

MESSAGE FROM THE CEO

**Contributing to the achievement of a sustainable society as a company capable of “Delivering OK! to your life.” based on our “enterprising spirit.”**

Shinya Kamagami  
Representative Director and CEO




**Our Reason for Existence**

OKI's history started with the development of our country's first domestic telephone back in the early days of modern Japan. For the over 140 years since then, we have been involved in various businesses, from which we have inherited Mono-zukuri (product manufacturing) and Koto-zukuri (creation of solutions and services) know-how for supporting social infrastructure and a stance on which we use this

know-how alongside our detailed awareness of issues facing real sites to help resolve such issues. This stance is briefly expressed by “Delivering OK! to your life.”, the key message of Medium-Term Business Plan 2022. This is both the OKI Group's reason for existence and our promise for the future as we look ahead to 2030, the target year for the SDGs, and even further ahead to what society might look like in 2050.

**Overview of Medium-Term Business Plan 2022 and FY2021**

Based on our key message, under Medium-Term Business Plan 2022, we have been promoting the building of foundations to achieve continuous growth through the resolution of social issues while also striving to improve the revenue of our hardware business in particular with the aim of steering toward growth as stipulated by our next Medium-Term Business Plan. However, our performance during the second year of our plan, fiscal year 2021, was not as good as initially planned due to the prolonged COVID-19 pandemic, increasingly serious supply chain chaos, and increased geopolitical risks.

To ensure our future, we are investing in growth and steadily implementing structural business reforms, but—given that the external environment has changed more than we initially assumed when formulating our plan—our single-year plan for fiscal year 2022, the last fiscal year of our current Medium-Term Business Plan, is to continue building the foundations for growth as we focus on the priority issue of increasing our ability to respond to environmental changes, including measures to address supply chain effects.

**Aiming to Get the Company on a Growth Trajectory by Using New Systems**

In April 2022, to further speed up management decision-making and enhance our management capabilities, we established new

CEO and COO positions, and I was appointed as the CEO, while Takahiro Mori was appointed as the President and COO.

Mori, our new President, was involved in the Printers business for many years, and he successfully used a unique marketing strategy to launch a new business model and expand our business. Given his comprehensive marketing ability—which has enabled him to capture markets from the global perspective—his ability to understand and execute the overall business cycle, and his cheerfulness and interpersonal skills, which inspire others to follow him even when faced

with tough changes, I am confident that he is the right leader for OKI in light of our current need to transform into a proposal-based company. From here on out, I will handle the Group-wide management strategy as its CEO, while Mori will oversee our business execution as the COO, and I know our combined efforts will accelerate our transformation and once again put OKI squarely on a growth trajectory.

**Contributing to the Achievement of a Sustainable Society**

Society is currently at a major turning point, including increasingly serious environmental issues that include climate change as well as the need to adapt to a new lifestyle brought about by the COVID-19 pandemic. Companies must therefore adopt a long-term perspective and take active steps to resolve issues with the aim of achieving a sustainable society.

Based on this awareness, in fiscal year 2020, OKI once again identified issues of materiality that must be addressed to achieve our goal of “Delivering OK! to your life.” In connection with one of these issues—achieving products and services that resolve social issues—we have identified the following as social issues that we must respond to given their deep connection to our business as a company that supports social infrastructure in various ways: aging infrastructure, natural disasters, transportation issues, environmental issues, labor shortages, labor productivity, and infectious diseases. Regarding environmental issues in particular, as a company involved in manufacturing,

we have identified the following two approaches as medium to long-term targets and are enhancing the related initiatives: creating products that contribute to the resolution of a wide range of environmental issues and reducing the CO<sub>2</sub> emissions of our product creating sites to zero.

Resolving social and environmental issues is just the way for us to avoid burdening the generations of our children and grandchildren with a negative legacy and to ensure that society will offer them security during their daily lives. I hope that each member of the OKI Group will view the above as their own personal issues and help to achieve a sustainable society.

Based on the “enterprising spirit” expressed by our corporate philosophy, the OKI Group will continue to aim for sustainable growth to achieve our goal of “Delivering OK! to your life.” I look forward to your continued guidance and encouragement in this regard.