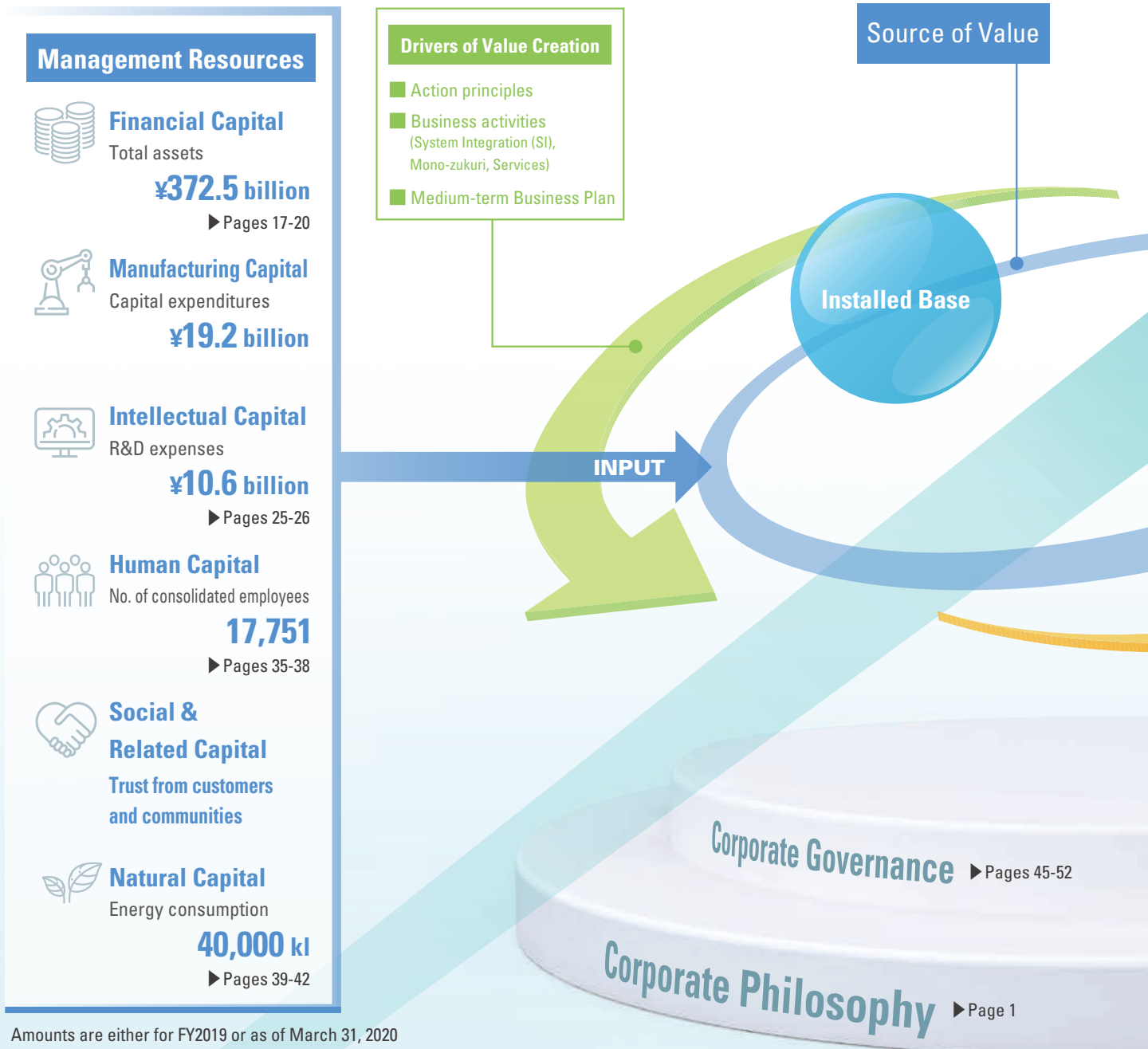


THE OKI GROUP'S VALUE CREATION PROCESS

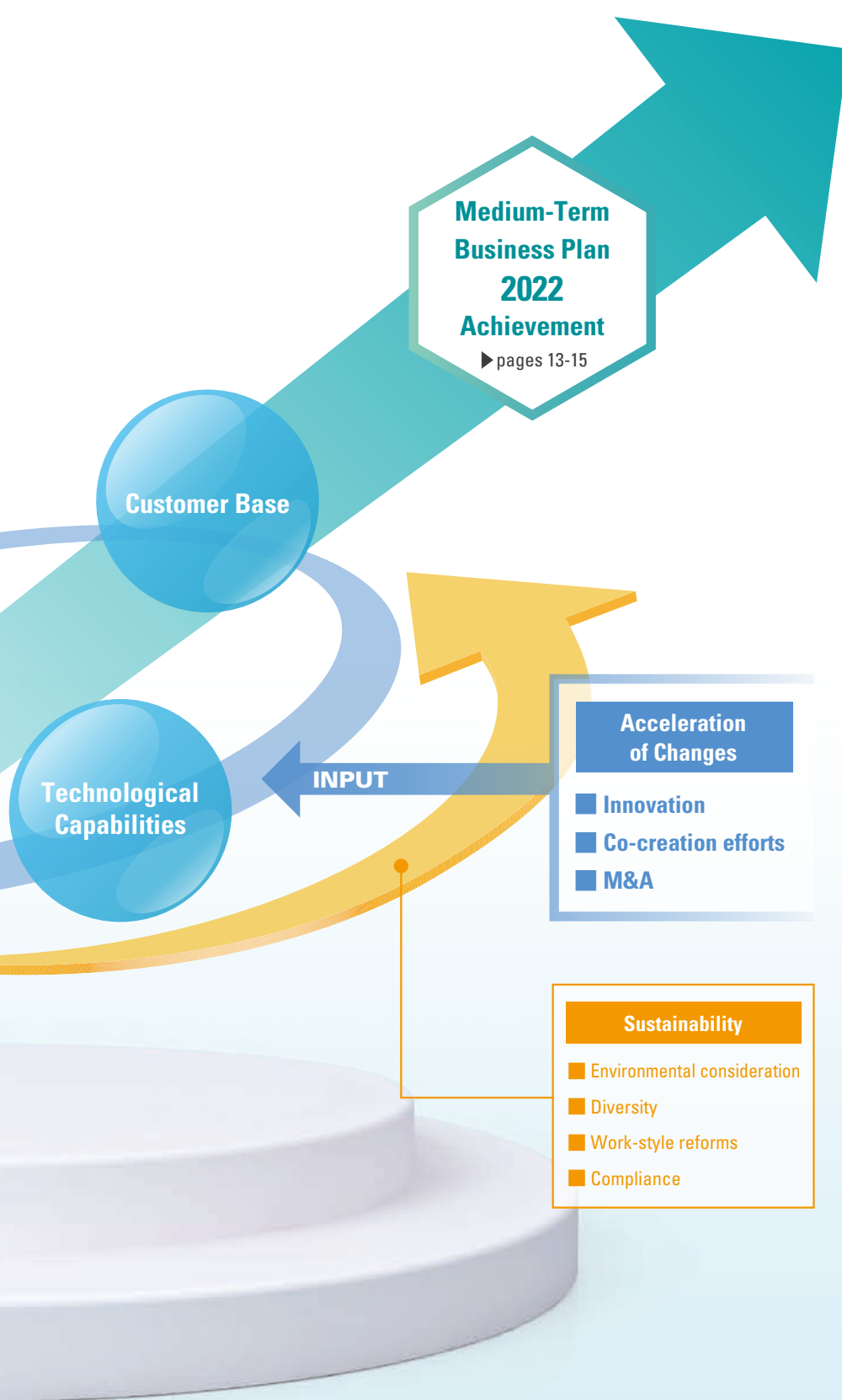
The OKI Group has three strengths: a strong “customer base” built up over more than 130 years, an “installed base*” of terminals in edge domains, and high “technological capabilities” to support them. Based on these strengths, we will move the business cycle by effectively injecting management resources and accelerate changes through innovations and co-creation efforts, thereby aiming to maximize both business value and social value.

*Installed base: A track record of providing device groups at edge domains, and solutions centered on those device groups

OKI Focuses on Social Issues



Amounts are either for FY2019 or as of March 31, 2020



Medium-Term Business Plan 2022 Achievement
 ▶ pages 13-15

Customer Base

Technological Capabilities

Acceleration of Changes

- Innovation
- Co-creation efforts
- M&A

Sustainability

- Environmental consideration
- Diversity
- Work-style reforms
- Compliance

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*.”

* Please see the notes (*) on page 1 for “Mono-zukuri” and “Koto-zukuri.”

Sustainability and Growth

Creating social value

3 GOOD HEALTH AND WELL-BEING	7 AFFORDABLE AND CLEAN ENERGY
8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION	14 LIFE BELOW WATER

Strengthening management infrastructure

5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH
11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION	16 PEACE, JUSTICE AND STRONG INSTITUTIONS