Consolidated Financial Results for the Fiscal Year Ended December 31, 2024

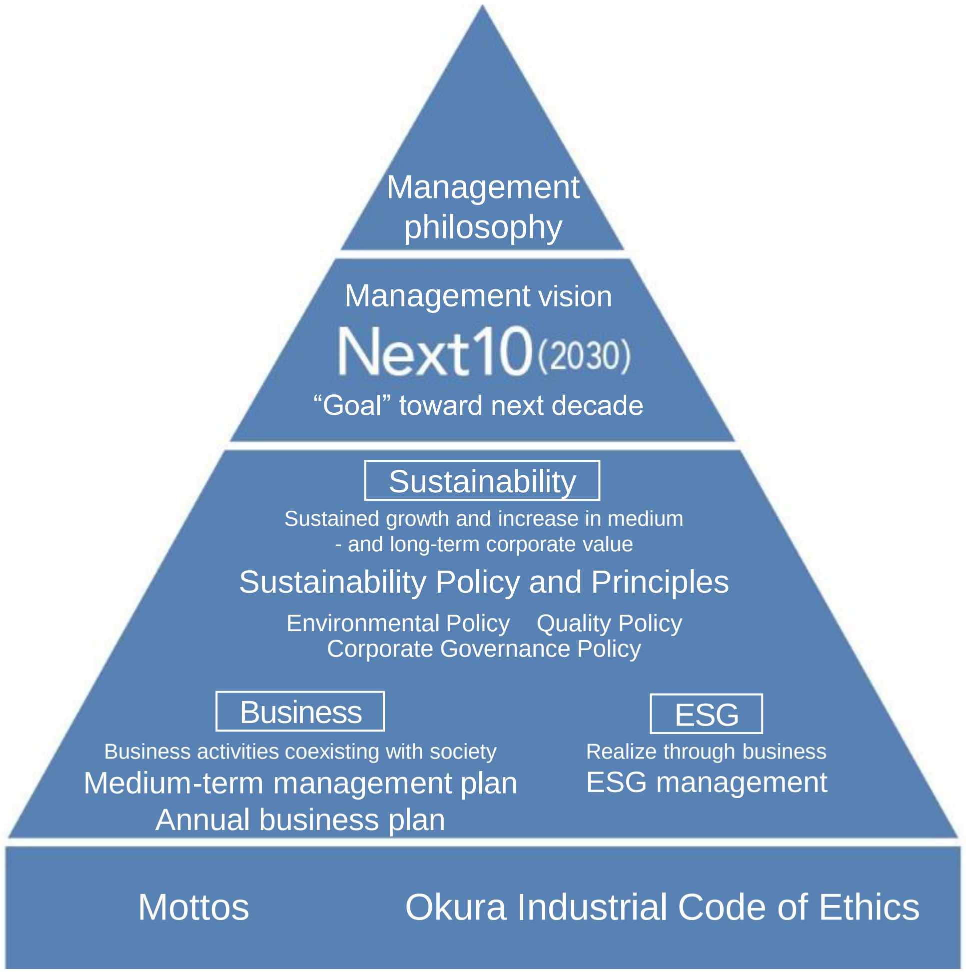
February 17, 2025

OKURA INDUSTRIAL CO., LTD.

Code number: 4221

OKURA

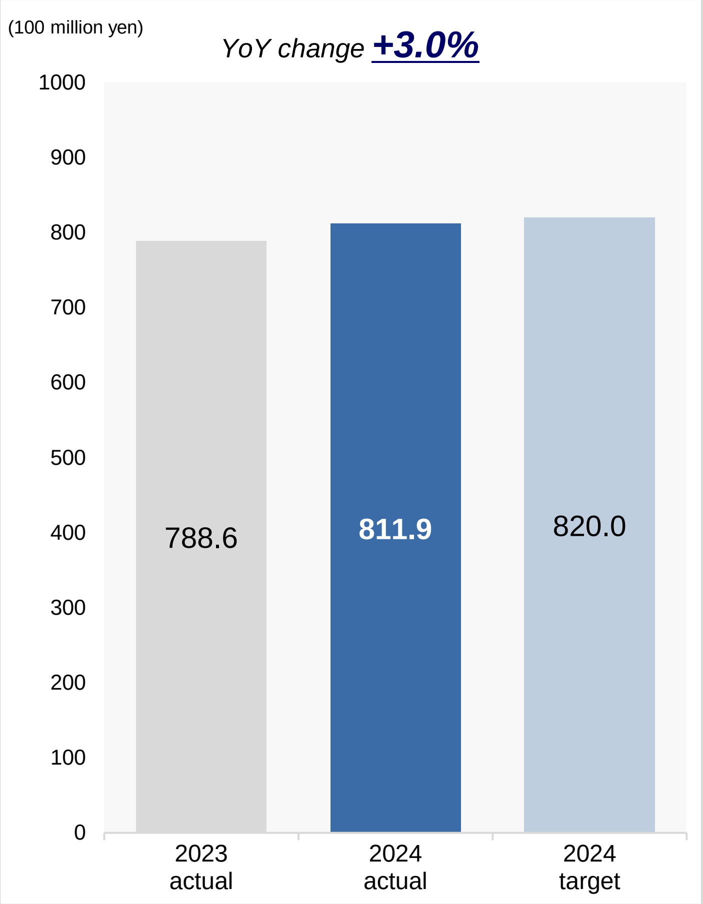
C O N T E N T S



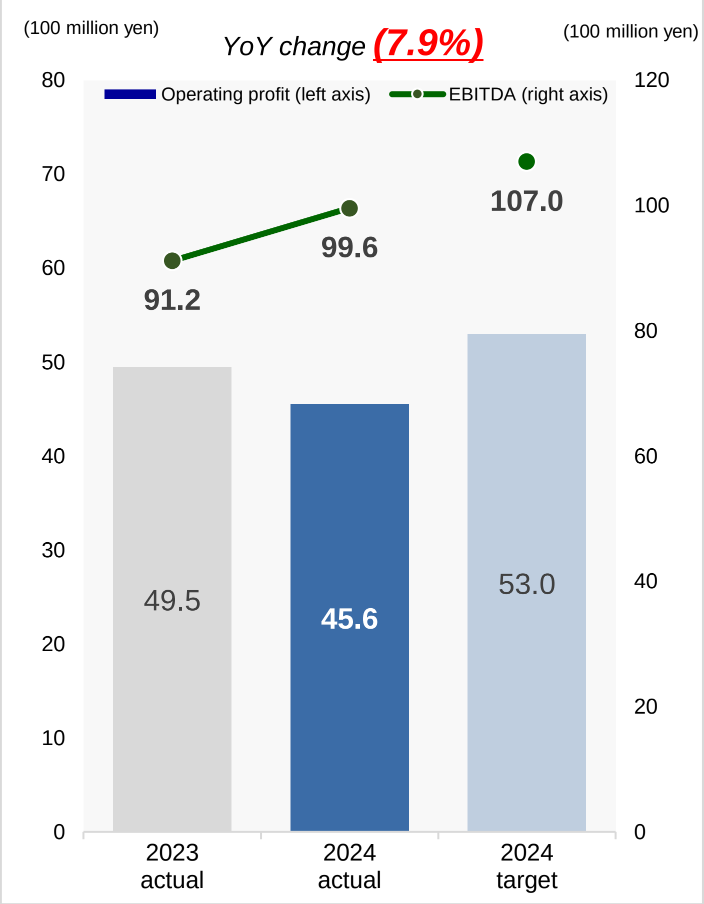
1. Consolidated Financial Results for the Fiscal Year Ended December 31, 2024

Net Sales, Operating Profit, Ordinary Profit, Profit, Capital Expenditures, Etc. (Consolidated)

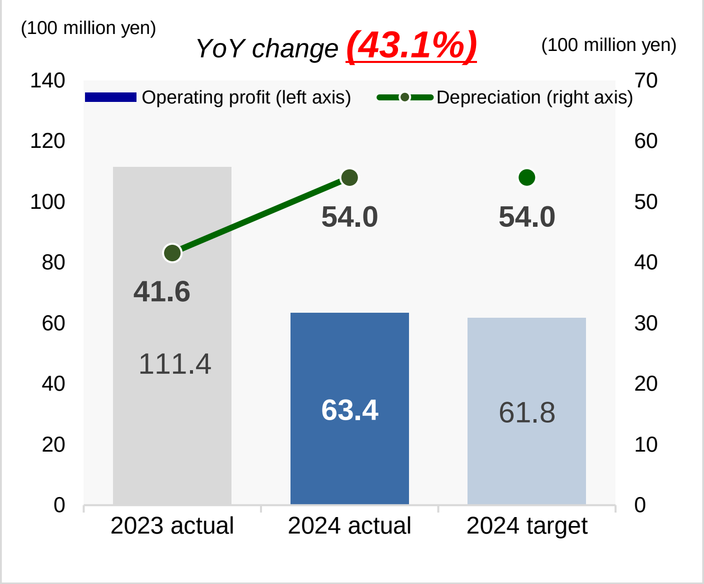
[Net Sales]



[Operating Profit]



[Capital Expenditures]



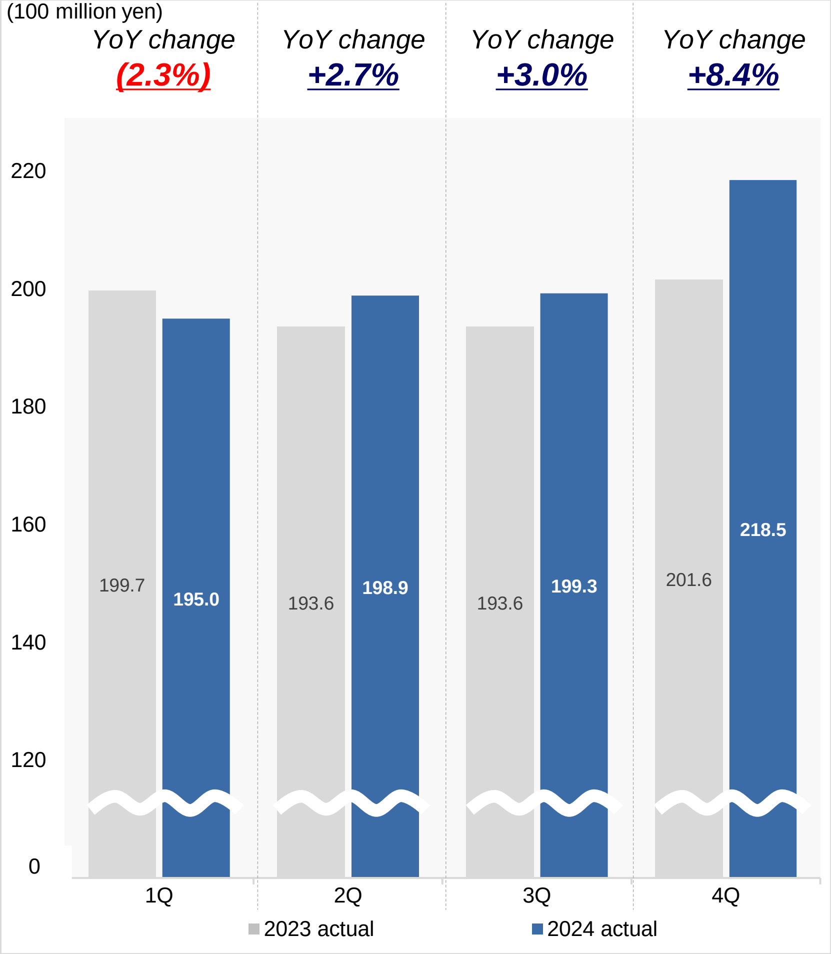
(100 million yen)

	2023 actual	2024 actual	YoY
Ordinary profit	54.1	**51.1**	(5.6%)
Profit attributable to owners of parent	43.1	**43.5**	+1.0%
Dividend per share	¥110	**¥160**	+¥50

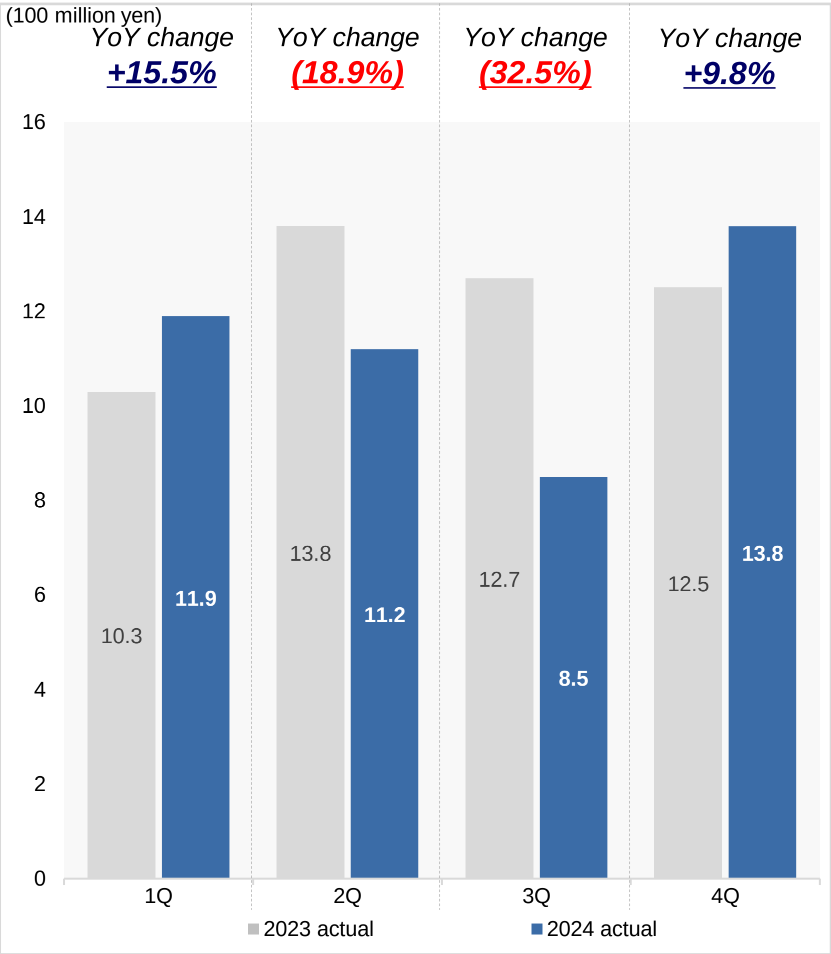
* The 2024 target figures are the forecasts from the “Notice of Revision to Earnings Forecasts” dated June 14, 2024 (the same applies hereafter).

Quarterly Net Sales and Operating Profit (Consolidated)

[Net sales]



[Operating Profit]



Demand trends

1 Plastic Film
- Brisk for environmental contributing products and wrapping films for restaurants.
- Weak for agricultural multifilms due to inventory adjustments by retailers.

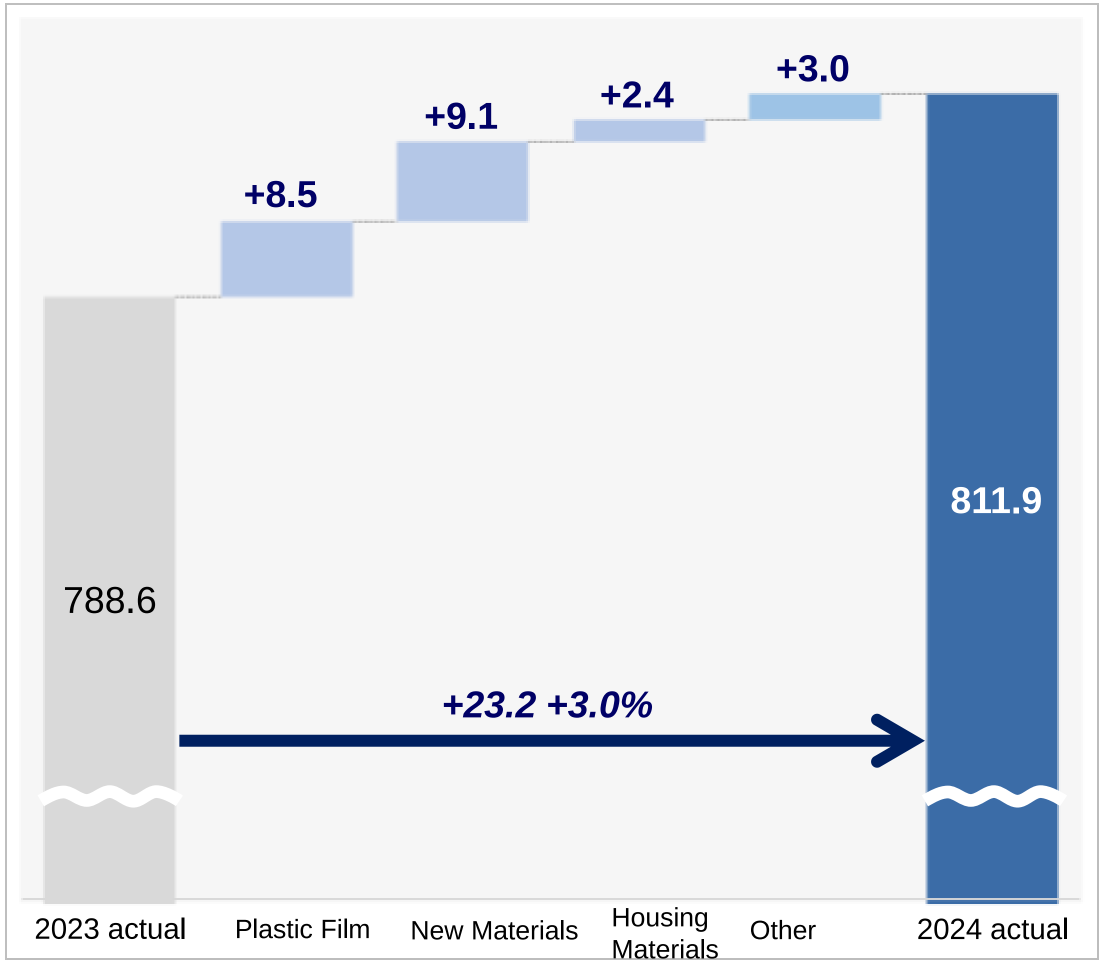
2 New Materials
- Increased demand for optical films for small- to medium-sized applications.
- Weak for functional materials, including especially those for automotive applications.

3 Housing Materials
- Strong for particle boards
- Pre-cutting Business struggled as the number of new detached house developments decreased.

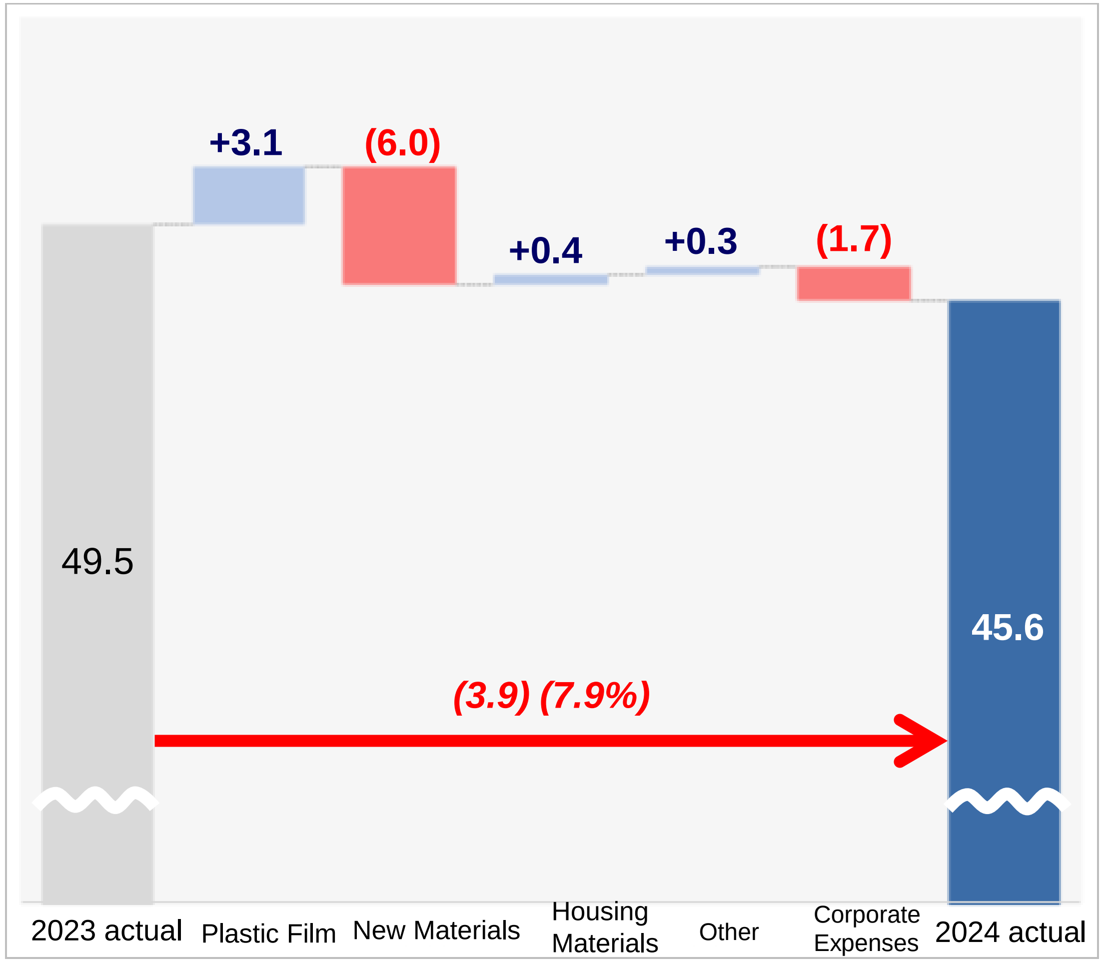
4 Other
- Demand for stays and banquets for the hotel business made a recovery.
- Demand increased for systems for dispensing pharmacies in Information Processing Business.

Changes in Net Sales and Operating Profit by Business (Consolidated)

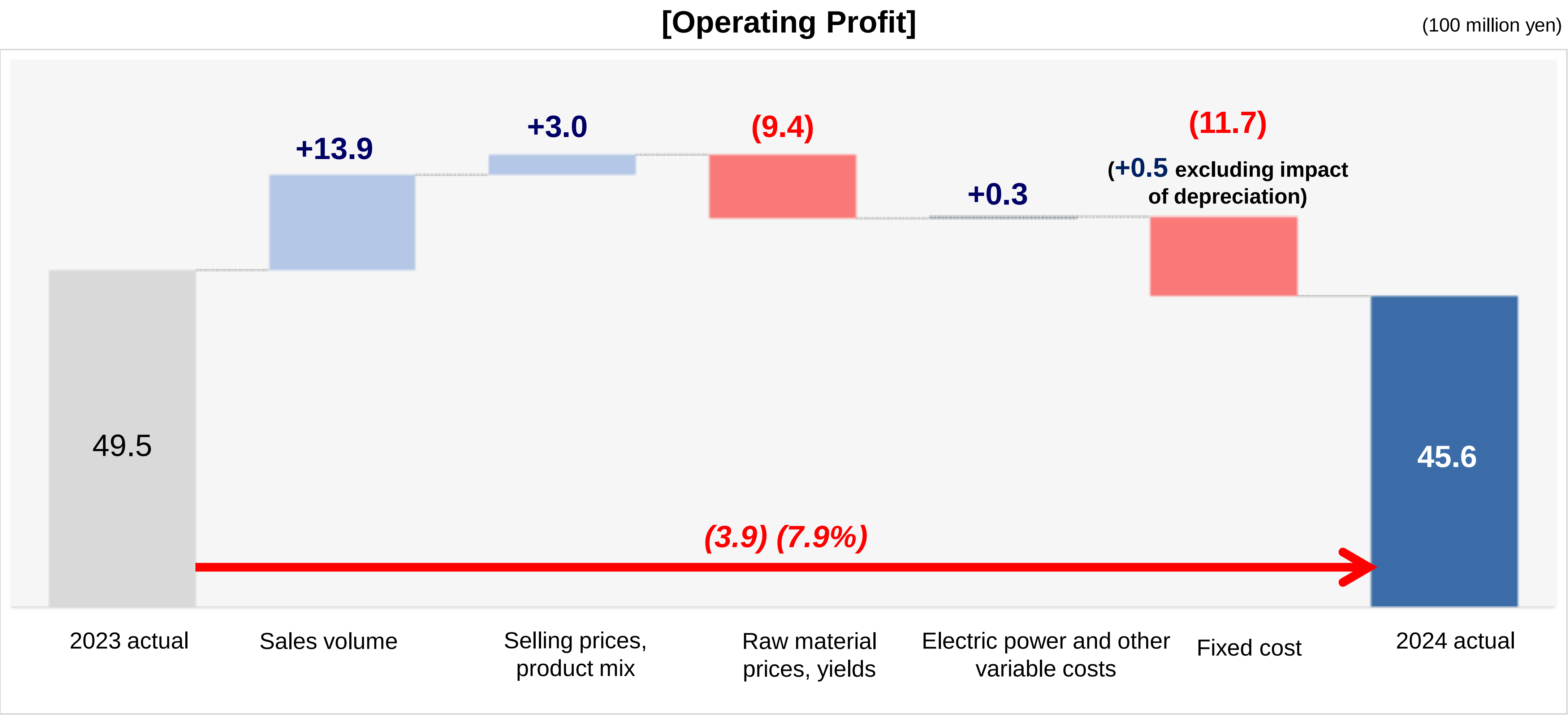
[Net Sales] (100 million yen)



[Operating Profit] (100 million yen)

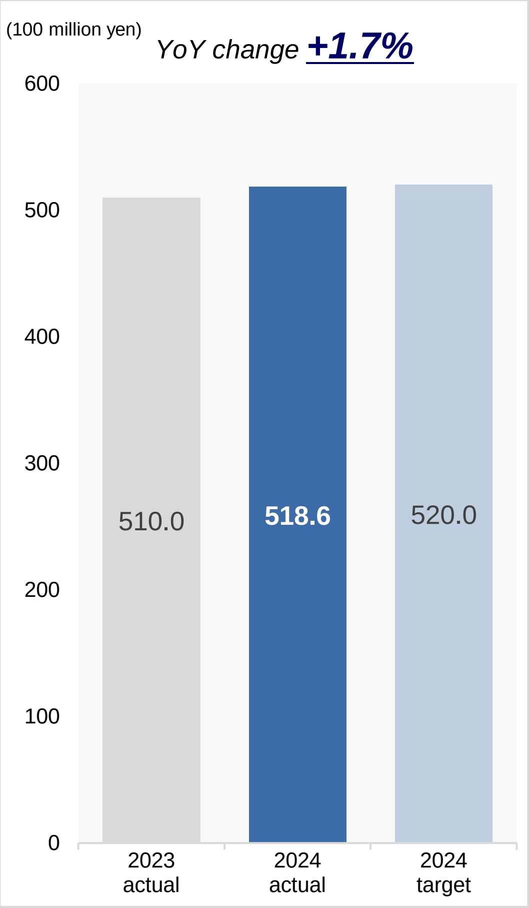


Increases/Decreases in Operating Profit (Consolidated)

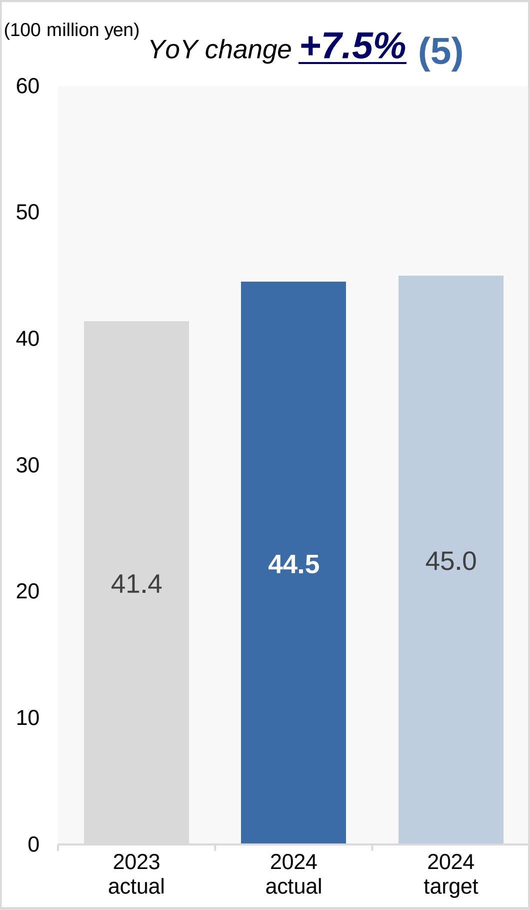


Plastic Film Division

[Net sales]



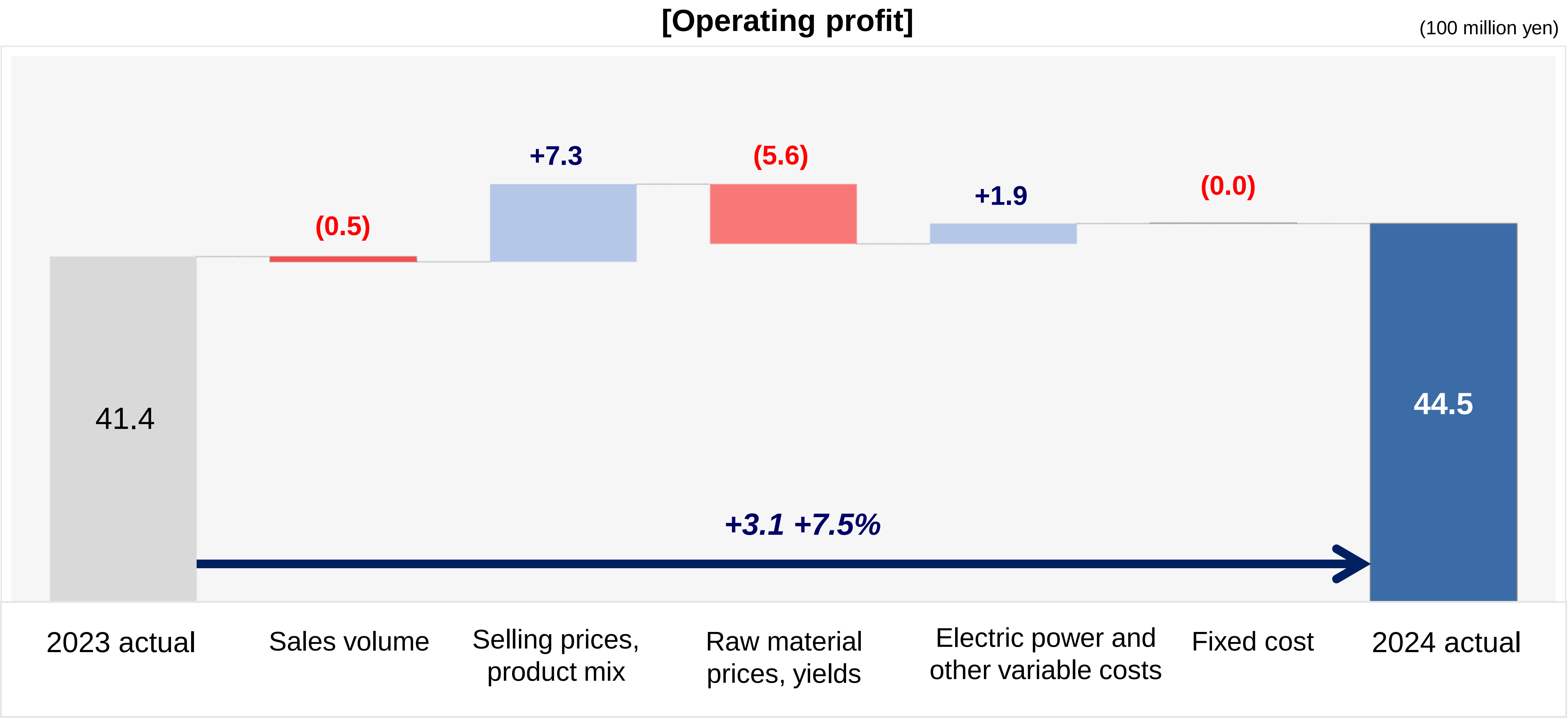
[Operating Profit]



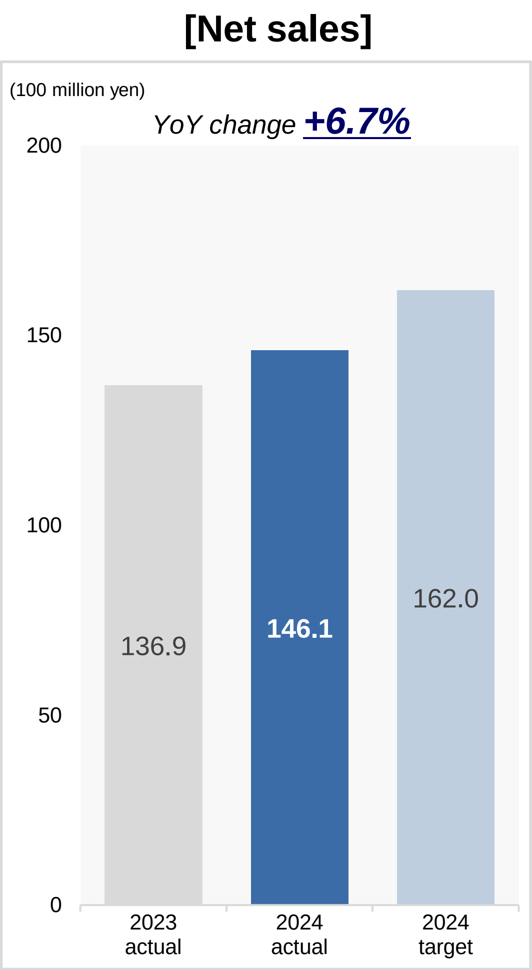
[Net Sales by Business Unit]	2024 actual (Million yen)	YoY change
Life and Package	**18,399**	(1) +2.9%
Shrink Film	9,841	+2.5%
Flexible Packaging Materials	6,463	+1.4%
Liquid Packs	2,094	+9.5%
Process Materials	**6,366**	(2) +1.7%
Basic Materials	**20,499**	(3) +2.1%
Agricultural Materials	**5,384**	(4) (1.8%)
Other	**1,211**	(6.0%)
Total	**51,861**	+1.7%

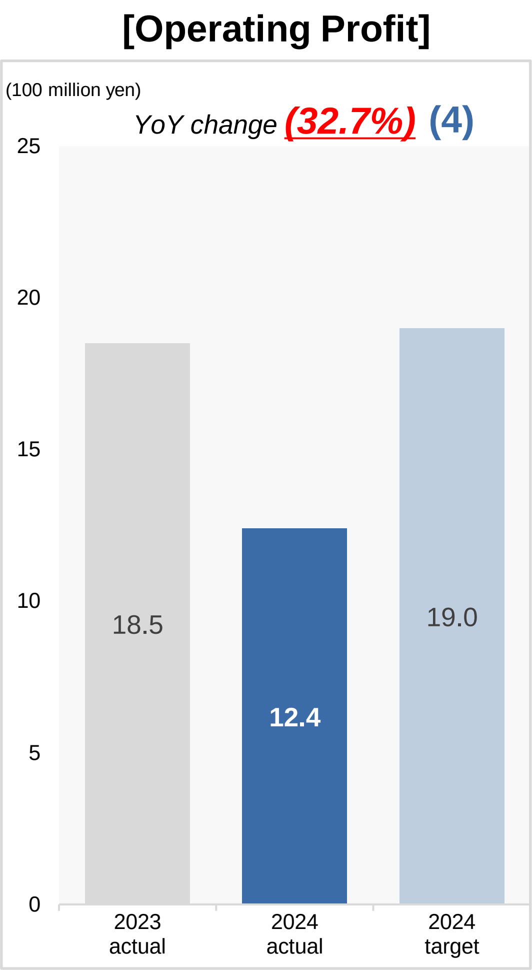
(1)	Environmentally friendly products performed strongly, driven by increased awareness for environmental conservation.
(2)	Products for optical and semiconductor applications performed strongly as the market recovered.
(3)	Revenue increased thanks to effort to pass on product price increases.
(4)	Increased focus on costs in the agricultural materials market led to decreased revenue despite effort to increase sales of environmentally friendly products.
(5)	Profit increased thanks to cost increases passed on products through pricing, streamlining of unprofitable products, and improved production structures.

Plastic Film Division



New Materials Division



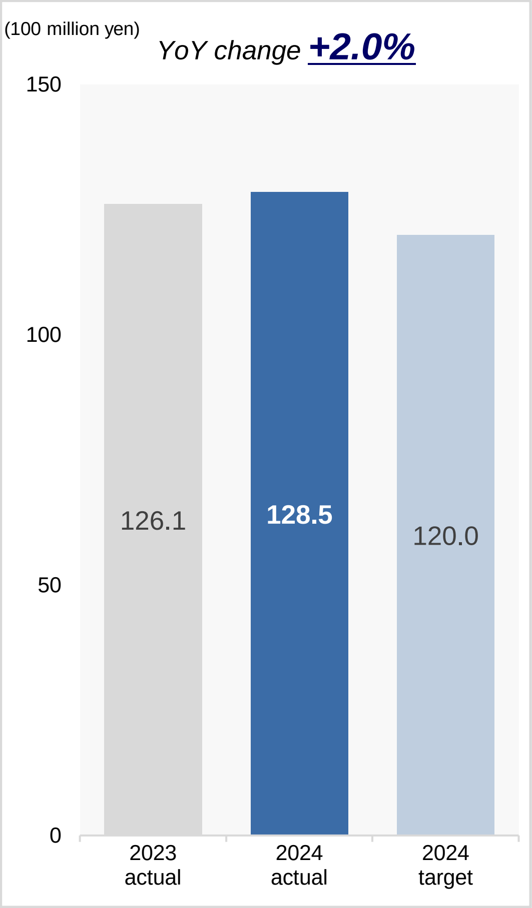


[Net Sales by Business Unit]	2024 actual (Million yen)	YoY change
Functional Materials	**3,232**	(1) (9.2%)
Electronic Materials	**2,472**	(2) +12.8%
Optical Materials	**8,791**	(3) +11.9%
Other Products	**114**	+36.8%
Total	**14,611**	+6.7%

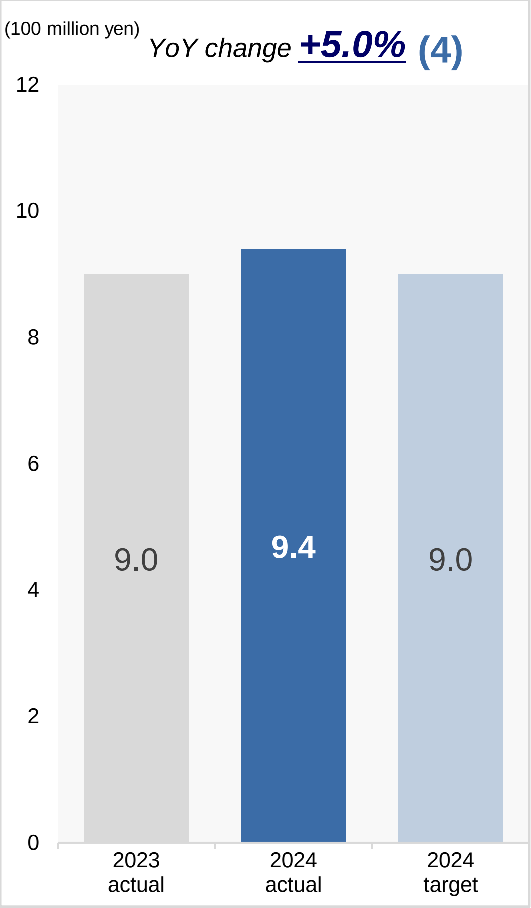
(1)	Sales remained weak for functional material films for automobiles.
(2)	Demand for small- and medium-sized panels for smartphones, tablet computers, etc. recovered. Processing volume, mainly for automotive applications, of the precision coating business increased.
(3)	Sales volume of optical films for smartphones and tablet computers increased.
(4)	Profit decreased due to costs for starting up new plant (G2 line) and stabilizing quality.

Housing Materials Division

[Net sales]



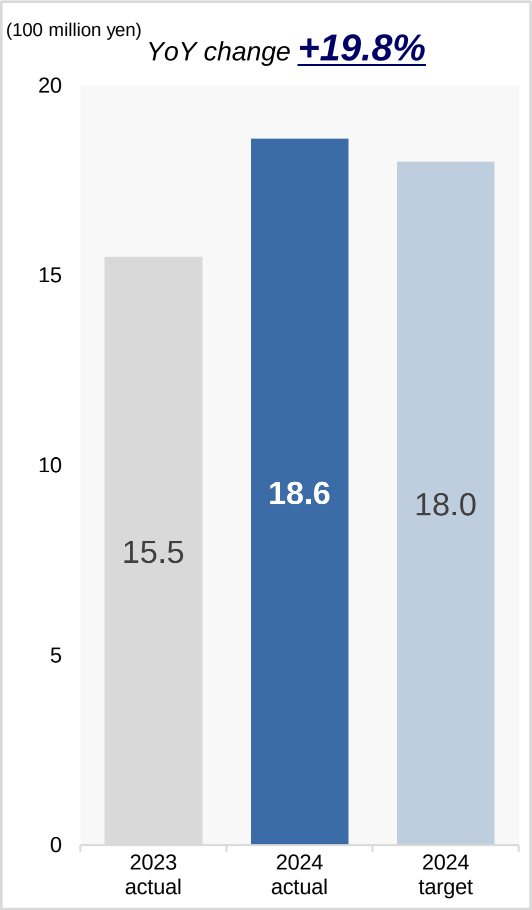
[Operating Profit]

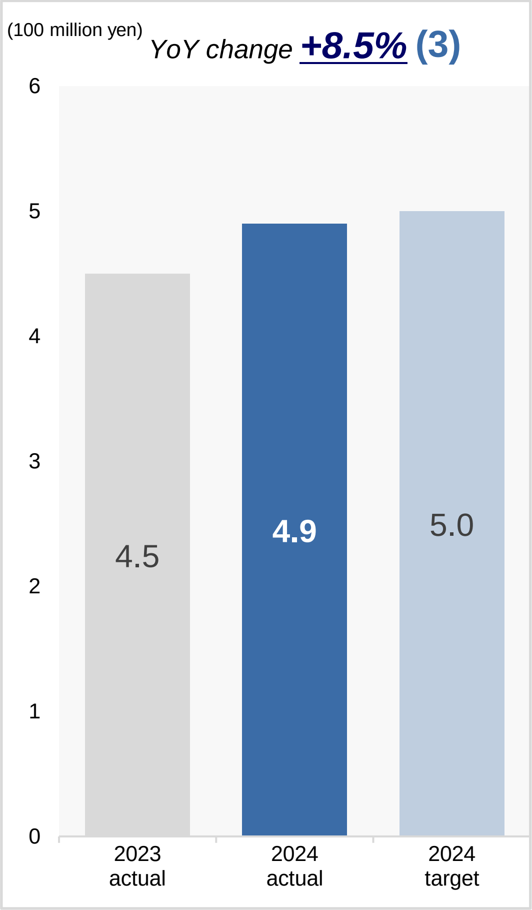


[Net Sales by Product Category]	2024 actual (Million yen)	YoY change
Particle Boards	7,884	(1) +2.6%
Environmental Materials	699	(12.0%)
Housing Materials	501	+15.8%
Housing Business	1,361	(2) +21.4%
Pre-cutting Business	2,735	(3) (4.2%)
Eliminations/Reclassification	(322)	–
Total	12,859	+2.0%

(1)	Solid performance thanks to focused effort to win new customers and solicit existing customers for orders.
(2)	Revenue increased thanks to efforts to boost sales, despite worsened market conditions.
(3)	Revenue declined due to deterioration in new housing starts.
(4)	Profit increased, driven by revenue increases for Particle Boards business, cost increases passed on to product pricing, and improved productivity.

Other Businesses





[Net Sales by Business]	2024 actual (Million yen)	YoY change
Hotel	**928**	(1) +15.6%
Information Processing	**1,606**	(2) +13.2%
Real Estate Leasing	**562**	+1.8%
Eliminations/Reclassification	**(1,237)**	–
Total	**1,860**	+19.8%

(1)	Business remained strong, driven by increased hotel stays mainly by tourists and a recovery in banquets.
(2)	Sales of systems for dispensing pharmacies increased.
(3)	Operating profit increased due to an increase in net sales.

Consolidated Statements of Income

(100 million yen)

	2023 actual	**2024 actual**	YoY change	Key components
Net sales	788.6	**811.9**	+23.2	
Operating profit	49.5	**45.6**	(3.9)	
Non-operating income	5.2	**6.5**	+1.2	
Non-operating expenses	0.6	**1.0**	+0.4	
Ordinary profit	54.1	**51.1**	(3.0)	
Extraordinary income	4.3	**32.9**	+28.6	[Current FY] Gain on sale of investment securities: 24.1 Gain on sale of non-current assets: 8.7
Extraordinary losses	1.6	**24.0**	+22.4	[Current FY] Impairment losses: 20.7
Profit before income taxes	56.8	**60.0**	+3.1	
Income taxes	13.7	**16.3**	+2.6	
Profit attributable to owners of parent	43.1	**43.5**	+0.4	
ROE	7.4%	**7.1%**	(0.3P)	

Consolidated Balance Sheets

(100 million yen)

		End-2023 actual	End-2024 actual	YoY change	Key components
Assets	Current assets	509.4	**555.4**	+45.9	[Current] Trade receivables: +12.4 [Current] Cash and deposits: +11.4 [Non-current] Property, plant and equipment: (23.3)
	Non-current assets	493.2	**474.6**	(18.5)	
	Total assets	1,002.7	**1,030.1**	+27.4	
Liabilities	Current liabilities	340.7	**348.5**	+7.7	[Current, Non-current] Borrowings: +42.1 [Current] Trade payables: +32.6 [Current] Accounts payable - other: (33.7)
	Non-current liabilities	53.2	**60.8**	+7.5	
	Total liabilities	394.0	**409.3**	+15.3	
Net assets	**Total net assets**	608.6	**620.7**	+12.0	Retained earnings: +23.6 Treasury shares: (12.6)
Equity ratio		60.7%	**60.2%**	(0.5P)	
Borrowings outstanding		19.0	**61.2**	+42.1	

Consolidated Statements of Cash Flows

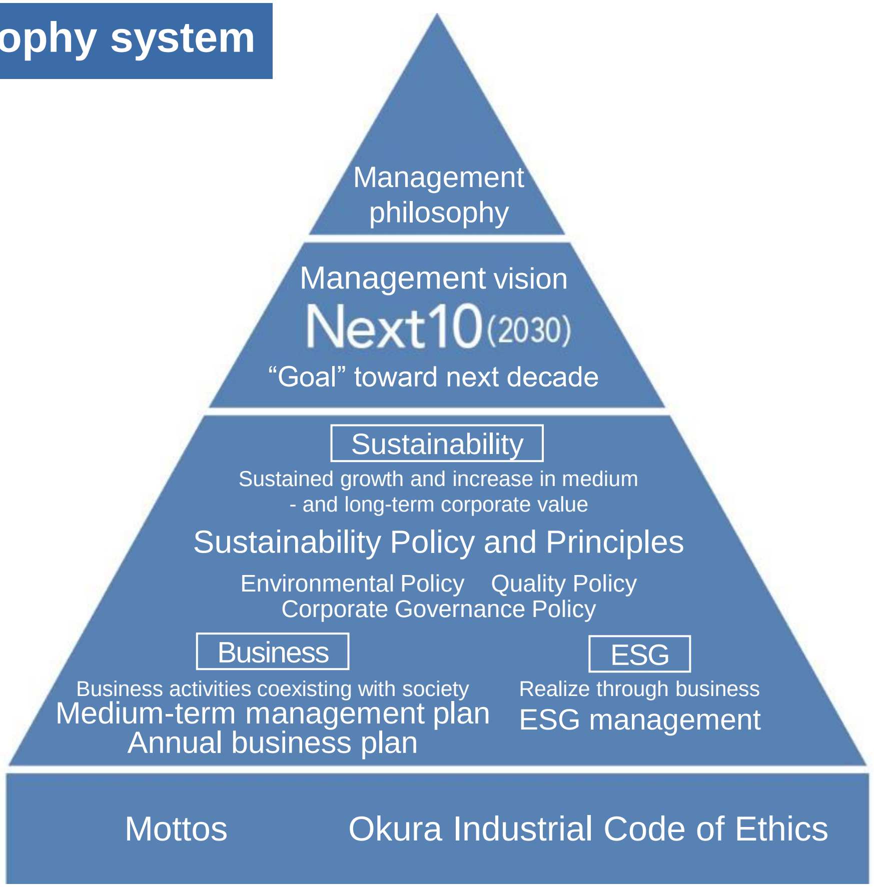
(100 million yen)

	2023 actual	**2024 actual**	Main factors of increases/decreases in cash flows for FY2024
Cash and cash equivalents at beginning of period	84.4	**78.0**	
Cash flows from operating activities	84.0	**58.3**	Profit before income taxes: +60.0
Cash flows from investment activities	(78.9)	**(57.0)**	Purchase of property, plant and equipment, such as plants and manufacturing equipment in the New Materials Division
Cash flows from financial activities	(11.9)	**9.4**	Increase in borrowings: +42.1 Dividends paid: (19.8)
Cash and cash equivalents at end of period	78.0	**89.4**	

2. Okura Industrial Group’s Vision

Okura Industrial Group’s Vision

Philosophy system



Sustainability Policy

Aim for corporate growth through business, keeping in mind our coexistence with society, so that we may continue to be a company that is trusted by society

Sustainability Basic Principles

1. **Balance between business and ESG**
2. **Conservation of the global environment**
3. **Compliance with laws and regulations, respect for human rights, and consideration of the labor environment**
4. **Information disclosure and dialogue**

3. Medium-term Management Plan(2024): Review

Positioning of Medium-term Management Plan(2024)

Management vision
Next10(2030)

A solution partner that creates new value through core technologies and is selected by customers

Second stage of effort to realize our group vision

Enhancing business portfolio

Stage 1	Stage 2 Establishment of platforms & strengthening of foundations	Stage 3
	Basic policies ① Qualitative improvement of existing businesses ➡ Strengthening of earning capacity ② Expansion of strategic and growth investments ③ Promotion of sustainability and ESG	

Net Sales, Operating Profit, Etc.

Although profitability improved through structural reforms, performance targets missed, affected by declines in sales volumes

	2021 actual	2024 MTP	2024 actual	Vs. MTP (value)	Vs. MTP (percentage)
Net sales	¥71,200 million	¥84,000 million	**¥81,100 million**	(¥2,800 million)	(3.3%)
Operating profit	¥5,100 million	¥6,200 million	**¥4,500 million**	(¥1,600 million)	(26.4%)
Adjusted ROE	7.9%	8.0%	**5.6%**	(2.3P)	—
EBITDA	¥9,600 million	¥12,100 million	**¥9,900 million**	(¥2,200 million)	(18.2%)

* Adjusted ROE: After-tax profit/loss excluding the impact of extraordinary income/loss from the sale of shareholdings, etc. divided by the average of equity during the period
The actual figures for 2021 are after application of the Accounting Standard for Revenue Recognition

Review

Net sales

Sales volume decreased after demand for daily necessities, including food and home products, continued to decrease as consumers became more thrifty in response to higher prices.

Operating profit

Costs of raw materials, power bills, logistics, etc. rose, but continued efforts to pass on product prices and sales increases for high value-added products had a positive impact.

On the other hand, earnings deteriorated due to lost opportunities and increased expenses resulting from the failure to bring the new plant (G2 line) online smoothly.

Adjusted ROE

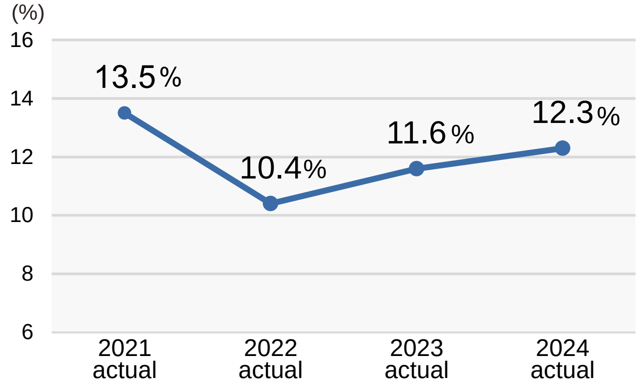
Although profit remained solid, ROE remained below cost of shareholders' equity due in part to a buildup of equity.

Achievements and Perceived Issues

Basic policies

❶ Qualitative improvement of existing businesses
➡ Strengthening of earning capacity

EBITDA margin



Achievements

- Expanded high value-added products through "selection and concentration," increased profitability, and laid the groundwork for further growth
- Strengthened Research & Development, focused on acquiring new core technologies in growth areas, including Information Electronics, Life Science, Environment & Energy, and Mobility, and established a foothold for the next medium-term management plan

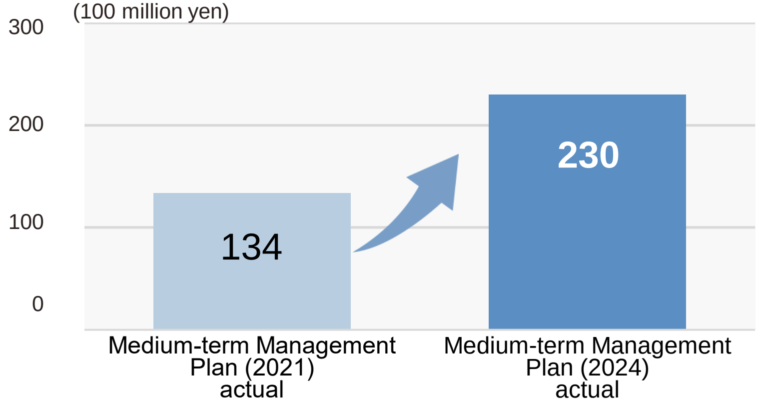
Issues

- Execute business portfolio reforms and growth strategy that can withstand changes in external environment

Basic policies

❷ Expansion of strategic and growth investments

Capital expenditures



Achievements

- Focused on investing in growth areas to deepen the business portfolio, as called for in Next10(2030), and made significantly more investment than the amount under the previous medium-term management plan
- Established a manufacturing base in Vietnam to strengthen the business foundation

Issues

- Delay in achieving results for investment in large projects, including the New Materials Division's new plant (G2 line)

⇒ Ensure profitability of investment projects

Basic policies

❸ Promotion of sustainability and ESG

New plant of structural timber business using lumber sourced from the Shikoku region

Achievements

- Launched, as part of efforts to expand business contributing to decarbonization, a business manufacturing structural timber (lumber for structural use and laminated wood for structural use), aimed at recycling of forest resources.
- Increased the share of Caerula™-certified products in the total sales of living support category products to over 50%

Issues

- Contribute to resolving environmental and social issues through business operations

⇒ Practice sustainable management with focus on both business and ESG

4-❶. Medium-term Management Plan(2027): Business Strategy

Management Vision “Next10(2030)”

Focus Fields

Businesses that allow people to live in safety and comfort
Food and agriculture, living spaces, livingware, healthcare, medicine

Businesses that reduce environmental and energy burden
Sustainable materials, volume reduction, recycling, energy-saving

Businesses related to telecommunications
High-speed communications, flexible devices, mobility

A company that is trusted by society

A corporate group with technological advantages

Next10(2030)

— “Goal” toward next decade —

“A solution partner that creates new value through core technologies and is selected by customers”

We will create social and environmental value through our activities and helping both to improve customer value and address social issues

2018 | 2021 | 2024 | 2027 | 2030

Stage 1 | Stage 2 | Stage 3 | Stage 4

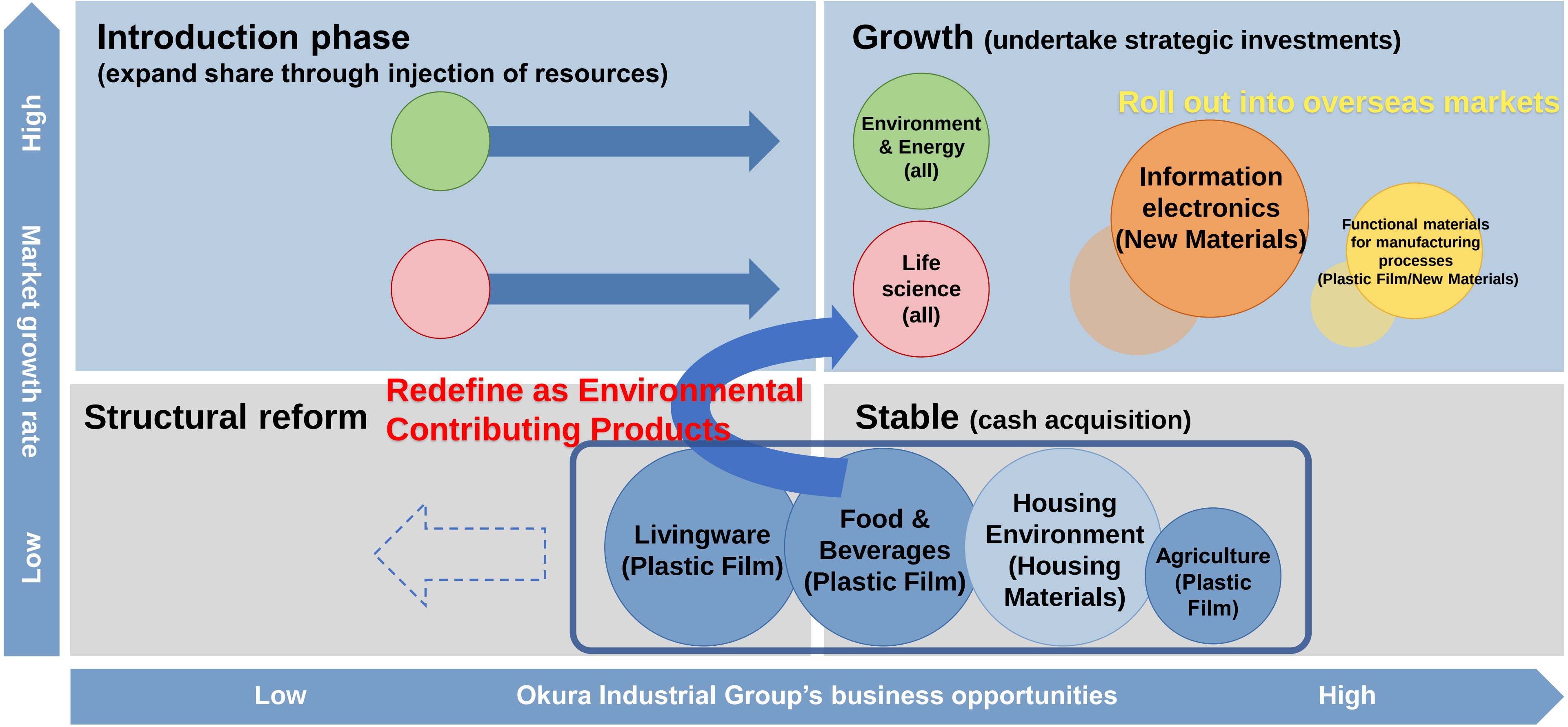
Establishment of platforms & strengthening of foundations (Stage 1–2)

Expansion of business fields (Stage 3)

Realization of the management vision (Stage 4)

Deepening of Business Portfolio Called For Under Next10 (2030)

- Focus investment on the growth markets of **Information Electronics, Functional Materials for Manufacturing Processes, Environment & Energy, and Life Science**
- In the living support category, which is one of our core businesses, make investments aimed at the conversion to and expansion of environmentally conscious products, based on environmental contribution



Tagline for Medium-term Management Plan(2027)

Fostering bonds,
shaping a bright future together

Positioning of Medium-term Management Plan(2027)

2022 – 2024	2025 – 2027	2028 – 2030
Stage 2	Stage 3	Stage 4
Medium-term Management Plan(2024)	Medium-term Management Plan(2027)	Medium-term Management Plan(2030)

Medium-term Management Plan(2024)

Establishment of platforms & strengthening of foundations

Target indicators

- Net sales: ¥84,000 million
- Operating profit: ¥6,200 million
- Adjusted ROE: 8.0%

Basic policies

1. Qualitative improvement of existing businesses
   ⇒ Strengthening of earning capacity
2. Expansion of strategic and growth investments
3. Promotion of sustainability and ESG

Medium-term Management Plan(2027)

Third stage of effort to realize our group vision

Expansion of business fields

Target indicators

- Net sales: ¥93,000 million
- Operating profit: ¥7,000 million
- Adjusted ROE: 7.5%

Basic policies

1. Steady implementation of growth strategies
   ⇒ Ensure profitability of investment projects and expand high value-added products
2. Promote international business to expand business areas
3. Create new products by strengthening Research & Development functions

Medium-term Management Plan(2030)

Next10(2030)
Realization of the management vision

Target indicators

- Net sales: ¥120,000 million
- Operating profit: ¥10,000 million

Numerical Targets (Overall and for Each Division)

Overall numerical target

	2024 actual	2027 target	Change	Difference
Net sales	¥81,100 million	**¥93,000 million**	+¥11,800 million	+14.5%
Operating profit	¥4,500 million	**¥7,000 million**	+¥2,400 million	+53.4%
(Operating profit margin)	5.6%	**7.5%**	+1.9P	―
(EBITDA)	¥9,900 million	**¥13,300 million**	+¥3,300 million	+33.4%
Ordinary profit	¥5,100 million	**¥7,100 million**	+¥1,900 million	+38.9%
Profit attributable to owners of parent	¥4,300 million	**¥5,300 million**	+¥900 million	+21.6%
(Adjusted ROE)	5.6%	**7.5%**	+1.9P	―

Numerical targets for each division

		2024 actual	2027 target
Plastic Film	Net sales	¥51,800 million	**¥56,000 million**
	Operating profit	¥4,400 million	**¥5,600 million**
	Operating profit margin	8.6%	**10.0%**
New Materials	Net sales	¥14,600 million	**¥19,000 million**
	Operating profit	¥1,200 million	**¥2,600 million**
	Operating profit margin	8.5%	**13.7%**
Housing Materials	Net sales	¥12,800 million	**¥16,000 million**
	Operating profit	¥900 million	**¥700 million**
	Operating profit margin	7.4%	**4.9%**
Other	Net sales	¥1,800 million	**¥2,000 million**
	Operating profit	¥400 million	**¥500 million**
	Operating profit margin	26.6%	**28.0%**

Changes in Business Environment and Their Impact on Okura Industrial Group

Our business environment is changing faster than expected on a global level, and it is essential that our organizations and strategies flexibly adapt to the changes.

Social conditions

● Continued population decreases and low economic growth due to population aging in Japan and population growth and economic development elsewhere, led by Asia	➡ Demand is shrinking but consumer needs are diversifying and becoming more sophisticated in Japan, while demand is expanding elsewhere
● Economy becoming more circular, driven by promotion of decarbonization	➡ Businesses are required to help achieve growth and society with potential for sustainable development
● Development of IoT and AI technologies	➡ Productivity, competitiveness, and profitability need enhancing through digital technology

Changes in Business Environment Surrounding the Company

Plastic Film Division

- Increased ethylene production capacity in China prompts acceleration of realignment of domestic ethylene producers
- Resource conservation and de-plasticizing accelerate
- Technological innovation in mobility field (EV, weight reduction, paint replacements, self-driving, etc.)

New Materials Division

- Display market continuing to favor larger screens; demand for polarizing plates growing 2%-7% annually
- Increased functionality of displays, including higher resolution, higher brightness, and wider viewing angles

Housing Materials Division

- Market of newly built homes shrinking but non-housing and renovation segments growing
- Demand for condominiums in urban regions remaining at decent levels
- Greater demand in the civil engineering sector, driven by update work on aging infrastructure, etc. thanks to the national resilience promotion program, etc.

Other

- Medical care market steadily growing, driven by technological advancement and promotion of digitalization and AI use
- New market opportunities emerged in mobility market, driven by environmental regulations and decarbonization

Growth Strategy to Expand Business Fields

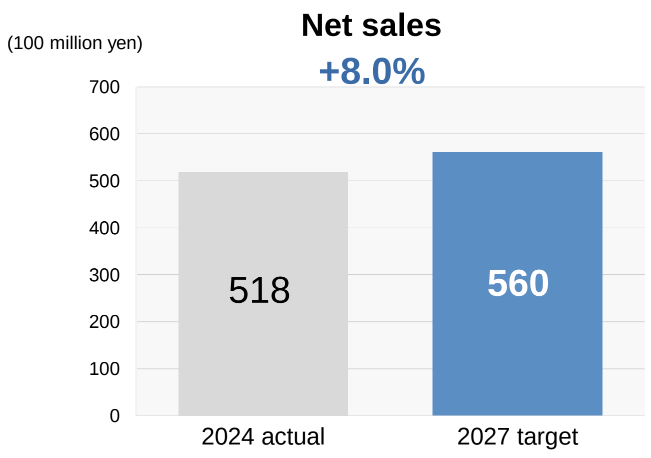
Plastic Film Division

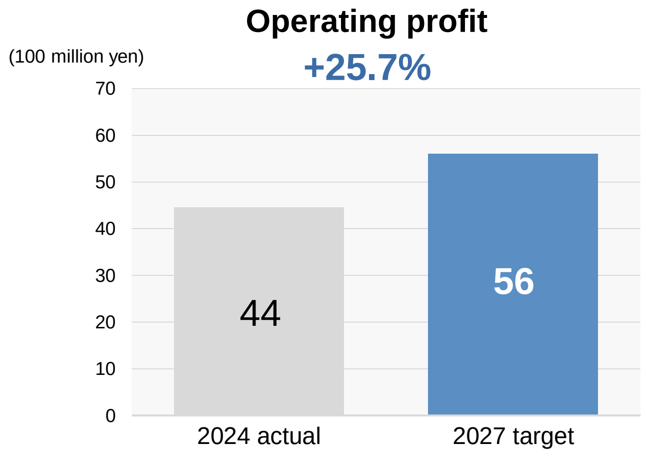
Overall strategy

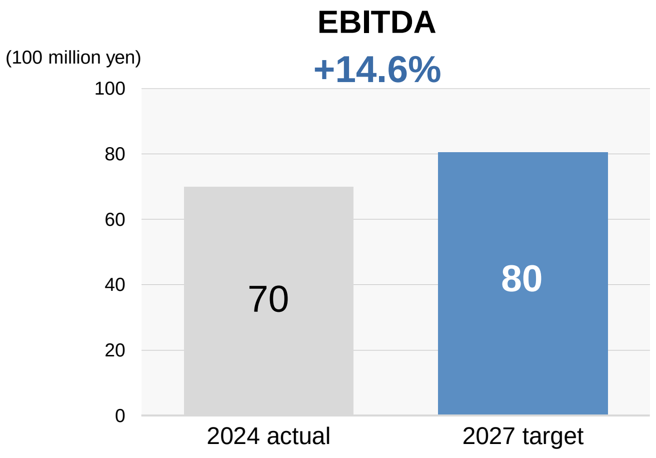
- **Focus efforts on mobility, electronic materials, semiconductor and battery fields, make investment aggressively and expand operations**
- **Expand environmental contributing products that reduce packaging costs and environmental impact**
- **Put OKURA VIETNAM CO., LTD. to effective use and increase overseas sales**

Strategy for each BU

Life and Package BU	Propose new forms of environmentally aware packaging and develop overseas markets
Process Materials BU	Provide solutions in growth areas (mobility, electronic materials, semiconductors, batteries, etc.) and increase sales in overseas markets
Basic Materials BU	Develop packages with major customers through proposal-style sales activity and boost sales with focus on environmental contributing products
Agricultural Materials BU	Expand operations with focus on environmental contributing products and expand operations to include agriculture-related products that contribute to enhancing productivity in each step of the process from cultivation to distribution







Growth Strategy to Expand Business Fields

New Materials Division

Overall strategy

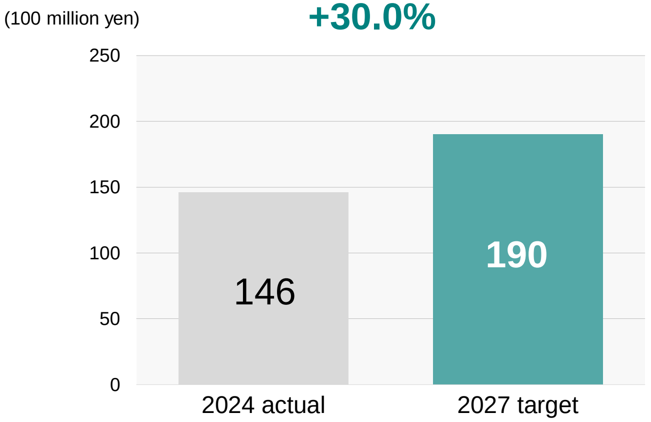
- **Increase sales of acrylic films for large displays after G2 line goes online in earnest**
- **Provide products and processing technologies in response to advancement in displays, information communication, mobility and life sciences**

Strategy for each BU

Functional Materials BU	Launch full-scale operation medical-related products business and expand it, and start mass production and boost sales of acrylic adhesives centered on Vietnam operations
Electronic Materials BU	Expand processing business by integrating processing steps from lamination and coating to cutting, and promote high-end display converting business targeting mainly in-vehicle/wearable devices.
Optical Materials BU	Launch retardation film for high-definition models and boost sales of films for IT OLEDs

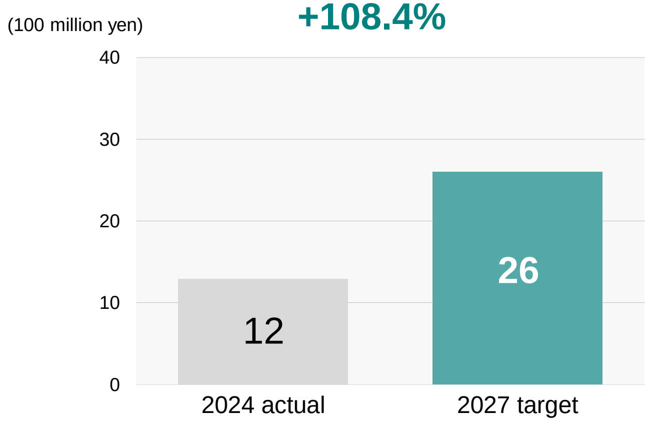
Net sales

+30.0%



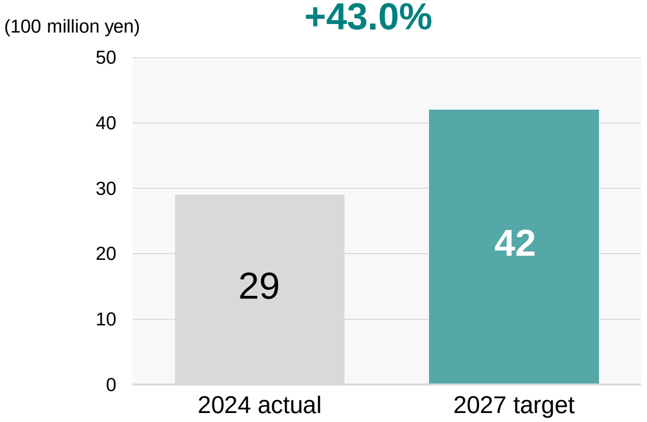
Operating profit

+108.4%



EBITDA

+43.0%

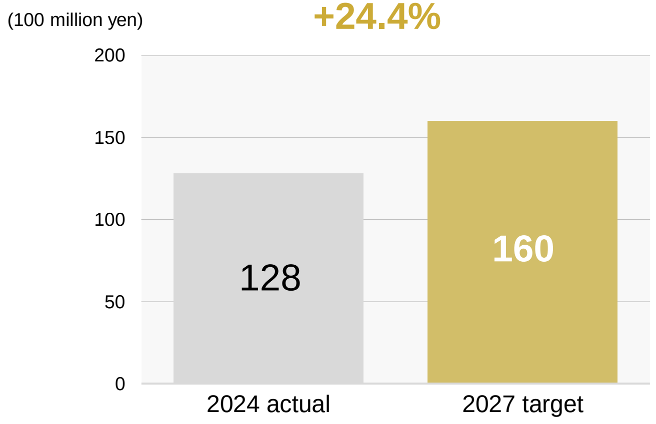


Growth Strategy to Expand Business Fields

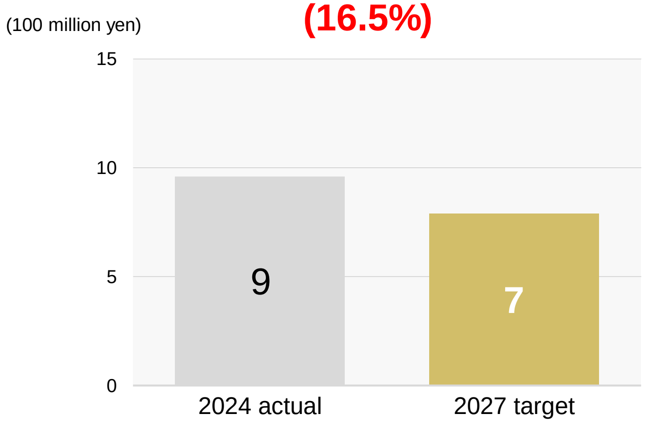
Housing Materials Division

Overall strategy	● **Ensure stable operation of particle board business and expand business in non-residential segments** ● **Vertical collaboration of wooden housing materials business that contributes to recycling of forest resources**	
Strategy for each BU	Wood Panel BU (Particle Board business)	Continue full production and full sales, expand laminated products, and expand operations through expansion into non-residential segments
	Wood Panel BU (Environmental Materials)	Promote commercialization of environmental contributing concrete mold panels and capture business opportunities in non-residential and civil engineering markets
	Wooden Structure BU	Launch structural timber business and promote wood prefabrication that addresses shortage of craftsmen, shorter construction time, higher performance homes, etc.

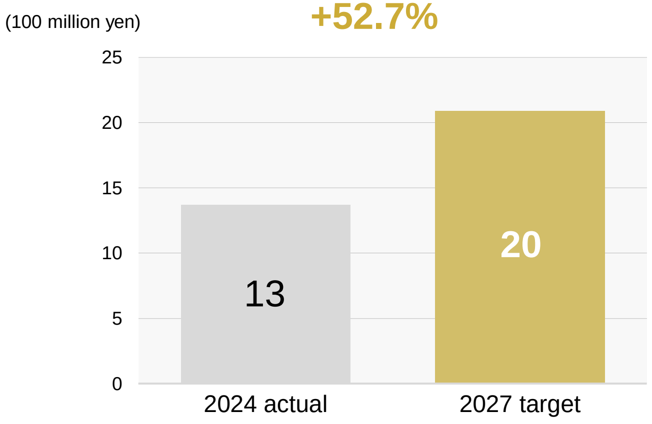
Net sales
+24.4%



Operating profit
(16.5%)



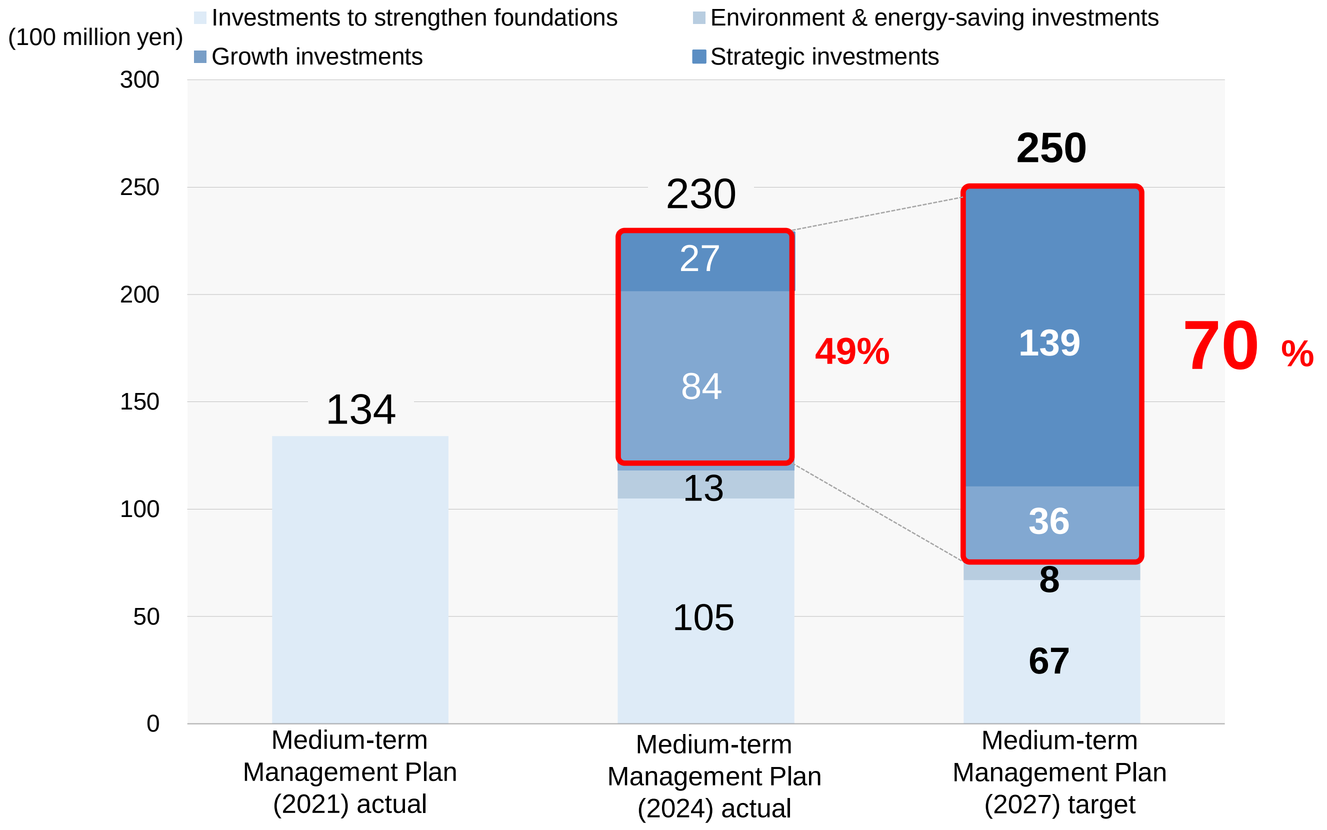
EBITDA
+52.7%



Basic Policy: Steady Implementation of Growth Strategies

Steadily reap fruit of investment projects aimed at realizing Next10(2030) goals and aggressively make investments in growth areas

Historical capital expenditures (construction base)

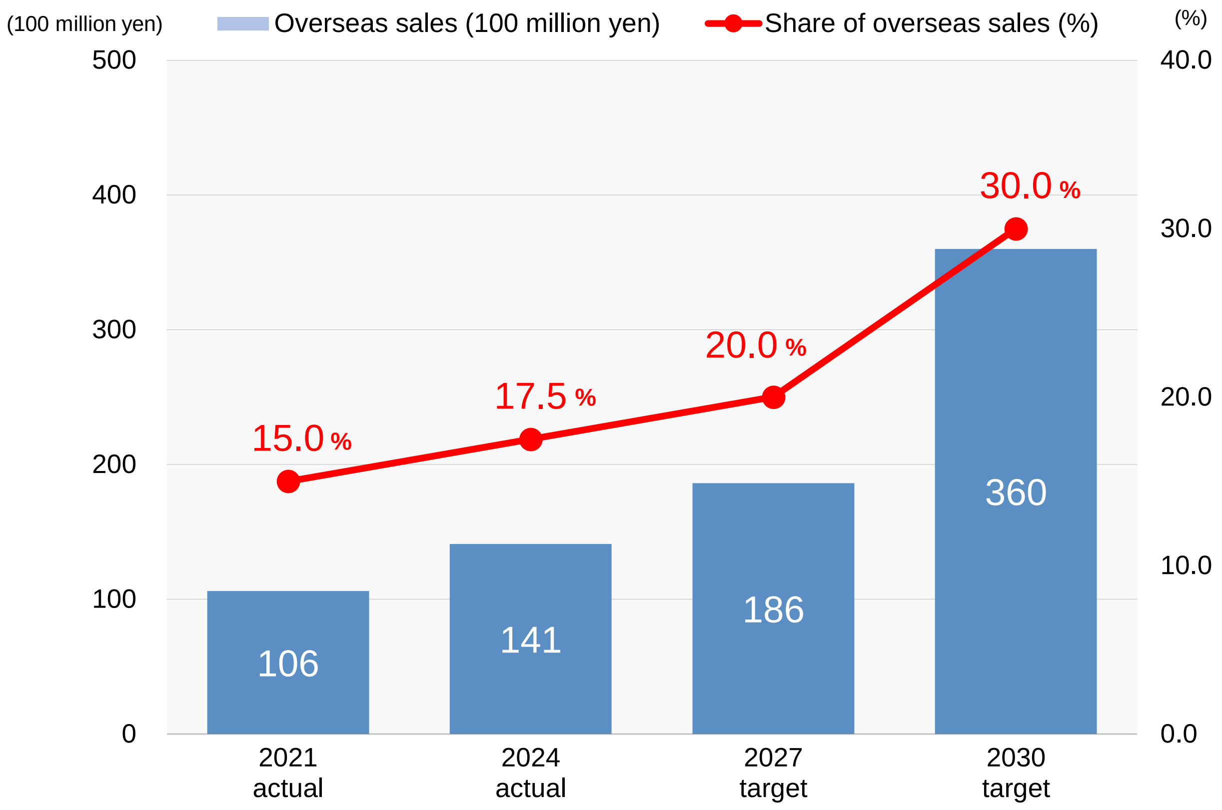


Key strategic and growth investment projects

Segment	Project	Amount invested
Housing Materials	Structural timber business using lumber sourced from the Shikoku region	¥4,300 million
Research & Development Center	Environment & Energy-related business, etc.	¥3,200 million
Plastic Film	Converting business	¥2,000 million
Plastic Film New Materials	Mobility component-related business	¥1,700 million

Basic Policy: Promote International Business to Expand Business Areas

Channel management resources to boost overseas sales mainly of Information Electronics and Functional Materials for Manufacturing Processes



Boost sales of products targeting overseas markets	● Boost sales of acrylic films for large displays ● Boost sales of Life and Package in North America and Latin America ● Boost sales of advanced-function films targeted at mobility and semiconductor markets
Increase presence of Vietnam operations	● Start mass production in adhesives business and boost sales ● Consider transfer of labor-intensive business
Set up strategic team to drive international business	● International Business Promotion Department established in Plastic Film Division in January 2025 ● Promote market research, partner search, new market development ● Hire international expert personnel from outside the Company

Basic Policy: Create New Products by Strengthening Research & Development Functions

Accelerate the cycle of creating new product themes, developing products, and launching them and lead Okura's business

Policy of Research & Development division

Research & Development = Creation

Strengthen technology marketing and market marketing and create new demand and markets through innovation

Basic strategy of Research & Development Center

Deepen technologies

- Deepen core technologies
- Adopt peripheral technologies
- Centralize technological information

×

Search for market opportunities

- Open innovation
- Search for new uses
- Study end market of each segment

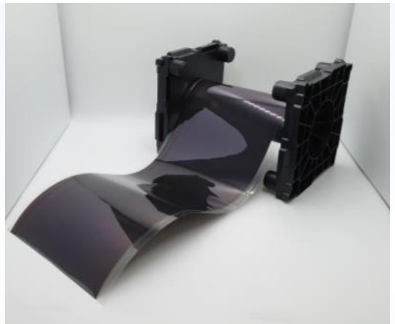
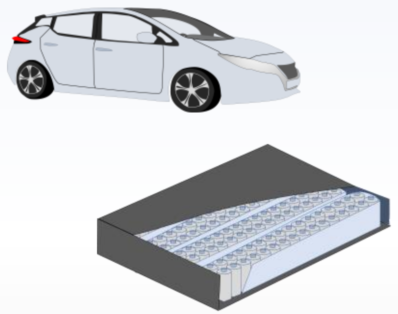
Integrate currently dispersed information and knowledge on technologies and markets in Research & Development Center

Develop and hire personnel versed in both technologies and markets

Consolidate Research & Development teams dispersed in the Company	Merge Research & Development Center and Product Development Department of Plastic Film Division in January 2025
Transform Research & Development Center into one that is "magnetic and open"	Relocate Tokyo Branch Office to locations where people, information and knowledge gather ↓ Transfer some of Research & Development Center functions to Tokyo Branch Office after relocation Focus effort on developing new products and creating new businesses as the center for information collection and marketing
Strengthen Research & Development investment	Make Research & Development investment that significantly exceeds the amount resulted under Medium-term Management Plan(2024), mainly in Environment & Energy and Information Electronics areas

Basic Policy: Create New Products by Strengthening Research & Development Functions (Research & Development Center's Initiatives)

Aim to improve people's lives by providing materials and technologies through **four growth areas of Information Electronics, Environment & Energy, Life & Healthcare, and Mobility**

Information Electronics	Environment & Energy	Life & Healthcare	Mobility
			
LCP films	Perovskite solar cells	Single-use bags	Automotive headliner materials
Optical films (coating/protection/other)	Composite materials	Drapes for surgery-assisting robots	Paint replacement films
Touch sensor films	Monomaterials	Plant extraction	Adhesives for EVs
		Food wrapping films	

4-❷. Medium-term Management Plan(2027): Financial Strategy

Financial Strategy: Summary

Support growth strategies and increase corporate value by improving capital efficiency and increasing shareholder returns

Improve corporate value

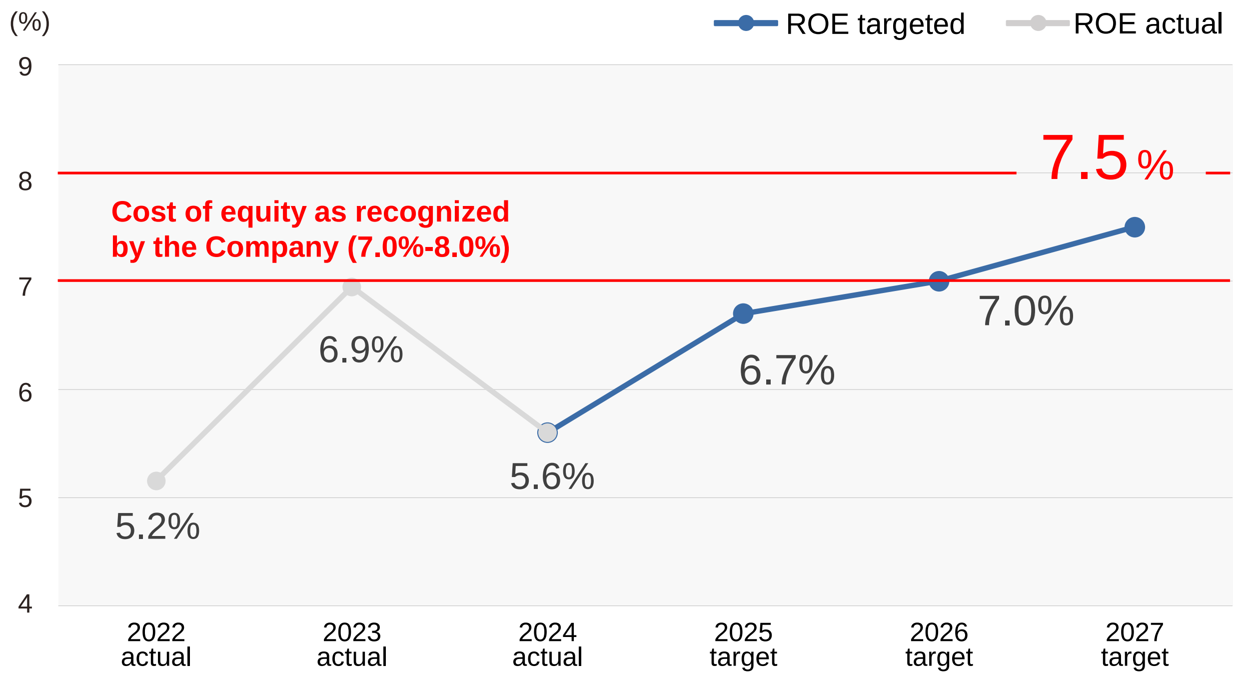
- Achieve adjusted ROE of 7.5%
- Achieve PBR of at least 1 as early as possible

- **Improve capital efficiency**
  - **Optimize capital structure**: Work out capital allocation to optimize allocation to growth investments and shareholder returns
  - **Reduce strategic shareholdings**: Reduce to less than 10% vs. consolidated net assets by 2030
- **Enhance shareholder returns**
  - **Stable payouts and further increase in dividend levels**: Pay out dividends at DOE level of 3.5%, combining ordinary and special dividends
  - **Consider share buybacks**: Act flexibly in response to changes in share prices and business environment

Financial Strategy: ROE Target

Aim for adjusted ROE of 7.5% by 2027, excluding extraordinary income/losses

Historical adjusted ROE



Efforts to improve ROE

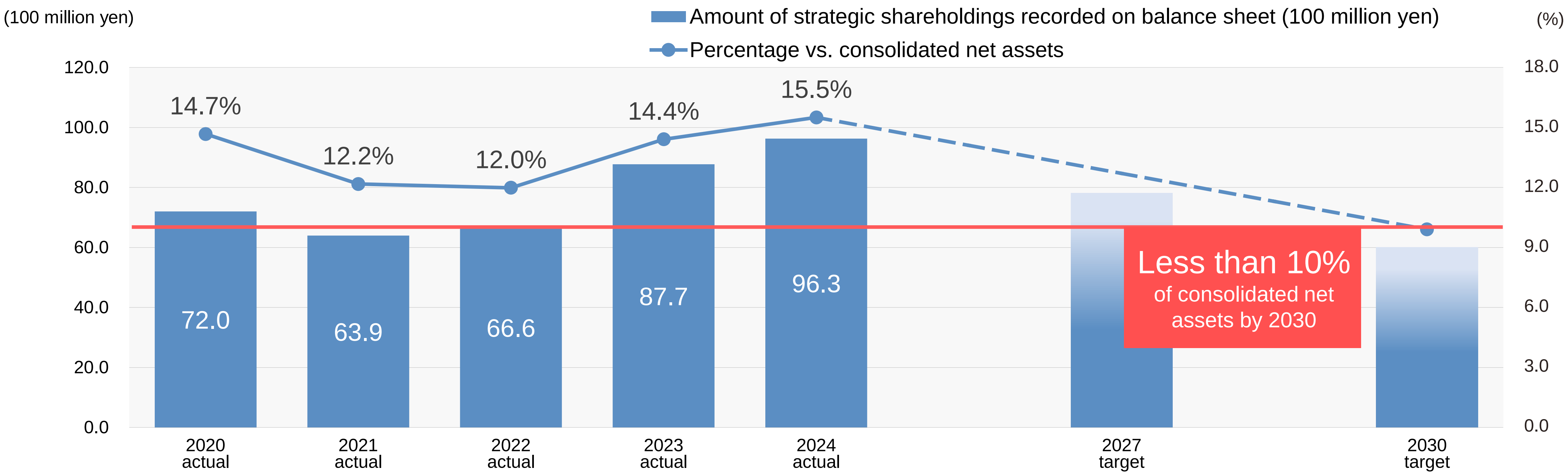
- Operating profit of ¥7,000 million by 2027
- During the period covered by the Medium-term Management Plan (2027), pay out special dividends to improve capital efficiency and increase shareholder returns, streamline the balance sheet, and aim for ROE of 7.5% by 2027.
- Aim to achieve ROE of 8.0% as early as possible during the period of the next medium-term management plan

* Adjusted ROE: After-tax profit/loss excluding the impact of extraordinary income/loss from the sale of shareholdings, etc. divided by the average of equity during the period

Financial Strategy: Policy to Reduce Strategic Shareholdings

Reduce strategic shareholdings to the target of less than 10% of consolidated net assets by 2030.

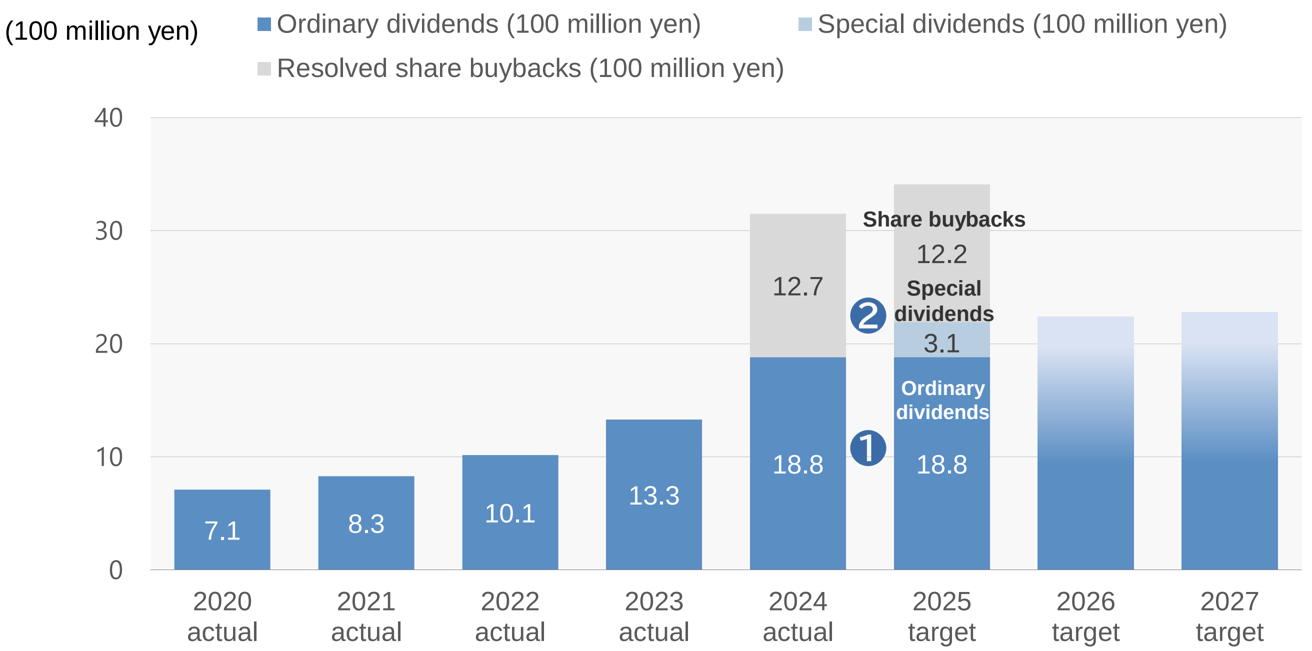
Amount of strategic shareholdings recorded on balance sheet (left axis) and its ratio to consolidated net assets (right axis)



Financial Strategy: Shareholder Return Policy

Pay out special dividends, in addition to ordinary dividends under our dividend policy, to enhance shareholder returns

Historical shareholder returns



* The share buyback amount in a period between 2020 and 2023 was minimal and thus is not indicated.
* The total shareholder return amounts exclude the portion for shares to be repurchased in fiscal 2025 under the share buyback program for a period from August 2024 through June 2025.
* Special dividend implementation period is until the interim dividend in 2027.

Total shareholder returns under Medium-term Management Plan(2027): ¥6,500 million - ¥7,000 million

❶ Dividend policy under Medium-term Management Plan (2027)
Aim to maintain **DOE of at least 3.0%** (an indicator of stable profit distribution) and **payout ratio of at least 30%** (an indicator of performance-linked profit distribution)

❷ Pay out **special dividends** to further increase shareholder returns
Continue payout of special dividends (at DOE of 0.5%) for three-year period of Medium-term Management Plan(2027)

Pay out dividends at DOE level of 3.5%, combined with ordinary dividends

⇒ Payout ratio of 51.5% and total return ratio of 77.6% are expected in 2025.

Financial Strategy: Capital Allocation Policy

Cash inflows (three-year total)	Cash outflows (three-year total)
	M&A
Borrowings from financial institutions: **+¥2,200 million**	Updating/growth investment: **¥25,000 million**
Sale of investment securities: **+¥1,800 million**	
Cash flows from operating activities (aggregate): **+¥28,000 million**	Dividends: **¥6,500 million - ¥7,000 million**
	Share buybacks: **¥1,200 million**
Cash and deposits (end-December 2024): **¥9,000 million**	Cash and deposits: **¥7,800 million**

Total: Up to about **¥41,000 million**

Main purposes

1. Actively consider M&A investment
   Obtain financing from financial institutions when implementing
2. Key growth investments to achieve sustainable growth
   - Structural timber business using lumber sourced from the Shikoku region
   - Environment & Energy-related business, etc.
   - Mobility component-related business
   - Converting business
3. Based on DOE of at least 3.0% and payout ratio of at least 30%
   Pay out special dividends at DOE level of 0.5%, in addition to ordinary dividends
4. Shares to be repurchased in 2025 under the share buyback program for a period from August 2024 to June 2025
5. Retain monthly sales portion as cash and deposits

* Special dividend implementation period is until the interim dividend in 2027.

4-❸. Medium-term Management Plan(2027): Nonfinancial Strategy

Promoting Sustainability Through ESG Management

Medium-term Management Plan(2027): Policy

Generate sustainable economic value by bolstering nonfinancial capital and pursuing social value

Strengthen nonfinancial capital

Natural capital	● Sustainable use of resources (promote management for decarbonization)
Human capital	● **Step up human capital investment**; promote women's advancement and health and productivity management
Intellectual capital	● Foster innovation and acquire intellectual property rights ● Improve productivity and streamline operations by promoting digital transformation
Manufacturing capital	● Deepen knowledge of manufacturing and share experiences
Social capital	● Involvement with volunteer activities and local businesses ● Promote dialogue with stakeholders and disclose information

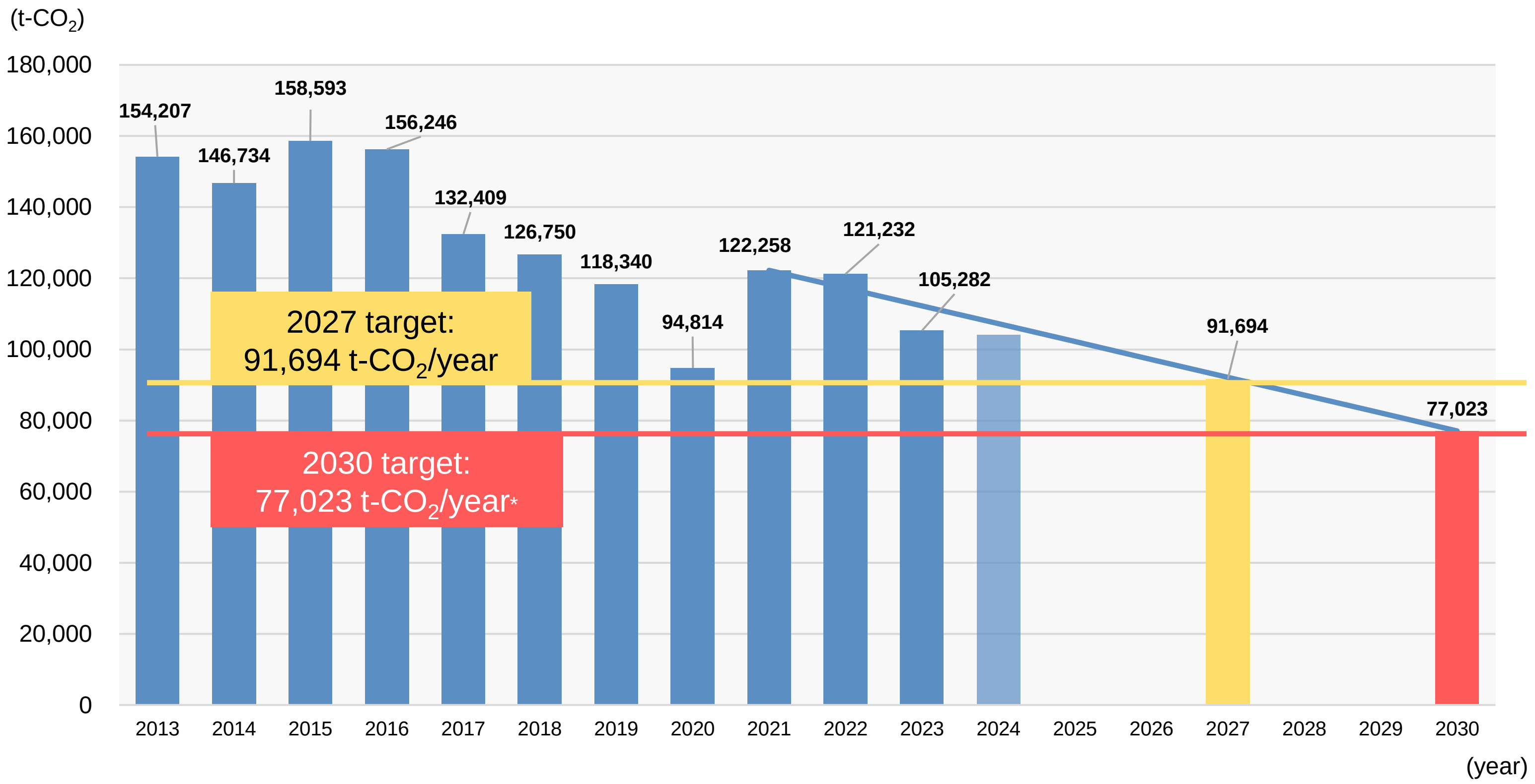
Pursue social value and generate economic value

- **Create and expand environmental contributing products**
- **Promote use of Shikoku's forest resources**
- Promote sustainable procurement
- Comply with applicable laws and regulations and eliminate compliance violations

Strengthen Natural Capital

Promote management for decarbonization and aim to reduce CO_2 emissions by at least 25%* from the 2021 level by 2027

CO_2 emissions (Scope 1 and 2)



Initiatives for management for decarbonization

Promote decarbonizing investments using internal carbon pricing

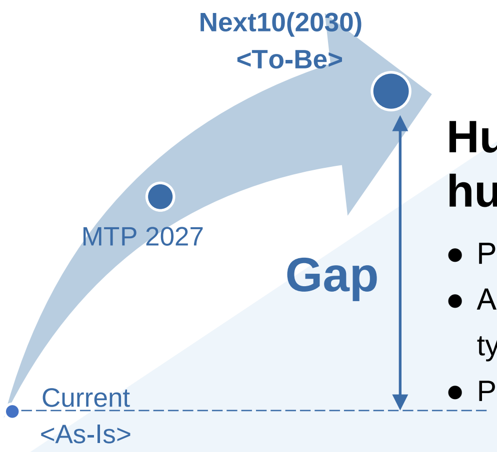
Introduce renewable energy using off-site PPAs

Shift some of power purchases to those derived from renewable energy sources

* At least 25% vs. 2021: Equivalent of reduction of at least 40% vs. 2013
* The 2030 target figure changed to reflect 2021 reduction ratio

Strengthen Human Capital

**Step up investment in the human resources needed
to achieve objectives of Medium-term Management Plan(2027) and Next10(2030)**



Human capital investment aimed at helping achieve target human resource portfolio

- Prepare human resource portfolio ("To-Be") needed to implement medium- to long-term strategies
- Analyze gap with existing personnel ("As-Is") and conduct separate education/training for each type of personnel
- Promote mid-career hiring aimed at helping achieve target portfolio

Promote women's advancement

- Expand scope of jobs in which women can play active roles
- Provide opportunities for women to improve skills and perspectives (training, job rotation, etc.)
- Reform child rearing- and nursing care-related systems

Aim to raise percentage of female managers (on nonconsolidated basis) to at least 8% by end-2027 (4% in 2024)

Promote health and productivity management

2024
健康経営優良法人
Health and productivity

- Strengthen involvement with highly stressed individuals
- Encourage use of paid annual leave
- Promote workplace environments improvement using stress checks

Aim to achieve presenteeism of no more than 24% by 2027 (29% in 2024) and work engagement of at least 2.6pt (2.5pt in 2024)

Strengthen Intellectual Capital

Maintain competitive advantage by promoting digital transformation

Measures for realization

Streamlining through technological innovation
- Use of generative AI
- Putting MI to effective use

Data-driven decision making
- Promotion of data use

Digitalization and optimization of business processes
- Consideration of manufacturing digital transformation
- Restructuring of enterprise system
- Promotion of digitalization of business processes

Infrastructure and human resources development
- Development of digital transformation personnel
- Digital transformation infrastructure development

Create new time through digital transformation, and shift to high value-added operations while addressing labor shortages

Reduce man-hours by at least
6,000 h/month by end-2027 (vs. 2024)

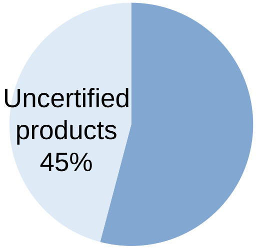
Infrastructure development phase (Medium-term Management Plan(2024)) → **Outcome realization phase (Medium-term Management Plan(2027))** → **Value evolution phase (Medium-term Management Plan(2030))**

Pursue Social Value and Generate Economic Value

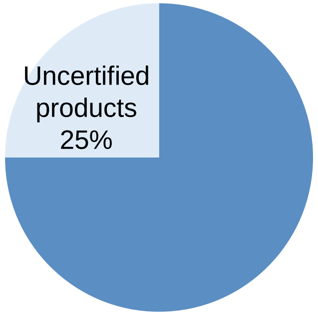
Add environmental value to products and aim to increase the percentage of Caerula™ in the total sales of the living support category to at least 75%

Share of living support category products in total sales

Shounosuke



Caerula™-certified products
55%
Sales in 2024 : ¥33,800 million



Caerula™-certified products
75% or higher
in 2027

Garbage bags designated by municipalities using recycled materials

Closed recycling

Use of sustainable plastics	● Plastic container and packaging waste discarded by municipalities recycled back into garbage bags and delivered to municipalities ● Films made thinner without reducing strengths to reduce amount of plastic used

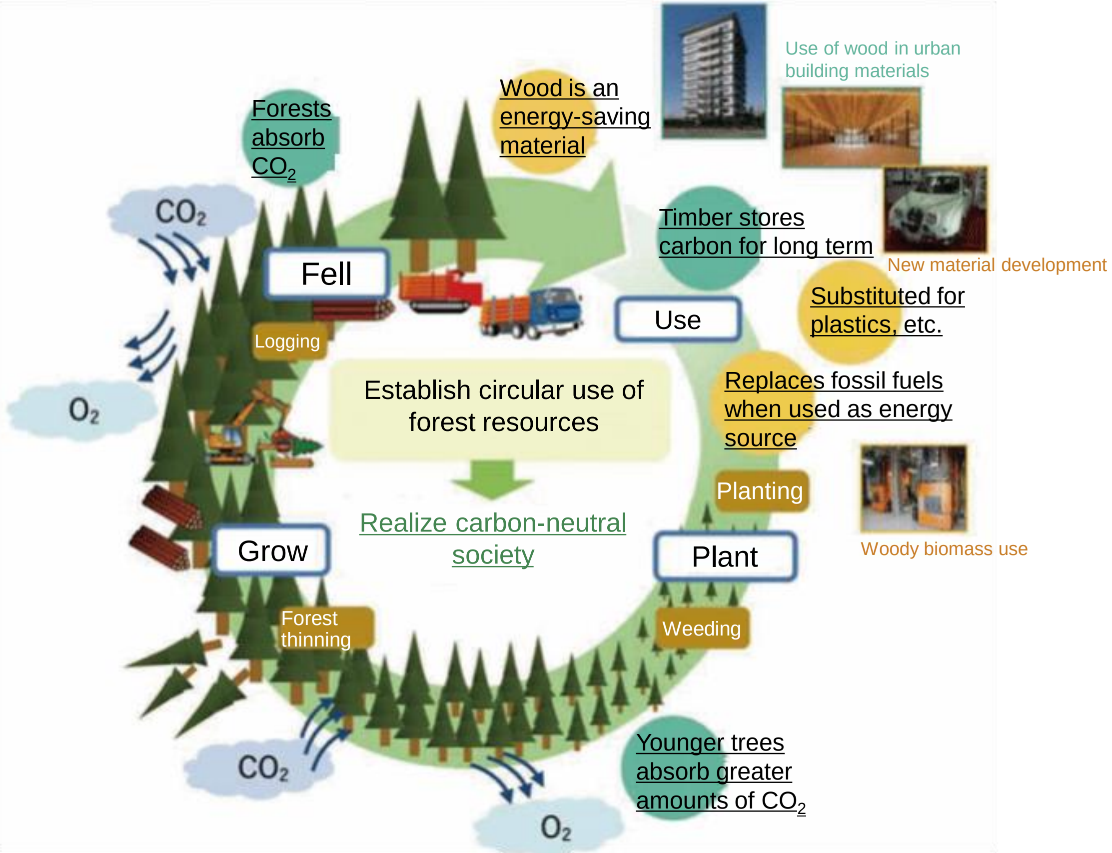
Pursue social value and generate economic value

Increase the amount of stored CO_2 by at least 17,700 t-CO_2 by 2027 through the structural timber business

Promote use of Shikoku forests

Without appropriate logging, new trees cannot be planted and only old trees will remain, resulting in a decline in ecosystem services, including reduced CO_2 absorption.

Promote healthy forest cycles by using Shikoku's forest resources in the structural timber business, help forests fulfill their multifaceted functions in sustainable ways, and promote regional revitalization.

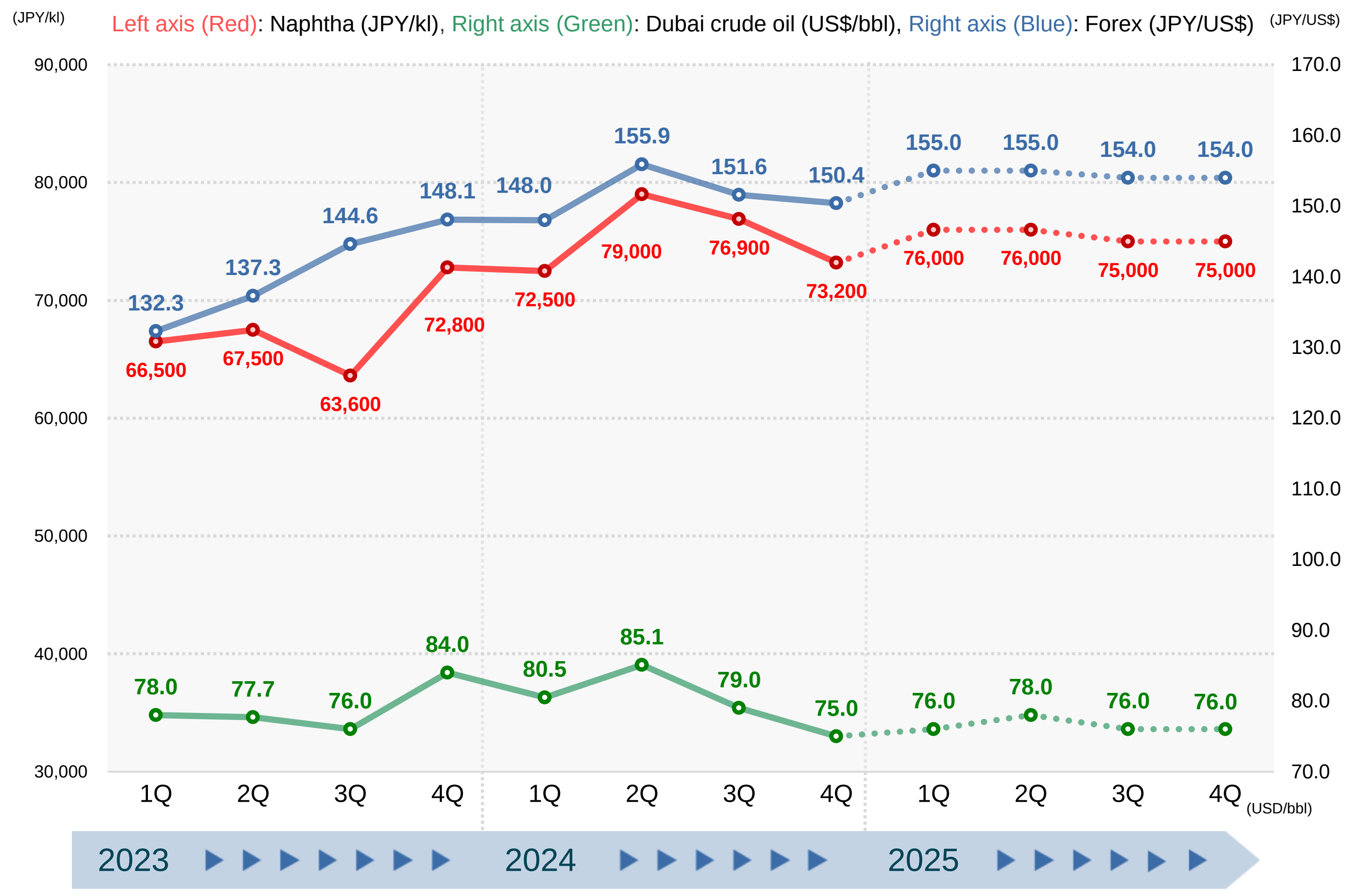


Source: "Annual Report on Forest and Forestry in Japan," Forestry Agency of Japan
https://www.rinya.maff.go.jp/j/kikaku/hakusyo/r5hakusyo/attach/pdf/zenbun-27.pdf
Translated by our company

5. Consolidated Financial Results Forecast for the Fiscal Year Ending December 31, 2025 (FY2025)

External Environment Forecasts and Market Trends

Domestic naphtha prices, Dubai crude oil prices and forex situation



Market trends

❶ Large display market

- Trend toward larger screens remains; area supply-demand increased about 9% YoY.
- Demand for polarizing plates increased abut 5% YoY.

❷ Automotive market

- Automobile output increased steadily both in Japan and overseas.

❸ Consumer spending

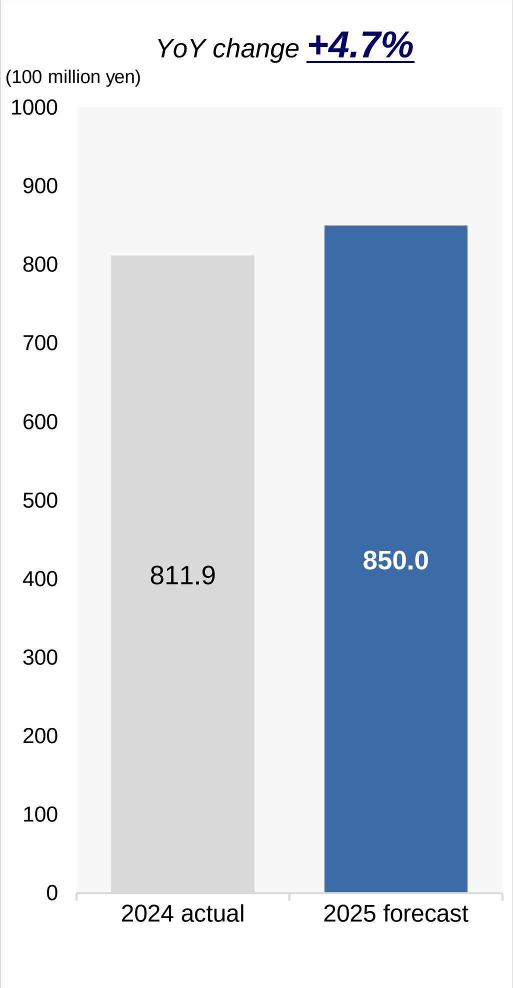
- Consumers remain thrifty although there are some signs of recovery.
- Inbound demand remains strong.

❹ Home market

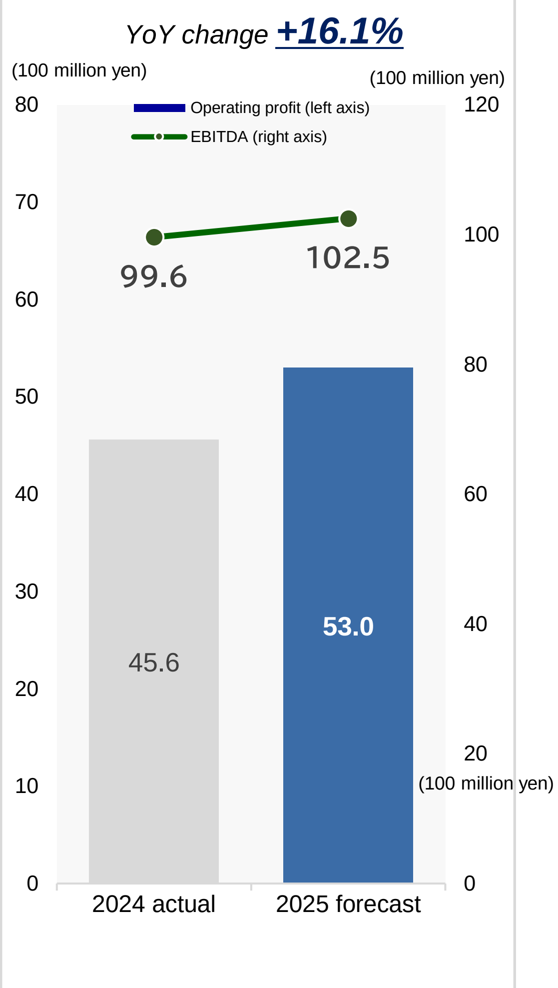
- Total new housing starts are expected to remain largely flat YoY at 770,000 due in part to restrained demand attributable to rising construction costs.
- Demand related to renovation and nonresidential segments remain at a sizable level.

Net Sales, Operating Profit, Ordinary Profit, Profit, and Capital Expenditures (Consolidated)

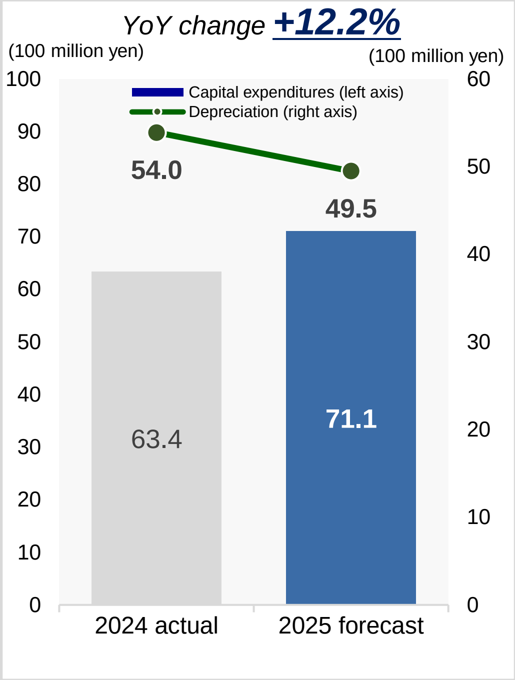
[Net sales]



[Operating Profit]



[Capital Expenditures]



Key capital expenditure projects

1 Housing Materials Division
- Structural timber business using lumber sourced from the Shikoku region: **¥1,850 million**

2 R&D Center
- Life & Healthcare-related business : **¥920 million**

3 Plastic Film Division
- DX spending (Restructuring of enterprise system): **¥320 million**

(100 million yen)

	2024 actual	2025 forecast	YoY change
Ordinary profit	51.1	**56.0**	+9.6%
Profit attributable to owners of parent	43.5	**44.0**	+0.9%
Dividend per share	¥160	**¥195**	+¥35

Net Sales, Operating Profit, EBITDA, and Capital Expenditures by Business

Net Sales

(100 million yen)

	2024 actual	2025 forecast	YoY change
Plastic Film Division	518.6	**540.0**	+4.1%
New Materials Division	146.1	**160.0**	+9.5%
Housing Materials Division	128.5	**130.0**	+1.1%
Other Businesses	18.6	**20.0**	+7.5%
Total	**811.9**	**850.0**	**+4.7%**

EBITDA

(100 million yen)

	2024 actual	2025 forecast	YoY change
Plastic Film Division	70.4	**68.3**	(3.0%)
New Materials Division	29.5	**33.3**	+12.7%
Housing Materials Division	13.6	**14.8**	+8.8%
Other Businesses	7.7	**7.3**	(4.8%)
Corporate Expenses	(21.7)	**(21.3)**	—
Total	**99.6**	**102.5**	**+2.9%**

Operating Profit

(100 million yen)

	2024 actual	2025 forecast	YoY change
Plastic Film Division	44.5	**47.0**	+5.5%
New Materials Division	12.4	**17.0**	+36.2%
Housing Materials Division	9.4	**10.0**	+5.7%
Other Businesses	4.9	**5.1**	+3.0%
Corporate Expenses	(25.7)	**(26.1)**	—
Total	**45.6**	**53.0**	**+16.1%**

Capital Expenditures

(100 million yen)

	2024 actual	2025 forecast	YoY change
Plastic Film Division	29.3	**21.3**	(27.3%)
New Materials Division	9.6	**9.2**	(3.7%)
Housing Materials Division	8.7	**23.3**	+168.2%
Other Businesses	7.9	**5.3**	(32.0%)
Corporate Expenses	7.8	**11.7**	+50.9%
Total	**63.4**	**71.1**	**+12.2%**

Priority Initiatives of Each Division for the Current Fiscal Year

Plastic Film Division	● Life and Package BU: Sales expansion of refill pouches targeting growing markets and new initiatives for functional pouches ● Process Materials BU: Sales expansion of optical protection films
New Materials Division	● Optical Materials BU: Establish stable operation of G2 line and customer trust in our quality ● OKURA VIETNAM CO., LTD.: Obtain sales license
Housing Materials Division	● Wood Panel BU: Continuous improvement in particle board business and sales expansion of engineered wood boards business targeting mainly dining kitchen and bathroom uses ● Wooden Structure BU: Work on preparation to ensure launch of structural timber business Enhance support functions for construction companies to address increased functionality of wooden homes
Other Businesses	● Okura Hotel: Boost capabilities to attract overnight guests, targeting mainly inbound travelers ● Okura Information System: Improve efficiency of dispensing pharmacy operations centered on single-dose screening ranges

Shareholder Returns

Dividend policy	(1) **We recognize shareholder returns as one of the most important management tasks and aim for continuous and stable dividend payout.** (2) As part of measures to practice corporate management with awareness of cost of capital and share prices, **we introduced DOE (dividend on equity ratio on consolidated basis) indicator, in addition to the dividend payout ratio indicator which we already use, to more clearly demonstrate our commitment to strengthening profit distribution**.
Dividends paid out in 2024	Dividend per share: ¥160 annually (up ¥50 YoY) [interim dividend: ¥55, year-end dividend: ¥105]
Target indicators	**Stable profit distribution** — **Payout ratio**: At least **30%** **Performance-linked profit distribution** — **DOE** (dividend on equity ratio on consolidated basis): About **3.5%** (ordinary dividend: 3.0%, special dividend: 0.5%)
Payout plan for 2025	**Dividend per share: ¥195 annually (ordinary dividend: ¥170, special dividend: ¥25 / up ¥35 YoY) planned** [Interim dividend: ¥95, year-end dividend: ¥100]
Share buybacks	(1) Share buyback policy: **Act flexibly in response to changes in share prices and business environment** (2) The number of shares expected to be repurchased in 2025 under the share buyback program (August 2024 - June 2025) totals 734,500 (upper limit). /The total amount repurchased is estimated at ¥1,227,490,649 (upper limit).

Disclaimer

The earnings forecasts and other forward-looking statements herein were prepared using the information available to the Company at the time it prepared this document. Actual earnings results may differ from them depending on various factors in the future.

This document is intended only at providing information and is not intended to solicit buying or selling of any securities issued by the Company.

6. Reference Materials

Company Profile

Code number	4221 ｜ Tokyo Stock Exchange Prime Market, Industry ｜ Chemicals
Company name	Okura Industrial Co., Ltd.
Head office address	1515 Nakazu-cho, Marugame, Kagawa
Established	July 11, 1947
Number of employees	1,891 consolidated ｜ 1,039 nonconsolidated
Businesses	Plastic Film Division: Manufacture and sale of all types of polyethylene products and polypropylene products New Materials Division: Manufacture and sale of optical functional films, etc. Housing Materials Division: Manufacture and sale of particle boards, engineered wood boards, and other engineered wood products
Group companies	See below

Group companies

Consolidated and nonconsolidated subsidiaries (12 in Japan and 2 overseas)

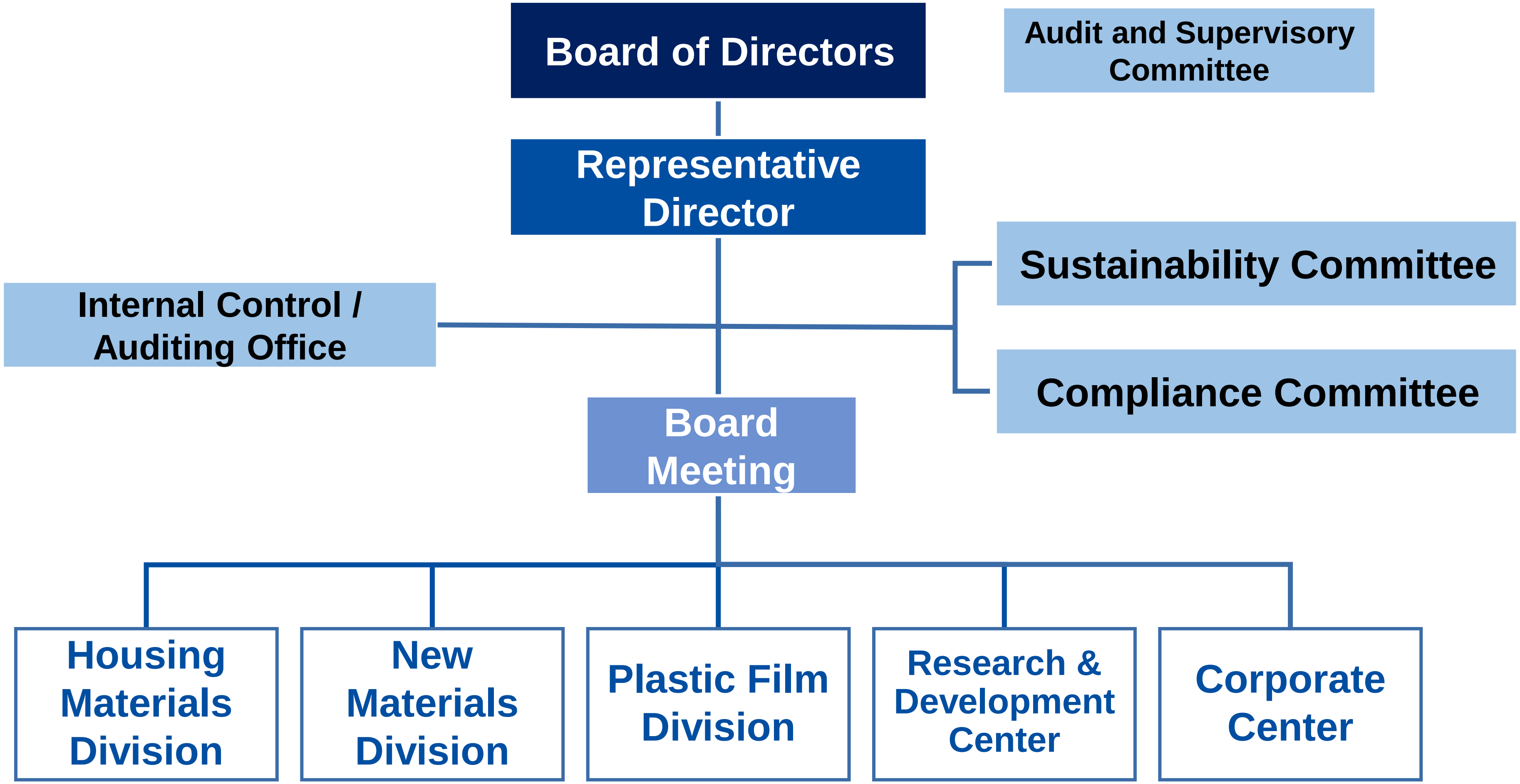
KS Okura Co., Ltd.	Kyushu Okura Co., Ltd.	Saitama Okura Co., Ltd.	Kanto Co., Ltd.
Okura Products Co., Ltd.	Okura Pack Kagawa Co., Ltd.	Union Gravure Co., Ltd.	Okura Precut System Co., Ltd.
Okura House Co., Ltd.	Okura Hotel Co., Ltd.	Okura Information System Co., Ltd.	Okura Sangyo Co., Ltd.
Wuxi Okura Packing Material Co., Ltd.	OKURA VIETNAM CO., LTD.		

Affiliate companies (4 in Japan and 1 overseas)

Taiho Co., Ltd.	O.L.S. Co., Ltd.	Otomo Kasei Co., Ltd.	CHUSAN-Cable Vision Corp.
Unicharm Packaging Material (Tianjin) Co., Ltd.			

* As of December 31, 2024

Organization chart



Locations and Group Companies

Corporate Center
1515 Nakazu-cho, Marugame, Kagawa 763-8508 Japan
Phone: +81-877-56-1111 (main)

New Materials Division
1515 Nakazu-cho, Marugame, Kagawa 763-8508 Japan
Phone: +81-877-56-1130 (main)

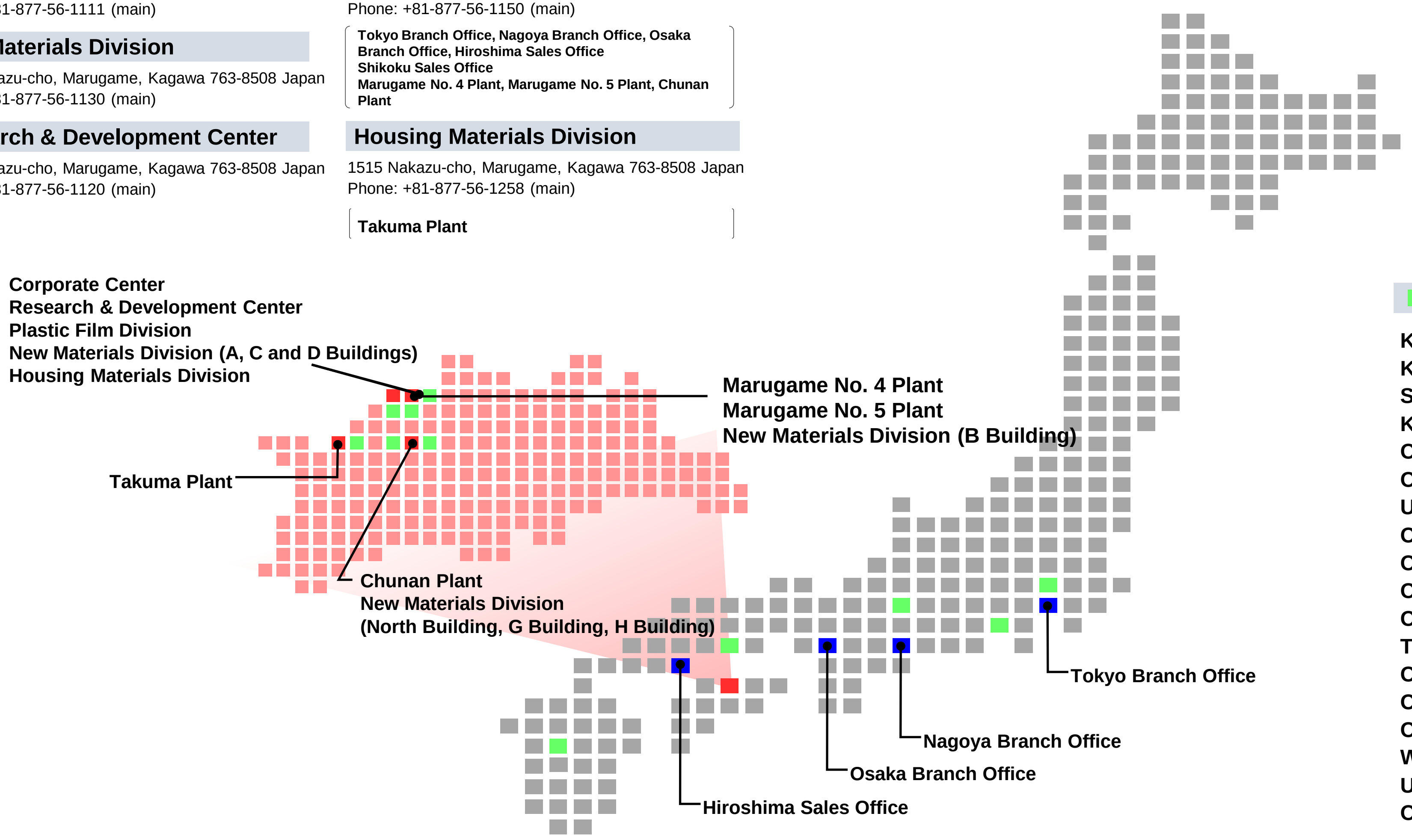
Research & Development Center
1515 Nakazu-cho, Marugame, Kagawa 763-8508 Japan
Phone: +81-877-56-1120 (main)

Plastic Film Division
1515 Nakazu-cho, Marugame, Kagawa 763-8508 Japan
Phone: +81-877-56-1150 (main)

Tokyo Branch Office, Nagoya Branch Office, Osaka Branch Office, Hiroshima Sales Office
Shikoku Sales Office
Marugame No. 4 Plant, Marugame No. 5 Plant, Chunan Plant

Housing Materials Division
1515 Nakazu-cho, Marugame, Kagawa 763-8508 Japan
Phone: +81-877-56-1258 (main)

Takuma Plant



Group companies
KS Okura Co., Ltd.
Kyushu Okura Co., Ltd.
Saitama Okura Co., Ltd.
Kanto Co., Ltd.
Okura Products Co., Ltd.
Okura Pack Kagawa Co., Ltd.
Union Gravure Co., Ltd.
Okura Precut System Co., Ltd.
Okura House Co., Ltd.
Okura Hotel Co., Ltd.
Okura Information System Co., Ltd.
Taiho Co., Ltd.
O.L.S. Co., Ltd.
Otomo Kasei Co., Ltd.
Okura Sangyo Co., Ltd.
Wuxi Okura Packing Material Co., Ltd.
Unicharm Packaging Material (Tianjin) Co., Ltd.
OKURA VIETNAM CO., LTD.

Beginnings of Okura Industrial

Founder Masaji Matsuda
was supported for many years by this man:

Former Kurabo Industries President

O hara Soichiro

Masaji Matsuda
worked for 10 years for this company:

Kura bo Industries Ltd.

Hoping his new company would grow larger than Kurabo Industries Ltd., Matsuda took “O” from “Ohara,” the family name of Kurabo Industries’ then-President Soichiro Ohara and “Kura” from Kurabo Industries to name his company...

Okura Industrial Co., Ltd. in November 1955.

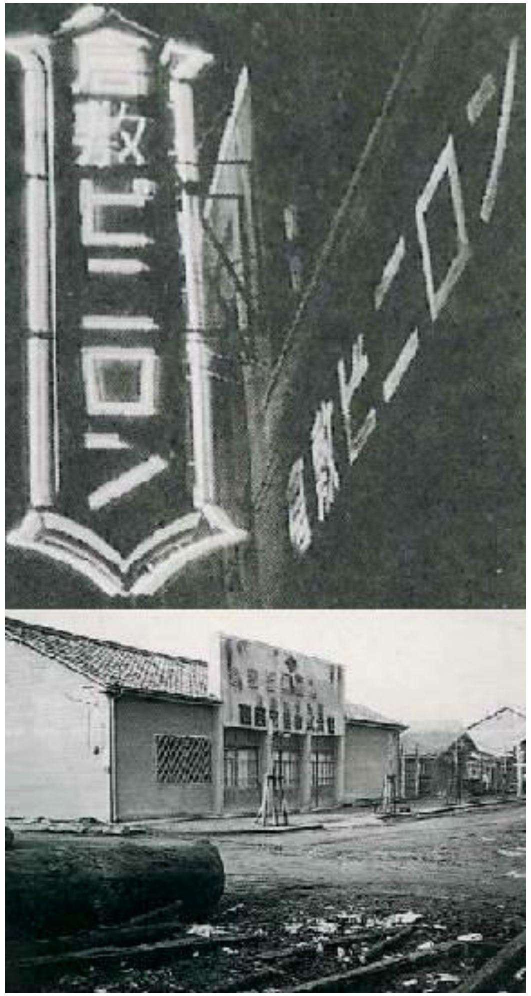
History ｜ Starting from the chaotic period after the war

1945	Sells lumber and small reconstruction houses as Okauchi Sawmill
1946	Trade name changed to Shikoku Housing Sawmill
1947	Shikoku Housing Co., Ltd. established
1949	Market selling of lumber begun in Takamatsu (Higashihama-cho)
1951	Company renamed Shikoku Industry Co., Ltd. Kurashiki Vinylon launched
1952	Market selling of lumber begun in Marugame (Josei-cho)*

* Relocated in 1955 to Marugame (Minato-machi)

A view of the Takamatsu Sawmill

Shikoku Housing in a period in which it was market-selling lumber

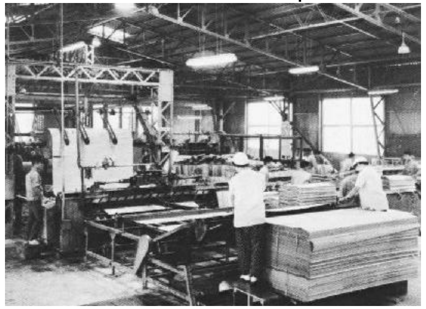


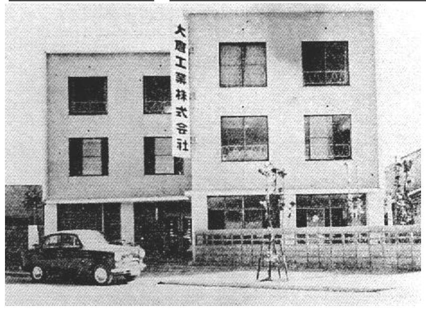
A Shikoku Industry office, bottom, and neon signs of the company, top

History | Great strides of first generation

1955	[General] Renamed Okura Industrial Co., Ltd.
1956	[Plastics] Polyethylene film processing and manufacture begun (Minato-machi)
1959	[Plastics] Tokyo plant goes online.
1962	[General] Company shares listed on the second section of the Osaka Securities Exchange. [Plastics] Plant established at company head office. [Housing materials] Lauan plywood production begun; plasterboard manufacture begun
1963	[Other] Okura Sangyo Co., Ltd. established
1964	[Housing materials] Printed plywood board production begun
1966	[Other] House Division set up; land development and home sales business launched
1967	[General] Company shares listed on the second section of the Tokyo Stock Exchange [Plastics] Operations began at Saitama Plant.

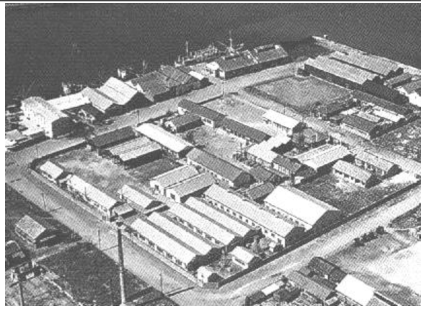

A home for sale soon after the launch of the House Department


An inside view of a veneer plywood plant



Takamatsu head office building


Takamatsu (Shinzaimoku-machi) head office


A view of the Marugame Plant in Minato-machi

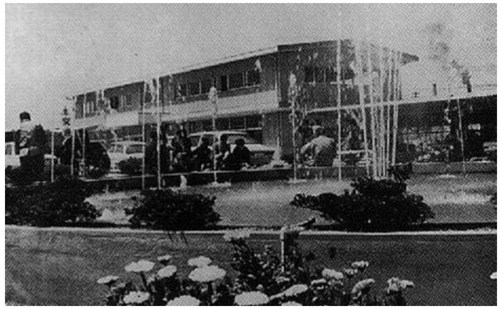

An inside view of the company head office plant

History | Business expansion by second generation

1968	**[Housing materials]** Takuma Plant goes online; **[Other] Refrigerated warehouse business launched**
1969	**[Housing materials] Otomo Kasei Co., Ltd. established**
1970	**[General] Company shares listed on the first section of both the Tokyo Stock Exchange and the Osaka Securities Exchange**
1971	**[Housing materials] Manufacture of particle boards begun**
1972	**[General] Head office relocated to Marugame, Kagawa**
1973	**[Other] Okura Hotel Takamatsu opened**
1976	**[Housing materials] Secondary processing of particleboard begun (Melahaken)**
1977	**[Plastics] Marugame No. 4 Plant goes online.**
1984	**[Plastics] Kanto Co., Ltd. established**
1987	**[General] Hotel Division and New Materials Division launched**
1988	**[Other] Okura Hotel Marugame opened**
1992	**[Other] Okura Information System Co., Ltd. and [Plastics] Union Gravure Co., Ltd. established [Plastics] Marugame No. 5 Plant goes online [Other] Okayama Business Hotel Co., Ltd. begins operation.**
1995	**[Plastics] Okura Pack Kagawa Co., Ltd. and Wuxi Okura Packing Material Co., Ltd. established [Plastics] Chunan Plant goes online.**

Okura Hotel Marugame

New Materials Division (A Building)



Head office after relocation to Marugame (Nakazu-cho)

History | The third generation looking ahead toward a new half century

2000	[New] C Building completed; O.L.S. Co., Ltd. established
2001	[Plastics] Kyushu Plant, which integrates two plants in Fukuoka and Kumamoto, goes online.
2003	[Other] Okura House Co., Ltd. established
2004	[General] First medium-term management plan started [New] D Building completed [Plastics] Kyushu Okura Co., Ltd. established
2006	[Plastics] OK Products Okayama Co,. Ltd. and Okura Products Kagawa Co., Ltd. established
2007	[General] Corporate Center and Research & Development Center established [General] Second medium-term management plan started [Plastics] Kansai Okura Co., Ltd. and Kanto Okura Co., Ltd. established
2009	[Other] Okura Precut System Co., Ltd. established
2010	[General] Third medium-term management plan started

New Materials Division (C Building)

New Materials Division (D Building)

VISION21: We aimed to establish an advantageous position in international competition for Okura Industrial

History | Fourth generation aiming to become a corporate group with technological advantage

2012	[Plastics] Unicharm Packaging Material (Tianjin) Co., Ltd. established
2013	[General] Fourth medium-term management plan started
2014	[New] G Building starts operation O.L.S. new line added [Plastics] Kansai Okura new plant (No. 3 plant) goes online
2016	[General] Fifth medium-term management plan started Transitioned to a company with audit and supervisory committee [Plastics] Okura Products Co., Ltd. established
2017	[General] Company marks 70th anniversary of founding
2018	[Other] Okayama Business Hotel Co., Ltd. merged into Okura Hotel Co., Ltd.
2019	[General] Management Vision Next10 and sixth medium-term management plan started [Plastics] Saitama Okura Co., Ltd. established
2022	[General: Next10 updated and renamed Next10 (2030) Medium-term Management Plan (2024) started [Plastics] KS Okura Co., Ltd. established
2023	[New] OKURA VIETNAM CO., LTD. established H Building completed

New Materials Division (G Building)

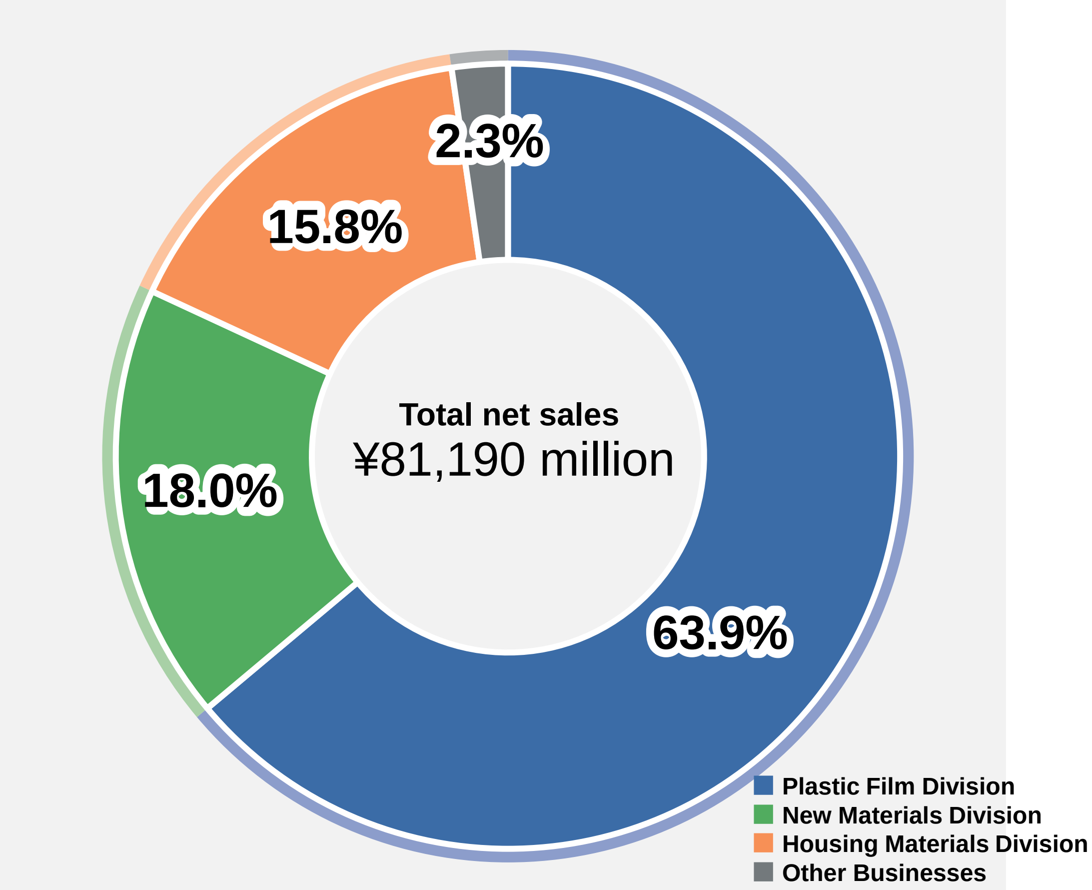
New Materials Division (H Building)

OKURA VIETNAM CO., LTD.

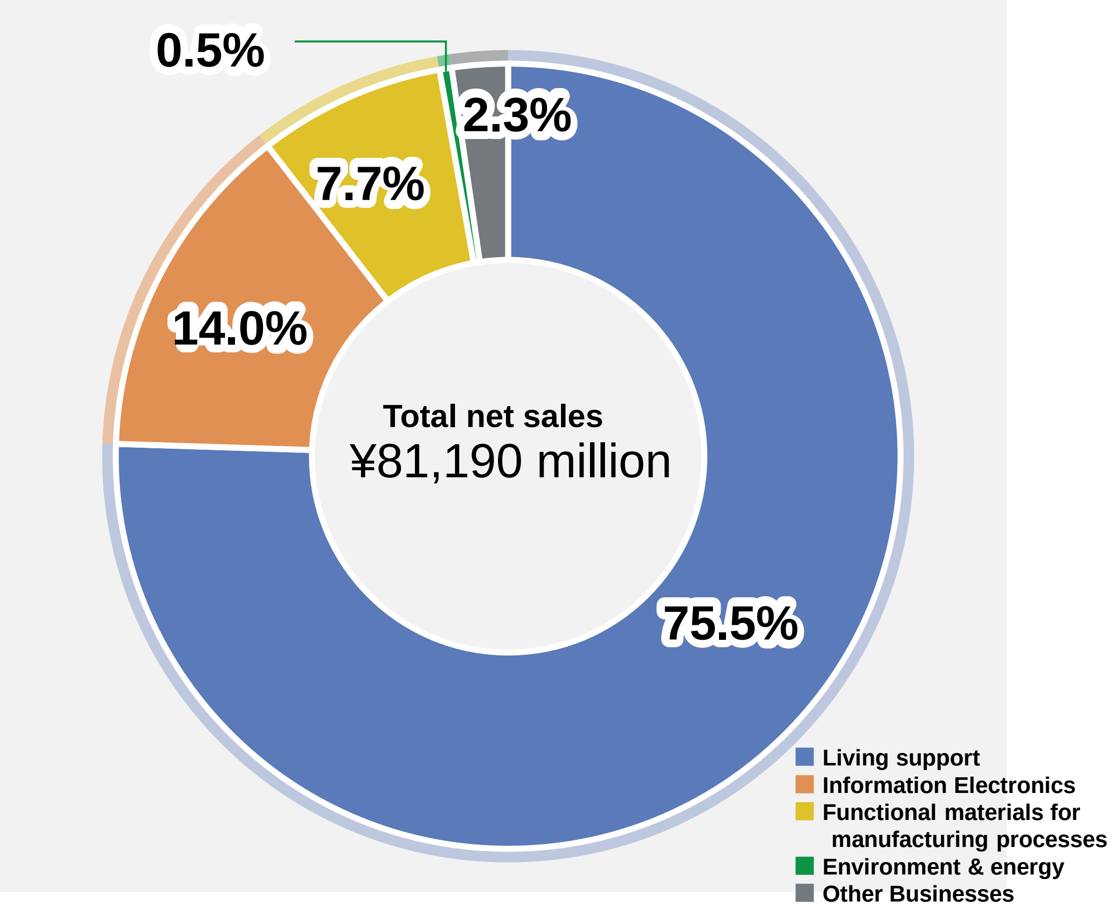
To become a company that is trusted by society and a corporate group with technological advantages

Net Sales Ratio by Business and Field

Net Sales Ratio by Business



Net Sales Ratio by Field



Introducing Our Divisions ｜ Plastic Film Division (Representing 63.9% of net sales)

Life and Package BU

Shrink films	Our films wrap products more beautifully and safely while retaining original designs and shapes, including those used in packaging for heavy articles and accumulated packaging in intermediate logistics, as well as direct packaging for foods. We add unique functions that suit the application, and propose secondary processing such as printing, and packaging systems. Application examples: Packaging films for probiotic drinks, instant noodles in cups, sake packs, etc., and barrier films for food tray packaging
Flexible packaging materials	These are functional composite films made by laminating films made from various materials, including nylon, polyester, and polyethylene, to take advantage of characteristics of each. We offer products for wide-ranging applications, covering from familiar items to cutting-edge electronic materials including packaging for frozen foods, protective films for IC chip substrates, and laminated refill bags complete with spouts. Application examples: Foods, detergents, fabric softeners, shampoos, pet foods, snacks, etc.
Liquid packs	This is a generic term for liquid packaging containers that are broadly classified into bag-in-box products used inside cardboard boxes and bag-in-drums products used inside oil drums. They help streamline transportation of liquids, including food products, such as soy sauce, and chemicals. Application examples: Mineral water, processed oil and fat products, liquid seasoning products (soy sauce, sauces, etc.), liquid fertilizers, liquid detergents, and adhesives

Introducing Our Divisions | Plastic Film Division (Representing 63.9% of net sales)

Process Materials BU

The BU provides main and base materials for wide-ranging fields, including electronics, energy, housing, and medical. It provides optimum solutions, including protective films for retardation films used in LCD panels, taking advantage of our unique resin-blending know-how, advanced film-forming technology, and thorough quality control.

Application examples: Optical, electronic and electrical products, automobiles, prefab bathroom walls, building decor materials for doors, closets, floors, etc.

Basic Materials BU

This BU provides polyethylene films used in packaging of products in a wide range of applications, including food, sanitary materials, household paper, sundries, industrial materials, drugs, detergents, cosmetics, and printed publications, as well as such ready-made products as standard bags, garbage bags, and packing/packaging materials.

Application examples: Standard bags, daily necessities, food packaging films, films for sanitary materials

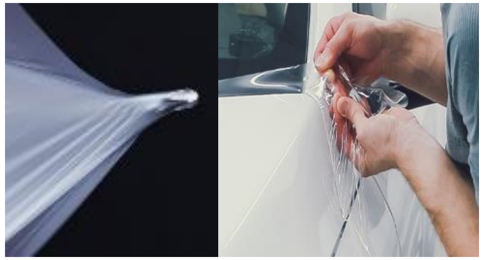
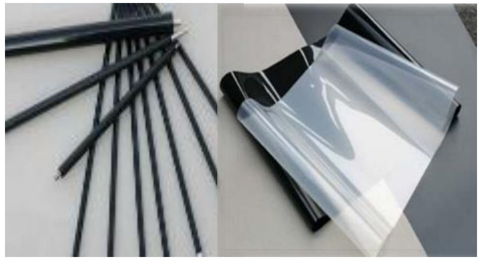
Agricultural Materials BU

Functional films for agricultural applications, popular among farmers across Japan. The lineup includes products with varying functions, including heat retention, soil temperature rise control, pest repellent, antibacterial, and biodegradation, which help save labor for agricultural work and increase crop yields.

Application examples: Agricultural films and fertilizer storage

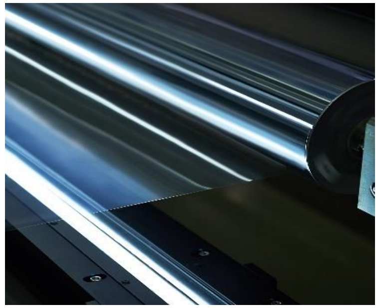
Introducing Our Divisions ｜ New Materials Division (Representing 18.0% of net sales)

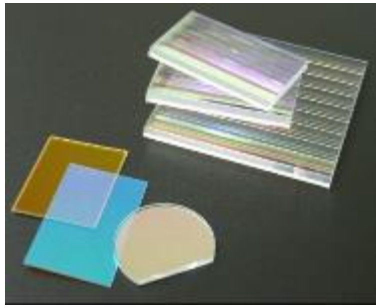
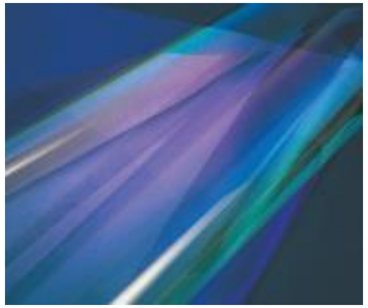
Functional Materials BU

TPE Team (urethane films)	Provides single- and multilayer films, including urethane and fluorine-based films with remarkable mechanical, chemical, electrical, and other functions, to the medical field, automotive parts manufacturers, etc. Application examples: Wound dressings, print adhesion sheets, transfer printing sheets, headrests, and paint protection films	
BLT Team (seamless belts and resin-coated rollers)	Provides belts and tubes that have electronic functions required for imaging and information devices, including printers to printer and copier makers. Application examples: intermediate transfer belts for laser beam printers, cleaning rollers, and transfer rollers	
ADH Team (acrylic adhesives)	Provides solvent-free acrylic adhesives with three types of curing mechanisms to wide-ranging markets, including from vehicle, electrical, steel plate, and mold model to golf club. Application examples: Motor magnets (electric vehicle components), coated steel sheets, golf clubs, and cast models	

Introducing Our Divisions | New Materials Division (Representing 18.0% of net sales)

Electronic Materials BU (processing) / Optical Materials BU (film forming and stretching)	
MNT Team **KE Team** **PLM Team** **CT Team** **MCSTR Team**	Provide to FPD makers, etc. a variety of optical functional films that serve as key materials for electronic displays, including large- to small-sized LCDs, touch panels, and LCD projectors.



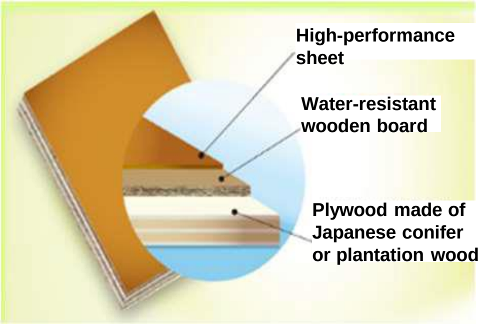



Introducing Our Divisions | Housing Materials Division (Representing 15.8% of net sales)

Wood Panel Division

Particle boards (raw boards)	Particleboard made by pressing the source material, which is fine wood waste chips mixed with adhesives, etc., at high temperatures to solidify them. The division recycles wood waste into a product instead of incinerating it, reduces carbon dioxide emissions and helps to prevent global warming.
	Application examples: Flooring, wall materials, ceiling materials, doors, shelves

Environmental contributing concrete mold panel (comori™)	Plywood designed for concrete mold panels, made by bonding a highly smooth water-resistant wood board with plywood made of Japanese conifer or plantation wood and laminating a high-performance sheet on the surface. This product has similar quality and performance levels to lauan plywood for concrete mold panels in terms of strength, durability, etc.
	Application examples: Concrete mold panels for construction and engineering work



Introducing Our Divisions | Housing Materials Division (Representing 15.8% of net sales)

Wooden Structure BU

Construction work-saving structural heat-insulating panels	These panels are complete with structural load-bearing surface materials, heat-insulating materials, etc. As the insulation work and the panel installation work can be completed at the same time, the product shortens the number of days and reduces the workload of craftsmen and carpenters. Application examples: Building wall material	
Construction and land development (Okura House Co., Ltd.)	Headquartered in Marugame, Kagawa, the company operates construction and remodeling services in the prefecture. It provides comfortable and secure homes that last for a long time, including zero-energy homes that aim to balance energy production and consumption and homes built to the highest earthquake resistance rating of grade 3 as defined by the Ministry of Land, Infrastructure, Transport and Tourism. Business examples: Homes for sale, custom-built homes, remodeling	
Lumber processing (Okura Precut System Co., Ltd.)	Headquartered in Mitoyo, Kagawa, the company processes structural materials for wooden buildings and homes (precut processing), and buys and sells materials for wooden buildings (construction hardware, foundation materials, etc.). Aiming to help build better houses, it continues to manufacture precut lumber that enables safe and quick work on site, using numerous architectural data. Application examples: Building pillars, beams, girders, etc.	

Introducing Our Divisions ｜ Other businesses (Representing 2.3% of net sales)

Hotel Business

Okura Hotel Co., Ltd.	Headquartered in Marugame, Kagawa, the company operates Okura Hotel Marugame. Okura Hotel Marugame overlooks the Seto Inland Sea and is conveniently located as a base for business and sightseeing.

Information Processing Business

Okura Information System Co., Ltd.	Headquartered in Marugame, Kagawa, this company develops software, operates computer systems, manufactures and sells maintenance package software, and sells computer equipment. It provides a full range of support services, from identifying needs to offering concrete solutions to address them.

Strengths of Okura Industrial

Capabilities to adapt products to wide-ranging fields and industries

By doing business with customers in a wide range of industries, we continue to supply products that meet their diversifying needs, taking advantage of our advanced technologies.

Strengths of Okura Industrial

Material design and development

Polymer blend/alloy

Organic-inorganic hybrid

Polymerization, multi-layering




Processing technologies

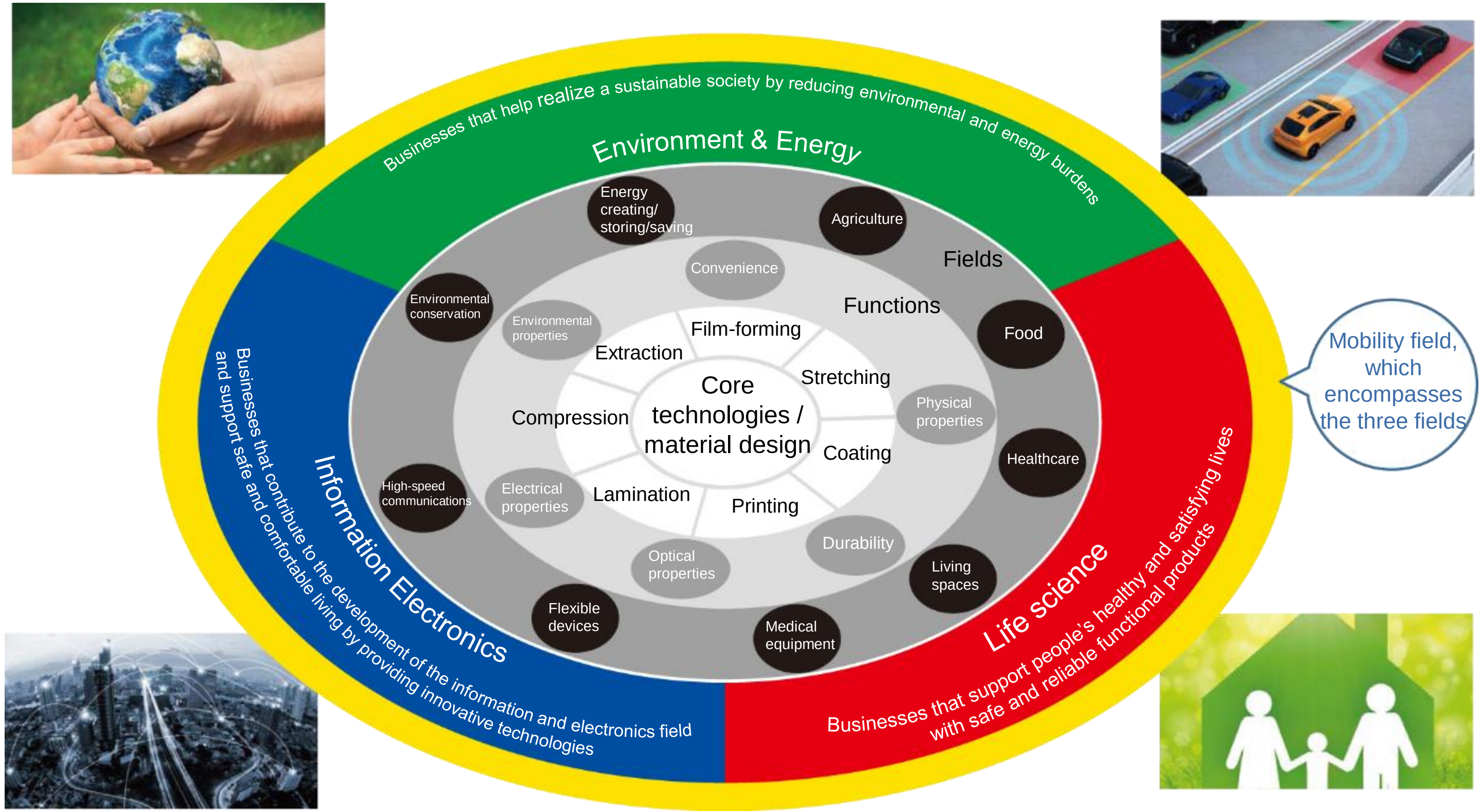
Film forming, stretching, coating, printing, laminating, pressurizing, extracting, and more






We meet customer requirements with materials and manufacturing processes that suit the application, form, and conditions of use.

Development Policy | Systematic Diagram of Core Technologies



Priority fields **"Environment & Energy," "Life science," "Information Electronics,"** and **"Mobility"** which encompasses the three other fields

OKURA

Consolidated Financial Results for the Fiscal Year Ended December 31, 2024

END

February 17, 2025

OKURA INDUSTRIAL CO., LTD.

Code number: 4221