to see in the future:

I look forward to the realization of safety and security through the achievement of psychological safety, together with the work style reform WiL-BE 2.0.

"Psychological safety", a concept proposed by Harvard Business School Professor Amy Edmondson in 1999, is currently attracting attention. According to Prof. Edmondson, psychological safety is defined as "a state of mind in which members of an organization or team are able to express their opinions and raise questions without anxiety or fear." The key to this is the feeling of safety and security that lies at the root of human psychology. In other words, employees need to feel comfortable voicing their opinions, and feel that they will be listened to, praised, and acknowledged.

The Company has made consultation services and contact points available to customers and suppliers, and a compliance helpline available to officers and employees. If these systems are able to offer psychological safety, employees (the users of the systems) will feel safe in seeking out consultations and making reports. Protecting them will also protect the Company from risk.

Meanwhile, the work style reform WiL-BE 2.0 initiative has started in April 2023, with the aim of revitalizing communication within the company. This will be achieved if psychological safety functions effectively, if employees feel comfortable in asserting their opinions, and are confident that they will be listened to, praised and acknowledged by one another. This can be seen as a positive effect of psychological safety, and will lead to the revitalization of the organization when implemented together with "Dialogue", which is part of the Company's corporate culture and which has been emphasized since its founding. This will, in turn, foster new ideas and forward-looking challenges. I sincerely hope that the Company's commitment to psychological safety will bring about its sustainable development.

A response to the Third-Party Opinion

In publishing the Okamura Group Sustainability Report 2023, 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.

We are very pleased that our positioning of the four material issues, which were reviewed at the time of the formulation of the 2023 Midterm Management Plan, and our activities based on the establishment of KPIs and annual targets for the mid- to long-term, were highly evaluated, as these are activities we carry out steadily from day to day.

Dr. Mizuo also mentioned the work style reform WiL-BE 2.0, which started this term, as something he has high expectations for the future. The purpose of this initiative is to revitalize in-house communication, and we are convinced that by making steady progress, we will be able to improve employee work engagement as well as the vitality of the organization.

We will continue to uphold our mission of contributing to society by creating environments where people can thrive with rich ideas and reliable quality, and in addition to advancing our Midterm Management Plan, we will strive to contribute to the realization of a sustainable society through our core business, helping to resolve various social issues.

Kenichi Yamaki, Director and Managing Executive Officer

Third-Party Verification Report



Third-Party Verification Report

https://www.okamura.co.jp/corporate/sustainability/report/pdf/2023/third_party_opinion_en.pdf

独立保証報告書

株式会社オカムラ 殿



ビューローベリタスジャパン(以下、ビューローベリタス)は、株式会社オカムラ(以下、オカムラ)の委嘱に基づき、オカムラによって選定されたサステナビリティ情報に対して限定的保証業務を実施した。この保証報告書は、以下に示す業務範囲内に含まれる関連情報に適用される。

選定情報

我々の業務範囲は、「オカムラグループサステナビリティレポート 2023」(以下、レポート)に記載された、2022年4月1日から2023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)
 - スコープ 3 排出量(カテゴリー1, 2, 4, 11)
 - ・取水量、排水量、水の再生利用量
 - ・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 法対象化学物質(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



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 2023 (the Report) for the period of April 1, 2022 through March 31, 2023 (the 'Selected Information'):

- ・ Energy usage
- ・ Greenhouse gas emissions
 - Scope 1 and Scope 2 emissions (CO₂ from energy use, CH₄ and N₂O)
 - Scope 3 emissions (Category 1, 2, 4 and 11)
- ・ Water usage, Water discharged and Amount of water recycled
- ・ Industrial waste discharged, Waste recycled and Final disposal waste
- ・ SOx/NOx emissions
- ・ BOD/COD emissions
- ・ Japanese PRTR (Pollutant Release and Transfer Register) Law 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:



GRI Standard 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	Okamura Profile p. 5 Subsidiaries and associates Overseas locations
2-2	Entities included in the organization's sustainability reporting	Scope of the Report p. 164
2-3	Reporting period, frequency and contact point	Preparing This Report p. 4 Contact point p. 173
2-4	Restatements of information	-
2-5	External assurance	Third-Party Opinion and Verification Report p. 165-166
2. Activities and workers		
2-6	Activities, value chain and other business relationships	Short-term Investment Securities Report p. 5 Okamura Profile p. 5 Sustainability Promotion System p. 16-17 Supply Chain Management p. 126-127
2-7	Employees	Employee-Related Data p. 152-158
2-8	Workers who are not employees	-
3. Governance		
2-9	Governance structure and composition	Short-term Investment Securities Report p. 38-43 Corporate Governance Report p. 3-4 Notice of the Annual General Meeting of Shareholders (2023) p. 22 Corporate Governance p. 112-113 Data Related to Responsible Corporate Behavior p. 159-160
2-10	Nomination and selection of the highest governance body	Corporate Governance Report p. 2-3 Notice of the Annual General Meeting of Shareholders (2023) p. 7-23
2-11	Chair of the highest governance body	Corporate Governance Report p. 5
2-12	Role of the highest governance body in overseeing the management of impacts	Short-term Investment Securities Report p. 12-13 p. 17-21 Okamura Group climate change information disclosure p. 5-7 The Okamura Group's Materiality (Material Management Issues) p. 11-15 Sustainability Promotion System p. 16-17
2-13	Delegation of responsibility for managing impacts	Short-term Investment Securities Report p. 12-13 p. 17-21 Okamura Group climate change information disclosure p. 5-7 The Okamura Group's Materiality (Material Management Issues) p. 11-15 Sustainability Promotion System p. 16-17
2-14	Role of the highest governance body in sustainability reporting	Sustainability Promotion System p. 16-17

GRI Standards	Disclosures	Section Listed
2-15	Conflicts of interest	Short-term Investment Securities Report p. 48-52 Corporate Governance Report p. 1
2-16	Communication of critical concerns	Corporate Governance p. 112-113 Promotion of Compliance and Anti-Corruption Initiatives p. 119-122
2-17	Collective knowledge of the highest governance body	Corporate Governance Report p. 4 Sustainability Promotion System p. 16-17
2-18	Evaluation of the performance of the highest governance body	Corporate Governance p. 112-113
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. 6-8
2-23	Policy commitments	Okamura Group Human Rights Policy Respect for Human Rights p. 123-125
2-24	Embedding policy commitments	Okamura Group Sustainable Procurement Guidelines Respect for Human Rights p. 123-125 Data Related to Responsible Corporate Behavior p. 159-160
2-25	Processes to remediate negative impacts	Okamura Group Human Rights Policy Promotion of Compliance and Anti-Corruption Initiatives p. 119-122 Respect for Human Rights p. 123-125 Data Related to Responsible Corporate Behavior p. 159-160
2-26	Mechanisms for seeking advice and raising concerns	Promotion of Compliance and Anti-Corruption Initiatives p. 119-122 Respect for Human Rights p. 123-125 Supply Chain Management p. 126-127
2-27	Compliance with laws and regulations	Promotion of Compliance and Anti-Corruption Initiatives p. 119-122 Environmental Data p. 145-151 Data Related to Responsible Corporate Behavior p. 159-160
2-28	Membership associations	Related organizations
5. Stakeholder Engagement		
2-29	Approach to stakeholder engagement	Stakeholder Engagement p. 18-19
2-30	Collective bargaining agreements	Human Resources Strategy of the Okamura Group p. 73-76 Employee-Related Data p. 152-158

GRI Standards	Disclosures	Section Listed
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	The Okamura Group's Materiality (Material Management Issues) p. 11-15
3-2	List of material topics	The Okamura Group's Materiality (Material Management Issues) p. 11-15 Sustainability Promotion Data p. 136-144
3-3	Management of material topics	The Okamura Group's Materiality (Material Management Issues) p. 11-15 Sustainability Promotion System p. 16-17

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. 57-58 Employee-Related Data p. 152-158 Data Related to Responsible Corporate Behavior p. 159-160
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
201-3	Defined benefit plan obligations and other retirement plans	Short-term Investment Securities Report p. 79-80
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. 129-134
203-2	Significant indirect economic impacts	Pursuing Quality in Product Creation p. 25-32 Promotion of Innovation and Creation of New Value p. 33-38 Special Contents p. 44-45 Coexisting with Local Communities and Society p. 129-134
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. 114-118 Promotion of Compliance and Anti-Corruption Initiatives p. 119-122 Data Related to Responsible Corporate Behavior p. 159-160
205-2	Communication and training about anti-corruption policies and procedures	Anti-Corruption Policy The Okamura Group's Materiality (Material Management Issues) p. 11-15 Promotion of Compliance and Anti-Corruption Initiatives p. 119-122 Data Related to Responsible Corporate Behavior p. 159-160
205-3	Confirmed incidents of corruption and actions taken	Promotion of Compliance and Anti-Corruption Initiatives p. 119-122 Data Related to Responsible Corporate Behavior p. 159-160
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. 119-122 Data Related to Responsible Corporate Behavior p. 159-160
GRI 207: Tax 2019		
207-1	Approach to tax	Tax Policy Corporate Governance p. 112-113
207-2	Tax governance, control, and risk management	Tax Policy Corporate Governance p. 112-113
207-3	Stakeholder engagement and management of concerns related to tax	Tax Policy Corporate Governance p. 112-113
207-4	Country-by-country reporting	-
Topic Standards (Environment)		
GRI Standards	Disclosures	Section Listed
GRI 301: Materials 2016		
301-1	Materials used by weight or volume	Environmental Data p. 145-151
301-2	Recycled input materials used	Conserving and Recycling Resources p. 54-56 Environmental Data p. 145-151
301-3	Reclaimed products and their packaging materials	Conserving and Recycling Resources p. 54-56 Environmental Data p. 145-151
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	Environmental Data p. 145-151
302-2	Energy consumption outside of the organization	-
302-3	Energy intensity	Environmental Data p. 145-151
302-4	Reduction of energy consumption	Environmental Data p. 145-151
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	Conserving and Recycling Resources p. 54-56 Environmental Data p. 145-151
303-2	Management of water discharge-related impacts	Conserving and Recycling Resources p. 54-56 Environmental Data p. 145-151
303-3	Water withdrawal	Conserving and Recycling Resources p. 54-56 Environmental Data p. 145-151
303-4	Water discharge	Conserving and Recycling Resources p. 54-56 Environmental Data p. 145-151
303-5	Water consumption	Conserving and Recycling Resources p. 54-56 Environmental Data p. 145-151
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. 61-65
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. 145-151
305-2	Energy indirect (Scope 2) GHG emissions	Responding to Climate Change p. 51-53 Environmental Data p. 145-151
305-3	Other indirect (Scope 3) GHG emissions	Responding to Climate Change p. 51-53 Environmental Data p. 145-151
305-4	GHG emissions intensity	Environmental Data p. 145-151
305-5	Reduction of GHG emissions	Responding to Climate Change p. 51-53 Environmental Data p. 145-151
305-6	Emissions of ozone-depleting substances (ODS)	Environmental Data p. 145-151
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Environmental Data p. 145-151
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	Environmental Data p. 145-151
306-2	Management of significant waste-related impacts	Conserving and Recycling Resources p. 54-56 Understanding the Environmental Impact and Preventing Environmental Pollution p. 66
306-3	Waste generated	Environmental Data p. 145-151
306-4	Waste diverted from disposal	Environmental Data p. 145-151
306-5	Waste directed to disposal	Environmental Data p. 145-151

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. 126-127 Data Related to Responsible Corporate Behavior p. 159-160
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. 126-127 Data Related to Responsible Corporate Behavior p. 159-160

Topic Standards (Society)

GRI Standards	Disclosures	Section Listed
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	Employee-Related Data p. 152-158
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. 152-158
GRI 402: Labor/Management Relations 2016		
402-1	Minimum notice periods regarding operational changes	Human Resources Strategy of the Okamura Group p. 73-76
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	Occupational Health and Safety p. 103-110
403-2	Hazard identification, risk assessment, and incident investigation	Health & Productivity Management, p. 94-102 Occupational Health and Safety p. 103-110
403-3	Occupational health services	Health & Productivity Management, p. 94-102 Occupational Health and Safety p. 103-110
403-4	Worker participation, consultation, and communication on occupational health and safety	Health & Productivity Management, p. 94-102 Occupational Health and Safety p. 103-110
403-5	Worker training on occupational health and safety	Health & Productivity Management, p. 94-102 Occupational Health and Safety p. 103-110
403-6	Promotion of worker health	Health & Productivity Management, p. 94-102 Occupational Health and Safety p. 103-110
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety p. 103-110
403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety p. 103-110
403-9	Work-related injuries	Employee-Related Data p. 152-158
403-10	Work-related ill health	Employee-Related Data p. 152-158

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. 152-158
404-2	Programs for upgrading employee skills and transition assistance programs	Nurturing Human Resources p. 89-93
404-3	Percentage of employees receiving regular performance and career development reviews	Nurturing Human Resources p. 89-93 Sustainability Promotion Data p. 136-144 Employee-Related Data p. 152-158
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	Data Related to Responsible Corporate Behavior p. 159-160
405-2	Ratio of basic salary and remuneration of women to men	Employee-Related Data p. 152-158
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	Promotion of Compliance and Anti-Corruption Initiatives p. 119-122 Respect for Human Rights p. 123-125 Data Related to Responsible Corporate Behavior p. 159-160
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. 73-76 Promotion of Compliance and Anti-Corruption Initiatives p. 119-122 Supply Chain Management p. 126-127 Data Related to Responsible Corporate Behavior p. 159-160
GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	Supply Chain Management p. 126-127 Data Related to Responsible Corporate Behavior p. 159-160
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. 123-125 Supply Chain Management p. 126-127 Data Related to Responsible Corporate Behavior p. 159-160
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. 123-125 Data Related to Responsible Corporate Behavior p. 159-160
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. 61-65 Coexisting with Local Communities and Society p. 129-134
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. 126-127 Data Related to Responsible Corporate Behavior p. 159-160
414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management p. 126-127 Data Related to Responsible Corporate Behavior p. 159-160
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. 39-40
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. 39-40 Data Related to Promotion of Sustainability p. 136-144
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. 39-40 Environmental Considerations in Products and Services p. 57-60 Sustainability Promotion Data p. 136-144
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. 114-118

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 Sustainability Promotion System p. 16-17
	b) Describe management's role in assessing and managing climate-related risks and opportunities	Environmental Management at the Okamura Group p. 67-69 Risk Management p. 114-118
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
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	The Okamura Group's Materiality (Material Management Issues) p. 11-15 Sustainability Promotion System p. 16-17
	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 p. 114-118
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
	b) Describe the organization's processes for managing climate-related risks	Sustainability Promotion System p. 16-17 Environmental Management at the Okamura Group p. 67-69
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	Risk Management p. 114-118
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. 19-22 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. 19-22 Responding to Climate Change p. 51-53 Environmental Data p. 145-151
	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. 19-22 The Okamura Group's Environmental Policy and Environmental Strategy p. 47-48 Indicators and Targets for Environmental Activities p. 49-50 Sustainability Promotion Data p. 136-144

ISO 26000 Cross-Reference Table

Number in parentheses indicates page listing the information

Core subjects	Issues	Item
Organizational governance		Message from the CEO (6) Sustainability at the Okamura Group (10) The Okamura Group's Materiality (Material Management Issues) (11) Sustainability Promotion System (16) Stakeholder Engagement (18) Participation in External Initiatives (20) Assessment by Society (21) Environmental Management at the Okamura Group (67) Human Resources Strategy of the Okamura Group (73) Initiatives to Realize Employees' "Work in Life" (77) Corporate Governance (112) Risk Management (114) Promotion of Compliance and Anti-Corruption Initiatives (119) Respect for Human Rights (123) Supply Chain Management (126) Proper Disclosing of Information (128) Data (135) History of Sustainability Activities at the Okamura Group (161) Third-Party Opinions and Verification Reports (165)
Human rights	1. Due diligence	Message from the CEO (6) Sustainability at the Okamura Group (10)
	2. Human rights risk situations	The Okamura Group's Materiality (Material Management Issues) (11)
	3. Avoidance of complicity	Sustainability Promotion System (16) Stakeholder Engagement (18)
	4. Resolving grievances	Participation in External Initiatives (20) Assessment by Society (21)
	5. Discrimination and vulnerable groups	Pursuing Quality in Product Creation (25) Promoting Diversity and Inclusion (78) Nurturing Human Resources (89) Health & Productivity Management (94) Occupational Health and Safety (103) Risk Management (114) Promotion of Compliance and Anti-Corruption Initiatives (119) Respect for Human Rights (123) Supply Chain Management (126) Proper Disclosing of Information (128)
	6. Civil and political rights	
	7. Economic, social, and cultural rights	
	8. Fundamental principles and rights at work	
Labor practices	1. Employment and employment relationships	Message from the CEO (6) Sustainability at the Okamura Group (10) The Okamura Group's Materiality (Material Management Issues) (11)
	2. Conditions of work and social protection	Sustainability Promotion System (16) Stakeholder Engagement (18) Participation in External Initiatives (20) Assessment by Society (21)
	3. Social dialogue	Provision of Safe and High-Quality Products and Services (39)
	4. Health and safety at work	Nurturing Human Resources That Support Manufacturing (41)
	5. Human development and training in the workplace	Human Resources Strategy of the Okamura Group (73) Initiatives to Realize Employees' "Work in Life" (77) Promoting Diversity and Inclusion (78) Nurturing Human Resources (89) Health & Productivity Management (94) Occupational Health and Safety (103) Risk Management (114) Promotion of Compliance and Anti-Corruption Initiatives (119) Proper Disclosing of Information (128)

Core subjects	Issues	Item
The environment	1. Prevention of pollution	Message from the CEO (6) Sustainability at the Okamura Group (10)
	2. Sustainable resource use	The Okamura Group's Materiality (Material Management Issues) (11)
	3. Climate change mitigation and adaptation	Sustainability Promotion System (16) Stakeholder Engagement (18)
	4. Protection of the environment, biodiversity, and restoration of natural habitats	Participation in External Initiatives (20) Pursuing Quality in Product Creation (25) Promotion of Innovation and Creation of New Value (33) 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) Understanding the Environmental Impact and Preventing Environmental Pollution (66) Environmental Management at the Okamura Group (67) Data (135)
Fair operating practices	1. Anti-corruption	Message from the CEO (6) Sustainability at the Okamura Group (10)
	2. Responsible political involvement	The Okamura Group's Materiality (Material Management Issues) (11)
	3. Fair competition	Sustainability Promotion System (16) Stakeholder Engagement (18)
	4. Promoting social responsibility in the value chain	Participation in External Initiatives (20) Assessment by Society (21)
	5. Respect for property rights	Environmental Management at the Okamura Group (67) Corporate Governance (112) Promotion of Compliance and Anti-Corruption Initiatives (119) Respect for Human Rights (123) Supply Chain Management (126) Proper Disclosing of Information (128)
Consumer issues	1. Fair marketing, factual and unbiased information, and fair contractual practices	Message from the CEO (6) Sustainability at the Okamura Group (10)
	2. Protecting consumers' health and safety	The Okamura Group's Materiality (Material Management Issues) (11)
	3. Sustainable consumption	Sustainability Promotion System (16) Stakeholder Engagement (18)
	4. Consumer service, support, and complaint and dispute resolution	(18) Pursuing Quality in Product Creation (25) Promotion of Innovation and Creation of New Value (33) Provision of Safe and High-Quality Products and Services (39) The Okamura Group's Environmental Policy and Environmental Strategy (47)
	5. Consumer data protection and privacy	Environmental Considerations in Products and Services (57)
	6. Access to essential services	Conserving Biodiversity: ACORN Activities (61) Risk Management (114) Proper Disclosing of Information (128)
	7. Education and awareness	
Community involvement and development	1. Community involvement	Message from the CEO (6) Sustainability at the Okamura Group (10)
	2. Education and culture	The Okamura Group's Materiality (Material Management Issues) (11)
	3. Employment creation and skills development	Sustainability Promotion System (16) Stakeholder Engagement (18)
	4. Technology development and access	Participation in External Initiatives (20) Assessment by Society (21)
	5. Wealth and income creation	Conserving Biodiversity: ACORN Activities (61) Proper Disclosing of Information (128) Coexisting with Local Communities and Society (129) Data (135)
	6. Health	
	7. Social investment	

OKamura

OKAMURA CORPORATION
International Sales & Marketing Div.
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 <p>COMMUNICATION ON PROGRESS</p>	<p>This is our Communication on Progress in implementing the Ten Principles of the United Nations Global Compact and supporting broader UN goals.</p> <p>We welcome feedback on its contents.</p>
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