

OKI Group
Business Strategy Meeting
Component Products
Segment

Takashi Inoue

Executive Officer

Head of Component Products Division

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(Embedded Applications, Modules, and Digitalization)

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Expand edge product business through direct/indirect sales and OEM business;
 Contribute to solving social issues through components in the
 sensing, AI, communication, and output devices

Job satisfaction and
 productivity enhancement

Business communication

Reform work styles and customer contact points
 by leveraging telephony functions

DISCOVERY neo

PBX, business phone system

Com@WILL®



IP CONVERGENCE Server
SS9100



TerioCloud



CrosCore #2

Contact center



CTstage 7DX



CTstage Cloud

Printers

Transform printing at offices and in businesses
 with a focus on toughness and speed

A4 Mono



A4 Color



A3 Mono



A3 Color



Small ticket/
 label printer



Label printer



Special-color,
 high-speed printer

Safe and convenient
 social infrastructure

AISON

Wrong-way-driver
 detection



Supporting safety
 through the application of AI

Conservation of global
 environment

Edge devices

ZEGW



Environmentally-friendly remote monitoring
 to track social infrastructure

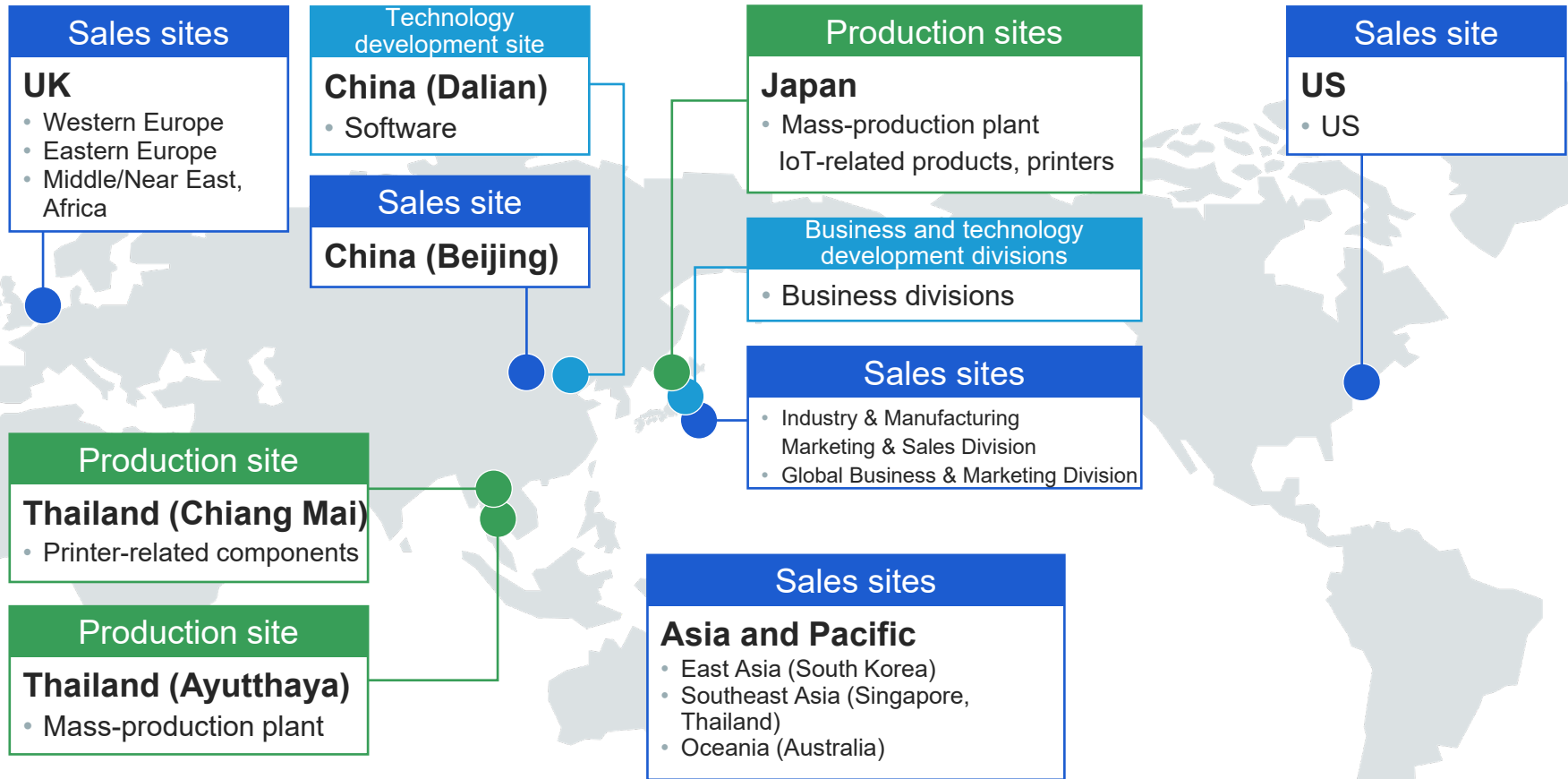


SmartHop



Sensor network that can be
 connected easily and efficiently

Global development, sales, and production sites, and partner locations



“Delivering OK! to your life.” through sensing, AI, communication, and output devices, and components tailored to the needs of our customers and society

Social trends

Ongoing automation and DX

Aging infrastructure, labor shortages

Environmental focus

Conservation of resources, reductions in CO₂ emissions

Direction

Stable earnings



Growth

Create new edge devices by fusing core technologies of printers and IoT devices. Roll out such devices globally by leveraging printer business assets.

Printers, business communication

Product groups

Edge devices (Sensors, AI, communication)

Europe, Americas

Markets

Japan, Asia, OEM

Net sales level

¥**100.0**bn

Overseas

50%

Operating income margin

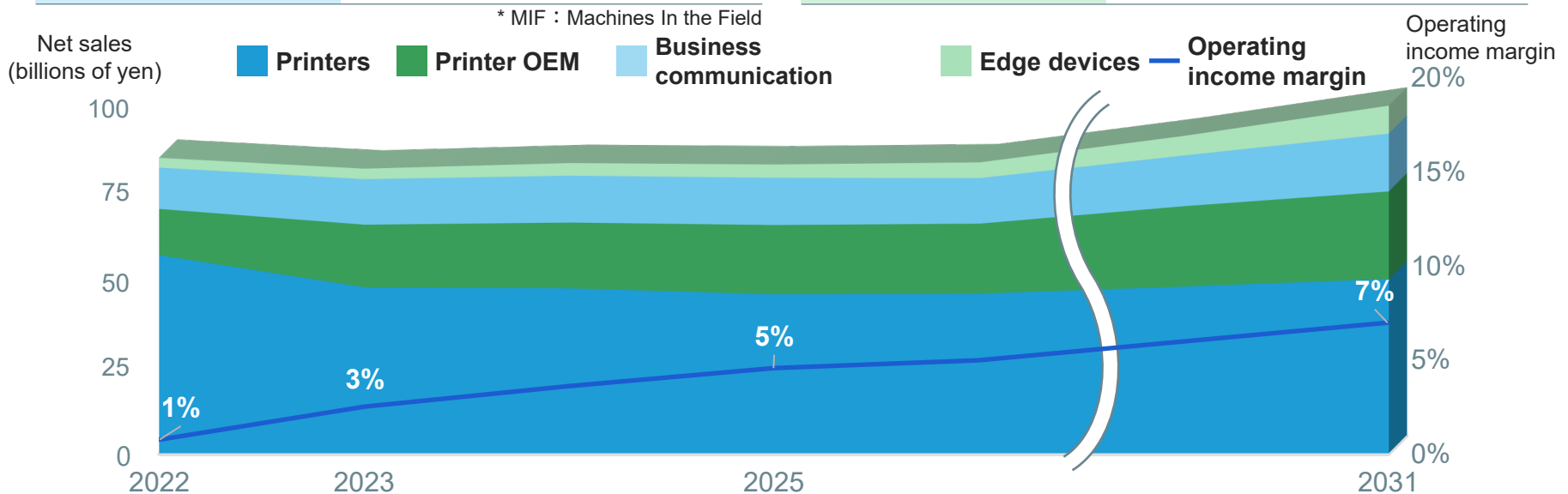
7%

Focus on strong products in printers, and expand OEM and edge devices to improve profitability;

Transform into a robust business entity and develop a 100 billion yen business

Stable-earnings businesses	
Measures	Overview
1 Printers Maintain MIF* with focus on strong products	Maintain MIF at a certain level through own sales and expanded OEM operations with a focus on distinctive and competitive products, and secure profit from consumables and printer operation
2 Business communication Respond to changing needs	Secure sales through a product lineup that addresses new mobile and cloud needs in the business communication field

Growth businesses	
Measures	Overview
1 Edge devices Overseas expansion	Secure partners for SmartHop/ZEGW and begin sales, starting in Asia
2 Printers Growth in OEM business	Expand MIF by increasing product models adopted by existing users, and by securing new users

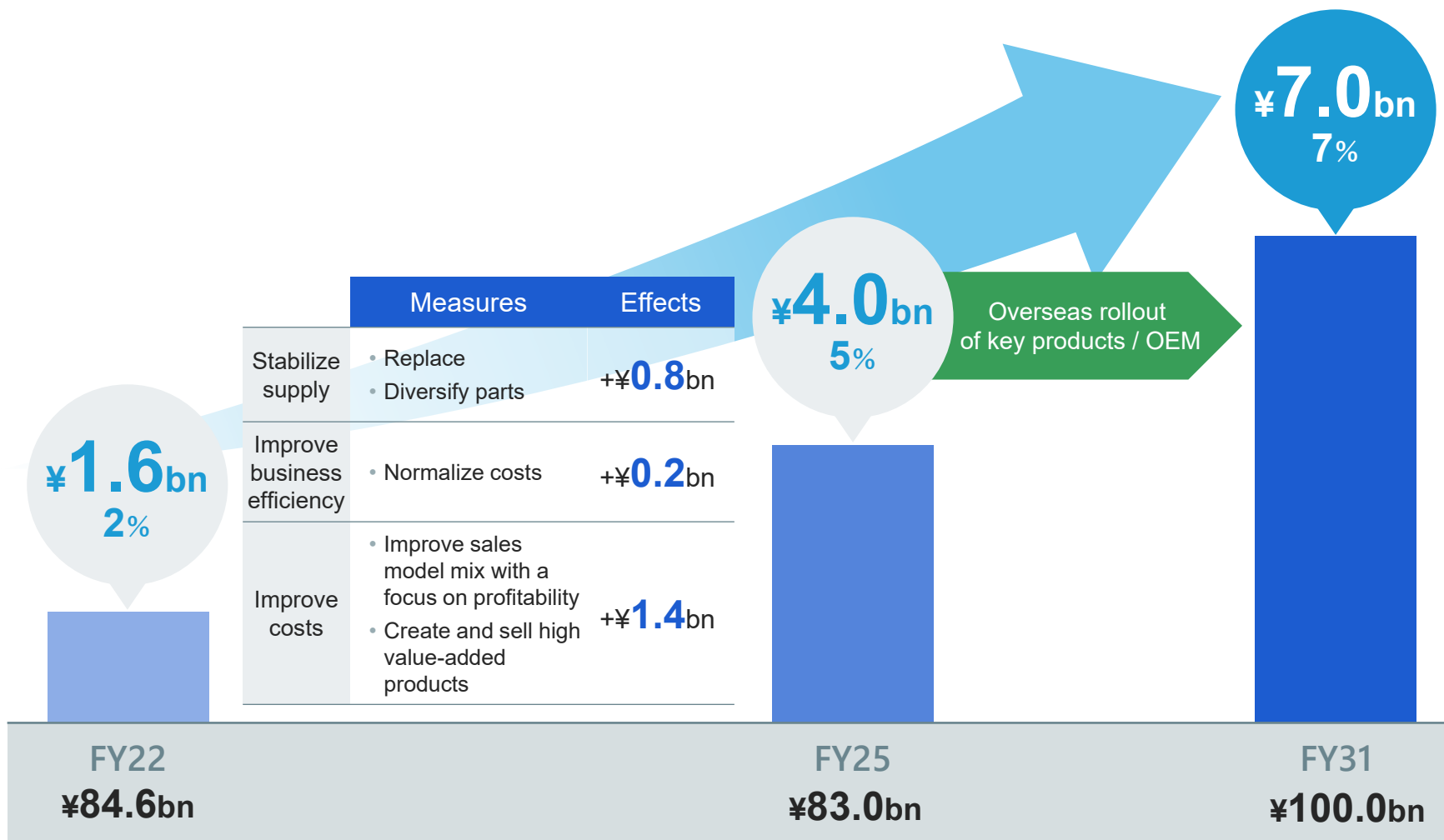


**Stabilize businesses by pursuing improved profitability;
Launch global edge device business by leveraging printer business assets**

Targets	Net sales	Operating income
	¥ 83.0 bn	¥ 4.0 bn

Key initiatives and KPIs	Printers: Expand OEM business	Edge devices: Expand key products
	Unit share 18% ▶ 33% or more	CAGR for key products = 11% (2022 results → 2025 target)

Overcome downturn caused by material supply issues;
 Improve profit by recovering existing businesses and launching new businesses



For printers, expand OEM business aiming for stable profitable business;
 For edge devices, create new products and expand sales of focused products
 while maintaining the base business

Printers

1 Product development

- Overhaul engine by using space-saving technology **to reduce size and improve energy efficiency**



2 Technology development and environmental compatibility

- Develop **technology that reduces the environmental load** mainly through conservation of resources and prolonged lifespans
- Increase resource recycling and reuse rates



3 Sales

- Strengthen **OEM supply of finished products and modules** that offer stable quality thanks to the new engine

Business communication, edge devices

1 Product development

Business communication

- Strengthen lineup of mobile and cloud-compatible products

Edge devices

- Expand **sensing target data and detection events**



2 Technology development and environmental compatibility

Business communication

- Applied technologies for web and cloud architecture

Edge devices

- Distinctive **sensing technology**
- Lightweight AI technology that delivers high precision**



3 Sales

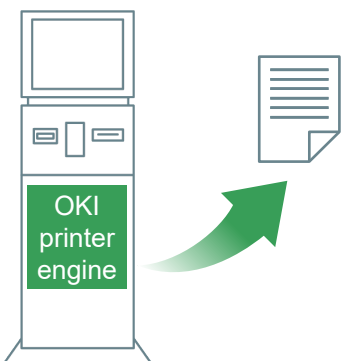
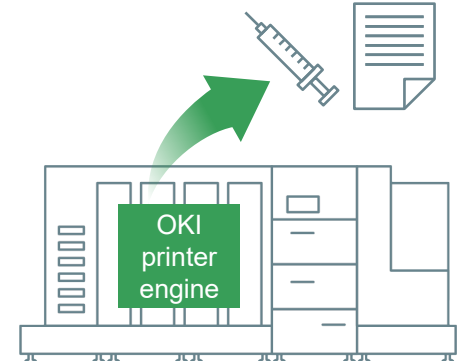
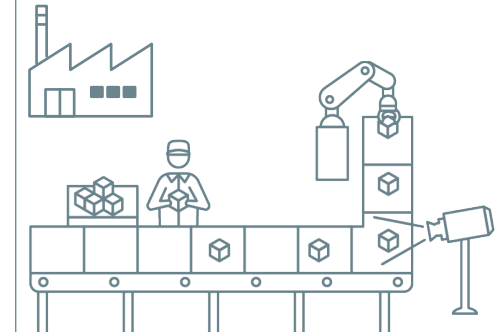
Business communication

- Reinforce customer and partner foundations, and promote use of online tools

Edge devices

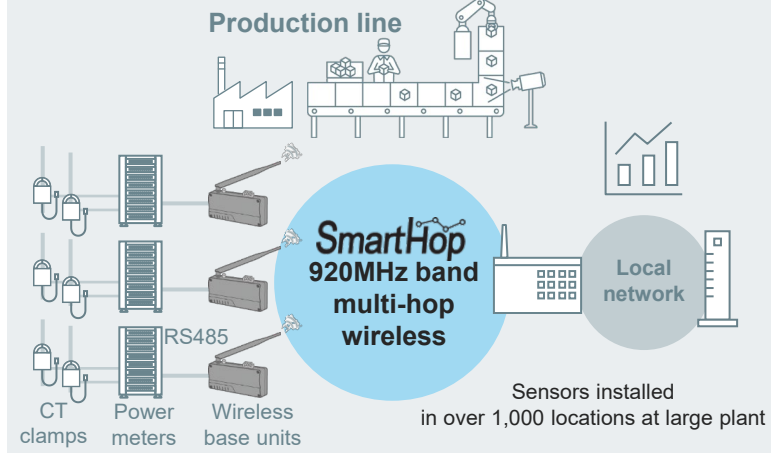
- Strengthen market development for social infrastructure applications**

Capture demand in KIOSK terminals, manufacturing equipment, and production line arrangements with OKI's unique compact and space-saving technologies

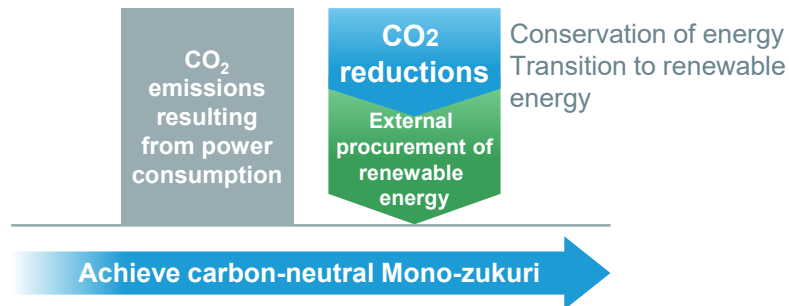
	KIOSK terminals	Embedded applications	Production line arrangement
Usage examples	 <ul style="list-style-type: none"> • Storable in small enclosures • Space and orientation restrictions for maintenance 	 <ul style="list-style-type: none"> • Storable in small enclosures • Facilitates large-volume printing • Delivers stable quality without interruptions 	 <ul style="list-style-type: none"> • Production lines with limited space • Delivers stable quality without interruptions
Customers	Medical care sector, universities, banks, government agencies	Medical care sector	Manufacturing sector, distribution sector
Applications	<ul style="list-style-type: none"> • Medical images • Student documents • Certificates 	<ul style="list-style-type: none"> • Injection prescription details, labels 	<ul style="list-style-type: none"> • Process control labels • Product labels • Packing labels
Partners	Kiosk terminal vendors	Manufacturers of finished products that use embedded components	Production line builders, manufacturing industry

Example of major manufacturer

SmartHop

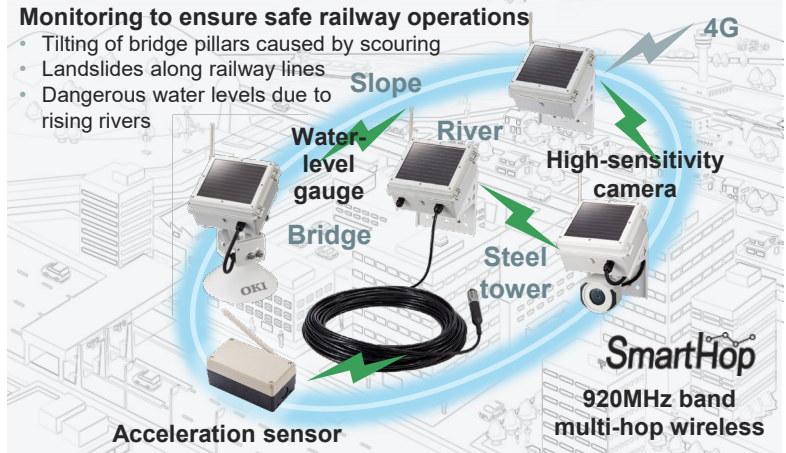


Promote energy conservation, reduce CO₂ emissions through a shift to renewable energies, and support the realization of carbon-neutral Mono-zukuri by quantifying and visualizing CO₂ emissions resulting from power consumption.



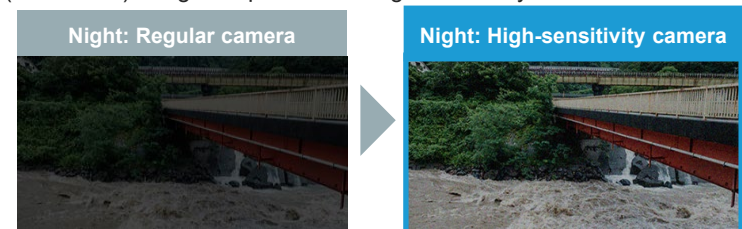
Example of railway operator

Zero energy IoT series



Remote monitoring technologies to track the safety of social infrastructure threatened by aging and natural disasters. The products in our zero-energy IoT series (which includes water-level gauges, acceleration sensors, and high-sensitivity cameras) are environmentally friendly and operate without a power source.

(Reference) Images captured with high-sensitivity camera



OKI *Open up your dreams*



Delivering OK! to your life.