

## Message from the CEO



*T. Mori*

Takahiro Mori

Representative Director  
and CEO

**Delivering OK! to your life.  
With this pride,  
we drive new value creation.**

### **OKI's Pride: Delivering OK! to your life.**

For many years, OKI has overcome numerous changes in its operating environment as an information and communications equipment company, leveraging its technological strengths and talented human resources to support social infrastructure.

The fact that the internet and communications we take for granted in our daily lives rarely go down is thanks to the many people working tirelessly behind the scenes—though few stop to imagine their efforts. A recent example is the smooth nationwide circulation of Japan's new banknotes issued in July 2024. It is our mission to maintain and advance the social infrastructure that allows people to continue living their everyday lives safely, securely, and conveniently. While OKI may not be a company that constantly produces groundbreaking innovations, we take pride in faithfully fulfilling our vital, behind-the-scenes role in society.

## Message from the CEO

## Putting the Medium-Term Business Plan 2025 into Practice and Beyond

Three years ago, OKI was severely affected by the spread of COVID-19. Difficulties in procuring materials and significant restrictions on production activities led to a loss attributable to owners of parent in fiscal year 2022—the same year I assumed the role of COO. We were unable to live up to our responsibilities as a manufacturer and failed to meet the expectations of our customers, shareholders, investors, employees, and other stakeholders. Realizing that we could not continue as we were, I resolved to transform the Company. Of course, such a transformation cannot happen overnight. Given the situation at that time, instead of pursuing flashy or novel approaches, we focused on strengthening our foundation and steadfastly doing what needed to be done. By rebuilding our core businesses and restoring our performance to normal levels, management worked closely with the front lines, and the entire Company united in its efforts to return to profitability. As a result, our financial foundation has recovered to pre-COVID-19 levels—comparable to fiscal year 2019—and we are on track to achieve the targets set forth in the Medium-Term Business Plan 2025.

Over the past two years, our initiatives have steadily put us on a path to recovery. However, we cannot be satisfied with the current level of progress. Moving forward, we will further strengthen management with a greater awareness of cost of capital. To achieve sustainable growth as a company, we must not only respond to customer needs but also leverage our intellectual capital to create social value and translate it into profit. To this end, we began visualizing our intellectual capital in fiscal year 2024. In fiscal year 2025, we will use these insights as a starting point to chart a new path for growth and formulate the next management plan.

## Drivers of New Value Creation

### (1) Full Participation Innovation

Since fiscal year 2017, OKI has been promoting its full participation Innovation Management System (IMS), known as Yume Pro, engaging employees from across the organization. Understanding and adoption of innovation activities have been steadily progressing throughout the Company. As a testament to these efforts, in September 2024 OKI became the first manufacturer in Japan to obtain BSI Kitemark certification\*1 based on ISO 56002\*2, the international standard for IMSs. Furthermore, in July 2025 OKI became the first company in Japan—and the first electronic equipment and device manufacturer in the world—to receive BSI Kitemark certification based on the new ISO 56001\*3 standard for IMSs.

Looking ahead, we will focus on strategic co-creation with partners aimed at business commercialization, steadily accumulating use cases. By promoting both horizontal expansion into a wide range of fields and vertical deepening in specific domains, we will accelerate business creation. Through active participation in these initiatives, employees will be empowered to conceptualize and execute their own business ideas, fostering the development of autonomous leaders capable of driving innovation from within.

\*1 BSI Kitemark: A certification mark issued by the British Standards Institution (BSI). In Japan, certification is conducted by BSI Professional Services Japan Co., Ltd.

\*2 ISO 56002: An international guidance standard established by the International Organization for Standardization (ISO) for IMSs, providing a framework for systematically and efficiently driving innovation.

\*3 ISO 56001: An international standard issued by the ISO in September 2024 defining the requirements for IMSs.

### (2) Global Activities

In recent years, OKI's overseas business has been on a declining trend, with the overseas sales ratio falling from its peak of 40% to around 10%. Recognizing that revitalizing our global business is essential for OKI's future growth and development, we launched initiatives in our overseas business in fiscal year 2023.

To reinvigorate our global business, we must strengthen our capabilities in both technology and business.

On the technology front, in fiscal year 2024 we entered into a partnership agreement with Plug and Play, a U.S.-based accelerator, and established a technology base in Silicon Valley to explore new technologies, particularly through collaborations with startups. In June 2025, we also established the OKI Berlin Lab, a research and development base in Berlin, Germany, to enhance our photonics technologies, which are advancing toward commercialization and real-world deployment.

On the business front, we have made investments in co-creation funds and formed a strategic partnership with Vietnam's FPT Corporation, aiming to create businesses that help address social issues in the Global South region.

OKI's strength lies in its mission-critical manufacturing technologies and its proven ability to apply them in real-world deployment. Building on these strengths, we will continue to create new business opportunities in developing regions—particularly in India and Southeast Asia—where social infrastructure is still evolving.

These initiatives represent not only investments to sow the seeds of future business, but also human capital investments to foster globally minded talent and future management leaders.

### (3) Optimizing Human Capital

Human capital is the driving force behind corporate growth. In the past, OKI continued to follow its traditional personnel systems, but we are now fundamentally rethinking our human capital strategy to align it more closely with our overall management strategy.

## Message from the CEO

In fiscal year 2025, we are focusing on redefining what human capital investment truly means in an increasingly uncertain world, while building a foundation to support it.

Within the Company, we are promoting open and free communication that transcends age and position, and are fostering a culture that encourages employees to take on new challenges without fear of failure. These efforts have led to an expanded framework that allows employees to fully unleash their creativity.

To provide more opportunities to engage with diverse values, we have also strengthened programs that enable employees to gain practical experience outside the Company. By bringing back the insights and networks gained through these experiences, we aim to enhance the organization's overall resilience and competitiveness.

We are emphasizing experiential learning over classroom instruction and practical application over theory, reinforcing various initiatives that promote employee growth.

As OKI continues to advance its management strategies, we will also enhance our organizational and human capital capabilities to ensure these strategies are executed effectively.

### (4) Transformation of Business Portfolio

We are strategically redefining the value of our existing businesses, fostering new ones, and streamlining our business structure to achieve more efficient operations. Under the Medium-Term Business Plan 2025, we shifted away from a fragmented, individually optimized business segment structure by consolidating eight businesses into five in fiscal year 2023. Through this process, we classified our businesses as either growth businesses or stabilization businesses and reallocated management resources accordingly. In addition, by reorganizing the Sales & Promotion divisions by market segment, collaboration between business units and sales teams has become closer, enabling us to better understand and respond to market needs. This review of our business portfolio has strengthened our ability to adapt to environmental changes and led to improved business performance. That said, our business portfolio transformation remains a work in progress, and so we will evolve this framework further in the next management plan. We will evaluate each business using precise indicators such as return on invested capital (ROIC) and further enhance the sophistication of our business management.



## Leveraging Technological Strengths and Talent to Become a “Designer of the Future”

For more than 140 years since its founding, OKI has supported the safety and reliability of its customers and society in mission-critical fields such as information and communications equipment, social infrastructure, and ATMs—areas where operations must never stop. The essence of OKI's manufacturing strength lies in its unwavering commitment to creation & manufacturing, connectivity, and continuity & resilience—a sense of responsibility that transcends time and technological change. Guided by this responsibility, OKI has long been a company built on faithfully delivering what customers ask of us.

This DNA and culture of OKI have undoubtedly been vital in supporting social infrastructure. However, in today's world of growing uncertainty—where even our customers may not have their own clear answers—this alone is no longer sufficient. OKI must evolve its intellectual capital to drive new forms of value creation for the next era. To do so, we will draw on our long history of diverse experience and the trust we have built with customers, partners, and society. By combining our technological capabilities with the insights, expertise, and problem-solving skills developed in the field, we will strengthen our ability to co-create new value with our stakeholders.

Looking ahead, OKI will transform itself into a “Designer of the Future,” working hand in hand with customers and co-creation partners to create new value. By bringing together the passion and ideas of diverse talent, we will generate new businesses and social solutions through collective intelligence that seamlessly connects things and experiences, technology and the field, data and people. We are confident that this evolution will be the source of both a more resilient society and OKI's future growth.

## In Closing

Through the steady execution of the Medium-Term Business Plan 2025, both our business performance and internal corporate culture have been moving in a positive direction.

In fiscal year 2025, as we bring the current Medium-Term Business Plan to completion, we will accelerate our transformation toward even greater heights and build momentum into the next plan. We look forward to sharing this next stage of OKI's evolution in our upcoming management plan.