

# Innovation Activities (Yume Pro Culture Reform)

With the strong conviction of OKI's top management to continuously challenge new ideas, believing in "today better than yesterday, and tomorrow better than today," OKI has been fostering a corporate culture that does not remain satisfied with the status quo and continues to take on innovative challenges. With strong leadership, the Company has been promoting its unique approach of "full participation innovation" across the entire organization. A hallmark of this activity is that innovation is defined not only as the creation of new businesses and the reform of existing businesses, but also as the improvement in daily operations.

We are utilizing the IMS Yume Pro to drive Company-wide cultural reform through the dual pillars of institutional measures and cultural reform initiatives, expanding activities from inside the Company to those involving external stakeholders. We are also focusing on discovering and developing the human capital that drives innovation. We have defined high-potential innovation talent as employees who, using IMS as a common language, can formulate solutions to customer and in-house challenges, engage stakeholders both inside and outside the Company, and persist in implementing solutions all the way through. Starting in 2025, we will provide opportunities for less-experienced employees to engage in paired activities with experienced employees, enhancing practical capabilities while supporting both individual growth and overall organizational advancement.

## OKI's Corporate Culture Reform Initiatives (Internal)

### ■ Yume Pro Challenge

Since launching the Yume Pro Challenge in fiscal year 2018, we have expanded its activities to include operational improvements and global expansion. Building on the shift from quantity to quality achieved up to fiscal year 2024, the focus is now on increasing contributions to business. Mechanisms have also been introduced to involve senior management, steadily advancing the examination of commercialization.

Furthermore, leveraging the expertise accumulated to date, we are actively integrating similar ideas and making cross-organizational proposals to maximize value, thereby contributing to OKI's sustainable growth and value creation.

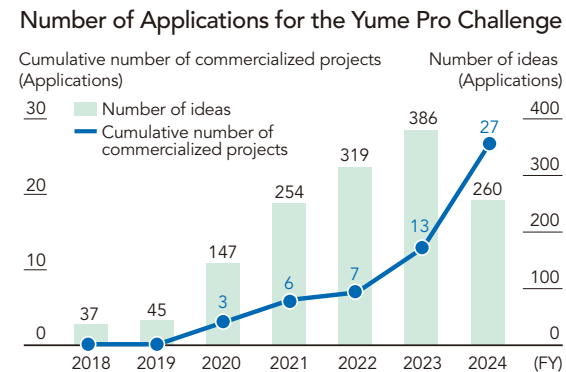
### ■ ISO 56001 Certification Acquired

In fiscal year 2023, OKI began Company-wide implementation of IMS regulations, and in September 2024 obtained BSI Kitemark certification from the BSI based on ISO 56002 (IMS guidance standard)—the first such certification for a manufacturing company in Japan. In July 2025, OKI became the first company in Japan to acquire certification under ISO 56001 (IMS requirements standard).\*

\* The British Standards Institution based on ISO 56001

Going forward, we will use ISO 56001 as a common language to strengthen co-creation with customers and partner companies, driving the global expansion of innovation, contributing to the resolution of social issues, and fostering the growth of new businesses.

Please refer to the press release below for details.  
OKI Becomes First Japanese Company to Acquire ISO 56001 International Standard for Innovation Management Systems



Commemorative photo from the certificate presentation ceremony

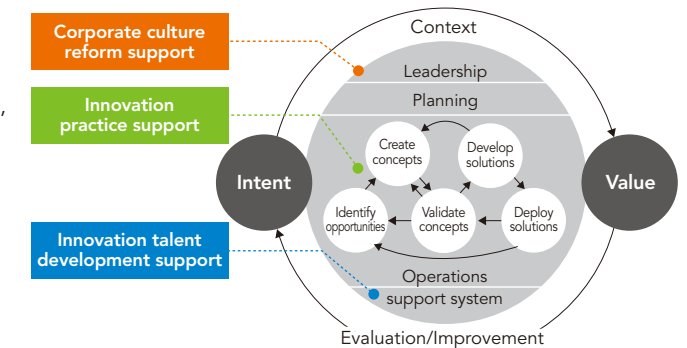
## Evolution of Co-Creation Workshops and Launch of IMS Support Services (External)

We are further advancing co-creation workshops that leverage design thinking based on IMS to generate value together with customers. Initial co-creation activities in priority areas with strategic partners are also becoming more active. By linking these efforts with the Yume Pro Challenge and our global strategy, and ensuring a reliable handover to business divisions, we aim to increase the success rate of new businesses.

In addition, we have begun trial implementation of IMS Support Services, which extend the Yume Pro framework externally to support customers' innovation initiatives. These services are already being used by several customers, and going forward we will focus on enhancing service quality with the aim of full-scale deployment.

Please refer to the press release below for details.  
OKI Launches IMS Support Service That Draws on ISO 56001 Certification Track Record

### Relationship between IMS Elements and Support Services Provided



Source: ISO 56001 Introduction Figure 1

### Business x Generative AI "Da Vinci Graph"

"Da Vinci Graph" is an innovation promotion tool utilizing generative AI, created through the Yume Pro Challenge 2023. Trial use across the Company began in May 2025, and within one month, approximately 1,000 employees were already using it, reflecting its rapid uptake. Featuring IMS-based policies and an intuitive user interface, the tool supports issue identification and idea generation in an interactive dialogue format. Looking ahead, we aim to further enhance its functions and expand its track record, with a view to offering it externally as a core tool for ecosystem building.



Note: Image created using generative AI