

## Q&A of the Business Strategy Meeting

Q : Regarding the Public Solutions segment, the plan is to change from FY22: ¥10.7 billion to FY25: ¥32.3 billion through the introduction of differentiated new products that meet the customer needs in the material p. 6 "Key Initiatives". Please tell us more about the background, such as feasibility.

A : We check with local governments and other customers to see if there is an actual renewal plan, and then make a plan. In addition, during the pandemic, there were circumstances in which investments had to be diverted to other measures rather than renewals, but considering that this situation is being avoided, we believe that this is somewhat more feasible.

Q : Regarding the Enterprise Solutions segment, the message that we will strengthen new areas other than ATM at a time when we have big deals in FY23 and FY24 was very clear, but I would like a more quantitative explanation.

A : Large projects will end in FY23 and FY24, but we aim for a profit margin of 8% in FY25 by increasing the ratio of services business and other measures.

Q : Regarding the Enterprise Solutions segment, will the Automation Systems business lose money again in FY25 when large projects are completed?

A : From individual product development for each customer, we will respond by reducing costs such as development costs by working to standardize hardware and software modules, and by enhancing product competitiveness.

Q : The company should have been working to expand its Automation Systems business beyond finance, but what is the outlook?

A : In the Automation Systems business, the company will expand its financial and retail offerings through a front shift. The Enterprise Solutions segment also includes finance and corporate solutions, and while the corporate sector has been dominated by the manufacturing sector so far, the ratio of passenger and transportation solutions will be increased through the provision of value-added systems.

Q : Regarding the printers in the Component Products segment, the company said it would expand its OEM globally and increase the ratio from 18% to more than 33%. Does the figure include the embedded printers in KIOSK mentioned in the explanation?

A : It plans to serve customers in Japan, the Americas, Europe and Asia. The number of printers embedded in KIOSK separates the OKI brand from the OEM brand.

Q : If the OEM share of printers is more than 33%, will the remaining 2/3 be sold under the OKI brand?

A : We will continue to use the OKI brand: OEM=2:1 to strengthen our own printer sales in Japan and abroad.

Q : In the past, there have been cases of developing printers jointly with other companies, but given the various trends of other companies, is there any possibility of doing something together with other companies?

A : We will continue to offer it to other companies and to form alliances.

Q : Regarding the EMS segment, in the description of the key initiatives, you mentioned that it will develop new EV-related customers, but what kind of customers will it develop?

A : Rather than a consumer-driven EV, it will be an EV for a vehicle close to the industry, such as a bus or forklift if it is an automobile. Then, charging facilities will be addressed as EV-related.

Q : Regarding the EMS segment, it seems that overseas sales will grow significantly by +30% in FY25. For example, in the North American aerospace market, there are already inquiries, and the image is to steadily take them? Tell us a little more about your strategy.

A : Cables and PCBs will expand the current number of good customers. The company's strength in PCBs is JAXA certification, and in North America, the company aims to use these strengths to win orders from PCB companies associated with NASA.

Note: The forward-looking statements in this document are made based on information currently available to OKI and certain assumptions considered reasonable as of the date of this material. Therefore, actual results may differ from its projections upon the changes of business environments and other conditions.

In addition, for convenience only, some additions and revisions were made.