

The Okamura Group

Sustainability Report 2022

Year ended March 31, 2022



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Preparing This Report

This report not only conveys to our stakeholders the ways in which Okamura is striving to become a company trusted and appreciated by society through fulfilling our social responsibilities, it also serves as a communication tool between ourselves and our stakeholders, so that their feedback can lead to further improvement.

When preparing this report, we created a chapter for each of the four policy areas in the Okamura Group Sustainability Policies and strove to report on the status of our activities in each of these fields in an easy-to-understand manner.

We hope that this report will deepen your understanding of our efforts to promote sustainability at the Okamura Group.

Report summary

Report scope

The Okamura Group consists of 44 companies, and this report primarily covers Okamura Corporation and its 24 subsidiaries and associates.

*Report scope [▶ p. 140](#)

Report period

Fiscal 2021 (April 2021–March 2022)

*Details from April 2022 and after are included in the information on our vision and some of our activities.

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

Third-party verification

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

We have undergone third-party verification in fiscal 2021.

Indicators subject to verification were as follows.

- Total energy input, emissions of CO₂ from energy sources
[▶ p. 63](#) [▶ p. 142](#) ~ [▶ p. 148](#)
- Volume of wastes and emissions, volume of recycled materials, final disposal volume
[▶ p. 67](#) [▶ p. 68](#) [▶ p. 142](#) ~ [▶ p. 148](#)
- Water resource input, total wastewater output, BOD/COD emissions volume
[▶ p. 66](#) [▶ p. 142](#) ~ [▶ p. 148](#)
- Volume of handled substances subject to PRTR and volume transferred
[▶ p. 77](#) [▶ p. 142](#) ~ [▶ p. 148](#)
- NO_x and SO_x emissions volume
[▶ p. 142](#) ~ [▶ p. 148](#)

Published

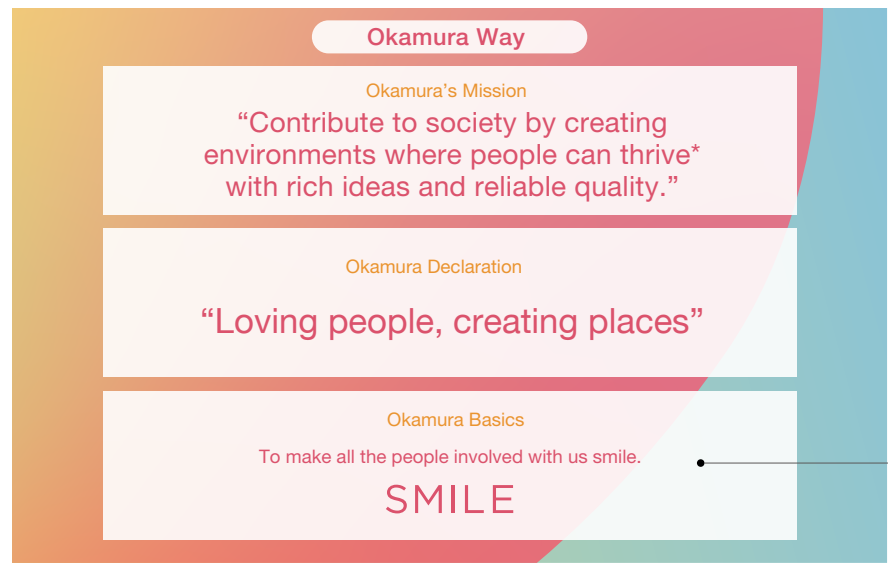
July 2022 (Previous report: July 2021)

Next report: Planned for July 2023 (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 2023 and is a translation of the Japanese version that was published in July 2022.

The Okamura Way

Through our management philosophy, the Okamura Way, we promote sustainability initiatives with the aim of contributing to the realization of a society in which all people can work and live with vitality and smiles.



* The phrase “where people can thrive” means that each individual not only demonstrates his or her individuality and expertise, but also collaboratively creates new value through good relationships with others.

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

- Shine**
 Improve your sensibility, and you will come alive.
- More**
 Challenge boldly, and the work will come alive.
- Imagine**
 Be compassionate and creative, and others will come alive.
- Link**
 Love diversity and collaboration, and the team will come alive.
- Expert**
 Pursue excellence continuously, and society will come alive.

Code of Conduct

Okamura's DNA		
Founding Spirit Cooperative industry	Corporate Philosophy Innovative Creation, Cooperation, Being Cost Conscious, Saving for Future, Social Responsibility	Motto Quality pays for itself.

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 Satisfaction

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 achieving 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 Activities

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.

Message from the CEO



Enhancing our corporate value and pursuing growth while creating environments where people can thrive, to contribute to a sustainable society.

Representative Director, President and Chief Executive Officer

Okamura's DNA and Basic Management Policy

At Okamura, since our establishment we have provided society with high-quality products and services that accurately address our customers' needs. In keeping with the growing importance of realizing a sustainable society and changing values of the world, in July 2021 we formulated the "Okamura Way," which is a partial revision and systematic organization of our existing management philosophy.

In line with Okamura's mission — "Contribute to society by creating environments where people can thrive with rich ideas and reliable quality" — we recognize the importance of the social, environmental, and economic aspects of our business activities, and conduct management activities to fulfill our corporate social responsibility.

Looking back in time to 1945, the year World War II came to an end, with a strong belief in Okamura's mission, the founding

members brought together the technical and financial support to launch the company as the Okamura Manufacturing Facility, a cooperative industry. The founding spirit has been established within the company culture through our philosophy consisting of the five principles of "Innovative Creation, Cooperation, Being Cost Conscious, Saving for Future, and Social Responsibility," and through our Basic Policy that embodies all these principles. With these principles in mind, Okamura has come to be the company that you see today, under the motto "Quality pays for itself." This founding spirit has been passed down to the current management and business activities of the Okamura Group as "Okamura's DNA."

Enhanced Corporate Value through the Midterm Management Plan

Amidst changes in our social environment, including the

ongoing decrease in the working population, spread of work style reforms, and progress of digital technology, we have set targets for five years' time and formulated a Midterm Management Plan for the three-year period from fiscal years ending March 2021 to March 2023 in our efforts to achieve these targets.

The basic policy in the Midterm Management Plan is to "aim to enhance the corporate value through continued growth and active ESG initiatives by creating new demands, achieving greater operational efficiency, and promoting globalization." We have also set the following quantitative targets (for fiscal year ending March 2025): operating income to net sales ratio of 7% or more and return on equity (ROE) of 10%.

Also, in response to environmental changes, we are transforming our business structure and engaging in company-wide efforts focused on three management themes: supply chain reforms, promotion of digital transformation, and strengthening of overseas business.

We will further promote digital transformation (DX) as part of our management strategy to flexibly and agilely respond to diversifying needs and social issues in a rapidly changing business environment. We will actively make use of cutting-edge digital technology to contribute to the growth of each business.

We will push structural reforms to develop products and services that anticipate changes in social and market requirements, promote and achieve the establishment of new business models, and ensure that our current operational systems can meet future changes.

Initiatives to Address Sustainability Material Issues

To meet the expectations of our stakeholders and to solve issues of local communities and society as a whole, we have identified sustainability material issues from the following four perspectives: (1) Creating environments where people can thrive,

(2) Pursuing employee satisfaction, (3) Global environmental initiatives, and (4) Responsible corporate activities. We have established key performance indicators (KPIs) for these issues and will continue to promote our efforts towards achieving them. We aim to contribute to society and to sustainably enhance our corporate value.

Okamura also signed the UN Global Compact and was registered as a participating company on February 26, 2020. Taking into consideration the two Global Compact principles related to human rights—“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 in various corporate activity aspects.

Global Environmental Initiatives: An Important Theme

At the Okamura Group, 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 the GREEN WAVE 2030 as our new long-term vision that recognizes the importance of reducing the environmental burden resulting from our business activities and aims for management that fulfills our corporate responsibilities to society. Under global environmental initiatives—one of the important themes in sustainability—we have identified the following material issues: responding to climate change, effective use of resources, and providing environmentally conscious products and services throughout the product life cycle.

In order to achieve carbon neutrality by 2050, as a milestone, we have set a target of reducing CO₂ emissions by 50% in 2030 compared to 2020.

While working to reduce the environmental burden in all business activities, we will also promote proactive environmental activities through partnerships with suppliers and customers.

Pursuing Employee Satisfaction by Respecting Diversity

At the Okamura Group, we view employees as collaborators as well as being members of a team, and together, we will grow the company. We aim to create even greater results through business activities that emphasize mutual collaboration among employees. We are moving forward with creating workplaces that include work style reforms so that every employee can demonstrate their capabilities to the fullest, and we will link this to both the growth of the company and improving the lives of employees.

Furthermore, under the “Health Management Declaration,” we are striving to create workplaces that consider the health and safety of our employees. We consider the health of our employees to be a paramount issue in company management, and to specifically promote health management, we established the Health Management Declaration in September 2017. Recognizing once again the importance of health as a foundation of Okamura's work style reform—the “WiL-BE” initiative—we revised the Health Management Declaration in April 2020. By expanding various health measures and further promoting “WiL-BE,” we not only allow our employees to work with vitality but also propose healthy work styles to our customers so that all people can achieve the life they envision. Okamura has been certified as a 2022 Health & Productivity Management Outstanding Organization (White 500), jointly selected by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, for the fifth consecutive year since 2018.

In addition, we are working to create and implement workplace improvements that make it possible for diverse employees to flourish, as well as pursuing an environment where each individual can change their own awareness and act in a corresponding manner. Our Diversity and Inclusion Policy, which respects the diversity of each individual, is the standard for us to provide working environments where employees feel like their work is rewarding, cooperate with one another, and can grow as individuals. Based on the concept of embracing diversity, we actively recruit human resources with respective



attributes, values, and ideas, striving to create environments where every employee can work comfortably and fully demonstrate his or her abilities. At the same time, we foster a corporate culture that flexibly responds to social and cultural diversity and environmental changes.

Realizing a Society in Which All People Can Shine with Vitality and Smiles

At the Okamura Group, we will continue to further strengthen our ability to propose solutions and supply products that meet our customers' needs. We will continue to propel global expansion through a transformation into a total solutions company, further enhancing our corporate value and contributing to solving issues facing society.

We will contribute to the realization of a society in which all people can work and live with vitality and smiles. We look forward to your continued support.

* “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, and “Work in Life” is based on the idea that “life is composed of many parts, of which work is one.”

Okamura Profile

Okamura Corporation Corporate Data

Company Name	OKAMURA CORPORATION
Registered Office	2-7-18, Kitasaiwai, Nishi-ku, Yokohama-shi, Kanagawa 220-0004, Japan
Head Office	Tenri Bldg. 19F, 1-4-1, Kitasaiwai, Nishi-ku, Yokohama-shi, Kanagawa 220-0004, Japan Telephone: +81-45-319-3401
Foundation	October 1945
Paid-in Capital	¥18,670 million
Number of Employees	3,804 (as of March 31, 2022)
Business Activities	<p>Manufacture and sale of steel furniture</p> <p>Manufacture and sale of industrial machinery and other equipment</p> <p>Contracting of metal fitting installation work</p> <p>Auxiliary works, design, manufacture and sale related to the construction industry</p> <p>Manufacture and sales of display fixtures and other equipment</p> <p>Auxiliary construction, design and sale of security systems</p> <p>Design, manufacture and sales of medical equipment and other machinery and equipment</p> <p>Provision of information on improvement of office environments and improvement of office / production efficiency; manufacture and sale of related equipment</p>

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



Office - Workplaces



Office - Work booths



Healthcare - Staff stations

Store Displays



Supermarkets - Refrigerated showcases



Drugstores - Multiple unit display systems



Bookstores - Specialized display fixtures

Material Handling Systems & Others



Horizontal carousel storage systems / rotary racks



Automated storage / robot storage systems



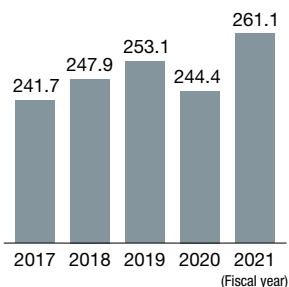
Powertrain business - Transmissions for snow removal vehicles

Financial and Non-Financial Highlights

Financial Highlights

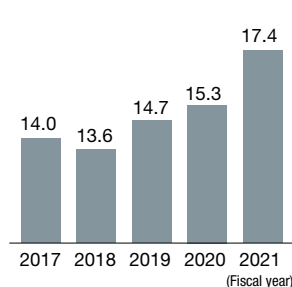
Net sales
261.1 billion yen
 (previous fiscal year was 244.4 billion yen)

(Unit: billion yen)



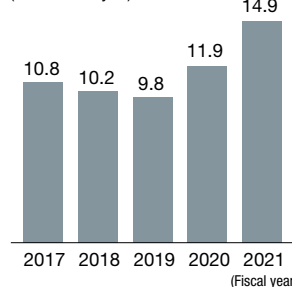
Ordinary income
17.4 billion yen
 (previous fiscal year was 15.3 billion yen)

(Unit: billion yen)



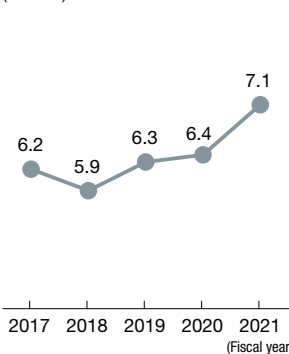
Profit attributable to owners of parent company
14.9 billion yen
 (previous fiscal year was 11.9 billion yen)

(Unit: billion yen)



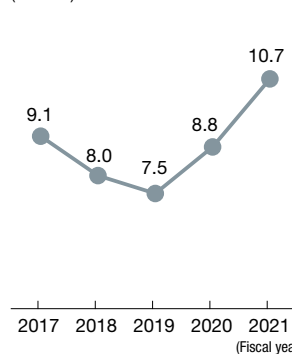
Ordinary income to total assets (ROA)

(Unit: %)

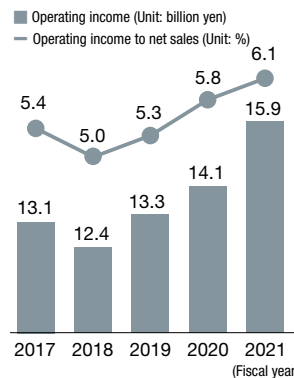


Return on equity (ROE)

(Unit: %)



Operating income to net sales



Non-Financial Highlights

Creating Environments Where People Can Thrive

Number of domestic and international design awards received (in fiscal 2021)
18

Successful applicants for the National Trade Skill Test & Certification
Total 830 persons

Pursuing Employee Satisfaction

Ratio of female employees and number of female managers

Fiscal year	Number of female managers	Percentage of female employees
2019	19	18%
2020	28	20%
2021	31	20%

Health & Productivity Management Outstanding Organization (White 500)
 Since 2018,
certified for 5 consecutive years

Global Environmental Initiatives

Greenhouse gas emissions (Scope 1+2)

Fiscal year	Scope 1+2 emissions (t-CO2)	Emissions per unit of net sales (t-CO2/million yen)
2019	43,000	0.2
2020	40,000	0.18
2021	33,000	0.15

Number of locations where renewable energy has been introduced
6 production locations
2 distribution locations

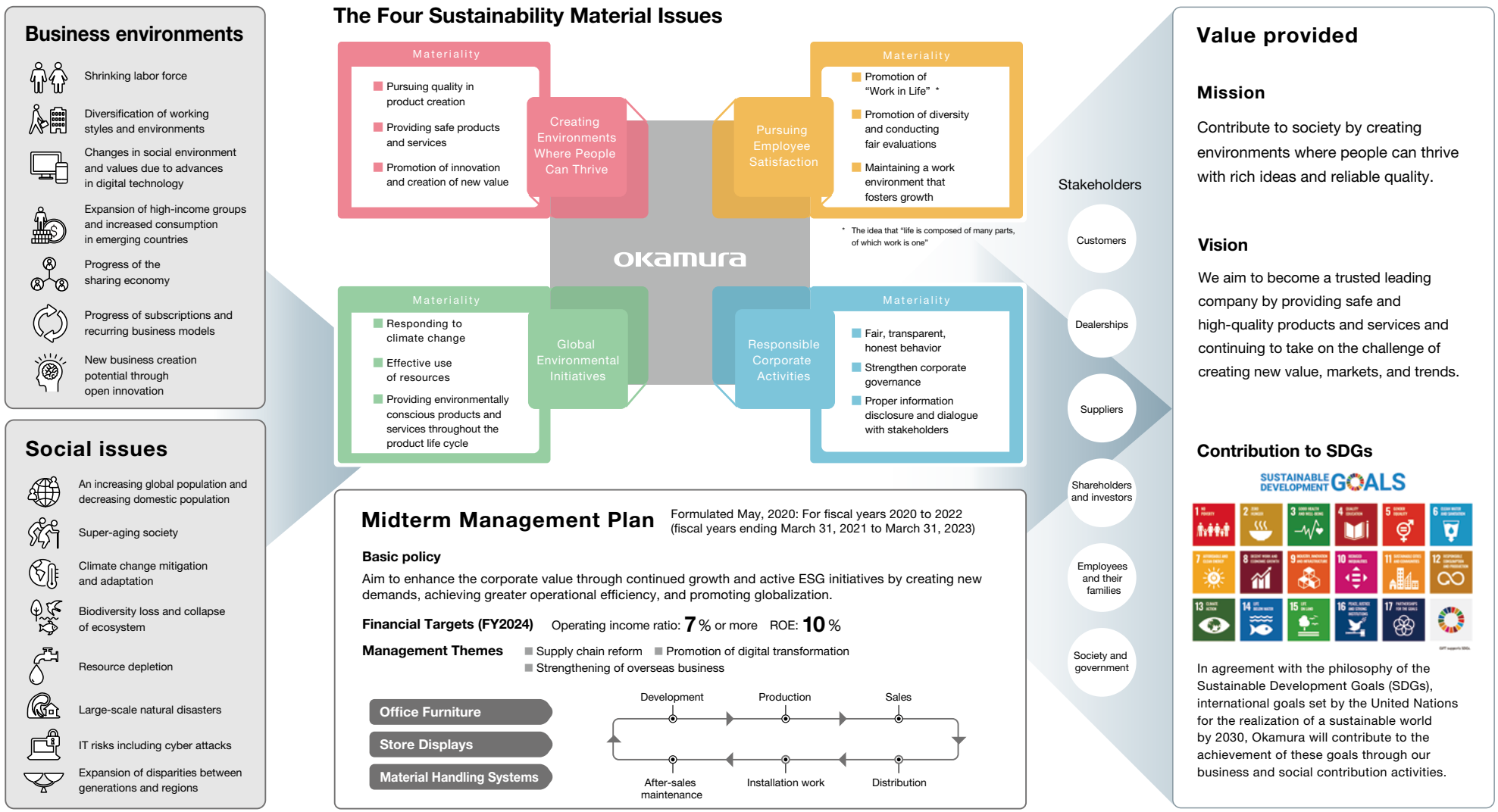
Responsible Corporate Activities

Sustainable procurement survey Implemented at
227 companies

Social contribution activity expenses
152 million yen

The Okamura Group's Value Creation Story

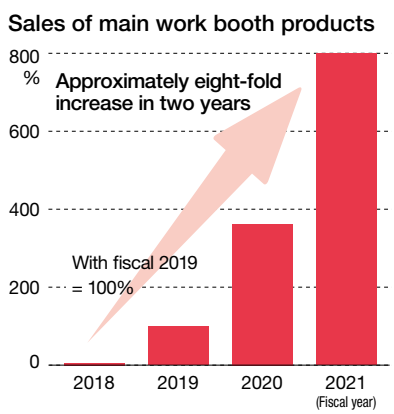
Okamura will continue to create new value in order to fulfill its mission.



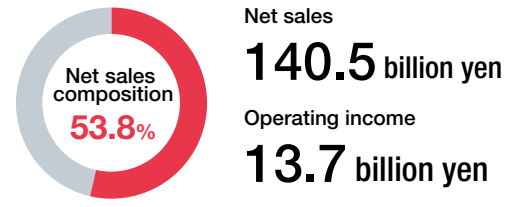
Responding to Okamura's Business and Sustainability Material Issues

Office Furniture

Okamura strives to solve social issues through products and services that pursue functionality, comfort, safety, and environmental friendliness, ranging from offices that accommodate diverse working styles to educational institutions where people connect, cultural facilities including theaters and museums, and specialized facilities for lab research and healthcare.



Main business data (Results for fiscal 2021)



Midterm Management Plan (for fiscal years 2020 to 2022, formulated May 2020) and Business Policy

Business environment

In terms of new large office buildings to be completed in the metropolitan area, the market will remain sluggish in 2021 and 2022, but secondary and tertiary relocation and work style reforms will keep demand strong.

An exemplified by the emergence of nonstereotyped offices, diversifying work styles will create diverse needs for offices and furniture among customers.

PM firms, design offices, and general contractors will have greater presence as office coordinators in the market.

Business strategy

Enhanced ability to make value-adding proposals and offer appealing products to meet the diversification of work styles and work environments.

Develop products and services that enable the Company to maintain a stable revenue by remaining in contact with customers after sales.

Expand sales in adjacent market areas (such as health care) and for emerging enterprises.

Reinforce the business basis in the ASEAN market.

Business results

INPUT	OUTPUT	Value Provided
<p>[Sales Force]</p> <ul style="list-style-type: none"> Number of personnel in division: 3,209 (Design-related jobs: approx. 440) Sales branches: 52 Production locations: 8 Co-creation spaces: 4 <p>[Development Capabilities]</p> <ul style="list-style-type: none"> Number of IPs acquired: 103 (patents), 224 (designs), 41 (trademarks) Number of design awards received: 18 Joint research with universities, etc. <p>[Human Resources Development]</p> <ul style="list-style-type: none"> Development of personnel capable of proposing new work styles and workplaces 	<ul style="list-style-type: none"> Optimal design proposals that respond to customers' characteristics Promotion of office DX Development of products and services based on the concept of circular design Holding events in co-creation spaces for the purpose of open innovation with internal and external parties Researching, studying, and communicating information on work styles Proposals based on trials and verification carried out at the LABO Office 	<p>"An office that makes employees want to come to work!"</p> <ul style="list-style-type: none"> Promoting the creation of a new office environment that considers future work styles and environments Prompting the transformation of office environments so that workers can work with vitality as a corporate management strategy Provide office environments that contribute to workers' well-being in order to promote health and enhance job satisfaction

Message from the Senior Managing Executive Officer



Director and Senior Managing Executive Officer
Senior General Manager,
Office Furniture Division
Shigeji Kikuchi

The COVID-19 pandemic has accelerated the diversification of our work styles, values, and workplaces. We sense more interest in the office environment than ever before.

In addition to conducting research and consultations on work styles, we actively put our new ideas to the test at our workspace LABO Office. Here, we try out our concepts for new workstyles and environments ourselves to verify their efficacy before proposing them to our clients. Based on the knowledge obtained through these activities, we are constantly developing products and services that will be required in the offices of the future and proposing new work styles and spaces that are optimized for a wide range of companies and organizations.

We will continue to pursue "office spaces of the future," where each worker can work unfettered by time or place in good health and with vitality.

Office Furniture Business: Addressing Sustainability Material Issues

Creating Environments Where People Can Thrive

Material Issues

- Pursuing quality in product creation
- Providing safe products and services
- Promotion of innovation and creation of new value

Realize diverse work styles within the new normal

- Review of the concept of the workplace as work styles change
- Propose a workplace that realizes diversity
- Propose a workplace where everyone can work comfortably and choose their work style
- Solve social issues through co-creation activities

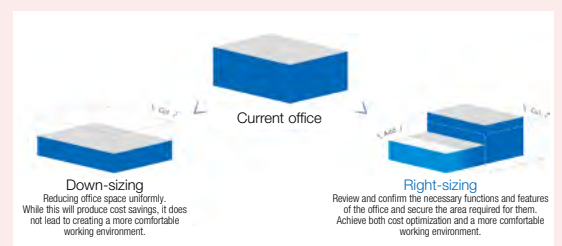
8

Proposing Right-Sizing Alongside Hybrid Work

Fewer employees come into the office as a result of the COVID-19 pandemic, and more companies are looking at down-sizing to reduce office space. Meanwhile, the need to have a space for online meetings and the need to still maintain home working environments remain, while demands in working environments are also changing.

As remote work becomes more prevalent, we can expect to see fewer assigned seats, less storage space for paper documents, and fewer conventional meeting rooms in offices, but more space for co-creation. In the future, the role of the office is to thoroughly support hybrid working, which combines both in-office and remote work.

For this reason, Okamura proposes the concept of "right-sizing," which optimizes the required floor area for running only the necessary functions in the office, while balancing office occupancy rates and costs. (See [p. 52](#) for related information)



The numbers above indicate the related SDGs.

DX (Digital Transformation)

- "Work x D" is a management system that connects all spaces, things, and data using the worker's ID and integrates various systems surrounding the working environment. (See [p. 42](#) for related information)
- A portable battery "OC" that can be carried around the office to supply power to computers and devices, in order to match the needs of diversifying work styles and workplaces. (See [p. 45](#) for related information)
- BAGGAGE KEEPER, an automatic transfer-type storage system that efficiently stores luggage such as suitcases and realizes labor-saving storage operations using an unmanned reception.

Global Environmental Initiatives

Material Issues

- Responding to climate change
- Effective use of resources
- Providing environmentally conscious products and services throughout the product life cycle

Provide a workplace that helps realize a sustainable society

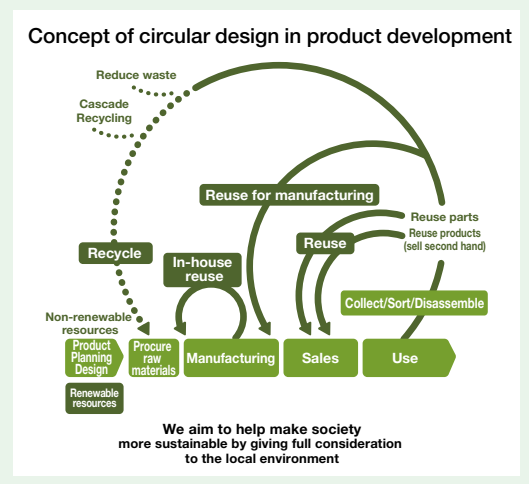
- Mechanism to allow for continued use of products and raw materials without throwing them away (Circular design, extend the life of products)
- Spread of workplaces that can contribute to controlling climate change
- Spread of workplaces that can contribute to conserving biodiversity

12

Circular Design Initiatives in Product Development

The Okamura Group has set forth the idea of "circular design" based on the concept of a circular economy. In aiming for manufacturing that effectively utilizes limited resources for a longer period of time and minimizes the generation of waste throughout the product life cycle, from product planning and design to procurement, manufacturing, sales, maintenance, and reuse and recycling, we will reduce the environmental burden and help create a sustainable society.

(See [p. 20](#) [p. 40](#) for related information)

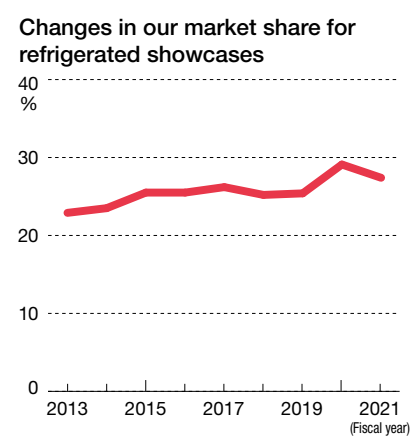
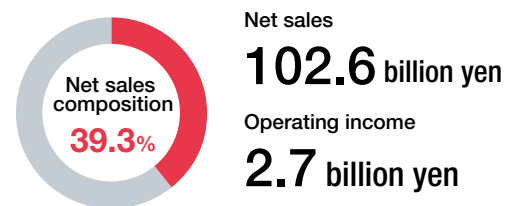


Store Displays

Retailers need to constantly create new retail formats to keep up with shifting markets and social environments. We are working to solve various social issues within stores with the aim of becoming a partner who “thinks together” about next-generation commercial environments.



Main business data (Results for fiscal 2021)



Midterm Management Plan (for fiscal years 2020 to 2022, formulated May 2020) and Business Policy

Business environment

- The opening of new stores will slow down mainly due to a sluggish growth in the domestic retail market and labor shortages. As a result, restructuring, consolidation, and competition among different types of retail will intensify.
- The promotion of digital transformation for store operation and merchandising will progress and be accelerated.
- Environmental measures taken by the retail industry, including energy conservation, reduction in plastic usage, and reuse of food ingredients to be discarded, will become more important.

Business strategy

- Shift from sales of store displays and appliances to store development.
- Optimize the procurement mix between products manufacture in-house and those procured externally.
- Strengthen profit management and achieve greater operational efficiency through integrated process reforms.

Business results

INPUT	OUTPUT	Value Provided
<p>[Sales Force]</p> <ul style="list-style-type: none"> Number of personnel in division: 1,280 (Design-related jobs: approx. 120) Production locations: 3 Sales branches: 24 Expanding sales to Asian countries <p>[Development Capabilities]</p> <ul style="list-style-type: none"> Capital and business alliance to create new service value <p>[Human Resources Development]</p> <ul style="list-style-type: none"> Strengthening the development of personnel capable of total design for stores Strengthening the ability to design and propose solutions for heating and cooling equipment Strengthening the development of installation work supervisors 	<ul style="list-style-type: none"> Total design based on our vast knowledge and the ability to propose solutions Installation work and supervision of the entire store Supporting the overseas expansion of retailers Business proposals with high added value <ul style="list-style-type: none"> (1) HACCP-compliant products and spaces (2) Services for remote control and monitoring of refrigerated showcases* (3) A space for carrying in store merchandise Strengthening development capabilities for research and realization of the “future store” <p><small>*Refrigerated showcases</small></p>	<p>“A one-of-a-kind company that creates a thriving future through its store creation”</p> <p>We aim to be a partner who thinks together with our stakeholders about next-generation commercial environments through the creation of stores that are fun to shop in, rewarding to work in, and are friendly to the environment.</p>

Message from the Managing Executive Officer



Director and Managing Executive Officer
Senior General Manager,
Store Displays Division

Ken Inoue

The effects of a shrinking labor force can also be seen in stores. At stores, various tasks are performed manually, such as checking for missing merchandise items, restocking, performing checkout at cash registers, and checking temperatures in refrigerated showcases. We are developing products aimed at improving efficiency and reducing the manpower of each task required for these store operations.

As a new initiative, we are researching ways to create stores that are resistant to natural disasters. Particularly, we are developing quake-absorbing and earthquake-resistant store display fixtures.

In addition, the DX system is utilized to remotely monitor the operation of refrigerated showcases, prevent breakdowns, and contribute to the reduction of food loss and waste.

In the future, we aim to realize a new retail format that combines digital services with the appeal of physical stores.

Store Displays Business: Addressing Sustainability Material Issues

Creating Environments Where People Can Thrive	Material Issues	<ul style="list-style-type: none"> ■ Pursuing quality in product creation ■ Providing safe products and services ■ Promotion of innovation and creation of new value
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- Response to the shrinking labor force**
- Promote intelligent fixtures (built-in digital devices)
 - Strengthen the development of labor-saving furniture (sliding shelves)
- Contribute to a "new normal" society**
- Strengthen development of new products for COVID-19 measures

8
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Development of Products That Contribute to Reducing the Workload and Shortening the Time to Create Store Displays

In supermarkets and drugstores, merchandise display operations are important tasks, which include timely restocking so as not to miss sales opportunities and replacing merchandise according to seasons, events, and new product launches. Restocking of products and creation of displays are time-consuming and physically demanding tasks among in-store operations.

Okamura has a history of more than 60 years in the development and sales of display fixtures, and in 1993, we released a display fixture with sliding shelf function. The slide rail shelf reduces the time required to create displays by about 82% (according to Okamura research data) due to the mechanism that allows the shelf to be pulled forward like a drawer. The SUG Slide Rail Shelf launched in December 2021 allows you to unlock the shelf's slide mechanism from any position on the outward-facing side of the back of the shelf, ensuring stable operation that allows the shelf to be pulled forward with minimal effort. Its tool-less construction shortens the time required to assemble the shelf, and we also reviewed the parts and structure to achieve weight reduction, making it relatively easy to change the position of the shelf.



The shelf can be pulled forward like a drawer



The slide shelf can be unlocked from any position on the outward-facing side of the back of the shelf

The numbers above indicate the related SDGs.

DX (Digital Transformation)	Okamura has concluded a capital and business alliance agreement with Telexistence, Inc. for the purpose of joint research and development of fixtures and supplies optimized for display-related operations at large-scale retailers using semi-autonomous remote-controlled robots. Automated merchandise display operations using remote-controlled robots and artificial intelligence technology greatly reduce the tasks carried out by store staff that are simple in nature and lighten their physical workload. This will create more time for tasks that only people can perform, such as customer service and human resource development, thereby simultaneously supporting our initiatives in strengthening the competitiveness of stores and creating a comfortable work environment. (See ▶ p. 49 for related information)
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Global Environmental Initiatives	Material Issues	<ul style="list-style-type: none"> ■ Responding to climate change ■ Effective use of resources ■ Providing environmentally conscious products and services throughout the product life cycle
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- Contribution to climate change mitigation**
- Power reduction and early temperature anomaly detection via remote control using the Internet
 - Convert from refrigerated showcases with a low global warming potential
 - Develop non-defrost type refrigerated showcases and those with reduced defrost frequency

7
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Refrigerated Showcase "Fontana-Neo"

In 1969, Okamura began producing and selling refrigerated showcases, which are display fixtures for displaying and cooling food and beverages in places such as supermarkets. Since then, we have been working to improve energy-saving performance to reduce the environmental burden and streamline store operations, while also responding to changes in sales patterns due to diversification of eating habits.

The refrigerated showcase "Fontana-Neo" was developed with a focus on these four points: energy saving, freshness control, merchandise display techniques, and labor saving. Through efforts such as improving the air curtain and the control method, the load on the main unit required for cooling has been reduced by 15% compared to conventional products. We have incorporated functions necessary for the creation of stores in the future, such as a lineup of "Smart Defrost Cases" that defrost while maintaining the freshness of displayed products, improved case interior colors, enhanced LED lighting, and the expansion of labor-saving attachments. In addition, the environmental burden in store operations is reduced and streamlining is achieved through showcase navigation systems that help control the power consumption of the entire store, including refrigerators, lighting, and air conditioning, through the use of a cloud service that safely and reliably manages various data collected by these systems.



Refrigerated Showcase "Fontana-Neo"



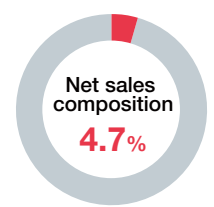
Showcase navigation system "OSCOM Alto"

Material Handling Systems

Okamura seeks to streamline logistics by constantly developing new material handling systems. We are working to realize increased speed, accuracy, and safety of logistics, resulting in financial benefits in addition to helping solve social issues such as shrinking population.

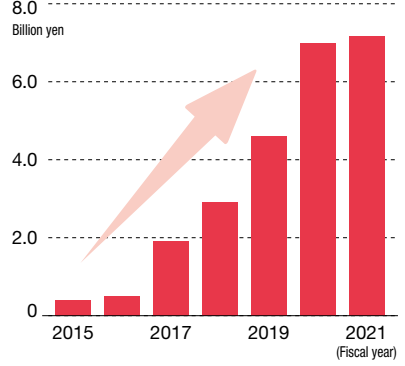


Main business data (Results for fiscal 2021)



Net sales
12.3 billion yen
Operating income
-500 million yen

AutoStore cumulative net sales



Midterm Management Plan (for fiscal years 2020 to 2022, formulated May 2020) and Business Policy

Business environment

- Demand for logistic facilities will grow backed by the expansion of the e-commerce market.
- Due to labor shortages, the need to save manpower and automation at logistic facilities will grow.

Business strategy

- Expand product and service lineups to meet the need of labor saving.
- Build value-added service business model by taking advanced digital technology into material handling system.
- Enter to growing markets overseas by collaborating and merging with local enterprises with technological prowess.

Message from the Senior Executive Officer



Senior Executive Officer
Senior General Manager, Material Handling Systems Division
Makoto Tajiri

In addition to the expansion of the e-commerce market due to the COVID-19 pandemic, the need for automated operations in logistics facilities is growing every year on the back of a shrinking labor force due to Japan's super-aging society. To solve these social issues, we are working to automate picking operations and to develop automatic transfer robots. Along with automated operation, remote monitoring through "IoT-based maintenance," which we are working to establish, will enable predictive maintenance, such as replacing consumable parts before equipment failure, to extend the service life of products and realize logistics facilities that never stop operating. Moving toward the future work style of "humans x robots," we aim to realize logistics facilities where people can work with vitality by utilizing robots to eliminate worker mismatches, execute work style reforms, and create new forms of employment that are unrestricted by time and place.

Business results

INPUT	OUTPUT	Value Provided
<p>[Sales Force]</p> <ul style="list-style-type: none"> Number of personnel in division: 416 (Sales engineers: Approx. 120) Production locations: 3 Strengthening/expanding production systems (Joint venture established in China) <p>[Development Capabilities]</p> <ul style="list-style-type: none"> Product development incorporating the latest technology Development and sales of energy-saving products Permanent operation of showrooms where users can experience the products <p>[Human Resources Development]</p> <ul style="list-style-type: none"> Advancing the acquisition of logistics-related certifications 	<ul style="list-style-type: none"> Realize diverse work styles through automation and labor saving practices Development of remote-controlled robots (PROGRESS ONE) Product development that promotes automation (Cybistor and ORV) Strengthening the maintenance system and after-sales service Initiatives for preventive maintenance and predictive maintenance Development of energy-saving products using regenerative power Providing showrooms where users can experience the products 	<p>"Game changer: Creating a new stage where humans and robots live together"</p> <ul style="list-style-type: none"> Utilizing robots to realize logistics facilities where people can work with vitality Creation of new logistics solutions that have not been experienced before

Material Handling Systems Business: Addressing Sustainability Material Issues

Creating Environments Where People Can Thrive	Material Issues	<ul style="list-style-type: none"> Pursuing quality in product creation Providing safe products and services Promotion of innovation and creation of new value
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Response to the shrinking labor force and initiatives to improve work environments

- Development and provision of robots (picking/automatic transfer), material handling equipment
- Work style reforms in logistics facilities: Development of AI-powered robots and remote control technology
- Operation of showrooms where logistics users can experience the products

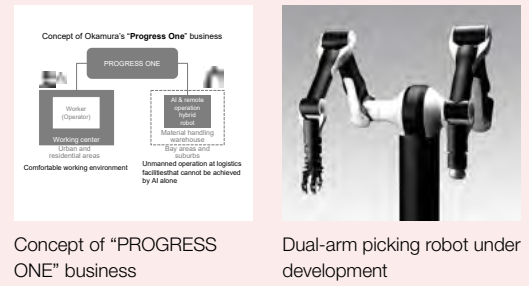
Moving Toward the Commercialization of Automated Solutions for Hybrid Logistics 8 9

PROGRESS ONE is a hybrid logistics automation solution that utilizes an AI-powered robot to perform autonomous picking and remote control technology to perform tasks that would be difficult for the robot to do alone, in which case a human can operate it remotely, away from the warehouse, to conduct remote picking.

Operators who operate AI-powered robots can work away from the warehouse and perform tasks via remote control, realizing new ways of working at logistics facilities.

Through this business, we will contribute to society by eliminating mismatches between logistics facilities and workers, executing work style reforms at logistics facilities through collaboration between humans and robots, and creating new forms of employment unrestricted by time and place.

We will continue to develop this, conduct operational testing at logistics facilities from fiscal 2022, and aim to start providing services from fiscal 2023 onwards. (See [▶ p. 49](#) for related information)



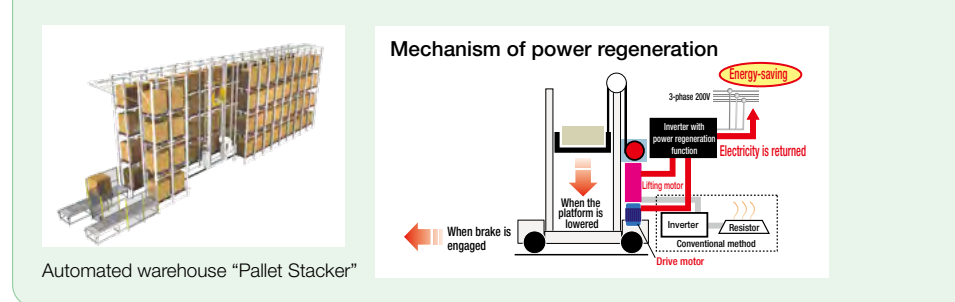
Global Environmental Initiatives	Material Issues	<ul style="list-style-type: none"> Responding to climate change Effective use of resources Providing environmentally conscious products and services throughout the product life cycle
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Contribution to climate change mitigation

- Provide material handling products that use regenerative power
- Provide automated equipment with low power consumption (AutoStore, etc.)
- Use of recycled resin, materials that are easy to recycle, and surface treatments and paints that do not contain hazardous substances or organic solvents

Energy-Saving in Automated Warehouses (Power Regeneration) 7 9

The Pallet Stacker, a multi-level automated warehousing equipment that manages heavy items on pallets, uses a unique drive mechanism and control system that enable the stacker crane to travel at high speed for safe and accurate handling of palletized items. Since it is possible to increase the height up to 30m, the pallet stacker allows for effective utilization of upper storage spaces. Energy-saving is realized by adopting "power regenerative control" that returns the regenerative current generated when the crane motor decelerates (when the brake is engaged or when the platform is lowered) as power supply. We are moving forward with the creation of a system that visualizes regenerative power.



The numbers above indicate the related SDGs.

DX (Digital Transformation)	<ul style="list-style-type: none"> ● IoT-based maintenance service for material handling equipment <p>For the purpose of preventive and predictive maintenance of material handling equipment, we are building a mechanism for equipping IoT devices and keeping maintenance history for operational status and defect detection. We are promoting the development of a system to provide advanced maintenance services that utilizes experience and knowledge gained from keeping maintenance history and accumulating operational data.</p>
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Supply chain reforms

Midterm Management Plan (for fiscal years 2020 to 2022, formulated May 2020) Management Themes

Reform the supply chain to be suitable for manufacturing a wide variety of products flexibly, in an effort to respond to diversifying customer needs and changing market trends.



Main business data

Production locations (in Japan and overseas)

13 locations

Main distribution locations

28 locations

Main production and distribution locations



Oppama Plant



Fuji Plant



Kansai Okamura Corporation



Yokohama Distribution Center

Message from the Managing Executive Officer



Director and Managing Executive Officer
Senior General Manager,
Production Division
Kenichi Yamaki

In response to global procurement difficulties, we have undertaken various initiatives to fulfill our supply responsibilities, such as production at multiple locations as well as selecting and conducting reviews on multiple suppliers, considering economic and environmental aspects as BCP measures.

In addition, to achieve carbon neutrality, we are actively working to reduce CO₂ emissions by using renewable energy and installing solar power generation equipment for self-consumption at production and distribution locations.

As part of our supply chain reforms—a material task from our Midterm Management Plan—we are pursuing production efficiency by utilizing DX, promoting the 3Rs, eliminating waste by shortening lead times, as well as developing measures to thoroughly reduce the burden on the global environment, in order to respond to the diversifying customer needs and changing market trends.

Addressing Sustainability Material Issues

Global Environmental Initiatives

Material Issues

- Responding to climate change
- Effective use of resources
- Providing environmentally conscious products and services throughout the product life cycle

7 9 12 13

Initiatives to Optimize the Supply Chain

We are developing various initiatives based on the recognition that supply chain reforms—a management theme in the Midterm Management Plan—will contribute to addressing sustainability material issues such as responding to climate change, effective use of resources, as well as development and provision of environmentally conscious products.

In fiscal 2021, we updated the system related to product manufacturing and built a more advanced engineering chain to raise the level of material information management. This initiative will also lead to more efficient environmental data management for each product. Recently, more customers are requesting more detailed information regarding our environmental and social considerations in the product life cycle. To meet these demands, we will continue our efforts to optimize the supply chain, aiming for manufacturing that is flexible and resilient to change.

In addition, production plants, distribution locations, and transportation processes play a particularly significant role in the supply chain, and we are developing various initiatives in relation to this.

In December 2021, we relocated and consolidated our distribution locations in the Kansai area, and began operation of the Osaka Distribution Center at LOGIFRONT Amagasaki IV, a logistics facility developed by Nippon Steel Kowa Real Estate Co., Ltd. At LOGIFRONT Amagasaki IV,

Nippon Steel Kowa Real Estate Co., Ltd. collaborated with a solar power generation company to install solar power generation equipment for self-consumption. Together with electricity generated by solar power, the use of renewable electricity (utilization of FIT non-fossil fuel certificate with tracking) will achieve "100% CO₂-free" and is expected to reduce annual CO₂ emissions by about 150 tons.

(See [▶ p. 63](#) [▶ p. 66](#) for related information)



Osaka Distribution Center

The numbers above indicate the related SDGs.

Strengthening of overseas business

Midterm Management Plan (for fiscal years 2020 to 2022, formulated May 2020) Management Themes

Strengthen overseas business by setting priority markets in ASEAN countries where economic growth, an increase in high-income earners, and urbanization are expected.

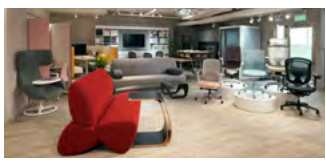


Main business data

Overseas sales partners

Over **50** countries

Main showrooms



Hong Kong



Singapore



Bangkok



Jakarta

Message from the Executive Officer



Executive Officer, Senior General Manager, International Sales & Marketing Division
Yoshihito Ohno

In terms of strengthening overseas business, which is one of the material tasks of the Midterm Management Plan, we are building a system that is in line with the market. Particularly for the China and ASEAN markets, we have acquired an excellent business platform in the fields of design and interior carpentry through M&A. We will gain understanding of office furniture needs and apply this knowledge to the development, production, and sales of strategic products, thereby strengthening our overseas business. We also place importance on the development of our product supply system, and aim to build a supply chain that takes into consideration factors such as reduction of environmental burden and optimal locations, including transportation. In the overseas market, there is particular emphasis on ethical products and environmentally conscious products. In April 2022, 22 of our products acquired the global standard environmental certification (LEVEL certification). We feel that we can fully demonstrate the effectiveness of our initiatives in promoting the Okamura brand.

Addressing Sustainability Material Issues

Creating Environments Where People Can Thrive	Material Issues	■ Pursuing quality in product creation
		■ Providing safe products and services
		■ Promotion of innovation and creation of new value

Reinforcement of System Development Tailored to the Local Market

In March 2022, Okamura International Vietnam Co., Ltd., a local subsidiary based in Ho Chi Minh City, Vietnam, opened a branch in Hanoi, the capital of Vietnam. The newly established branch in Hanoi, where the market size is expected to expand in the future as a political and economic hub, is located in a high-rise commercial building and consists of a showroom and an office. Specializing in sales activities that target customers who are looking for high-quality products, its office is set up as a chic and luxurious space to



Hanoi Showroom

establish Okamura's reputation as a high-end brand made in Japan. Moving forward, we will work with local employees to further spread the Okamura brand in Vietnam through a two-site system in conjunction with the head office in Ho Chi Minh City. In addition, in October 2021, DB&B Holdings Pte. Ltd., a company that performs office design and interior carpentry with presence in Singapore, China, Thailand, and the Philippines, joined the Okamura Group. Established in 1996, DB&B has since expanded its business to China and the Philippines, and has a customer base centered on multinational companies as well as major local enterprises and local start-ups. It is also a leading interior design company that has won numerous awards for projects it has worked on. By sharing the Okamura Group's knowledge and experience in new work styles and offices and DB&B's design and interior carpentry capabilities, excellent customer base, and extensive track records and information in each market, we will further focus on creating spaces where people can thrive in China and ASEAN countries.

Feature 1 Purpose-Based Management

To Build a Society Full of Smiles from the Perspective of “People Thriving”

In July 2021, we formulated the “Okamura Way,” which is a partial revision and systematic organization of our existing management philosophy. At its core is the perspective of “people thriving.” We advocate acting with a consistent mindset as the basis for every employee in the Okamura Group. In this way, our individuality, our work, our team, the people we work with, and society will all thrive. 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.

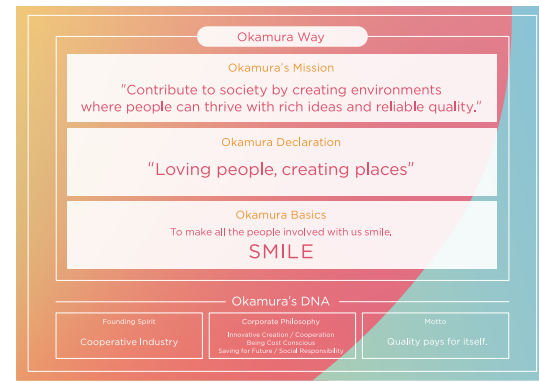
Contributing to society through the Okamura Way

In the Midterm Management Plan formulated in 2020, Okamura has established a policy to work on corporate branding with the aim to continuously enhance corporate value. We wish to create a situation in which all employees can work in agreement and with high aspirations. Therefore, in July 2020, we launched the Culture Branding Project to consider the company’s ideal form for the future while also focusing on the existing culture. We analyzed the Okamura Culture up until now, and through a series of workshops and discussions that involved diverse range of employees, we crafted an image of the company’s ideal form for the future and the values we hold dear.

In today’s changing value system, one in which sustainability is becoming ever more important, the vitality of every individual will lead to the solving of social issues. Based on this belief and our sense of corporate purpose, we have newly formulated the Okamura Way built on Okamura’s DNA that we have cultivated since our founding in 1945. In April 2018, we changed our company name and added the perspective of “people thriving” to our mission. We also revised our management philosophy to state that we will “contribute to society by creating environments where people can thrive with rich ideas and reliable quality.” In addition, we relaunched the previous behavioral guidelines -SMILE- as our basic stance. We believe that, if more people can choose their own work styles and lifestyles and live their lives in their own way while respecting each other, we will have a society full of smiles.

Pursuing further growth while valuing Okamura’s culture of dialogue

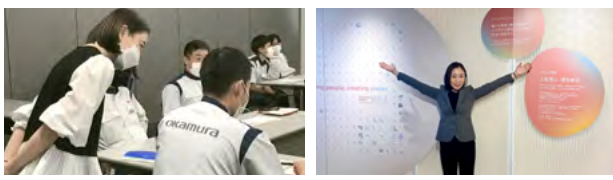
We have developed various tools for spreading the Okamura Way and have deployed them throughout the company. While expressing the perspective of “people thriving,” we have created a way for everyone to naturally feel a sense of participation. Additionally, we held a total of 67 informational sessions, both in-person and online, on the Okamura Way called “Caravan” for all employees of the Okamura Group. Furthermore, we also used “dialogues,” a monthly initiative ingrained in Okamura Culture to improve workplace issues in each department during working hours, as a forum for spreading the Okamura Way. Each employee of the Okamura Group makes a “SMILE Declaration” in which they declare actions that they particularly agree with and aspire to challenge, selected from the “Okamura Basics -SMILE-” which is the basis of each employee’s actions. While communicating with each other, they are taking the first step toward realizing our corporate mission.



Feature 1 Purpose-Based Management | Feature 2 Considering the Global Environment

Various activities to spread awareness, introduced and connected by SMILE Hunter

Using our internal media, SMILE Hunter widely communicates scenes of Okamura members “thriving,” including the various initiatives undertaken by each division to fulfill the mission of the Okamura Way and initiatives by individual employees to put “Okamura Basics -SMILE-” into practice. Activities to spread awareness at various locations all over Japan are reported. By communicating and sharing information, we encourage every employee to voluntarily engage in activities with vitality. Ultimately, we aim to create an environment where all of Okamura’s stakeholders can work and live with vitality, and to link our series of initiatives to the solving of social issues.



Enhancing job satisfaction and sense of purpose in life while creating a sense of unity in the company



Branding Management Office
Sayaka Koga

With the aim of realizing cross-departmental communication within the organization, we conduct SMILE Hunter activities as well as develop good initiatives company-wide. We have heard many different opinions, such as, “it has become clear what my goals should be,” and “as an employee, I’m excited to see the company working on new ways to contribute to society.” In implementing the “SMILE Declaration,” one employee actually made many proposals over the course of one year, declaring, “I want to make proposals for work improvements aimed at improving operational efficiency in order to make the most of myself and my work,” and was awarded by the company for submitting the most individual proposals at the plant. Some plants have created their original Okamura Way goods and characters to raise awareness, and their activities have caused a ripple effect, inspiring other departments to carry out their own unique initiatives as well. To realize our corporate mission, it is important that the Okamura Way resonates with every employee. By making it their own mission, they will become more motivated, and by putting it into practice, it will lead to enhanced job satisfaction and sense of purpose in life. I would be happy if this activity can be a catalyst for creating a sense of unity in the company.

Using owned media to share information and help each other improve

We publish and share information about “people thriving” initiatives that are created and spread internally, transcending

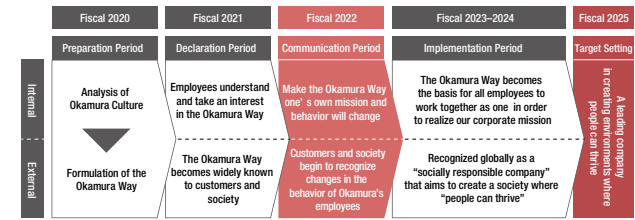
organizational barriers using our owned media, “Okamura Live :) (Okamura Live Smile).” We create synergistic effects within the company by publishing timely feature articles on “people thriving” initiatives, including those of external experts. It is currently viewable by the public as well.



We keep asking ourselves the question - Why do companies exist?

“Purpose-based management,” which clarifies our company’s purpose - that is, our reason for being - and links it to social contribution, is attracting attention as an important management model for all stakeholders. At Okamura, employees themselves participated in the creation of this management model, and all employees worked as one to make it a reality. We will continue our activities so that our customers and society as a whole will appreciate our principles and efforts, while persistently communicating information and engaging in dialogue.

Conception of “cultural branding” approach



From workshops tailored to each generation to changing individual mindsets and concrete actions

On November 19, 2021, the Material Handling Systems Division held a workshop to promote thinking about the division’s ambition “as if it’s your own problem,” as an activity to spread awareness voluntarily in each department. Another purpose was to “aim for an organization that can be bottom-up rather than top-down,” and 11 members in their 20s participated on this day. Through this workshop, each participant had a mental image of the business ambition and made a “declaration of change” to link it to concrete actions, resulting in a change of mindsets.

Initiatives in the Okamura Way allowing employees to work as one while maintaining diversity also links to the enhancement of corporate reputation



Material Handling Systems Division
West Tokyo Branch, Material Handling Systems Sales Department
Shinya Masui

Recently, the atmosphere within the company has changed drastically, and messages regarding the Okamura Way and business ambition are displayed in places where we can see them, thus making us naturally conscious of them on a daily basis. There is a growing momentum to take the initiative in trying new things, and it makes us feel like taking on new challenges ourselves. The workshop was a valuable experience for us to gain new insights while conversing with people from other departments whom we would not normally talk to. It was also impressive to hear that it is good to have diversity in our approaches and objectives while working together as one, and that it is important to recognize our differences. Personally, from now on, I want to be a person who can make proposals that contribute to society, always keeping in mind the perspective of “considering the environment.” I was also pleased that we are being highly regarded as a company when we introduced our initiatives in the Okamura Way to our customers.

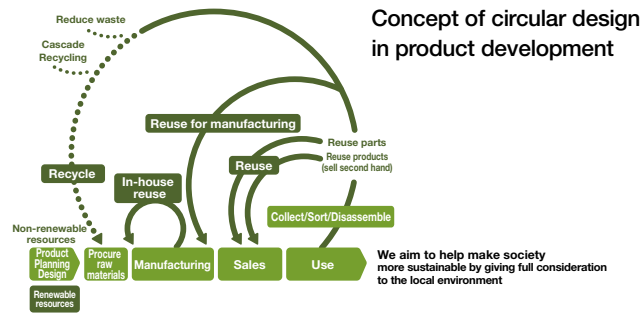
Feature 2 Considering the Global Environment

Toward Carbon Neutrality by 2050

With the urgent need to address global warming around the world, companies are required to take more concrete actions. Aiming for virtually zero greenhouse gas emissions by 2050, the Okamura Group has further strengthened its activities thus far. We are making steady progress toward achieving carbon neutrality by 2050, with a target to reduce CO₂ emissions by 50% in 2030 compared to 2020. We are constantly creating new products and activities that have an impact on society.

Formulation of circular design based on the concept of a circular economy

Okamura, which has endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), is conducting scenario analyses to assess the climate-related risks and opportunities that affect our businesses under multiple scenarios based on these TCFD recommendations. In particular, we believe that recycling raw materials will contribute to climate change mitigation. Therefore, in November 2021, we formulated the “circular design” approach based on the concept of a “circular economy.” In addition to conventional 3R (Reduce, Reuse, and Recycle) initiatives, we are actively promoting measures such as maximizing resource and product value and minimizing resource input and consumption. Based on the concept of a circular economy, we are also aiming for manufacturing that effectively utilizes limited resources for a longer period and minimizes waste generation throughout the product life cycle—from product planning and design to procurement, manufacturing, sales, maintenance, reuse, and recycling. We are contributing to the creation of a sustainable society by thoroughly considering the global environment. (See [▶ p. 40](#) for details)



Expansion of environmentally friendly products based on Okamura’s own environmental standards

Okamura takes the environment into consideration when procuring materials and strives to reduce the burden on the environment through cooperation with suppliers. It also focuses on the development of environmentally friendly products. Since 1997, Okamura has established its own environmental standards for its products. Those that meet these standards are certified as the “GREEN WAVE products.” In 2010, we created the “GREEN WAVE+” standard for products that are even more environmentally friendly. In addition to expanding our lineup of more environmentally friendly products, we also label our recommended products with a logo to encourage customers to choose these products.

(See [▶ p. 69](#) for details)



Promoting installation of solar power generation equipment and switching to hydroelectric power generation

Steady progress is being made on initiatives to introduce renewable energy to achieve carbon neutrality at the Okamura Group, including its plants, factories, and distribution locations across Japan. Currently, we have installed solar power generation equipment for self-consumption at three locations, and are switching to hydroelectric power generation at six locations.

- Installed solar power generation equipment for self-consumption
- Oppama Plant (Kanagawa Prefecture)
 - Kansai Okamura Corporation (Osaka Prefecture)
 - Osaka Distribution Center (Hyogo Prefecture)
- Switched to renewable energy using hydroelectric power generation
- Oppama Plant, Nakai Plant, Tsurumi Plant, Yokohama Distribution Center (Kanagawa Prefecture)
 - Takahata Plant (Yamagata Prefecture)
 - FujiSeiko Co., Ltd. (Ishikawa Prefecture)

Participating in external initiatives such as “RE100” and “JCLP” to contribute to the realization of a decarbonized society

In March 2022, Okamura joined the “RE100,” a global initiative in which companies aim to use 100% renewable energy in their business activities, and the Japan Climate Leaders’ Partnership (JCLP), which aims to realize a sustainable decarbonized society. Through these memberships, we will promote initiatives to ensure that 100% of the electricity used in our business activities is from renewable energy sources, and spread awareness across society to contribute to the realization of a decarbonized society.



Originality of utilizing recycled materials and renewable resources in products

Various types of recycled materials and renewable resources are used in many of Okamura's products. The Circular Design website provides information on many more actions, including internal reuse initiatives and other efforts in manufacturing, procurement, and sales.

<https://www.okamura.co.jp/company/sustainability/greenwave/product/>

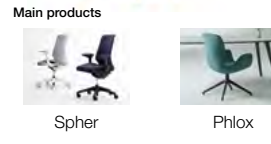
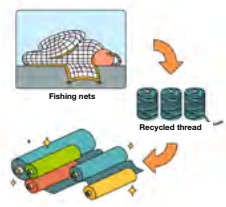
PET recycled material



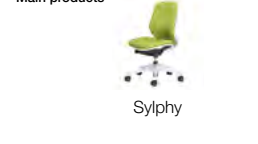
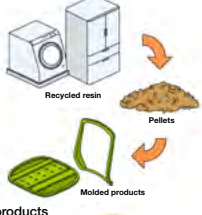
Marine plastic waste Recycled fabric



Recycled fabric from waste fishing nets



Recycled resin



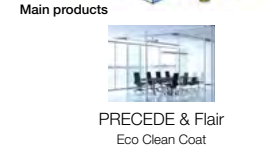
Wool



Domestic timber



Special powder coating using bamboo charcoal



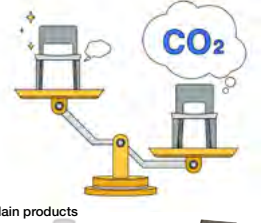
Linoleum



Biomass plastic



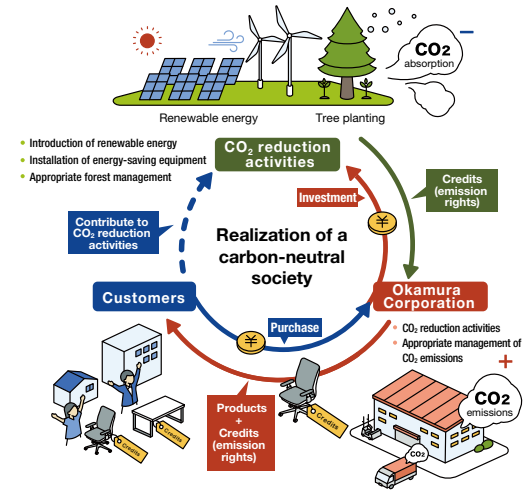
Reducing product weight



Contributing to greenhouse gas reduction activities through Carbon Offset Program

Okamura correctly calculates greenhouse gas emissions throughout the product life cycle for office furniture products—from the procurement of raw materials to manufacturing, transportation, and disposal. In January 2022, we launched the Carbon Offset Program that offers customers products with emission rights (credits) equivalent to the amount of emissions. As a result, customers can now contribute to greenhouse gas reduction activities by purchasing the relevant products. At Okamura, we carry out efficient transportation and distribution when purchasing raw materials and delivering products to customers, and at the same time, strive to reduce CO2 emissions by promoting initiatives such as energy-saving measures at our plants and conversion of the electricity we use to renewable energy. As a result of these efforts, we calculate the amount of CO2 emissions that cannot be reduced and offset them through emission rights. (See [p. 40](#) for details)

Flow of the "Carbon Offset Program"

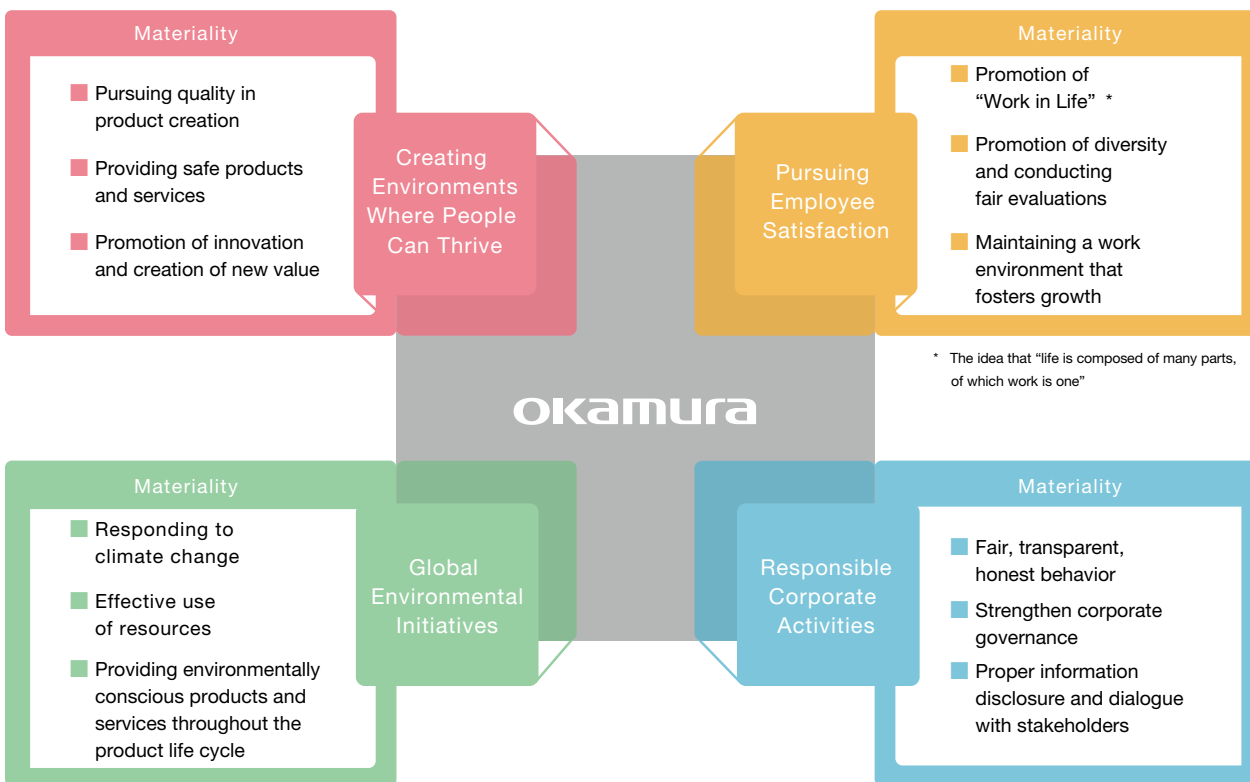


Promoting Sustainability at the Okamura Group

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.

The sustainability material issues of the Okamura Group

To meet the expectations of our stakeholders and society as a whole, we have set the following four themes and material issues while promoting our business activities: (1) Creating environments where people can thrive, (2) Pursuing employee satisfaction, (3) Global environmental initiatives, and (4) Responsible corporate activities.



Contribution to SDGs

The Okamura Group will promote initiatives to address sustainability material issues and contribute to the achievement of the Sustainable Development Goals (SDGs) through business and social contribution activities.



Report content

Creating environments where people can thrive [▶ p. 37](#)



Global environmental initiatives [▶ p. 58](#)



Pursuing employee satisfaction [▶ p. 81](#)



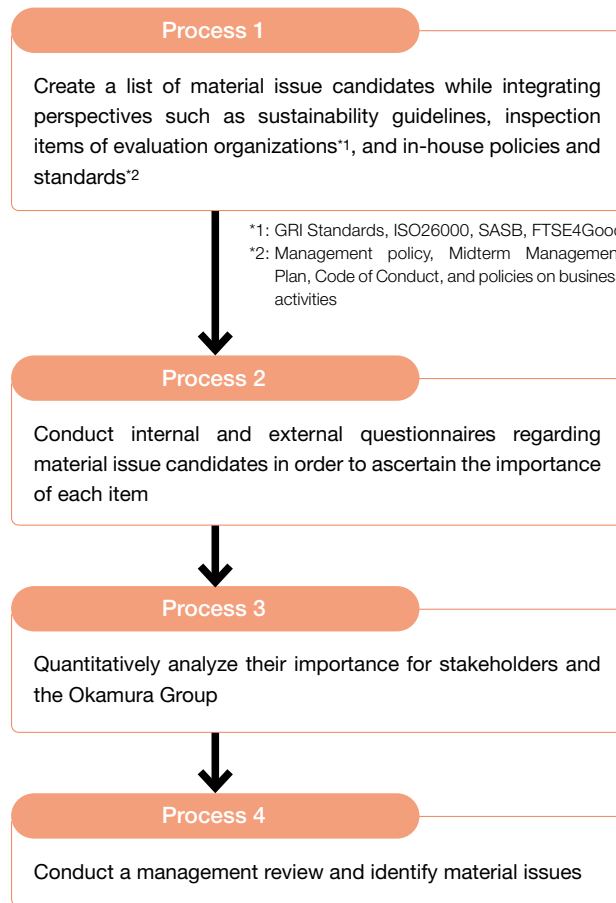
Responsible corporate activities [▶ p. 115](#)



The numbers above indicate the related SDGs.

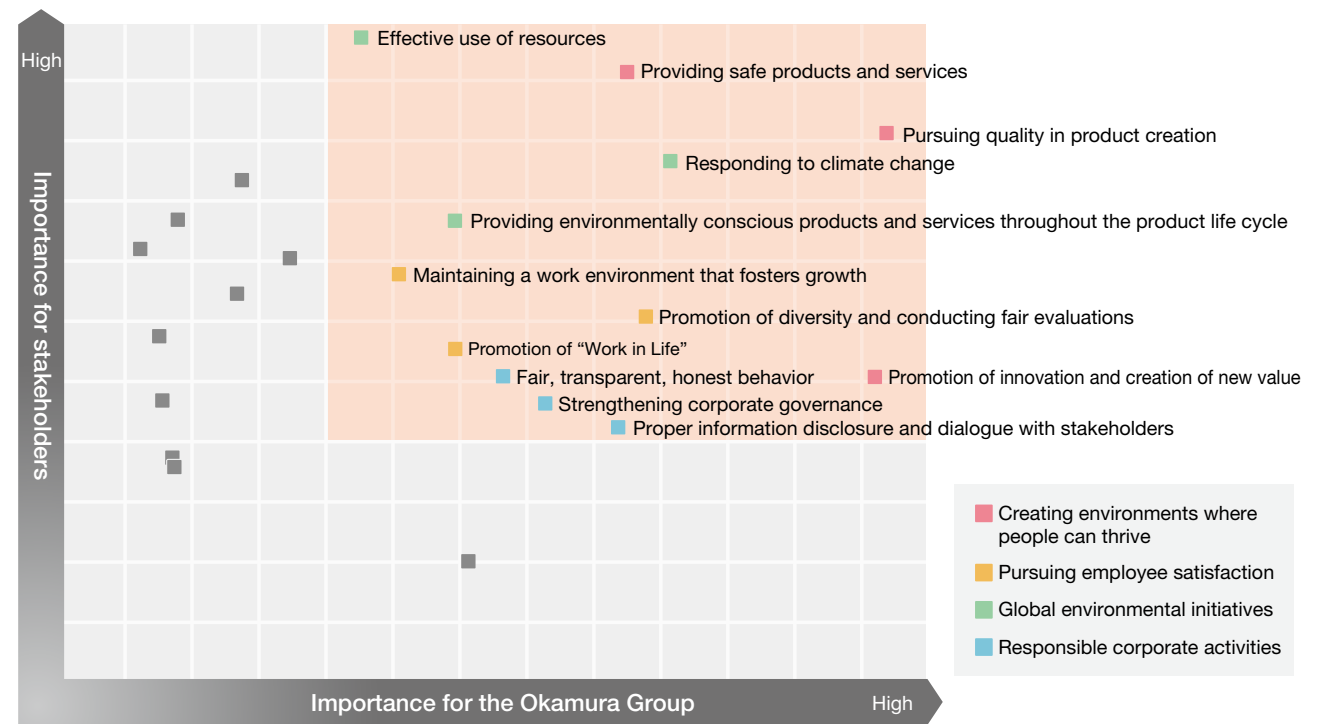
Processes for identifying material issues

Sustainability material issues were identified using the following processes to extract issues and analyze their importance. This was followed by a management review. (Identified in fiscal 2018)



Material issues map

Material issues have been clarified by mapping sustainability-related issues on a graph that shows importance for stakeholders on one axis and importance for the Okamura Group on the other.



Sustainability promotion system

At the Okamura Group, we have established a Sustainability Committee, chaired by the Representative Director and comprised of executive officers in charge of each business division and corporate department. Based on the annual plan for addressing sustainability material issues, the committee promotes and supports group-wide initiatives, monitors progress, formulates response policies, and deploys them to related departments. In addition, regarding overall risks for the Okamura Group including climate change risks, the committee reassesses current risks in consideration of the impact on management, finances, etc., extracts and evaluates new risks, as well as identifies and reviews important risks. The Sustainability Committee holds regular meetings twice a year and reports on its deliberations and resolutions to the Board of Directors.

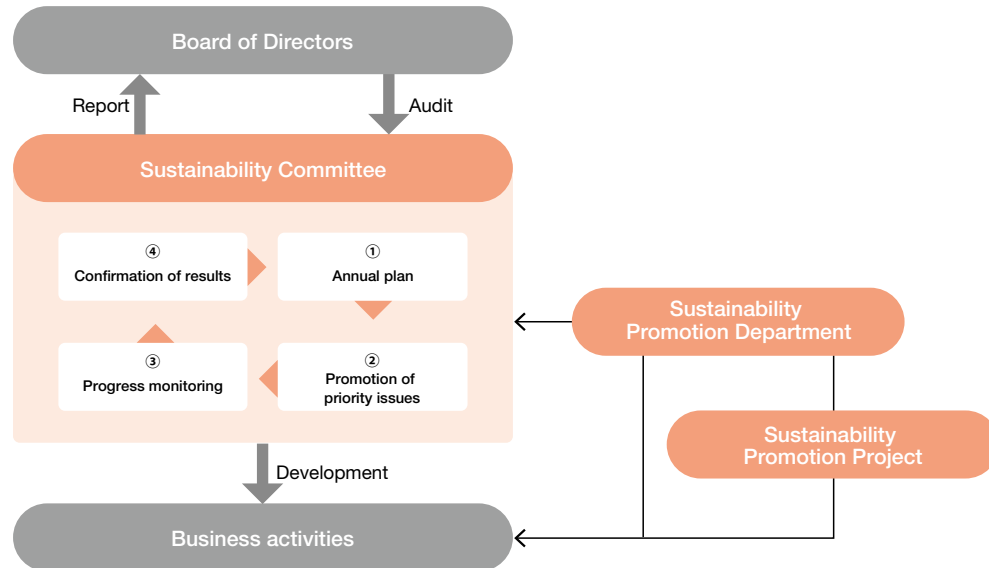
The Sustainability Promotion Department operates the Sustainability Committee as its secretariat, develops approved items into business activities through each internal organization, and regularly conducts follow ups. In addition, for the company-wide sustainability promotion project, we are working to follow up on the progress of each business division and spread awareness of our activities among employees.

Sharing the latest ESG-related cases at the Sustainability Committee


The latest information on ESG and the latest case studies from external experts and specialized internal departments on matters that are closely related to the Okamura Group are shared at the Sustainability Committee. In September 2021, the committee shared the content on Scope 3 related to the Science Based Targets (SBT) in climate change countermeasures, and the content on human rights in March 2022.

Content of committee meetings held in fiscal 2021

'21 June	TCFD disclosure
August	Decarbonization and human rights
September	SBT and Scope 3
October	Carbon pricing
December	Circular economy and carbon offset
'22 March	Support for human rights



TOPICS



Sustainability-Linked Bond

Okamura issued its first sustainability-linked bond in June 2022 with the aim of solving social issues and protecting the global environment. The sustainability-linked bond has a term to maturity of five years and an issuance amount of 5 billion yen. “A reduction in greenhouse gas emissions of 25% in fiscal 2025 compared to fiscal 2020” is set as the Sustainability Performance Target (SPT), and if the SPT has not been met, Okamura Corporation will donate by the bond redemption date an amount equivalent to 0.15% of the bond issuance amount to organizations whose purpose is to carry out environmental protection activities, including public interest incorporated associations, public interest incorporated foundations, international organizations, NPOs authorized by local governments, and local governments. In preparation for the issuance, Okamura Corporation formulated a sustainability-linked bond framework and has obtained a third-party opinion from the Japan Credit Rating Agency, Ltd. (JCR) regarding the conformance of this framework with the Sustainability-Linked Bond Principles of the International Capital Market Association (ICMA) and the Green Loan and Sustainability-Linked Loan Guidelines of the Ministry of the Environment. The SPT assessment results are published in the Okamura Group Sustainability Report or on our website.

Understanding Opportunities and Risks Throughout the Value Chain

At the Okamura Group, we recognize the social issues to be solved through business activities and the opportunities and risks in business activities at each stage of the value chain, and this is reflected in the operation of the Sustainability Committee.

Value chain	Development	Procurement/Manufacturing	Distribution	Consulting/Sales/Service	Disposal/Recycling	
Social issues, opportunities, and risks	<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 Delivery Export 	<ul style="list-style-type: none"> Understand customer needs and create 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	<ul style="list-style-type: none"> Climate change Biodiversity loss and ecosystem collapse Waste disposal/resource depletion Decline in the labor force IT risks such as cyber attacks Increase in threatening infectious diseases 					
Opportunities 3 7 8 9 12 13 14 15 16 17	<ul style="list-style-type: none"> Improve corporate value by developing products and services that solve social issues Market evaluation by more energy efficient technology and procurement of renewable energy Increase market share through sustainable and stable procurement Support the environment and labor saving by optimizing logistics Waste reduction and treatment cost savings through the promotion of a circular economy 					
Risks 5 6 7 8 10 12 13 14 15	<ul style="list-style-type: none"> Delay in responding to changes in the market environment caused by social issues Increased response costs due to environmental regulations, renewable energy conversion, and abnormal weather Decrease in sales due to shifts in the market environment caused by social issues Supply chain disruption and production suspension due to natural disaster Occurrence of a serious accident Increased waste Social criticism and increased processing costs due to increased waste Tightening international regulations, increased demands from society (environment, resources, labor, human rights, markets) Social criticism and increased response costs due to environmental pollution Labor shortage due to shrinking labor force 					
Initiatives 3 7 8 9 12 13 14 15 16 17	<ul style="list-style-type: none"> Develop products and services that contribute to the mitigation of climate change Energy-saving initiatives/use of renewable energy Provide products and services that contribute to the mitigation of climate change Supply chain reform Research and development of workplaces that realize a sustainable society Sustainable procurement survey Resource saving initiatives at the production, distribution, and installation work stages Provide workplaces that realize a sustainable society Promoting resource recycling of used products Develop products and services that respond to the shrinking labor force Preventing environmental pollution Provide products and services that respond to the shrinking labor force Develop products and services to realize diverse workstyles in the new normal for society Conserving biodiversity Provide products and services to realize diverse workstyles in the new normal for society 					
<p>A foundation that supports the value chain Global environmental initiatives, Pursuing employee satisfaction, Responsible corporate activities</p>						

The numbers in Social Issues, Opportunities, and Risks indicate the related SDGs.

Sustainability Action Plan

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 Policies</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 with reliable quality and safety.</p>	<h3>Midterm goal (until fiscal year 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)

Issue (★ indicates material issue)	KPI	Fiscal 2021 target	Fiscal 2021 results	Fiscal 2022 target
★ Pursuing quality in product creation ★ Promotion of innovation and creation of new value 7 8 9 12	See the Midterm Management Plan (published May 13, 2020, "Announcement of Formulation of the Midterm Management Plan" https://ir.okamura.co.jp/library/managementplan/) <ul style="list-style-type: none"> ● Propose and provide products and spaces that offer true value to society ● Innovation generated by Okamura itself. Bring about innovation for the whole of society through spaces with true value *Fiscal 2020 is not managed as a fiscal year	<ul style="list-style-type: none"> ● Realize diverse work styles within the new normal ● Provide workplaces that realize a sustainable society ● Respond to the shrinking labor force ● Contribute to climate change mitigation 	<ul style="list-style-type: none"> ● Office furniture business (Responding to Okamura's Business and Sustainability Material Issues ▶ p. 10) ● Store displays business (Responding to Okamura's Business and Sustainability Material Issues ▶ p. 12) 😊 ● Material handling systems business (Responding to Okamura's Business and Sustainability Material Issues ▶ p. 14) 	<ul style="list-style-type: none"> ● Continuation and progress of initiatives to realize the value provided by each business
★ 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	0 😊	0

Global Environmental Initiatives

Sustainability Policies

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

Midterm goal (until fiscal year 2022)

We will nurture “eco seeds” by putting our environmental activities into practice and provide to customers “eco fruits,” our products and services born through these environmental activities. (See [▶ p. 61](#) for details)

ESG category: E (Environmental)

Issue (★ indicates material issue)	KPI	Fiscal 2021 target	Fiscal 2021 results	Fiscal 2022 target
★ Responding to climate change 7 13 15	Promotion of measures to prevent global warming <ul style="list-style-type: none"> Increase energy productivity Global warming prevention in logistics 	Increase energy productivity 1% year on year <ul style="list-style-type: none"> Reduce consumption rate at production-related sites Maintain consumption rate of office-related sites at current levels Reduce logistics CO₂ emissions volume Reduce greenhouse gas emissions by 1,000 t-CO ₂ per year <ul style="list-style-type: none"> Reduce industrial fuel by 1% Reduce vehicle fuel by 5% 	Increased energy productivity 3.4% year on year <ul style="list-style-type: none"> Reduced consumption by 5.3% at production-related sites Consumption at office-related sites increased by 2.2% Logistics CO₂ increased by 2.2% Reduced greenhouse gas emissions by 7,543 t-CO ₂ per year <ul style="list-style-type: none"> Reduced industrial fuel by 3.1% Reduced vehicle fuel by 13.4% 	Increase energy productivity 1% year on year <ul style="list-style-type: none"> Reduce energy consumption rate at production-related sites Maintain energy consumption rate of office-related sites at current levels Reduce logistics CO₂ emission intensity Reduce greenhouse gas emissions by 1,000 t-CO ₂ per year <ul style="list-style-type: none"> Reduce industrial fuel by 1% Reduce vehicle fuel by 5%
★ Effective use of resources 7 12 14 15	Promote resource recycling through resource saving and waste reduction <ul style="list-style-type: none"> 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"> Maintain production waste at current levels Maintain zero emissions for distribution and installation-related waste, continue digitized manifests, and expand target scope 	<ul style="list-style-type: none"> Reduced production waste by 5% Maintained zero emissions for distribution and installation-related waste, continued digitized manifests, and expanded target scope 	Reduce production waste by 1% <ul style="list-style-type: none"> Maintain zero emissions for distribution and installation-related waste, continue digitized manifests, and expand target scope
★ Providing environmentally conscious products and services throughout the product life cycle 3 6 7 9 12 13 14 15	Promote environmentally conscious planning and design in product development <ul style="list-style-type: none"> Improve product development rate (GREEN WAVE and GREEN WAVE+ product development management) Improve product environmental information management (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 Improve environmentally friendly product proposal rates within the office furniture and store fixture markets 	<ul style="list-style-type: none"> Improved GREEN WAVE and GREEN WAVE+ product sales ratios and proposal rates; targets achieved for office furniture business, store displays business, and overseas business, but not achieved for material handling systems business Improved environmentally friendly product proposal rates within the office furniture and store fixture markets; targets achieved for office furniture business and store displays business 	<ul style="list-style-type: none"> Improve GREEN WAVE and GREEN WAVE+ product sales ratios and proposal rates Improve environmentally friendly product proposal rates within the office furniture and store fixture markets
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 Actively promote ACORN activities 	<ul style="list-style-type: none"> Expanded use of domestic and local timber Implemented ACORN activities 	<ul style="list-style-type: none"> Expand use of domestic and local timber Promote ACORN activities and initiatives to conserve the natural environment
Preventing environmental pollution 3 6 11 12 14 15 17	Measures for pollution prevention and hazardous chemical substances <ul style="list-style-type: none"> Compliance with pollution (air, water) and soil contamination prevention laws and ordinances Proper management of high-concentration PCBs and proper treatment of waste that contains mercury CFC-related facility inspections and leakage management 	Continue implementation of legal compliance	Conducted monitoring; no violations	Continue implementation of legal compliance
	Reduction of environmental impact <ul style="list-style-type: none"> PRTR emissions Water resource usage 	<ul style="list-style-type: none"> PRTR: Reduce per basic unit transfers 1% year on year Reduce water resource usage by 1% year on year 	<ul style="list-style-type: none"> PRTR: Deterioration in per basic unit transfers 5.8% year on year Reduced water resource usage by 4.9% year on year 	<ul style="list-style-type: none"> PRTR: Reduce per basic unit transfers 1% year on year Reduce water resource usage by 1% year on year

See related information/details [▶ p. 61](#) – [▶ p. 62](#)

Pursuing Employee Satisfaction

Sustainability Policies

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 achieving personal growth through cooperation.

Midterm goal (until fiscal year 2022)

Create systems and mechanisms and implement workplace improvements that make it possible for diverse employees to flourish, as well as pursue an environment in which employees can work in a lively manner by changing their own awareness and acting in a corresponding manner.

ESG category: S (Social)

Issue (★ indicates material issue)	KPI	Fiscal 2021 target	Fiscal 2021 results	Fiscal 2022 target
★ Promotion of “Work in Life” “WiL-BE” ¹ 3 8	Level of understanding of “WiL-BE” and “Work in Life” initiatives	Promote initiatives to “ exceed 80 % by fiscal 2021”	Based on questionnaire results ● Level of understanding of “WiL-BE” 70.6 % ● Level of understanding of “Work in Life” 72.8 %	In particular, promote initiatives to “improve engagement”
★ Promotion of diversity and conducting fair evaluations Work Rule ¹ 5 8 10	Percentage of female employees	21 %	20 %	By fiscal 2024: 22 %
	Percentage of employees with disabilities	As of June 1, 2022 2.5 % or more	As of June 1, 2022 2.52 %	As of June 1, 2023 2.50 %
	Number of women in management positions or that are candidates for management positions	● Promote initiatives to achieve “ 1.5 times the results of fiscal 2019 by the end of fiscal 2021” ● Implement measures to increase the number of female candidates, and in turn, the number of female managers	1.38 times (percentage of female managers: 4.5 %)	Percentage of female managers By fiscal 2024: 7 %
	Percentage of female new graduate hires	40 %	21 % (excluding new hires in the production plants)	By fiscal 2024: 40–50 %
	Percentage of employees who return to work after taking childcare leave	90 % for both men and women	Men: 100 % Women: 96.8 %	90 % or more for both men and women
	Number of male employees who take childcare leave	Implement measures that encourage male employees to take childcare leave	12	Implement measures that encourage male employees to take childcare leave

*Target scope: Okamura Corporation

*1 See details [▶ p. 83](#)

Issue (★ indicates material issue)	KPI	Fiscal 2021 target	Fiscal 2021 results	Fiscal 2022 target	
★ Maintaining a work environment that fosters growth Human Development¹ <div style="background-color: #800000; color: white; padding: 2px; display: inline-block; margin-right: 5px;">4</div> <div style="background-color: #000080; color: white; padding: 2px; display: inline-block;">8</div>	Increasing 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 74.5% ● Percentage of training interviews conducted 93.0% ● Percentage of goal management interviews conducted 93.0% 	Aim to achieve 100% for each item	
	Support desire of employees to proactively study <ul style="list-style-type: none"> ● E-learning participation rate 	<ul style="list-style-type: none"> ● Percentage of e-learning participants who cover all costs themselves 8% 	3.6%		Total number of applications for correspondence education and e-learning 10% of employees
	Establishment of "Okamura University (OkaUni)," an in-house university in fiscal 2020 where employees can learn to become their "ideal selves" <ul style="list-style-type: none"> ● Participant satisfaction 	Satisfaction of "OkaUni" participants 80 points	83.1 points		Satisfaction of "OkaUni" participants 80 points
Making our workplaces healthier and safer <div style="background-color: #008000; color: white; padding: 2px; display: inline-block; margin-right: 5px;">3</div> <div style="background-color: #800000; color: white; padding: 2px; display: inline-block;">8</div>	Average rate of annual paid leave taken	70 %	61.4 %	70 %	
	Regular general health examination uptake rate	100 %	100 %	100 %	
	Stress check uptake rate	100 %	99.3 %	100 %	
	Percentage of smokers	28 %	28 %	27 %	
	Percentage of persons subject to "active support" or "motivation support" (health examination subjects who are 40 years old or older)	12 %, 6 % respectively	14.3 %, 8.9 % respectively	10 %, 6 % respectively	
Execution of work through teamwork <div style="background-color: #800000; color: white; padding: 2px; display: inline-block; margin-right: 5px;">8</div> <div style="background-color: #000080; color: white; padding: 2px; display: inline-block;">17</div>	Dialogue ² implementation rate	100 % implementation	70 %	75 %	

*Target scope: Okamura Corporation

*1 See details [▶ p. 83](#) [▶ p. 96](#)

*2 "Dialogue": company-wide initiative to resolve workplace issues and improve the environment (See [▶ p. 98](#) for details)

Responsible Corporate Activities

ESG category: G, S
(Governance, Social)










Sustainability Policies







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.

Midterm goal (until fiscal year 2022)

- 1: We strive to strengthen governance, information management, and risk management in order to achieve fair, transparent, and honest corporate management with a high standard of ethics.
- 2: We will appropriately disclose information based on laws and ordinances and actively disclose information determined to be important for stakeholders.
- 3: We will ascertain human rights risks—both in house and those related to our wider business activities—and implement initiatives to reduce these risks.
- 4: We will conduct social contributions that leverage the knowledge and experience accumulated in our business activities, and conduct initiatives to solve social issues.

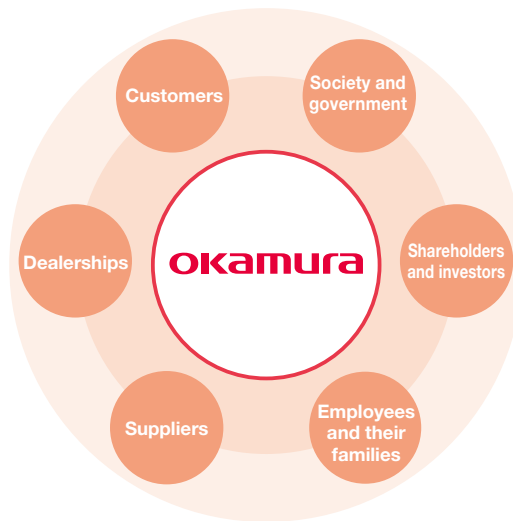
Issue (★ indicates material issue)	KPI	Fiscal 2021 target	Fiscal 2021 results	Fiscal 2022 target
★ Fair, transparent, honest behavior 5 8 10 16	Implementation rate for compliance education conducted at time of hire and for newly appointed executives	100%	100% implemented through online training 	100% implementation
	Expansion of compliance education	Distribute and promote the use of books to raise awareness on contracts and legal affairs	Restructured the books to raise awareness on contracts and legal affairs Building Standards Act training held 14 times 	<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
★ Strengthening corporate governance 5 8 10 16	Strengthen governance by increasing diversity, independence, and objectivity of the Board of Directors	Ratio of independent outside directors 1/3 or more	Ratio of independent outside directors 4/11 	<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
Proper information management 10 16	Thorough protection of personal information	PrivacyMark internal audit implementation rate 100%	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% 	Employee training implementation rate 100%
	Personal information management in line with requirements of various countries	Compliance with the same laws and regulations in other countries	Conducted risk analyses of relevant countries 	Compliance with the same laws and regulations in other countries
Strengthening disaster measures and risk management system 10 11	Improve and expand emergency stockpiles	Emergency stockpile deployment rate 100%	Emergency stockpile deployment rate 100% 	Emergency stockpile deployment rate 100%
	Emergency call	Response rate 100%	Response rate 99.9% 	Response rate 100%
	Establish BCP	Review BCP	Began examination of supply chain measures 	Begin implementation of hazard map review and establishment of multiple locations for important product groups

Issue (★ indicates material issue)	KPI	Fiscal 2021 target	Fiscal 2021 results	Fiscal 2022 target
Responsible procurement and building relationships of trust with suppliers 16 17	Analyze various risks in the supply chain	Update survey content and conduct surveys	Updated survey content based on social conditions and conducted surveys 	Analyze environmental and social risks in the supply chain
	Activities to spread awareness of Sustainable Procurement Guidelines	Expand scope for sustainable procurement surveys	Expanded the scope and conducted surveys Fiscal 2020: 133 companies → Fiscal 2021: 227 companies 	Conduct sustainable procurement surveys of approximately 400 suppliers — 65% based on transaction amount (suppliers in production, installation work, distribution, etc.)
★ Proper information disclosure and dialogue with stakeholders 16 17	Conduct stakeholder dialogues	Expansion of participating internal departments	Dialogue held between human rights-related department and outside experts 	Conduct stakeholder dialogues with various ESG-related outside experts
Respect for human rights 5 8 10	Continue to be a signatory of the UN Global Compact	Submit COP (annual report) and be actively involved with related organizations	Submitted COP (annual report) and participated in human rights-related subcommittee 	Submit COP (annual report) and participate in human rights-related subcommittee
	Analyze various risks related to human rights	Conduct due diligence and raise our level in regard to human rights	Formulated the Okamura Group human rights policies 	Identify and respond to priority issues through human rights impact assessment
Establish good relationships with local communities 17	Formulate policies relating to social contribution	Formulate criteria for implementing social contribution activities	Formulated criteria for implementation 	Thorough application of implementation criteria

Stakeholder Engagement

Okamura Group stakeholders

The Okamura Group aims to be a company trusted and appreciated by society by communicating with a wide range of stakeholders and linking the opinions and requests of our stakeholders to the improvement of initiatives and the enhancing of management.



Stakeholder	Basic stance
Customers	We aim to increase customer satisfaction through the “provision of safe and high-quality products and services.”
Dealerships	We will increase the corporate value of both Okamura and dealerships toward a common goal of maximizing customer satisfaction.
Suppliers	Premised on fair and impartial business with suppliers, we will promote business improvement activities through mutual collaboration as well as procurement activities that emphasize sustainability.
Shareholders and investors	In addition to working to increase shareholder value by expanding business and continually increasing corporate value, we will conduct proper, timely information disclosure and aim for highly transparent management in order to gain even greater trust from shareholders and investors.
Employees and their families	We are moving forward with creating workplaces in which every employee can demonstrate their capabilities to the fullest by emphasizing mutual cooperation between employees, based on a fair labor-management relationship. We will link this to the growth of the company and improving the lives of employees.
Society and government	We work to coexist with society by actively engaging in dialogue and interacting with persons in various fields and age groups, related organizations, and various other parties.

Conducting of employee questionnaires on sustainability and raising awareness regarding the initiatives

In August 2021, continuing from the previous year, we conducted a questionnaire for all employees with the aim of enhancing sustainability initiatives, and gained understanding about awareness and actions related to social issues, awareness of Sustainable Development Goals (SDGs), and other topics.

Using the results of the questionnaire, we are trying to further educate our employees and deepen knowledge of our approach towards sustainability issues and the initiatives that we have in place through the following methods.

- Introducing activities for sustainability through an in-house magazine
- Distributing the “Sustainability Newsletter” as an informational medium by email once a month to introduce current affairs information, relevant seminars, reference books, etc.
- Holding study groups with instructors from the Sustainability Promotion Department
- Holding sustainability-related events (See ▶ p. 76 for details)

We will continue to conduct questionnaires every year to raise employee awareness and encourage action, which will lead to the enhancement of our initiatives.



“Sustainability Newsletter” distributed by email every month

How we communicate with various stakeholders and principal examples (see [▶ p. 128](#) for related information)

Customers	Basic stance	Customer satisfaction increases only when the products themselves have superior quality and functions, combined 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 stance demanded in corporate activities and is based on the Okamura Group Basic Policy (see ▶ p. 121 for related information)	
	How we communicate	Customer Service Office	Principal examples
		After-sales maintenance (inspections and repairs)	
Communicating product information Installation examples and publication of information magazines	In addition to accurately responding to consultations and requests from customers, we have established a Customer Service Office in order to reflect the details of these into our corporate activities. In fiscal 2021, the Customer Service Office handled roughly 24,500 inquiries, which were primarily product inquiries, after-sales service requests, and catalog requests. We have established an integrated support system for after-sales maintenance for products purchased by customers. We provide support that extends the life of purchased products, such as maintenance and inspections, repairs and servicing, and cleaning. This is done for a wide range of Okamura products, including office furniture, architectural products in public spaces, and disaster prevention equipment such as flood barriers. We regularly publish catalogs for each field, including office furniture, educational furniture, furniture for healthcare facilities, furniture for R&D facilities, furniture for commercial environments, and material handling systems, as well as provide product information appropriate for the business and industry of the customer. In addition, we make catalogs and important information related to product safety and quality widely available through our website. We also publish booklets and information magazines that feature a collection of outstanding installation examples as well as propose the creation of spaces that meet the changing times and customer needs.		
Dealerships	Basic stance	The Okamura Group not only conducts direct sales but also sells products through dealerships in order to meticulously meet the diverse needs of customers. Based on the idea that dealerships are not only partners of Okamura but also our customers, we will work with them to increase mutual corporate value toward the common goal of maximizing customer satisfaction.	
	How we communicate	Dealership associations by handled products	Principal examples
		Various workshops	
Information website for dealerships	We have created dealership associations for each product handled with the aim of fostering interactions with dealerships and their development. For each dealership association, we work to enhance communication through exchange meetings and other events at the national and regional levels. In addition, we offer awards for outstanding installation examples and performance and link these to improving corporate mindset and taking on new challenges. We hold a wide range of training programs, from business manners education for new employees to several types of trainings to improve sales skills as well as seminars to train future managers. More specifically, we offer numerous educational opportunities, including catalog workshops, presentation workshops, business manners workshops, and overseas training. We also work to share information and experience by providing support appropriate for the characteristics of each dealership association. These can take the form of correspondence education courses for dealership employees and tours of installation examples. In fiscal 2021, we held various hybrid workshops and tours through face-to-face and online sessions. We have created an information website for dealerships that provides numerous types of information to accurately meet the needs of customers and maximize customer satisfaction.		
Suppliers	Basic stance	The Okamura Group clearly states in its Basic Purchasing Policy its concept that “the fundamental principle of business is free competition, and we will work toward coexistence and mutual prosperity with suppliers based on an equal footing and mutual trust” and established the Sustainable Procurement Guidelines. Based on this perspective and premised on fair and impartial business with suppliers, we will promote business improvement activities through mutual collaboration as well as procurement activities that emphasize sustainability.	
	How we communicate	Information exchange meetings and technical exchange meetings	Principal examples
		Regular interviews and visits	
Electronic network system	In order to strengthen our collaborative relationship with suppliers and further mutual development, we have organized cooperation meetings and regularly hold information exchange and technical exchange meetings. In addition to conducting sustainable procurement surveys of suppliers that primarily cover the four topics of human rights, working conditions, environmental conservation, and compliance, we regularly visit suppliers and exchange opinions related to quality management and manufacturing technology, which we link to improving the level of quality management for material procurement. In order to meet diversifying customer needs, we share demand forecasts, production plans, and other information using a digital network system that links us to suppliers. This system is helpful in improving customer satisfaction and increasing the efficiency of the overall supply chain.		

Shareholders and investors	Basic stance	We will strive to increase shareholder value by expanding 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 through various opportunities.		
	How we communicate	General meeting of shareholders	Principal examples	We are working to increase investor and shareholder convenience by posting convocation notices online and introducing a system that will enable the exercising of voting rights via the Internet.
		Financial Results Briefings and facility tours		When announcing earnings, we hold a Financial Results Briefing twice a year, where management provides explanations on earnings details and the Midterm Management Plan. We also strive to conduct a wide range of IR activities, including holding individual meetings with Japanese and overseas investors and analysts (around 100 times a year); conducting tours of production plants, show rooms, and other facilities; and participating in IR conferences held by securities companies.
		Information magazine and website		In addition to legally required information disclosure, our IR activities include publishing the OKAMURA REPORT, a magazine for shareholders and investors to provide them with the latest financial and new product information. Additionally, we also post IR information on our website and make efforts to quickly and accurately disclose information.
Employees and their families	Basic stance	At the Okamura Group, we view employees as collaborators as well as being members of a team, and together, we will grow the company. We aim to create even greater results through business activities that emphasize mutual collaboration among employees. We are moving forward with creating workplaces in which every employee can demonstrate their capabilities to the fullest based on a fair labor-management relationship. We will link this to the growth of the company and improving the lives of employees.		
	How we communicate	Discussions between labor and management	Principal examples	We strive to build a healthy labor-management relationship by regularly holding joint labor-management meetings and various committee meetings. We formulated our Health Management Declaration in September 2017 based on the Occupational Safety and Health Policy in order to specifically promote health and productivity management (Kenko Keiei) [®] and revised the declaration on April 1, 2020 in order to strengthen such activities.
		Initiatives to realize employee "Work in Life"		In order to realize "Work in Life" that the Okamura Corporation advocates, we also focus on building and operating various systems and strive to create a safe workplace that is rewarding and easy to work in for every employee.
		Activities to promote diversity and inclusion		We strive to offer inclusive employment and an inclusive work environment based on our Diversity and Inclusion Policy. We have implemented various measures so that each employee can play an active role in the business, such as implementing the Diversity Promotion Project (informally known as the Sodateru Project) from August 2016 to March 2020 as well as establishing the Diversity Promotion Office in April 2018 (name changed to the D&I Promotion Office in March 2020).
Society and government	Basic stance	We work to coexist with society by actively engaging in dialogue and interacting with residents, government agencies, companies, and organizations of various fields, as well as the younger generation that will support society in the future in the localities where our business is conducted.		
	How we communicate	Relationship with local communities	Principal examples	We strive to conduct exchanges and social contributions through participation in social and environmental activities in each region as well as production plant tours.
		Activities targeting society		Leveraging the knowledge and experience we have accumulated through our business activities, we contribute to the creation of a sustainable society through efforts such as developing human resources and providing information and spaces for solving social issues.

* The term "Kenko Keiei (health and productivity management)" is a registered trademark of the Nonprofit Organization Kenkokeiei.

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 has signed the compact and was 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 related initiatives and report on the state of these initiatives and their results to the UN once a year.

Japan Climate Initiative (JCI)

The Japan Climate Initiative is a network of organizations to strengthen the provision of information and sharing of opinions among members, which include companies, government



agencies, NGOs, and other entities actively working to combat climate change. Okamura became a member in December 2019 and is advancing initiatives toward the realization of a decarbonized society based on the declaration of the initiative.

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, and aims to disclose information related to climate change and promote the response of financial institutions. Okamura announced its support for the TCFD in April 2021. (See [▶ p. 20](#) for related information)

RE100

RE100 is a global initiative bringing together the world's most influential businesses committed to 100% renewable electricity.



Okamura became a member in March 2022, announcing its commitment to switch to electricity derived 100% from renewable energy by 2050.

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 sound 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 various activities of the Okamura Group related to sustainability has led to certifications from outside organizations.

Major certifications and awards in fiscal 2021

3rd ESG Finance Awards Japan

The ESG Finance Awards Japan is an award system established by the Ministry of the Environment in 2019 to promote and expand ESG finance. Okamura was selected as an “Environmentally Sustainable Company” in the Environmentally Sustainable Enterprises category. (February 2022)



Health & Productivity Management Outstanding Organization 2022 (White 500)

The Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi have jointly assessed corporations that practice outstanding health and productivity management and have certified them as “Health & Productivity Management Outstanding Organization.” For the fifth consecutive year, Okamura has been certified in the “Large Enterprise Category (White 500).” (March 2022)



L-Boshi (Level 2)

Okamura is recognized by the Ministry of Health, Labour and Welfare with an “L-Boshi” (Level 2) certification in the system for certifying outstanding companies based on the Act on Promotion of Female Participation and Career Advancement in the Workplace (Act on the Promotion of Female Advancement). (Continued from December 2020)



Sports Yell Company 2022

Okamura is a member of the Sport in Life Consortium, which works to promote sports, and was certified as a “Sports Yell Company 2022” for the second consecutive year by the Japan Sports Agency. The agency certifies companies that actively promote measures to improve employee health through sports. (February 2022)



Main assessment results in fiscal 2021

FTSE Blossom Japan Sector Relative Index

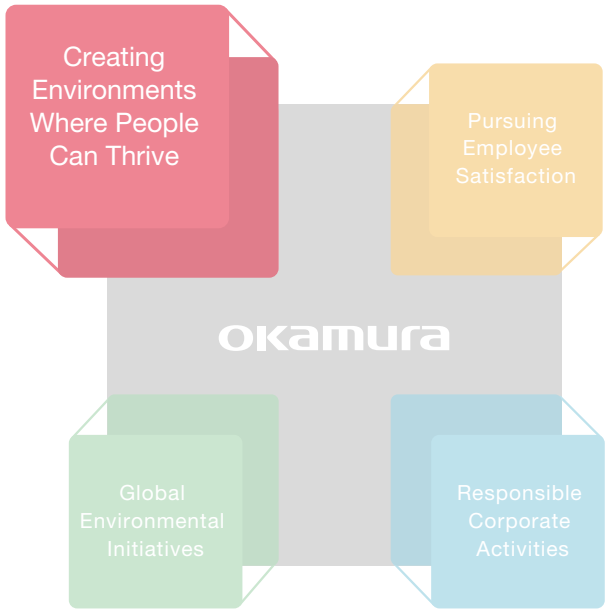
Okamura has been selected as a constituent of the FTSE Blossom Japan Sector Relative



FTSE Blossom Japan Sector Relative Index

Index. Constructed by FTSE Russell—a global index provider—this index is composed of Japanese companies that demonstrate relatively good environmental, social, and governance (ESG) practices in their respective sectors. (April 2022)

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



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

Material Issues

Based on the motto of “quality pays for itself,” the Okamura Group strives to improve quality and safety from a global perspective, while also continuing to pursue the ideal form of products and optimal interior spaces for various venues including offices, education, healthcare, R&D, commercial facilities, and distribution centers by accurately responding to the needs of customers.

The Okamura Group’s design policy

The Okamura Group aims to commit itself to manufacturing and to achieving high-quality designs that benefit all people and allow us to pass on an even better environment to the next generation.

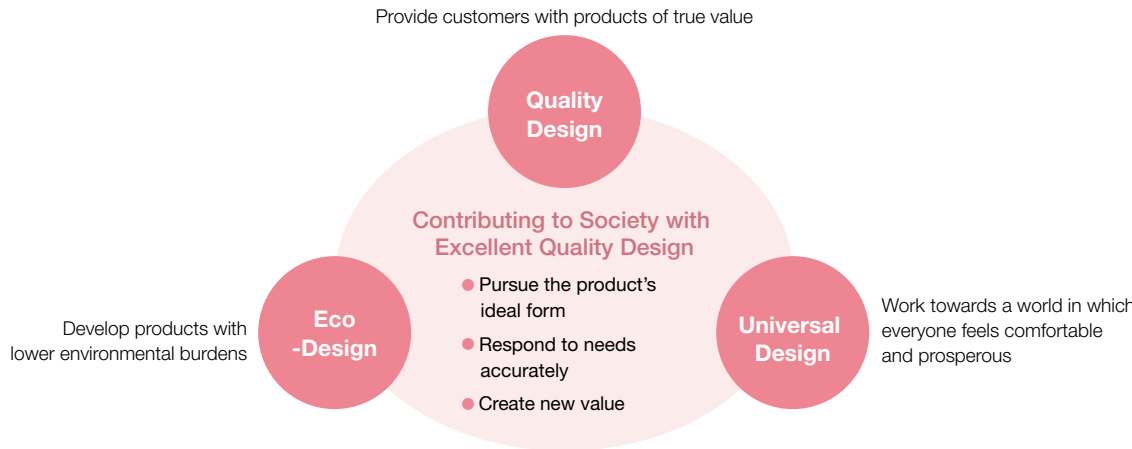
Since the founding of Okamura, we have worked to create optimized human environments using our knowledge of hardware and software. In order to achieve this, we are advancing with product development based on the idea that the three perspectives of Quality Design, Eco-Design, and Universal Design are essential.

Pursuing quality design

Pursuing the true essence of a product, we aim to provide our customers with products that 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

The Okamura Group’s design policy



Pursuing eco-design

The Okamura Group strives to contribute to a sustainable society by offering customers products designed to have the lowest possible level of environmental impact throughout their life cycle, from the selection of raw materials to disposal after use. We achieve this goal by carrying out product assessments* at the planning, design, and prototyping stages and applying certification according to our own environmental standards. (See [▶ p. 69](#) for related information)

* Product assessments: Assessments of the environmental impact of a proposed product during the development and design stages in order to create products with less of an environmental burden

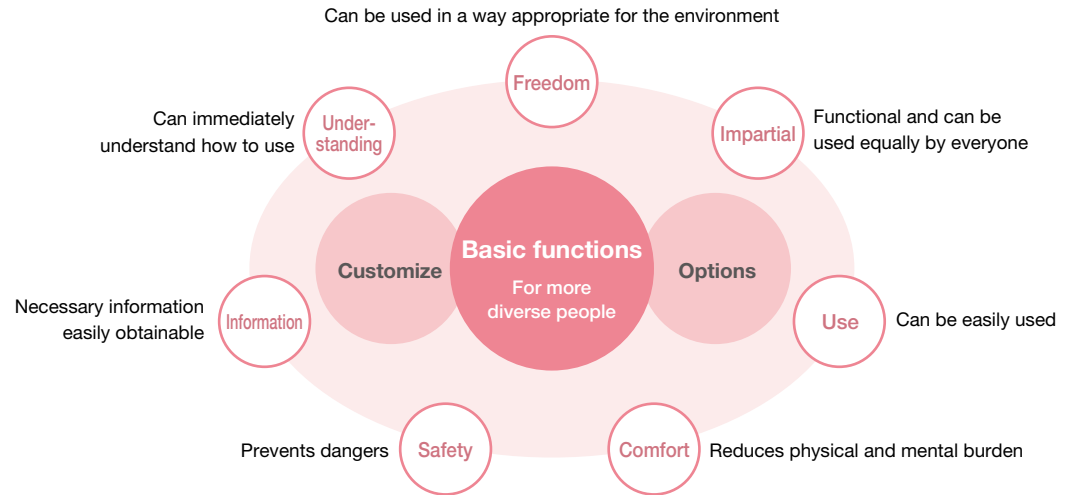
Pursuing universal design

The Okamura Group 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, and access to information through ample customization and optional extras, in addition to enhancing their basic functions.

Initiatives to spread universal design

Okamura has participated in the International Association for Universal Design (IAUD) since the founding of the association. We also sponsor international conferences and support IAUD activities. The IAUD works for the sound development of society and the creation of fulfilling lifestyles through the further spread and implementation of universal design.

The Okamura Group's approach towards universal design



Manufacturing based on the design policy

Formulation of “circular design” – Okamura’s manufacturing ideology

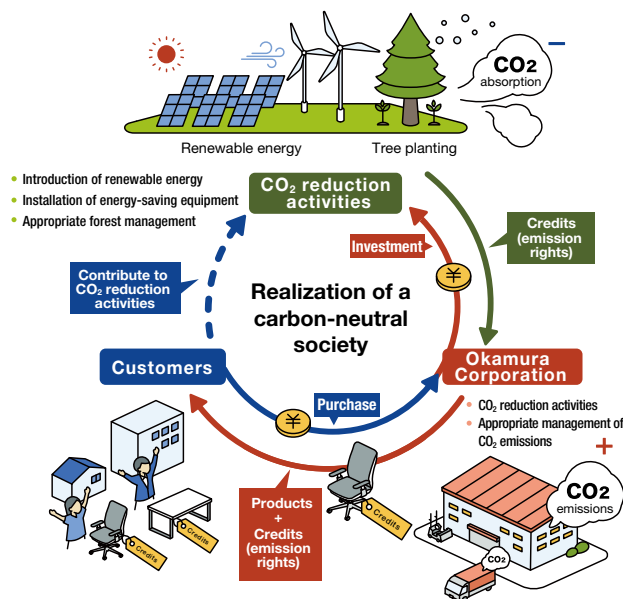
The Okamura Group has set forth the idea of “circular design” based on the concept of a circular economy. Throughout the product life cycle—from product planning and design to procurement, manufacturing, sales, maintenance, reuse, and recycling—we create products that use limited resources more effectively for longer and minimize waste, thereby reducing impact on the environment and contributing to a sustainable society. (See [▶ p. 20](#) for related information)

Launching “Carbon Offset Program” for office furniture products

To achieve carbon neutrality by 2050, Okamura has set out to monitor CO₂ emissions throughout the product life cycle for office furniture products—from the procurement of raw materials to manufacturing, sales, and disposal after use. In January 2022, we launched the Carbon Offset Program to offer customers products with emission rights (credits) equivalent to the amount of emissions.

At Okamura, we produce office furniture products at our own factories in Japan and carry out efficient transportation and distribution when purchasing raw materials and delivering products to customers. We also work to reduce CO₂ emissions by converting the electricity we use at our factories to renewable energy. As a result of these efforts, we calculate the amount of CO₂ emissions that could not be reduced by strictly controlling the amount of energy used in the manufacturing process and the types and amounts of materials used in products, and offset them through emission rights. (See [▶ p. 21](#) for related information)

Flow of the “Carbon Offset Program”



Development of environmentally conscious products based on “circular design”

At Okamura, we develop products that emphasize the use of environmentally friendly materials, reduction of parts and materials used, as well as structures that enable long-term use based on the concept of “circular design.”

Our modular panel system, RECONE, uses recycled PET felt for the core and surface materials of the panels. The minimalized modular panel unit makes rearrangement possible when changing the layout or replacing desks. This allows for extended use of the product. In addition, through review of the product packaging method, we have reduced the amount of packaging materials by about one-third, thereby controlling the amount of waste generated.

The Phlox table from our “Phlox” lounge furniture collection

has a simple four-legged structure that is easy to install and easy to disassemble into single material components. Our tabletop lineup includes a tabletop made of bamboo, which absorbs 40 times more CO₂ than coniferous trees as it grows, and a linoleum* tabletop.

The meeting chair “ena” integrates the back and seat shells and has a minimalistic structure to reduce the number of parts, leading to a reduction in resource consumption and CO₂ emissions.

* Linoleum: A material that is made from natural raw materials such as linseed oil, rosin, wood powder, lime powder, and natural dyes



RECONE modular panel system



Phlox table from the lounge furniture collection



ena meeting chair

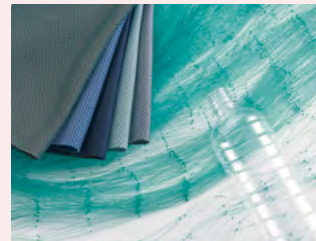
TOPICS

Development of “Re:net” fabric made from recycled fishing nets

Based on the concept of “circular design,” Okamura developed the recycled fabric Re:net to address the problem of marine plastics by recycling discarded fishing nets and transforming them into furniture upholstery. It is a knitted material made of recycled nylon REAMIDE* thread created from used fishing nets and recycled PET yarn, and is used to upholster our task seating “Spher,” our creative furniture “WORK CARRIER” sofas, and chairs from our “Phlox” lounge furniture collection.

Re:net has won the Red Dot Design Award under the Materials and Surfaces Category of the “Red Dot Award: Product Design 2022.”

*REAMIDE: Recycled nylon made by Refinerve, Inc. from waste fishing nets found throughout Japan



“Re:net” recycled fabric

Development of new products that accommodate changes in work styles

As work styles are diversifying, flexible work styles are becoming more widespread where people choose where to work according to their purposes and needs. Okamura is developing various products to create office environments that support diverse work styles.

In light of the situation where workers in some industries and occupations are going to the office less and less, and opportunities for communication such as casual conversations and consultations are decreasing, we developed the creative furniture series “WORK CARRIER” to enable the creation of an environment that facilitates mutual communication. By flexibly arranging small, easy-to-move satellite units around a large anchor table and connecting them without boundaries to the surrounding space, the space naturally becomes a gathering place for people, thereby creating various forms of communication.

In addition, in workplaces such as offices, assigned seating has decreased due to the increase in shared spaces and the introduction of “free address” (non-territorial) system, and there are also more and more cases where various people use the same chair. “Spher” task seating uses Okamura’s unique “3D Physical Fit Shell” whereby the backrest and seating surface conform to the body to accommodate the physique of the person sitting in the seat and naturally fit the body, allowing each and every worker to work comfortably.



WORK CARRIER creative furniture



Spher task seating

Proposing solutions for future work styles

IoT has been introduced into various fields through the promotion of work style reform and digital transformation (DX). In workplaces such as offices, work styles that enhance comfort and productivity are being pursued. In addition, work styles in companies have changed drastically such as the spread of teleworking, and there is a need to construct workplaces and revamp management to accommodate new work styles.

Okamura is proposing a digital transformation service, “Work x D,” that allows workers to use their IDs to reserve seats or meeting rooms and perform authentication when entering or exiting the office. We will achieve DX in work styles and workplaces with a management system that supports work styles in the new normal.

Furthermore, with the increase in web conferences and movement toward open offices, the need for workspaces suitable for remote communication and work that requires concentration is increasing. For this, we are proposing various work booths such as “TELECUBE by OKAMURA.”

Work x D
ワーク・バイ・ディ
design. work. digital. future



TELECUBE by OKAMURA

Creating the WELL PLUS mark

The WELL certification*, a system that evaluates whether a space is one where people can spend time in a healthy and comfortable manner, has seen its adoption spreading internationally as assessment criteria for office spaces. At Okamura, we place the WELL PLUS mark on products that support the attaining of WELL certification, and we assist customers in improving office environments and creating offices.

* WELL certification (WELL v2 pilot): 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. A rank is assigned in three categories—platinum, gold, and silver—according to the total score. It was started in 2014 by the International WELL Building Institute (IWBI), a US public benefit corporation. In 2018, the second version (WELL v2 pilot) with revised evaluation items and standards was released. The evaluation is based on ten concepts: air, water, nourishment, light, movement, thermal comfort, sound, materials, mind, and community.



WELL PLUS mark

Proposing the use of color, material, and finish (CMF) in office environments

CMF refers to the three elements that make up the surface of an object. They are color (colors such as red, blue, and yellow), material (materials such as wood, resin, and metal), and finish (finish such as gloss and matte). At Okamura, our aim is for the office to be a place where the power of the materials stimulates your senses, from the perspective that an exciting office environment fosters creativity and gives rise to efficiency. We believe that each action, such as concentration, active collaboration, and relaxation, has its own CMF, and we incorporate it into product development and in the construction of spaces. We also conduct development that facilitates the selection of environmentally friendly materials.

We propose spaces from the perspective of CMF, where each worker can choose a place that suits their work and purposes, and work in comfort.



CMF

<https://www.okamura.co.jp/product/cmfi/index.html>

Development of an automatic transfer robot that supports a more efficient cleaning of buildings

In building cleaning operations, it is necessary to clean large areas of floors, which requires manpower, labor, and time, thereby leading to more and more cases of cleaning robots being introduced. However, cleaning robots have difficulty getting close to the walls and cannot clean them adequately, which makes manual labor necessary, and there is also the problem of them having a weaker suction than that of commercial vacuum cleaners.

Okamura has developed the STRIVER, an automatic transfer robot equipped with a commercially available dry vacuum cleaner that runs autonomously to clean floors. STRIVER can get as close as 1 cm to the wall, and since it uses a commercial dry vacuum cleaner, it can clean while maintaining its suction power, contributing to a more efficient building cleaning operation.



STRIVER cleaning robot

Creating employee-friendly stores

In supermarkets and drugstores, merchandise display operations are performed, such as timely restocking and replacing merchandise according to the seasons, events, and new product launches. However, restocking of products and creation of displays are particularly time-consuming and physically demanding tasks among in-store operations for store employees.

To reduce their workload, Okamura is expanding its lineup of “sliding shelves” for display fixtures and refrigerated showcases. The mechanism that allows the shelf to be pulled forward like a drawer eliminates restocking task that puts the worker in an uncomfortable position and reduces the burden associated with displaying heavy items.

Valuing the comfort of not only the customers who visit our stores but also those who are working there, we will support the creation of stores that leads to improved working environment and streamlined operations. (See [▶ p. 13](#) for related information)



Sliding shelves

Providing solutions for automated operation and labor saving at logistics facilities

At logistics facilities, we are moving forward with automated operation and labor saving in order to respond to the increase and diversification of products handled as well as labor shortages.

Okamura has commercialized an unmanned logistics solution that links the “CYBISTOR” pallet storage system to Mitsubishi Logisnext’s laser-guided unmanned forklift “PLATTER Auto.” The unmanned vehicle PLATTER Auto drives the pallets into the CYBISTOR rack, where a shuttle transports and stores them in the deepest part of the lane.

In addition, as a new model of CYBISTOR, we launched the CYBISTOR 2, which combines a shuttle that travels in all directions and a lifter to achieve high-density storage of palletized items and fully automated material handling operation. At Okamura, we propose the most suitable system according to the type of business and industry, contributing to automated operation and labor saving at logistics facilities.



A solution that combines “CYBISTOR” and “PLATTER Auto”



CYBISTOR 2 shuttle

Assessment by society

The Okamura Group has been committed to manufacturing, providing society with products that will satisfy customers. Our stance toward development is to emphasize not only functionality, safety, durability, and reliability, but also exterior beauty and to pursue a product's ideal form. This stance has been highly regarded in Japan and abroad, leading to numerous awards and selections to date. In fiscal 2021 as well, many of our products were highly acclaimed in domestic and international awards systems.

Kids Design Award*

Winner - 15th Kids Design Award Designs That Contribute to Comfortably Raising Children Category
(August 2021)

- "Cuddly" partition series

* Kids Design Award: Sponsored by the Kids Design Association, a non-profit organization. It aims to select 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 for raising children. It was founded in 2007 with the aim of spreading awareness widely across society.



Good Design Award*

Winner - 2021 Good Design Award
(October 2021)

- CYNARA office seating
- STRIKER gaming furniture
- REGAS office desk
- co-comori multi-work booth
- nel design table series
- Weltz "active movement" chair

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



DFA Design for Asia Awards*

DFA Design for Asia Awards 2021 Winner - Merit Award (October 2021)

- CYNARA office seating

* DFA Design for Asia Awards: An international design awards program that has been held since 2003 by the Hong Kong Design Centre. The program celebrates design excellence and acknowledges outstanding designs with Asian perspectives



"CHO" MONODZUKURI Parts and Components Award*

Winner - 2021 "CHO" MONODZUKURI Parts and Components Award, Parts Related to Solutions for Life and Social Issues Award
(November 2021)

- REGAS office desk

* "CHO" MONODZUKURI Parts and Components Award: Sponsored by the MONODZUKURI Nippon Conference and the Nikkan Kogyo Shimbum, it is a program that recognizes parts and components that contribute to the development of the industry and society by being "powerful behind the scenes," in order to support the improvement of the competitiveness of Japanese manufacturing. Founded in 2003 as the "Manufacturing Parts Award," it was rebranded with the current name in 2008. The six fields eligible for awards are: Machines/Robots, Electrical/Electronics, Mobility-Related, Environment/Resource/Energy-Related, Health and Welfare/Bio/Medical Equipment, and Life/Social Issues Solutions-Related



JIDA Design Museum Selection*

JIDA Design Museum Selection vol. 23 Selection (December 2021)

- CYNARA office seating

* JIDA Design Museum Selection: This is a project run by the Japan Industrial Design Association (JIDA), which selects and awards high-quality products that contribute to society through industrial design under the theme of "Aiming for a beautiful and prosperous life." The purpose is to collect and store those products to pass on to the next generation, making cultural contribution to education, industry, and life.



GOOD DESIGN*

Winner - GOOD DESIGN 2021 (Furniture Category) (January 2022)

- REGAS office desk
- co-comori multi-work booth
- nel design table series

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

Red Dot Award: Product Design*

Red Dot Award: Product Design Winner - 2022 Red Dot: Best of the Best
(March 2022)

- WORK CARRIER creative furniture



reddot winner 2022 best of the best

Red Dot Award: Product Design Winner - 2022 Red Dot (March 2022)

- "Re:net" sustainable fabric developed by Okamura



reddot winner 2022

- RECONE modular panel system

- "OC" portable battery

* Red Dot Award: Product Design: Founded in 1955 and presented by Design Zentrum Nordrhein Westfalen of Germany, it is one of the most prestigious design awards in the world. The award accepts entries for 51 categories, in addition to the meta categories—Smart Products Category and Innovative Products Category. Judging is done from various aspects such as innovativeness, functionality, quality, and ergonomics, and particularly outstanding products are awarded "Red Dot: Best of the Best."

iF Design Award*

Winner - iF Design Award 2022

(April 2022)

- CYNARA office seating
- nel design table series



*iF Design Award: Presented by iF International Forum Design GmbH, it is a prestigious international award presented every year to industrial products from around the world with outstanding industrial designs.

UNIVERSAL DESIGN COMPETITION*

Winner - Universal Design Expert 2022

(May 2022)

- “OC” portable battery



*UNIVERSAL DESIGN COMPETITION: A competition held by the Institute for Universal Design of Germany in which winning products are selected based on not only outstanding universal design characteristics that make them easy to use by everyone but also other factors, such as innovativeness and marketability. The screening is conducted by a group of experts in the field of universal design and 100 general consumers, with each group selecting the UNIVERSAL DESIGN EXPERT prize and UNIVERSAL DESIGN CONSUMER prize, respectively.

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/>

TOPICS

Development of a portable battery that can also be used as a BCP measure

The concept of open offices with few pillars and partitions is becoming widespread for the purpose of “Activity Based Working (ABW)” in which workers choose the time and place of work according to their job content, and for the purpose of stimulating communication. On the other hand, open offices often have a limited number of power outlets for using computers and other devices, and installing these additions requires wiring and other work that are costly. In order to respond to these situations and needs, Okamura has developed a portable battery “OC” that can be charged with enough power for a device. A fully charged “OC” can power a laptop computer for 3.5 times or a smartphone for 14 times*. In addition, since it can be used as an emergency power source in the event of a disaster, it can also be used as a BCP measure. Due to these characteristics, “OC” has received phase-free certification, which certifies goods and services that have value for both everyday use and emergencies. Furthermore, “OC” won the “Red Dot Design Award” in both the Communication Technology category and Innovative Products category of the Red Dot Award: Product Design 2022. It has also received the “Universal Design Expert 2022” award in the Universal Design Competition.



“OC” portable battery

*Assuming a capacity of 50Wh for laptops and 12Wh for smartphones

Promotion of Innovation and Creation of New Value

Material Issues

With our aim of “Loving people, creating places” as part of the Okamura Way, the Okamura Group proposes ideal spaces for people to spend highly creative and efficient times in a comfortable and healthy manner by offering outstanding products and services for various facilities. In addition to conducting research and studies relating to what it is to work from a new perspective, we will continue to create new value through communicating information and creating businesses through co-creation.

Promoting innovation

Establishment of a new company that conducts business to support start-ups

On November 12, 2021, Okamura established NovolBa Co., Ltd. jointly with Bornrex & Co., Ltd. NovolBa Co., Ltd. operates a subscription business for furnished offices and peripheral services that enable startup companies in the phase of growth and expansion to relocate their offices with minimal effort and cost. Okamura launched the Workplace as a Service (WaaS) project in April 2020, and in collaboration with Bornrex, which supports new business launches, has been working on the “NovolBa” business, as a proof of concept, that provides ideal workplaces in line with the changing issues facing startup companies depending on their growth stages. Through this experimental approach, we analyzed the needs of startup companies by collecting feedback and opinions on the service and the challenges they face when constructing an office, and established a new company to further enhance the service. We will support the growth of startup companies by providing an ideal office environment.

“Up-Ring” furniture made of biomass plastic material, produced with a 3D printer

Okamura has been collaborating with the Social Fabrication Laboratory*, Keio Research Institute at SFC to promote the “Up-Ring” project, an office furniture design using environmental materials that is produced with a 3D printer. The

project aims to research and develop designs that consider maximizing the technological advantages of 3D printing technology, single biomass material, etc.

The production of products using 3D printers can reduce the consumption of materials and electricity as well as the generation of noise during manufacturing, and since molds are not required, costs can be reduced at the production preparation stage. It is also possible to efficiently produce single items.

The raw material, bio-polyethylene, is made from sugar cane. Since sugar cane absorbs (fixes) CO₂ during its growth process, it reduces CO₂ emissions by 70% compared to petrochemical polyethylene, thereby contributing to the control of global warming.

* Dissolved and terminated at the end of March 2022 due to the termination of the Japan Science and Technology Agency’s Center of Innovation (COI) program. Currently, the project continues upon the launching of the Digital Manufacturing and Co-Creation Design Lab for Emergent Circularity, Keio Research Institute at SFC.



Up-Ring low-back chair



Manufacturing with a 3D printer

VOICE



Professor, Faculty of Environment and Information Studies, Keio University,
Director of Digital Manufacturing and Design
Research Center for Emergent Circularity

Hiroya Tanaka

Development of a new concept chair through industry-academia collaboration

At Keio Research Institute at SFC, we have been researching and developing the basic technology for forming three-dimensional bioplastics with a large 3D printer for many years. By adding Okamura’s expertise to this basic technology, we were able to jointly develop and productize a chair based on a new concept. This initiative has been highly regarded both inside and outside Japan as a model form of industry-academia collaboration. However, manufacturing innovations toward decarbonization, such as distributed manufacturing, design of used product collection services, and domestic production of biomaterials, will continue to progress without stopping. We would like to continue co-creation as sustainable partners that contribute to planting new seeds for social implementation.



Collaborative creation in the future office point 0 project

The co-creation platform CRESNECT in which Okamura has been participating since 2019 operates the members-only “point 0 marunouchi” co-working space as a point 0 project aimed at creating “office spaces of the future.” Twenty companies from various industries (as of November 2021) are participating in “point 0 marunouchi,” which leverages the latest technology, data, and know-how of each company and incorporates them into open spaces, conference rooms, nap booths, etc. to introduce solutions that suit various work styles.

Okamura and Daikin Industries, Ltd. have jointly developed the “Wind Unit,” the first product to be commercialized through co-creation in “point 0 marunouchi.” The Wind Unit is a large-sized fan that reproduces “fluctuating” wind in the office that blows across a person’s body, based on the measured data of natural wind in Karuizawa. Based on Daikin’s “Wind Creator,” a large-sized fan that reproduces natural wind, the product is incorporated into the shelves of Okamura’s “Lives” furniture series. It was developed through co-creation between the two companies by collecting opinions from office users.

We will continue our mission to create new value in spaces through experimental projects at “point 0 marunouchi.”



“Wind Unit” that reproduces natural wind

Production of furniture that utilizes technology to inactivate viruses and bacteria

In response to the need to address the spread of COVID-19 in various aspects of our daily lives, Okamura has engaged in the production of two pieces of furniture planned, designed, and produced by lighting designers Akari-Lisa Ishii and Motoko Ishii.

“LILIO” is a standing lamp and coat rack that provides a gentle, original light, and can store masks, smartphones, and other small items inside. “OVIRUS” is a bench or stool that can store shoes. The storage section of the furniture has a built-in deep ultraviolet light source, which utilizes the technology of Stanley Electric Co., Ltd. to inactivate viruses and bacteria.

These products were exhibited at the “Maison & Objet Paris September 2021 Exhibition,” held in Paris, France in September 2021, and attracted the interest of many visitors.



LILIO



OVIRUS

Proof of concept using a remote communication service

With the diversification of workplaces and work styles, rather than positioning the office as a place for each worker to do their own work, there is an increasing need for purposeful communication such as dialogue and consensus building among members of a workplace.

Okamura is conducting an experiment using the remote communication service “tonari” of tonari Co., Ltd. as part of the research on decentralization of workplaces and diverse work styles. “tonari” is a communication service that allows people to connect in real time with their life-sized counterparts projected on a large screen. It connects remote offices and enables communication with a sense of realism as if the other party was physically present. In the experiment, we mainly target cases where members of the same department who are working at two locations conduct morning briefings, study sessions, and one-on-one discussions through “tonari.” By increasing opportunities for formal and informal communication among remote workers, our aim is to create a more comfortable working environment and improve team strengths.



Connecting remote offices and enabling communication with a sense of realism

TOPICS

Participation in the Kamaishi City workcation project

In October 2021, Okamura signed a “Comprehensive Partnership Agreement for the Implementation of Workcation Project in Kamaishi City” with Kamaishi City of Iwate Prefecture, Kamaishi DMC Ltd., and Nippon Steel Kowa Real Estate Co., Ltd. for the purpose of researching and proposing regional revitalization and future work styles.

As one of the initiatives based on this agreement, we have opened a new workcation facility—Nemaru Port. We expect it to be used by workers in the Tokyo metropolitan area and we will research the possibilities in regional satellite offices as a service that complements existing offices and shared offices. Furthermore, through the workcation program developed in conjunction with the opening of the facility, we will create new innovations and business opportunities for workers and companies by providing experiences unique to Kamaishi (nature experience, food culture experience, community contribution, and training, among others) and collaborating with various people and organizations in Kamaishi City, thereby contributing to regional revitalization.



Inside the Nemaru Port facility

VOICE



Business Strategy Department, Office Furniture Division

Anna Kishi

Kamaishi workcation experience program that changes the concept of “work” and “vacation”



I participated in a three-day workcation experience program to examine the future use of “Nemaru Port,” a workcation facility opened in Kamaishi City, and also to consider the possibility of making workcation an in-house system and proposing related solutions to customers. This program included individual work at Nemaru Port, a visit to NS Okamura Corporation, training in the Unosumai district that was severely damaged by the tsunami following the Great East Japan Earthquake, a workshop on SDGs, and a forestry experience in Kasshi Town.

Before participating in the program, I thought there was a clear division between “work” and “vacation,” and I viewed “workcation” as being able to adjust the allocation of time between work and play while traveling. However, when I actually experienced it, I came to feel that there is no clear line between “work” and “vacation,” as ideas that lead to work are sometimes born out of elements of play.

Also, Kamaishi, where I visited this time, is not a tourist spot or a resort area, so it is not a place that I normally have the opportunity to visit. However, because Kamaishi is a place that has a connection with Okamura, I was able to see all the stories and experiences here as my own. I think one of the charms of this workcation is that I get to “learn” more than just simple refreshment and fun, such as exploring the roots of my company and reflecting on events that Japanese people should never forget.

The exposure to many different jobs and lifestyles through this program gave me an opportunity to look at my own work and work style from an objective viewpoint. I believe that a workcation has the power to change an individual’s values. To work is to live, and to live is to work—these three days really made me realize “Work in Life.”



Kamaishi Workcation Experience Program Participants

Support in strengthening retail competitiveness and creating a comfortable work environment for store staff

As competition in the retail industry intensifies due to changes in the social environment and market, retailers are required to create more efficient and attractive stores with a greater emphasis on customer service, while also addressing labor shortages as well as aging and diverse workforce.

Okamura has concluded a capital and business alliance with Telexistence, Inc. to help retailers create stores that are both more competitive and comfortable for staff to work in. Telexistence, Inc. is promoting the development and implementation of technology that enables store staff to operate remote-controlled robots installed in stores to perform tasks, such as merchandise display operation, from home via the Internet without the need to be present at the stores. Okamura is researching store designs and developing products that take into consideration the collaborative operation of robots and store staff—including research on store layouts that facilitate the movement of humans and robots or how to use the space optimized for the work ratio between humans and robots, as well as development of display fixtures and stocking fixtures with functions and shapes optimized for the movement of remote-controlled robots.

By significantly reducing the simple tasks for store staff and lightening their physical workload, we create more time for customer service and human resource development,



Merchandise display operation using robots

thereby supporting both our initiatives in strengthening the competitiveness of stores and creating a comfortable work environment.

Business initiatives to create new ways of working at logistics facilities

Okamura is advancing its initiatives to commercialize PROGRESS ONE that combines AI-equipped robot and remote-control technology to create a new way of working, unrestricted by time and place, through automation and remote operation of picking work in logistics facilities. (See [▶ p. 15](#) for related information)

PROGRESS ONE consists of a dual-arm picking robot (a remote-control system controlled by an operator) and an AI equipped with machine learning. Dual-arm picking robots use suction or multi-fingered hands depending on the object. With both arms, they can pick up objects that would otherwise be difficult for single-arm robots to handle such as boxes with lids. The remote-control system is equipped with a matching function when switching from autonomous picking to remote operation, and has multiple modes that operators can easily operate during remote operation.

We are promoting commercialization through collaboration with technology development partners and proof of concept partners for introducing robot hands that can handle a variety of objects, object detection technology, and AI related to motion planning formulation.



Dual-arm picking robot under development

Surveys and research as well as communicating information on work styles and workplaces

Against the backdrop of changes in social structures, advances in technology, and diversification of lifestyles, there is a growing movement to rethink how work styles and workplaces should be and where work is positioned in our lives. Taking this situation into consideration, Okamura conducts studies and research on work from new perspectives, as well as advances the provision of information and collaboration with various companies, students, and people from wide-ranging fields.

Publication of survey 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 since then. We identify social trends and changes in people's awareness, and set research themes based on them. Working alongside researchers specializing in respective fields at universities and research institutes, we explore ways of working and workplaces that are forward thinking and dynamic. We widely disseminate our research findings and knowledge to society through various academic conferences, study groups, as well as the "KNOWLEDGE" research pamphlets and website.

The COVID-19 pandemic, which has continued since 2020, has made teleworking, particularly working from home, more accessible to many workers, and is causing a major shift in the way people work. As the need to gather in offices to conduct work is being questioned, in November 2021 we published the "KNOWLEDGE WORK DESIGN REVIEW 2021," which summarizes the survey results on "work distance" based on various research data accumulated by Okamura.

In addition, in December 2021, we published the "Collection of Survey Data on Changes in Work Styles and Workplaces 2021" that summarizes the results of a questionnaire survey on work styles in the midst of COVID-19 pandemic, which we have been conducting on a regular basis since 2020.

In the book "Ethical Work Style: Considering Ways of Working that Benefit the Self and Others," published in April 2022, our researchers advocate that, regarding future work styles and workplaces, an "ethical work style" —created from the three perspectives of "health," "altruism and diversity," and the "global environment" —is an effective means of supporting a prosperous society in the future and contributing to the reduction of environmental impact.



KNOWLEDGE WORK DESIGN REVIEW 2021
RESET YOUR "WORK DISTANCE"
(November 2021)



Ethical Work Style:
Considering Ways of Working
that Benefit
the Self and Others
(April 2022)

WORK MILL activities

Okamura promotes the WORK MILL activities with the aim of changing the way people work by envisioning work styles and workplaces together with various stakeholders. The name of the activity "WORK MILL" has two meanings: "seeing from various perspectives" and "extracting value (MILL)," without being bound by conventional wisdom. Based on an open co-creation process with diverse range of people, we are developing 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

Activities in co-creation spaces

Okamura opened and operates four co-creation spaces with 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 customers, local people, and students who are solving problems and creating value.

With the aim of providing support that leads to work style reform, we hold events and workshops with “working” as the central theme, and are working on activities in cooperation with external partners such as co-sponsoring and cooperating in both internal and external projects. In 2021, events were held mainly online, and many people who live outside the areas where the co-creation spaces are located participated. In addition, at face-to-face events and workshops, we were able to expand the circle of co-creation among participants.



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



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



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



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

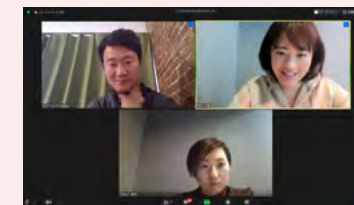
TOPICS



Holding events to think about corporate initiatives for SDGs

At the co-creation space Open Innovation Biotope “bee,” we held events to learn about SDGs initiatives from corporate case studies. With the cooperation of Pasona Group’s new business team Tane no Chikara, we held two online seminars and a fieldwork event on Awaji Island, Hyogo Prefecture.

At the online seminars, we held lectures to deepen understanding of the importance of realizing SDGs and introduced the respective initiatives of Pasona Group and Okamura. In the fieldwork event, we held a program at the “Tane no Chikara Awaji Island Seedbed,” where Tane no Chikara’s SDGs are put into practice, to experience the connection between the SDGs and the business initiatives that are trying to change society, and we reconsidered how our lives are connected with the soil, and ultimately the earth. How we tackle SDGs is important, but even more important is how we live and work in our everyday lives. This was an opportunity to truly experience the importance of choosing a “Be SDGs” way of life.



Online seminar



Field work at “Tane no Chikara Awaji Island Seedbed”

Constructing and proposing a variety of environments

Proposing “right-sizing” according to work style

Due to the impact of the COVID-19 pandemic, the spread of teleworking has changed the traditional way of working, which is built on the premise that employees come to the office to work. This leads to a downward trend in office occupancy rates. Offices of the future will require a shift in emphasis from a place for workers to perform their individual tasks to a place for face-to-face communication, while maintaining a balance between occupancy rates and costs. As an approach based on this perspective, we are proposing “right-sizing” whereby offices are optimized to the required size while fulfilling the necessary functions. (See [▶ p. 11](#) for related information)

We carried out a refurbishment of Gurunavi, Inc.’s head office with the concept of “right-sizing” instead of simply “down-sizing” it to reduce fixed office costs.

In response to the COVID-19 pandemic, the company started a work style that utilizes teleworking and staggered commuting, which had been promoted in stages, for all sales offices including the head office. Four floors of the Toho Hibiya Building had been used as the head office and one floor of Tokyo Midtown Hibiya has been used as an annex to the head office. Now, in addition to reducing the head office to only one floor, we carried out a large-scale refurbishment of the head office annex.

This refurbishment was designed to enable employees, who can choose to work from different places according to one’s purpose and work content, to realize seven types of work experiences— “accomplish and complete,” “encounter,” “connect and deepen,” “feel and communicate,” “research,” “create and expand,” and “learn and nurture.” Ultimately, we were able to reduce the overall office space by about 50% and the number of seats by 75%, while increasing the number of shared spaces that can be used freely, thereby creating a space that allows for a variety of work styles as well as the continuation of teleworking.



Refurbished office of Gurunavi, Inc.

Use of work booths at universities and vocational colleges

Due to the spread of COVID-19, there are an increasing number of cases where online interviews are conducted as part of the job-hunting activities of university and vocational college students. Some students have said that they cannot

secure an environment where they can concentrate on interviews at home. As a result, an increasing number of universities and vocational colleges are introducing and using work booths to provide an environment where students can concentrate on their job hunting without feeling anxious.

Ryukoku University, Reitaku University, Osaka City University (currently Osaka Metropolitan University), and Yamaguchi Gakuen ECC College of Computer and Multimedia introduced “TELECUBE by OKAMURA,” a dedicated booth for online interviews. In addition to setting up the computers, lights, cameras, wired LAN, and other equipment necessary for interviews, mock interviews are conducted online in which efforts are made to check video quality, voice volume, and line of sight unique to an online environment to eliminate psychological anxiety.

There is also an increasing number of meetings and guidance being held online at universities, etc. Kokugakuin University, which had previously introduced Okamura’s work booth SnowHut, has decided to use the booth as a place for online meetings for faculty staff. Aoyama Gakuin University has introduced the four-person “TELECUBE by OKAMURA,” and is using the work booth in various ways, such as using it as a place for online guidance and individual consultations.



“TELECUBE by OKAMURA” installed at ECC College of Computer and Multimedia

Provision of Safe and High-Quality Products and Services

Material Issues

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

Okamura's quality approach toward enhancing customer satisfaction

The Okamura Group regards the “provision of safe products and services” as one of its sustainability material issues, 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 a 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. 32](#) for related information)

Management system related to safety and quality

The Okamura Group promotes consistent quality activities—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. With the aim of further raising our level, we have established a Quality Assurance Committee and subcommittees as an organization to promote initiatives across the company, and are striving to improve quality throughout the supply chain. Furthermore, to accurately respond to customer requests regarding quality, we are developing improvement activities through sharing information between departments that will lead to enhanced customer satisfaction.

Quality Assurance Committee organizational chart



Operation of quality management system based on ISO9001 international quality assurance standards

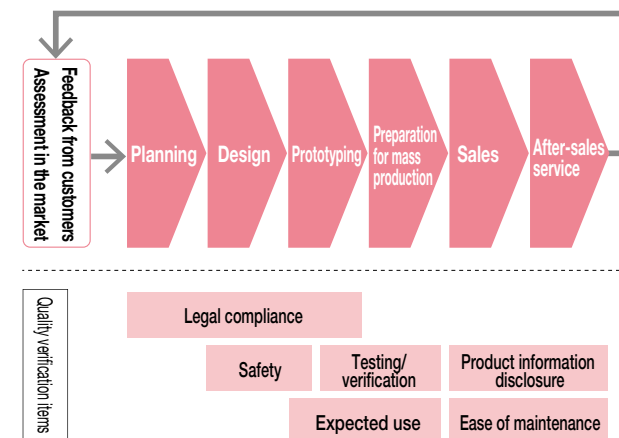
In order to continually improve product quality in all of the Okamura Group's business fields, we have obtained ISO9001* certification for each of our production plants, including those abroad. In addition, we have established and are operating a quality management system based on those standards. With regard to the operation of the quality management system, we continually work to improve quality by reflecting the numerous opinions from 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 established a system to ensure that we can provide products that will satisfy customers through numerous efforts—including creating an in-house qualification system to secure and improve skills that support the maintenance of high-quality standards in manufacturing processes as well as constructing a database for sharing necessary know-how.

* ISO9001: International standards for quality management systems stipulated by the International Organization for Standardization (ISO)

Standardization of each process for quality improvement

The Okamura Group standardizes the product development process—from product planning, design, manufacturing, and sales to after-sales service—as well as incorporates customer feedback and conducts rigorous screening and verification on safety and quality. We ensure a high level of quality by meticulously conducting tests and predictive verifications of the various ways in which customers 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 that each employee is aware of the importance of providing safe and high-quality products and services as well as their responsibilities as part of a company, and that they put this into practice in their own work.

For the purpose of spreading quality awareness and improving management capabilities, we provide basic quality training for skilled workers and practical quality control (QC) training for managers.

List of quality training

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

Human Resources Development That Supports Manufacturing

In addition to maintaining an education and training system to develop outstanding human resources who will support manufacturing and working to pass on the advanced technology and skills accumulated over many years, we place great importance on employees obtaining certifications and work to improve the overall skill level of employees.

Technical Skills Training Center

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

Around 300 employees take courses here every year. During the courses, eligible employees fully remove themselves 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 to 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 leads to improved on-site capabilities.

The Technical Skills Training Center offers education and training curricula for employees according to their work experience and duties, starting with new employee training. Others include follow-up courses up to the fourth year of employment, professional skills training courses, and practical courses in management techniques. All these courses will lead to the enhanced skill level of human resources in various areas of our production department.

Passing on technology and skills

We strive to pass on advanced technology and skills necessary for manufacturing at each production plant. We develop specialists at each workplace to ensure that production activities are carried out safely and smoothly, and that the quality of our products is maintained and improved.

The passing on of technology and skills from a modern master craftsman

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 developing younger generations and is passing on his manufacturing skills. In addition, he is certified and registered as a "Monozukuri Meister" based on the Ministry of Health, Labour and Welfare's project to support the development of young technicians (Monozukuri Meister System)², and he provides technical instruction not only to students but also to technical high school teachers. Going forward, we will continue to contribute to the development of young technicians while leveraging the skills that Okamura has cultivated as well as the outstanding abilities and experience of our in-house human resources.

¹ Outstanding Technician (Modern Master Craftsman) Recognition System: With the aim of improving the status and skill level of technicians, technicians who have outstanding skills and are regarded as a leading expert in their field are commended by the Minister of Health, Labour and Welfare in this program.

² Activity to Support Human Resources Development of Young Technicians (Monozukuri Meister System): In this activity, persons with excellent skills and experience in manufacturing are certified and registered as "Monozukuri Meisters." Monozukuri Meisters make use of competition tasks of skill competitions to provide practical guidance to young technicians at small and medium-sized enterprises and schools, effectively passing on skills and developing successors.



Instruction from a modern master craftsman, Mr. Hataoka

Strengthening the acquisition of National Trade Skill Test & Certification

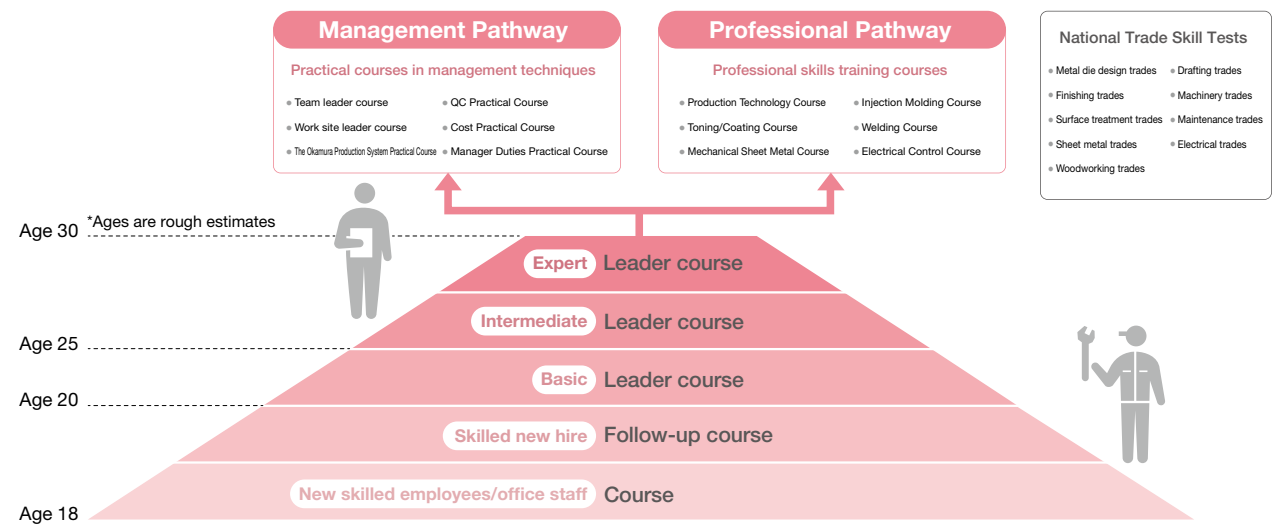
The Okamura Group is focusing on encouraging employees to obtain National Trade Skill Test qualifications, and the total number of successful applicants has now exceeded 830. There are also those who have obtained the special grade—the highest grade in the testing system. These specialists with advanced knowledge and skills are leading the improvement of our technical capabilities.

At the Technical Skills Training Center, we have prepared courses for National Trade Skill Tests on electrical, sheet metal, surface treatment, machining, mold design, and drafting systems. These courses can be taken by applicants with more than three years of work experience at production plants. The status for those who possess qualifications is posted on the in-house notice board at all plants to increase employee motivation to acquire qualifications.

Improvement of technology and skills through participation in the National Skills Competition

The National Skills Competition is a competition that aims to give young technicians who will support society in the future a goal to work toward and to provide young people in the area where the competition is held with an opportunity to see and experience examples of outstanding skills. Okamura has participated in the National Skills Competition consecutively since 2013 after qualifying in each region. In fiscal 2021, in addition to the “sheet metal work” category which we had previously participated in, we also took on the challenge of competing in the “refrigeration and air conditioning” category and qualified for the national tournament. Repeated training with the goal of winning the competition has led to improvements in technology and skills, as well as improvements in leadership in the workplace.

Educational programs at the Technical Skills Training Center



The Okamura Production System (OPS) activities: Human resource development through improvement activities

In 1997, at the Okamura Group's production plants, we started activities for the Okamura Production System (OPS), a production method that thoroughly pursues reasonableness in manufacturing. Promoting these activities with the participation of all employees leads to the development of human resources at production plants.

At the root of OPS is the idea of thorough elimination of waste. With the ensuring of safety as the foundation, we are increasing production efficiency by improving wasteful processes as well as pursuing a comfortable working environment, quality improvement, and production processes with fewer resources and less energy. Through these activities, we are working to accurately understand where waste exists and develop human resources who can eliminate 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. We also work to systematize employees' training 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 develop human resources who promote improvement activities.

At the OPS Monthly Report Meeting held at all production plants, we report on improvement cases that we are working on every day. By providing these opportunities, we work to increase motivation for improvement and improve on-site capabilities. For issues that are more difficult to deal with, we select human resources from each department and conduct the Company-Wide Independent Study Group to find the solutions. At the OPS Improvement Cases Presentation that reports on the results of the year's activities, cases of outstanding improvement are shared throughout the company and horizontally deployed, thereby improving the level of all production plants.

Education system for the Okamura Production System (OPS) activities

Level	Training Title	Content	Method
Selection (manager class + from Independent Study Group for Training) Selection (from OPS Practical Course) Selection	Company-Wide Independent Study Group	Select a process among processing, assembly, and distribution	
	Independent Study Group for Training	Practicing CT improvement/preproduction improvement	
	OPS Practical Course	Standard tasks type I to III and preproduction improvement	On-site survey
Selection (Technical Skills Training Center)	Intermediate Leader Course	Automated operation and MCT improvement	Practice on a specialized machine
	Beginner Leader Course	Standard tasks and minimal human involvement	On-site survey
Required	3rd Year Training	Standard tasks	Ballpoint pen assembly exercise
	2nd Year Training	Fill-up system of production	Bolts and nuts assembly exercise
	New Employee Training - UP	Seven types of waste	On-site survey
	New Employee Training	5S and 5T	Block assembly exercise



Sharing examples of initiatives at the OPS Report Meeting (Fuji Plant, February 2022)



OPS Improvement Cases Presentation (Tsukuba Plant and online report, February 2022)



Global Environmental Initiatives

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

The Okamura Group's Environmental Policy and Environmental Strategy

At the Okamura Group, top management has expressed the overall aim and orientation of environmental initiatives as the “Environmental Policy.” We will achieve greater environmental performance and reduced environmental burden by undertaking environmental activities as a Group based on a shared Environmental Policy.

The Okamura Group's Environmental Policy

Environmental Basic Policy

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

Environmental Behavioral Guidelines

1. What Okamura puts into practice

Okamura will promote the reduction of its environmental burden through manufacturing and communication.

● Priority items

- **Environmental protection activities in manufacturing**
We will practice environmental protection activities in the various fields of development, production, sales, and distribution.
- **Extending our environmental activities throughout society**
Through our business and employee activities, we will broaden our communication with local communities and society to deepen mutual understanding.
(Main activities: Preventing global warming, resource saving, waste reduction, and biodiversity conservation)

2. What Okamura proposes

We help customers reduce their environmental burden through our business activities.

● Priority items

- **Product proposals**
We will supply environmentally conscious products that offer customer satisfaction.
- **Space proposals**
We will create spaces that can reduce environmental burden.
(Main activities: Planning environmentally conscious products and spaces, disclosing product information, and reducing product risk)

In addition to informing all personnel of the Environmental Policy by posting it on each Okamura Group website, we will also disclose it 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 burden resulting from our business activities and aims for management that fulfills our corporate responsibilities to society.

Under global environmental initiatives, which is positioned as one of the important themes in sustainability, the Okamura Group has identified the following material issues: responding to climate change, effective use of resources, and providing environmentally conscious products and services throughout the product life cycle. 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

Based on the Science Based Targets (SBT), which are targets for greenhouse gas emission reduction based on the Paris Agreement, the Okamura Group has set forth targets to "reduce Scope 1 and Scope 2 emissions by 50% from 2020 levels by 2030" and to achieve "virtually zero emissions by 2050." We are promoting these initiatives throughout our business activities.

While expanding our use of renewable energy to further accelerate our activities toward achieving those targets, we have joined the "RE100," an international initiative that aims to use 100% renewable energy for business activities (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 promote the introduction of renewable energy and switching to energy-saving equipment.

In addition, based on the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, we assess the impact of climate change risks and opportunities on management, disclose information properly, and will incorporate it into our management strategies from a mid- to long-term perspective.



Okamura Group climate change information disclosure (TCFD)

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.

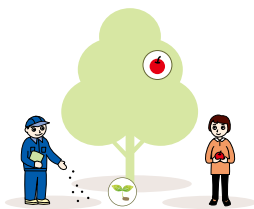
In November 2021, the Okamura Group set forth the idea of "circular design," based on the concept of a circular economy that uses resources in a sustainable manner. While striving to reduce the amount of resource input and consumption throughout the product life cycle, and make effective use of stock, we will create added value through servitization and actively promote measures such as maximizing the value of resources and products, minimizing resource consumption, and controlling waste generation.

(See [p. 20](#) for related information)

"Eco seeds," what Okamura puts into practice

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

- Material use
- 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 have set quantitative targets including targets for responding to climate change such as reducing greenhouse gas emissions, as well as targets for reducing usage of water resources and for reducing emission intensity of waste generated from production process. In addition, we have set qualitative targets such as reducing the environmental burden in the product development and sales stages, steadily promoting activities to achieve our targets by fiscal 2030.

Midterm Environmental Plan, environmental targets

To achieve the goals of our Long-term Environmental Vision GREEN WAVE 2030, we formulate a midterm environmental plan every three years as a milestone. In the midterm environmental plan, we assess the achievement status of our targets for each fiscal year and reflect them in subsequent initiatives.

Main content of the long-term environmental plan, GREEN WAVE 2030

Item	Targets for FY2030
1. Measures to prevent global warming	Reduce greenhouse gas emissions by 50% (compared to FY2020) Increase energy productivity by 10% (compared to FY2020)
2. Conserve resources, reduce waste	Reduce water resource use by 10% (compared to FY2020) Reduce produced waste by 9% (compared to FY2020)
3. Reduce specified chemical substances	Reduce use of PRTR substances by 10% (compared to FY2020)
4. Promote environmental consideration in product development	Expand the scope of various environmental labels
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 sales ratio of environmentally friendly products and the proposal rates for environmentally friendly spaces

Fiscal 2021 environmental targets, activity results, and fiscal 2022 environmental targets

Items from the Environmental Policy	Activity purpose	Fiscal 2021 target	Fiscal 2021 activity results	Assessment	Fiscal 2022 target	
What Okamura puts into practice	1. Environmental protection activities in manufacturing	1-1. Promotion of measures to prevent global warming Reduce greenhouse gas emissions	Reduce greenhouse gas emissions: 1,000 t-CO ₂ emission reduction per year for the entire Group	Reduced greenhouse gas emissions 7,577 t-CO ₂ per year year-over-year (YoY)	○	Reduce greenhouse gas emissions: 1,000 t-CO ₂ emission reduction per year for the entire Group
		Reduce fuel-related energy consumption	<ul style="list-style-type: none"> ● Reduce industrial fuel consumption by 1% on average over 5 fiscal years (CO₂ conversion assessment) ● Reduce vehicle fuel consumption by 5% on average over 5 fiscal years (CO₂ conversion assessment) 	<ul style="list-style-type: none"> ● Reduced industrial fuel consumption by 4.4% on average over 5 fiscal years ● Reduced vehicle fuel consumption by 11.6% on average over 5 fiscal years 	○	<ul style="list-style-type: none"> ● Reduce industrial fuel consumption by 1% on average over 5 fiscal years (CO₂ conversion assessment) ● Reduce vehicle fuel consumption by 5% on average over 5 fiscal years (CO₂ conversion assessment)
		Increase energy productivity	Efficient use of energy in compliance with the Energy Saving Law	<ul style="list-style-type: none"> ● Production related: Reduced unit energy consumption by 5.3% year-over-year (YoY) ● Office related: Increased unit energy consumption by 2.2% year-over-year (YoY) ● Increased CO₂ emissions by 2.8% year-over-year (YoY) per unit as a specified consigner ● Reduced CO₂ emissions by 53.8% per unit related to work in the warehouse 	○	Efficient use of energy in compliance with the Energy Saving Law
			<ul style="list-style-type: none"> ● Production related: Reduce unit energy consumption per in-house finished product by 1.1% year-over-year (YoY) ● Office related: Maintain unit energy consumption per total number of employees ● Distribution: Reduce CO₂ emissions by 1% year-over-year (YoY) per unit as a specified consigner and in work in the warehouse 	×	<ul style="list-style-type: none"> ● Production related: Reduce unit energy consumption per in-house finished product by 1.1% year-over-year (YoY) ● Office related: Maintain unit energy consumption per total number of employees ● Distribution: Reduce CO₂ emissions by 1% year-over-year (YoY) per unit as a specified consigner and in work in the warehouse 	
		1-2. Promote resource recycling through resource saving and waste reduction				
		Production-related waste measures	Production-related waste measures: Maintain consumption rate per in-house finished product	Reduced 6.4% production waste generated per unit year-over-year (YoY)	○	Production-related waste measures: Reduce 1% emission intensity year-over-year (YoY) per in-house finished product
		Distribution and installation work-related waste measures	Distribution and installation work-related waste measures: Maintain zero emissions, continue manifest digitization, and expand target scope	Expanded target scope of digitized manifests		Distribution and installation work-related waste measures: Maintain zero emissions, continue manifest digitization, and expand and aggregate target scope
		1-3. Reduce degree of environmental impact	Reduce released/transferred substances subject to the PRTR Act 1% year-over-year (YoY) per unit of in-house finished product	Increased 0.1% in released/transferred PRTR substances per unit year-over-year (YoY)	×	Reduce released/transferred substances subject to the PRTR Act 1% year-over-year (YoY) per unit of in-house finished product
			Reduce use of water resources 1% year-over-year (YoY) per unit of in-house finished product	Reduced use of water resources by 9.4% per unit year-over-year (YoY)	○	Reduce use of water resources 1% year-over-year (YoY) per unit of in-house finished product
		1-4. Promote environmentally conscious planning and design in product development	Increase product development rate (GW and GW+ development product management)	Established numerical targets for application rate during planning and ascertained results	○	Increase product development rate (GW and GW+ development product management)
		Improve accuracy of product assessment	Implemented product assessment in relation to product requirements		Update product assessment items	
2. Extending our environmental activities throughout society	2-1. Promote social contribution activities	Promote development of ACORN activities	Started activities to install biotopes at plants		Promote ACORN activities: Initiatives to conserve the natural environment	
		Social contribution activities by conducting environmental education classes at schools	Classes held in nature	○	Social contribution activities by conducting environmental education classes at schools	
What Okamura proposes	3. Product/space proposals to customers	3-1. Provide environmentally conscious products and promote space planning	Increase sales ratio of environmentally conscious products (GW and GW+ sales product management)	Continuously ascertained sales ratio by business area; achieved targets for the office furniture business and store displays business	○	Increase sales ratio of environmentally conscious products (GW and GW+ sales product management)
			Improve environmentally friendly product proposal rates within the office furniture market and store fixture market	Continued to propose products with reduced environmental burden; achieved targets for proposal rates		Improve environmentally friendly product proposal rates within the office furniture market and store fixture market
	3-2. Promote sustainable use of forest resources	Promote use based on Timber Use Policy	Conducted FSC renewal audit; no non-conformities	○	Improve the usage rate based on the Timber Use Policy	
	3-3. Promote product information disclosure methods	Compliance information with laws and standards and response to customer needs	113 instances of product information disclosures	○	Compliance information with laws and standards and response to customer needs	

Responding to Climate Change

Material Issues

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 strengthening our existing activities such as energy-saving measures at respective locations including production plants, and by deploying initiatives from new perspectives such as expanding the use of renewable energy. (See [▶ p. 143](#) for data)

Status of greenhouse gas emissions in fiscal 2021

In fiscal 2021, greenhouse gas emissions fell 18.8% year-over-year (YoY) to 32,825 t-CO₂. Scope 1 emissions^{*1} were 15,003 t-CO₂, an increase of 2.7% year-over-year (YoY). Scope 2 emissions^{*2} were 17,821 t-CO₂, a decline of 30.9% year-over-year (YoY). The amount of renewable energy used was 191,961 GJ, and the usage rate was 33.3%.

*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 at the generation stage, such as those related to heat and power from other suppliers

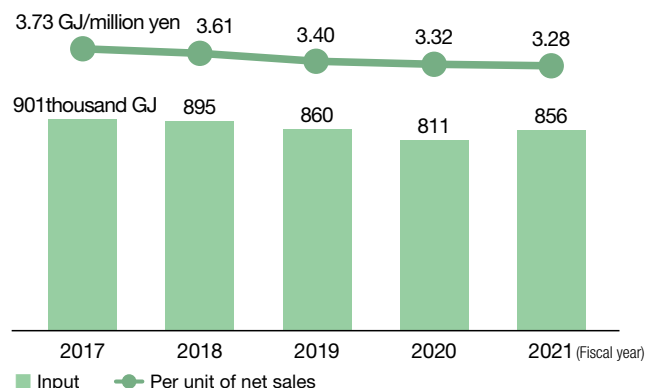
Initiatives to reduce greenhouse gas emissions through the use of renewable energy

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 the international initiative RE100^{*1}, which aims to make the electricity 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 **856,000** GJ (fiscal 2021)

Per unit of net sales **3.28** GJ/ million yen (fiscal 2021)



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

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

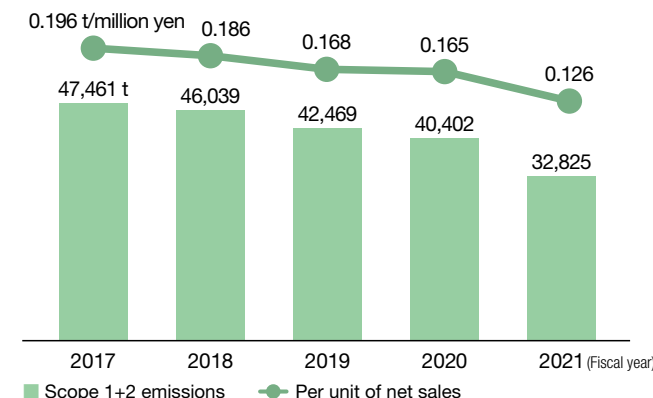
*2 Japan Climate Leaders' Partnership (JCLP): Established in 2009 as a coalition of Japanese companies based on the recognition that the industrial community should have a sound sense of urgency and initiate more proactive actions to realize a decarbonized society. There are 206 member companies, including Japan's leading companies, from a wide range of industries (as of February 2022).

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

Greenhouse gas emissions (scope 1+2)

Scope 1+2 emissions **32,825t** (fiscal 2021)

Per unit of net sales **0.126t**/million yen (fiscal 2021)



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

Converting to renewable energy

At our production and distribution locations, we are promoting initiatives to achieve carbon neutrality, such as the installation of solar power generation equipment for self-consumption and the conversion to renewable energy using hydroelectric power generation.

(See [▶ p. 20](#) for related information)

TOPICS

Installation of solar power generation equipment for self-consumption



As an initiative to expand the use of renewable energy, the Okamura Group has installed solar power generation equipment mainly at production plants to cover the power consumption at the plants. In addition to helping to reduce greenhouse gas emissions, making the power generation status visible on monitors also helps improve the environmental awareness of employees. (See [p. 20](#) for related information)



Solar power generation equipment installed at the Oppama Plant



Monitor display of power generation amount (converted to the number of TVs, etc.)

Initiatives to reduce greenhouse gas emissions at the production stage

Production departments account for 86% 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. At each production plant, we are horizontally deploying effective measures throughout the Group. We prepare an energy-saving plan, upgrade to energy-saving equipment, and switch to high-efficiency lighting. In terms of operation, we continuously promote activities such as improving air leak issues and reviewing equipment operating hours. Under the Ministry of Economy, Trade and Industry's Business Operator Classification Evaluation System¹, Okamura has been rated an outstanding business operator with excellent energy-saving initiatives (S-class business operator²) for seven consecutive years, from fiscal 2015 to fiscal 2021.

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 Saving Law are classified into four levels (S, A, B, and C) and responses are undertaken according to the class
² S class business operator: A business operator that states in its regular report that it has reduced its 5-year average consumption rate by 1% or more (non-binding target) annually or has achieved its benchmark target

NS Okamura Corporation's environmental activities received the 2021 Iwate Prefecture Governor's Award for Environmental Protection Activities

NS Okamura Corporation (Kamaishi City, Iwate Prefecture) was awarded the 2021 Iwate Prefecture Governor's Award for Environmental Protection Activities in the global warming prevention category. This award recognizes NS Okamura Corporation's efforts to reduce heat intensity and CO₂ emission intensity.

NS Okamura Corporation's initiatives

We reviewed the coating pre-treatment process for metal products, which had a high environmental burden, and achieved a significant 16% reduction in heat intensity in fiscal 2015 compared to the previous fiscal year, and through continued efforts thereafter, we achieved a 13.5% reduction in CO₂ emission intensity in fiscal 2020 compared to fiscal 2017.

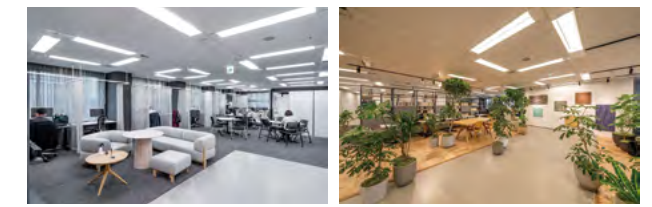


Award ceremony held on December 8, 2021

Initiatives to reduce greenhouse gas emissions at offices

At Okamura's 61 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 5.6% in fiscal 2019, 10.7% in fiscal 2020, and 4.0% in fiscal 2021. ABW* has been adopted at the HEADQUARTERS OFFICE (Chiyoda City, Tokyo) to which Board Members, corporate departments, and creative departments were consolidated in December 2020. By implementing flexible work styles, including the use of satellite offices and telecommuting, we are reducing overall energy consumption. By reducing floor space by 21% and reducing the number of seats by 15% through office consolidation, we were able to achieve a significant reduction in energy consumption. In addition, we are working to reduce greenhouse gas emissions by reducing storage space by 70% and going paperless, as well as sharing and digitizing informational materials.

* 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



HEADQUARTERS OFFICE with reduced floor space and significantly reduced number of seats

Initiatives to reduce greenhouse gas emissions at the distribution stage

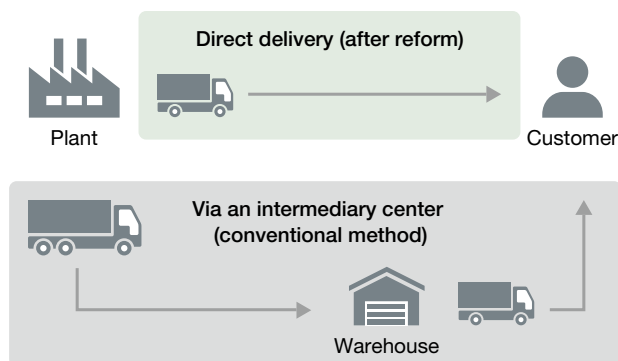
Promoting modal shifts

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 have a lighter environmental burden, for trunk line transportation of products from distribution centers.

Increasing transportation efficiency

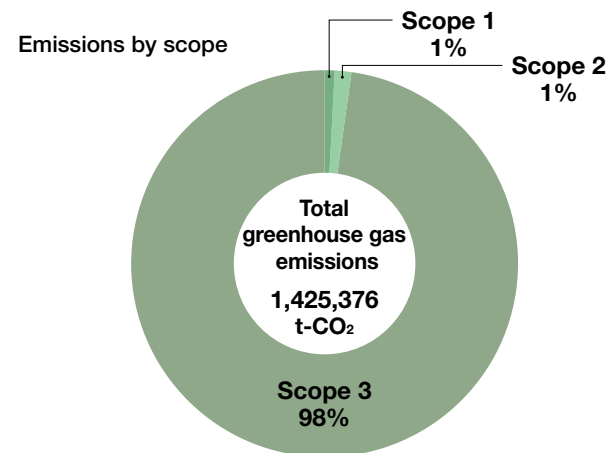
Since December 2020, as part of our supply chain reforms, we have been promoting initiatives to shorten lead times and save costs throughout the supply chain by optimizing production and distribution for large-scale properties. As part of these initiatives, we have introduced a method of direct delivery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

In fiscal 2021, greenhouse gas emissions related to transportation increased by 7.3% compared to the previous fiscal year. Moving forward, we will work to reduce emissions by creating synergies through modal shifts and direct delivery.



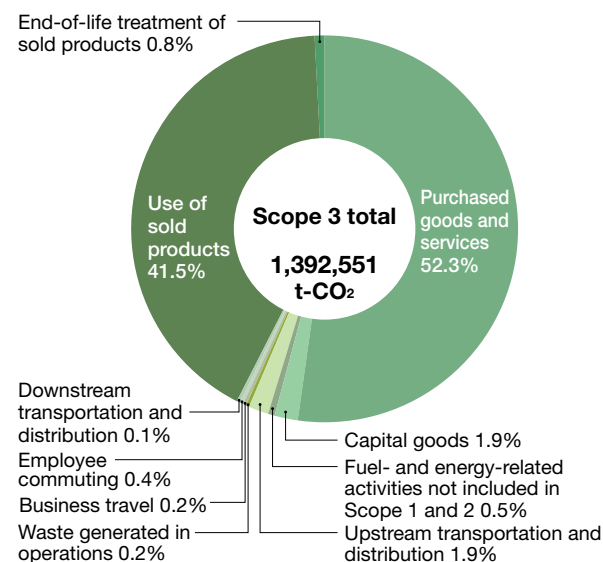
Reducing greenhouse gas emissions throughout the supply chain

In order to move forward with effective measures to prevent global warming, we consider it important to work on reducing greenhouse gas emissions in not only the Okamura Group's business activities but also the overall supply chain. The results of the calculation of emissions in the 11 categories of Scope 3, which accounts for 98% of total emissions, show that the main sources are Category 1 (purchased goods and services) and Category 11 (use of sold products). We will promote initiatives to reduce emissions such as promoting the use of materials with low greenhouse gas emissions, reducing waste by strengthening cooperation with major suppliers, improving yield of manufacturing processes, managing and controlling electricity consumption through remote monitoring of sold products, as well as developing energy-saving products.



- 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



Resource Saving and Resource Recycling

[Material Issues](#)

Based on the concept of a circular economy, the Okamura Group is committed to manufacturing that makes effective use of limited resources for a longer period and minimizes waste generation throughout the product life cycle—from product planning and design to sales, maintenance, reuse, recycling, and proper processing. In the production process, we are working on the use of recycled materials, waste timber, unused materials, etc., as well as the reuse of resin waste materials and water. We are also striving to reduce output 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. 144](#) for data)

*Zero emissions: To completely eliminate the final disposal volume of industrial waste emitted from plants and distribution centers (based on the definition of zero emissions at the Okamura Group)

Initiatives for water resources

We recognize the importance of water resource problems, which are becoming an issue globally due to climate change and population growth. We are working to reduce and effectively utilize water resources in our business activities. Since a large amount of water is used at production plants in coating process, etc., we are working to reduce water resource input by introducing a water-saving circulation system. The Fuji Plant is located at the foot of Mt. Fuji, so we effectively use the abundant groundwater for both industrial and domestic use. We carry out thorough management of wastewater, such as by monitoring wastewater treatment plants, to ensure that wastewater does not exceed the water quality standards set by national and local governments. We have been working toward achieving the target that we set for reducing the unit consumption of water, and in fiscal 2021, we achieved our target at 97.0% year-over-year (YoY). In addition, in fiscal 2021, there were no violations of water-related environmental laws or ordinances, nor were there any accidents or litigations related to water.

Industrial waste emissions status

Industrial waste emitted due to Okamura Group's business activities include production-related waste from production plants, installation work-related waste generated when undertaking interior/finishing carpentry work at offices or other facilities, and distribution-related waste due to the collection of used products no longer needed by customers. To ensure that we fulfill our waste processing responsibilities, we regularly conduct on-site inspections of waste processing contractors to ensure that proper waste processing is being carried out. We set a target for reducing the emissions of production-related waste and have been working toward achieving the target. However, in fiscal 2021, the emission intensity increased by 2.0% year-over-year (YoY).

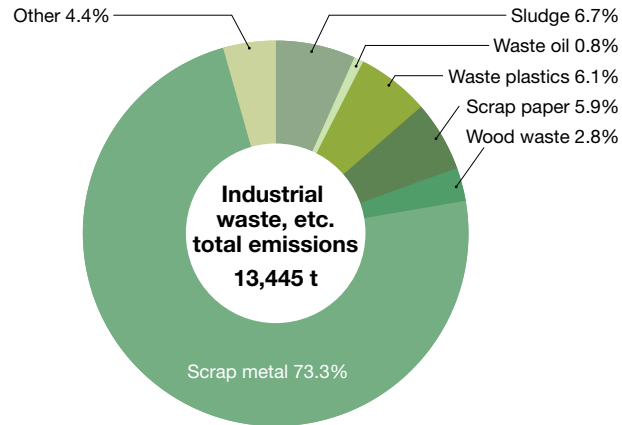
Resource saving initiatives at the production, distribution, and installation work stages

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 will increase the effectiveness of activities by sharing information on the details and results of the various initiatives.

Production stage initiatives

At production plants, we are working to save 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, and we are minimizing raw material put to waste and reducing waste through efforts such as working to increase yields—that is, increasing the ratio of unit of products manufactured compared to raw materials input. In addition, we thoroughly separate waste when it is emitted and recycle waste through intermediate processing companies. As a result of these initiatives, we have maintained zero emissions at all Okamura plants in Japan since fiscal 2008 and achieved zero final disposal volume for industrial waste in fiscal 2021.

Industrial waste emissions: ratio by type



Okamura production locations

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 from collected products, from 2021, we are promoting the reuse of sleeping stock as a trial initiative based on the concept of a circular economy.

Installation stage initiatives

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

Supporting efforts to extend the life of products

We have established an integrated support system for after-sales maintenance for products purchased by customers. Okamura Support and Service Corporation provides support that extends the life of purchased products, such as maintenance and inspections, repairs and servicing, and cleaning. This is done for a wide range of Okamura products, including office furniture, architectural products in public spaces, and disaster prevention equipment such as flood barriers. Having customers use our products for many years has various benefits, including increasing customer satisfaction while also reducing resource consumption and waste, which contributes to the creation of a circular economy.

Maintenance and inspections

In order to maintain products in their optimal condition and keep them easy to use, after installation, we propose that customers receive regular inspections after a certain amount of time has passed. Regular inspection of products makes possible the early detection of areas that need repairs.

Repairs

In order to extend the life of products beloved by customers, we provide an environment in which customers can maintain the condition of those products and continue to use them with peace of mind by having our specialist employees use their expertise to conduct repairs and servicing.

Cleaning and refurbishing

We offer cleaning services to our customers so that they are able to 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.



Replacement and repair of chair parts



Inspection and repair of flood barriers



Repair of scratches on wooden furniture

Promoting resource recycling of used products

We not only work to extend the lives of products but also work to recycle resources from used products in order to reduce the environmental burden throughout the product life cycle. We suggest that customers continue to use the products if they can continue to be used. Products that customers no longer use can be collected from them if requested when we deliver new products. We will make effective use of resources and reduce waste through reuse, recycling, and proper processing. In addition, we work to separate packaging materials used for transporting and carrying in products by material and then recycle those materials. We continued to maintain a high level of reuse/recycling rate in fiscal 2021, with 99.4% of the used products and packaging materials collected from customers being recycled or repurposed.

Used products are collected and sorted for reuse or recycling

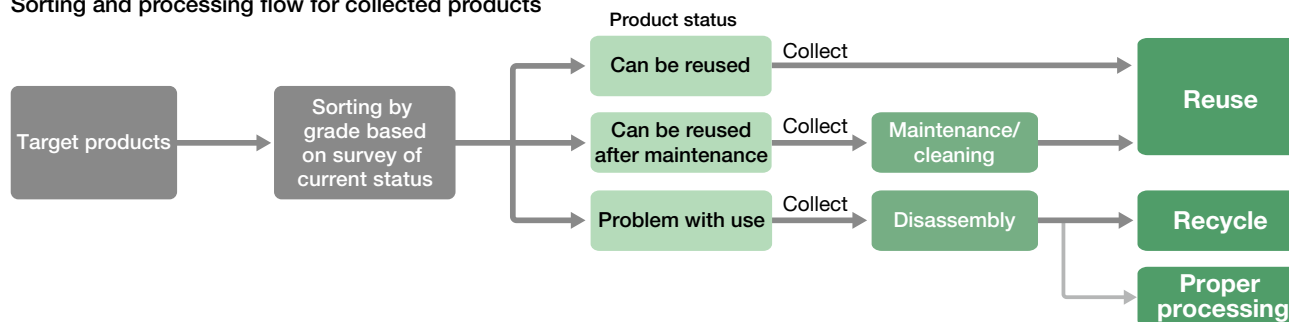
By carefully sorting products collected from customers based on length of time used, functions, appearance, and other factors as well as whether they can be repaired, we are moving forward with reusing products and recycling by material. In situations when it is difficult to do so, we properly process and dispose of the items.

Okamura Support and Service Corporation, as a company with a secondhand dealer license, collects and reuses used office furniture. This leads to reduced environmental burden through long-term use of products.

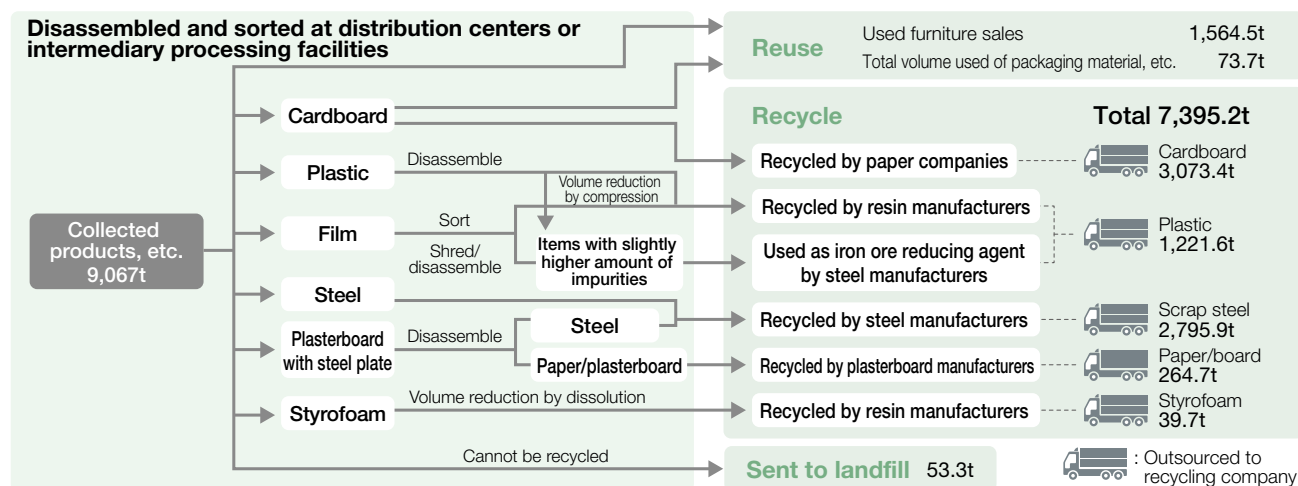
Method for recycling resources of collected products

Response	Target and resource recycling/processing method
Reuse	If the customer wishes to reuse a product, and if the product can be reused following cleaning and repairs, Okamura Support and Service Corporation purchases and resells the product as a used item.
Recycle	If the customer does not wish to reuse a product and the product cannot be reused due to problems in using it, the product is disassembled, the parts separated, and recycled according to material.
Proper processing	Parts that cannot be recycled are properly processed according to the industrial waste management sheet (manifest) based on the Waste Management and Public Cleansing Act. Industrial waste whose processing has been outsourced to intermediate processing companies and that can be recycled is recycled by the business operator.

Sorting and processing flow for collected products



Status of reusing/recycling collected products and packaging materials in fiscal 2021



Environmental Considerations in Products and Services

Material Issues

In addition to responding to the diverse needs of customers, the Okamura Group helps customers reduce their environmental burden by providing environmentally conscious products and services through our business activities. We strive to develop and provide products that have the lowest possible level of environmental burden throughout their life cycle by considering everything from the selection and procurement of raw materials to production, distribution, use, recycling, and disposal.

Initiatives in procurement activities

Environmental consciousness in material procurement

As a company that procures various raw materials and parts and produces and sells 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 Sustainable Procurement Guidelines that clarify our approach toward green purchasing, we conduct surveys of suppliers and strive to procure materials that have a light environmental burden from suppliers who actively undertake environmental activities.

In addition, we have created a Materials Guide that establishes criteria for procurement activities, and we procure materials that comply with the Chemical Substances Control Act^{*2}, Building Standards Act, as well as various EU laws and regulations^{*3}. We are moving forward with environmentally conscious procurement of even the materials that are not subject to the various laws and regulations, taking into consideration the criteria stipulated in relevant laws and regulations.

^{*1} Green purchasing: Refers to carefully considering necessity and taking into consideration the environment when purchasing products and services and then selecting and purchasing those that place a minimal burden on the environment

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

^{*3} Various EU laws and regulations: REACH Regulation, RoHS Directive, etc. In the EU, progress is being made in establishing laws to manage chemical substances and their use in order to protect human health and the environment

Reducing environmental burden in collaboration with suppliers

By disclosing the Materials Guide to our suppliers and sharing our approach toward material procurement, we support suppliers to promote environmentally conscious material procurement. In addition to these initiatives, we encourage suppliers to conduct green purchasing in their business activities and are moving forward with the joint development of environmentally conscious materials with suppliers through communication such as providing information at lectures and similar events. (See [▶ p. 31](#) for related information)

Development of environmentally conscious products

Having positioned “eco-design” as an important perspective in product development, the Okamura Group is working to reduce the environmental burden throughout the product life cycle. We conduct product assessments^{*} at the planning and design stages and work to develop products with a lower environmental burden by reducing the amount of raw materials used, using recycled materials, creating structures that make recycling easier, increasing the service life of products by improving durability, avoiding the use of hazardous chemical substances, saving energy, and implementing other measures. (See [▶ p. 20](#) [▶ p. 40](#) for related information)

^{*} Product assessments: Assessments at the development and design stages of the product of the impact that it has on the environment in order to develop products with less of an environmental burden

Providing 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 products to encourage customers to choose them. In fiscal 2021, GREEN WAVE and GREEN WAVE+ products accounted for 87.0% of product sales (excluding purchased products) in the Office Furniture business and 75.9% in the Store Displays business.

In 2021, we introduced the new concept of “circular design” in product development and a “Carbon Offset Program” to further advance our GREEN WAVE initiatives, and are striving to provide products with less of an environmental burden.



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 saving (Streamlining use of raw materials, etc.)	Products that use timber for 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 that are lighter	Products that are lighter while maintaining the functions of traditional equivalent products	Products that result in greenhouse gas reductions of 6% or more based on materials used of equivalent products, or 5% or more when the whole product is taken into account
Use of recycled material (Streamlining use of raw materials, etc.)	Products that use plastic for their main material, apart from metal	Products for which recycled plastics account for 10% or more of the total amount of plastics	Products for which post-consumer recycled material ¹ accounts for 20% or more of total product mass
	Products that use paper for their main material, apart from metal	Products for which recycled paper accounts for 50% or more of total paper mass	Products whose plant-based plastics for which an environmental burden reduction effect has been confirmed account for 25% or more of total plastic mass
	Products that use timber for their main material, apart from metal	Products that use recycled timber	
Recycling (Structural ingenuity) (Ingenuity for parts separation)	Products that can be broken down into single material components	Products for which 70% or more of the total mass can be broken down into single material components using general tools, and for which 90% or more of the resin and non-metal parts used in the product are included in the material indicator (Target products: products 30 g or heavier)	Products for which 95% or more of the total mass can be broken down into single material components using general tools, and for which 90% or more of the resin and non-metal parts used in the product are included in the material indicator, and for which a disassembly manual will be created and made available (Target products: products 30 g or heavier)
Reusability (Reusability considerations)	Products that themselves or their parts are reusable	Products with a structure that can be reused	Used products or parts of used products will be collected and made into new products
Long service life (Promote long-term use)	Products whose parts can be easily repaired with general tools Or, products whose software can be updated	Products whose consumable parts are 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 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 ³ h or less. [Indoor Advantage standards] certification
		Products that use materials and parts that reduce environmental burden more than previously	Products that adhere to the prohibition on the use of specified hazardous substances (must comply with RoHS Directive ⁴) or products for which it has been confirmed that they do not use substances regulated by the REACH Regulation ⁵ or use them in a permitted manner
Energy conservation (Reduced consumed energy)	Products aimed at reducing consumed energy when used	Products that reduce consumed energy by 10% or more compared to traditional 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 North American office furniture industry organization

*3 Geprüfte Sicherheit (GS): German safety certification

*4 RoHS Directive: Regulation issued by the EU regarding the use of specified hazardous substances in electrical and electronic equipment

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

Acquiring third-party certification for products

We promote acquisition of third-party certification for office furniture so that customers can choose environmentally conscious products from a wider range of perspectives.

Okamura is the first office furniture manufacturer in Japan to acquire LEVEL®. 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 will be published. As of April 2022, Okamura has 22 certified products.

We are also working to acquire the 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 2022, we have acquired the stricter Indoor Advantage Gold for a total of 167 products.



Number of Okamura's certified products:
22
(As of April 2022)



INDOOR ADVANTAGE GOLD FURNITURE

Number of Okamura's certified products:
167
(As of April 2022)

Both of these certification programs are internationally recognized, and are factors that add points when a customer is acquiring certification related to the office environment, such as the LEED^{*1} and WELL Building Standard^{®*2}, thereby promoting offices that are environmentally and wellness conscious.

*1 LEED: A green building certification program that evaluates the strategies for creating the highest-class built environment (buildings and urban environments) and the methods to achieve these strategies.

*2 WELL Building Standard[®]: 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.

Disclosure of environmental information on products

We disclose product environmental information through product catalogs and our website, in addition to the Green Purchasing Network's (GPN)^{*1} database of environmentally conscious products—Eco Product Net^{*2}—and other platforms. This is helpful for customers and other stakeholders when making their 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 efforts

*2 Eco Product Net: Japan's largest environmental information database that publishes environmental information on environmentally conscious 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. It aims to have public institutions, such as the national government, take the lead in green purchasing to reduce environmental burden and promote the foundation of a sustainable society.

Conserving Biodiversity - ACORN Activities

Issues

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 are aware of our responsibility as a company that uses resources such as timber. We will contribute to the creation of a society in which we can continue to enjoy the "ecosystem services" provided by nature where people and nature can coexist through initiatives based on the ACORN Activity Guidelines and Timber Use Policy.

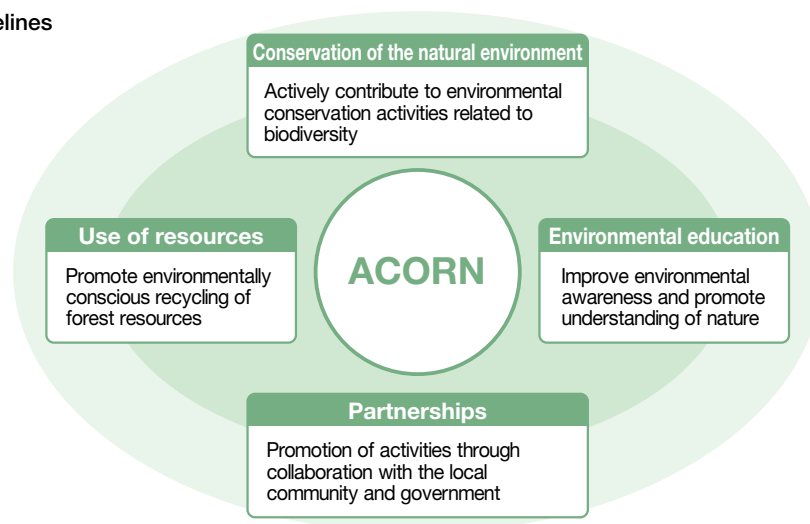
*Ecosystem services: The bounties of nature that are created by biodiversity and benefit us as humans. These are classified into the four categories of "Provisioning," "Regulating," "Cultural," and "Supporting."

ACORN Activity Guidelines

ACORN is the name that the Okamura Group has given to our actions that we conduct with the aim of coexisting with nature, and based on the activity guidelines, we are promoting initiatives from the four perspectives of resource use, environmental education, natural environment conservation, and partnership. Acorns are essential for the next seeds to take root and symbolize Okamura's activities.



ACORN Activity Guidelines



Initiatives based on our 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 cut, 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 scrap wood and recycled material
 - 3) Domestic and local timber

Status of timber use

In fiscal 2021, wood material accounted for 3.4% of Okamura Group's total raw material input. 89.3% of the wood materials are "wood materials not from raw wood," such as thinned wood¹, waste timber, unused material, and products of unused material made through secondary processing.

Responding to the environmental risk accompanying the use of forest resources

We conduct an annual investigation and ascertain the species, volume handled, and place of origin of the timber used. We conduct an annual investigation to check that endangered species are not being used by referring to the Washington Convention (CITES)⁴ and JOIFA Priority Management Material⁵.

Species, country of origin, and volume of timber handled by Okamura (fiscal 2021)

Species	Timber form	Volume handled (converted to m ³)	Export country/region (country of origin)
Lauan	Natural wood ² , plywood ³ , molded plywood, laminated wood	1,332.66	Indonesia, Malaysia, Japan, France
Poplar	Natural wood	69.08	Southeast Asia
Kapur	Natural wood, plywood	176.12	Malaysia, France
Rubberwood	Natural wood, laminated wood	177.14	Thailand, Vietnam, Belgium
Beech	Natural wood, plywood, veneer	115.32	New Zealand, France, Northern Europe, Germany, other
Beech	Natural wood, plywood, molded plywood, veneer, laminated wood	546.51	Denmark, Germany, Japan, Northern Europe
Japanese cypress	Natural wood, laminated wood	0.00	Japan
White oak	Solid natural wood, veneer (tanpan), veneer (tsukiita)	7.40	Japan, North America, other
Ayous	Veneer (tanpan), veneer (tsukiita), laminated wood	29.49	Africa, United States
Rosewood	Veneer	3.89	Southeast Asia, South America
Others	Natural wood, plywood, veneer, etc.	175.78	
Total		2,633.39	

*1 Thinned wood: Timber made from trees cut to keep forests from becoming overcrowded due to the long life of the trees

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

*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.

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

*5 JOIFA Priority Management Material: Timber selected by the Japan Office Institutional Furniture Association (JOIFA), an office furniture industry organization, based on the Washington Convention and other agreements, whose use is managed for various purposes, including ascertaining actual use.

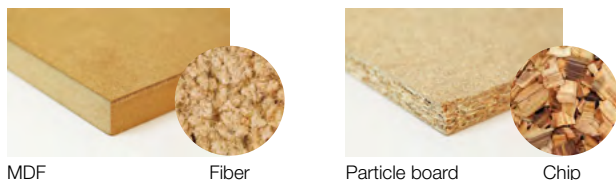
Product development based on the Timber Use Policy

At the Okamura Group, we not only develop products based on the Timber Use Policy but also promote healthy forests and the sustainable use of forest resources by proposing to customers spaces that make use of these products.

Using recycled wood material*

In 1966, we were the first in Japan to introduce particle board, which is mainly made from recycled wood material, into furniture. Since then, particle board and medium-density fiberboard (MDF) have been used as the core material of products including desk systems and conference tables. Their use has been expanded to a wide range of applications, thereby promoting resource recycling of wood materials.

(See [▶ p. 145](#) for data)



* Recycled wood material: Sheets made by finely chopping wood-based raw materials into fiber or small chips and then re-forming it into a sheet using adhesive or other bonding agent. An example of the former is medium-density fiberboard (MDF) while an example of the latter is particle board, and the main component of these is recycled wood material.

Use of timber that has received a trustworthy forest certification

Having obtained FSC® certification*1 (CoC certification*2), an internationally recognized forest certification system, in June 2010, we are moving forward with the development and sale of products that use FSC®-certified timber. As of March 2021, we have expanded the use of FSC®-certified timber to products in 11 product series. In fiscal 2021, 4.89% of wood products use FSC-certified timber.



*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 spread responsible forest management globally.



*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 have been certified as a legal timber and timber product business operator by JOIFA. In addition, we examine timber legality* based on the Act on Promoting Green Procurement for each product, report actual use, and strive to promote the use and sale of timber and timber products that have been certified as legal and sustainable.

* Timber legality: Refers to properly completing procedures in line with forest-related laws and regulations in the country or region the raw wood was produced when felling timber.

Using domestic and local timber

To use domestic and local timber in a sustainable manner, we use local timber based on the idea of local production for local consumption* through collaboration and cooperation with forestry associations and processors in each region. We are also working on making products that use wood without waste and to extend the life of wood products by using high-hardness coating that allows long-term use.

In addition, Okamura is registered as a business operator in the Minato Model Carbon Dioxide Fixation Certification System promoted by Minato Ward in Tokyo to prevent global warming. Through the active use of timber from local governments that have signed an agreement with Minato Ward, we are promoting the use of timber in urban areas.

*Local production for local consumption: The concept of local consumption of locally produced products



Tabletop cut from a single piece of solid laminated wood with pieces facing each other. By making the wood grain continuous, the surface of the tabletop feels wide, and the dynamic wood grain comes to life.

Initiatives to spread awareness of 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 broadening the ring of activities by deepening customer understanding of biodiversity and the sustainable use of timber.

Raising awareness of natural environment conservation through hands-on training

Since fiscal 2011, we have been conducting hands-on training at Afan Forest, owned by the C.W. Nicol Afan Woodland Trust of which Okamura is an official sponsor, in Shinano, Nagano Prefecture. This is to raise awareness of environmental conservation among Okamura Group employees. Participants learn about biodiversity through work such as forest maintenance and in-person experiences. The knowledge and sensibility acquired by the participants can be made use of in our products, services, and operations. Since 2017, we have also been holding the “WoodLand WoodWork” workshops that serve as a place for exchanges between customers and local governments who are interested in using domestic timber. These activities have been suspended due to the spread of COVID-19, but will be resumed as the situation allows.



Hands-on experience in thinning trees and removing branches (May 2018)

Nurturing the next generation by sharing our knowledge

In order to convey our insights as a company that uses forest resources as raw materials, our knowledge and ingenuity from the perspective of manufacturing, as well as the significance and current state of timber use to younger generations, 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 lecture at Yokohama City University
- “Mokuiku” (wood education) and regional revitalization through industry-academia-government collaboration

(See [▶ p. 80](#) for details)

Deployment of activities through communicating information

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

Communicating information to expand the use of domestic timber

We have published the “Creating Furniture Using Domestic Timber - Okamura Japanese Wood Project” catalog, which summarizes in an easy-to-understand manner such things as Okamura’s accumulated research on the use of domestic timber in furniture, knowledge about timber, and ACORN activities. It not only provides information that encourages customers to use domestic timber, but also helps our employees in various departments deepen their understanding.



Creating furniture using domestic timber

Communicating information through the publication of websites and booklets

The “ACORN” website has been set up with the aim of introducing the Okamura Group’s ACORN activities to many people and to deepen their understanding of the natural environment and biodiversity. We also publish the “ACORN” booklet and strive to communicate information that many people can enjoy while deepening their understanding, such as articles about seasonal topics and activity reports.

 **Okamura ACORN website**
<http://acorn.okamura.co.jp/>



“ACORN” booklet

Activities to protect the natural environment

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 by Keidanren and Action Policy (established 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

Initiatives in production plants

At Okamura's Fuji Plant (Gotemba City, Shizuoka Prefecture), located at the foot of Mt. Fuji, we are moving forward with the installation of a biotope on the premises. With the cooperation of the Japan Biotope Association, a non-profit organization, we aim to create a biotope that emphasizes the unique natural environment of the region. We will use it as a place for communication with the local community, a place for employees to relax, and a place for training.



Biotope installation area brightened up by tree felling

TOPICS

Local environmental conservation through volunteer activities



● Beach cleaning in Zushi City, Kanagawa Prefecture (November 13, 2021)

In recent years, in consideration that the impact of microplastics on the natural environment and ecosystem has become a major problem, we received a lecture on the current situation and problem of marine plastics from the Kanagawa Coastal Environmental Foundation, which is the only organization in Japan dedicated to beach cleaning and is engaged in activities such as cleaning the natural coast of Kanagawa Prefecture and raising awareness about environmental beautification activities. The lecture created an opportunity for us to think about this problem and to experience through beach cleaning efforts. It was a time for us to not only recognize the problem by seeing the tragic circumstances of whales and seabirds, but also to realize that our humanity's own careless actions were the cause, and to strongly feel the need to take responsibility for our actions once again.



Microplastics that come from artificial turf and tire rubber particles

● Amago (biwa trout) stocking event in Gotemba City (October 26, 2021)

The Gotemba Plant (Gotemba City, Shizuoka Prefecture), which develops refrigerated showcases, is a member of the Gotemba City Water Quality Conservation Association. We participated in the amago stocking event at a small stream (Oyama River) in Fujimi Park, which was organized by the association, and also volunteered for clean-up work. At the stocking event, a picture-story show was held for children to create an opportunity for them to become interested in water quality conservation and environmental protection.



Releasing 200 amago (biwa trout) into the river

Through such activities, we will continue to actively participate in local activities while learning the importance of conserving the natural environment.

Understanding Environmental Burden and Preventing Environmental Pollution

Issues

At the Okamura Group, we are fully aware of the possible impact on the environment and human health posed by chemical substances used as product raw materials when manufacturing products. As an initiative to effectively reduce environmental impact, we are working to strengthen our management of chemical substances, as well as thoroughly conducting proper management of related facilities, such as development and production departments, in order to prevent pollution. (See [▶ p. 145](#) for data)

Reducing amount of released/transferred chemical substances

Various chemical substances are used in our business activities, such as the coating process and the adhesion process in the production stage. We have set target values for the release and transfer of substances subject to the PRTR system^{*1} and are working to reduce them. However, in fiscal 2021, the amount released and transferred per unit increased by 6.3% 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 2021, there were no legal violations, accidents, or litigations related to environmental pollution in Okamura's business activities.

^{*1} PRTR system: Under the "Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof," the law that requires business operators to monitor the amount of specified chemical substances transferred and released and to notify the national government

^{*2} Substances subject to notification: Substances of which 1,000 kg or more are handled per year

Management of chemical substances in products

Chemical substances are used in surface treatment agents, adhesives, resins, and decorative material. For materials that contain chemical substances, we obtain Safety Data Sheets (SDS) from manufacturers, centrally manage them at each production plant, evaluate their hazards and environmental impact, and implement risk reduction measures as necessary. We also conduct a product assessment to check if regulated chemical substances have been used during product development and design stages, and change them to materials that have less of an environmental burden.

Volume of substances subject to notification under the PRTR Act released (fiscal 2021)

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

PR TR	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	19,748.7	18,155.8	0.0	0.0	1,343.0
Class 1	076	105-60-2	Epsilon-caprolactam	2,237.8	676.4	0.0	0.0	0.0
Class 1	080	-	Xylene	38,998.6	33,672.1	0.0	0.0	2,504.2
Class 1	186	75-09-2	Dichloromethane	2,294.2	2,290.7	0.0	0.0	3.6
Class 1	296	95-63-6	1,2,4-Trimethylbenzene	18,521.3	16,988.5	0.0	0.0	1,207.8
Class 1	297	108-67-8	1,3,5-Trimethylbenzene	4,960.4	4,522.5	0.0	0.0	309.1
Class 1	298	26471-62-5	Toluene diisocyanate	35,636.0	0.0	0.0	0.0	13.0
Class 1	300	108-88-3	Toluene	30,460.5	28,906.3	0.0	0.0	1,523.2
Class 1	302	91-20-3	Naphthalene	2,392.5	2,178.1	0.0	0.0	119.5
Class 1	392	110-54-3	n-Hexane	5,339.7	4,029.2	0.0	0.0	1,310.4
Specific Class 1	411	50-00-0	Formaldehyde	1,885.5	1,666.7	0.0	0.0	125.2
Class 1	448	101-68-8	Methylenebis (4,1-phenylene) = diisocyanate	105,977.6	116.3	0.0	0.0	57.5
Total				268,452.8	113,202.6	0.0	0.0	8,516.5

Preventing pollution through proper management of chemical substances

At Okamura, we have fluorescent lighting ballasts, which are equipment that contain polychlorinated biphenyls (PCBs). We notify government authorities regarding this equipment as

stipulated by laws and regulations, and the registration for processing them at designated facilities has been completed. 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 maintain an organizational system that includes 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 already obtained ISO14001* certification for each Group company, and has established and operates an environmental management system. By assigning a person responsible for environmental management in each Okamura department and Group company, we are establishing a system to manage and promote environmental initiatives as a Group.

In addition, we work to actively interact with outside environmental organizations and similar entities, and strive to acquire new knowledge and the latest information related to environmental administration and management. We will link these to raising the level of environmental management of the Group as a whole.

* ISO14001: International standards for environmental management systems stipulated by the International Organization for Standardization (ISO)

Management by the admin team and persons responsible for environmental management

The Sustainability Committee meeting is held twice a year to promote environmental management for the Okamura Group as a whole. At the committee meeting, we confirm the annual plan for achieving the goals of the Long-term Environmental Vision and the Midterm Environmental Plan, and discuss issues related to our initiatives.

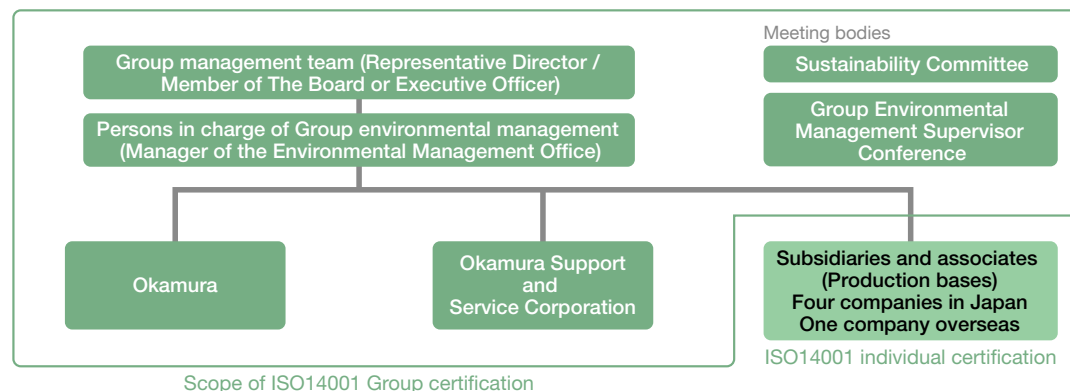
We also hold Group Environmental Management Supervisor Conferences every month. At these conferences, items such as the state of the environmental management system, including our response to environment-related laws/regulations and international trends, as well as issues and measures at various levels of the Okamura Group are discussed. Efforts are made to communicate opinions and share information among Group companies and examples of improvements and other such information are shared horizontally.

Audits by independent organizations and internal audits

In July 2021, JSA Solutions Co., Ltd. conducted a renewal audit of the environmental management system, and as a result, the validity of the integrated certification of the Okamura Group (Okamura Corporation, Okamura Support and Service Corporation) was confirmed. As for issues identified during the renewal audit, one minor non-conformity and two matters for improvement were found.

Within the Group, we also conduct an internal environmental audit for each location and a Group internal environmental audit every year. The audit results are reported on at the Group Environmental Management Supervisor Conference and Sustainability Committee, and these are linked to continuous improvements in the environmental management system.

Environmental management system promotion system at the Okamura Group



Environmental education and awareness-raising activities

We state the reduction of the environmental burden in all our business activities in the Okamura Group Environmental Policy, and focus on environmental education and awareness-raising activities to enhance awareness of each and every employee toward putting environmental initiatives into practice.

Conducting systematic environmental education

There is both required education for all new employees and mid-career hires as well as department education developed

by each department based on ISO14001 in order to deepen employee understanding of the environmental burden resulting from corporate activities and the Okamura Group's Environmental Policy and plans, so that they are able to convert this education into concrete steps to achieve the goals.

In addition, for related departments that handle FSC®-certified products and materials, there is specialized training to ensure improvement and thorough implementation of matters pointed out during annual in-house and independent audits. For ISO14001 education, which all employees must take, items related to FSC® certification have been included, which promotes understanding of the system. (See [p. 74](#) for related information)

Okamura environmental education

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 burden
		New Employee Follow-up Training	<ul style="list-style-type: none"> Practical EMS activities
	Mid-career hire	Mid-Career Hire Training	<ul style="list-style-type: none"> Environmental issues Introduction to EMS: Corporate activities and environmental burden
Department education (based on ISO14001 ^{*2})	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 match 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 ^{*3}	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 to promote ACORN activities

*1 EMS: Environmental management system

*2 ISO14001: International standards for environmental management systems stipulated by the International Organization for Standardization (ISO)

*3 Hands-on education (See [p. 75](#) for details)

System to commend outstanding environmental activities

Since fiscal 2003, we have established a system to commend outstanding environmental activities to foster awareness and encourage practice of reducing the environmental burden in our business activities as well as developing and providing more environmentally conscious products and services. In fiscal 2021, we commended activities that reduce energy consumption in the production and distribution stages, and also other efforts such as the effective use of scrap wood.

Environmental activity awards (fiscal 2021)

(Excerpt from a total of 22 awards)

Award details	Winners
Environmental PR at Logis-Tech Tokyo 2021	Material Handling Systems Division
Energy consumption reduction due to nighttime shutdown of electrodeposition UF equipment	Kansai Okamura Corporation
Energy consumption reduction by changing pretreatment chemicals	Kansai Okamura Corporation
Energy-saving measures resulting from a review of the operating standards for degreasing process	NS Okamura Corporation
Reduction of CO ₂ emissions related to transportation and distribution	Production Division, Store Displays Management Section
Acquisition of SIAA certification for development of furniture with antibacterial and antiviral surface material	Marketing Division
Producing sample chips from chair fabric scraps: waste reduction	Oppama Plant
Conducting virtual tour for elementary school students: a new trial in the COVID-19 pandemic	Oppama Plant

Environmental communication

We disclose environmental information related to our business activities and strive for two-way communication with stakeholders, leading to the enhancement of environmental activities of the entire Group.

Since we published the “Towards a Prosperous Future” environmental pamphlet in 1995, we have been communicating environmental information and introducing our initiatives at environment-related events and new product launches. Through this, we are striving to enhance environmental communication. Regarding our environmental initiatives, we provide feedback from the opinions and suggestions received from stakeholders to the relevant departments and reflect them in our activities, fostering more meaningful and thorough communication.

We were selected as an “Environmentally Sustainable Company” in the Environmentally Sustainable Company Category of the 3rd ESG Finance Awards Japan for our ESG-related disclosure in the Okamura Group Sustainability Report 2021.



Coexisting with local communities and society through environmental activities

Through conducting environmental education that leverages the knowledge gained through the Okamura Group's manufacturing and business activities, as well as participating in local environmental conservation activities, we strive to coexist with local communities and society and contribute to raising environmental awareness.

Classes held in nature at elementary schools

Okamura has been conducting activities in which employees visit elementary schools to give classes based on the knowledge accumulated by Okamura, with the aim of raising

the environmental awareness of children. During the classes, instructors use school desks and chairs that are familiar to children as the subject matter to teach them about the current state of forests in Japan and the world as well as the finite nature of resources. We provide a place for them to learn about the immediacy of environmental problems, find out what



they themselves can do to take action. (See [▶ p. 75](#) for related information)

Classes held at Kawasaki Municipal School for the Deaf with the help of a sign language interpreter

Classes held in nature results

Year	Students	Schools	Year	Students	Schools
2007	120	1	2015	443	6
2009	362	3	2016	513	6
2010	643	7	2017	329	5
2011	215	3	2018	450	7
2012	274	4	2019	444	4
2013	191	2	2020	197	4
2014	340	3	2021	506	8

Endowed lecture at Yokohama City University

We served as lecturers for the second consecutive year in an endowed lecture conducted jointly by Yokohama City University and the Yokohama Green Purchasing Network* of which Okamura is a member. At the lecture, we introduced Okamura's environmental initiatives under the theme of “Promotion of Sustainability Through the Use of Timber.”

*Yokohama Green Purchasing Network: A network that values ties with the local community and works with the aim of promoting the purchase and provision of environmentally conscious products and services in cooperation with citizens, companies/organizations, and the government [regional organization 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

In 2018, Okamura signed a three-party partnership agreement with Oguni Town (Yamagata Prefecture) and Tohoku University of Art and Design, with the aim of promoting the use of timber in the region, including “mokuiku” (wood education). One of the activities based on this agreement is the “First Furniture Business,” an ongoing initiative to produce furniture designed by students at a facility in the town using locally produced materials and present it as a gift to all three-year-old children living in the town. This activity won the Japan Wood Design Award 2020 (Social Design Category, Communication Field).

Environmental activities and community interaction at the Oppama Plant

At the Oppama Plant (Yokosuka City, Kanagawa Prefecture), in addition to working on initiatives to reduce the environmental impact associated with our business activities, such as converting to renewable energy, we also conduct factory tours for local residents and customers to explain our production processes and environmental initiatives. We also provide opportunities to exchange opinions by holding informal gatherings and other events, enabling the local residents to understand our activities and have peace of mind. In fiscal 2021, it was difficult to conduct factory tours due to the spread of COVID-19, so we visited a nearby elementary school and conducted a “virtual tour” with sufficient measures in place to prevent infection.

In February 2022, the Oppama Plant was recognized for its many years of environmental activities and contribution to local environmental conservation, and was awarded the 2021 Yokosuka City Citizen's Award.



Award ceremony held on February 13, 2022



Pursuing Employee Satisfaction

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 achieving personal growth through cooperation.

Approach Toward Human Resources

At the Okamura Group, we view employees as collaborators as well as being members of a team, and together, we will grow the company. We aim to create even greater results through business activities that emphasize mutual collaboration among employees. We are moving forward with creating workplaces in which every employee can demonstrate their capabilities to the fullest based on a fair labor-management relationship. We will link this to the growth of the company and improving the lives of employees.

Improving the work environment through labor-management meetings

The Okamura Group has established human rights policies (see [▶ p. 124](#) for related information), and as a company, we respect "freedom of association," and ensure 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. Labor-management meetings and various committee meetings are held regularly to discuss various themes such as the status of our business performance and human resource systems.

The Okamura Labor Union has adopted a union shop system, and as of March 20, 2022, there are 3,130 union members, with a union membership rate of 93.8%.

(See [▶ p. 150](#) for data)

Notification of important matters such as human resource changes

In accordance with the labor agreement 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, it is stipulated that prior discussion with the labor union is required for large-scale organizational restructuring and the accompanying human resource changes.

Results of main labor-management and committee meetings held in fiscal 2021

Title	April	May	June	July	August	September	October	November	December	January	February	March
Regular Labor-Management Meeting			●				●		●		●	
Individual (by themes) committees			●	●	●	●	●	●	●	●	●	●

Initiatives to Realize Employee “Work in Life”

Material Issues

At the Okamura Group, we are working to create systems and mechanisms and implement workplace improvements that make it possible for diverse employees to flourish as well as pursuing an environment where each individual can work lively by changing their own awareness and acting in a corresponding manner.

The “Work in Life” approach

“Work in Life” proposed by Okamura refers to the concept that “Work” and “Life” are not two separate elements, but rather that “life is composed of many parts, of which work is one.” Other elements that make up life include family, hobbies, learning, and community. This approach positions work alongside these other elements. Realizing “Work in Life” means a state in which each individual can act proactively so that “work” is a positive factor in life when they look at their life from a comprehensive perspective.

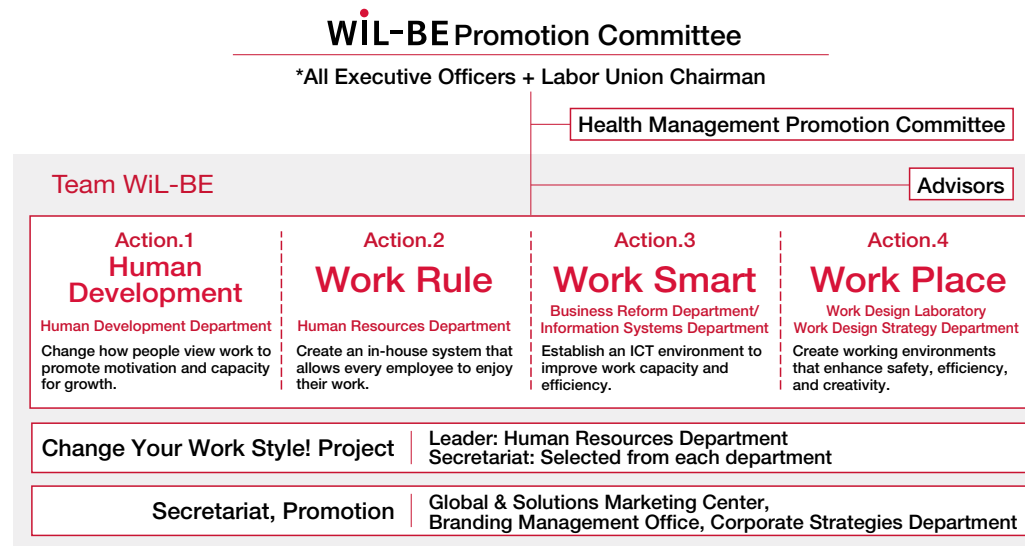
The “WiL-BE” initiative, created from the perspective of “Work in Life”

Okamura established the Work Life Balance Promotion Committee in April 2016, and has been working on concrete initiatives so that each employee can lead a healthy and fulfilling life. In June 2018, we organized various initiatives related to work style reform up to that point and integrated all of them into an activity aimed at “creating a workplace full of people working with enjoyment so that they can enjoy life in their own way,” referred to as “WiL-BE.” The representative

director promotes activities within the company as the leader. In April 2019, the activities were reorganized into “four actions,” and the purpose was changed to “become a company where each employee can realize Work in Life.” In addition, since April 2020, we have positioned health management as the foundation of “WiL-BE” and are promoting activities from a broader perspective with an emphasis on strengthening initiatives to improve health.

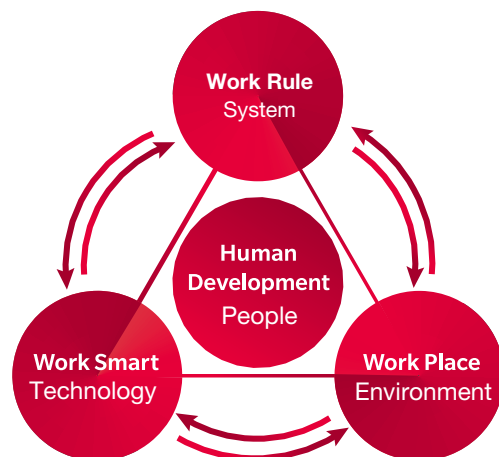
 **WiL-BE**
<https://www.okamura.co.jp/company/wil-be/index.php>

“WiL-BE” promotion system (fiscal 2021)



The “four actions” of “WiL-BE”

The activities of “WiL-BE” are the development of four actions, the “3 + 1 elements of work style reform,” which are centered on people.



● Human Development (People)

The Human Development Department is in charge of activities under the theme of “change how people view work to promote motivation and capacity for growth.” In fiscal 2021, we expanded the number and content of courses conducted at our in-house university “Okamura University (abbreviation: OkaUni),” which was established last year. In addition to courses for developing business skills, we also conducted courses based on the theme of “Life” such as courses on “mindfulness,” “stocks and investments,” as well as “Italian cooking course” held online after work. In group training, such as grade-specific training, we implemented hybrid learning through face-to-face and online sessions, and verified how learning venues should be tailored to meet the objectives of the program. In addition, the “one-on-one trial” in fiscal 2020 was continued with the aim of introducing it across the entire company. Aiming to develop subordinates and promote mutual understanding, in addition to the 66 people who continued from the previous year, an additional 162 section managers who have a high level of awareness on management issues and who were promoted within the last five years carried out this activity in fiscal 2021. (See [▶ p. 96](#) for details)

● Work Rule (System)

The Human Resources Department is in charge of the activities under the theme of “create an in-house system that allows every employee to enjoy their work.” In fiscal 2021, we conducted e-learning on “systems related to work styles” and “rules on working hours and paid leave” with the aim of devising ways of working according to the issues at each workplace. In addition, in order to further promote health management, we have worked on creating a healthy and comfortable workplace environment through various initiatives, such as starting to prohibit smoking during working hours, implementing online yoga and mindfulness refreshing health activities by in-house instructors, conducting trials of a health app, and providing subsidies for the cost of healthy snacks and drinks. (See [▶ p. 85](#) [▶ p. 106](#) for details)

● Work Smart (Technology)

The Business Reform Department and Information Systems Department are in charge of activities under the theme of “establish an ICT environment to improve work capacity and efficiency.” In fiscal 2021, we expanded our internal systems (workflows, chatbots, etc.) so that they can be used not only on computers but also on smartphones and tablets, and promoted the development of the ICT environment and the spread of its use to work efficiently regardless of the devices used. In addition, we are developing an environment that enables speedy work processing regardless of the location, such as by starting an electronic contract system and digitizing the issuance and receipt of invoices. We are also advancing various paperless procedures with our suppliers.

● Work Place (Environment)

Under the supervision of the Work Design Laboratory and Work Design Strategy Department, we are working on the theme of “create working environments that enhance safety, efficiency, and creativity.”

In fiscal 2021, we created a “workplace report card” for each location from a company-wide questionnaire and feedback was provided, with the aim of creating an opportunity for each employee to reflect on the current state of their own workplaces and review their own work styles and workplaces. In addition to continuing our activities so far, we also prepared a “Workplace Guidebook” that organizes the flow for relocation and remodeling in an easy-to-understand manner, and created a database for examples of relocation and remodeling nationwide. We also expanded the options for places to work, including the addition of shared offices that employees can use and the preparation of guidebooks to be used at satellite offices at each Okamura location.

Initiatives to inform employees about “WiL-BE” and to spread awareness

We are working to inform employees about “WiL-BE” activities and spread awareness so that each Okamura employee can realize “Work in Life.” The goals of the three-year plan, of which fiscal 2019 is the first year, are to “know & understand” “Work in Life” (FY2019), “think about it as if it’s your own problem” (FY2020), and “take action” (FY2021). We also provide opportunities to think about and put “Work in Life” into practice.

“WiL-BE” events and campaigns

We hold “WiL-BE” events for participants to think more deeply about “Work in Life” while spending time with others. In fiscal 2021, we held two online events illustrating actions to take the first step, inspired by stories of employees who are actively practicing “Work in Life.” Following the events, we also launched campaigns for people to actually take action.

“WiL-BE” Inspire

We conducted a trial event for participants to deepen their thinking through actual actions in two of the Okamura Group’s four sustainability material issues: “global environmental initiatives” and “pursuing employee satisfaction.” After experiencing the importance of taking action through volunteering in beach cleanup activities, the participants sketched out concrete actions while using other participants’ ideas for “Work in Life” as a reference. (See [▶ p. 76](#) for related information)

A month later, we also held a workshop for participants to reflect on their actions and reassess their future goals.



“WiL-BE” Inspire

Initiatives to support “Work in Life” for employees

To support the realization of “Work in Life” for employees, it is important to create systems and mechanisms and implement workplace improvements that make it possible for diverse employees to flourish. From this perspective, we actively introduce systems and mechanisms such as no overtime days, a flextime system (applicable offices only), annual paid

leave (in units of one day, half day, and hourly), volunteer leave, in addition to promoting the use of shared offices and satellite offices as well as working from home (with usage requirements). We are pursuing an environment in which employees can work in a lively manner by encouraging employees to understand, raise their awareness, and take action on these systems and mechanisms.

Examples of support systems and mechanisms (as of March 31, 2022)

Title	Summary
No overtime day	In principle, every Wednesday is no overtime day (however, other days of the week can be set at each workplace), and we are working to raise employee awareness regarding leaving the office on time and put it into practice.
Flextime system	This is a system that allows employees to decide what time they arrive at and leave work for the purpose of achieving a flexible working style. There are rules such as working a prescribed number of working hours x number of work days in one month, working for at least one hour a day (super-flex), and temporarily leaving work for personal reasons during work hours for up to three hours once a day. *Only for plants 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.
Promoting the use of shared offices and satellite offices	From the perspective of reducing commuting hours and promoting health management, we promote the use of shared offices contracted by the company and the use of reserved satellite offices.
Work from home	This system allows employees who are raising children or caring for their families to work from home in order to work more efficiently and continue to work. As a rule, an employee may work their prescribed hours between the hours of 5:00 a.m. to 10:00 p.m., up to once a week, and work may be temporarily suspended during work hours depending on circumstances such as childcare and nursing care. In addition, employees who are able to work remotely can work from home when going straight to an outside work-related appointment and/or heading straight home afterward, or in the event of a disaster. *As a response to the spread of COVID-19, employees work from home depending on their work. (See ▶ p. 114 for related information)
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.
Limiting of work location	We have established an “area employee” system that does not require changes resulting from relocation.
Conversion of “job partner employee” to “area employee”	If a “job partner employee” who is a fixed-term worker wishes to change to an “area employee,” their employment status may be changed under certain conditions.
Job return	This is a registration system 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, to be selected for re-entry to the company under certain conditions, with the aim of expanding work opportunities and securing outstanding human resources.

"WiL-BE" company-wide actions: Promotion of "Change Your Work Style! Project"

At Okamura, since April 2017, we have been promoting the "Change in Work Style! Project," which is an activity to improve work and raise awareness, and for employees to take the initiative in reconsidering and changing their own work styles. It was developed in April 2019 as one of the "WiL-BE" Work Rule actions, and it has evolved into a company-wide activity called "Change Your Work Style! Project."

In fiscal 2021, we reorganized the activity across the four actions of "WiL-BE." The company-wide theme was to "increase necessary communication, reduce waste, and improve productivity." We narrowed down the company-wide measures to two: eliminating wasteful internal e-mails and chats as well as creating communication opportunities. A total of 142 teams set their respective numerical targets for the company-wide measures, developed activities revolving on the theme according to the issues of each team, and all members of each team participated in the activities in one way or another.

In fiscal 2021, we also overhauled the award system for the "Change Your Work Style! Project." In January 2022, we held a primary report meeting for the project, and ten teams selected from this meeting, in addition to two teams selected for the "Wild Card" slots, reported on their unique initiatives and results at the company-wide report meeting held in February 2022. In April 2022, the three teams that created outstanding initiatives received the Platinum Award (the highest award). Furthermore, in addition to the existing Platinum Award, we have also newly established the Employee's Choice Award for Best Measures. With the aim of deploying outstanding measures, candidates were selected from all measures of all teams and the best was decided by a company-wide vote.

Through these types of opportunities, we are working to horizontally deploy outstanding improvement measures, and we will continue to promote steady problem-solving activities originating from work sites as part of our business.



Company-wide report meeting for "Change Your Work Style! Project"

VOICE



Office Furniture Division
Architectural Design Department,
Office Furniture Sales Division

Keijyun Asada

Fiscal 2021 "Change Your Work Style! Project"



Activity of the team awarded the Platinum Award (the highest award)

Changing the work style and atmosphere of the department through activities participated by all employees

In fiscal 2021, we took part in the "Change Your Work Style! Project," paying special attention to "creating activities that everyone can participate in."

Until fiscal 2020, most of the activities were carried out only at some locations and units, and there were very few activities that brought an impact on the entire department. Therefore, in fiscal 2021, we focused on activities in which all employees can participate, with the aim of revitalizing communication throughout the department and raising awareness about overtime work reduction.

For example, in the "separate discussions within units" aimed at revitalizing communication, the members of the department were divided into six teams and discussions were held. Dividing them into smaller groups created a sense of ownership in the activity, and we were able to achieve a high participation rate of approximately 90%. In addition, we were able to increase our interaction with people from other locations that we usually do not have the opportunity to talk to, which led to more active communication within the department as a whole.

I hope that we as a whole will continue to change our work styles and atmosphere in the department, keeping in mind everyone's participation in future activities of the "Change Your Work Style! Project."

*Discussions: See [▶ p. 98](#) for details

Activity of the team awarded the Employee's Choice Award for Best Measures

Revitalizing communication in the workplace by implementing an "assigned seating day for all employees"

"Move, Work, Guide, Do! Team" is a team consisting of 22 members who belong to or are stationed at the Koriyama Branch. The Koriyama Branch was remodeled in 2020, and except for the Branch Manager and some other staff, a "free address" (non-territorial) system has been adopted, and we made a local rule to change seats every day. However, the rule became stagnant, and the number of people sitting in the same place gradually increased, and the number of people hardly talking to each other increased.

Therefore, we decided to make every Wednesday an "assigned seating day for all employees" where the seats were decided by lottery and forced to shuffle. With the cooperation of the Branch Manager, the Branch Manager's seat is also included in the shuffle. This has led to conversations between people who usually have few opportunities to talk, and we see an increase in open communication among all branch employees.



Store Displays Sales Division,
Store Displays Division
Tohoku Regional Sales Office,
Koriyama Branch, and others

"Move, Work,
Guide, Do! Team"
Promotion Leader

Promoting Diversity and Inclusion

Material Issues

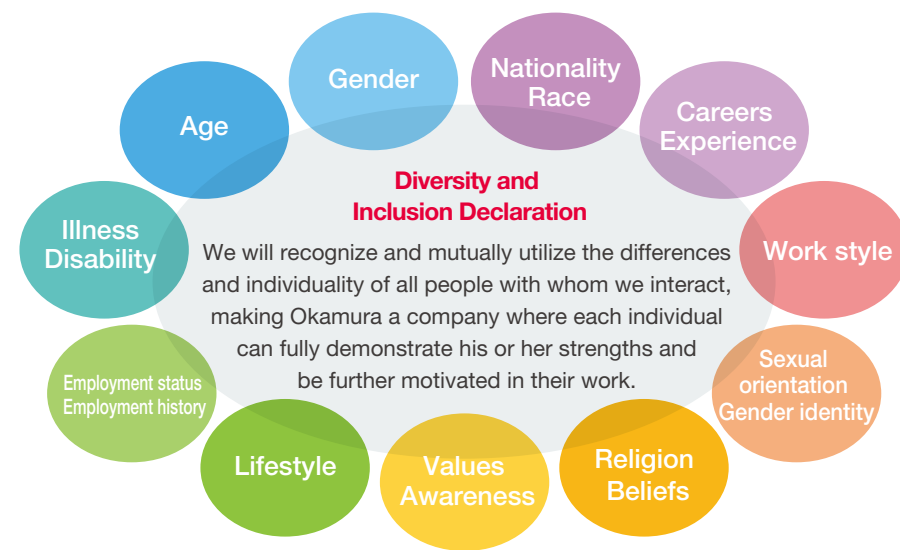
The Okamura Group is striving to improve its hiring process and workplace environments based on its Diversity and Inclusion Policy. Based on the concept of embracing diversity, we actively recruit human resources with respective attributes, values, and ideas, striving to create environments where every employee can work comfortably and fully demonstrate his or her abilities. At the same time, we foster a corporate culture that flexibly responds to social and cultural diversity and environmental changes.

Approach toward diversity and inclusion

Okamura considers promoting diversity an important management topic, and the Diversity Promotion Project, commonly referred to as the Sodateru Project, is taking the lead as an organization that promotes specific initiatives. The Diversity & Inclusion Declaration was formulated between August 2016 and March 2020 and various activities were undertaken. These include creating a system to provide support for balancing work with childcare and 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 are aiming for a state in which "each one of us composes our own vision, is always aware of growing in our own way in all situations, and works with coworkers to contribute to the development of the organization in various ways." We are moving forward with expanding this system and creating a workplace environment under the three themes of spreading diversity and inclusion, supporting the active participation of diverse human resources, 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 including age, gender, disability, and nationality, and internal characteristics including lifestyle, work history, and personal values. To achieve further corporate growth, we view the promotion of diversity as a management strategy that is necessary to pursue. To this end, we strive to ensure a company-wide understanding of D&I, create a corporate culture that enables the exercise of diverse abilities, and realize our "Work in Life" concept whereby each one of us can enjoy work, contributing to society through rich ideas and reliable quality.



Creating a work environment for each person to 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 where each employee can demonstrate their abilities regardless of gender, and we recognize that raising the ratio of female employees and female managers is also an issue. In fiscal 2021, the ratio of female employees in Okamura was 20.0%, and the number of female employees in positions equivalent to section manager or higher was 31. In addition, Okamura hired 121 new graduates in fiscal 2021, of which 24 (19.8%) were female. (See [▶ p. 151](#) for data)

Initiatives to develop female leaders

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

As measures to increase the number of female managers, we are conducting selective training for female employees to

acquire leadership skills and mindsets, and e-learning for managers to learn about unconscious bias.

Measures to develop female leaders

Program Name	Summary
Women's Leadership Program (WLP)	We conduct selective training for employees to learn leadership skills and mindset so that each individual can fully demonstrate leadership in their own way. In fiscal 2021, 24 pre-leader level female employees took the course.
Dispatch to female leader development training sponsored by an external organization	We send female employees in positions equivalent to section managers to training outside the company, where they learn about the roles and abilities expected of female leaders through interaction with trainees from other companies.
Training for managers to promote the active participation of women	We conduct e-learning for managers with the aim of raising their level of daily management, including the development of subordinates, by having them understand and notice unconscious bias and learn how to deal with it appropriately.

VOICE



Office Furniture Division
Chubu Regional Sales Office,
Office Furniture Sales Division
Chubu Design Center

Adua Deguchi

Discovering my goals and comrades through the Women's Leadership Program



After returning from maternity leave and childcare leave twice, I was unable to work as a designer as I had before, and my anxiety and impatience with regard to my growth and self-fulfillment had been growing year by year. I spent several years in a haze, and when I received information about the Women's Leadership Program, I enrolled in it in hopes of making new discoveries.

The most impressive part of the training program was that there is an action plan and a review over a three-month period. I was busy with tasks every day, but when I set goals in my work and was mindful of them, I was able to clearly see what I needed to do. In addition to the instructor, I was in a group of three people, and it was very encouraging to receive support and empathy from other group members because we could share our goals. Even after training, we continue to set short-term goals.

The other group members were in various occupations, but we had one thing in common—we were all raising children—and so, we hit it off right away. We were able to share our own trial and error experiences, and I was able to discover like-minded people within the company, which was a great reward to me.

Receiving L-Boshi Level 2 certification

On December 1, 2020, Okamura acquired L-Boshi Level 2 certification from the Ministry of Health, Labour and Welfare, based on the Act on Promotion of Female Participation and Career Advancement in the Workplace (Act on the Promotion of Female Advancement). In fiscal 2021, we continued to receive the L-Boshi Level 2 certification. This certification system is intended for companies that have formulated and submitted action plans for promoting the active participation of women and certifies companies that have excelled in the implementation of initiatives on three levels, based on evaluation criteria of five items: recruitment, continuous employment, work styles such as working hours, managerial position ratio, and various career courses.

Okamura's initiatives in diversity and inclusion as well as human resources development, including the active participation of women, fulfilled the three criteria of continuous employment, work styles such as working hours, and various career courses. As a result, we received the Level 2 certification.

Going forward, we will continue to promote the active participation of women and continue to create an environment in which each employee can work more comfortably and fully demonstrate their abilities.



L-Boshi (Level 2) logo

Certified as Best Workplace in "D&I Award 2021"

In December 2021, Okamura was certified as Best Workplace, which has the highest score, in the D&I Award 2021. Newly established by JobRainbow Co., Ltd. in fiscal 2021, this is a certification system for companies working on diversity and inclusion (D&I).

The D&I Award is based on 100 evaluation items making up a "diversity score" from five perspectives: LGBT, gender gap, disability, multiculturalism, and childcare and 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). Okamura received a score of 85 points, and based on this evaluation, we will continue to enhance our initiatives from a D&I perspective.

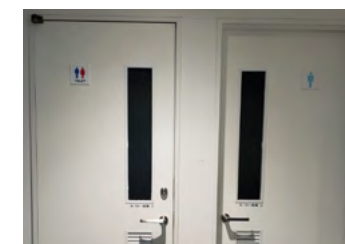


Conducting questionnaire on career development

In July 2021, in order to support the career development of employees and promote the active participation of each individual at Okamura, employees other than managers were asked using a questionnaire about their career awareness, relationship with superiors, workplace conditions, etc. There were 1,695 responses, and the response rate was 69%. Based on these results, we will work to enhance our future career development and diversity and inclusion measures.

Establishment of a consultation window for LGBT parties and maintaining in-house facilities

We have set up a consultation window as a mechanism to listen to various requests of LGBT parties. In addition, we are continuing to adjust in-house facilities for reducing stress of LGBT parties when they are at work. In 2017, the Fuji Plant installed gender-free changing rooms and toilets.



Gender-free toilets

Use of internal names

To support marriage and other circumstances as well as LGBT, we have made it possible to use internal names, such as maiden names. It is possible to use a name that is different from the name on the family register, such as a maiden name, in e-mail addresses, business cards, company newsletters, employee ID cards, and to register in internal systems.

Support for employees who work while raising children or providing nursing care

Okamura is continuously improving the environment for diverse work styles so that employees who have restrictions on time and location for work due to childcare and nursing care can achieve the careers they are aiming for. In January 2020, we clarified our company vision to support the balance of work and childcare, and are working to raise awareness within the company based on this approach.

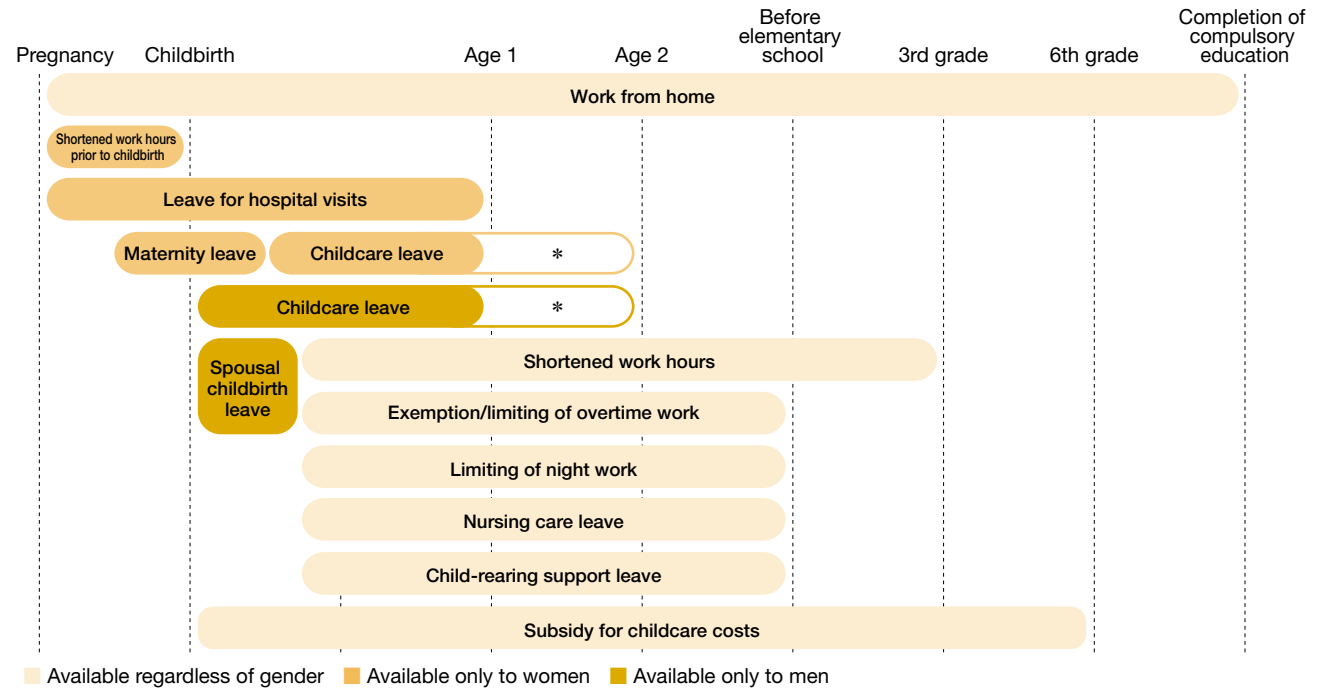
Company Vision to Support the Balance of Work and Childcare

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/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.

Summary of childcare support system



*As a rule, the period of childcare leave is up to the day when the child reaches one year of age. However, if there are circumstances in which the employee wants to enroll their child in daycare but is unable to do so, childcare leave may be extended until the child reaches the age of two.

Examples of support systems and mechanisms

Title	Summary
Subsidy for childcare costs	We provide subsidies for expenses when using temporary childcare services, other than daycare centers and facilities for school-aged children, if 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, with usage conditions).

Supporting the balance of work and childcare for male employees

Based on the feedback from male employees who are raising children and issues in the workplace, since January 2020, we have implemented two measures to promote support for male employees who are balancing childcare and work: mandatory spousal childbirth leave and parenting preparation interviews.

Examples of support systems and mechanisms

Title	Summary
Spousal childbirth leave	This is a system that provides a total of three days of paid leave within one month from the day the spouse/partner gives birth.
Parenting preparation interview	We discuss with the relevant employee how he would like to work at home before and after his spouse/partner's childbirth, and based on this, the employee will have an interview with his manager. The purpose is to share in advance the workstyles and any plans to take leave, so that both the employee and the members of the workplace can carry out their work 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. Taking over this activity, the project was launched in October 2021 in response to the revised Childcare and Family Care Leave Act. This project is informally known as the "Hagukumu Project" (Nurture Project) because it was created with the thought of "Let's all nurture a mindset of helping each other and become child-rearing allies. For those of us who have subordinates, let's be a family friendly boss so that people can thrive."

The project consists of three subcommittees for awareness-raising, system, and public relations. Nine members, including the leader of each subcommittee, will come up with ideas, develop plans for and examine the measures, and put those measures into practice.

As part of our awareness-raising efforts, in March 2022 we started operating the Microsoft Teams* channel "Papa Café" for dads and soon-to-be dads to exchange various information about childcare and for project members to communicate childcare-related information.

In the future, based on the revised Childcare and Family Care Leave Act, which has been enforced sequentially from April 2022, we will promote a wide range of awareness-raising activities, such as building Okamura's own internal system, holding internal awareness-raising seminars and collaboration events with external organizations, as well as developing public relations through internal and external media.

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



はぐくむプロジェクト



by はぐくむプロジェクト

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

Conducting e-learning focused on men's participation in childcare

From June to July 2021, we conducted an e-learning program titled "Think about Parenting Now" for all Okamura employees to learn about the importance of men's participation in childcare and the attitudes of superiors and colleagues in the workplace. In addition to the background of promoting men's participation in childcare, as well as Okamura's system and initiatives, content related to specific actions is also included in the program to promote awareness. For example, when a male employee or his spouse submits a pregnancy or childbirth notification, other members of the workplace are recommended to ask the person, "When are you going to take childcare leave?"

VOICE



"Hagukumu Project" Awareness-Raising Subcommittee Leader, Store Displays Division Tokyo Regional Sales Office, Store Displays Sales Division Central Branch

Ryuichi Sakane

Aiming to foster a culture that makes it easier for employees to participate in childcare through the Hagukumu Project



The Hagukumu Project aims to foster an atmosphere in which conversations such as "when are you going to take childcare leave?" can naturally take place. I am also actively taking part in this project as a member.

It is sometimes said that men do not have the "mind switch" to becoming fathers. It is an especially important time to take care of your wife and children before and after childbirth, but it seems that there are already many cases where there is a big gap between women and men in terms of awareness and physical condition. I think that taking childcare leave for men is a "special remedy" that triggers an update of the "OS" in their heads. A man with an updated "OS" could have a great impact not only at home, but also in the workplace when he returns to work after taking a leave of absence.

An increase in the number of men taking childcare leave not only transforms the values of those taking childcare leave, but also has a significant effect on improving productivity and satisfaction of employees, including team members in the workplace. I would like to continue developing activities with the aim of fostering a corporate culture so that the spread of taking childcare leave can create such a virtuous cycle.

Circulating the results of a survey on "the balance of work and childcare for men" within the company

In February 2021, Okamura conducted a Diversity and Inclusion Survey for the purpose of confirming the extent of the awareness, understanding, and effectiveness of the diversity and inclusion measures to date, and for the purpose of identifying current issues and ranking solutions in order of priority. As a result, we received 1,939 responses (response rate of 45.9%). From the survey results, we extracted items related to the balance of work and childcare for men, and circulated the information throughout the company. Through this survey, we found that there is a gap between the number of male employees who desire to take childcare leave (including those who responded, "Looking back, I wish I had taken it.") and the number of people who actually took it. It was also found that many experienced managers feel that it is an issue to secure replacement personnel for male subordinates who wish to take childcare leave. We will reflect the survey results in measures for the Parenting Support Project to create an environment where male employees can balance work and childcare.

Systems and mechanisms to support 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 total 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 the shortening of work hours by up to one hour after the start of the work day and one hour before the end of the work day. 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.

Communication tool that supports both work and childcare/nursing care

We published "The Support Book for Balancing Childcare and Work" and "Balancing Work and Nursing Care," as communication tools that summarize the information necessary for balancing work and childcare/nursing care. Regarding the "The Support Book for Balancing Childcare and Work," we published a Mother's Edition that details the procedures, etc. for taking maternity leave, and a Father's Edition that aims to inform readers of the systems and mechanisms that are available for use. The Father's Edition was issued in February 2020 in response to the feedback from male employees who wanted to be involved in childcare a little more but did not know how to speak up about it and did not know what kind of systems or mechanisms are available. Through these tools, we are creating an environment where employees can participate in childcare in the way they want, regardless of gender.



The Support Book for Balancing Childcare and Work (Mother's Edition)



The Support Book for Balancing Childcare and Work (Father's Edition)



Balancing Work and Nursing Care

VOICE



Office Furniture Sales Division, Office Furniture Division Telecom Sales Division, Telecom Sales Department, Telecom East Branch

Yuuji Kashihara

Helping each other is important in both childcare and work



In December 2021, my long-awaited first child was born, and I took childcare leave for about a month. I took it because I wanted to spend as much time as possible supporting my wife and child. I consulted with my boss about five months before the expected date and received his full support. I was always conscious of sharing information with my team members so that work would not be delayed even when a sales representative was absent, and I was able to smoothly hand over my work. I was worried about leaving an ongoing project, but the customer understood and warmly said, "please spend this precious time with your family." The best thing about taking childcare leave was that my wife and I were able to spend time together raising our newborn baby as a couple. Through this experience, I was able to recognize once again how difficult it is to balance childcare and work. I would like to keep in mind my gratitude to the people around me and work on creating relationships where we can support each other. I would like to take on new challenges in both childcare and work to develop as a person.



Promoting the employment of people with disabilities and supporting retention

Okamura employs people with various disabilities, including people with physical, intellectual, and mental disabilities. We conduct in-depth interviews about the situation of each person with a disability who wishes to find a job, and consider the work environment in our efforts to avoid any mismatches in recruitment activities. In addition, we strive to maintain a work environment that makes it easy for people with disabilities to work, by focusing on support for workplace assimilation, such as through holding regular workplace interviews so that they will continue to work for us for a long time after joining the company.

Conducting internships for students from the Tsukuba University of Technology

At Okamura, each department plans and conducts internships from various perspectives every year. Continuing from fiscal 2020, we conducted internships for hearing-impaired students from the Tsukuba University of Technology in December 2021 at our office in Tokyo.

In the first half of the program, internship students learned about Okamura through office tours and introduction of the work and work styles of university alumni employees. In the second half, students were asked to freely propose on the theme of "what kind of space do we need as a result of the COVID-19 pandemic?" The proposals were brushed up based on the opinions of alumni employees, and many unique ideas were presented. During the round-table discussion with alumni



Internship program

employees at the end of the program, students had so many questions to ask that they said time was not enough. This internship was an opportunity to deepen mutual understanding through face-to-face exchanges, and one that they will be able to make use of in their future student life.

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.

Employment retention support for people with disabilities

At Okamura, we have established an in-house support system so that employees who are hired within the employment quota for persons with disabilities can work stably for a long time after joining the company. This is done through employment retention support from those in charge of health promotion in the Human Resources Department. In addition, when the employees join the company, we encourage them to register with an external employment support center. By increasing the number of people providing support, we are working to tie this to continuous employment.

Generally, retention support interviews are held once a month. After having a three-party interview among the employee, a person from the employment support center, and a representative from the Human Resources Department, a four-party interview is held among a supervisor from the employee's department, a staff member in charge of following up, a person from the employment support center, and a representative from the Human Resources Department. In the interviews, we try to listen carefully based on the characteristics of each disability, hear about their issues and concerns in terms of employment, life, and physical condition, and connect this feedback to improvement. With the cooperation of the employee's department, the Human Resources Department, and the external employment support center, we consider such matters as how to conduct more effective interviews, and will focus on creating an environment and providing support that will allow employees to work for a long time at Okamura and advance their career.

Establishment of "Working Together" Guidelines and publication of a guidebook

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. In order to realize an inclusive society, we also pick up on relevant matters such as the legal obligation to employ people with disabilities, the duty of reasonable accommodation, and the prohibition of discrimination against people with disabilities, thereby promoting employee awareness of these matters.

"Working Together" Guidelines

Okamura recognizes that we live in diversity on a daily basis, with respect for each other's individuality and consideration for each individual by acknowledging differences while taking reasonable accommodation into account.

- Actively deepen relationships with those around us
- Be aware of our own roles
- The consideration given 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 in August 2021)



Character design for the "Working Together" Guidebook by an in-house designer with a disability

VOICE

Living with Panic Disorder and Appreciating the Support



Material Handling Systems Division
Solution Design Department

Left: Masashi Inaba

Center: Norihiro Iwata

Right: Akihiro Matsumoto,
General Manager

Norihiro Iwata

I am in charge of the detailed design of material handling systems equipment for which we have received orders. Based on the concept of "making it easy for customers to use," we strive to make tasks easier and reduce costs in plants and on sites.

I developed panic disorder when I was in my early 20s. My symptoms were particularly severe on trains. Even after a short ride, I would have palpitations and nausea. I joined Okamura when my life became stable through medication and employment support.

I was happy to be assigned to the engineering department, but my previous job was also an engineering position, and I knew how difficult it would be, so I was worried. However, thanks to everyone at work, my anxiety gradually eased. Starting with short working hours, I was provided with accommodation by way of limited amount of work and business trips, interviews once a month, and was able to leave work early when going to the hospital. As I mainly worked on drafting, my knowledge of equipment gradually increased, and adjustments were made so that I could gradually go to the sites at my own request. After being able to actually touch the equipment on site, I feel that my work has become even more fulfilling.

I am grateful to my superiors whom I can easily talk to about my hopes for work and the environment, and to the people around me for their understanding, not to mention their consideration when I am not feeling well. From now on, I will continue to deliver quality work and work on my daily duties with the hope that I can repay even a little of my gratitude.

Akihiro Matsumoto, General Manager

It has only been about a year since I began working with Mr. Iwata, but his work has been highly praised by those around him. It is also very reassuring to see that he is playing an active role as a member of the development project team in the Material Handling Systems Division. He has a serious and gentle demeanor, so I hope that he will help train junior colleagues in the future as well. "Mr. Iwata, I look forward to continuing to work with you."

Masashi Inaba, workplace colleague

I have known Mr. Iwata since the pre-employment interview, which was almost five years ago. As it was the first time for the Material Handling Systems Division to employ people with disabilities, I was a little worried because our division requires many on-site business trips, but he is proving to be precious to the division through his active participation.

Currently, he is mainly in charge of design work, but I think it would be good for him to deepen his product knowledge by actually touching the equipment on site, and leverage it for his future drafting work. I hope that he will continue to play an active role as one of our excellent engineers.

Promoting diversity recruiting

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 have opportunities to make contact with many students from all over Japan. By holding informational sessions about the company online as well, we have created an environment where students from all over Japan can easily participate. We also aim for diversity in recruitment in consideration of equal employment opportunities. For example, gender is not taken into consideration in the selection process, and we have a self-reporting system with three options: male, female, and other. In mid-career recruitment, in addition to actively selecting mid-career hires with specialized knowledge, we are also promoting the development of core human resources by enhancing initiatives and education that enable every employee to fully demonstrate their abilities. In recent years, there have also been an increasing number of cases in which employees who left the company for reasons such as childcare, nursing care, or a spouse/partner's job transfer are rejoining the company using the job return program. We strive to expand the employment opportunities of diverse human resources and support their career development.

Promoting the active participation of senior employees

Okamura had introduced a reemployment system that allows employees to continue working after the age of 60 if they wish, but in order to further promote the active participation of senior employees, the mandatory retirement age has been progressively raised starting March 2018, and it is now set at 65 as of March 2022. Even after the age of 60, employees will be evaluated based on their performance, and in principle, their positions will be rotated in order to provide opportunities for human resources development.

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, providing them with time to reflect on who they have become and how they can prepare for the future. In order to proactively build their future careers, managers have career interviews with external counselors after training sessions. The purpose of this is to provide them with opportunities to look at their own potential and develop a vision for the future. We have received a great deal of positive feedback from employees who have undergone the training and career interviews, and it has become one of the most important measures for senior human resources to play an active role in the company.

Through these initiatives, we are striving to create an environment in which experienced senior human resources can work with a high level of motivation.

Human Resources Development

Material Issues

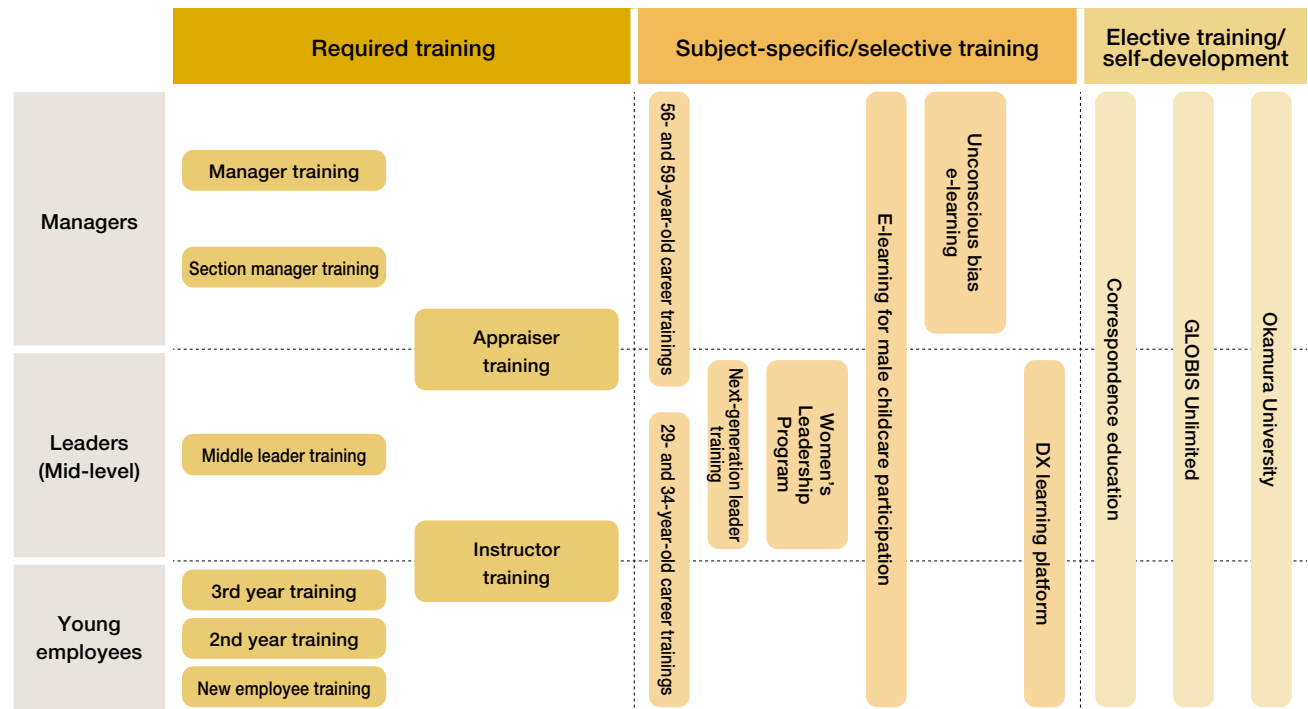
The Okamura Group clearly states in its Human Resources Policy that “we actively provide education necessary (for employees) to develop and demonstrate their capabilities, and for cooperation and harmonization, and work to increase their desire for self-development.” To this end, we have been working to systematize in-house training programs, promote education throughout the company, and create an environment in which employees can engage in self-development. In addition, we are establishing numerous training programs and systems in pursuit of greater opportunities for employee self-realization and satisfaction.

Human resources development initiatives to help employees realize “Work in Life”

The Okamura Group’s Human Development Department is leading the implementation of human resources development measures related to common items across departments to support the ability of employees to realize “Work in Life.” Continuing from fiscal 2020, under the theme of “changing employee mindsets about work and unlocking motivation and growth,” we focused on measures to “promote mutual understanding and taking on challenges through dialogue” and “make work fun by making learning a part of daily life” in fiscal 2021. As for specialized knowledge and skills related to operations, we provide specialized training for each division on the business model, products, etc. specific to that business area.

In fiscal 2021, we thoroughly implemented measures against COVID-19, and conducted trainings through a hybrid method using venues both inside and outside the company as well as online. We took advantage of the respective merits of face-to-face and online sessions and were able to set up a place for learning according to the training content.

Fiscal 2021 training program system (sponsored/co-sponsored by the Human Development Department)



Grade-specific training

Okamura conducts grade-specific training according to employee length of service, promotion, etc. We have established a curriculum for young employees in their first to third year of employment, and the goal at the end of the third year has been set as "human resources who can attain self-growth through repeating Try & Learn, and achieve results through involving others." Training is conducted on themes that match the respective behavioral objectives for the first, second, and third year. At the time of promotion, we provide training that emphasizes practical training and interaction. Through a blended training program that combines pre- and post-training interviews, input of knowledge through e-learning, group training, group discussions, etc., we enhance the efficiency of learning.



New employee training

Initiatives for career development

At Okamura, training programs are held for employees who have reached a certain age to encourage career planning, raise awareness, and lead to self-realization.

The training is mandatory for employees in their first to third year of employment, while in their fourth to fifth year of employment, interviews are held with those who apply. This program provides an opportunity for employees to think about their careers and a place to exchange information such as advice on work and life.

For senior employees, upon providing training on the importance of career autonomy, we then hold interviews conducted by external career counselors.

Examples of human resources development system

Title	Summary
Educational scholarship rules	As a project to honor the late Kenjiro Yoshiwara, the founder of our company, we have established educational scholarship rules to further promote management based on one of his mottos, "Business is People." The rules clearly state how the company will bear the costs of education for employees and how their work will be handled during the study period. In order to respond to technological innovation and internationalization, we aim to provide our employees with opportunities to acquire a wide range of new technologies, skills, and knowledge. There have been cases where employees have used this system to study at graduate schools in Japan with the aim of obtaining an MBA degree while working at their regular jobs.
Self-assessment system	We have introduced a system that allows employees to report their preferred jobs and departments, based on the basic idea that productivity is highest when each employee is engaged in a job that gives them a sense of fulfillment and satisfaction. In addition, we use the reported information and reflect it in workplace rotations.
Challenge system	When new members are needed due to a new business or business expansion, or when a department's strategy requires knowledgeable or qualified personnel, we will openly recruit within the company. After going through interviews, etc., a job transfer is possible.
Global human resources development system	The purpose of this system is to develop global human resources who can respond to the expansion of overseas markets. Employees are assigned to overseas subsidiaries or overseas branches for one year to experience actual business and develop comprehensive adaptability to working overseas.
Instructor system	Newly hired graduates are supported one-on-one by senior employees who act as instructors for one year after joining the company, and mid-career hires are supported similarly for six months. Both have the opportunity to grow through the mutual relationship of new hires "learning the job" and instructors "teaching and developing others." Both parties meet monthly and deepen communication over a company-subsidized meal (Since fiscal 2020, meetings over meals have been cancelled to prevent the spread of COVID-19.).

Conducting interviews for employee growth and career development

Okamura places importance on opportunities for dialogue between superiors and subordinates 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 together with superiors. In addition, from fiscal 2020, we are working on a "one-on-one trial" to promote employee growth and mutual understanding between superiors and subordinates.

Interview examples

Title	Summary
Goal management interview	Direct superiors and subordinates meet once each in the first and second half of the year to discuss short-term content and results for the purpose of setting and evaluating work goals.
Development interview	Secondary appraisers and subordinates meet in an annual review to discuss medium-term content for the purpose of sharing recognition of future aspirations and careers.
One-on-one trial	We provide time for dialogue between superiors and subordinates for the purpose of mutual understanding, growth of subordinates, and improvement of organizational performance. For subordinates, it is a place where they can develop their own growth and careers as well as improve and consult on issues in their work, teams, and the organization. For superiors, it is a place where they can build a relationship of trust and mutual understanding with their subordinates, promote the growth of each individual and the organization, and check the condition of their subordinates (including checking their physical and mental health).

Providing a place for self-directed learning

From the perspective of “Work in Life,” Okamura provides a place for self-directed learning, such as the in-house university “Okamura University (abbreviation: OkaUni),” so that employees can feel more fulfilled and enjoy working.

Improving workplace issues through “dialogue”

“Dialogue” is a way for people working in the same workplace to deepen mutual understanding and learn from each other. It is an initiative to improve workplace issues and is part of the culture that has taken root within the company since its founding. We aim to create a better company that is employee-friendly by allowing employees to have dialogue freely regardless of their position or age.

In July 2021, we held an e-learning session titled “Let’s have dialogue!” about the purpose and method of conducting dialogue.

In addition, from July 2021 to March 2022, we held “Dialogue Jack” to set common themes of “dialogue” for the company as a whole. There were four themes for the “Dialogue Jack” for fiscal 2021. In addition to the above-mentioned “Let’s have dialogue!”, the themes also include the “Okamura Way,” “systems related to management of working hours and work styles,” and “mental health.”

Examples of places for self-directed learning

Title	Summary
Okamura University (Abbreviation: OkaUni)	We launched this program in October 2020 with the aim of allowing students to design their own learning. In fiscal 2021, the number of courses were further increased and we started full-scale operation, with a total of approximately 1,000 participants.
E-learning system “GLOBIS Unlimited” and correspondence education	In response to each employee’s desire to learn, we provide distance education consisting of the “GLOBIS Unlimited” e-learning system operated by the GLOBIS Corporation and courses offered by five educational organizations, as opportunities for employees to learn independently without having to choose a time or place. Employees can choose from content on a wide range of topics, from business skills to health and education.
In-house study group	This is an initiative to develop a culture of mutual learning at Okamura by sharing information learned through internal study group sessions held by each department on the e-learning system. In the future, as we accumulate information, we will evolve this into a place for cross-departmental learning, such as by allowing participants to join the study groups of other departments.

Main rules for conducting dialogue

Item	Summary
Frequency and participants	Once a month; all employees in the department (recommended) *Depending on the theme, it is permissible for managers to not participate
Duration	20 minutes to 1 hour during working hours
Location	At company facilities in principle (also possible 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) ● It should be held in the form of an “opinion exchange meeting” or a “study group,” and not in the form of a one-way report-only meeting. ● A theme is set for each month, and opinions are exchanged regardless of position. Even when divided into groups, it is preferable to deal with themes that are common in each department.
Themes	Opinion exchange meeting: Workplace improvement/quality control (QC) activities/case examples sharing/training content sharing/safety and health/WiL-BE/Change Your Work Style! Project/Okamura Way, etc. Study group: Acquisition of new knowledge and skills (Example: conducting a sign language study group to facilitate communication with hearing-impaired employees in the department)

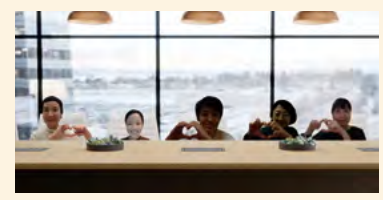
TOPICS

“Desigmpic” – an event held for divisions to create seeds of the future



The Work Style Consulting Office held an event named “Desigmpic” for divisions with the aim of improving designers’ creativity, expressiveness, and presentation ability, as well as strengthening team power in response to the decreasing communication due to the COVID-19 pandemic. “Desigmpic” is an event in which teams come up with ideas for creating the future and present them, foreseeing people’s needs and social issues from a designer’s point of view.

This time, under the theme of “Work Styles and Workplaces in 2030,” space designers competed against each other in teams. There were 65 proposals from 20 teams, and the participating members screened the ideas themselves and selected the final four proposals as gold, silver, and bronze. Keeping in mind that not only the winning ideas but also all other proposed ideas are seeds of the future, we will continue to nurture this potential that leads to future-oriented proposals for spaces.



Members of the unit that won the Gold Award in the “Desigmpic”

TOPICS

Holding a “gathering for second-year employees”



The spread of COVID-19 has had a major impact on work styles, and employees have fewer opportunities to communicate face-to-face. In particular, employees who joined the company since fiscal 2020 had limited opportunities to experience company life and make contact with their peers in the midst of the COVID-19 pandemic. For this reason, in January 2022, we held a “gathering for second-year employees” with the aim of providing opportunities to deepen friendships for Okamura Group employees who joined the company in fiscal 2020.

Since the factory training that had been conducted in previous years as part of the new employee training was not possible, the first part of the program included a tour of the factory, office, and showroom at the Fuji Plant to learn about manufacturing, which is the foundation of our business activities as a manufacturer. In the second part, employees deepened communication and mutual understanding through a team building workshop. At the end, the President delivered a lecture, and in the question-and-answer session, many employees were seen actively asking questions.



First part: a tour of the Fuji Plant



Second part: workshop and President's lecture

Health Management

Material Issues

We at the Okamura Group have positioned health management as the foundation for "Work in Life," and we have established a system to promote health management based on the Okamura Health Management Declaration and the Okamura health management approach. We are moving forward with various initiatives, such as expanding various types of health exams and disease prevention measures as well as encouraging employees to take annual paid leave. We are also striving to create a workplace environment that is conscious of employee health. We also provide health literacy education and communicate information so that employees can raise their health awareness and work to improve their own health.

Promoting health management

Okamura Health Management Declaration for health management

The Okamura Group considers maintaining and promoting the physical and mental health of employees an important management issue. Therefore, in September 2017, we formulated the Okamura Health Management Declaration in order to promote health management throughout the company. Recognizing once again the importance of health as a foundation to realize "Work in Life," we revised the declaration in April 2020. Based on the declaration, we have systematized our employee health promotion activities and are promoting strategic health management.

Okamura Health Management Declaration

The Okamura Group respects the diversity of each and every employee and considers the foundation for everything to be the good physical and mental health of all persons involved in our corporate activities. In order to realize "Work in Life," we declare that we will maintain and promote both physical and mental health as well as maintain a healthy work environment so that employees can continue to enjoy their work. We aim to become a company trusted by society through the continuous provision of healthy, comfortable environments for people and society.

[Priority Measures]

- Regular health examination uptake to 100% and 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 interviews with occupational physicians for employees who work long hours
 - Improvement on presenteeism* to improve performance values
- Improve the annual paid leave acquisition rate
- Promote smoking cessation
- Improve implementation rate of specified health guidance
- Eradicate work-related accidents and traffic accidents with "safety" as the highest priority

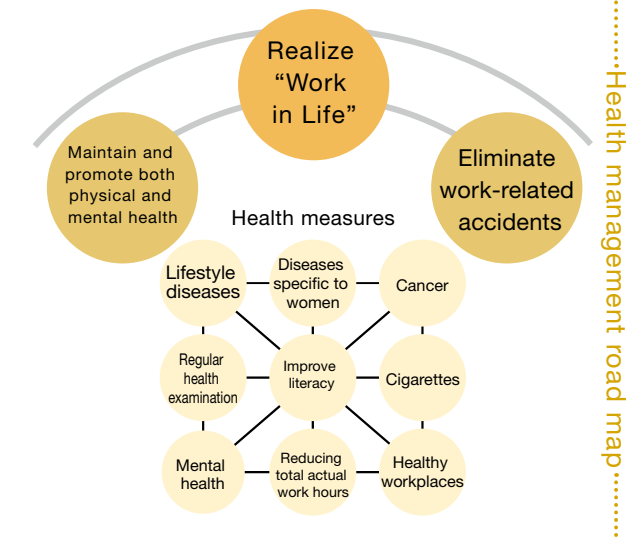
*Presenteeism (working while sick): A state in which work efficiency is reduced due to some type of health problem

Okamura health management approach

Realizing "Work in Life" through health management

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

←.....Expansion of health management.....→



Foundation of Okamura Health Management

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

Changes in the activities for 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 enhance the organization for promoting employee health management. In 2017, the name of the committee was changed from the WH Promotion Committee to the Health Management Promotion Committee, and the Okamura Health Management Declaration was established. 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 Management Promotion Committee

The Health Management Promotion Committee meets twice a year, in April and October, to promote initiatives to 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, the use of annual paid leave, various health examinations, disease prevention measures, and the creation of health-conscious workplaces.

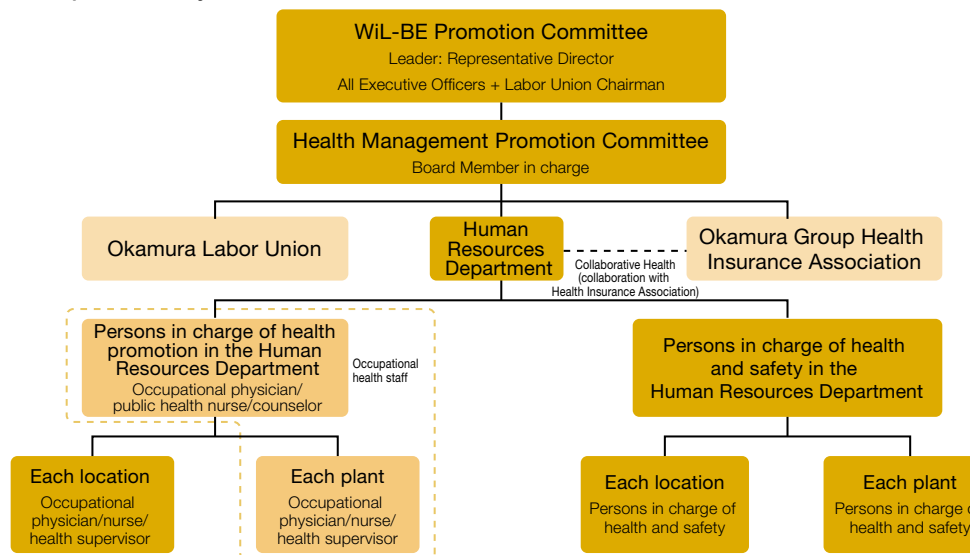
Occupational health staff

To promote the maintenance and improvement of employee health, 14 occupational physicians, 1 public health nurse, 5 registered nurses, and 1 industrial counselor serve as the core of our occupational health staff, conducting regular health examinations, stress checks, and workplace inspections in accordance with the law.

Holding meetings for nursing staff

A meeting of nurses consisting of public health nurses and registered nurses is held online once every three months for the purpose of enhancing the occupational health care system and resolving issues at each office in order to maintain and improve the health of employees.

Health management promotion system chart



Initiatives for health maintenance and promotion in fiscal 2021 and implementation results

Item	April	May	June	July	August	September	October	November	December	January	February	March
Health Management Promotion Committee	●						●					
Regular health examinations (primary health examination)				●	●	●	●	●	●	●	●	●
Secondary health examination follow-up and health guidance					●	●	●	●	●	●	●	●
Stress check					●	●						
Interview with occupational physician and employee's manager	●	●	●	●	●	●	●	●	●	●	●	●
Promote the systematic use of annual paid leave	●	●	●	●	●	●	●	●	●	●	●	●
Management of long work hours	●	●	●	●	●	●	●	●	●	●	●	●

Establishing health consultation windows

We have established internal and external consultation windows 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 the internal consultation window. In addition, occupational physicians and registered nurses at each plant collaborate with the Human Resources and General Affairs Section to provide support. Regarding the external consultation window, 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 casually and anonymously consult with medical specialists about their mental and physical problems 24 hours a day, 365 days a year.

Establishment of a consultation window for mental and physical illnesses specific to women

Women may suffer from physical and mental issues due to menstruation and hormonal imbalance. We have set up a consultation window for mental and physical health maintenance according to life stages, putting a system in place for female employees to receive advice from two occupational physicians (female doctors).

Okamura's mental health measures "four kinds of care"

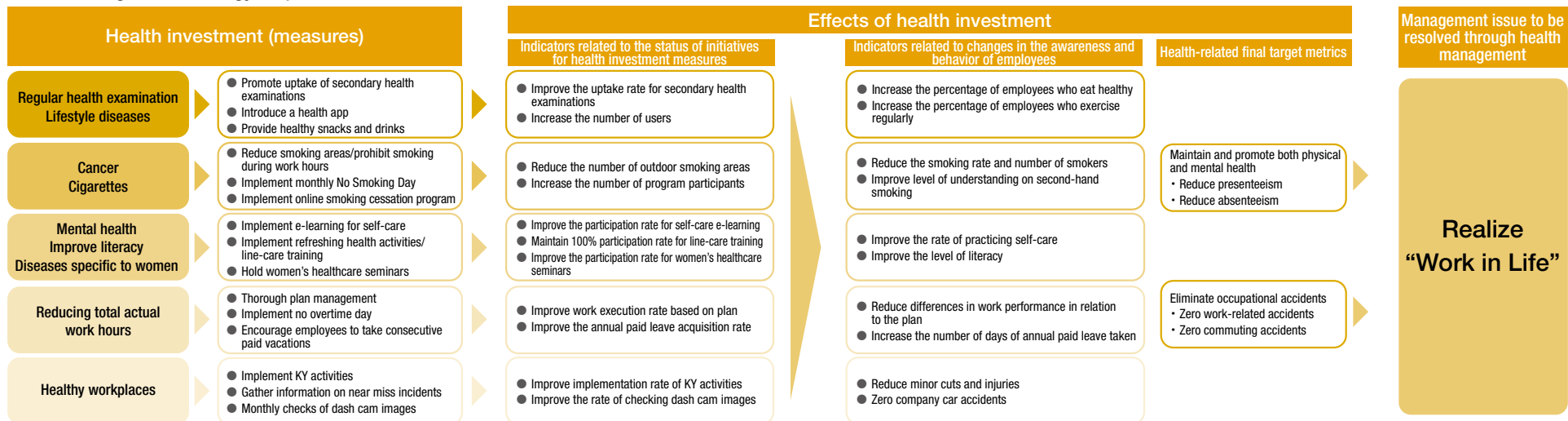
At Okamura, we are actively working on mental health care for our employees as a way to promote mental health in the workplace. Based on the Ministry of Health, Labour and Welfare's "The Guideline for Maintenance and Promotion of Mental Health of Workers," we are promoting measures from the four perspectives of "self-care," "line care," "care by in-house health staff, etc." and "care from outside resources." Specifically, through the improvement of health-related knowledge and awareness of employees and encouraging them to put this into practice, enhancement of support from managers, care by in-house medical staff, and support from external medical institutions, we provide preventative measures against mental disorders and illnesses, provide care for those affected, and support employees' return to work after taking a leave of absence.

*Line care: As part of mental health care measures in the workplace, the direct manager or another staff member should be able to quickly recognize any irregularities or changes in the condition of subordinates and take appropriate measures to reduce stress through interviews and improvements to the work environment.

Okamura's mental health measures "four kinds of care"

<p>Self-care</p> <p>Knowledge-type E-learning "Positive self-care"</p> <p>Practical-type Refreshing health activities "Yoga" "Mindfulness"</p>	<p>Line care</p> <p>For managers "Line-care training"</p>
<p>Care by in-house health staff, etc.</p> <p>Occupational physicians, public health nurses, registered nurses, counselors Health management and health promotion internal consultation window</p>	<p>Care from outside resources (external medical institutions, etc.)</p> <p>Chat-type medical consultation service: Support from medical specialists 24 hours a day, 365 days a year</p>

Health management strategy map



Social evaluation of health management

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

Okamura has been certified as a 2022 Health & Productivity Management Outstanding Organization (White 500), jointly selected by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, for the fifth consecutive year since 2018.

Through a variety of initiatives, including work style reform, we aim to maintain and improve the physical and mental health of each employee, while we propose healthy work styles to our customers and become a company that is trusted by society.



Joining 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 build a legacy for the Tokyo 2020 Olympic and Paralympic Games by promoting collaborative initiatives among local governments, sports organizations, economic associations, and other organizations. The goal is to create a significant momentum and synergy for implementing national sports, leading to an increase in the number of participants in sports.



Certified as Sports Yell Company 2022

Okamura is a member of the Sport in Life Consortium and was certified for the second consecutive year as the "Sports Yell Company 2022" by the Japan Sports Agency, which recognizes companies that actively promote measures to improve employees' health through sports.



[Okamura's main initiatives]

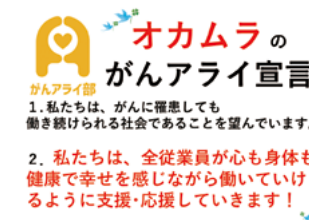
- Conducting mental health surveys
- Conducting online practices and seminars (yoga, mindfulness, stretching, etc.)
- Introduction and use of a health app
- Conducting company-wide radio calisthenics and morning stretch sessions
- Introducing healthy work styles that include standing
- Distribution of a health column

Received the Women's Health Management Award® "Promotion Award"

We held a total of four "Women's Healthcare Seminars" to learn and think about health issues specific to women. We planned these seminars not only to improve knowledge, but also to provide an opportunity to improve communication and promote the creation of a safe and secure workplace. More than 200 employees participated in the event. In recognition of this initiative, we received the Women's Health Management Award® "Promotion Award" from the Women's Healthcare Awareness and Menopause Network Society.



Balancing cancer treatment and work: Okamura's Cancer Ally Declaration




Received Cancer Ally Award 2021 Silver

Okamura received the Silver Award at the Cancer Ally Award 2021, which recognizes organizations that support people who work while receiving cancer treatment. We were recognized for our efforts in promoting the creation of a culture and environment in which employees can work in good health.



[Okamura's main initiatives]

- Conducting "line-care training" for managers and women's healthcare seminars to promote the creation of a culture and environment in which employees can work in good health
- Implementation of a questionnaire on gynecology checkups for all female employees and improvement of internal initiatives

 **Cancer Ally Department website: Examples of initiatives by companies who received the Cancer Ally Award**
[Cancer Ally Award 2021 Silver] The Okamura Corporation's "cancer and work" policy
<https://www.gan-ally-bu.com/declaration/2934>

Initiatives to promote employee health

Refreshing the mind and body

At the Okamura Group, we encourage the systematic use of annual paid leave through labor-management cooperation. We also encourage our employees to take consecutive paid vacations in order to improve their health and expand leisure activities. The average number of days of paid leave taken by Okamura employees in fiscal 2021 was 11.4 days, and the acquisition rate was 61.4%. 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 2020, the secondary health examination uptake rate dropped to 71.0% because people refrained from undergoing medical examinations due to the spread of COVID-19. However, the uptake rate recovered to 80.8% in fiscal 2021. After the completion of the secondary health examination, the presence or absence of restrictions on employment (results of determining fitness for work) is reported to the head of the department for appropriate action as necessary based on the results of the health examination.

We review the examination items every year in order to provide more thorough health examinations. In fiscal 2021, the option of endoscopic examination for gastric examination is made available, and we expanded the areas where gynecology checkups are available throughout Japan. In 2022, based on requests from employees, we have made it possible to add items other than the legally mandated examination items and removed the age limit for gynecology checkups. We will continue to promote early detection of diseases through various health examinations. (See [p. 107](#) 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 receive local medical services after they are posted to a new location, providing a system that allows them to work overseas with peace of mind.

Okamura Healthcare Program: Applicable items

Illness/injury	Medical, dental
Other than the above	Pregnancy, childbirth, health examinations, dental checkups, vaccinations

Initiatives to ensure reasonable working hours

Okamura has established its own standards for employees' working hours, and prior to the enforcement of the upper limit on overtime work under the Labor Standards Act, we conduct management of working hours with stricter standards than the law.

In fiscal 2021, we conducted e-learning related to working hours for all employees, and set the theme of "dialogue" and enabled exchange of opinions in the workplace as an opportunity for each individual to think about how to reduce their overtime work. We will work to reduce working hours through appropriate work allocation and guidance, and through improved work efficiency, leading to the improvement of employee health. (See [p. 98](#) for related information)

Measures against long working hours

Okamura places importance on the physical and mental health of its employees, and from the perspective of realizing "Work in Life" and reasonable working hours, Okamura has set up a day for no overtime work, as well as hourly paid leave, super-flex, and other systems to avoid long working hours. (See [p. 85](#) 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 check

Okamura conducts an annual stress check for each employee to confirm and understand the level of their mental health. If the results of the stress check show that the employee is under high stress, an interview with an occupational physician is recommended to understand the employee's mental health status and to determine the need for continuous follow-up by the employee's family doctor.

In addition, WLQ* values are used to understand any decline in the productivity of employees as a whole due to a decline in mental health, and link these to improvement measures. The WLQ value for fiscal 2020 decreased by 0.1% from the previous year and remained the same for fiscal 2021. This may be due in part to the fact that, in continuation from 2020, many employees have been required to take unusual measures in their work, including working from home.

In light of this situation, in fiscal 2021 we conducted line-care training for managers in order to reduce stress and improve employee mental health. In addition, in-house instructors delivered yoga and mindfulness classes to help every employee practice self-care. In 2022, we will implement trainings on line care and self-care for new employees and newly appointed managers, and continue to further enhance our health promotion measures.

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

Initiatives to prevent smoking and second-hand smoking

Due to the revision of the Health Promotion Act that came into effect on April 1, 2020, preventing unwanted second-hand smoking by employees has been added as one of the corporate responsibilities, and more measures are now required. In addition to taking non-smokers into consideration by taking measures to prevent second-hand smoking in the office, Okamura and the Okamura Group Health Insurance Association are working together to promote initiatives to maintain the health of smokers with the goals of reducing the smoking rate by 1% every year and halving the number of outdoor smoking areas by 2025.

We also provide two types of online smoking cessation programs and hold smoking cessation seminars at offices to support employees in their efforts to quit smoking.

During Health Month in the spring of 2022, we used e-learning to promote employee awareness of "the reality of smoking at Okamura and the company's initiatives."

Implementation of mobile influenza vaccinations

In addition to influenza vaccinations at workplaces, which were conventionally conducted only at production plants, in fiscal 2021, we conducted mobile influenza vaccinations at two locations in the Tokyo metropolitan area, three times in November and December 2021. We provided 467 employees with the opportunity to get vaccinated, by implementing vaccinations during business hours to make it easier for employees to get vaccinated as well as subsidizing transportation expenses to vaccination venues and vaccination costs.



Mobile influenza vaccination

Initiatives by the Okamura Group Health Insurance Association

In addition to our own corporate measures, the Okamura Group is working with the Okamura Group Health Insurance Association to enhance initiatives to maintain and improve employee health and prevent illness. The Okamura Group Health Insurance Association promotes a variety of health programs, including enhanced health examinations and health guidance, subsidies for examinations and prevention-related expenses, and provision of health-related information.

[Health service initiatives for fiscal 2021]

- Online smoking cessation program (two types)
- Expansion of optional items for regular health examinations (gastric endoscopic examination)

- Subsidy for comprehensive health examinations
- Specified health guidance (insured persons of 40 years old and over)
- Health guidance for young people (insured persons under 40 years old) - Trial
- Serious illness prevention program
- Started specified health guidance for dependents
- Subsidy for influenza vaccinations
- Implementation of mobile influenza vaccinations
- Distribution of medication cost difference notices to promote the use of generic drugs
- Distribution of medical cost notifications (four times a year)
- Introduction of chat-type medical consultation service
- Publication and distribution of news about the health insurance program (twice a year)

VOICE



Plant Department II, Production Division
Human Resources and General Affairs
Section, Gotemba Plant
Registered nurse

Natsumi Yuyama

Holding a smoking cessation seminar

The Gotemba Plant has a high smoking rate within Okamura, and so we held discussions within the Human Resources and General Affairs Section on what measures should be taken to reduce the smoking rate in order to maintain and improve employees' health. The Safety and Health Committee reviewed several of the proposals made during our discussion, and decided to publicize the online smoking cessation program and hold a smoking cessation seminar.

In conducting the smoking cessation seminar, we called on those who had applied for the online smoking cessation program and the smokers around them, and even called out to people in front of the cafeteria on the day of the event, encouraging them to participate. Even though it was held during the lunch break, 14 people participated in the event, and 11 of them committed to quit smoking. Two months after starting the smoking cessation program, some have continued to quit smoking, some have reduced the number of cigarettes they smoke and seem to be able to quit, and some have not been able to quit. Nevertheless, I feel the seminar was an effective approach.

We felt that it was difficult to reduce the smoking rate because smoking is a matter of preference, but we found that by promoting activities in one way or another, we can encourage people to realize the necessity of quitting smoking and help them take action. We will continue to hold smoking cessation seminars and recommend the online smoking cessation program, as well as consider various initiatives, such as establishing a No Smoking Day on the premises, to encourage as many people as possible to quit smoking. We also hope that this will lead to the creation of an environment in which each and every employee, including non-smokers, can work in good health and comfort.



Smoking cessation seminar



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 the provision and support of opportunities for physical exercise and participation in sports, awareness-raising activities, and survey activities, from the perspective of the population approach that works broadly for all employees.

Improving health literacy

The spread of COVID-19 has led to changes in work styles, such as working from home and teleworking, and the importance of self-management is increasing in terms of health management along with work and time management. In addition, managing the physical condition of subordinates has become more important than ever in managerial duties.

It has become difficult to grasp the status of other team members, which used to be easy when everyone was working in the office, and so a more detailed management has become necessary.

Recognizing the importance of self-care and line care in maintaining the physical and mental health of employees, Okamura is putting a lot of efforts into raising employee health awareness and knowledge, mainly through health education and communication of health-related information. By improving health literacy, we aim to link this to the health of the team and of the organization based on each employee's awareness of taking care of their own health.

[Main initiatives to improve health literacy]

- Conduct "positive self-care" e-learning for all employees
- Conduct "line-care training" for managers
- Conduct "women's healthcare seminars" for all employees

- Distribution of a health column
- Deliver "online yoga" and "online mindfulness" courses by in-house instructors

Conducting mental health surveys

In response to the major changes in work styles due to the spread of COVID-19, we have conducted a mental health survey of employees, who have experience working from home, four times since fiscal 2020 on their health condition, mental stress, anxiety, etc. while working from home. By understanding the health condition of our employees, and whether they have any problems or concerns and what they are, we can link this information to implementing appropriate measures.

Publication of a health column

A monthly column on health is being published to raise the health awareness of employees. We take a broad view of health and choose subjects from a variety of perspectives, including exercise, sleep, diet, and mental health. In fiscal 2021, COVID-19 responses were required in many aspects and there were concerns that opportunities for employees to communicate with each other, have casual chats, and exchange information would decrease due to factors such as working from home, so we provided a lot of information about "how to be mindful and accepting."

TOPICS

Refreshing health activities! "Online Yoga" "Online Mindfulness"

At Okamura, as one of the self-care measures for promoting employee physical and mental health, we connected our nationwide locations online and delivered refreshing yoga classes for about 15 to 30 minutes during the lunch break. Everyone enjoyed yoga, moving their bodies in a relaxed or active manner according to the instructor's lecture. People could participate from all over Japan and it became a place for interaction and communication among employees, including those from subsidiaries and associates.

In addition, after working hours, we also delivered mindfulness classes online for employees to relax their minds. We were able to create a relaxed place through group work and setting up a shared time for all participants.

These programs were planned by in-house instructors, and over the three months from August to October 2021, a total of more than 200 people participated, which was a good opportunity to raise employee health awareness.



Online yoga class



Internal instructors



Tetsuya Miyamoto

Kansai Okamura Corporation
Production Management Department
Qualification: Yoga Alliance
200 hours



Iyo Kitamura

Customer Service Office
Qualification: Yoga Alliance
200 hours



Mayuko Takayanagi

Office Furniture Sales Division, Office Furniture Division
Work Style Consulting Office
Design Promotion Department
Qualification: American Board of NLP
Certified Master Practitioner

Conducting daily morning radio calisthenics and morning stretches

We conduct radio calisthenics and morning stretches for the whole company. Especially in manufacturing facilities where safety comes first, it is important to relax the body and mind and activate the brain before starting work in order to prevent accidents. To achieve this, all employees take part in radio calisthenics and morning stretches every morning.

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



Morning stretches (Oppama Plant)



Radio calisthenics (Takahata Plant)

Support for club activities - sports clubs/cultural clubs

Okamura supports club activities with the aim of promoting the physical and mental health of our employees. For sports clubs, Okamura provides subsidies for expenses and support for publicizing activities. For cultural clubs, Okamura provides venues for activities. The baseball and soccer clubs have been active for more than 35 years each as Okamura-approved club activities. Due to the COVID-19 pandemic, we may not be able to engage in activities as in the past, but we participate in official games and local scrimmages on a regular basis.

Subsidies for healthy snacks and drinks

One of Okamura's health issues is the fact that there are a certain number of employees who are at risk of developing lifestyle-related diseases. Daily dietary habits are very important in maintaining and improving health, and it is important to eat and drink with careful consideration of ingredients and nutritional balance. From this perspective, as a health measure through diets, we prepare "healthy snacks and drinks" such as smart meal certified lunch boxes supervised by registered dietitians, salads, and mixed juices, for which the company subsidizes part of the costs.

Conducting a gynecology checkup questionnaire and expanding the age eligibility

Until now, in Okamura's gynecological health examinations, female employees who are eligible for subsidies for the costs of women's health checkups and comprehensive health examinations have been limited to women aged 35 and over. As a result of conducting a questionnaire survey on the awareness and wishes of all female employees (only those who were able to respond online) regarding gynecology checkups, it was found that women aged 34 and below also had a strong desire to undergo women's health checkups if given the opportunity. For this reason, starting in fiscal 2022, we have removed the age limit for gynecology checkups, allowing all applicants to receive them. (See [▶ p. 104](#) for related information)

High-risk approach: supporting employees with high health risks

At the Okamura Group, occupational health staff and the Okamura Group Health Insurance Association play a central role in providing detailed support to reduce risk factors at each stage of the disease process, including prevention, treatment, and rehabilitation, from the perspective of a high-risk approach that works especially on employees with high health risks.

Implementing specified health guidance

The Okamura Group Health Insurance Association, in cooperation with the Human Resources Department, provides individual dietary and exercise guidance as specified health guidance for people aged 40 and over who are at high risk of lifestyle-related diseases. High-risk individuals are classified at regular health examinations by risk level based on standard levels for abdominal BMI, blood glucose, lipids, and blood pressure, in addition to smoking habits. They receive health guidance such as proactive support and motivational support according to their risk level. In addition, we have created an environment in which it is easy to receive health guidance by setting locations and times that take into consideration the impact on the employees' work.

Implementing support activities to prevent serious illness

The Okamura Group Health Insurance Association has been implementing a new program since January 2021—the Support Program to Prevent Serious Illness—for employees who are judged by occupational physicians to be in need of support. In order to support the improvement of lifestyle habits according to the health condition of each person, measurement devices will be distributed to the participants, who will be asked to measure number of steps, pulse rate, etc. on a daily basis. In the initial telephone interview, we grasp their current status and identify the issues in creating a health plan for them. Subsequently, supportive telephone interviews are conducted every two weeks for six months, and the effectiveness of the program is measured after its completion, leading to risk reduction for the participating employee.

Providing health guidance to young people

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. The aim is to encourage them to be aware of the need to review their lifestyle habits from an early stage. We also conduct questionnaire surveys on the content and satisfaction of the programs for employees who have received the guidance, in order to understand the status of implementation of the guidance and improvement in their lifestyle habits. We then link these results to improvements, in terms of guidance methods, etc. (Employees aged 40 and over may also receive the health guidance if they desire.)

Supporting the balance of work and medical treatment

In order to enable employees who need medical treatment for illness or injury to work according to their own circumstances and physical condition, Okamura offers flexible working arrangements, including flextime, hourly paid leave, use of shared and satellite offices, and work from home. (See [▶ p. 85](#) for related information) When employees who have been on leave due to illness return to work, we use a rehabilitation attendance system to prevent recurrence of illness or injury. We also allow them to use shorter working hours to gradually get used to the workplace and work, thereby reducing the burden associated with returning to work. We also offer sick leave that can be used for medical treatment and hospital visits after returning to work. In addition, we have a system in place to ensure the livelihood of our employees in the event that they are unable to receive their salaries due to long-term illness or other reasons. This includes an injury and illness allowance from the Okamura Group Health Insurance Association and compensatory benefits for absence from work and long-term hospitalization from the Okamura Group Mutual Aid Association.

Industrial Safety and Health

Material Issues

Based on our Occupational Safety and Health Policy, the Okamura's labor and management are working as one to create a safe work environment that is easy to work in, with the goal of eliminating work-related accidents, traffic accidents, and health disorders. In light of the unique workplace characteristics of production, sales, and administrative departments, there are safety and health activities that all employees participate in, and these activities are centered on the Safety and Health Committee.

Promotion of Occupational Safety and Health

Okamura's approach to occupational safety and health

Okamura clearly states in its Occupational Safety and Health Policy that occupational safety and health is the foundation of management, and outlines the basic items to be addressed. In addition, the Safety and Health Management Plan is formulated for each fiscal year, and initiatives are carried out under the safety and health management system based on basic policies and goals.

Occupational Safety and Health Policy

Occupational safety and health is the foundation of management, and as the most important matter, it should be promoted in cooperation with labor and management in unison with business management.

1. Spirit of compliance
2. Philosophy of respect for human life
3. Responsibilities of managers
4. Activities with participation by all
5. Establishment of a safety and health management system
6. Target setting
7. Formulation of annual occupational safety and health plan
8. Safety and health activities

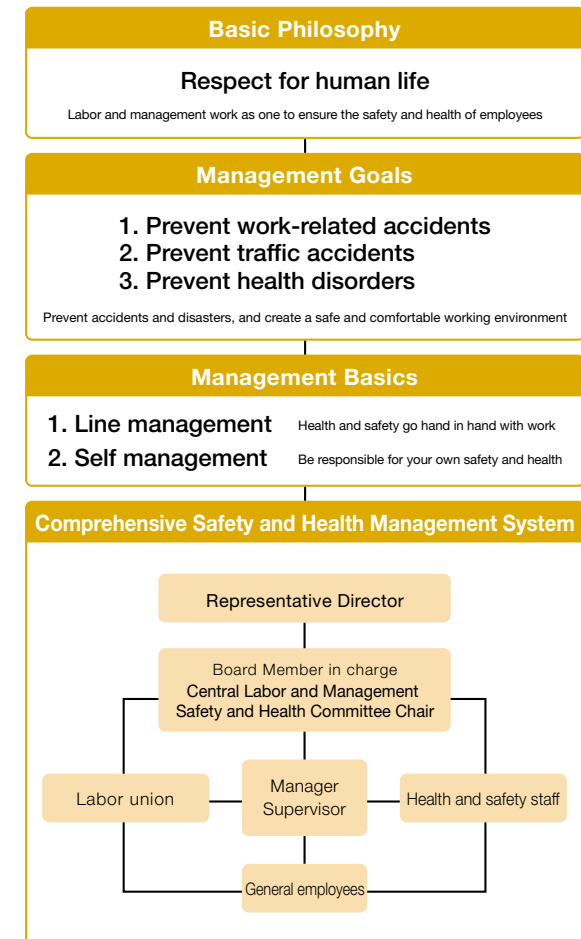
(Excerpt from the Occupational Safety and Health Policy)

[Safety and Health Management Plan for fiscal 2021, key implementation items]

- 1. Company-wide Basic Policy**
All employees shall participate in safety and health activities based on the Occupational Safety and Health Policy. We will act with safety first in all circumstances, strive for the elimination of industrial accidents and traffic accidents, as well as promote the maintenance and improvement of physical and mental health and the formation of a comfortable work environment.
- 2. Company-wide Targets**
Safety: Zero work-related accidents,
Traffic: Zero traffic accidents,
Health: Zero health disorders
- 3. Slogans**
"Safety and mental and physical health are our top priority! Follow the rules for zero accidents!"

Basic Philosophy, Goals, Management System

Safety and health management philosophy and system



Occupational safety and health activities

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

Strengthening the occupational safety and health promotion system

In order to achieve Okamura's goals for occupational safety and health—zero work-related accidents, zero traffic accidents, and zero health disorders—Okamura has appointed general safety and health managers based on the Industrial Safety and Health Act, strengthening our occupational safety and health promotion system not only at locations required by legal standards (300 employees or more), but also at locations with 50 employees or more.

Conducting morning safety meetings

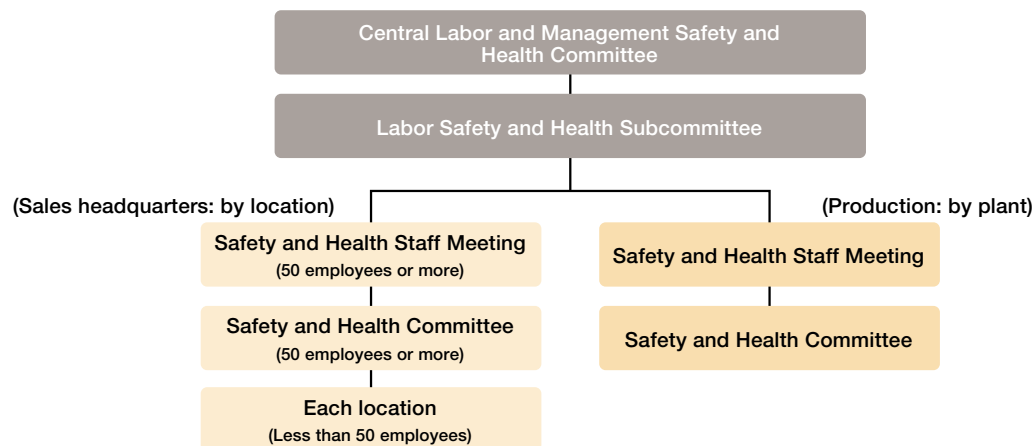
At Okamura's production plants, morning safety meetings are held with the aim of achieving zero accidents. At the morning safety meeting, the safety manager explains the previous month's occupational accidents, commuting accidents, and accidents involving company cars, as well as the decisions made by the disaster countermeasures subcommittee. The safety manager also reminds the employees of the important safety and health items to be implemented during the month, and ties this to the enhancement of safety measures and KY activities.

*KY activities: Kiken (hazard) yochi (prediction) activities

Safety award system

In order to spread the importance of safety throughout the company, we have established an award system to recognize departments that have contributed to the promotion of safety without causing work-related accidents or accidents involving company cars. In fiscal 2021, Okamura had 32 departments and 128 units of company cars eligible for the award.

Occupational safety and health promotion system



Fiscal 2021 occupational safety and health activity items and implementation results

Item	Target	April	May	June	July	August	September	October	November	December	January	February	March
Central Labor and Management Safety and Health Committee	Company-wide	●						●					
Labor Safety and Health Subcommittee	Production	●		●		●		●		●		●	
	Sales		●				●			●		●	
Safety and Health Staff Meeting	Production		●		●		●		●		●		●
	Sales	●	●	●	●	●	●	●	●	●	●	●	●
National Safety Week Central Labor-Management Patrol	Production/Sales				●								
Committee for Preventing Work-related Accidents and Accidents Involving Company Cars	Company-wide	As needed											
Safety award	Company-wide							●					
KY (hazard prediction activities)/ risk assessment activities	Each department	●	●	●	●	●	●	●	●	●	●	●	●

Initiatives to prevent work-related accidents

In order to prevent work-related accidents, we comply with laws and ordinances related to occupational safety and health, implement measures based on laws and ordinances, and promote voluntary safety and health activities. In addition, through educational activities related to occupational safety and health, we aim to raise recognition of hazards and improve safety awareness, leading to the enhancement of initiatives at each workplace.

Promoting activities based on the Safety and Health Management Plan

At Okamura, the key implementation items of the Safety and Health Management Plan for each fiscal year are confirmed at the Safety and Health Staff and Health Managers Meetings, and we are working to ensure thorough compliance throughout the company. We aim to create a safe working environment by promoting safety and health activities at each location and working to prevent work-related accidents, based on the company-wide basic policy, company-wide targets, slogans, and key implementation items.

Implementation of KY activities

Okamura promotes KY activities to prevent possible accidents 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 accident risks and preventive measures.

Early detection of potential hazards at production sites (near miss)

At Okamura's production plants, we conduct weekly KY activities and identify near misses ("hiyari-hatto") to create a

safe work environment, free of disasters and accidents. We are striving to prevent disasters and accidents by discovering potential hazards at production sites at an early stage and taking appropriate measures in advance.

*Near miss ("hiyari-hatto"): Events that did not actually lead to serious disasters or accidents, but could have directly led to such situations (a close call)

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.



An example of safety 3S activities (the premises of the Nakai Plant are shown)

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 current status of work, consider items to be improved, and implement measures. Furthermore, we conduct risk assessments after the implementation of the measures.

[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 production plants, we conduct risk assessments for specified chemical substances stipulated by the Industrial Safety and Health Act based on operation standards for chemical substance risk assessment. Chemical substances subject to assessment are confirmed at the Safety and Health Staff Meeting, and if the relevant chemical substances are used, the relevant department at each plant conducts an assessment and takes measures to reduce risk.

(See [▶ p. 77](#) for related information)

In addition, based on the Industrial Safety and Health Act and related laws and ordinances, we conduct special health examinations for employees engaged in work that may have a harmful effect on their health in an effort to prevent illness.

Safety and health education

Okamura conducts safety and health education based on the Industrial Safety and Health Act so that employees can acquire the necessary knowledge regarding safety and health at work in order to prevent occupational accidents. Based on Okamura rules and regulations and the safety and health management regulations, we provide education on the appropriate handling of machinery, equipment, and chemical substances; the risks associated with work and preventive measures; as well as the measures to be taken when an accident occurs. We are working to improve the skills of employees who work on-site and those who engage in work related to safety and health. Safety and health education is also provided in new employee training and mid-career hire training.

Initiatives from a health perspective 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 is able to work in a stress-free state. Efforts to promote health and prevent illness through implementing awareness-raising activities related to health as well as conducting various types of health examinations and stress checks also lead to the creation of a safe workplace. In addition, especially in manufacturing facilities where safety comes first, it is important to relax the body and mind and activate the brain before starting work in order to prevent accidents. To achieve this, all employees take part in radio calisthenics and morning stretches.

(See [▶ p. 104](#) [▶ p. 106](#) for related information)

Earthquake disaster countermeasures

Okamura is implementing measures at each plant to ensure the safety of employees in the event of an earthquake. Production plants are taking the following measures.

[Earthquake countermeasures implemented at Okamura's production plants]

- Mold storage rack, etc. is fixed with an anchor to prevent it from falling over, and a fall prevention device is installed
- 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 due to vibration

Implementation of disaster drills

Okamura conducts disaster drills once a year at each location. We have established a disaster prevention organization (in-house firefighting team) and determined the division of roles. We conduct drills in accordance with each manual, and strengthen our system so that we can take appropriate measures 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 even during normal times, thereby avoiding or limiting damage in the event of a disaster. (See [▶ p. 118](#) for related information)



A disaster drill at a plant

VOICE



Plant Department I, Production Division
(at the time)
Human Resources and General Affairs
Section, Oppama Plant
Person in charge of health and safety

Tsutomu Watanabe

Inspection patrol to create a safe workplace

At the Oppama Plant, labor and management work together to conduct inspection patrols to create an environment where employees can work safely and comfortably.

For safety patrols at plants, labor and management (union: branch officer; company: department general manager/section manager) form pairs to patrol one workplace each day. By identifying unsafe conditions and unsafe actions of workers in the workplace, and then issuing improvement instructions based on a checklist to the workplace and taking corrective measures, we eliminate risk factors that lead to occupational accidents. In the occupational physician inspection patrols, three people—an occupational physician, a registered nurse, and a person in charge of safety—patrol and inspect the work environment of employees and the working conditions of workers engaged in hazardous work. We identify issues, and then discuss and make proposals at the Safety and Health Committee.

As a person in charge of safety, I would like to continue making improvements to achieve zero work-related accidents in order to create a workplace where employees can work safely with peace of mind.



Initiatives to prevent traffic-related occupational accidents

When driving a company car in the course of business activities, it is difficult to prevent accidents by strengthening measures within the plant, as is usually the case in normal operations, and the risk of accidents occurring is higher than in the case of ordinary work-related accidents. Okamura is working to prevent traffic-related occupational accidents by clarifying how to use and manage company cars and encouraging drivers to raise their awareness of safe driving and put it into practice.

Initiatives to eliminate accidents involving company cars

Okamura has established regulations for company car management for the purpose of safe operation of company cars and eliminating traffic accidents. In addition to clarifying the method for managing company cars, we have also specified items to be enforced and prohibited in order to prevent traffic accidents, and we encourage employees who use company cars for work to take appropriate measures. In fiscal 2021, Okamura had 31 accidents involving company cars.

Number of company car accidents

Fiscal year	2017	2018	2019	2020	2021
Number of cases	25	35	23	28	31

Company car management system



Traffic KY

Traffic KY is implemented with the aim of enabling each driver to become aware of matters and problems that require attention in their judgment and driving behavior in various traffic situations, and thus drive in a more appropriate manner. Many traffic accidents are caused by human error. Being aware of the fact that "accidents occur because people do not recognize danger as danger," we work on traffic KY activities as well as engage in discussions among co-workers on appropriate driving behavior to enhance employee sensitivity to danger, thereby helping them learn safe driving and prevent accidents. When an accident involving company car has occurred, in order to prevent recurrence, we conduct traffic KY implementation training using examples from the "preliminary report details of company car accidents."

Use of dashboard cameras

Okamura has installed dash cams in all company cars since January 2014.

Driving with a high level of safety awareness and an appropriate level of alertness is expected to have the effect of deterring accidents involving company cars. Our plan is to use dash cams as a tool to promote the strict enforcement of safe driving.

In addition, starting from December 2021, each branch checks the images from dash cams once a month and prepares a report. Furthermore, the images from dash cams are also used for traffic KY, which helps prevent traffic accidents by analyzing the causes of accidents.

Infectious disease countermeasures

Contracting an infectious disease is serious to the person's health, and the spread of infection carries the risk of having a major impact on corporate activities and society as a whole. 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 undertaking measures to prevent COVID-19 infections, as well as responses in terms of work styles and methods of performing duties.

Infectious disease countermeasures for employees posted overseas

We provide vaccinations for employees and their accompanying family members for the purpose of managing their health when they are posted overseas.

(See [▶ p. 104](#) for related information)

Implementation of influenza vaccinations

To prevent influenza infection among employees, Okamura implements vaccinations at its production plants, and also conducts mobile vaccinations at plants in the Tokyo metropolitan area.

(See [▶ p. 105](#) for related information)

Our COVID-19 response

The Okamura Group is working to prevent the spread of COVID-19 in accordance with the policies of the national and prefectural governments, and we are implementing the following measures to ensure the safety of all related parties, employees, and their families.

- Implementation of work from home and staggered commuting using the flextime system
- Conducting work in a workplace 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
- In principle, dinner with customers and suppliers and dinner among employees are prohibited
- Conducting PCR tests, etc. depending on the situation of business and sales activities
- Creating guidelines for meetings and internal trainings or events
- Providing information on vaccination opportunities
- Staff cooperation in workplace vaccinations and providing information to employees
- Support for handling employees' duties when their children's schools, nursery schools, etc. are closed
- Communication of information related to COVID-19 in each committee activity



Responsible Corporate Activities

We will respect human rights and strive to respect each person’s individuality—including their cultural background—while eliminating discrimination.

By conducting corporate activities based on legal compliance and a high standard of ethics, we will disclose information in a timely and appropriate manner to our stakeholders, enhance our communications initiatives, coexist with local communities and society, and engage in fair, transparent and honest corporate activities as a global company that is trusted and appreciated by society.

Corporate Governance

Material Issues

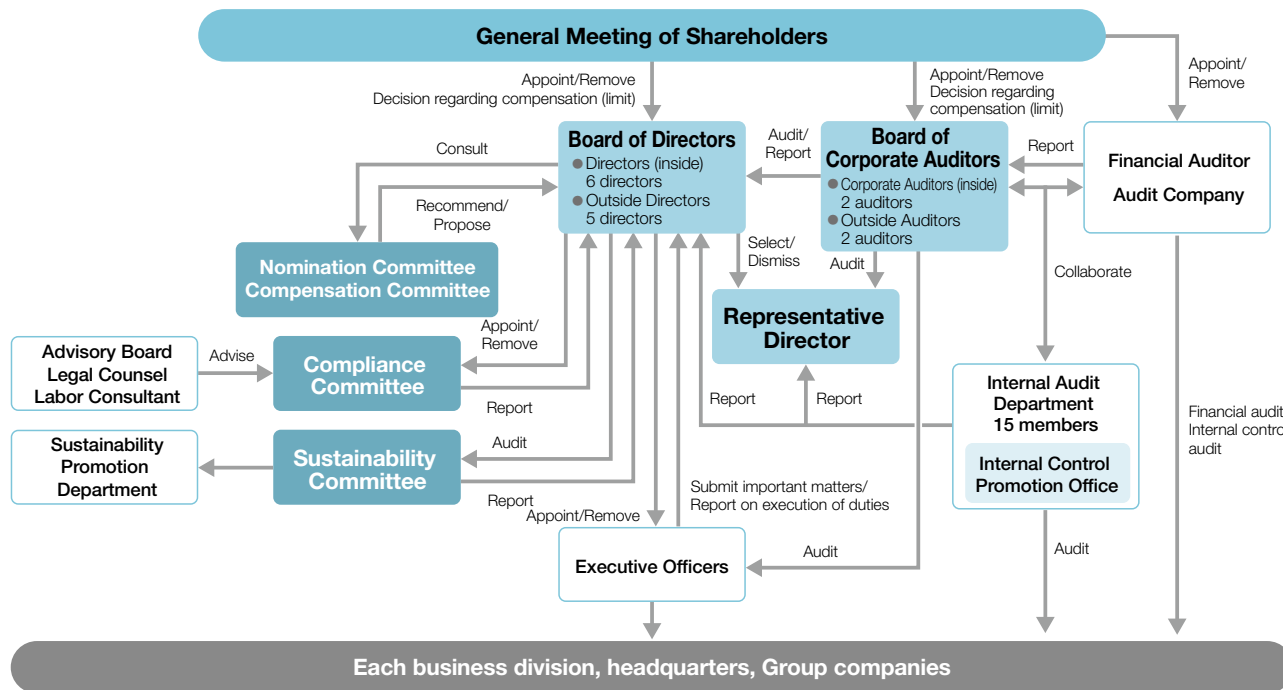
In order for Okamura to continue to be a company that is trusted and appreciated by stakeholders, we must always conduct sound and transparent management. At the Okamura Group, we consider strengthening corporate governance^{*1} one of the highest priority management issues, and we will strive to strengthen our group management structure, work to further enhance relations with stakeholders, and pursue maximization of our corporate value. 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. Its main role is to create a system in which executive officers execute operations based on the instructions of the representative director, and for the Board of Directors to conduct decision-making on matters important for management and to 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 eleven directors, five 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 external. (See [p. 156](#) for data)

Corporate governance system (as of June 29, 2022)



Skill Matrix of Officers
 NOTICE OF THE 87TH ANNUAL GENERAL MEETING OF SHAREHOLDERS P.19

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, including a summary 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 also are present at on-site inspections by accounting auditors and audit reviews as well as request audit progress reports 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. If deemed necessary by corporate auditors, the system is one where the Internal Audit Department can be requested to conduct audit operations that should be implemented.

Initiatives for internal controls relating to financial reports

The Financial Instruments and Exchange Act requires the establishment of a system to ensure internal controls related to financial reports, assessments of the system by managers, and independent audits of the system. In response to this obligation for an internal control report system 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 stipulating the owner of each process.

Elimination of antisocial forces

The Okamura Group clearly states in our Code of Conduct and Basic Approach Regarding Internal Controls that we are resolutely opposed to and will disassociate from antisocial forces and organizations that threaten order and people's safety. We have stipulated the department responsible for handling matters related to antisocial forces, and we collect and manage related information as well as conduct employee education.

Tax Policy

The Okamura Group has formulated the Tax Policy in accordance with the Code of Conduct, which is based on the Basic Policy. The Tax Policy clarifies the governance system and risk initiatives for proper tax payment in the countries and regions where we conduct business.



Tax Policy

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

Risk Management

Issues

The Okamura Group envisions various risks related to corporate activities and implements necessary measures.

Risk management system

Based on the Basic Approach Regarding Internal Controls, the Okamura Group envisions various risks related to corporate activities and implements necessary measures. As for the main business operation risks, such as financial, legal, disaster, environmental, quality, and information security risks, each responsible department creates and distributes rules, guidelines, and manuals as necessary so that if such a situation were to occur, it can be handled appropriately and quickly. If situations not covered by these rules, guidelines, and manuals occur, a mechanism is in place where a director is promptly put in charge of handling the situation and the response is based on their orders.

Regarding overall risks for the Okamura Group including climate change risks, we reassess current risks in consideration of the impact on management, finances, etc., extract and evaluate new risks, as well as identify and review important risks at the Sustainability Committee, which meets twice a year. The deliberations and resolutions are then reported to the Board of Directors. Furthermore, in April 2022, we established the Legal Affairs and Risk Management Department as a department that centrally identifies risks and promotes responses.

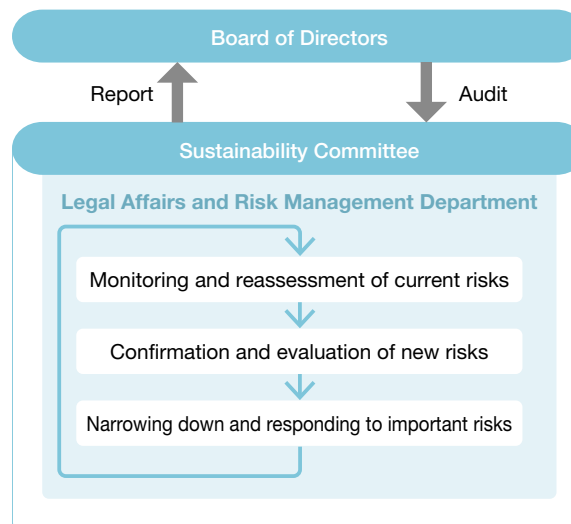
(See [p. 24](#) for details)

Risk management-related deliberations at the Sustainability Committee

At the Sustainability Committee meeting held in March 2022, we deliberated on specific measures and our direction going forward for the following items.

- Climate change measures (see [p. 63](#) for details)
- Supply chain and BCP response
- Occupational safety and health of employees (see [p. 100](#) [p. 109](#) for details)
- Support for human rights (see [p. 124](#) for details)

Risk management process



Strengthening disaster response

In order for all employees to act properly when a disaster strikes, as well to ensure their safety and minimize the impact on business activities, the Okamura Group implements comprehensive measures, including distributing and spreading awareness of related manuals, establishing emergency information systems, storing emergency stockpiles, and conducting training. (See [p. 112](#) 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 is deemed unavoidable, and includes 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, including preparations that should be made during non-emergency times. 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.

In addition to indicating criteria for storing and distributing emergency stockpiles at workplaces, it includes information such as how to contact families when a disaster strikes, and explains how to quickly confirm the safety of employees.

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. There is regular training, 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

Efforts are being made to ensure communication if it becomes impossible to use landlines or cell phones due to power failure after a disaster strikes. Main bases (24 locations) are equipped with MCA Advance* or satellite phones. Furthermore, we conduct regular communication training that uses the emergency communication network, thereby increasing the effectiveness.

*MCA Advance: A shared-use private radio system that applies internationally standardized LTE technology provided by Mobile Radio Center, Inc.

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 stored food that can be eaten without preparation, such as rice and side dishes, so that each person receives about 1,300 kcal per day, and 20% of the total supply is allergy-friendly food.

Report and apology regarding the fire at our Nakai Plant

At around 9:30 a.m. on October 25, 2021 (Monday), a fire broke out at Okamura’s Nakai Plant, and the fire was confirmed to be extinguished at 3:35 p.m. We sincerely apologize for causing a great deal of inconvenience and concern to local residents and related parties.

In the future, we will strive to thoroughly spread awareness and implement measures to prevent recurrence.

TOPICS

Our COVID-19 response

The Okamura Group is working to prevent the spread of COVID-19 based on the policies of the government and each prefecture. For the purpose of ensuring the safety of all concerned parties, employees, and their families as well as controlling the spread in society, we are implementing various measures such as working from home and staggered commuting by using the flextime system. (See [▶ p. 114](#) for details)

Furthermore, seminars and events hosted by Okamura were canceled or changed to online ones, and all six showrooms throughout Japan as well as the Okamura Chair Museum are temporarily closed or are in operation with a reservation system in place upon thorough hygiene management such as providing customers with disinfection solution and disinfecting the facilities and furniture.

We have published various survey results and reports on the changes in work styles and workplaces due to the spread of COVID-19 on our website with the aim of supporting our initiatives in offices and other locations. (See [▶ p. 50](#) for details)



Showroom reception area with infection prevention measures

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 is also in charge of security measures and control guidance 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. We also have appropriate security measures related to authenticating individuals when they use systems and managing physical access to the office.

Information security-related rules and Social Media Guidelines

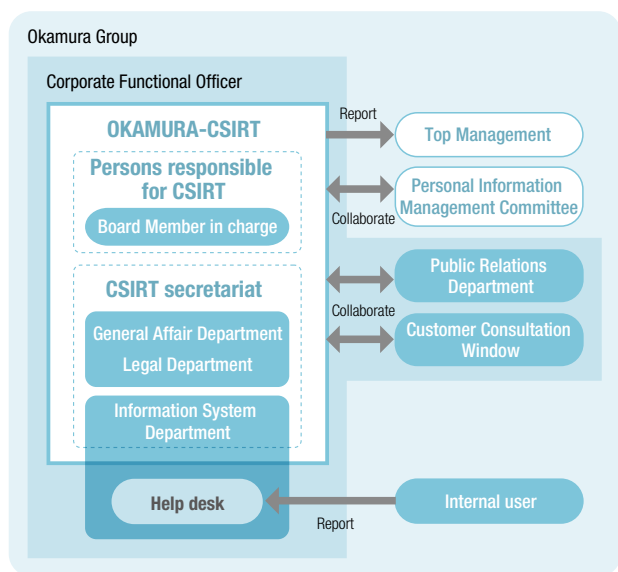
We have stipulated in the In-House Information System Use Rules regarding the proper use of information terminals, networks, electronic mail systems, and similar infrastructure for employees and those working outside the company. In addition, considering the increase of incidents and problems stemming 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 Affair Department, the Legal Department, and the Information System Department play a central role in conducting daily activities to prevent information security incidents, as well as preparation activities that assume the occurrence of information security incidents. In this regard, they work in collaboration with the Public Relations Department and the Customer Consultation Window.

Positioning and structure of OKAMURA-CSIRT



Education and training on information security

With the aim of raising employee awareness of information security, the Okamura Group promotes education through e-learning and training on targeted attack emails on a company-wide basis. In addition, by displaying alerts on the intranet and as a startup message on the computer, we are continuously conducting awareness-raising activities to increase awareness of information security risks among employees in their daily operations.



Display of alert messages during computer startup

Protection of personal information

Okamura has established a Personal Information Management Committee for the purpose of promoting initiatives to protect personal information, and it conducts education activities in addition to auditing and providing guidance on-site. Furthermore, we have obtained certification under the PrivacyMark system operated by the JIPDEC. As a business operator that handles personal information appropriately, we thoroughly implement measures based on these certification standards.

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

Promotion of Compliance and Anti-Corruption Initiatives

Material Issues

Thorough compliance is indispensable for conducting business that is trusted by stakeholders. At the Okamura Group, in addition to establishing an organization structure and reporting system to promote compliance, we are also working to urge each employee to act in accordance with the Code of Conduct through education and awareness-raising activities and strive for thorough compliance and anti-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 so that we can conduct responsible corporate activities based on our Basic Policy that embodies the five phrases of our corporate philosophy, “Innovative Creation, Cooperation, Being Cost Conscious, Saving for Future, and Social Responsibility.” The mindset and stance regarding our actions demanded in corporate activities are compiled in the ten items of the Code of Conduct. The Code clarifies matters that all employees should engage in on a daily basis. In addition to respect for human rights and ethical behavior as members of society, the Code also includes anti-corruption matters such as fair trade and maintenance of sound relationship with government. Our Code of Conduct was revised in April 2014 to reflect changes in international trends and in the needs of society, and based on the fact that new responsibilities and roles are required of companies. The Code of Conduct has been translated into English and Chinese. As a global company, Okamura distributes the Code to employees at overseas branches and local subsidiaries to encourage responsible actions by all Group employees.

Code of Conduct

Striving to be a global company that is trusted and appreciated by society, we, the members of the Okamura Group, join hands to constantly generate new value and provide better products and services so as to contribute to growth of economic society through fair competition and play a positive role in society.

With this in mind, all of us, the officers and employees of the Okamura Group, pledge to act with respect for human rights and in accordance with social decency, which includes not only legal compliance but also a high sense of ethics, in both domestic and international business based on the following basic principles of behavior.

1. Respect for human rights
2. Ethical behavior as members of society
3. Maintenance of free competition and honest business
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 sound relationship with government
9. Disassociation from antisocial forces
10. Cultivation of vibrant work environments

(Excerpt from Code of Conduct Handbook)



Okamura Group Code of Conduct
https://www.okamura.co.jp/company/sustainability/report/pdf/code_of_conduct_en.pdf

Anti-Corruption Policy

The Okamura Group recognizes that corruption hinders sound economic activity and has an adverse impact on the realization of a sustainable society. Our Anti-Corruption Policy clearly states that we will comply with laws and regulations as well as engage in fair and transparent transactions in the countries and regions where we conduct business. (Formulated May 2022)

Anti-Corruption Policy
https://www.okamura.co.jp/company/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 management level employees from subsidiaries and associates meets once a year. Both committees 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, and in addition to collaborating with the Compliance Committee to promote activities, we hold a meeting with all persons in charge of compliance once a year to confirm policies and share information. (See [p. 116](#) for related information)



Group Compliance Committee meeting (held February 2022)

Thorough compliance at overseas locations

To ensure thorough compliance at overseas locations, we conducted awareness-raising activities and meetings to exchange opinions for the top management of each location. (See [p. 123](#) for details)

Number of violations

In fiscal 2021, there were zero cases of legal violations with administrative penalties, or criminal charges due to accidents or incidents. (See [p. 157](#) for data)

Internal whistleblower system

Okamura has established an internal whistleblower system (known as the Helpline System) to facilitate the discovery of acts that is or may be a violation of the Code of Conduct, in addition to violations of laws and ordinances, and to ensure a reporting route different from the normal reporting route through the supervisor for employees who have discovered such acts. 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 who left the company within

one year, and those who perform duties within the Okamura Group.

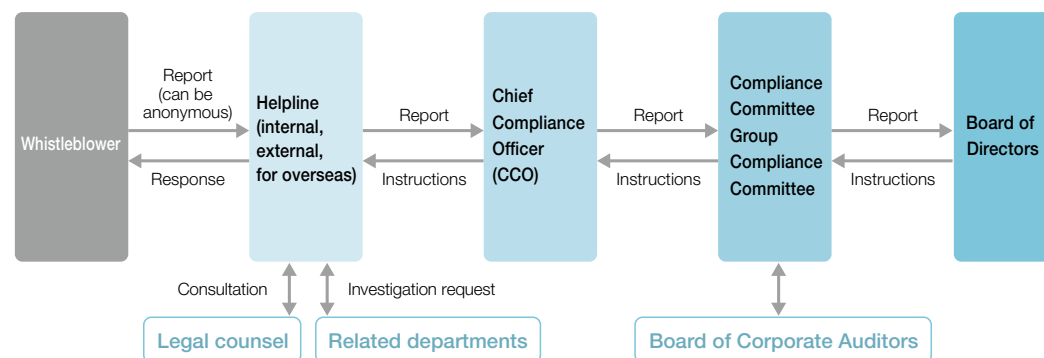
In addition to accepting reports from within the company, points of contact have also been established externally (law office) so as to enable more effective use of the system. Since April 2019, the helpline system has also been made available for employees of overseas subsidiaries and associates.

The helpline was used for eight cases in fiscal 2021, and the matters were related to suspicions of harassment and fraud. (See [p. 157](#) for data)

Initiatives to improve the environment for using the internal whistleblower system

In line with the strengthening of the obligation of companies to maintain an internal whistleblower system due to the revision of the Whistleblower Protection Act and the Comprehensive Labor Policy Promotion Act (commonly known as the Power Harassment Prevention Act), we have integrated the internal whistleblower helpline and the sexual harassment hotline. In addition to ensuring the ease of reporting through a single point of contact and strengthening the checking system by having multiple departments operate the system, we are working to ensure that the internal whistleblower system is effectively utilized, such as by preparing a manual for persons in charge and enhancing publicity materials.

Helpline flow

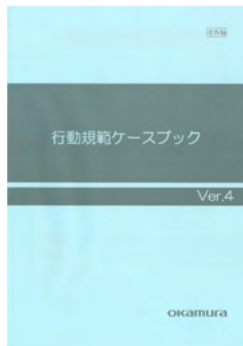
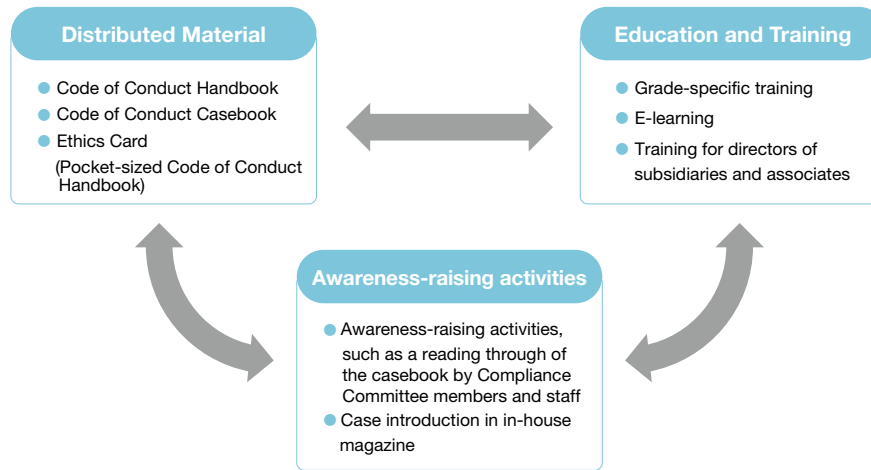


Compliance education

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 the corresponding measures, in order to increase awareness among employees regarding compliance risks that can occur in daily operations and urge caution in their daily actions and words.

Summary of compliance education



Code of Conduct Casebook



TERRACE in-house magazine
Compliance information page

Status of compliance-related training in fiscal 2021 (See [▶ p. 157](#) for data)

Training on general compliance	Number of participants
New employees	126
Newly appointed managers	16
Specialized training for related departments	Number of participants
General education on the Building Standards Act	213
Education for engineers in sales offices authorized by the Building Standards Act	11

Identifying issues related to compliance and corruption and promoting countermeasures

At the Okamura Group, we conduct an employee awareness survey on compliance, the workplace environment, and engagement, once every three years. In this way, we strive to raise employee awareness of compliance, including their level of understanding of the Code of Conduct, and to ascertain issues related to workplace improvements. The response rate for the survey conducted in January 2020 was 76.3%. In addition to being reported to managers in each workplace and the management team of each subsidiary and associate, the results of the survey are provided as feedback for all employees through e-learning. 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



Compliance meeting for overseas subsidiaries and associates

In August 2021, we held a compliance meeting attended by board members from overseas subsidiaries and associates. We reconfirmed that strengthening compliance is an essential requirement for developing our overseas business, and discussed the current situation and future initiatives of each company. We also created content to ensure thorough compliance locally. It was an opportunity to share a wide variety of issues that reflect the differences in laws, regulations, cultural customs, and other local circumstances in each country, and to examine the corresponding responses.

Respect for Human Rights

Issues

The Okamura Group will fully consider the impact of our business activities on human rights issues and strive to prevent the occurrence of incidents that lead to human rights abuses. In addition, we strive to understand individual personalities and diverse cultures, eliminate discrimination and harassment, and ensure a safe workplace that is easy to work in.

Putting into practice actions based on human rights policies

We established the “Okamura Group Human Rights Policy” in May 2022, with the aim of fulfilling our responsibility to respect the human rights of every individual affected by our business activities.

 **Okamura Group Human Rights Policy**
https://www.okamura.co.jp/company/sustainability/policy/human_rights_policy_en.pdf

[Related policies]

- Sustainability Policies [▶ p. 4](#)
- Code of Conduct [▶ p. 121](#)
- Diversity and Inclusion Policy [▶ p. 87](#)
- Sustainable Procurement Guidelines [▶ p. 126](#)

Participation in the Global Compact

Okamura signed the UN Global Compact 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 UN Global Compact, to broaden our knowledge, as well as working to spread initiatives based on the UN Guiding Principles on Business and Human Rights (UNGPs). (See [▶ p. 35](#) for related information)

Implementing human rights due diligence

In fiscal 2020, we identified and assessed the actual and potential impacts on human rights (human rights impact assessment) in the course of Okamura’s business activities, and determined that the employment environment for foreign technical trainees and human rights issues in our supply chain are matters that will have a significant impact. Regarding these matters, we continued to check the situation through surveys and audits in fiscal 2021.

In addition, based on our newly formulated Human Rights Policy, we plan to implement human rights due diligence toward establishing a management system based on the UNGPs from fiscal 2022, with the support of Caux Round Table (CRT) Japan, which has expertise in corporate ethics and CSR.

Internal audit of the foreign technical trainee employment environment

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 fiscal 2021, we conducted interviews with five trainees at the Oppama Plant and Tsukuba Plant in collaboration with a third-party organization, and confirmed that there were no particularly serious concerns. We will continue to accurately understand the current situation and issues through continual internal audits, and maintain and improve the employment environment for trainees.


Survey based on the Sustainable Procurement Guidelines

To promote and conduct procurement activities with an emphasis on sustainability, the Okamura Group has established “Sustainable Procurement Guidelines” that include 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 field audits to encourage improvements.

(See [▶ p. 126](#) 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

TOPICS



An internal workshop to formulate human rights policy

At Okamura, we held a workshop in formulating the “Okamura Group Human Rights Policy,” and invited experts from the Caux Round Table (CRT) Japan. Staff from the Human Resources Department, Purchasing Department, and other departments participated in the workshop.

At the workshop, opinions were exchanged on matters such as the content that should be specified in the human rights policy. In addition, lecture was conducted on corporate initiatives and issues related to business and human rights, and the participating members gained new insights into the relationship between their work and human rights.



Workshop online session

Supply Chain Management

Issues

The Okamura Group clearly states in the “Okamura Group Basic Purchasing Policy” the concept that “the fundamental principle of business is free competition, and we will work toward coexistence and mutual prosperity with suppliers based on an equal footing and mutual trust.” Based on this approach and premised on fair and impartial business with suppliers, we promote business improvement activities through mutual collaboration as well as procurement activities that emphasize sustainability aspects.

Overview of the Okamura Group's supply chain

The Okamura Group manufactures and sells products in a wide range of fields, centered on the office furniture business, store displays business, and material handling systems business. Production takes place mainly in Japan and Asian countries, with sales locations all around the world. We have formed a supply chain that includes procurement of raw materials and parts, sales of products and associated transportation/installation work, support for products in use by customers, and handling after product 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 “Basic Purchasing Policy,” in order to carry out procurement activities with an emphasis on sustainability, the Okamura Group has established the “Sustainable Procurement Guidelines” with content pertaining to thorough compliance, respect for human rights, appropriate labor practices, environmental protection, and contribution to society. We have also requested the cooperation of our suppliers.



Sustainable Procurement Guidelines

https://www.okamura.co.jp/company/sustainability/report/pdf/2021/sustainability_procurement_guidelines_en_202111.pdf

Initiatives toward strengthening our collaborative relationship with suppliers

In order to strengthen our collaborative relationship with suppliers and further mutual development, the Okamura Group has organized cooperation meetings and regularly holds information exchange and technical exchange meetings. In addition, Okamura representatives regularly visit suppliers to share information and exchange opinions related to quality management and manufacturing technology, which we link to improving the level of quality management for material procurement. (See [▶ p. 33](#) for related information)

Points of contact for consultation/reporting for suppliers

We have established points of contacts for suppliers who are members of the cooperation meetings to receive consultations or reports related to business activities. We strive to build healthier relationships with our suppliers and strengthen compliance in accordance with the “Sustainable Procurement Guidelines.”

Promoting sustainable procurement

To promote sustainable procurement activities, we inform our suppliers about our Sustainable Procurement Guidelines and request their cooperation, as well as encourage initiatives through surveys and field audits of our suppliers.

Spreading awareness of the Sustainable Procurement Guidelines and requesting cooperation

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

Sustainable procurement surveys of our suppliers

To promote procurement activities based on the “Sustainable Procurement Guidelines,” we request the cooperation of our suppliers and conduct surveys to confirm the state of their initiatives (self-evaluation based on a questionnaire). When selecting suppliers to be surveyed., we consider factors such as transaction value as well as environmental and social impacts.

In fiscal 2021, the scope of the survey was expanded from the previous fiscal year to include suppliers related to installation work and distribution, in addition to the existing target on suppliers of production plants. We conducted a survey of a total of 227 suppliers, and received responses from all 227 companies. In the future, we will promote sustainable procurement activities by conducting continuous surveys, and link the obtained results to the enhancement of supply chain management.

Conducting field audits of suppliers

In fiscal 2021, we conducted a field audit of one supplier with significant transaction value. The audit began with a presentation of domestic and international trends in sustainability and Okamura's approach to sustainable procurement, followed by a confirmation of the supplier's detailed response to the sustainable procurement survey that we have received in advance, with a focus on checking on-site the supplier's initiatives related to safety, quality, and the environment.

We will continue to encourage our suppliers to undertake sustainable initiatives by conducting field audits as appropriate, taking into consideration factors such as the status of transactions, the results of surveys, and the magnitude of environmental and social impacts.



Conducting field audit at a supplier

Proper Information Disclosure

Material Issues

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 earn a higher assessment from our stakeholders by communicating through various opportunities.

Our approach to various stakeholders

The Okamura Group will appropriately disclose information based on laws and ordinances and strive to actively disclose information determined to be important for stakeholders through various means. (See [▶ p. 33](#) for related information)

Communication through various booklets

To enhance communication with all of our stakeholders, the Okamura Group publishes various booklets, which are also published on our website, including the “OKAMURA TODAY” corporate book and the “OKAMURA REPORT,” an informational magazine for shareholders and investors, to communicate information on management policies, business conditions, and other matters.



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

Enhancement of information provided through the website

The Okamura Group website contains information on management policies and general business activities, information on products and solutions, IR information, sustainability information, and other information. We strive to provide accurate and easy-to-understand information that meets the various needs of our stakeholders.

On our IR information site, we disclose financial information, management plans, etc. in a timely and appropriate manner. We are also working to enhance communication of information to shareholders and investors, such as by distributing videos of Financial Results Briefings. In addition, our Sustainability site introduces related policies and initiatives in each field, and such information is updated so that site visitors can keep up with our latest initiatives and the implementation status.

We will continue to work toward communicating information that is necessary and useful to our stakeholders, and to improve accessibility and usability.



Okamura website
 Languages available on the corporate site (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/company/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 enhanced communication with various stakeholders.

● Twitter
 @okamuraJP

● Facebook
 @okamura.corp

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




- Twitter @okamura_corp
- Instagram (Okamura Global)
- Instagram (EC official)
- LinkedIn
- Note


Coexisting with Local Communities and Society

Issues

To develop together with the local people, we will strive to interact and contribute to society by participating in social activities and environmental activities in each region. Leveraging the knowledge and experience we have accumulated through our business activities, the Okamura Group will contribute to the creation of a sustainable society through efforts such as developing human resources and providing information and spaces for solving social issues.

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 exchange, leveraging knowledge and experience accumulated in our business, and support for employee activities.

 **Social Contribution Activities Policy**
https://www.okamura.co.jp/company/sustainability/policy/social_contribution_activities_policy.pdf

Formulation of rules for operating social contribution activities

In March 2022, we established the rules for operating social contribution activities in order to promote more meaningful social contribution activities based on the needs of local communities and society. The rules stipulate that activities should have a high social and public interest in nature and be widely understood by society, and that activities should be undertaken after objectively evaluating their positive impact on society, their relationship to business activities from a long-term perspective, etc. Based on these rules, we will strive to enhance our activities.


Volunteer leave

We have established a volunteer leave system to support employee participation in volunteer activities. Volunteer leave can be used out of the injury and illness leave (paid leave) held by employees for up to five days a year. We are promoting the

use of this system by introducing, on the intranet and in the in-house magazine, testimonials from those who have used this type of leave and how to apply. There were two users of the system in fiscal 2021.

(See [▶ p. 157](#) for data)


VOICE



Office Furniture Sales Division, Office Furniture Division
Engineering Department

Shigeru Yamaoka

Testimonials of employees who took volunteer leave for the Olympic Games Tokyo 2020




Overcoming language barriers with the help of friends and ingenuity

I was in charge of supporting the competitions and other operations at golf competition venues and driving ranges, and mainly supported operational tasks in the clubhouse. In addition to volunteer leave, I also used my days off to volunteer for ten days. I was worried about my language level, but I was able to communicate with the help of my fellow volunteers and using various means such as hand gestures and translation apps. I realized that “if we actively try to communicate, we can somehow understand each other.”

Making use of my past experience to play a role deeply involved in the competition

I volunteered for the equestrian events for two weeks. Because of my equestrian experience and fluency in Japanese, English, Chinese, and Cantonese, I was able to serve as a team leader in the role of goal umpire and timekeeper. There were days when the competition started early in the morning to avoid the heat and there were days when the competition was held from evening until late into the night. Although it was physically demanding, it was a lifetime memory for me to watch the high-level exciting competition right in front of me. This was an opportunity for me to resume my involvement in equestrian, which I have 30 years of experience in, for the first time in 20 years. I am full of gratitude for such a wonderful experience.



Office Furniture Sales Division, Office Furniture Division
Design Promotion Department,
Work Style Consulting Office

Alex Cheung

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.

Main local community support activities in fiscal 2021

- Sports field lent out to youth baseball teams and others (Sanyo Okamura Corporation)
- Allowed use of our rugby field (Tsukuba Plant)
- Conducted plant tours for local residents and children (See [▶ p. 131](#) for details)
- Community cleaning activities (at each production plant)
- Blood donation volunteering (at each production plant and office)
- Participated in “Telework Days 2021”
- Tokyo 2020 Olympic and Paralympic Games Cycling Road Course Supporter (Gotemba Plant)
- For the purpose of cooperating with the smooth operation of the Tokyo 2020 Olympic and Paralympic Games, two days (August 5 and August 6) during the Olympics were set as company holidays (for Tokyo and three prefectures: Kanagawa, Saitama, and Chiba)

Sports support

The Okamura Group conducts various activities that support sports, including letting local sports teams use our sports fields, and sponsoring professional sports teams and sports events. In April 2021, we hired a para-athlete and we are supporting his competitive 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 actively engaged as members.



Tokyo 2020 Olympic and Paralympic Games
Cycling Road Course Supporter



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 activities for recovery in the affected areas in the form of donations and supplies. Okamura is a supporting member of Japan Platform (JPF), an NPO that collaborates with NGOs, the business community, and the government to provide emergency humanitarian assistance in the event of a conflict or disaster.

TOPICS



Humanitarian aid to Ukraine

To provide humanitarian assistance to those displaced in Ukraine and in neighboring regions due to the military invasion of Ukraine by Russia, in March 2022, Okamura donated 50 million yen to the United Nations High Commissioner for Refugees (UNHCR) through Japan for UNHCR, a specified non-profit organization.



Presentation of donation to Japan for UNHCR

Left: Mr. Masayuki Kawai, Executive Director of Japan for UNHCR;
Right: Sakae Fukuda, Director and Executive Officer of Okamura Corporation

Communication at production plants with stakeholders

Okamura Group production plants conduct tours not only for our customers, but also for children who visit us to learn about working at large companies. In these factory tours, participants get to see how our products are made, hear some tricks of the trade, and are introduced to how we nurture our staff by passing down our knowledge to ensure they can fulfill their potential.

The Oppama Plant has offered the Summer Vacation Tour since fiscal 2013. Through these tours, we convey the fun of manufacturing by letting participants make coin cases from scraps of leather used for chairs and card cases from steel sheets. At social gatherings and company tours regularly held for members of the local community, we show visitors the manufacturing process and waste facilities, explain our environmental initiatives, and create venues to exchange opinions that lead to the understanding and peace of mind of local residents.

TOPICS

Open factory in Higashiosaka City Kansai Okamura Corporation participates in the “Let’s Go to a Factory!” event



Kansai Okamura is located in Higashiosaka City, Osaka Prefecture where there are many companies of various sizes and industries, with many people living near factories. Higashiosaka City’s open factory event “Let’s Go to a Factory!” was held on November 19 and 20, 2021, and factories were opened to the public to promote more interaction between companies and residents. Kansai Okamura participated on the second day.

Members of Kansai Okamura, Okamura’s Kansai Regional Sales Office, the Kansai Okamura Labor Union, and the Kinki branch of the Okamura Labor Union each served as “Let’s Go to a Factory!” Executive Committee members, and discussed the details of the event. The main event was a manufacturing experience where visitors could observe manufacturing processes for sheet metal, coating, and other processes, and also create card cases. Various other events were held, such as an experience to understand the hidden dangers during manufacturing and a photo spot where visitors could take a photo while riding a forklift. With anti-infection measures in place, we also had food stalls and an outdoor yoga class. With the cooperation of many people from outside the company, the event attracted a large number of visitors from the morning of the day, deepening interaction among local residents and companies.



Observation of the sheet metal process



Making card cases with support from employees



We received the cooperation of many people in this event

Initiatives for an inclusive society

We value diversity and promote various initiatives toward the realization of an “inclusive (non-exclusive) society” in which each individual can live true to themselves.

Main activities in fiscal 2021

- Internships for special needs schools (Fuji Plant)
- Sales of sweets at welfare facilities for people with disabilities (each plant)
- Employment and support for competitive activities of top para-athlete in table tennis

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, with 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 non-disabled people to build bonds that will lead them toward the future together, thereby creating a shared sense of values between them. Okamura provides support as a partner of Active Sports.

TOPICS

Snack DE Social Contribution

As an activity to support the independence of people with disabilities, we conducted the “Snack DE Social Contribution” activity at several production locations, selling sweets made by people with disabilities in the company during lunch breaks. We will continue to plan such initiatives in the future as a place for employment training for people with disabilities and as an opportunity to create new employment opportunities.



“Snack DE Social Contribution” sales at the company

Setting up a walking path in the mandarin orange orchard: A place for employees to relax

At the Nakai Plant, where most of the production process is automated, there are few opportunities for employees to communicate with each other in their daily work, and thus we have created a walking path in the mandarin orange field on the premises.

The foundation construction was outsourced, and the finishing touches were performed by employees who volunteered. We also receive the cooperation of people with disabilities who come once a week to weed the flowerbeds on the factory premises as part of our support for their independence. The walking path is lined with wood chips that are no longer needed by the local community.

The completed walking path is used not only for taking a walk or having lunch during breaks, but also for “one-on-one” meetings, where people can talk in a more relaxed atmosphere than in conference rooms.



On-site walking path in mandarin orange orchard



Constructing the walking path




Support for cultural and arts activities

Okamura has held the special OKAMURA Design Space R exhibition at the Okamura Garden Court Showroom in Chiyoda, Tokyo every year since 2003. Based on the concept of collaboration between architects and creators from outside the world of architecture, these unique events offer innovative perspectives and something entirely different to the solo exhibits of the respective collaborators. Every year, various artists participate as collaborators in the exhibition planned by renowned architects. In fiscal 2021, we decided not to hold the event due to the spread of COVID-19, but we plan to continue to hold exhibitions in the future.

Communicating information through the Okamura Chair Museum

The development and production of office seating continue to evolve as times change. We opened the Okamura Chair Museum in 2009 as a venue to widely communicate the post-war industrial and technological history and spirit of manufacturing. The museum introduces these topics in a multifaceted manner from perspectives such as the history of office seating and office seating technology. In addition to collecting information and conducting research and studies on furniture that is vital for the creation of comfortable spaces, we offer a space to communicate information to society while allowing people to learn in a fun manner. The Okamura Chair Museum is temporarily closed due to deterioration of the building.



 Okamura Chair Museum
<https://www.okamura.co.jp/company/museum/>

Support for developing the next generation

At the Okamura Group, we are engaged in initiatives to educate the youth that will support society in the future by leveraging the experience we have accumulated as a company in manufacturing and environmental initiatives.

Contributing to human resource development as university lecturers by leveraging practical experience

Okamura employees leverage the knowledge gained through

work in areas such as design and research, and continuously serve as part-time lecturers in universities. We have class hours at Kanto Gakuin University and Nihon University throughout half of the academic year, and as practitioners of ergonomics and product design, we give lectures while introducing practical examples and new technologies.

In addition, as special lecturers at the universities, we contribute to the development of the next generation by holding classes, seminars, and lectures on space design and product design.

TOPICS

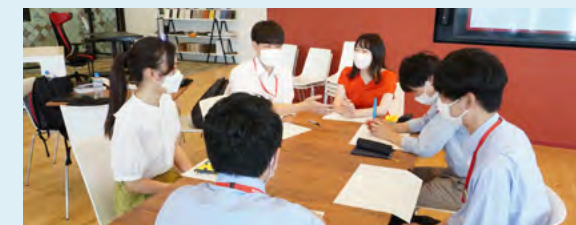
Activities in co-creation spaces aimed at developing the next generation



Okamura operates co-creation spaces with the theme of “working” in four locations across Japan. At Open Innovation Biotope “Cue” in Nagoya, events and initiatives for junior high school, high school, and university students are conducted to develop the next generation.

At the “MyPro Chubu x Cue My Project Startup 2 DAYS CAMP 2021” held in July 2021 in collaboration with the My Project Chubu Secretariat, which operates the National High School Students My Project Award, a workshop was conducted for high school students in the Aichi area as an opportunity for them to learn about “My Project” and to carry out a project themselves. “My Project” is a hands-on, inquiry-based learning program in which students learn by launching and implementing projects based on issues they are familiar with and their own interests.

We also provide assignments for short-term internships for high school students and for inquiry-based learning programs of junior high schools. We are also collaborating with educational institutions in various other ways, such as conducting joint research with Nagoya City University on workshops held at “Cue” for students and working adults, as well as regularly holding joint events, such as business seminars, with Nagoya Sangyo University for various audiences, including students.



Pre-training for “MyPro Chubu x Cue My Project Startup 2 DAYS CAMP 2021,” conducted for university students and young Okamura employees who will support high school students in the program



Workshop held as part of joint research with Nagoya City University, in which working adults and students had discussions in the same group

Launch of the 2021 On Campus Internship at Osaka University

As one joint industry-academia project in education, Okamura has held the active learning On Campus Internship for undergraduate students at Osaka University since fiscal 2019. This is an endeavor that offers a corporate internship as part of university classes and the purpose is to give students in the “learning” stage an opportunity to think about “working,” to make their learning at university independent, and to acquire an orientation toward the future in addition to problem-solving skills.

In fiscal 2021, face-to-face and online lectures were held at Okamura’s Open Innovation Biotope “bee” from April 2021. The lectures proceeded with group discussions revolved around the image of “working” and the power of “space.”

We will continue to create spaces for practical learning and dialogue through co-creation with universities, which are responsible for research in various fields and student education, and pursue a more effective approach to develop the next generation and solve social issues.



Lecture held at Okamura “bee”

TOPICS

JEES • Okamura Scholarship for the Development of the Next Generation to support human resource development in the design field



Okamura has established the JEES•Okamura Scholarship for the Development of the Next Generation by donation to the Japan Educational Exchanges and Services (JEES) Sponsor-Crowned Scholarships Project. This donation will be used as a source of funding for a non-repayable grant-type scholarship to support the development of human resources in the design field. For university students in Japan studying design, we provide support to develop promising human resources who can play an active role in the design field in the future. The scholarship will alleviate their financial concerns during their studies and after graduation, creating an environment in which they can concentrate on their studies.



Donation presentation ceremony to establish the scholarship
 Right: Mr. Masayuki Inoue, President of Japan Educational Exchanges and Services (JEES)
 Left: Yoshikazu Sato, Managing Executive Officer of Okamura Corporation

Third-Party Opinion and Verification Report

In order to increase the reliability of this report and for it to meet the expectations of society, we received a third-party opinion and audit.

Third-party opinion



Mr. Junichi Mizuo

Professor Emeritus, Surugadai University, Ph.D. (Business Administration)
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 Okamura Group’s (hereinafter referred to as “the Company”) Sustainability Report 2022 from the standpoint of having promoted “the integration of CSR theory and practice” through the promotion of CSR practices in companies and the development of theories at universities and subsequent research institute.

Highly commendable points:

It is easy to understand the “corporate culture that leads to improvement of organizational vitality.”

In July 2021, the Company partially revised its existing management philosophy and formulated the Okamura Way. It is possible to sense the creation of a corporate culture that aims to improve the vitality of individuals, teams, and the organization as a whole, from the perspective of “people thriving” underlying the Okamura Way. To realize this, the Company is implementing the Culture Branding Project to build a new management model initiated by employees based on purpose—the company’s reason for being—by involving a diverse range of employees in the creation of an integrated management model.

One initiative is the Okamura Caravan Meeting, where the key people are the “SMILE Hunters” who communicate how the “SMILE” in the Okamura Way reflects on the Company as a whole. SMILE Hunters have made a significant contribution to the Company’s cultural branding by playing the role of “evangelists,” reporting on activities and providing feedback within the

Company, and all of these are fully disclosed in this report. The SDGs integrated with the business are “visualized.”

Corporate activities that integrate the solution of social issues and the enhancement of corporate value through core business are “visualized.”

The Company promotes the spread and establishment of the SDGs internally through implementing work style reform and office innovation, and also proposes them to society.

Specifically, this initiative is deeply involved in resolving the organizational issues faced by Japanese companies, such as examining how teleworking and satellite offices should be implemented during the COVID-19 pandemic as well as proposing improvements to office spaces and work environments for better living. By taking the lead in these efforts, the Company will provide Japanese society with an advanced example of how to solve the issues, which in turn can be linked to the Company’s business itself, creating shared value (CSV). Such situation is fully visualized in this report and it is possible to learn about the SDGs that are integrated with the Company’s business.

What I would like to see for the future:

I look forward to seeing initiatives toward sustainability governance.

The Company has established the Okamura Group Sustainability Policies, which specify sustainability material issues from four perspectives and set forth KPIs, and company-wide efforts are being undertaken to achieve them. In the future, I expect the Company to take these initiatives further and introduce the concept of sustainability governance advocated by the United Nations Environment Programme Finance Initiative (UNEP FI), which is to “embed sustainability into corporate governance to promote a culture of sustainability within corporations.”

Sustainability governance lies in the domain of “defense and offense” that is fundamental to management centered on “human rights, the environment, and governance.” By avoiding risks (defense) and raising the motivation of employees in addition to the Company’s reputation in society (offense), it will ultimately lead to the sustainable development of the Company, including sales and profits.

To achieve this, (1) a review should be conducted on the members of the current Sustainability Committee and it should be made a board-level

committee; or alternatively, (2) the Board of Directors should be more actively involved in building sustainability strategies, such as including sustainability in the agenda of monthly board meetings. In the case of the committee in (1), in the current globalized and information-oriented society where the environment is changing rapidly, there is concern that the timing will be lost if meetings are held twice a year, so my proposal is to increase the number of meetings.

I sincerely hope that the integration of sustainability governance into the Board of Directors, accounting, finance, strategies, and operations in overall will lead to the sustainable development of the Company.

A response to the third-party opinion

In publishing the Okamura Group Sustainability Report 2022, we received many valuable opinions from stakeholders in many fields, and we have referred to these opinions to report 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.

In addition to highly commending our company-wide promotion activities of the Okamura Way, which is a partial revision and systematic organization of our existing management philosophy in July 2021, he also pointed out a system of “sustainability governance.”

Regarding the “sustainability governance” system, the Sustainability Committee was just launched in September 2021, and is currently in the process of discussing the structure and content.

We recognize that this point is an important opinion to further advance our management, and we will strive to reflect it in our initiatives.

We will continue to uphold “contribute to society by creating environments where people can thrive with rich ideas and reliable quality” as our mission, and in addition to advancing our Midterm Management Plan, we will steadily contribute to the realization of a sustainable society through our core business to solve a variety of social issues.

Yoshikazu Sato, Managing Executive Officer

Third-Party Verification Report



Third-Party Verification Report

https://www.okamura.co.jp/company/sustainability/report/pdf/2022/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 2022」(以下、レポート)に記載された、2021年4月1日から2022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 2022 (the Report) for the period of April 1, 2021 through March 31, 2022 (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:



History of Sustainability Activities at the Okamura Group

The Okamura Corporation had its beginnings in 1945, based in the town of Okamura in Yokohama. With a strong belief in Okamura's mission, the founding members brought together the technical and financial support to launch the company as the Okamura Manufacturing Facility, a cooperative industry.



History of sustainability activities

1960

- 61 Important points for education and training were established
- 62 Okamura Technical Training Center opened
Opened a training center in the Oppama Plant
- 66 Organization of pollution measures and 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)

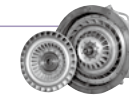
1970

- 76 Correspondence education courses began

Business history

1950

- 50 Production of steel office furniture started at the plant in Okamura-cho
- 51 Production started on steel desks and chairs
Torque converter production began
- 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
Isu no Kagaku (Chair Science) PR magazine published
- 63 **First Good Design Award G-Mark awarded for a folding chair**

Technology partnership with the Darling Company in Los Angeles for system gondolas

- 64 Junior desk and chair launched
Technology partnership with AllSteel Inc. (USA) for desks and chairs

- 68 Products displayed at NOPA Exhibition in New York City
- 69 Technology partnership with the 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 in the USA
Heavy Rack production started; bottless Lightweight Shelving developed and produced

- 73 Technology partnership with Ermanco Co. in the USA for conveyors

- 75 System kitchen introduced
- 76 Movable partitions launched
Multiple Unit Display System launched

- 78 Non-defrost refrigerated showcase system launched
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 Based in the town of Okamura in Yokohama Established Okamura LLC Selected as a designated factory for industrial recovery movement in Yokohama	
46		
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	
74	New Otani Showroom opened	
79	Osaka Showroom opened	

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 Formulation of environmental measures policy for products
92 Okamura Technical Junior College opened
93 Start of the 1st Environmental Midterm Plan, “Toward a Prosperous Future”



Environmental pamphlet “Toward a Prosperous Future” published ('95)

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: ISO14001 review and registration
Emergency safety measures for employees and their families
Distribution of “Emergency Card”



ISO14001 company-wide integrated review and registration ('00)

99 Oppama and Tsukuba Plants ISO9001 registration
First Environmental Report published

2000

00 ISO14001 company-wide integrated review and registration
01 Completion of ISO14001 review and registration for all domestic production plants

02 🏆 Returnable transport package 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 Formulated the Okamura Group “Timber Use Policy”

Business

80 Office Research Center opened
OA-compatible head office opened
Various visits / press coverage



OA-compatible head office opened
Various visits / press coverage ('80)

82 Rotary rack technology exported to the USA
84 Desk system launched
86 Ergonomic chair launched

93 3D transport system launched
95 “Earthquake countermeasures for Office Furniture” manual created



3D transport system launched ('93)

Technology partnership with OCS in Sweden for overhead conveyor systems
97 Profice Next Generation Office System launched



Profice Next Generation Office System launched ('97)

98 Fontana refrigerated showcases announced



Fontana refrigerated showcases announced ('98)

01 Sales agreement with FujjSeiko Co., Ltd. signed for entry into the security business
02 Ergonomic mesh chair “Contessa” announced
05 “Baron” ergonomic mesh chair launched



Contessa ergonomic mesh chair announced ('02)

08 Visplay display fixtures system launched and showroom opened



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



Oppama Plant completed in Ibaraki ('90)

90 Tsukuba Plant completed in Ibaraki

91 NS Okamura Corporation established in Iwate

92 Okamura International (Singapore) Pte. Ltd. established

94 Okamura Business Support Corporation established

96 Siam Okamura International Co., Ltd. established in Thailand

97 Nakai Plant completed in Kanagawa

98 FM Solution Corporation established

99 Okamura Support and Service Corporation established



NS Okamura Corporation established in Iwate ('91)



Nakai Plant completed in Kanagawa ('97)

00 Hill International, Inc. established

04 Shanghai Okamura Furniture and Logistic System Co., Ltd. established in China

05 Seeder Co., Ltd. acquired

06 Tsurumi Plant completed in Kanagawa

08 FujjSeiko Co., Ltd. acquired

Chicago Showroom opened

09 Okamura Chair Museum opened

SEC Co., Ltd. acquired



Okamura Chair Museum opened ('09)

2010

Sustainability activities

- 10 Formulated GREEN WAVE+ voluntary environmental standard for products
ACORN activities started
Established the Okamura Group CSR Policy
(Revised as the Sustainability Policies in November 2020)
FSC® certification/CoC certification obtained
🏆 Received a letter of appreciation from the Director of the Ministry of Forestry for the “Kizukai (Due Care to Wood Use) Movement” award
- 11 **🏆 Received the Excellence Award in the “13th Green Purchasing Awards”**
Technical Skills Training Center opened
- 12 **🏆 Kagoshima Prefecture received the Minister of the Environment Award for a project in collaboration with Okamura that used local timber from the prefecture in furniture at the “14th Green Purchasing Awards”**
- 13 Nakai Plant: Introduced heat pumps
- 14 Introduction of biomass resources into products
- 15 Fuji Plant: Introduced water-cooled heat pumps
- 16 Establishment of Work Life Balance Promotion Committee
🏆 NS Okamura Corporation received the “Minister of the Environment Award for Promoting the Formation of a Recycling Society”
- 17 Okamura Health Management Declaration
🏆 NS Okamura Corporation received the “Energy Conservation Grand Prize, Minister of Economy, Trade and Industry Award”
- 18 the CSR Promotion Office established
Diversity Promotion Office established
🏆 Certified as Health & Productivity Management Outstanding Organization 2018 (White 500)
- 19 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
Established Sustainability Promotion Department
Formulated Diversity and Inclusion Policy
🏆 Received L-Boshi (Level 2) certification
- 21 Endorsed and made disclosures based on the recommendations of the TCFD
Sustainability Committee established
Announced target for virtually zero CO₂ emissions by 2050
🏆 Certified as Sports Yell Company 2021

Business

- 12 Sew Future Work Studio opened
Rotary Sorter automatic injection/output/sorting system launched
- 14 AutoStore robot storage system launched
- 15 Swift height-adjustable table launched
Showcase navigation system launched
- 16 WORK MILL activity started
- 18 Lives office furniture series launched
TELECUBE by OKAMURA and SnowHut work booths launched
- 20 Digital transformation service “Work x D” announced
Fontana-Neo refrigerated showcase launched
Robot piece picking system launched
- 21 Spher task seating launched



Rotary Sorter automatic injection/output/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 were damaged by the Great East Japan Earthquake

NS Okamura Corporation resumed operations (*12)
- 12 NS Okamura Corporation resumed operations
- 13 Hangzhou Okamura Transmission Co., Ltd. established
Salotto Group (Hong Kong) acquired
Sunahata Co., Ltd. acquired
Ichie Co., Ltd. acquired
Shanghai Okamura Architecture Co., Ltd. established

Hangzhou Okamura Transmission Co., Ltd. established (*13)
- 14 Okamura Trading (Shanghai) Co., Ltd established
- 15 PT. Okamura Chitose Indonesia established
🏆 Japan's first automatic front wheel drive car “Mikasa” with automatic transmission certified as “Mechanical Engineering Heritage”
- 18 Company name changed (Japanese only) **OKAMURA**
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

Report Scope

The Okamura Group consists of 44 companies, and this report primarily covers the initiatives and results of the Okamura Corporation and the following 24 companies. It also reports on the initiatives of the Okamura Group Health Insurance Association.

*The report scope of employee-related data is described here [▶ p. 149](#).

Sales Locations	
	Hill International, Inc.
	Td Japan Ltd.
	Ichie Co., Ltd.
	Okamura (China) Co., Ltd.
	Shanghai Okamura Architecture 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.
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.

Data

Responding to Climate Change

● mark in the Verification column: Subject to third-party verification in fiscal 2021

CO ₂ emissions	Unit	2017 FY	2018 FY	2019 FY	2020 FY	2021 FY	Verification	GRI
Scope 1	t-CO ₂	16,229	15,879	15,213	14,605	15,003	●	305-1
Energy sources Carbon dioxide	t-CO ₂	16,094	15,762	15,010	14,448	14,836		
Non-energy sources Carbon dioxide	t-CO ₂	135	117	203	158	168		
Scope 2	t-CO ₂	31,232	30,160	27,256	25,797	17,821	●	305-2
Market standard	t-CO ₂	32,003	30,687	27,569	25,070	17,640	●	
Total of Scope 1+2	t-CO ₂	47,461	46,039	42,469	40,402	32,825	●	
Market standard	t-CO ₂							
Intensity	t-CO ₂ /million yen	0.196	0.186	0.168	0.165	0.126		305-4
Volume reduced	t-CO ₂		-1,422	-3,570	-2,067	-7,577		305-5
Scope 3	t-CO ₂	351,935	336,837	338,191	1,351,937	1,392,551		305-3
Purchased goods and services	t-CO ₂	198,025	184,254	183,178	679,567	728,993	●	
Capital goods	t-CO ₂	25,187	30,143	34,891	29,189	26,478	●	
Fuel- and energy-related activities not included in Scope 1 and 2	t-CO ₂	5,133	5,019	4,844	7,210	7,551		
Upstream transportation and distribution	t-CO ₂	25,226	24,994	25,508	23,971	26,025	●	
Waste generated in operations	t-CO ₂	Unaggregated	Unaggregated	Unaggregated	3,291	3,155		
Business travel	t-CO ₂	Unaggregated	Unaggregated	Unaggregated	2,160	2,720		
Employee commuting	t-CO ₂	Unaggregated	Unaggregated	Unaggregated	5,246	4,944		
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	Unaggregated	1,861	1,884		
Processing of sold products	t-CO ₂	Unaggregated	Unaggregated	Unaggregated	1,123	1,268		
Use of sold products	t-CO ₂	77,278	71,700	65,675	586,396	578,561	●	
End-of-life treatment of sold products	t-CO ₂	21,087	20,727	24,096	11,923	10,973		
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	399,397	382,876	380,661	1,392,339	1,425,376		305-4

Volume of energy used	Unit	2017 FY	2018 FY	2019 FY	2020 FY	2021 FY	Verification	GRI
Power consumption	GJ	602,629	601,127	579,269	543,478	578,036		
Renewable energy usage	GJ	111	114	110	111	191,961		
Percentage of renewable energy	%	0.02%	0.02%	0.02%	0.02%	33.3%		
Gas (city gas, LPG, LNG)	GJ	268,258	269,629	260,884	241,190	251,790		
Fuel (kerosene, diesel, Bunker A, gasoline)	GJ	29,797	24,224	19,914	26,416	25,833		
Total	GJ	900,683	894,980	860,066	811,083	855,659	●	302-1
By region	GJ							
Japan	GJ	892,329	884,445	852,344	797,662	839,229		
China	GJ	8,354	10,535	7,722	11,720	14,906		
Southeast Asia	GJ				1,702	1,524		
Unit of energy consumption	Per unit of net sales GJ/million yen	3.73	3.61	3.40	3.32	3.28		302-3
Volume of renewable energy generated	Volume consumed by the Company	GJ	111	114	110	111	3,498	302-1
	Volume sold	GJ	7,865	7,659	7,352	7,437	7,274	302-1
Logistics transport volume	thousand tons x km	70,210	68,898	67,923	62,663	64,292		
Change in modal shift	Number of containers using railroad	Units	1,884	1,964	1,912	1,951	1,282	
	Number of containers using sea freight	Units	1,349	513	771	741	684	

Scope of aggregation: Scope 1, Scope 2

Fiscal 2017: Okamura, Kansai Okamura Corporation, NS Okamura Corporation, Sanyo Okamura Corporation, Hangzhou Okamura Transmission Co., Ltd.

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 2017 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 IDEA v2.3 (for calculation of supply chain greenhouse gas emissions) emission intensity

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)

Resource Saving and Resource Recycling

● mark in the Verification column: Subject to third-party verification in fiscal 2021

Water resource	Unit	2017 FY	2018 FY	2019 FY	2020 FY	2021 FY	Verification	GRI	
Water withdrawal	m ³	235,743	234,702	218,435	225,022	233,770	●	303-3	
Tap water	m ³	53,397	51,340	50,307	49,095	51,073			
Industrial water	m ³	62,174	53,249	49,245	50,089	53,118			
Groundwater	m ³	118,286	128,285	117,274	123,679	126,991			
Rainwater	m ³	1,886	1,828	1,610	2,159	2,588			
Unit of water consumption	m ³ /million yen	0.98	0.95	0.86	0.92	0.90			
Water recycling	Volume of recycled water	m ³	494,817	480,990	474,119	332,920	●		
	Recycling rate	%	67.7%	67.2%	68.5%	59.7%	55.7%		
Wastewater output	m ³	199,168	207,431	196,262	196,495	213,012	●	303-4	
Released into public waters	m ³	110,786	109,197	101,617	101,988	108,759			
Sewer	m ³	88,381	98,234	94,645	94,507	104,253			
Water consumption	m ³	36,575	27,271	22,174	28,527	20,759		303-5	
Water quality control	Biochemical oxygen demand (BOD) emissions	ton	7.13	5.93	6.55	6.82	8.37	●	303-2
	Chemical oxygen demand (COD) emissions	ton	0.12	0.10	0.07	0.04	0.15	●	

Scope of aggregation: Water usage in business activities. Production and distribution locations. (Tsurumi Plant and Sunahata Co., Ltd. are excluded because water is not used in the manufacturing process.)

Fiscal 2017 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.

Raw materials	Unit	2017 FY	2018 FY	2019 FY	2020 FY	2021 FY	GRI	
Material input	Raw materials	ton	133,527	131,946	143,639	136,852	167,783	301-1
	Auxiliary materials	ton	3,373	3,538	3,985	4,195	4,507	
	Packaging materials	ton	4,593	4,690	4,588	4,233	4,516	
	Total	ton	141,492	140,174	152,212	145,279	176,806	
	Of which were recycled materials	ton	12,282	11,251	14,255	12,807	13,423	301-2
	Percentage of recycled materials	%	8.7%	8.0%	9.4%	8.8%	7.6%	
Percentage of reclaimed products and their packaging materials	%	8.1%	8.3%	9.0%	9.6%	11.1%	301-3	

Scope of aggregation: Material input

Fiscal 2017 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	2017 FY	2018 FY	2019 FY	2020 FY	2021 FY	Verification	GRI
Waste generated	Volume of industrial waste, etc. generated	ton	22,938	22,042	22,170	20,985	23,035	306-3
	Scrap metal	ton	14,893	14,273	13,789	12,719	14,800	
	Wood waste	ton	2,442	2,331	2,624	3,028	3,081	
	Waste plastic	ton	1,816	1,712	2,232	2,116	1,832	
	Sludge	ton	1,609	1,501	1,402	1,203	1,389	
	Other	ton	2,178	2,225	2,123	1,918	1,935	
	Volume of hazardous waste generated	ton	0.0	0.0	0.0	0.0	1.7	
Waste diverted from disposal		ton	20,868	20,097	20,043	18,357	20,318	306-4
	Preparation for reuse	On-site	0	0	0	0	0	
		Off-site	20,865	20,097	20,043	18,357	20,141	
	Recycling weight	On-site	0	0	0	0	0	
		Off-site	3	0	0	0	177	
Waste directed to disposal		ton	2,055	1,944	2,127	2,622	2,717	306-5
	Incineration (with energy recovery)	On-site	1,673	1,674	1,881	2,401	2,475	
		Off-site	350	234	221	199	192	
	Incineration (without energy recovery)	On-site	0	0	0	0	0	
		Off-site	0	0	0	0	1	
	Landfill	Off-site	32	36	26	22	49	●
	Final landfill disposal rate	ton	0.14%	0.16%	0.12%	0.11%	0.21%	
Emissions of industrial waste, etc.		ton	21,219	20,344	20,259	18,872	20,560	●
Recycling volume		ton	21,218	20,332	20,263	18,556	20,511	●
	Recycling rate	ton	91.0%	91.2%	90.4%	88.4%	89.0%	

Scope of aggregation: Industrial waste

Fiscal 2017 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

Wood resources		Unit	2017 FY	2018 FY	2019 FY	2020 FY	2021 FY	GRI	
Volume of timber procured including MDF, PB (particle board)	Natural wood	m ³	1,217	859	595	1,006	1,093	301-1	
	Board material	m ³	6,573	6,034	6,862	6,800	5,831		
	Total	m ³	7,790	6,894	7,456	7,805	6,924		
	By region	Japan	m ³	315	253	168	246		303
		China	m ³	129	0	109	0		2
		Southeast Asia	m ³	2,089	1,565	2,099	1,258		1,581
		Oceania	m ³	0	0	0	11		42
		North America	m ³	27	23	18	2		88
		Europe	m ³	568	574	240	339		662
Africa		m ³	42	35	30	25	33		
Other	m ³	4,620	4,443	4,792	5,924	4,212			

Scope of aggregation: Volume of timber procured

Fiscal 2017 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.

Environmental Management at the Okamura Group

Environmental management system	Unit	2017 FY	2018 FY	2019 FY	2020 FY	2021 FY	GRI
Number of registered ISO14001 management systems	Number of sites	11	11	11	11	12	
Number of qualified internal environmental auditors	People	21	22	22	20	21	
Number of departments/bases conducting internal environmental audit	Locations	38	38	38	38	40	

Environmental compliance	Unit	2017 FY	2018 FY	2019 FY	2020 FY	2021 FY	GRI
Violation of environmental laws	Number of accidents/litigations	Cases	0	0	0	0	307-1
	Number of fines incurred	yen	0	0	0	0	0

Understanding Environmental Burden and Preventing Environmental Pollution

● mark in the Verification column: Subject to third-party verification in fiscal 2021

Chemical substances		Unit	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Verification	GRI	
Air pollution management	NOx emissions	ton	15.2	16.2	13.7	16.3	17.6	●	305-7	
	SOx emissions	ton	4.0	2.9	1.8	2.2	2.3	●		
Chemical substances subject to PRTR	Volume handled	kg	310,808	301,195	288,302	251,243	271,277	●		
	Emissions		kg	127,201	120,028	114,968	93,261	113,937		●
		Released into atmosphere	kg	126,214	118,906	113,847	92,839	113,335		
		Released into public waters	kg	987	1,122	1,121	423	602		
	Volume transferred		kg	11,968	11,331	10,723	9,042	9,823		●
		Transferred to sewer	kg	220	247	318	78	290		
Transferred to waste	kg	11,748	11,084	10,405	8,964	9,533				

Scope of aggregation: Air pollution management

Fiscal 2017 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 2017 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 Accounting

Environmental protection costs

Category	Details of main initiatives	Unit	Investment					Cost					
			Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	
1. Business area costs	Business area costs total	million yen	39.1	32.8	39.6	41.0	113.1	314.4	215.0	348	322.7	656.3	
	1-1. Pollution prevention costs	Preventing air pollution, water pollution, offensive odors, etc.	million yen	13.8	21.9	0.8	2.5	29.2	122.8	94.6	103	94.5	109.2
	1-2. Global environmental protection costs	Preventing global warming, protecting the ozone layer, energy saving, etc.	million yen	25.3	10.9	38.8	38.0	83.1	122.4	62.8	79	63.4	101.1
	1-3. Resource recycling costs	Reducing water use, using rainwater, reducing waste, recycling, etc.	million yen	0.0	0.0	0.0	0.4	0.9	69.2	57.7	167	164.9	446.0
2. Upstream, downstream costs	Green purchasing, collecting products and packaging, recycling, etc.	million yen	0.0	0.0	0.0	0.0	0.0	266.4	280.8	326	368.8	1.4	
3. Management activity costs	Environmental burden monitoring and measurements, operating the environmental management system, etc.	million yen	0.0	0.0	0.0	0.0	0.0	182.0	176.4	167	143.7	152.4	
4. R&D costs	Developing environmentally conscious products, reducing environmental burden during production, etc.	million yen	0.0	0.0	0.0	0.0	0.0	208.4	202.2	195	219.7	239.8	
5. Social activity costs	Supporting environmental protection organizations, etc.	million yen	0.0	0.0	0.0	0.0	0.0	2.4	2.3	3	2.8	2.3	
6. Environmental damage response costs		million yen	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	
7. Other costs		million yen	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.1	
Total		million yen	39.1	32.8	39.6	41.0	113.1	973.6	876.7	1,038	1,057.7	1,052.2	

Scope of aggregation: Fiscal 2017 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 Okamura Logistics Corporation)

Fiscal 2021: Okamura Corporation, Kansai Okamura Corporation, Sanyo Okamura Corporation, NS Okamura Corporation, FujiSeiko Co., Ltd., Sunahata Co., Ltd.

Environmental protection effects

Categories of environmental protection effects	Environmental performance indicators	Unit	2017 FY	2018 FY	2019 FY	2020 FY	2021 FY
Environmental protection effects related to resources input into business activities	Total energy input	GJ	900,683	894,980	860,066	811,083	855,659
	Per unit of net sales	GJ/million yen	3.73	3.61	3.40	3.32	3.28
	Water resource input	m ³	235,743	234,702	218,435	225,022	233,770
	Per unit of net sales	m ³ /million yen	0.98	0.95	0.86	0.92	0.90
	Volume of substances subject to PRTR handled	kg	310,808	301,195	288,302	251,243	271,277
Per unit of net sales	kg/million yen	1.29	1.21	1.14	1.03	1.04	
Environmental protection effects related to environmental burden and waste from business activities	Greenhouse gas emissions	t-CO ₂	47,461	46,039	42,469	40,402	32,825
	Per unit of net sales	t-CO ₂ /million yen	0.20	0.19	0.17	0.17	0.13
	Release/transfer volume of substances subject to PRTR	kg	139,169	131,359	125,691	108,945	123,760
	Per unit of net sales	kg/million yen	0.58	0.53	0.50	0.45	0.47
	Emissions of waste, etc.	t	21,219	20,344	20,259	18,872	20,560
	Per unit of net sales	t/million yen	0.09	0.08	0.08	0.08	0.08
	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	
Environmental protection effects related to finances and services generated from business activities	Net sales of GREEN WAVE products	million yen	99,585	98,342	99,637	97,934	106,479
	Standard product net sales ratio	%	80.5%	79.6%	80.2%	78.3%	81.6%
	Net sales of products that comply with the Act on Promoting Green Procurement	million yen	57,724	56,500	58,937	55,075	55,971
	Standard product net sales ratio	%	62.7%	60.7%	61.5%	59.3%	57.4%
	Volume of collected products and packaging materials recycled	t	208	626	706	1,530	1,638
Per unit of net sales	kg/million yen	0.86	2.52	2.79	6.26	6.27	
Other environmental protection effects	Ratio of consumable green office supplies purchased	%	66.7%	68.1%	63.0%	60.3%	53.4%
	Transport amount stemming from modal shift	Units	3,233	2,477	2,683	2,692	1,966

Total for relevant period

Item	Details, etc.	Unit	2017 FY	2018 FY	2019 FY	2020 FY	2021 FY
Total investment for relevant period	Upgrading of production facilities, increasing labor efficiency, alternative to industrial fuel, etc.	million yen	651	812	440	524	1,144
Total R&D expenses for relevant period	Reduction in environmental burden during new product R&D and production	million yen	1,075	1,060	898	900	872

Economic effects associated with environmental protection measures

Effect details	Unit	2017 FY	2018 FY	2019 FY	2020 FY	2021 FY	
Revenue	Business from recycling waste generated from main business activities or recycling used products, etc.	million yen	837	427	272	253	676
	Subsidies and grants	million yen	1	0	0	0	5
Reduction in expenses	Reduction in energy expenses through energy-saving	million yen	1	0	1	3	3
	Reduction in waste processing expenses due to resource saving and recycling	million yen	1	5	2	2	0
	Reduction in costs through reuse	million yen	8	7	15	11	11

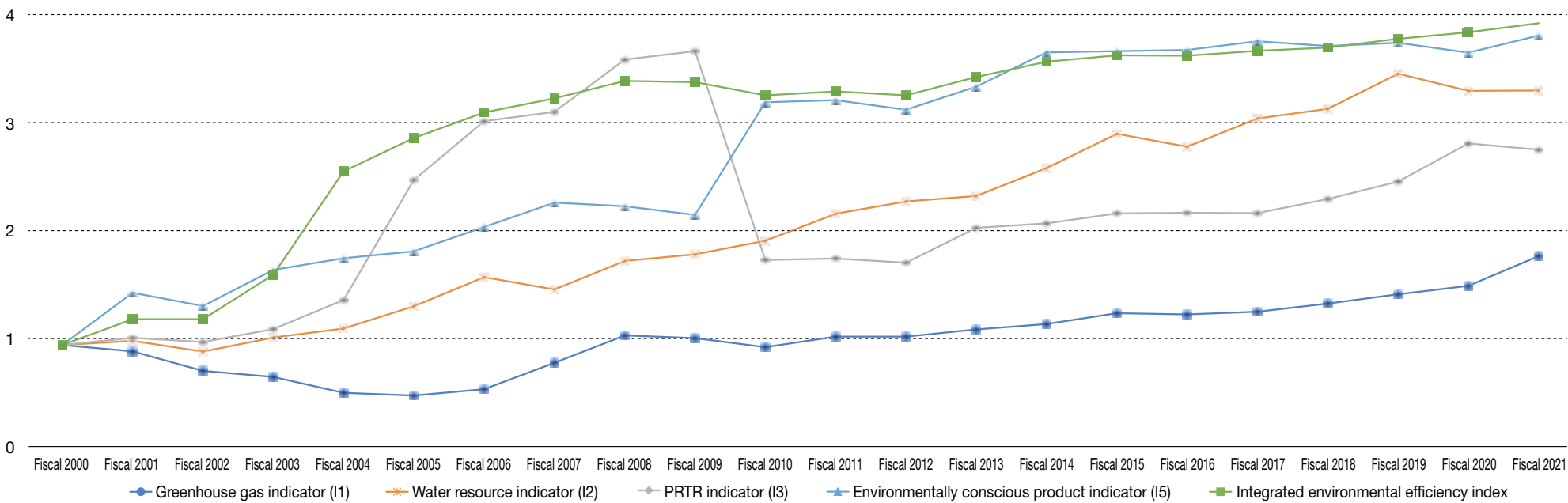
Net sales

(Unit: Millions of yen)

	Fiscal 2020	Fiscal 2021	Year on year difference
Net sales (consolidated)	244,454	261,175	+16,720

Environmental 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

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

- *w is the weight for each
- *Net sales: consolidated net sales
- Greenhouse gas indicator (I1) =
$$\frac{\text{Net sales/greenhouse gas emission volume}}{\text{Base year (net sales/greenhouse gas emission volume)}}$$
- Water resource indicator (I2) =
$$\frac{\text{Net sales/water resource input volume}}{\text{Base year (net sales/water resource input volume)}}$$
- PRTR indicator (I3) =
$$\frac{\text{Net sales/volume of PRTR substances handled}}{\text{Base year (net sales/volume of PRTR substances handled)}}$$
- Industrial waste indicator (I4) =
$$\frac{\text{Net sales/industrial waste final disposal volume}}{\text{Base year (net sales/industrial waste final disposal volume)}}$$
- 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 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
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.	-	-	-	○	○
	Okamura Salotto Hong Kong Limited	-	-	-	○	○
	Hangzhou Okamura Transmission Co., Ltd.	-	-	-	○	○
	PT. Okamura Chitose Indonesia	-	-	-	○	○
	Siam Okamura International Co., Ltd.	-	-	-	○	○
	Okamura International Malaysia Sdn. Bhd.	-	-	-	○	○
	Okamura International Vietnam Co., Ltd.	-	-	-	○	○
	DB&B Holdings Pte. Ltd. ^{*4}	-	-	-	-	○

*1 Integrated into Okamura Corporation through an absorption-type merger (July 1, 2020)

*2 Established on November 12, 2021.

*3 Company name changed from Okamura Trading (Shanghai) Co., Ltd. on July 9, 2021.

*4 Became a subsidiary on October 1, 2021.

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.)

Employee Status

Employee composition

(As of March 20 of each fiscal year¹⁾)

	Unit	Fiscal 2017			Fiscal 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Okamura Corporation	People	3,141	642	3,783	3,222	710	3,932	3,250	766	4,016	3,458	845	4,303	3,464	864	4,328
Regular employees	²⁾ People	2,897	532	3,429	3,001	594	3,595	3,028	647	3,675	3,239	711	3,950	3,196	728	3,924
Non-regular employees	People	244	110	354	221	116	337	222	119	341	219	134	353	268	136	404
Group companies in Japan	People	-	-	-	-	-	-	-	-	-	885	170	1,055	1,058	203	1,261
Regular employees	³⁾ People	-	-	-	-	-	-	-	-	-	817	153	970	787	161	948
Non-regular employees	³⁾ People	-	-	-	-	-	-	-	-	-	68	17	85	271	42	313
Group companies outside Japan	People	-	-	-	-	-	-	-	-	-	183	152	335	359	220	579
Regular employees	³⁾ People	-	-	-	-	-	-	-	-	-	176	150	326	336	216	552
Non-regular employees	³⁾ People	-	-	-	-	-	-	-	-	-	7	2	9	23	4	27
Okamura Group	People	-	-	-	-	-	-	-	-	-	4,526	1,167	5,693	4,881	1,287	6,168
Regular employees	People	-	-	-	-	-	-	-	-	-	4,232	1,014	5,246	4,319	1,105	5,424
Non-regular employees	People	-	-	-	-	-	-	-	-	-	294	153	447	562	182	744
Okamura Group Number of employees by region (regular employees)	People	-	-	-	-	-	-	-	-	-	-	-	4,319	1,105	5,424	
Japan	People	-	-	-	-	-	-	-	-	-	-	-	3,944	888	4,832	
North America	⁴⁾ People	-	-	-	-	-	-	-	-	-	-	-	1	0	1	
Europe	⁴⁾ People	-	-	-	-	-	-	-	-	-	-	-	1	0	1	
Asia, Oceania, other	People	-	-	-	-	-	-	-	-	-	-	-	373	217	590	

¹⁾ Includes some aggregated data as of March 31, and as of December 31 (Aggregated based on the end of fiscal year for each company's human resources)

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^{*}

(As of March 20 of each fiscal year)

	Unit	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Okamura Corporation	%	95.6	94.4	94.0	94.3	93.8

^{*} Adopted a union shop system. Calculated by dividing the number of those who are union members by the number of non-career track regular employees.

Average years of service of regular employees^{*}

(As of March 20 of each fiscal year)

	Unit	Fiscal 2017			Fiscal 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Okamura Corporation	Year	17.5	11.0	16.5	17.4	11.3	16.4	17.7	11.2	16.5	18.1	11.3	16.8	18.6	11.9	17.4

^{*} Excludes seconded employees

Average annual salary of regular employees

(As of March 20 of each fiscal year)

	Unit	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Okamura Corporation	thousand yen	6,893	6,894	6,775	6,992	7,023

Training for employees^{*1}

(As of March 20 of each fiscal year)

	Unit	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	
Okamura Corporation	Total training hours for employees	Hours	-	-	-	33,653	25,840
	Average hours of training per employee ²⁾	Hours	-	-	-	7.8	6.0

^{*1} In fiscal 2020 and fiscal 2021, only hours of training held by the Human Development Department are aggregated

^{*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 the current year to March 20 of the following year¹⁾)

	Unit	Fiscal 2017			Fiscal 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021					
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total			
Okamura Corporation	All employees	Number of new hires	People	153	66	219	222	94	316	152	80	232	156	74	230	173	45	218	
		Gender ratio among new hires	%	69.9	30.1	100.0	70.3	29.7	100.0	65.5	34.5	100.0	67.8	32.2	100.0	79.4	20.6	100.0	
	By age group	Under 30 years old	Number of new hires	People	125	44	169	156	41	197	122	56	178	112	46	158	143	30	173
			Percentage of new hires under 30 years old	%	81.7	66.7	77.2	70.3	43.6	62.3	80.3	70.0	76.7	71.8	62.2	68.7	82.7	66.7	79.4
			Gender ratio within the same age group	%	74.0	26.0	100.0	79.2	20.8	100.0	68.5	31.5	100.0	70.9	29.1	100.0	82.7	17.3	100.0
	Age 30-49	Number of new hires	People	21	19	40	47	48	95	20	18	38	24	24	48	26	13	39	
		Percentage of new hires aged 30-49	%	13.7	28.8	18.3	21.2	51.1	30.1	13.2	22.5	16.4	15.4	32.4	20.9	15.0	28.9	17.9	
		Gender ratio within the same age group	%	52.5	47.5	100.0	49.5	50.5	100.0	52.6	47.4	100.0	50.0	50.0	100.0	66.7	33.3	100.0	
	Age 50 and over	Number of new hires	People	7	3	10	19	5	24	10	6	16	20	4	24	4	2	6	
		Percentage of new hires aged 50 and over	%	4.6	4.5	4.6	8.6	5.3	7.6	6.6	7.5	6.9	12.8	5.4	10.4	2.3	4.4	2.8	
		Gender ratio within the same age group	%	70.0	30.0	100.0	79.2	20.8	100.0	62.5	37.5	100.0	83.3	16.7	100.0	66.7	33.3	100.0	
		Number of job return program users	People	0	2	2	0	0	0	0	0	0	1	2	3	0	1	1	
Regular employees	Number of new graduates hired	People	86	38	124	83	30	113	89	48	137	98	43	141	97	24	121		
	Gender ratio among newly hired graduates	%	69.4	30.6	100.0	73.5	26.5	100.0	65.0	35.0	100.0	69.5	30.5	100.0	80.2	19.8	100.0		
	Number of mid-career employees hired	People	36	7	43	86	6	92	37	8	45	36	6	42	13	6	19		
	Gender ratio among mid-career hires	%	83.7	16.3	100.0	93.5	6.5	100.0	82.2	17.8	100.0	85.7	14.3	100.0	68.4	31.6	100.0		
Group companies in Japan	All employees	Number of new hires	People	-	-	-	-	-	-	-	-	-	28	16	44	33	15	48	
		Gender ratio among new hires	%	-	-	-	-	-	-	-	-	-	63.6	36.4	100.0	68.8	31.3	100.0	
	By age group	Under 30 years old	Number of new hires	People	-	-	-	-	-	-	-	-	-	-	20	12	32		
			Percentage of new hires under 30 years old	%	-	-	-	-	-	-	-	-	-	-	60.6	80.0	66.7		
			Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	62.5	37.5	100.0		
	Age 30-49	Number of new hires	People	-	-	-	-	-	-	-	-	-	-	8	2	10			
		Percentage of new hires aged 30-49	%	-	-	-	-	-	-	-	-	-	-	24.2	13.3	20.8			
		Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	80.0	20.0	100.0			
	Age 50 and over	Number of new hires	People	-	-	-	-	-	-	-	-	-	-	5	1	6			
		Percentage of new hires aged 50 and over	%	-	-	-	-	-	-	-	-	-	-	15.2	6.7	12.5			
		Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	83.3	16.7	100.0			

	Unit	Fiscal 2017			Fiscal 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021					
		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
		Gender ratio among new hires	%	-	-	-	-	-	-	-	-	-	-	60.4	39.6	100.0	53.3	46.7	100.0
	By age group	Under 30 years old	Number of new hires	People	-	-	-	-	-	-	-	-	-	-	-	-	28	25	53
			Percentage of new hires under 30 years old	%	-	-	-	-	-	-	-	-	-	-	-	-	43.1	43.9	43.4
			Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	-	-	52.8	47.2	100.0
	Age 30-49	Number of new hires	People	-	-	-	-	-	-	-	-	-	-	-	-	33	32	65	
		Percentage of new hires aged 30-49	%	-	-	-	-	-	-	-	-	-	-	-	-	50.8	56.1	53.3	
		Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	-	-	50.8	49.2	100.0	
	Age 50 and over	Number of new hires	People	-	-	-	-	-	-	-	-	-	-	-	-	4	0	4	
		Percentage of new hires aged 50 and over	%	-	-	-	-	-	-	-	-	-	-	-	-	6.2	0.0	3.3	
		Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	-	-	100.0	0.0	100.0	
	Okamura Group	All employees	Number of new hires	People	-	-	-	-	-	-	-	-	-	213	109	322	271	117	388
		Gender ratio among new hires	%	-	-	-	-	-	-	-	-	-	-	66.1	33.9	100.0	69.8	30.2	100.0
By age group		Under 30 years old	Number of new hires	People	-	-	-	-	-	-	-	-	-	-	-	191	67	258	
			Percentage of new hires under 30 years old	%	-	-	-	-	-	-	-	-	-	-	-	-	70.5	57.3	66.5
			Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	-	-	74.0	26.0	100.0
Age 30-49		Number of new hires	People	-	-	-	-	-	-	-	-	-	-	-	-	67	47	114	
		Percentage of new hires aged 30-49	%	-	-	-	-	-	-	-	-	-	-	-	-	24.7	40.2	29.4	
		Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	-	-	58.8	41.2	100.0	
Age 50 and over		Number of new hires	People	-	-	-	-	-	-	-	-	-	-	-	-	13	3	16	
		Percentage of new hires aged 50 and over	%	-	-	-	-	-	-	-	-	-	-	-	-	4.8	2.6	4.1	
		Gender ratio within the same age group	%	-	-	-	-	-	-	-	-	-	-	-	-	81.3	18.8	100.0	

¹⁾ Includes some aggregated data from January 1 to December 31 of the current year, and from April 1 of the current year to March 31 of the following year (aggregated based on fiscal year for each company's human resources)

²⁾ Aggregated by age at the time of joining the company

Number of employee turnovers¹ and turnover rate²

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

		Unit	Fiscal 2017			Fiscal 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021					
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total			
Okamura Corporation	All employees	Number of turnovers		People	115	27	142	140	24	164	129	25	154	149	19	168	144	27	171	
		Turnover rate		%	3.7	4.2	3.8	4.4	3.6	4.2	3.9	3.3	3.8	4.5	2.4	4.1	4.1	3.1	3.9	
	By age group	Under 30 years old	Number of turnovers		People	28	8	36	34	7	41	43	9	52	42	7	49	43	10	53
			Percentage of turnovers under 30 years old		%	24.3	29.6	25.4	24.3	29.2	25.0	33.3	36.0	33.8	28.2	36.8	29.2	29.9	37.0	31.0
			Gender ratio within the same generation		%	77.8	22.2	100.0	82.9	17.1	100.0	82.7	17.3	100.0	85.7	14.3	100.0	81.1	18.9	100.0
		Age 30–49	Number of turnovers		People	31	16	47	41	10	51	34	13	47	19	8	27	30	9	39
			Percentage of turnovers aged 30–49		%	27.0	59.3	33.1	29.3	41.7	31.1	26.4	52.0	30.5	12.8	42.1	16.1	20.8	33.3	22.8
			Gender ratio within the same generation		%	66.0	34.0	100.0	80.4	19.6	100.0	72.3	27.7	100.0	70.4	29.6	100.0	76.9	23.1	100.0
		Age 50 and over	Number of turnovers		People	56	3	59	65	7	72	52	3	55	88	4	92	71	8	79
			Percentage of turnovers aged 50 and over		%	48.7	11.1	41.5	46.4	29.2	43.9	40.3	12.0	35.7	59.1	21.1	54.8	49.3	29.6	46.2
			Gender ratio within the same generation		%	94.9	5.1	100.0	90.3	9.7	100.0	94.5	5.5	100.0	95.7	4.3	100.0	89.9	10.1	100.0
	Regular employees	Number of turnovers		People	50	16	66	79	13	92	80	14	94	65	10	75	88	15	103	
By age group		Under 30 years old	Number of turnovers		People	20	7	27	31	6	37	36	6	42	37	6	43	39	8	47
		Age 30–49	Number of turnovers		People	18	8	26	34	7	41	22	8	30	13	4	17	22	4	26
		Age 50 and over	Number of turnovers		People	12	1	13	14	0	14	22	0	22	15	0	15	27	3	30
Number of turnovers due to retirement		People	6	0	6	7	0	7	4	0	4	3	0	3	6	0	6			
Turnover rate of newly hired graduates three years after joining the company		%	8.1	10.5	8.9	13.3	6.7	11.5	14.6	8.3	12.4	-	-	-	-	-	-			
Non-regular employees	Number of turnovers		People	65	11	76	61	11	72	49	11	60	84	9	93	56	12	68		

*1 Unless otherwise noted, the number of turnovers includes the number of employees who have retired, but excludes the number of turnovers due to expiration of the secondment period

*2 Turnover rate = Number of turnovers 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 separation

*4 Percentage of new graduates hired in the current year who resigned within three years of joining the company

Diversity and Inclusion Related

Status of taking childcare leave and spousal childbirth leave ^{*1}

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

	Unit	Fiscal 2017			Fiscal 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021				
		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	64	-	64	82	-	82	70	-	70	63	-	63	74	-	74
		Total number of employees who were entitled to take childcare leave within the fiscal year ^{*2}	People	64	22	86	81	27	108	69	18	87	63	24	87	74	30	104
		Number of employees who took spousal childbirth leave ^{*1,3,4}	People	40	-	40	31	-	31	45	-	45	46	-	46	58	-	58
		Number of employees who newly took childcare leave ^{*5}	People	0	21	21	2	27	29	4	17	21	7	24	31	12	30	42
		Spousal childbirth leave acquisition rate ^{*6}	%	62.5	-	-	37.8	-	-	64.3	-	-	73.0	-	-	78.4	-	-
		Childcare leave acquisition rate ^{*7}	%	0.0	95.5	24.4	2.5	100.0	26.9	5.8	94.4	24.1	11.1	100.0	35.6	16.2	100.0	40.4
		Number of employees who returned from childcare leave	People	0	35	35	1	18	19	3	27	30	5	13	18	14	30	44
		Number of employees who resigned during childcare leave	People	0	3	3	0	2	2	0	2	2	0	1	1	0	1	1
		Return rate after childcare leave ^{*8}	%	-	92.1	92.1	100.0	90.0	90.5	100.0	93.1	93.8	100.0	92.9	94.7	100.0	96.8	97.8
		Number of employees still working 12 months after returning from childcare leave ^{*9}	People	0	15	15	0	32	32	1	18	19	3	27	30	4	13	17
		Number of employees who left their jobs within 12 months after returning from childcare leave ^{*10}	People	0	0	0	0	3	3	0	0	0	0	0	0	1	0	1
		Employee retention rate after childcare leave ^{*11}	%	-	100.0	100.0	-	91.4	91.4	100.0	100.0	100.0	100.0	100.0	100.0	80.0	100.0	94.4
		Regular employees	Number of employees who took spousal childbirth leave ^{*1,3,4}	People	40	-	40	31	-	31	45	-	45	46	-	46	57	-
Number of employees who newly took childcare leave ^{*5}	People		0	20	20	2	26	28	4	16	20	7	21	28	12	29	41	
Spousal childbirth leave acquisition rate ^{*6}	%		62.5	-	-	38.8	-	-	64.3	-	-	73.0	-	-	78.1	-	-	
Childcare leave acquisition rate ^{*7}	%		0.0	95.2	23.5	2.5	100.0	26.4	5.8	100.0	23.5	11.1	100.0	33.3	16.4	100.0	40.2	
Average number of days of childcare leave for male regular employees ^{*12}	Days		0.0	-	-	147.5	-	-	49.3	-	-	123.1	-	-	56.5	-	-	

	Unit	Fiscal 2017			Fiscal 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021			
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Non-regular employees	Number of employees who took spousal childbirth leave ^{*1,3,4}	People	-	-	0	-	0	-	-	-	-	-	-	-	1	1	
	Number of employees who newly took childcare leave ^{*5}	People	-	1	1	0	1	1	-	1	1	-	3	3	0	1	1
	Spousal childbirth leave acquisition rate ^{*6}	%	-	-	-	0.0	-	-	-	-	-	-	-	-	100.0	-	-
	Childcare leave acquisition rate ^{*7}	%	-	100.0	100.0	0.0	100.0	50.0	-	50.0	50.0	-	100.0	100.0	0.0	100.0	50.0

- *1 Spousal childbirth leave is a system that provides a total of three days of paid leave within one month from the day the employee's spouse/partner gives birth
- *2 Male: The number of employees whose spouse/partner gave birth and are able to take childcare leave within the relevant fiscal year
Female: The number of employees who have completed postnatal leave (maternity leave) and are able to take childcare leave within the relevant 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 If male employees take childcare leave separately, it will be 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 the relevant fiscal year
If there was no male employee whose spouse/partner gave birth within the relevant fiscal year, "-" is entered
- *7 Childcare leave acquisition rate = Number of employees who newly took childcare leave ÷ number of employees entitled to take childcare leave
If there is no spouse/partner entitled to take childcare leave, "-" is entered
- *8 Return rate after childcare leave = Total number of employees who returned from childcare leave within the relevant fiscal year ÷ (number of employees returning to work + number of employees who left their jobs during childcare leave)
- *9 The count is of the number of people who returned to work in the previous fiscal year and are 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, it will be as of February 28 of the following year
- *10 The count is of the number of people who returned to work in the previous fiscal year and who left their jobs 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 their jobs)
- *12 Average number of days of childcare leave = Number of days of taking childcare leave within the fiscal year in which childcare leave was started ÷ number of people taking childcare leave

Status of taking short-term and long-term nursing care leaves

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

	Unit		Fiscal 2017			Fiscal 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021			
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
			Okamura Corporation	All employees	Number of employees who newly took short-term nursing care leave	People	1	2	3	0	2	2	3	1	4	3	2	5
		Number of employees who newly took long-term nursing care leave	People	2	1	3	0	0	0	2	0	2	0	0	0	1	0	1
	Regular employees	Number of employees who newly took short-term nursing care leave	People	1	1	2	0	1	1	3	1	4	3	1	4	1	1	2
		Number of employees who newly took long-term nursing care leave	People	2	1	3	0	0	0	2	0	2	0	0	0	1	0	1
	Non-regular employees	Number of employees who newly took short-term nursing care leave	People	0	1	1	0	1	1	0	0	0	1	1	0	0	0	0
		Number of employees who newly took long-term nursing care leave	People	0	0	0	0	0	0	0	0	0	0	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	2018	2019	2020	2021	2022	
Okamura Corporation	Number of people with disabilities employed	People	83.0	88.0	85.0	109.0	111.0
	Actual employment rate	%	2.16	2.19	2.08	2.53	2.52

*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 2017			Fiscal 2018			Fiscal 2019			Fiscal 2020			Fiscal 2021			
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
			Okamura Corporation	All employees	Under 30 years old	People	497	163	660	575	182	757	602	212	814	632	232	864
		Age 30-39	People	596	203	799	577	202	779	537	207	744	559	228	787	558	228	786
		Age 40-49	People	806	180	986	787	218	1,005	765	225	990	769	242	1,011	725	239	964
		Age 50-59	People	898	77	975	912	88	1,000	946	101	1,047	1,051	119	1,170	1,041	135	1,176
		Age 60 and over	People	341	19	360	368	20	388	304	20	404	432	24	456	457	28	485
	Regular employees	Under 30 years old	People	473	156	629	543	170	713	570	200	770	601	222	823	588	226	814
		Age 30-39	People	565	181	746	542	178	720	502	181	683	536	192	728	522	190	712
		Age 40-49	People	756	145	901	756	165	921	740	174	914	743	187	930	702	187	889
		Age 50-59	People	838	42	880	880	70	950	919	79	998	1,024	93	1,117	1,015	105	1,120
		Age 60 and over	People	53	2	55	115	6	121	155	6	161	219	12	231	303	16	319
	Non-regular employees	Under 30 years old	People	24	7	31	32	12	44	32	12	44	31	10	41	87	8	95
		Age 30-39	People	31	22	53	35	24	59	35	26	61	23	36	59	36	38	74
		Age 40-49	People	50	35	85	31	53	84	25	51	76	26	55	81	23	52	75
		Age 50-59	People	60	35	95	32	18	50	27	22	49	27	26	53	26	30	56
		Age 60 and over	People	288	17	305	253	14	267	229	14	243	213	12	225	154	12	166
	Managers ^{*2}	Number of people	People	-	-	-	-	-	553	22	575	603	28	631	599	31	630	
		Percentage of managers by gender	%	-	-	-	-	-	96.2	3.8	100.0	95.6	4.4	100.0	95.1	4.9	100.0	
		Number of managers who are equivalent to general manager or higher	People	-	-	-	-	-	203	3	206	213	2	215	208	7	215	
		Number of managers equivalent to section manager	People	-	-	-	-	-	320	17	337	349	26	375	336	24	360	

*1 Excludes seconded employees

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

Related to Health Management & Industrial Safety and Health

Paid leave acquisition (regular employees)

(As of March 20 of each fiscal year)

	Unit	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	
Okamura Corporation	Annual paid leave acquisition rate ^{*1}	%	48.9	52.1	67.8	57.6	61.4
	Average number of days taken ^{*2}	Days	9.0	9.6	12.5	10.7	11.4
	Number of days taken, including special paid leave	Days	9.6	10.1	13.0	15.3	12.8

*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 the relevant fiscal year, including those brought forward
- The number of days of annual paid leave granted is the number of days granted in the relevant fiscal year and does not include those brought forward
- Employees who joined the company, left the company, 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 the company, or took a leave of absence in the middle of the fiscal year are excluded from the calculation

Status of work-related accidents

(As of March 31 of each fiscal year)

	Unit	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	
Okamura Corporation	Total accident frequency rate ^{*1,2}	%	0.27	1.33	1.31	0.64	0.73
	Regular employees	%	0.32	1.40	1.50	0.72	0.54
	Non-regular employees	%	0	0.94	0	0	2.39
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	0	3	2	1	3	
	Regular employees	People	0	3	2	1	2
	Non-regular employees	People	0	0	0	0	1
Accidents not resulting in lost workdays	People	2	7	8	4	3	
	Regular employees	People	2	6	8	4	2
	Non-regular employees	People	0	1	0	0	1
Frequency rate of work-related accidents ^{*4}	%	0	0.40	0.26	0.13	0.36	
	Regular employees	%	0	0.47	0.30	0.14	0.27
	Non-regular employees	%	0	0	0	0	1.19
Severity rate of work-related accidents ^{*5}	%	0	0.02	0.01	0.01	0.00	
	Regular employees	%	0	0.03	0.01	0.01	0.00
	Non-regular employees	%	0	0	0	0	0.02

Working hours (regular employees)

(As of March 20 of each fiscal year)

	Unit	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	
Okamura Corporation	Average total actual working hours per month ^{*1}	Hours	173.17	172.28	168.76	165.33	170.04
	Average overtime hours per month ^{*2}	Hours	17.96	18.19	15.92	14.11	17.81

*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)

	Unit	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	
Okamura Corporation	Health examination uptake rate	%	-	-	(As of March 31 of each fiscal year)	(As of March 31 of each fiscal year)	
	Primary health examination	%	-	-	-	-	
	Secondary health examination	%	-	-	-	71.0	80.8
	Percentage of smokers	%	-	-	-	29.3	28.0
Stress check uptake rate	%	95.2	95.9	95.2	98.1	99.3	

*1 Total 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

Data Related to Responsible Corporate Activities

Corporate Governance

Basic information on the Board of Directors

Scope of aggregation: Okamura Corporation
Aggregation timing: 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 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Inside directors (people)	Male	15	15	6	6	6
	Female	0	0	0	0	0
Outside directors (people)	Male	3	3	3	3	4
	Female	0	0	0	1	1
Independent outside directors (people)	Male	2	2	2	2	3
	Female	0	0	0	1	1
Executive officers who also serve as directors (people)		-	-	6	6	6
Ratio of executive officers who also serve as directors (%)		-	-	66.7	60.0	54.5
Ratio of outside directors (%)		16.7	16.7	33.3	40.0	45.5
Ratio of independent outside directors (%)		11.1	11.1	22.2	30.0	36.4
Ratio of female directors (%)		0.0	0.0	0.0	10.0	9.1
Average age of directors (age)		62.0	62.1	64.0	64.5	63.7
Number of Board of Directors meetings held (times)		12	12	12	11	12
Attendance rate at Board of Directors meetings (%)		100.0	97.6	96.2	100.0	99.2
Attendance rate of outside directors (%)		100.0	87.9	88.9	100.0	98.2
Attendance rate of independent outside directors (%)		100.0	95.8	100.0	100.0	100.0

Basic information on the Nomination Committee

Scope of aggregation: Okamura Corporation
Aggregation timing: Items related to committee members: As of June 30 of each year
Items regarding number of committee meetings/attendance rates: every fiscal year

Item	Breakdown (unit)	Fiscal 2019	Fiscal 2020	Fiscal 2021
Inside directors (people)	Male	1	1	1
	Female	0	0	0
Outside directors (people)	Male	2	2	3
	Female	0	1	1
Independent outside directors (people)	Male	2	2	3
	Female	0	1	1
Ratio of outside directors (%)		66.7	75.0	80.0
Ratio of independent outside directors (%)		66.7	75.0	80.0
Ratio of females (%)		0.0	25.0	20.0
Number of meetings held (times)		2	2	2
Attendance rate (%)		100.0	100.0	100.0
Attendance rate of outside directors (%)		100.0	100.0	100.0
Attendance rate of independent outside directors (%)		100.0	100.0	100.0

* The Nomination Committee started in fiscal 2019

Basic information on the Compensation Committee

Scope of aggregation: Okamura Corporation
Aggregation timing: Items related to committee members: As of June 30 of each year
Items regarding number of committee meetings/attendance rates: every fiscal year

Item	Breakdown (unit)	Fiscal 2019	Fiscal 2020	Fiscal 2021
Inside directors (people)	Male	1	1	1
	Female	0	0	0
Outside directors (people)	Male	2	2	3
	Female	0	1	1
Independent outside directors (people)	Male	2	2	3
	Female	0	1	1
Ratio of outside directors (%)		66.7	75.0	80.0
Ratio of independent outside directors (%)		66.7	75.0	80.0
Ratio of females (%)		0.0	25.0	20.0
Number of meetings held (times)		2	2	2
Attendance rate (%)		100.0	100.0	100.0
Attendance rate of outside directors (%)		100.0	100.0	100.0
Attendance rate of independent outside directors (%)		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
Aggregation timing: Items related to corporate auditors: As of June 30 of each year
Items regarding number of Board of Corporate Auditors meetings/attendance rates: every fiscal year

Item	Breakdown (unit)	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Inside corporate auditors (people)	Male	2	2	2	2	2
	Female	0	0	0	0	0
Outside auditors (people)	Male	2	2	1	1	1
	Female	0	0	1	1	1
Independent outside auditors (people)	Male	2	2	1	1	1
	Female	0	0	1	1	1
Ratio of outside auditors (%)		50.0	50.0	50.0	50.0	50.0
Ratio of independent outside auditors (%)		50.0	50.0	50.0	50.0	50.0
Ratio of females (%)		0.0	0.0	25.0	25.0	25.0
Number of meetings held (times)		12	12	12	11	11
Attendance rate (%)		97.9	97.9	93.5	95.2	95.8
Attendance rate of independent outside auditors (%)		95.8	95.8	79.2	90.9	91.7

Executive officer system

Scope of aggregation: Okamura Corporation
Aggregation timing: As of June 30 of each year

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

* The executive officer system was introduced in fiscal 2019

Promotion of Compliance and Anti-Corruption Initiatives

Compliance and fair operating practices		Scope of aggregation: Okamura Corporation Aggregation timing: End of fiscal year (3/31)				
Item	Breakdown (unit)	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Legal violations with administrative penalties, criminal charges due to accidents or incidents (cases)		0	0	0	0	0
Employees disciplined for corrupt practices (people)		0	0	0	0	0
Corruption-related fines (yen)		0	0	0	0	0
Corruption-related penalties (cases)		0	0	0	0	0

Internal whistleblowing		Scope of aggregation: Okamura Group Aggregation timing: End of fiscal year (3/31)				
Item	Breakdown (unit)	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Internal whistleblower (helpline) system: Usage	Japan (cases)	3	5	7	8	8
	Overseas (cases)	-	-	1	0	0
Internal whistleblower (helpline) system: Consolidated company ratio (%)		0.00	20.00	28.57	37.50	0.00

Implementation status of compliance education		Scope of aggregation: Okamura Corporation Aggregation timing: End of fiscal year (3/31)				
Item	Breakdown (unit)	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Compliance training (general compliance)	New employees (people)	142	129	150	164	126
	Newly appointed managers (people)	14	18	18	30	16
Subject-specific training	(people)	-	-	-	-	224

Supply Chain Management

Responsible procurement		Scope of aggregation: Okamura Group Aggregation timing: End of fiscal year (3/31)		
Item	Breakdown (unit)	Fiscal 2019	Fiscal 2020	Fiscal 2021
Sustainable procurement survey (questionnaire)	Number requested (companies)	-	133	227
	Number conducted (companies)	-	131	227
	Response rate (%)	-	98.5	100
Sustainable procurement survey (field audits)	Number conducted (companies)	-	0	1

Coexisting with Local Communities and Society

Community contribution		Scope of aggregation: Okamura Group Aggregation timing: End of fiscal year (3/31)				
Item	Breakdown (unit)	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Number of employees who took volunteer leave	People	-	-	-	3	2
Social contribution activities	Expenses (million yen)	-	-	48	79	152
	Of which were donations (million yen)	-	-	20	16	95

GRI Standard Comparison Table

Description	Standards	GRI Standards Questions	Page
GRI 102: General Disclosures			
1. Organizational profile	<input type="radio"/> 102-1	Name of the organization	Okamura Profile p. 7
	<input type="radio"/> 102-2	Activities, brands, products, and services	Okamura Profile p. 7
	<input type="radio"/> 102-3	Location of headquarters	Okamura Profile p. 7
	<input type="radio"/> 102-4	Location of operations	Subsidiaries and associates Overseas locations
	<input type="radio"/> 102-5	Ownership and legal form	Okamura Profile p. 7
	<input type="radio"/> 102-6	Markets served	Okamura Profile p. 7
	<input type="radio"/> 102-7	Scale of the organization	Okamura Profile p. 7
	<input type="radio"/> 102-8	Information on employees and other workers	Employee-Related Data p. 149
	<input type="radio"/> 102-9	Supply chain	Supply Chain Management p. 126
	<input type="radio"/> 102-10	Significant changes to the organization and its supply chain	Short-term Investment Securities Report p. 4
	<input type="radio"/> 102-11	Precautionary Principle or approach	Short-term Investment Securities Report p. 8-10 Understanding Opportunities and Risks Throughout the Value Chain p. 25 Environmental Management at the Okamura Group p. 78
	<input type="radio"/> 102-12	External initiatives	Participation in External Initiatives p. 35
	<input type="radio"/> 102-13	Membership of associations	Related organizations
2. Strategy	<input type="radio"/> 102-14	Statement from senior decision-maker	Message from the CEO p. 5
	<input type="radio"/> 102-15	Key impacts, risks, and opportunities	Short-term Investment Securities Report p. 8-10 p. 11-13 p. 19 Okamura Group climate change information disclosure p. 6 Promoting Sustainability at the Okamura Group p. 22
3. Ethics and integrity	<input type="radio"/> 102-16	Values, principles, standards, and norms of behavior	The Okamura Way p. 4
	<input type="radio"/> 102-17	Mechanisms for advice and concerns about ethics	Corporate Governance p. 116 Promotion of Compliance and Anti-Corruption Initiatives p. 121 Respect for Human Rights p. 124 Supply Chain Management p. 126
4. Governance	<input type="radio"/> 102-18	Governance structure	Corporate Governance p. 116
	<input type="radio"/> 102-19	Delegating authority	Promoting Sustainability at the Okamura Group p. 22 Corporate Governance p. 116 Environmental Management at the Okamura Group p. 78
	<input type="radio"/> 102-20	Executive-level responsibility for economic, environmental, and social topics	Promoting Sustainability at the Okamura Group p. 22 Corporate Governance p. 116 Environmental Management at the Okamura Group p. 78
	<input type="radio"/> 102-21	Consulting stakeholders on economic, environmental, and social topics	Promoting Sustainability at the Okamura Group p. 22

Description	Standards	GRI Standards Questions	Page
	<input type="radio"/> 102-22	Composition of the highest governance body and its committees	Short-term Investment Securities Report p. 27-29 Corporate Governance Report p. 2-4 Corporate Governance p. 116
	<input type="radio"/> 102-23	Chair of the highest governance body	Corporate Governance Report p. 5
	<input type="radio"/> 102-24	Nominating and selecting the highest governance body	Corporate Governance Report p. 2 Notice of the 87th Annual General Meeting of Shareholders p. 9-17
	<input type="radio"/> 102-25	Conflicts of interest	Short-term Investment Securities Report p. 40-45
	<input type="radio"/> 102-26	Role of highest governance body in setting purpose, values, and strategy	Promoting Sustainability at the Okamura Group p. 22
	<input type="radio"/> 102-27	Collective knowledge of highest governance body	-
	<input type="radio"/> 102-28	Evaluating the highest governance body's performance	Corporate Governance Report p. 3 Corporate Governance p. 116
	<input type="radio"/> 102-29	Identifying and managing economic, environmental, and social impacts	Short-term Investment Securities Report p. 8-10 p. 11-13 Okamura Group climate change information disclosure p. 9-10 Promoting Sustainability at the Okamura Group p. 22
	<input type="radio"/> 102-30	Effectiveness of risk management processes	Short-term Investment Securities Report p. 11-13 Risk Management p. 118
	<input type="radio"/> 102-31	Review of economic, environmental, and social topics	Short-term Investment Securities Report p. 12 Risk Management p. 118
	<input type="radio"/> 102-32	Highest governance body's role in sustainability reporting	Promoting Sustainability at the Okamura Group p. 22
	<input type="radio"/> 102-33	Communicating critical concerns	Corporate Governance p. 116
	<input type="radio"/> 102-34	Nature and total number of critical concerns	-
	<input type="radio"/> 102-35	Remuneration policies	Short-term Investment Securities Report p. 38-39
	<input type="radio"/> 102-36	Process for determining remuneration	Short-term Investment Securities Report p. 38-39
	<input type="radio"/> 102-37	Stakeholders' involvement in remuneration	Short-term Investment Securities Report p. 38-39
	<input type="radio"/> 102-38	Annual total compensation ratio	-
	<input type="radio"/> 102-39	Percentage increase in annual total compensation ratio	-
5. Stakeholder engagement	<input type="radio"/> 102-40	List of stakeholder groups	Promoting Sustainability at the Okamura Group p. 22
	<input type="radio"/> 102-41	Collective bargaining agreements	Short-term Investment Securities Report p. 7 Approach Toward Human Resources p. 82
	<input type="radio"/> 102-42	Identifying and selecting stakeholders	Promoting Sustainability at the Okamura Group p. 22
	<input type="radio"/> 102-43	Approach to stakeholder engagement	Promoting Sustainability at the Okamura Group p. 22
	<input type="radio"/> 102-44	Key topics and concerns raised	Promoting Sustainability at the Okamura Group p. 22
6. Reporting practice	<input type="radio"/> 102-45	Entities included in the consolidated financial statements	Short-term Investment Securities Report p. 6
	<input type="radio"/> 102-46	Defining report content and topic Boundaries	Preparing This Report p. 3 Report Scope p. 140

O: GRI Standards Core Items *: Items related to the Okamura Group's materiality in the GRI Standards 200-400 series

Description	Standards	GRI Standards Questions	Page
	○ 102-47	List of material topics	Promoting Sustainability at the Okamura Group p. 22
	○ 102-48	Restatements of information	Report Scope p. 140
	○ 102-49	Changes in reporting	-
	○ 102-50	Reporting period	Preparing This Report p. 3
	○ 102-51	Date of most recent report	Preparing This Report p. 3
	○ 102-52	Reporting cycle	Preparing This Report p. 3
	○ 102-53	Contact point for questions regarding the report	Back cover
	○ 102-54	Claims of reporting in accordance with the GRI Standards	-
	○ 102-55	GRI content index	GRI Standard Comparison Table p. 158
	○ 102-56	External assurance	Preparing This Report p. 3 Third-Party Opinion and Verification Report p. 135
GRI 103: MANAGEMENT APPROACH			
	103-1	Explanation of the material topic and its Boundary	Promoting Sustainability at the Okamura Group p. 22
	103-2	The management approach and its components	Promoting Sustainability at the Okamura Group p. 22
	103-3	Evaluation of the management approach	Promoting Sustainability at the Okamura Group p. 22
GRI 201: ECONOMIC PERFORMANCE			
	201-1	Direct economic value generated and distributed	Short-term Investment Securities Report p. 49
	* 201-2	Financial implications and other risks and opportunities due to climate change	Short-term Investment Securities Report p. 12-13 Okamura Group climate change information disclosure p. 6
	201-3	Defined benefit plan obligations and other retirement plans	Short-term Investment Securities Report p. 50
	201-4	Financial assistance received from government	-
GRI 202: MARKET PRESENCE			
	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			
	203-1	Infrastructure investments and services supported	Coexisting with Local Communities and Society p. 129
	203-2	Significant indirect economic impacts	Responding to Okamura's Business and Sustainability Material Issues p. 10
GRI 204: PROCUREMENT PRACTICES			
	204-1	Proportion of spending on local suppliers	-
GRI 205: ANTI-CORRUPTION			
	* 205-1	Operations assessed for risks related to corruption	Promotion of Compliance and Anti-Corruption Initiatives p. 121
	* 205-2	Communication and training about anti-corruption policies and procedures	Promoting Sustainability at the Okamura Group p. 22 Promotion of Compliance and Anti-Corruption Initiatives p. 121 Data Related to Responsible Corporate Activities p. 156

Description	Standards	GRI Standards Questions	Page
	* 205-3	Confirmed incidents of corruption and actions taken	Promotion of Compliance and Anti-Corruption Initiatives p. 121 Data Related to Responsible Corporate Activities p. 156
GRI 206: ANTI-COMPETITIVE BEHAVIOR			
	* 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Promotion of Compliance and Anti-Corruption Initiatives p. 121 Data Related to Responsible Corporate Activities p. 156
GRI 207: TAX			
	207-1	Approach to tax	Corporate Governance p. 116
	207-2	Tax governance, control, and risk management	Corporate Governance p. 116
	207-3	Stakeholder engagement and management of concerns related to tax	Corporate Governance p. 116
	207-4	Country-by-country reporting	-
GRI 301: MATERIALS			
	* 301-1	Materials used by weight or volume	Environmental Data p. 142
	* 301-2	Recycled input materials used	Resource Saving and Resource Recycling p. 66 Environmental Data p. 142
	* 301-3	Reclaimed products and their packaging materials	Resource Saving and Resource Recycling p. 66 Environmental Data p. 142
GRI 302: ENERGY			
	* 302-1	Energy consumption within the organization	Environmental Data p. 142
	302-2	Energy consumption outside of the organization	-
	* 302-3	Energy intensity	Environmental Accounting p. 146
	* 302-4	Reduction of energy consumption	Environmental Data p. 142
	* 302-5	Reductions in energy requirements of products and services	Responding to Climate Change p. 63
GRI 303: WATER AND EFFLUENTS			
	303-1	Interactions with water as a shared resource	Resource Saving and Resource Recycling p. 66 Environmental Data p. 142
	303-2	Management of water discharge-related impacts	-
	303-3	Water withdrawal	Environmental Data p. 142
	303-4	Water discharge	Environmental Data p. 142
	303-5	Water consumption	Resource Saving and Resource Recycling p. 66 Environmental Data p. 142
GRI 304: BIODIVERSITY			
	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. 72
	304-3	Habitats protected or restored	-

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Description	Standards	GRI Standards Questions	Page
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	-
GRI 305: EMISSIONS			
*	305-1	Direct (Scope 1) GHG emissions	Responding to Climate Change p. 63 Environmental Data p. 142
*	305-2	Energy indirect (Scope 2) GHG emissions	Responding to Climate Change p. 63 Environmental Data p. 142
*	305-3	Other indirect (Scope 3) GHG emissions	Responding to Climate Change p. 63 Environmental Data p. 142
*	305-4	GHG emissions intensity	Environmental Accounting p. 146
*	305-5	Reduction of GHG emissions	Responding to Climate Change p. 63 Environmental Data p. 142
*	305-6	Emissions of ozone-depleting substances (ODS)	Environmental Data p. 142
*	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Environmental Data p. 142
GRI 306: WASTE			
	306-1	Waste generation and significant waste-related impacts	Environmental Data p. 142
*	306-2	Management of significant waste-related impacts	Resource Saving and Resource Recycling p. 66 Understanding Environmental Burden and Preventing Environmental Pollution p. 77
	306-3	Waste generated	Environmental Data p. 142
	306-4	Waste diverted from disposal	Environmental Data p. 142
	306-5	Waste directed to disposal	Environmental Data p. 142
GRI 307: ENVIRONMENTAL COMPLIANCE			
*	307-1	Non-compliance with environmental laws and regulations	Environmental Data p. 142
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT			
	308-1	New suppliers that were screened using environmental criteria	Supply Chain Management p. 126 Environmental Considerations in Products and Services p. 69
	308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management p. 126 Environmental Considerations in Products and Services p. 69
GRI 401: EMPLOYMENT			
	401-1	New employee hires and employee turnover	Employee-Related Data p. 149
	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. 149
GRI 402: LABOR/MANAGEMENT RELATIONS			
	402-1	Minimum notice periods regarding operational changes	Approach Toward Human Resources p. 82
GRI 403: OCCUPATIONAL HEALTH AND SAFETY			
	403-1	Occupational health and safety management system	Industrial Safety and Health p. 109
	403-2	Hazard identification, risk assessment, and incident investigation	Health Management p. 100 Industrial Safety and Health p. 109

Description	Standards	GRI Standards Questions	Page
	403-3	Occupational health services	Health Management p. 100 Industrial Safety and Health p. 109
	403-4	Worker participation, consultation, and communication on occupational health and safety	Health Management p. 100 Industrial Safety and Health p. 109
	403-5	Worker training on occupational health and safety	Industrial Safety and Health p. 109
	403-6	Promotion of worker health	Health Management p. 100
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Industrial Safety and Health p. 109
	403-8	Workers covered by an occupational health and safety management system	Industrial Safety and Health p. 109
	403-9	Work-related injuries	Employee-Related Data p. 149
	403-10	Work-related ill health	Employee-Related Data p. 149
GRI 404: TRAINING AND EDUCATION			
	404-1	Average hours of training per year per employee	Employee-Related Data p. 149
*	404-2	Programs for upgrading employee skills and transition assistance programs	Human Resources Development p. 96
	404-3	Percentage of employees receiving regular performance and career development reviews	Promoting Sustainability at the Okamura Group p. 22 Human Resources Development p. 96
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY			
*	405-1	Diversity of governance bodies and employees	Employee-Related Data p. 149 Data Related to Responsible Corporate Activities p. 156
	405-2	Ratio of basic salary and remuneration of women to men	-
GRI 406: NON-DISCRIMINATION			
*	406-1	Incidents of discrimination and corrective actions taken	Respect for Human Rights p. 124 Promotion of Compliance and Anti-Corruption Initiatives p. 121
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
*	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Promotion of Compliance and Anti-Corruption Initiatives p. 121 Supply Chain Management p. 126
GRI 408: CHILD LABOR			
*	408-1	Operations and suppliers at significant risk for incidents of child labor	Supply Chain Management p. 126
GRI 409: FORCED OR COMPULSORY LABOR			
*	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Respect for Human Rights p. 124 Supply Chain Management p. 126
GRI 410: SECURITY PRACTICES			
	410-1	Security personnel trained in human rights policies or procedures	Respect for Human Rights p. 124
GRI 411: RIGHTS OF INDIGENOUS PEOPLES			
	411-1	Incidents of violations involving rights of indigenous peoples	-

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Description	Standards	GRI Standards Questions	Page
GRI 412: HUMAN RIGHTS ASSESSMENT			
	* 412-1	Operations that have been subject to human rights reviews or impact assessments	Respect for Human Rights p. 124
	412-2	Employee training on human rights policies or procedures	Respect for Human Rights p. 124
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	-
GRI 413: LOCAL COMMUNITIES			
	413-1	Operations with local community engagement, impact assessments, and development programs	Coexisting with Local Communities and Society p. 129
	413-2	Operations with significant actual and potential negative impacts on local communities	-
GRI 414: SUPPLIER SOCIAL ASSESSMENT			
	414-1	New suppliers that were screened using social criteria	Supply Chain Management p. 126
	414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management p. 126
GRI 415: PUBLIC POLICY			
	415-1	Political contributions	-
GRI 416: CUSTOMER HEALTH AND SAFETY			
	* 416-1	Assessment of the health and safety impacts of product and service categories	Provision of safe and high-quality products and services p. 53
	* 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Promoting Sustainability at the Okamura Group p. 22 Provision of safe and high-quality products and services p. 53
GRI 417: MARKETING AND LABELING			
	417-1	Requirements for product and service information and labeling	Promoting Sustainability at the Okamura Group p. 22 Provision of safe and high-quality products and services p. 53 Environmental Considerations in Products and Services p. 69
	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			
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Risk Management p. 118
GRI 419: SOCIOECONOMIC COMPLIANCE			
	* 419-1	Non-compliance with laws and regulations in the social and economic area	Promotion of Compliance and Anti-Corruption Initiatives p. 121 Data Related to Responsible Corporate Activities p. 156

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TCFD Recommendations' Recommended Disclosure Index

	Recommended disclosure	Page
Governance	a) Describe the board's oversight of climate-related risks and opportunities	Promoting Sustainability at the Okamura Group p. 22 Environmental Management at the Okamura Group p. 78 Risk Management p. 118
	b) Describe management's role in assessing and managing climate-related risks and opportunities	Okamura Group climate change information disclosure p. 4
Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	Responding to Okamura's Business and Sustainability Material Issues p. 10
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	Promoting Sustainability at the Okamura Group p. 22 Okamura Group climate change information disclosure p. 5-11
	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	a) Describe the organization's processes for identifying and assessing climate-related risks	Promoting Sustainability at the Okamura Group p. 22
	b) Describe the organization's processes for managing climate-related risks	Environmental Management at the Okamura Group p. 78 Risk Management p. 118
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	Okamura Group climate change information disclosure p. 12
Metrics and Targets	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 Environmental Policy and Environmental Strategy p. 59 Indicators and Targets for Environmental Activities p. 61 Okamura Group climate change information disclosure p. 13-15
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	Responding to Climate Change p. 63 Environmental Data p. 142 Okamura Group climate change information disclosure p. 13-15
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	Okamura Group Environmental Policy and Environmental Strategy p. 59 Indicators and Targets for Environmental Activities p. 61 Okamura Group climate change information disclosure p. 13-15

ISO26000 Comparison Table

Number in parentheses indicates page it appears on

Core subjects	Issues	Item
Organizational governance		Message from the CEO (5) The Okamura Group's Value Creation Story (9) Promoting Sustainability at the Okamura Group (22) Assessment by Society (36) Environmental Management at the Okamura Group (78) Initiatives to Realize Employee "Work in Life" (83) Corporate Governance (116) Risk Management (118) Promotion of Compliance and Anti-Corruption Initiatives (121) Respect for Human Rights (124) Supply Chain Management (126) Proper Information Disclosure (128) Third-Party Opinion and Verification Report (135) History of Sustainability Activities at the Okamura Group (137) Data (141)
Human rights	<ul style="list-style-type: none"> 1. Due diligence 2. Human rights risk situations 3. Avoidance of complicity 4. Resolving grievances 5. Discrimination and vulnerable groups 6. Civil and political rights 7. Economic, social, and cultural rights 8. Fundamental principles and rights at work 	Message from the CEO (5) The Okamura Group's Value Creation Story (9) Promoting Sustainability at the Okamura Group (22) Assessment by Society (36) Pursuing Quality in Product Creation (38) Promoting Diversity and Inclusion (87) Human Resources Development (96) Health Management (100) Industrial Safety and Health (109) Risk Management (118) Promotion of Compliance and Anti-Corruption Initiatives (121) Respect for Human Rights (124) Supply Chain Management (126) Proper Information Disclosure (128)
Labor practices	<ul style="list-style-type: none"> 1. Employment and employment relationships 2. Conditions of work and social protection 3. Social dialogue 4. Health and safety at work 5. Human development and training in the workplace 	Message from the CEO (5) The Okamura Group's Value Creation Story (9) Promoting Sustainability at the Okamura Group (22) Assessment by Society (36) Provision of Safe and High-quality Products and Services (53) Human Resources Development That Supports Manufacturing (55) Initiatives to Realize Employee "Work in Life" (83) Promoting Diversity and Inclusion (87) Human Resources Development (96) Health Management (100) Industrial Safety and Health (109) Risk Management (118) Promotion of Compliance and Anti-Corruption Initiatives (121) Proper Information Disclosure (128)

Core subjects	Issues	Item
The environment	<ul style="list-style-type: none"> 1. Prevention of pollution 2. Sustainable resource use 3. Climate change mitigation and adaptation 4. Protection of the environment, biodiversity, and restoration of natural habitats 	Message from the CEO (5) The Okamura Group's Value Creation Story (9) Promoting Sustainability at the Okamura Group (22) Pursuing Quality in Product Creation (38) Promotion of Innovation and Creation of New Value (46) Okamura Group Environmental Policy and Environmental Strategy (59) Indicators and Targets for Environmental Activities (61) Responding to Climate Change (63) Resource Saving and Resource Recycling (66) Environmental Considerations in Products and Services (69) Conserving Biodiversity - ACORN Activities (72) Understanding Environmental Burden and Preventing Environmental Pollution (77) Environmental Management at the Okamura Group (78) Data (141)
Fair operating practices	<ul style="list-style-type: none"> 1. Anti-corruption 2. Responsible political involvement 3. Fair competition 4. Promoting social responsibility in the value chain 5. Respect for property rights 	Message from the CEO (5) The Okamura Group's Value Creation Story (9) Promoting Sustainability at the Okamura Group (22) Assessment by Society (36) Environmental Management at the Okamura Group (78) Corporate Governance (116) Promotion of Compliance and Anti-Corruption Initiatives (121) Respect for Human Rights (124) Supply Chain Management (126) Proper Information Disclosure (128)
Consumer issues	<ul style="list-style-type: none"> 1. Fair marketing, factual and unbiased information, and fair contractual practices 2. Protecting consumers' health and safety 3. Sustainable consumption 4. Consumer service, support, and complaint and dispute resolution 5. Consumer data protection and privacy 6. Access to essential services 7. Education and awareness 	Message from the CEO (5) The Okamura Group's Value Creation Story (9) Promoting Sustainability at the Okamura Group (22) Pursuing Quality in Product Creation (38) Promotion of Innovation and Creation of New Value (46) Provision of Safe and High-Quality Products and Services (53) Okamura Group Environmental Policy and Environmental Strategy (59) Environmental Considerations in Products and Services (69) Conserving Biodiversity - ACORN Activities (72) Risk Management (118) Proper Information Disclosure (128)
Community involvement and development	<ul style="list-style-type: none"> 1. Community involvement 2. Education and culture 3. Employment creation and skills development 4. Technology development and access 5. Wealth and income creation 6. Health 7. Social investment 	Message from the CEO (5) Promoting Sustainability at the Okamura Group (22) Assessment by Society (36) Conserving Biodiversity - ACORN Activities (72) Proper Information Disclosure (128) Coexisting with Local Communities and Society (129) Data (141)



Cover: Paralym Art piece

Taiyo to Chikyu ga SDGs (The Sun and Earth for SDGs)

Artist: Mika Kamijo

I drew the sun, rainbow, and forest surrounding the earth, aiming toward SDGs.

Paralym Art is an effort promoted by SHOUGAISHA JIRITSU SUIISHIN KIKOU ASSOCIATION (Association for the Promotion of Independence for Individuals With Disabilities) to “create a world in which people with disabilities can fulfill their dreams through art.”

Private-sector companies and other entities support the participation of people with disabilities in society by paying artists with disabilities for the right to use their art (paintings, design, etc.).

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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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