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Notice Regarding Formulation of Long-term Vision and Mid-term Management Plan 2028

Okamura Corporation (hereinafter the “Company”) hereby announces that it has formulated, for the Okamura Group, a long-term vision for the next ten years and Mid-term Management Plan 2028, which spans the three years from the fiscal year ending March 31, 2027 to the fiscal year ending March 31, 2029.

1. Formulation of Long-term Vision and Mid-term Management Plan 2028

The Group’s business environment has entered an era of tremendous change, as seen in the worsening labor shortage, the rapid evolution of digital technologies, and the diversification of customer needs. In light of such changes, we have formulated “Beyond Breakthrough 2035” as a long-term vision toward 2035. As a “demand-creating company,” we will create value with an approach that anticipates changes in society and markets, and provide that value to society.

2. Corporate ambition

We have defined our corporate ambition for 2035 as “HUMAN-ORIENTED COMPANY”. We will base our activities on the overarching principle of constantly loving people, and will aim to realize a society in which all people can work and live with vitality through its business of creating places.

3. Quantitative goals

(1) Long-term goals (fiscal year ending March 31, 2027 to fiscal year ending March 31, 2036)

Operating profit CAGR: 10.0% or more

Operating profit ratio: 10.0% or more

ROE: 12.0% or more

(2) Goal for the fiscal year ending March 31, 2029

Operating profit: 30.0 billion yen or more

4. Policy for allocation of created funds

(1) Investment for growth

We have set aside 60.0–80.0 billion yen for growth investments, and will pursue a good balance of

investments in areas such as capital participation and strengthening of AI and other digital technologies.

(2) Shareholder returns

We will maintain progressive dividends and a dividend payout ratio of at least 40%.

We will flexibly implement the purchase of treasury stock based on factors such as progress in growth investments and the external environment.

5. Changes in names of reportable segments

As of July 1, 2026, we will make the following changes to the names of our segments in light of our definition of the Group's purpose of business as "providing infrastructure for all scenes of people's lives," and our policy for transforming our business model and expanding our business domains.

| Former segment names | New segment names |
|------------------------------------|-------------------------------------|
| Office Furniture Business | Work & Life Creation Business |
| Store Displays Business | Commerce Solutions Business |
| Material Handling Systems Business | Smart Logistics Technology Business |

Note: These are changes of name only and do not alter the way that the reportable segments are classified.