

Global Activities

OKI recognizes that strengthening its overseas business is essential for future growth and development. Under its Medium-Term Business Plan 2025, the Company has been focusing on expanding its global activities, which it will continue to advance across its business, technology, production, and human resources operations.

Operation Strengthening Co-Creation Funds and Ecosystems in the Global South

In regions of the Global South such as India and Southeast Asia, while strong economic growth is expected to continue, in many areas infrastructure development has not kept pace with the speed of growth, giving rise to various social infrastructure challenges. Through activities with co-creation funds centered in India and by leveraging our technology exploration base in Silicon Valley and R&D center in Berlin, we are working with local startups to formulate and verify new business model hypotheses that address these challenges. By combining technology and business as two driving forces, we are engaging closely with customers in each region to integrate advanced technologies such as AI and IoT with local expertise, taking on the challenge of creating new businesses that meet local needs.

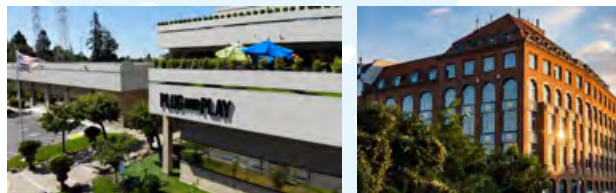


Co-creation activities at the India site

Technology Global Open Innovation

OKI is actively promoting open innovation at its overseas sites, aiming to incorporate advanced technologies, expand new business creation, and contribute to solving social issues.

In Silicon Valley in the United States, OKI is strengthening its technological competitiveness through a partnership with Plug and Play, accelerating technology exploration and collaboration with numerous startups using its local base. Meanwhile, at the OKI Berlin Lab, a research and development center established in Berlin, Germany, in June 2025, OKI is working with local partners and research institutions to advance photonics technology, promote the social implementation of cutting-edge Edge devices, and drive global expansion.



Buildings housing OKI's global open innovation bases
(Left) Silicon Valley, United States
(Right) Berlin, Germany

Please refer to the press releases below for details.
OKI Signs Partnership Agreement with US-based Plug and Play
OKI Establishes OKI Berlin Lab R&D Center in Berlin, Germany

Production Expanding the Manufacturing Base to Strengthen Competitiveness in Japan and Overseas

To establish sustainable competitiveness both in Japan and abroad, OKI is strengthening its global manufacturing infrastructure.

In September 2025, OKI announced their partnership with Lipi Data Systems Ltd. for local ATM production in India and began manufacturing units for major financial institutions in the country. This initiative responds to the rapidly growing Indian market and the government's "Make in India" policy, enabling OKI to deliver ATMs that combine local manufacturing and procurement capabilities with its own high-quality production technologies.

In the same month, OKI VIET NAM, the company's mechatronics manufacturing site in Vietnam, completed the relocation to its new headquarters. Going forward, OKI will further accelerate its expansion into global markets, particularly across Asia.



(Left) Photo taken at the ceremony for the ATM local production partnership in India
(Right) Image of the newly completed OKI VIET NAM headquarters

Please refer to the press release below for details.
OKI Partners with Lipi Data Systems Ltd. to Begin Local Production of ATMs for the Indian Market

Human Capital

OKI is committed to fostering global talent by actively providing opportunities for employees to take on new challenges overseas and by creating an environment where employees at all career stages—from young professionals to seasoned veterans—can grow and thrive.

For specific examples, please refer to the Human Capital Strategy: Global Challenge on [▶P.27](#)