OKAYA

TOP MESSAGE

Keeping up with the times, reaching out to people

Since the establishment of the business in 1669, Okaya has always valued trust, faced changing times head-on, and taken on challenges.

Also, we have built trust with our shareholders, business partners, and local communities through cultivating a corporate culture of having reliability and sincerity, and being autonomous and independent over our long history. Currently, we are conducting our business in four fields: Iron & Steel, Information & Electronics, Industrial Machinery & Materials, and Living Related Products, with more than 70 group companies in over 20 countries around the world.

We value the process of learning, thinking, and working hard through the perspectives of each local region, products and people. Through this process, people grow, the company changes, and we are able to achieve healthy growth.

In the medium-term management plan GIC 2025, which began in fiscal year 2021, we will focus on the three pillar concepts of Global, Innovation, and Challenge, and capitalize on the comprehensive capabilities of the Okaya Group, thereby contributing to the development of each region and country.

In order to co-exist with society, we must fulfill our corporate social responsibility. The Okaya Group will work as a whole in our efforts to carry out various social contribution activities around the world.

We will reach out to people as the "Best global sourcing partner" who contributes to manufacturing worldwide in the global market, and pave the way for the next era.



President Takehiro Okaya

Management Philosophy

Be the "Best global sourcing partner" who contributes to manufacturing worldwide

Medium-term Management Plan

GIC 2025 The Okaya Group is promoting the "Global Innovation Challenge 2025 (GIC 2025)," a medium-term management plan with fiscal 2025 as its final year.

Basic Policy

Global We will expand Okaya Group's domestic and overseas bases and build

business based on regional needs

We will flexibly evolve trading company functions through a business model Innovation

(DX) that utilizes digital technology to provide new value to our customers.

Each employee will proactively take initiatives in a free and open working Challenge

environment and organization.

Sustainability Policy

Environment Expansion of handling environmentally-friendly products and carbon

neutrality efforts

Social Working practices reform and promotion of health management, academic

and cultural support, academic industrial alliance

Governance Thorough internal control, strengthening of risk management

The spirit of sincerity passed on

┃ 日誦五則 "The Five Daily Rules"

- Work on your inner self and not your outward appearance.
- Work within the bounds of your station and avoid excessive luxuries.
- Disregard your vanity and be honest and sincere.
- Avoid idleness and find joy in your work.
- Understand your responsibilities and work well with others.

In 1836, the sixth-generation owner Sousuke Okaya outlined management policies, "Rules of the Store" and "Rules of the Home", along with "The Five Daily

The daily and sincere attitudes to work on our business are still relevant today, and have been inherited as a corporate culture that values our sincerity.

HISTORY

Over the centuries, we have always supported the market through tradition and innovation.

Okaya started its business in a castle town of Nagoya in 1669, as a store named "Sasaya." Our history that stayed rooted in a local community is the fruit of our unrelenting efforts to keep evolving our business while keeping up with ever-changing times.

Today, we have obtained trust and achieved outstanding results on-site worldwide as the "best global sourcing partner" that contributes to manufacturing.

Looking to the future, we will continue shaping the present and passing on the trust and confidence to the next generation.

The Origin of the Company Emblem

When our founder Sousuke-Muneharu Okaya first opened a store in Nagoya, he used "five bamboo leaves in a circle" for the crest on the shop's curtain and "Sasaya" as the store name. From some point in time, the company emblem called "Yamasou" came to be used, which combines our founder Muneharu's Chinese character "宗

=sou" topped with the "yama=mountain" design which represents mines and prospect of natural resources as a store handling iron.





| 5 | 1937 | Established Okaya Shoten Co., Ltd. |
|----------------|----------|---|
| | 1 | 1939 World War II |
| | 1940 | Established specialty steel division |
| | 1943 | Iron & Steel Segment |
| | 1943 | Changed corporate name to "Okaya & Co., Ltd." |
| | • | 1945 End of World War II |
| | 1946 | Established electronics section |
| | | Information & Electronics Segment |
| 6 | \ | Opened Yawata Satellite Office (Present Kyushu Branch Office) |
| 7) | 1947 | Opened Sapporo Satellite Office (Present Hokkaido Branch Office) |
| | 1948 | Established chemicals section |
| | | Industrial Machinery & Materials Segment |
| | • | 1951 Signing of San Francisco Peace Treaty |
| 8 | 1952 | Tokyo Branch Office (Present Tokyo Head Office) moved to Shin- Marunouchi Building |
| 9 | 1956 | Opened Singapore Representative Office (Present Okaya Singapore Pte. Ltd.) |
| 10 11 12 | 1957 | Opened New York Representative Office (Present Okaya (U.S.A.), Inc.) Opened Australia Representative Office (Present Okaya Australia Pty. Ltd.) Opened Taiwan Representative Office (Present Okaya (Taiwan) Co., Ltd.) |
| 13) 14) | 1959 | Opened Sendai Representative Office (Present Tohoku Branch Office) Opened Hiroshima Satellite Office (Present Chugoku Branch Office) |
| 15) 16) | 1960 | Opened Oyama Representative Office (Present Kitakanto Branch Office) Opened Hong Kong Representative Office (Present Okaya International (H.K.) Ltd.) |
| 17) | 1961 | Opened Düsseldorf Representative Office (Present Okaya Europe GmbH) |



NETWORK

A global network across 23 countries that expands your bus iness potential



Global Network

North America, South and Central America, and Europe

Okaya (U.S.A.), Inc. | Detroit Office Head Office Chicago Branch Hopkinsville Office Houston Branch Lexington Branch Huntsville Office Raleigh-Durham Office Knoxville Office Atlanta Office Indianapolis Office Los Angeles Office San Diego Office

Silicon Valley Office

Okaya (Canada) Co., Ltd. Head Office Cambridge Branch Okaya Mexico S.A. de C.V. Head Office

Monterrey Branch Okaya do Brasil Comercio Ltda Okaya Europe GmbH Head Office (Germany) Czech Branch The Netherlands Branch Israel Office

Middle East, Asia, and Oceania

Head Office Bangalore Branch Ahmedabad Branch

Chennai Branch Okaya (Thailand) Co., Ltd. Head Office Bangna Branch

Siam Suriya Co., Ltd. Okaya International (Malaysia) Sdn. Bhd. Okaya Singapore Pte. Ltd.

Okaya & Co. India Pvt. Ltd. Vina Okaya International Co., Ltd. Head Office Hanoi Office

> Pt. Okaya Indonesia Head Office Deltamas Office Surabaya Office

Okava & Co., Ltd., Middle East Office Okaya & Co., Ltd., Yangon Office

Okaya (Guangzhou) Co., Ltd. Head Office Wuhan Branch Shenzhen Office Okaya International (H.K.) Ltd.

Okaya (Beijing) Co., Ltd. Head Office Beijing Branch Tianjin Branch Dalian Branch Changchun Office

Okaya (Shanghai) Co., Ltd. Head Office Nanjing Branch Chongqing Branch Suzhou Branch Ningbo Office Okaya (Taiwan) Co., Ltd. Okaya (Korea) Co., Ltd. Head Office Busan Branch Okaya Australia Pty. Ltd. Head Office

Domestic Network

Head Offices Tokyo Head Office Osaka Office **Branch Offices** Toyota Kariya Anjo

Kitakanto (Oyama City) Shizuoka Hamamatsu Hokkaido (Tomakomai City)

Kyushu (Fukuoka City) Sales Offices Nishikanto Kobe Okayama

Kimitsu

Tokai

Hokuriku (Toyama City)

Chugoku (Hiroshima City)

Hirohata Fukuyama Yahata

> Oita Satellite Offices

Hitachi Ota Kusatsu Himeji

Warehouses

Toyota

Kariya Sorami Wharf (Nagoya City)

Distribution Centers

Ajikata (Niigata City) Mikawa (Nishio City) Nakagawa (Nagoya City) Tomifune (Nagoya City) Fukuzaki (Osaka City) Hakozaki (Fukuoka City)

BUSINESS FIELD

As we capture changing trends of the times, our four busin We will contribute to the world through manufacturing.

Iron & Steel There are three divisions in this segment: the iron and steel division handles steel sheets, steel bars, building steel materials, steel pipes, ferrous raw materials, etc.; the specialty steel division handles a wide array of high-quality, high value-added specialty steel such as steel for structural use, tool steel, stainless steel, etc.; and the international trade division handles the importing and exporting of iron, steel and specialty steel. Our distinct feature is our ability to provide meticulous services, by virtue of our distribution network of manufacturing and processing locations in Japan and abroad and our group companies. We fulfill our role as a functional trading company by formulating new business models and further developing our expertise in iron, steel and specialty steel, which are indispensable to various industries in the world.





A unique and highly specialized trading company th from raw materials, manufacturing equipment, periph

Industrial Machinery & Materials There are two divisions in this segment: the industrial chemicals division handles raw materials for synthetic resin, resin molds, etc.; and the mechatronics division handles machine tools, various types of industrial machinery, functional parts and tools and combined production systems including those related to IoT. In the industrial chemicals division, we respond to needs in line with current trends both in Japan and abroad, such as by promoting the plasticization of parts, which leads to weight reduction in automobiles. In the mechatronics division, we aim to contribute to solving the problem of labor shortage in Japan and soaring labor costs abroad, as well as to stabilize manufacturing quality overseas, by promoting the handling of systems and equipment that utilize robots. Using our broad domestic and global networks, we procure a wide range of industrial machinery and materials globally, thereby contributing to the manufacturing processes of our customers.





ess fields continue to expand.

Information & Electronics

There are two divisions in this segment: the non-ferrous metals & minerals division handles a myriad of metals other than iron, centering around copper and aluminum; and the electric & electronics division handles cutting-edge products from semiconductors and electronic components to software and system products. The non-ferrous metals & minerals division develops its business related to "weight reduction, heat countermeasures and the environment." By providing new materials and technology that are essential to various new fields, we are expanding our business domains in tandem with the manufacturing industry's evolution. In the electric & electronics division, we handle mechanisms that effectively utilize data, which is gaining prominence in a wide range of fields. Being involved in cutting-edge technology such as automated operation and next-generation manufacturing from the development stage, we aim to provide new services by working hand in hand with our specialized group companies.





■ Non-ferrous metals and minerals

at handles everything in the manufacturing process, erals and system construction to factory construction

Living Related Products Our business activities in this segment are highly diversified, incorporating the piping components & construction division, which handles products ranging from piping materials and equipment required for housing, collective housing, factories and construction sites of various infrastructure, to high value-added buildings and construction equipment such as elevators, and the food products division that handles a wide range of products, including marine and livestock products imported from around the world and agricultural products in Japan. In the piping components & construction division, in response to the diversified user needs, we have enhanced our line-up of environmentally-friendly products, and focused on introducing advanced technology that increases safety and saves energy, while providing disaster-proof condominiums. In the food products division, to satisfy the strict needs related to quality, we supply safe products by cooperating with factories in each country.







■ Food products

■ Piping components and housing facilities■ Construction development

07



Iron & Steel

Using the Okaya Group's domestic and global networks, we sell a wide range of products including steel sheets, steel bars, building steel materials, steel pipes and ferrous raw materials to customers in various industries. In addition, in order to satisfy all sorts of customer needs, we have established manufacturing and processing locations worldwide, and built a structure where we can provide meticulous services as the "best sourcing partner."



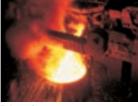






Specialty Steel

We handle a wide array of high-quality, high value-added specialty steels that are indispensable to the Japanese manufacturing industry, such as steel for structural use, tool steel and stainless steel. We respond to customers' domestic and global needs by using our broad knowledge related to materials and material applications, which we have acquired by being deeply involved in the manufacturing of automobiles, construction machinery and machine tools.





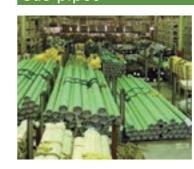


Places where Okaya can be found

Metallic roofs & walls



Our products can be found in the roofs and walls of Japanese factories and shopping malls in the various Southeast Asian countries. Our manufacturing locations established in Thailand, Indonesia and Vietnam allow us to provide integrated services from raw material rocurement, processing to construction. The functions and quality of our services have been appraised as one of the best in the region and we boast the top share in the market fo



City gas enables people to live comfortably and pleasantly, and supports the manufacturing industry in Japan. We sell steel pipes that form the gas conduits which ensure the safe and stable delivery of gas all over the city.

Automobiles, construction machinery, machine tools, etc.



Bearings are a crucial component that helps to reduce the friction produced when equipment move, and are incorporated into a wide range of machines such as automobiles, construction machinery and machine tools. We procure bearing steel, which is a material for bearings, and sell it to bearing manufacturers worldwide.

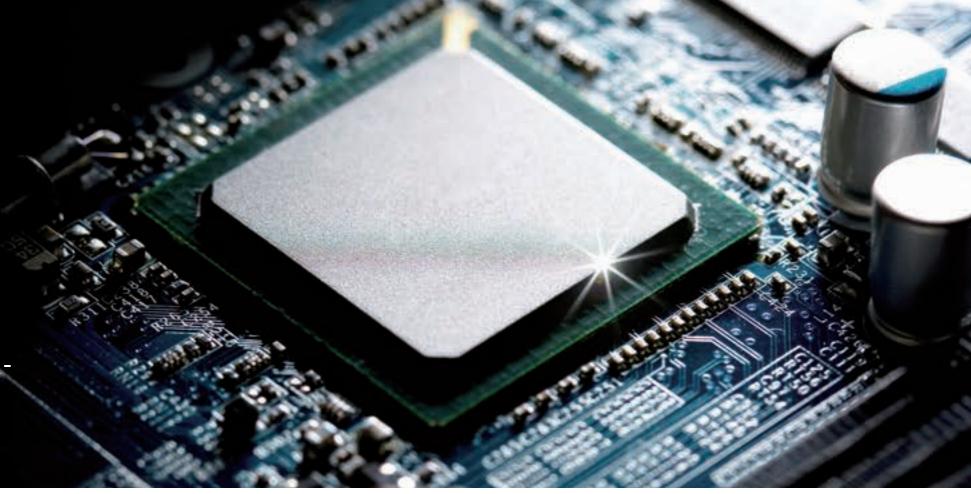
Automobiles, construction machinery, office automation equipment, etc.



Polished steel bars are precise secondary stee bar products processed by drawing through dies. They are processed into numerous machine parts including shafts, bolts, nuts and crews, and are incorporated into automobiles, construction machinery and office automation equipment, etc. We sell materials for polished steel bars such as carbon steel, alloy steel and stainless steel to polished steel bar manufacturers at various locations

Information & Electronics

Working with group companies that have high levels of expertise, we provide products infused with cutting-edge technology in a regionaland user-oriented manner



Non-Ferrous Metals & Minerals

We handle a myriad of metals other than iron, centering around copper and aluminum. In this segment, in addition to advanced materials in new growth fields, we are also focusing on using environmentally-friendly recycling technology. Besides making use of our global network to procure materials and products from all over the world, we also supply high-quality materials from Japan to overseas users, increasing our contribution to global manufacturing.









Electric & Electronics

From software and system products to hardware products such as semiconductors, electronic components, display systems, communication modules, sensors and control equipment which are used in a wide range of fields including automobiles, information communication devices, factory automation equipment, electrical substation equipment and home appliances, we globally handle cutting-edge electronic products that customers use in manufacturing. We provide integrated services in cooperation with our subsidiaries that have engineering and manufacturing functions









Places where Okaya can be found

Air conditioners



Air conditioners keep the temperature in rooms and cars comfortable by using heat exchangers. We handle aluminum condenser materials for inverters, which are indispensable for heat exchanger materials and power saving.

Next-generation automobiles



automobiles are expected to further evolve and receive higher demand going forward. In electronic parts, in order to reduce the load of heat, anti-heat measures are essential. Okaya develops anti-heat measures that are suitable for every type of unit.

Electronic control units for

Digital signage display



The Okaya Group's computer displays are used in digital signage displays around us, such as ones on the concourse of train stations and in commercial facilities

Production support utilizing IoT



From the sales of all sorts of industrial machinery and materials centering around factory automation equipment such as robots, machinery and equipment, to the proposal of solutions for system construction including sensing control and data analysis, we contribute to our customers' manufacturing processes



Industrial Chemicals

We handle an array of raw material resins from general resins to high functional resins, as well as their products and molded products. We were among the first to focus on the liberalization of design and weight-reduction needs by resinification of home appliances, automobiles, housing and sundries. Accordingly, we worked with manufacturers to respond to these customer needs. We also handle environmentally-friendly products such as recycled raw materials and biomass plastics





■ Plastic raw materials





Mechatronics

We sell and propose machine tools, various types of industrial machinery and functional parts, etc. to manufacturing companies in Japan and abroad. In the automotive and aircraft fields, we have a track record in a wide range of products including manufacturing equipment, tools and peripherals, inspection and measurement devices, installed products and software systems. We also make proposals for automation and manpower reduction centering on robots, and are developing our business by utilizing both domestic and overseas networks.









Places where Okaya can be found

Automotive parts



parts including exterior equipment like various lamps and bumpers, as well as raw materials for tank and intake manifolds. In addition, we also carry out molding and coating

Raw materials for plastic bottles



We sell raw materials for refrigerators and air-conditioner parts in the light electrical appliances field In terms of goods around us, we also sell raw materials for plastic drinking bottles and yoghurt

Next-generation automobiles



Using our hybrid vehicles business as the base, we are implementing initiatives aimed at electric vehicles and fuel-cell vehicles, for which markets are expected to grow going forward. We are also actively implementing multifaceted business initiatives in the automated driving field

Aircrafts



such as heat-treatment equipment used in the manufacturing of engine and aircraft parts as well as automation systems that incorporate robots and IoT and 3D printers. Also, we make proposals based on the idea of "supplying everything from materials to facility."

Living Related **Products**

Providing materials for infrastructure and consumer goods closely related to everyday living and dining



We mainly handle piping materials, equipment and energy-saving environmental products that are necessary for housing, collective housing, factories and construction sites of various infrastructure. In response to diversified user needs, we have enhanced our line-up of environmentally-friendly products





Construction Development

Our business activities are centered on real estate development with an aim to ensure quality urban development. We have capabilities as a developer and are pursuing a wide range of businesses from the construction of condominiums and houses to that of logistics facilities and factories. We also handle construction equipment such as elevator and parking facilities.



■ XESTA TOWER NAGOYA DAIKANCHO

Food Products

Faced with the rising world population, climate change and a global food crisis, we are committed to supplying safe food products to people in Japan and the world, by trading with about 30 countries and also sourcing within Japan for food products including raw and processed foods of marine and



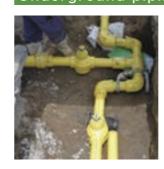


Places where Okaya can be found



Gas meters are used to measure the amount of gas used. We provide high-quality piping materials to ensure accuracy and safety in the measurements and usage of gas meters.

Underground piping



City gas enables people to live comfortably and pleasantly, and supports the manufacturing industry in Japan. The gas pipes that deliver clean gas to each house plays the role of being the supply network for gas. Okaya is committed to providing highly safe gas pipes with excellent earthquake resistant abilities.



nner-city areas are packed with commercial facilities and collective housing. We provide self-propelled parking lots that offer outstanding convenience and ease of maintenance, so as to effectively utilize the limited space in such areas.

Matsushima tomatoes



We jointly established an agricultural company with a local farmer in Matsushima, Miyagi Prefecture. In a glass greenhouse that uses cultivation techniques from the Netherlands tomatoes are grown using hydroponics. Via thorough quality management, we ensure the safety and delicious of the "Matsushima tomatoes" that we produce and sell.

Okaya's Corporate Social Responsibility Efforts

Okaya is enhancing corporate value by focusing on environmental consideration and harmony with society.

Since its foundation in 1669, Okaya has worked to improve corporate behavior and corporate value by tackling various issues. We will continue to accurately grasp social needs and trends of the times and strive to be a company that contributes to society.



Compliance

Basic policy

We position corporate governance, compliance, and risk management as our important management issues. We recognize that the actions of each and every employee are the key to building trust in the Group and thereby realizing sustainable growth.

We also emphasize communication and mutual understanding to maintain a healthy organization and corporate

We will continue to improve management quality and enhance and strengthen the internal control system with the aim of further increasing corporate value.

Environmental Efforts

Environmental Policy

We have formulated the environmental policy of the Group based on our full recognition of the close relationship between business activities and global environment. The Okaya Group strives to widely contribute to society with an emphasis on environmental conservation and the sustainable development of economic and societal initiatives.

ISO 14001 Certification

Okaya obtained the ISO14001 certification, the international specification for an environmental management system, in June 2000. Other Okaya Group companies are also in the process of obtaining certification.



Social Contribution Activities

Local Communities Wakamiya Festival

Okaya has been an active part of the Wakamiya Festival, one of the three major festivals in Nagoya, for a long time. Back in the Edo period, our store front was offered as a rest area for people parading around the Nagoya Castle. Today, we open the first-

floor entrance hall of the head office as a rest area for festival participants, and continue interacting with the local community at the same location since the Edo period.



Education

Supporting a Scholarship Foundation

Shinsho Gakusha (presently the Public Interest Incorporated Foundation Shinshokai), an organization providing support for school expenses, student dormitory, and meals to students, was established in 1917. 2017 marks the 100th anniversary of its

establishment, and more than 500 students have graduated so far. The photo shows the student dormitory where university students are boarding (Nagoya City, Aich Prefecture).



Arts & Culture Charity Concert

Since 2013, we have been holding the "Okaya Charity Concert -An Evening of Gratitude-" every year. The event has obtained much support, and all proceeds from the ticket sales and the same amount with the proceeds from the Company, along with donations received

from the audience, are donated to the social welfare corporation Aichi Prefectural Community Chest.



International Exchange **Educational Support**

In 2013, five group companies that were conducting business in Thailand established the Sakura Ruamnamjai Foundation ("Ruamnamjai" means "hand in hand"), with the main purpose of providing educational support, and has provided such support

ever since. In addition. in 2014, Okaya & Co. India Pvt. Ltd. began providing support to Japanese language schools in India.



Social Welfare & Environment Participation in Fund-Raising Activities

In addition to the participation in the nationwide Red Feather Community Chest Movement every year, we also participate in the Green Fund activities, and use donations collected to aid

social welfare, afforestation and the promotion of greening in

local regions. Since 2009, we have also been contributing to the "Keidanren Nature Conservation Fund, as we continue our efforts to conserve the natural environment.



Supporting Revitalization of Rural Districts Agreement with Kiho. Mie Prefecture

Every year since 2013, we have voluntarily participated in reconstruction activities such as rice planting and harvesting in the Asari region of Kiho, Mie Prefecture, which was damaged by the torrential rain that struck the Kii Peninsula. In April

2015, we concluded the "Agreement Regarding Initiatives for Revitalization of Rural Districts" with the region, and we continue to support and interact with the local community.



Education and Sports Promotion

The elementary school soccer tournament "OKAYA CUP."

In 2019 we co-sponsored the elementary school soccer tournament of the Aichi Football Association and started the "OKAYA CUP". From 2020 we started to co-sponsor the Gifu and

Mie tournaments, as well as the Tokai tournament



Regional Promotion and Landscape Preservation Renovation of Nakagawa Warehouse

The appearance of the warehouse at the time of completion in 1934 was reproduced in order to maintain and preserve the landscape with high historical value. In January 2021, we received

the Machinami Design Award from Nagova

