

INNOVATION MANAGEMENT SYSTEM

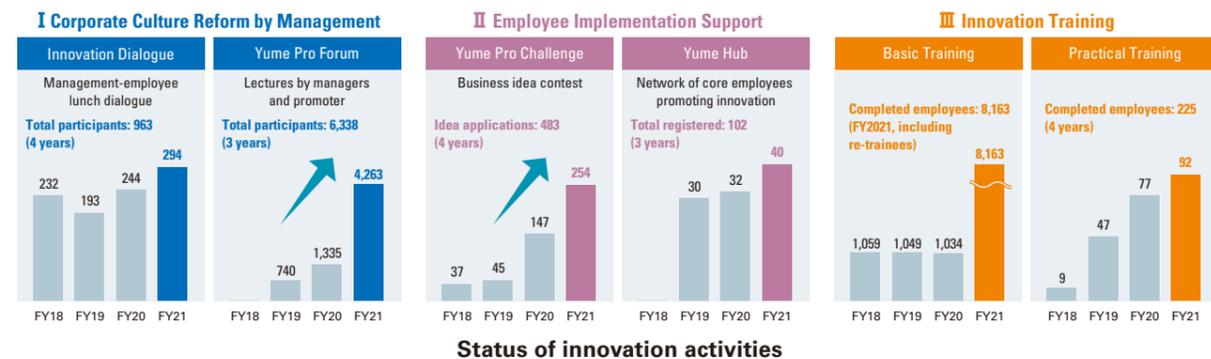
OKI introduced the Innovation Management System (IMS) “Yume Pro” in 2017, prior to the publication of international standard ISO 56002, and declared its commitment to “full participation innovation” in 2020. The status of specific activities and success cases are outlined.

Accelerating Full Participation Innovation

In December 2020, OKI declared that it would become an “IMS Ready” company by incorporating IMS “Yume Pro” as the company-wide management system. OKI established a company-wide project to standardize the processes and procedures in April 2021, and is conducting trials of processes and promoting feedback for standardization. In addition, OKI formulated the “Innovation Strategy” as a medium- to long-term vision and has been refining it every year to map a clear way forward.

In order to continuously create new businesses based on the IMS process, OKI has held the “Yume Pro Challenge”

business idea contest every year since fiscal year 2018. There were 254 entries across the entire Group in fiscal year 2021. Furthermore, approximately 1,000 people have attended the “Innovation Dialogue” for direct dialogue between management and the sites, and a total of 6,338 people have attended the “Yume Pro Forum” for information sharing. The number of participants of basic innovation training in fiscal year 2021 reached 8,163 as of the end of the fiscal year, achieving our target of 6,000 participants by the end of fiscal year 2022 a year ahead of schedule. Corporate culture reforms for innovation are making steady progress.



Status of innovation activities

Innovation Success Cases (as of March 31, 2022)

Successful innovations have already been created with customers and partners as part of OKI’s full participation innovation, including Yume Pro Challenge. Some examples are illustrated below.

Examples of Innovation Creation

Social Issues	SDGs	Solutions
Labor Shortages Infectious Diseases	5 Gender Equality (5.b) 8 Decent Work and Economic Growth (8.2, 8.5) 9 Industry, Innovation and Infrastructure (9.1, 9.4) 11 Sustainable Cities and Communities (11.1, 11.3) 16 Peace, Justice and Strong Institutions (16.1, 16.2)	Advanced remote operations (AI Edge Robot)
Aging Infrastructure Labor Productivity	8 Decent Work and Economic Growth (8.2, 8.5) 9 Industry, Innovation and Infrastructure (9.2, 9.4) 12 Responsible Consumption and Production (12.6)	Multi-point laser vibrometers
Infectious Diseases Labor Productivity	3 Good Health and Well-being (3.4) 8 Decent Work and Economic Growth (8.1, 8.5) 9 Industry, Innovation and Infrastructure (9.1, 9.4) 11 Sustainable Cities and Communities (11.1, 11.3)	Area sound enhancement solutions
Labor Productivity	3 Good Health and Well-being (3.4) 8 Decent Work and Economic Growth (8.1, 8.5)	Behavioral change and sleep-improving solutions

1 Advanced Remote Operations (AI Edge Robot)

To solve social issues, such as labor shortages and the spread of infectious diseases, OKI is developing advanced remote operations involving cooperation between multiple robots equipped with artificial intelligence (AI) and people monitoring remotely. Aiming for commercialization, we are conducting on-site demonstration tests jointly with security companies, facility management companies, and others.



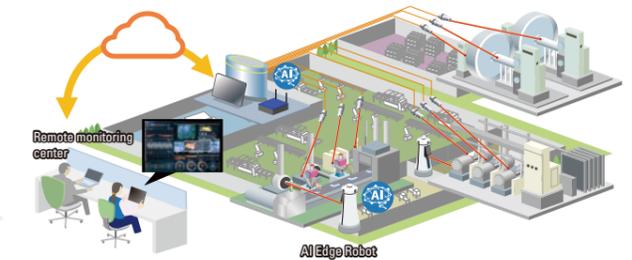
Conceptual image of advanced remote operations (AI Edge Robot)

3 Area Sound Enhancement Solutions

The promotion of telework due to various needs, such as preventing the spread of infectious diseases, has made household and surrounding noises a concern for employees. To solve this issue to improve productivity, we are conducting demonstration tests of solutions that pick up only sounds in a specific area and are working toward commercialization.

2 Multi-point Laser Vibrometers

This vibration measurement solution uses laser beams to detect vibrations of motors and other mechanical equipment without making contact, contributing to predictive maintenance of aging equipment and improvement of labor productivity. Demonstration tests are being conducted at plants and facilities to confirm the effectiveness.



Conceptual image of multi-point laser vibrometer

4 Behavioral Change and Sleep-improving Solutions

Our service provides solutions for sleep, one of the three pillars of a healthy life (exercise, sleep, and meals). It encourages behavioral changes by sending appropriately timed messages to individuals based on their behavioral characteristics and promotes healthy living. Demonstration tests with Kyoto University have produced medically significant findings, and we aim to commercialize this service through co-creation with partners.

Message

Shifting to Implementation Mode

It has been five years since the OKI Group launched the “Yume Pro” IMS. In fiscal year 2021, we took steps to further permeate “full participation innovation” throughout the entire Group, which have been successful to some extent. In particular, we undertook corporate culture reforms, putting in place mechanisms that encourage day-to-day innovations by individuals, such as standardization of the IMS process, basic innovation training, and Innovation Dialogue. In fiscal year 2022, we will shift to “implementation mode” in order to leverage these mechanisms for business. Specifically, we will give priority to implementation support that fosters high-level innovators, which will move us closer to implementation mode, and further advance “full participation innovation” that encompasses improvements in daily operations.

The number of applications for the Yume Pro Challenge business creation program is rising each year, and the quality of ideas is improving. As part of our support for turning these ideas into businesses, OKI will enhance the training program, review

support systems for linking internal innovators with external partners, and establish a community of accelerators. In addition to creating horizontal connections across divisions through these efforts, we will strengthen the network of core innovation members in OKI, known as the Yume Hub, and invigorate intra-Group communication.



Yuhiko Fujiwara
Executive Officer, Chief Innovation Officer, and Chief Technology Officer

Ahead of the anticipated publication of the ISO 56001 IMS certification standard in 2024, OKI is preparing to complete the Group IMS by the end of fiscal year 2022. Aiming to become a company based on the IMS certification standard, OKI will continue its activities to ensure that more employees not only understand IMS but also take actions for the sustained creation of new businesses in line with the IMS process.

OKI’s Innovation Management System “Yume Pro”
https://www.oki.com/en/yume_pro/