

OKI Group Business Strategy Meeting Opening Remarks

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Steer toward growth and break free from the downward trend

Themes of Medium-Term Business Plan 2025

- (1) Return to FY19 levels of performance and restore the weakened financial foundation
- (2) Create future business for FY26 and beyond



Steering toward growth 1st Stage

1. Revision of Business Portfolio
2. Strengthen sales, technology, and production functions
3. Create future businesses
4. Improve financial foundation and effective investment
5. Practice sustainability management

FY2023 onwards

FY2025
Management
Targets

Net sales	Operating income	Shareholders' equity ratio
¥450.0 billion	¥18.0 billion	30%

FY2026 onwards

Steering toward growth 2nd Stage

Expand future business

Safe and convenient social infrastructure

Job satisfaction and productivity enhancement

Conservation of global environment

2031

OKI's 150th anniversary

Clarify business positioning and improve profitability

(Billions of yen)

		Net sales	Operating income
Public Solutions	<p>Grow</p> <ul style="list-style-type: none"> • Securing renewal demand in firefighting and disaster prevention, and expanding existing businesses • Responding to needs based on the policy of strengthening defense capabilities • Creation of new solutions in focused areas and global expansion 	<p>FY22: 95.7, FY25: 130.0</p>	<p>FY22: 3.4, FY25: 9.5</p>
Enterprise Solutions	<p>Stabilize</p> <ul style="list-style-type: none"> • Securing rollover deals and renewal demand in financial markets • Improve profitability by streamlining development and production systems • Creating products to help solve labor shortages/ Shift to recurring business 	<p>FY22: 112.9, FY25: 140.0</p>	<p>FY22: 1.5, FY25: 9.0</p>
Component Products	<p>Stabilize</p> <ul style="list-style-type: none"> • Accelerate shift to OEM business • Improve profitability by streamlining development and production systems • Expand overseas products by using overseas sales offices 	<p>FY22: 84.6, FY25: 83.0</p>	<p>FY22: 1.6, FY25: 4.0</p>
EMS	<p>Grow</p> <ul style="list-style-type: none"> • Enhancing DMS functions to boost profitability • Expansion of parts business (Capital investment/ Global expansion) • Overseas expansion centering on existing blue-chip customers 	<p>FY22: 75.3, FY25: 95.0</p>	<p>FY22: 2.3, FY25: 4.5</p>

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