



- I will explain our Medium-Term Business Plan.
- At the briefing on May 13, we postponed the announcement of the Medium-Term Business Plan, partly due to the impact of the spread of COVID-19. At that time, we explained our review of the previous Medium-Term Business Plan and future business direction. This was in order to carefully examine and reflect the impact of COVID-19. We recognize that the pace of change brought about by COVID-19 is extremely large enough to be called a paradigm shift.
- In order to respond to this rapid change, in addition to resolving the remaining issues in the previous Medium-Term Business Plan, we formulated a Medium-Term Business Plan thorough backcasting from our ideal image and will implement it speedily.

- 1. OKI's Business Environment and Vision**
- 2. Structural Reforms toward Growth**
- 3. Growth Strategy**
- 4. Management Targets**

- I will explain OKI's business environment and its vision, as well as its structural reforms, growth strategies, and management targets for growth, in that order.

1. OKI's Business Environment and Vision

2. Structural Reforms toward
Growth

3. Growth Strategy

4. Management Targets

1.1 OKI's Market Environment

Wide-ranging social issues surfaced, accelerating change

Environmental change:

◆ Global

- Uncertainty (e.g., economic changes, disputes, regionalism)
- Environmental issues (climate change, water, resources, waste)
- Increasing natural disasters
- Technological innovations (e.g., 5G, AI)

◆ Domestic

- Labor shortages
- Falling birthrate and aging population
- Aging infrastructures

◆ Paradigm shifts prompted by COVID-19

- Acceleration of the digital shift
- Shift from globalism to growing nationalism
- Individual behavioral changes, changing/reduced consumption
- Growth of non-face-to-face services and the touchless economy

- Looking at the market conditions surrounding OKI, various social issues such as natural disasters and a shortage of labor are emerging, while technological innovations such as those in 5G and AI are occurring and the pace of change is accelerating.
- In addition, the expansion of COVID-19 has affected a variety of activities, such as limiting the movement of people and stagnating supply chains, and has brought about major environmental changes in economic activities, such as acceleration of the digital shift and expansion of non-face-to-face services.

1.2 OKI's Vision

Solve social issues through critical Mono-zukuri and Koto-zukuri

Support infrastructures that cannot be stopped

- ◆ **Critical Mono-zukuri (manufacturing) :**
Development of highly reliable, highly available, fault tolerant and environmentally resistant equipment
- ◆ **Critical Koto-zukuri (creation of solutions and services) :**
Solution services collaborated devices and cloud in real time

<Corporate Philosophy>

The people of OKI, true to the company's "enterprising spirit", are committed to providing information and communication services globally to meet the diversified needs of communities worldwide in the information age

<Vision>

The OKI Group helps create a safe and convenient infrastructure for customers and society as a whole through the key Japanese concepts of "Mono-zukuri" and "Koto-zukuri"

<Key Message> "Delivering OK! to your life."

- The paradigm shift accompanying the current spread of infectious disease has questioned anew the intrinsic value of companies.
- OKI has made it valuable to provide customers with mission-critical systems that cannot be discontinued. As a Company that does not stop social infrastructures and contributes to their maintenance, we aim to be a corporate Group that supports the infrastructure of a safer and more convenient society through Mono-zukuri and Koto-zukuri.
- We will resolve social issues with the key message of "Delivering OK! to your life."



- OKI will promote ESG initiatives and contribute to SDGs in order to increase its corporate value over the medium to long term.
- To this end, we have identified material issues to be addressed. We will create social value through the realization of products and services that resolve social issues such as labor shortages and the spread of infectious diseases.
- We aim to conduct corporate activities that meet the expectations of stakeholders, such as governance and internal control.
- We will also strengthen our management foundation by strengthening the foundations that support Mono-zukuri.

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1.4 Actions on Material Issues (Materiality)

Solve social issues Environmental issues	Solve social issues and contribute to future of the earth by creating eco-friendly products
<p>◆ Preventing global warming FY2030 : Lifecycle CO₂ reductions Reductions of 40% VS.2013 FY2050 : Energy used at all sites including plants Get CO₂ Emissions to Zero</p> <p>◆ Contributing to achievement of the SDGs</p> <ul style="list-style-type: none"> ➢ Creating and supplying products to contribute to solving customer environmental issues. ➢ Innovative Mono-zukuri and Koto-zukuri in the supply chain <ul style="list-style-type: none"> - Realizing Net Zero Energy Building (ZEB) of Plants 	
HR management Mono-zukuri infrastructure enhancement	Promote HR development toward sustainable growth
<p>◆ Secure and develop human resources in Mono-zukuri and growth domains</p> <ul style="list-style-type: none"> ➢ Revitalize Mono-zukuri workplaces (adopting HR systems to increase work engagement) <ul style="list-style-type: none"> - Strengthen response to new products by utilizing skills assessment and personnel system supporting Mono-zukuri ➢ Build up AI human resources covering AI Edge domains <ul style="list-style-type: none"> - Promote AI education & training programs and industry-academia collaboration <p>◆ Promote diversity to realize a workplace where all employees can work comfortably and fully demonstrate their abilities</p> <ul style="list-style-type: none"> ➢ Develop a variety of working styles in response to the New Normal ➢ Develop and support environment where various human resources such as seniors and people with disabilities can play active roles 	

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- We address important issues by solving customers' environmental issues and promoting measures for the OKI Group's human resources.
- We will continue to tackle environmental issues, including measures to combat global warming, and strive to virtually eliminate CO₂ emissions from energy used by all sites including plants by fiscal 2050 and realize Net Zero Energy Building, or ZEB. OKI itself will carry out business activities that take environmental measures into account, while providing products and solutions that help customers solve environmental problems.
- As for personnel measures, we will invest and strengthen human resources in order to achieve sustainable growth.
- Based on the slogan "Revitalize Mono-zukuri workplaces", we will introduce a personnel system that enhances work engagement. We will greatly increase our AI human resources through AI education programs and university collaboration. In addition, we will promote diversity by establishing a variety of working styles in response to the new normal, establishing an environment and support for increasing the number of people with disabilities and other diverse human resources in anticipation of the declining birthrate and aging population.

1. OKI's Business Environment and Vision
- 2. Structural Reforms toward Growth**
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2.1 Medium-Term Business Plan 2019 Review: Remaining Issues

- **Resource reallocation within the large-scale framework of the hardware business**
 - Respond to environmental changes and enhance R&D structures to enable timely introduction of products
 - Respond to upstream design demands through consigned manufacturing services
- **Strengthen market access capabilities and reforming cost structures**

	Issues in the approach to the next medium-term business plan
ICT	<ul style="list-style-type: none"> • Enhance the business portfolio to build more stable revenue foundations
Mechatronics Systems	<ul style="list-style-type: none"> • Apply automation technologies to create growth engines supplanting ATMs • International strategies in areas such as maintenance revenues and model sales expansion
Printers	<ul style="list-style-type: none"> • Review of business as the office printer market shrinks and each company moves toward the industrial domain
EMS	<ul style="list-style-type: none"> • Improve the market portfolio balance centered on new customer development • Enhance structures to respond to upstream design needs
Common measures	<ul style="list-style-type: none"> • Enhance governance through business standardization, cutting costs by adopting shared services and efficiency improvements

- At the briefing held on May 13, we reviewed the previous Medium-Term Business Plan 2019.


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2.2 Medium-Term Business Plan 2022: Building the Foundations for Growth

Build the foundation for sustainable growth through solving social issues

Remaining issues + paradigm shift due to COVID-19

- ◆ Accelerate measures for businesses where weaknesses are emphasized (printers, overseas)
- ◆ Respond to change of keywords (unmanned, non-contact, non-face-to-face)



Through FY2022

Building the foundations for growth

- 1) Restructure the business portfolio
- 2) Evolve Mono-zukuri infrastructures
- 3) Cost reforms in shared group functions

Get on a growth track by FY2022 and achieve profits exceeding FY2019 levels while rebuilding the business portfolio

2030 Achieve SDGs

2031 OKI 150th anniversary

FY2026 and later Realize new growth

FY2023 and later Steer toward growth

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- Under the Medium-Term Business Plan 2022, in addition to the remaining issues from the previous Medium-Term Business Plan, which was introduced on May 13, in light of the fact that the impact of the paradigm shift caused by the spread of COVID-19 is enormous and rapid, we will implement three reforms: restructuring our business portfolio, strengthening our manufacturing foundation, and reforming the cost of common functions across the Group.
- For FY2031, 150 years after its founding, we aim to achieve sustainable growth by resolving social issues.
- The Medium-Term Business Plan 2022 is positioned as a foundation for growth, and we will steer the Company toward growth from 2023 and realize new growth from 2026.

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2.3 Restructuring the Business Portfolio

Focus on domains in which we can leverage our strengths in response to accelerating changes in the market

Accelerate resource shifts to strategic areas

- ◆ **Segment integration of 3 businesses*¹ focused on hardware (Apr. 2020)**
 - Resource shift of design/development : Comprehensive Mono-zukuri service, Provide devices to solve social issues
 - Newly establish Business Collaboration Division : Sales/Marketing enhancement
- ◆ **Drastic review of overseas strategy focusing on competitive products**
 - Narrow printer line-up (for business use, OEM) and reduce overseas sales bases
 - Business model shift to components delivering (OEM)
 - Utilize overseas bases to realize global partner strategy
- ◆ **Consolidate the parent company of Printers business**
 - Centralize corporate functions
 - Integrate design/development structure : Shifting engineer resources
 - Integrate department : Sales/marketing enhancement

*** 1 : Mechatronics Systems, Printers, EMS**

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- First, we will restructure our business portfolio. We will accelerate the restructuring of our business portfolio by focusing on business domains where we can leverage our strengths in light of changes in the market environment and the acceleration of changes due to the paradigm shift due to the impact of COVID-19.
- Hardware engineers have already shifted from the printer business to the EMS business expansion in April 2020, but we will continue to integrate development resources. We will use it to create Mono-zukuri services and equipment that solves social issues. We established the Business Collaboration Promotion Division to strengthen sales and marketing functions.
- Overseas operations will be fundamentally reviewed in line with new sales strategies.
- The printer business will be concentrated on models such as competitive commercial label printers that will prevail in the world, as well as the robust domestic market. In the printer business in the U.S., sales of the main unit will be terminated by the end of the year. Efficiency will be improved in Europe through personnel reductions and the consolidation and closure of bases. Until now, OKI's hardware business has focused on selling products under its own brand. In the future, we will also aim to expand our model of providing components.
- With regard to automated equipment businesses, as in the case of the withdrawal from business in Brazil, businesses that are not in line with our strategy in other regions will be downsized or withdrawn. Meanwhile, we plan to utilize overseas bases in the Group for strategies to collaborate with global partners for new consumption. In North America in particular, OKI Data Americas, a printer sales

- subsidiary, will be reclaimed as a base for expanding the component business.
- In the printer business, OKI will consolidate the parent company of the business to integrate and streamline common functions in line with a review of business. In addition, we will integrate domestic sales of OKI Data to strengthen our domestic printer business and expand our business using printer sales as an opportunity.

2.4 Evolve Mono-zukuri Foundation

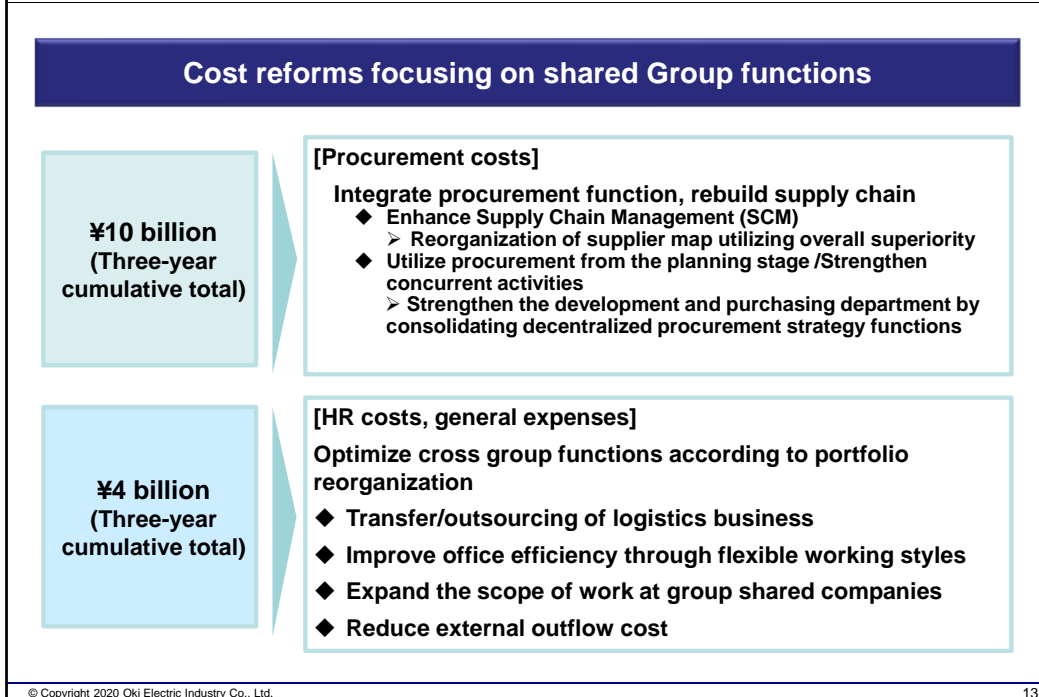
Enhance competitiveness through evolving Mono-zukuri foundation

- ◆ Deliver what customers need timely and sustainably
- ◆ Increase customer value and realize cost cut

- ◆ **Technological integration, R&D structure enhancement (700 engineers):**
 - Visualize of technologies using skill maps of human resources for hardware business, Integrate technology of mechatronics and electronics
- ◆ **Integrate and optimize production functions**
 - Production facility consolidation (review of overseas production bases, integration/reorganization of production subsidiaries)
 - Establish group control function (production roadmap, production planning, production technology development)
 - Process and IT integration to realize “Virtual One Factory”
- ◆ **Smart factories (Manufacturing DX model factory)**
 - Flexible Factory that can continue to respond to changing needs and technological evolution
 - Co-existence with local communities, disaster-resistant, and reduce environmental impact
- ◆ **Integration of procurement departments within the group, supply chain restructuring**

- Second, we will strengthen our Mono-zukuri foundation. We will evolve Mono-zukuri and reform it with the goal of technological development that will prevail around the world. In order to realize the cost competitiveness, quality, and speed demanded by customers and partners, we will implement reforms to achieve production at optimal sites and cost reductions.
- In terms of specific initiatives, we will integrate the hardware business into a development structure with a workforce of 700 people. We will strengthen our ability to respond to diversifying needs by creating a database of human resource skills and integrating technologies.
- We will consolidate and reorganize our production subsidiaries with the aim of optimizing production functions through the integration of the three hardware businesses. We will establish and strengthen functions to oversee production roadmaps, production technology development, and other matters within the Group. At the same time, we will integrate processes and IT.
- OKI itself will advance its Manufacturing DX to create a smart factory that can become a model factory in the future. We will be able to produce flexibly in response to changing needs and advanced technologies such as local 5G. We will also give consideration to coexistence with local communities and environmental impact.
- We will integrate procurement functions throughout the Group and reduce costs through centralized purchasing and development purchasing.

2.5 Cost reforms in shared Group functions



- As the third reform, we will reduce procurement costs by a cumulative total of JPY10 billion and personnel expenses and expenses by JPY4 billion over the three years through the reform of common divisions.
- By integrating procurement divisions throughout the OKI Group, we will strengthen supply chain management and further reduce costs. We will reorganize our business partner map by leveraging the concentration of products through consolidation. We will strengthen procurement activities and concurrent activities from the planning stage.
- Personnel costs and expenses will be optimized across the Group. In October 2020, we outsourced logistics operations. We will continue to optimize costs by outsourcing non-core operations. We will promote office reforms based on telework and other flexible working styles to improve productivity. We will promote the standardization of operations for common functions, expand the shared range, and reduce operating costs.
- We will also reduce external outflow costs.

1. OKI's business environment and ideals
2. Structural reforms toward growth
- 3. Growth strategy**
4. Management targets

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3.1 OKI's Growth Strategy

**Fusion of Mono-zukuri and AI edge technology
Solve the problems of more customers**

Grasp issues and needs accurately through strong relations with partners
Transform into a proposal-based company offering solutions to social issues
leveraging OKI's strengths/features

Social issues OKI must address

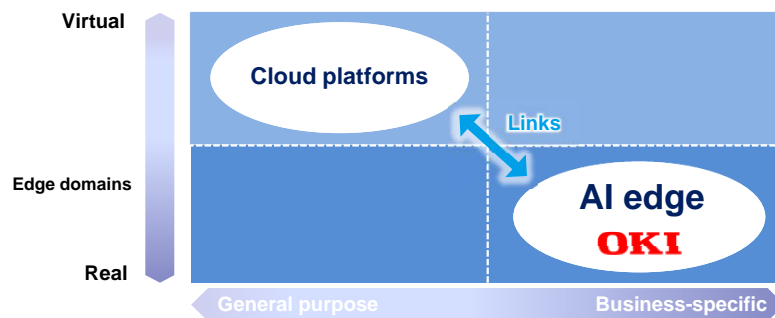
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- I will explain our strategies for growth.
- We will target seven social issues, including natural disasters and the spread of infectious diseases. Leveraging our AI technologies and Mono-zukuri strengths, we aim to grow by solving social issues through collaboration and co-creation with customers and partners.

3.2 OKI's Position

Visualize site data by realistic field equipment and AI edge technologies and process such data in real time with the cloud

- ◆ **OKI's strengths = Customer base × installed base × technological capabilities**
 - **Customer base:** OKI's customers (primarily social infrastructure service providers)
 - **Installed base:** Track record of devices in edge domains and solutions based on these devices
 - **Technological capabilities:** AI edge technologies developed on the foundations of reliable devices and critical Mono-zukuri

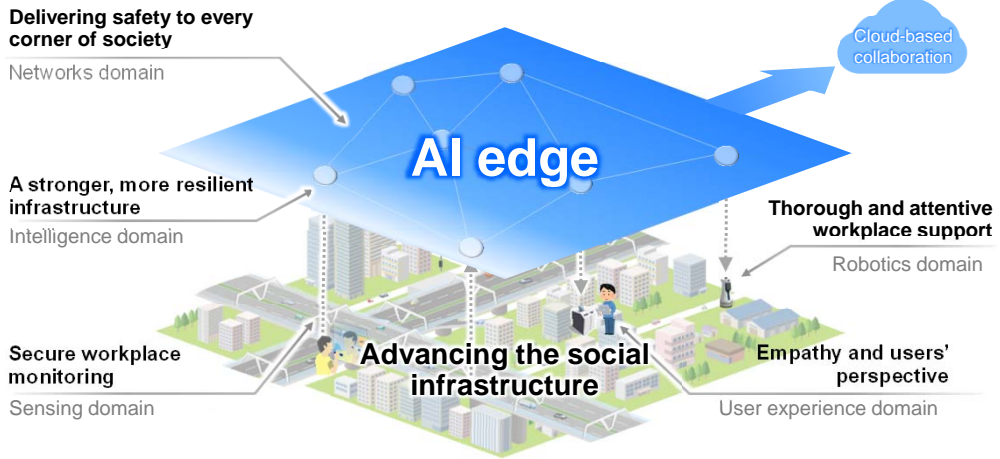


- OKI's strengths are its customer base, install base, and technological capabilities.
- We have a proven track record of providing a large number of equipment and solutions to customers who are providers of social infrastructure services such as government, financial institutions, and transportation companies in real edge fields.
- We will develop our business using AI edge technology as a strength, targeting real sites where social issues are occurring.
- AI edge processes data in a real world with intelligence on terminals. High-definition video, high-volume real-time sensors, high-speed, high-capacity communications on local 5G, and other processing at the edge is critical.
- As many vendors focus on the virtual world, OKI will focus on real-world sites specializing in operations.
- We will collaborate on networks with vendors of cloud services to provide solutions that support social infrastructure or solve social issues.

3.3 Priority Technologies

Advance social infrastructure with AI edge technology

Expand edge domains to every corner of society for a safe, reliable, and sustainable society



- We will focus on AI technology to upgrade social infrastructure.
- We will focus on cutting-edge technologies such as AI-centered networks, sensing, and robotics through the edge that serves as a point of contact between infrastructure and people to realize safe, secure, and sustainable social infrastructures.

3.4 Solutions Systems Growth Strategies

Assist customer DX with AI edge

Strive to achieve sustainable growth through social implementation of DX solutions
Solve social issues through solutions created with customers and partners

◆ Business opportunities

- Further DX acceleration in the age of the new normal
- Solutions growth through technological innovations (5G, AI)
- Growing importance of decentralized processing (edge computing) due to growing volumes of information

◆ Accelerate social implementation through AI edge strategies

- DX accelerating with terminal technology in the edge area, strengths of network technology and abundant use cases
- Actively support the DX of customers' current system

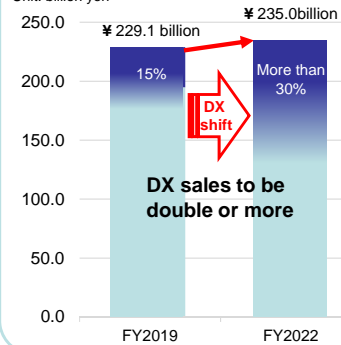
◆ Business creation through co-creation by customers/partners

- Build an ecosystem with customers and partners

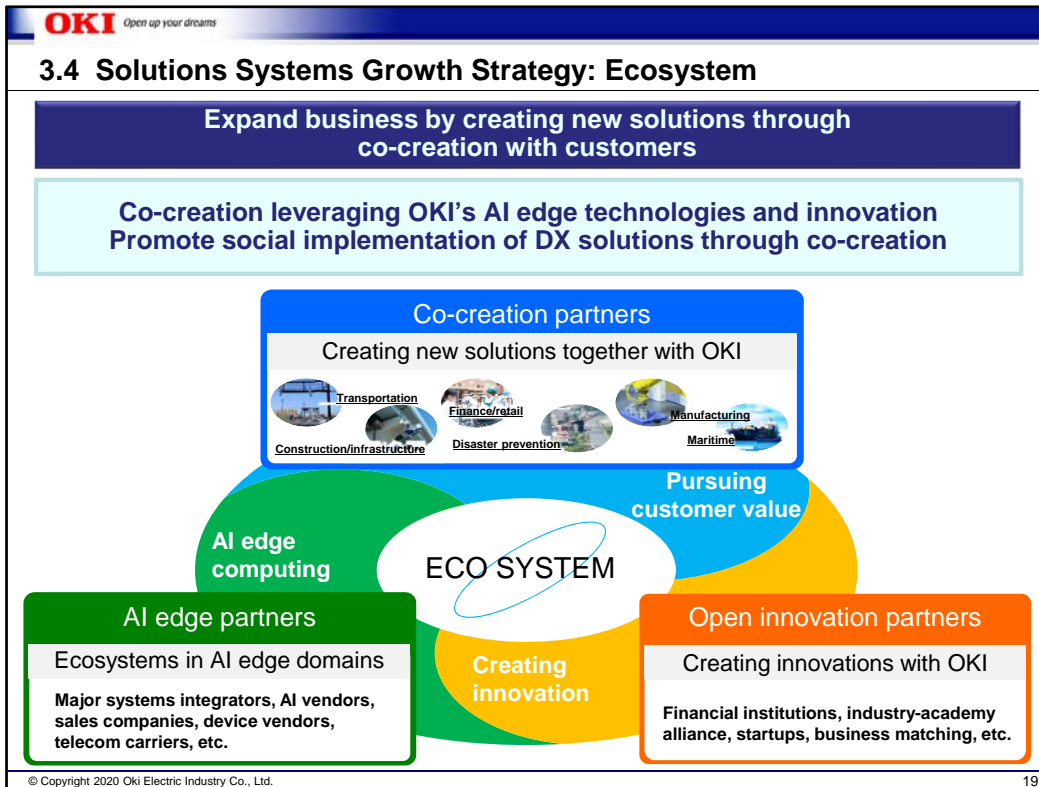
FY2022 targets

- Net sales: **¥235.0 billion**
- Operating income: **¥19.0 billion**

Unit: billion yen



- I will explain growth strategy of Solutions Systems business.
- With the emergence of social issues and the paradigm shift due to COVID-19, OKI's current customers will also accelerate the DX of their systems.
- In areas where OKI has strengths, such as terminal technologies in the edge field, network technologies, and abundant use cases, we will combine AI edge technologies to promote the social implementation of solutions that promote DX through co-creation with customers.
- Our goal is to more than double sales in the DX domain over the three-year period ending in FY2020.



- In the solutions business that utilizes AI technology, we plan to open up new markets by forming an ecosystem in collaboration with partners.
- We aim to grow in collaboration with such partners as innovation partners that create innovative solutions, AI edge partners that develop cutting-edge technologies, and customers who aim to co-create DX solutions with OKI and promote social implementation.
- We have developed partnerships with AI edge partners and held idea contests. As a result, we have more than 70 AI edge partners and more than 70 co-creation partners.

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3.5 Components & Platforms Growth Strategy

From a product-centric approach to deliver components and platforms

**Deliver and develop components*1 to help solve social issues
Service provision through platforms based on our Mono-zukuri strengths**

- ◆ **Business opportunities**
 - Responding to issues including labor shortages and infectious diseases
 - Growing importance of hardware connecting people to systems
- ◆ **Expanding priority domains leveraging OKI strengths**
 - Devices and services to realize unmanned, contactless, and non-face-to-face solutions
 - Delivering integrated Mono-zukuri services
 - Utilization of installation base(including operation service)
- ◆ **Global partner strategy**
 - From in-house sales to global partner
- ◆ **Strengthening the ability to meet diverse customer needs**
 - Technological integration, enhancement of R&D structure (700 engineers)

FY2022 targets

- **Net sales: ¥ 225.0 billion**
- **Operating income: ¥ 8.5 billion**

Unit: billion yen

Year	Existing domains	Priority domains	Integrated Mono-zukuri services	Via partners *	Total
FY2019	~108.15	~108.15	0	0	¥216.3
FY2022 (Target)	~75.0	~150.0	~10.0	~90.0	¥225.0

*1 Terminal, module *2 Including operations services

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- Let's look at growth strategy for the Components and Platforms Business.
- In the past, the hardware business manufactured and sold high-quality, highly reliable equipment. Under the current Medium-Term Business Plan, we will lay the foundation for growth and aim for a new business model through component sales and platform services.
- We will develop components and commercialize equipment that meets the demands of automation, efficiency, as well as unmanned, contactless, and non-face-to-face solutions, which are required for the new normal.
- We will also broaden the EMS to include all functions necessary for Mono-zukuri, and aim for a DMS business as a comprehensive service.
- In addition, we aim to expand our service business by leveraging OKI's strengths in installation base. We will provide operations related to equipment, as well as unmanned, non-face-to-face service support services, for which needs are expanding in new normal.
- We will expand these new products into a broader market by incorporating them into our partners' products, in addition to the stand-alone sales of OKI. Our goal is to increase the percentage of demand in these focus areas to two-thirds over the three-year period ending in FY2022.



- In the Components & Platforms Business, we will expand collaboration with partners to create new products and cultivate new markets globally.
- OKI possesses automation technology, mechanics and electronics integration technology, as well as technology to provide high-quality, stable supplies of products.
- As in Japan, demand for unmanned, contactless, and non-face-to-face services is expected to expand, particularly in developed countries. In response to this need, OKI will develop and provide competitive components that meet the cost, quality, and speed demanded by partners worldwide.

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3.6 Innovation

Challenge new business fields toward the new normal

Challenge new business fields through innovations fusing R&D with business development

◆ **Promote fusion of new business fields with co-creation projects**
 Promote co-creation and innovation in new fields by drawing on AI edge strengths to deliver solutions in the world of the new normal

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- In FY2020, OKI established a system to promote innovation by integrating the R&D center and the innovation function.
- In order to continue to create new businesses and products that contribute to society in a sustainable manner, we aim to create medium-to long-term businesses that will become future pillars based on the innovation management system, ISO 56002 processes.
- Throughout the Company, innovation and on-site operations will be integrated into a two-story structure, and processes will be overlapped.
- We will create a process in which we will provide close information to our businesses from the early stages and receive advices, while growing together so that innovation can be smoothly passed to our business divisions.
- In the four industrial fields shown in this figure, we will combine R&D and business development that leverage the strengths of AI edge to promote co-creation aimed at solving social issues in the new normal.

3.7 Investing in Growth

Capital investment

Groupwide deployment and introduction of facilities, equipment, and IT systems to set the foundations for growth strategies

R&D expenses

Research on the advanced technologies needed to remain a company capable of delivering solutions to social issues through critical Mono-zukuri and Koto-zukuri

¥ 70~80 billion
(Three-year cumulative total)

¥ 45 billion
(Previous medium-term plan results)

[Capital investment] (including M&A)

- ◆ Enhance Mono-zukuri foundation:
Realize a “Virtual One Factory”
Production at facilities optimized for product characteristics
- ◆ Smart factories: World-leading production plans
- ◆ DX promotion: Renewal ERP and IT integration

¥ 40 billion
(Three-year cumulative total)

¥ 30 billion
(Previous medium-term plan results)

[R&D costs] (including promotion of innovation)

- ◆ Develop new DX solutions and components
- ◆ Five priority technologies: Sensing, networking, intelligence (AI), robotics, user experience
- ◆ Promote co-creation and innovation: Yume Pro Process

- We will invest a cumulative total of JPY70 billion to JPY80 billion over three years, including M&A, with the aim of deploying and introducing facilities and IT systems that form the foundation of our growth strategy.
- This covers the strengthening of the Mono-zukuri foundation to realize production at the optimized bases, the conversion to a smart factory, ERB renovations aimed at promoting DX as the OKI Group, and IT integration.
- We will also invest JPY40 billion over three years in R&D to develop new DX solutions, components and AI-related technologies.

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4. Management Targets

Management Targets

Operating income: ¥ 20.0 billion

Shareholders' equity ratio: 30%

Realize stable business foundations with operating income exceeding FY2019 levels by restructuring the business portfolio toward growth

Previous three-year plan results	FY2019		Current three-year plan targets	FY2022
Net sales	¥457.2 billion		Net sales	¥465.0 billion
Operating income	¥16.8 billion		Operating income	¥20.0 billion
Net income	¥14.1 billion		Net income	¥12.0 billion
Shareholders' equity	¥106.2 billion		Shareholders' equity	¥115.0 billion
Shareholders' equity ratio	28.5%		Shareholders' equity ratio	30%
Returns to shareholders	¥50 dividends/share		Returns to shareholders	More than 30%
ROE	13.7%		ROE	10%

- OKI had positioned the three years through FY2020 as the foundation for growth.
- The acceleration of structural reforms accompanying the realignment of our business portfolio will temporarily depress earnings, but we aim to achieve earnings in FY2022 higher than in FY2019.
- In addition, we aim to maintain management stability amid changes in the business environment through a paradigm shift.
- Our management targets for the Medium-Term Management Plan 2022 are operating income of at least JPY20 billion and a shareholders' equity ratio of at least 30%.

Closing

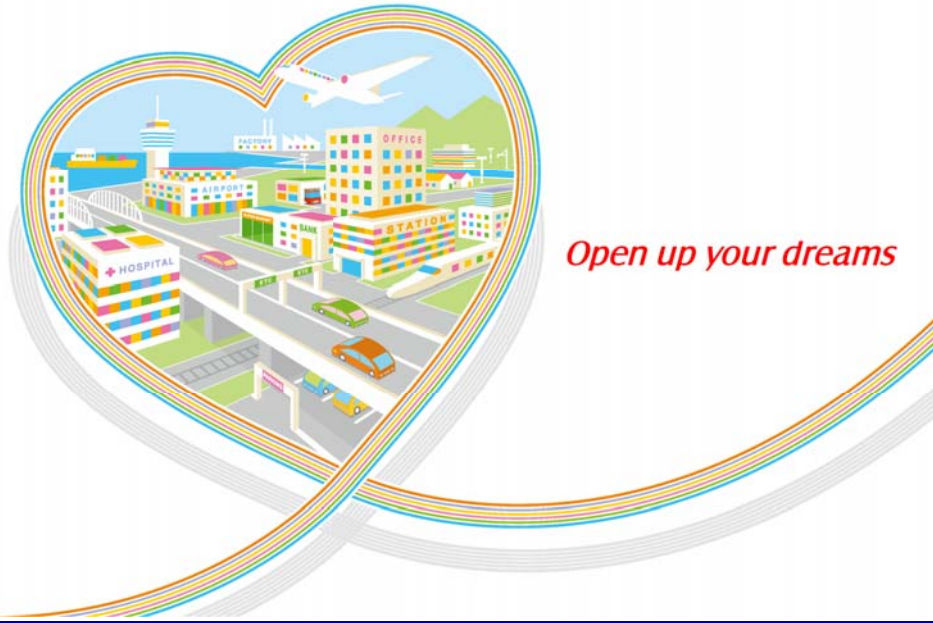
Delivering OK! to your life.

Key message indicating OKI Group' initiatives to realize its vision

The OKI Group helps create a safe and convenient infrastructure for customers and society as a whole through the key Japanese concepts of “Mono-zukuri” and “Koto-zukuri” and seeks for sustainable growth together with society



- Lastly, OKI's key message is "Delivering OK! to your life,"
- which shows OKI's efforts to realize its vision.
- This term is a promise to a variety of stakeholders, including customers and investors, and at the same time standardizes the direction within the OKI Group by sharing objectives.
- Under this Medium-Term Business Plan, OKI will do its utmost to deliver OK to society.



Reference: The world of social solutions targeted by OKI

Smart city based on accelerating DX

