

OKI Group  
**Business Strategy Meeting**  
**EMS**  
**Segment**

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Head of EMS Division

**June 1, 2023**

**01 Segment Overview**

**02 Vision for the Future (Segment Vision)**

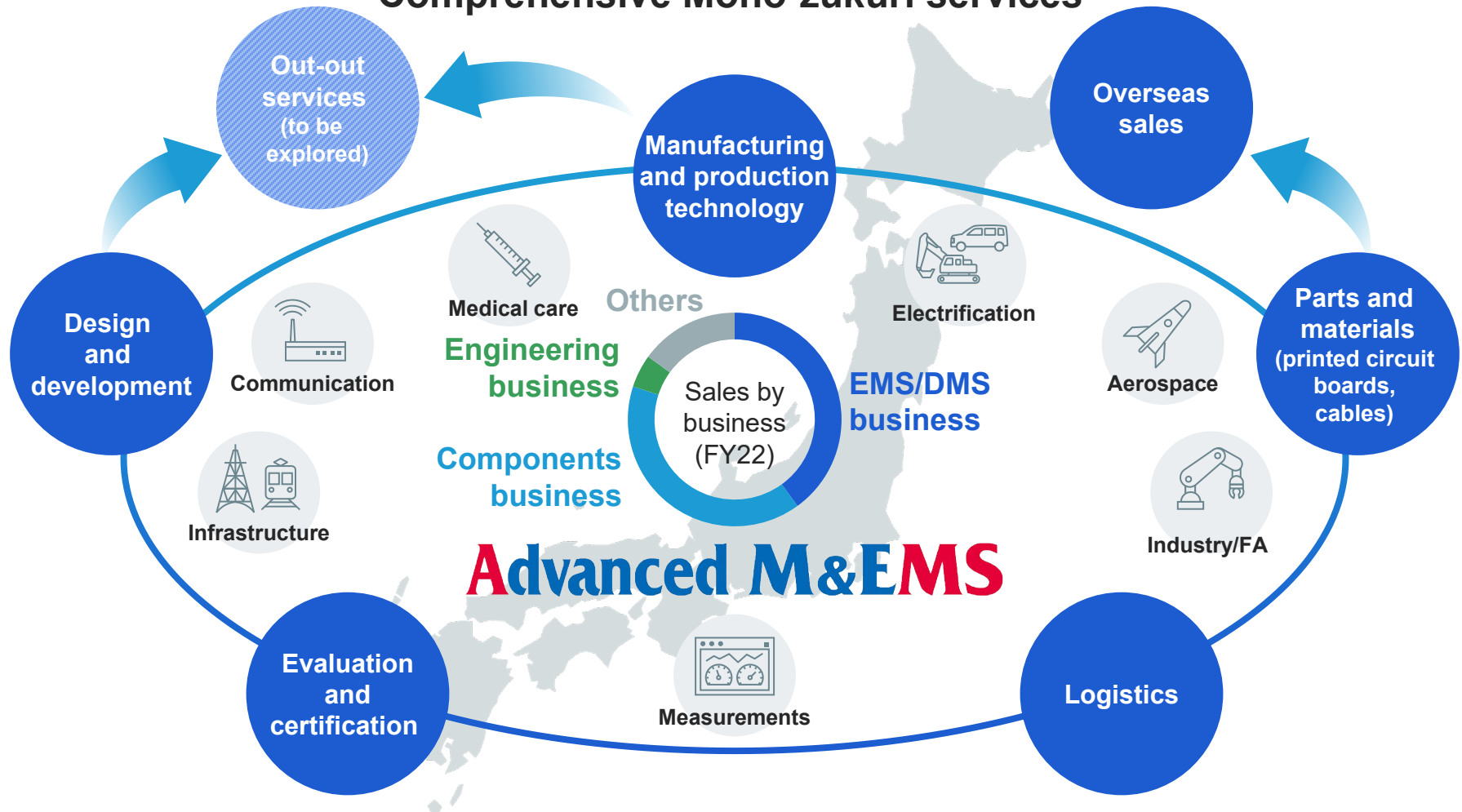
**03 Business Strategy to Realize Vision for the Future**

**04 Medium-Term Business Plan 2025: Policy and Targets**

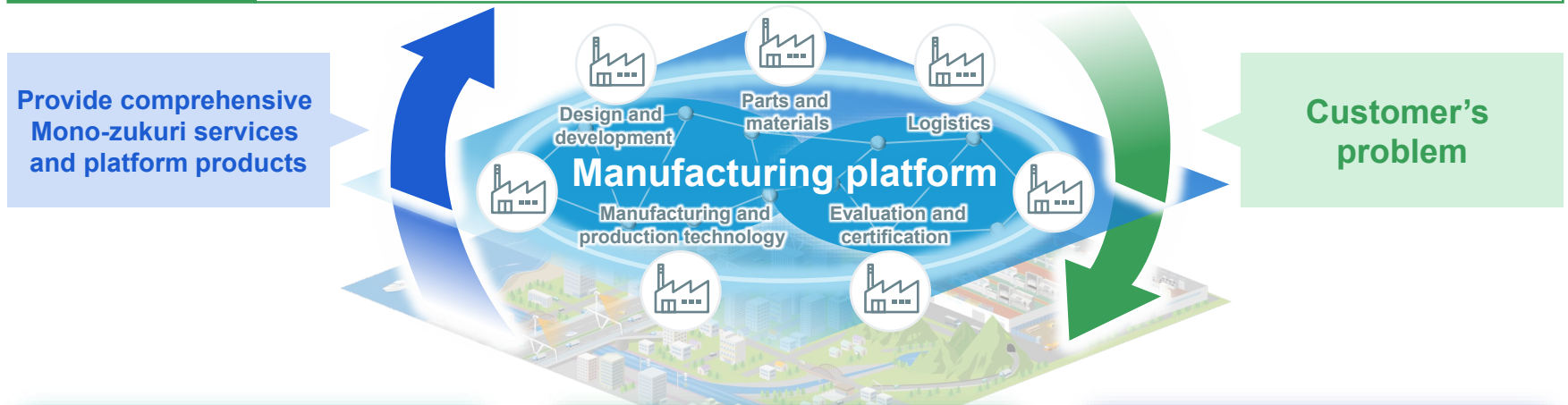
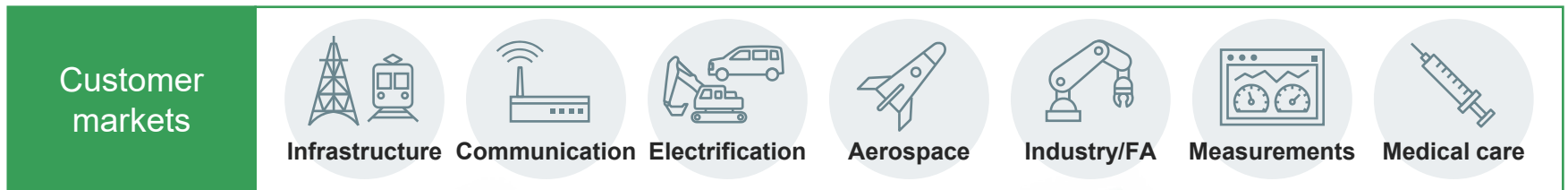
**05 Medium-Term Business Plan 2025: Strategy and Key Initiatives**

Provide one-stop comprehensive Mono-zukuri services from design to manufacturing and reliability testing. Focus on the manufacturing of high quality and high value-added products with variable types and quantities.

## Comprehensive Mono-zukuri services

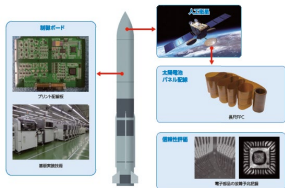


Aim to be a manufacturing platformer that supports customer products with our production

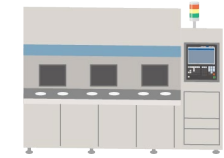


**Safe and convenient social infrastructure**

Achieve through production of customer products



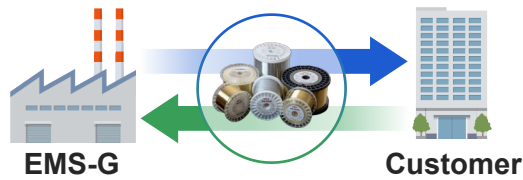
**Aerospace (control) equipment**



**Semiconductor testing equipment**

**Conservation of global environment**

Contribute to recycling of EMS products, etc.



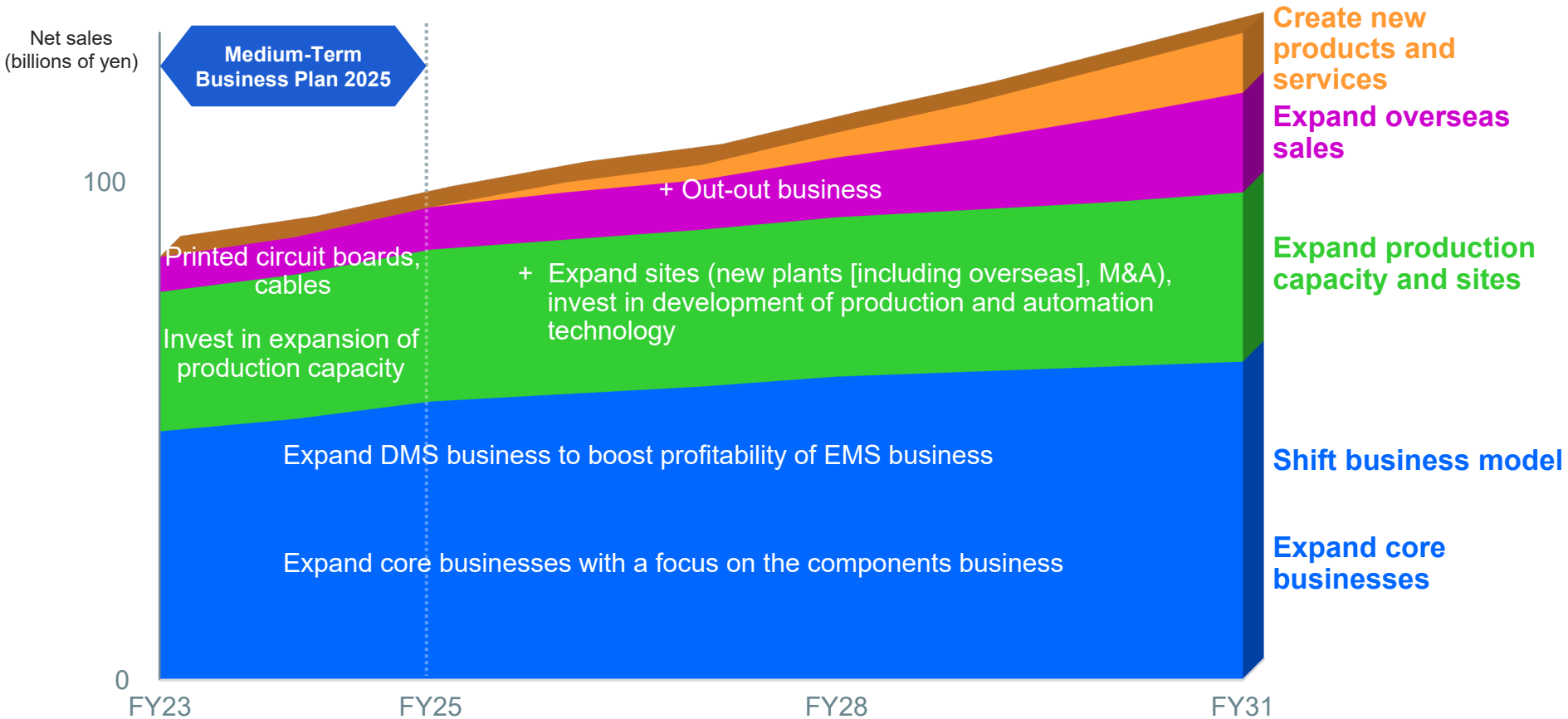
**Job satisfaction and productivity enhancement**

Promote through productivity gains



**Autonomous mobile robots (AMR)**

Realize a business with net sales of over 100 billion yen by FY26 through business model shift and growth investments. Aim for business growth at a sales increase of 5% or more (CAGR) and an operating margin of 5% or more.

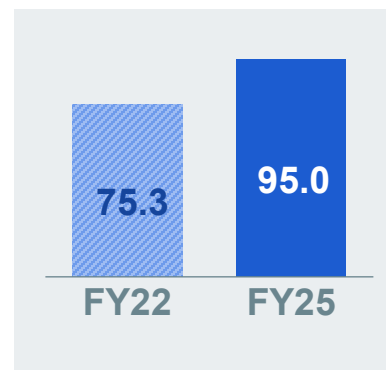


**Business policy:** Expand sales in growth and new markets by strengthening production structure through growth investments

### Business targets

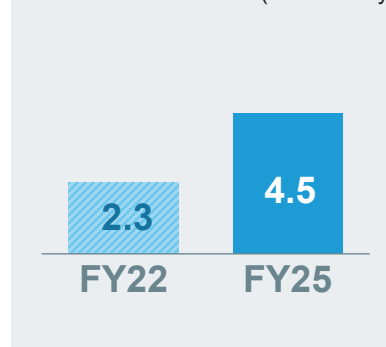
FY2025	Net sales	¥ <b>95.0</b> bn
	Operating income	¥ <b>4.5</b> bn
	Operating income margin	<b>5%</b>

### Net sales



### Operating income

(Billions of yen)



### Business strategy

- Shift business model** → Enhance DMS functions to boost EMS profitability
- Expand core businesses** → Establish production structure to pursue robust markets (FA, semiconductors)
- Expand overseas sales** → Strengthen co-creation relationships with blue-chip customers, and leverage sales channels of the OKI Group

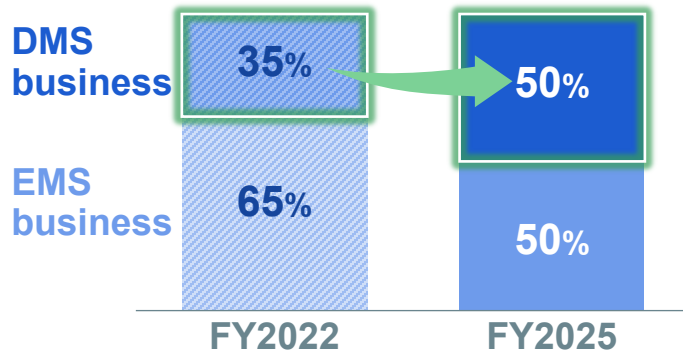
**Shift business model: Enhance DMS functions to boost EMS profitability**

Major KPI for FY25 (vs. FY22)	EMS/DMS	Net sales ratio
		<b>+15%</b>

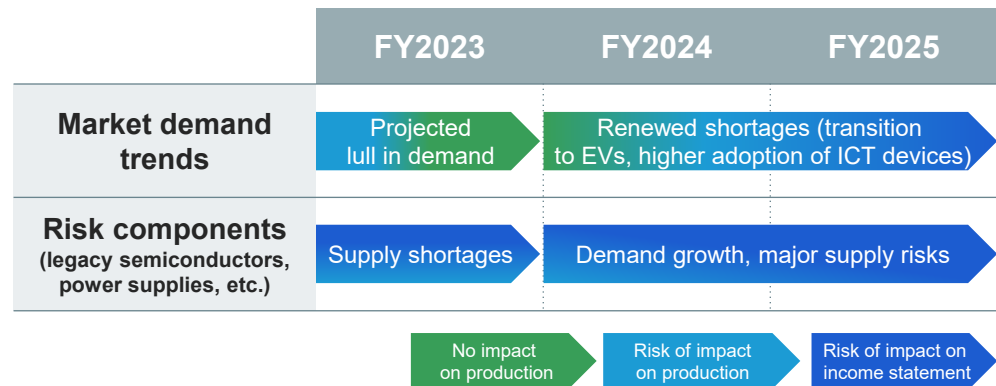


<b>Acquire new customers in DMS growth markets (EVs, aerospace)</b>	Bolster systems engineering (SE) functions, and strengthen integration of sales, technology, and production
<b>Rapidly move to mass production for orders received</b>	Shorten time to mass production by organizing a dedicated project management team
<b>Rapidly generate sales from orders received by alleviating supply chain impacts</b>	Boost OKI's procurement capabilities by reinforcing cooperation with Production & Procurement Management Division Accelerate measures to resolve issues
<b>Strengthen cost competitiveness via shift from EMS to DMS</b>	Pursue cost-conscious production from development stage, and design solutions with productivity in mind

**EMS/DMS net sales ratio**



**Outlook for supply chain impact (overview)**



Expand core businesses: Establish production structure to pursue robust markets (FA, semiconductors)

Major KPI for FY25 (vs. FY22)	Components business	Net sales	Operating income
		+20%	+10%

Engineering business  
Components business



Expand sales by increasing production capacity through growth investments centered on the components business

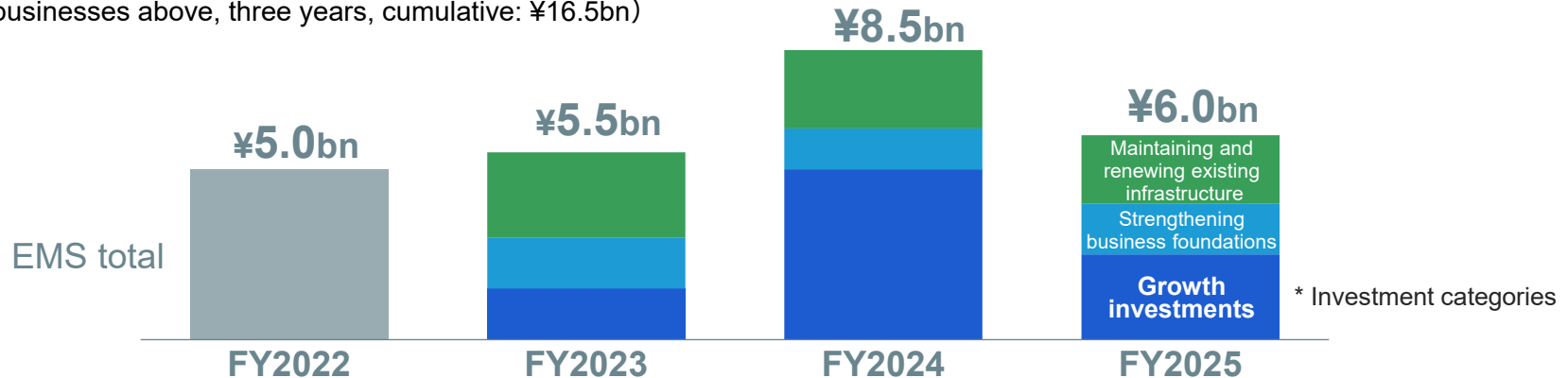
Increase profits with productivity improvement investing in infrastructure enhancement, maintenance and renewal

Components business	Cables	Increase production capacity and sites for the FA, robotics, and machine tool fields [¥8.5 billion]
	Printed circuit boards	Increase production and processing capacity for semiconductor and aerospace fields [¥6.5 billion]
Engineering business		Expand capacity to grow EMC and measurement businesses [¥1.5 billion]

EMS (three years, cumulative)  
(Two businesses above, three years, cumulative: ¥16.5bn)

Approx. ¥20.0bn

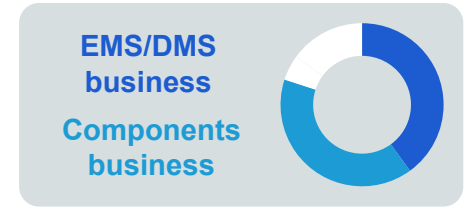
### Capital investment plan





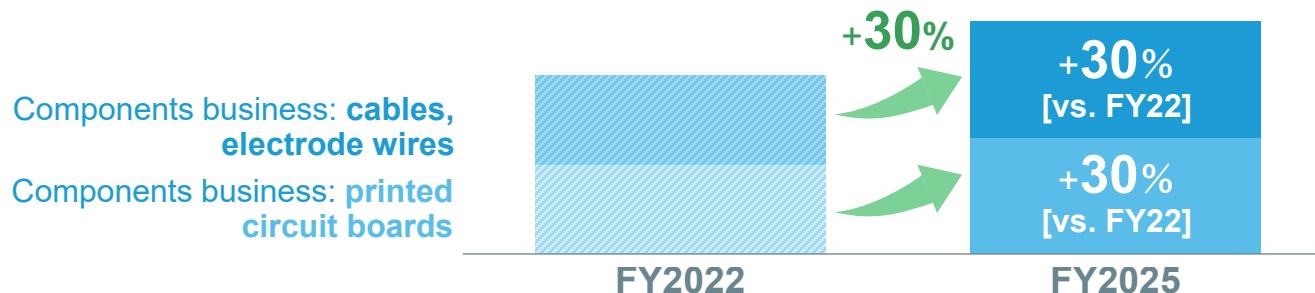
Expand overseas sales: **Strengthen co-creation relationships with blue-chip customers, and leverage the sales channels of the OKI Group**

Major KPI for FY25 (vs. FY22)	Overseas Net sales <b>+30%</b>
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Components business	Printed circuit boards	<b>Expand market share by stepping up co-creation with customers in the North American and Asian semiconductor equipment markets</b> <ul style="list-style-type: none"> <li>Ultra-high-density multi-layer and ultra-high precision technologies, alongside mass-production capabilities</li> </ul> <b>Enter North American aerospace market</b> <ul style="list-style-type: none"> <li>Leverage Japanese certification and expertise</li> </ul>
	Cables, electrode wires	<b>Expand mass-production sales through joint development with customers in the European and North American FA and robotics markets</b>
	<b>Secure new customers by leveraging channels of overseas sales companies in OKI Group</b>	
EMS/DMS business		<b>Explore out-out services (EMS), and establish business foundations</b>

### Overseas net sales



**OKI** *Open up your dreams*



Delivering OK! to your life.