

# OKI Group Business Strategy Meeting Enterprise Solutions Segment

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**01**

**Segment Overview**

**02**

**Envisioned Direction for the Segment**

**03**

**Medium-Term Business Plan Progress**

**04**

**Status of Key Initiatives**

**05**

**Investment**

We provide safe and convenient solutions and services that help address labor shortages and improve operational efficiency through the integration of mechatronics technology, solutions, networks, and maintenance services.

Mechatronics  
technology

Solutions

Networks

Providing maintenance,  
monitoring, and operation  
through nationwide service network

## Transition from focus on products to service business

Develop and provide services that resolve social issues, leveraging products that showcase OKI's strengths

### Business opportunities (Changes in the environment)

- Address labor shortages and promote the horizontal specialization of labor
- Increase in front-office processing load due to rising adoption of cashless payments and other digital solutions

### Envisioned direction



#### Conservation of global environment

- Reuse recycled components, undertake environmentally-friendly Mono-zukuri
- Reduce plant CO<sub>2</sub> emissions, promote paperless solutions



#### Safe and convenient social infrastructure

- Visualize on-site operations, monitor operations
- Tighten network security and administration



#### Job satisfaction and productivity enhancement

- Address labor shortages through self-service and labor-saving solutions
- Provide BPO services for common customer operations

**FY2025  
target**

**Net sales ratio**

**Service business: 50% or more**

**Steering toward  
stabilization  
and growth  
1<sup>st</sup> Stage**

**Steering toward  
stabilization and growth  
2<sup>nd</sup> Stage**

Measures

**FY2023-25**

- Expand recurring business
- Deploy products that support the shift to front-office processing
- Continue investment to strengthen product competitiveness

**FY2026-28**

- Develop business by applying base modules and service platforms to products

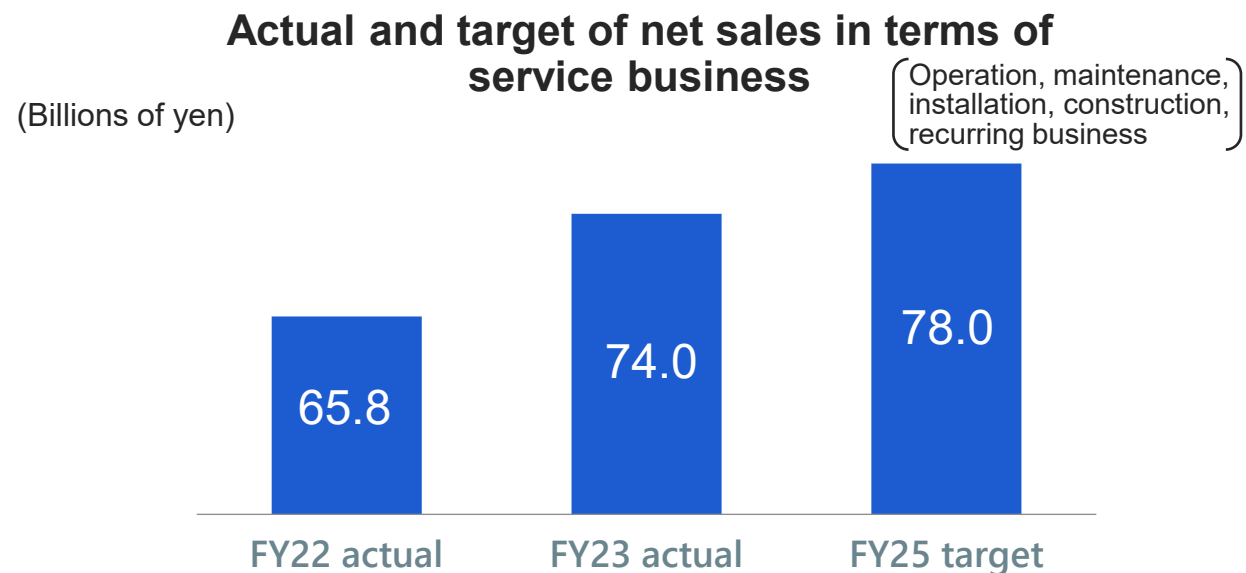
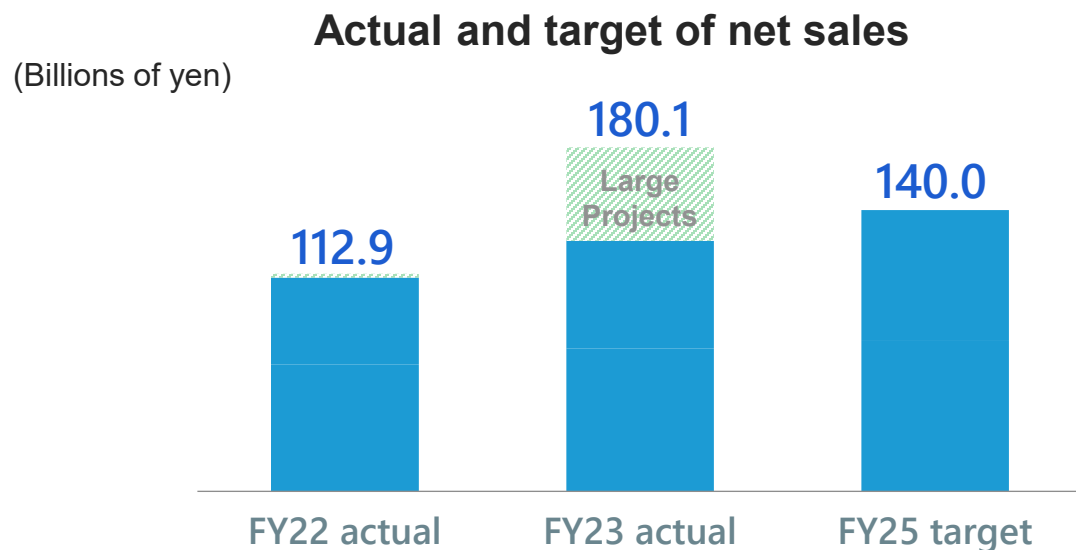
**FY2029-31**

- New market rollout and expansion of services that utilize base modules and service platforms

**Progress in the first year: With steady expansion of the service business, we expect to achieve net sales ratio of 50% for our service business in FY25**

**Business policy:** Coinciding with large projects, transition to a resilient management structure to drive future growth

	Net sales	Operating income	Operating income margin
FY25 targets	¥140.0bn	¥9.0bn	6%
KPI	Service business 50% or more		
Key initiatives	(1) Shift to recurring business	(2) Shift to front-office processing	(3) Strengthen product competitiveness



## Steady progress toward accomplishing each initiative

01

### Shift to recurring business

Expansion of ATM maintenance, operation, monitoring, and network services



#### Safe and secure store operation

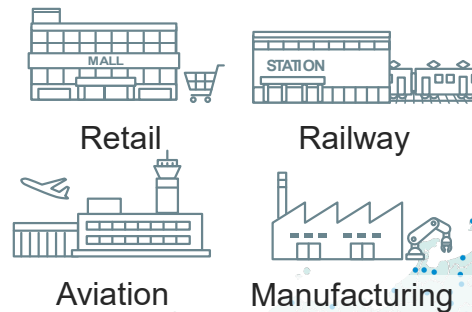
##### Financial service model



Equipment in each area



### Expansion of the recurring model honed in our ATM business



02

### Shift to front-office processing

Launch of self-service and labor-saving products



03

### Strengthen product competitiveness

Mechatronics technology × AI → Automation/Advancement

Service platform that makes society more convenient

#### Business/operational services



- Preventive maintenance via monitoring and administration
- Advanced response/automation using AI

#### Products

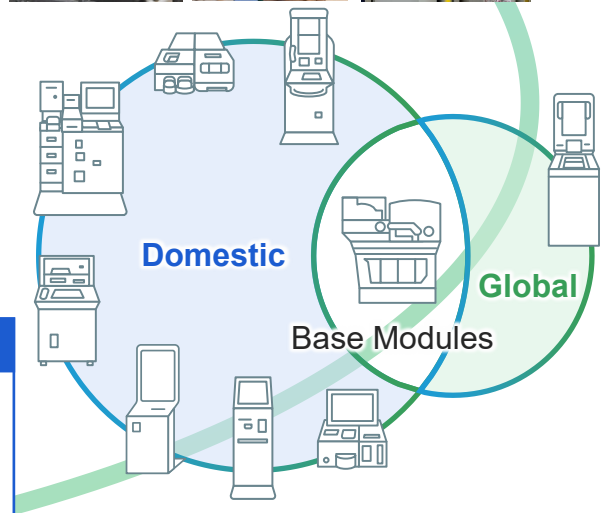


- Timely product release
- Strengthen price competitiveness
- Reduce maintenance cost

Domestic

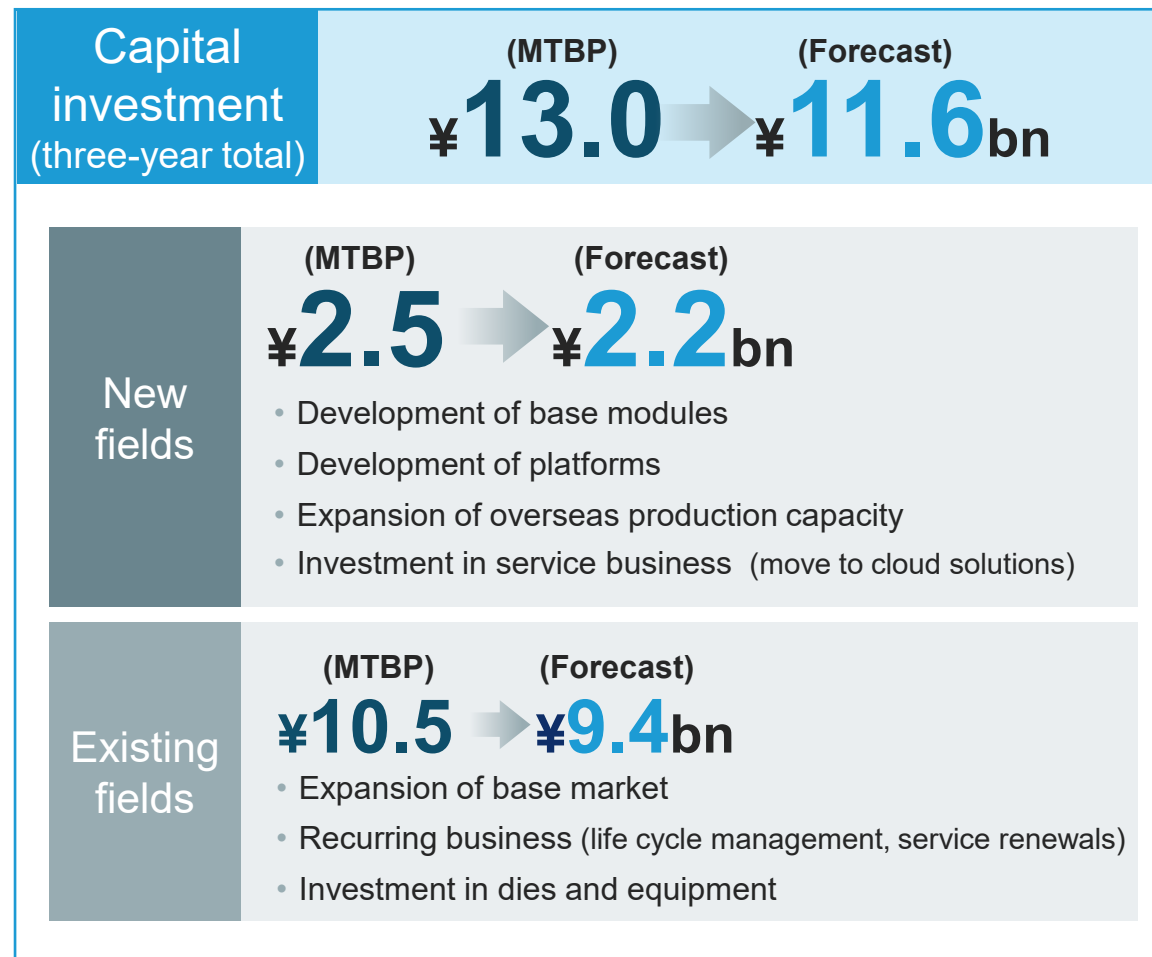
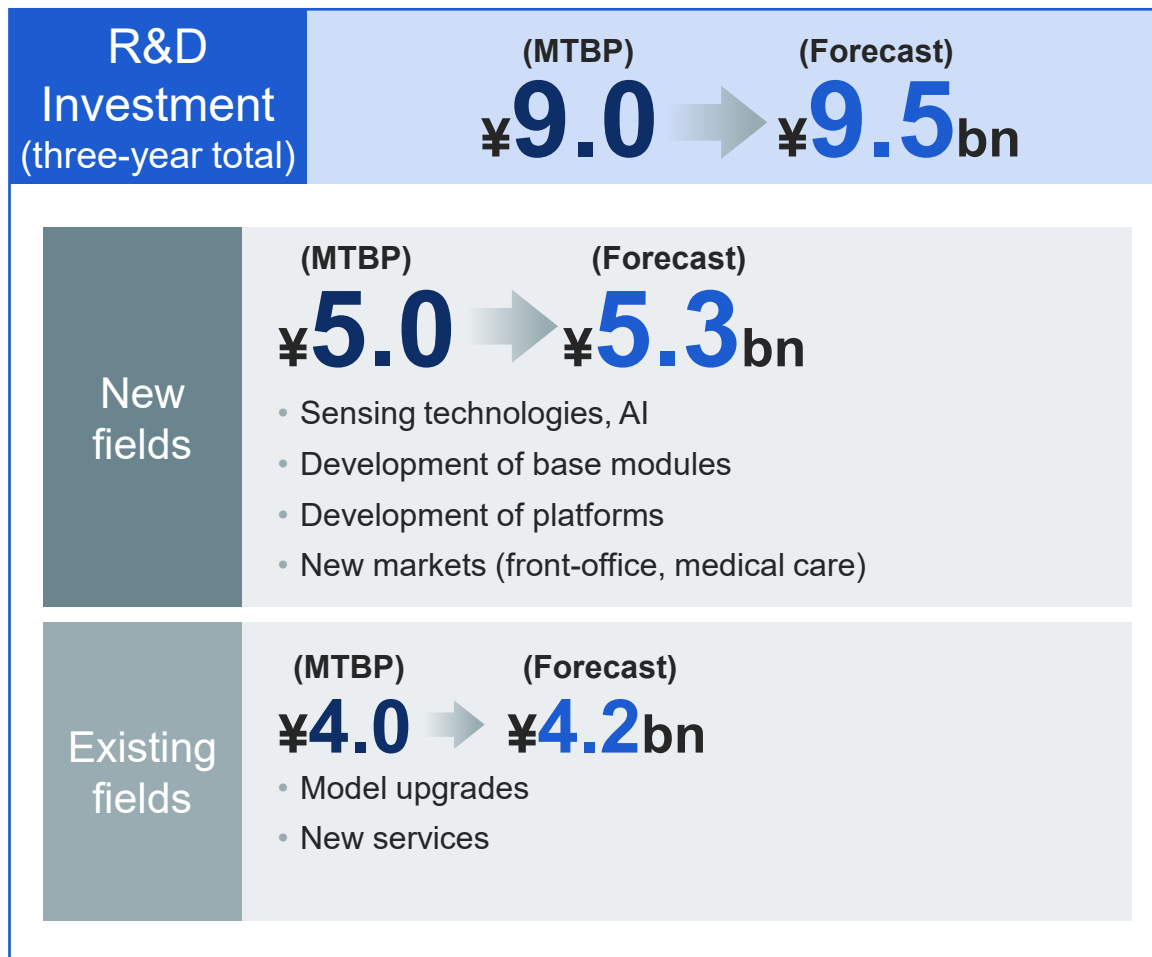
Global

Base Modules



**R&D investment: Invest in development of base modules and platforms to strengthen product competitiveness**

**Capital investment: Continue investment in recurring business and efficiency improvements**



\*MTBP = Medium-Term Business Plan





*Open up your dreams*