

# OKI Group New Management Plan (Outline) FY2026-FY2031

This document outlines the key points of our new management plan.  
Details by segment are scheduled to be disclosed around May 2026.

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Representative Director and CEO  
Oki Electric Industry Co., Ltd.

March 5, 2026

**1** Introduction: OKI Group's Journey

**2** OKI's Corporate Philosophy : Purpose / Vision / Value

**3** Review of the Medium-Term Business Plan 2025

**4** Outline of New Management Plan

Founded in 1881, OKI has tackled social challenges with an "enterprising spirit"

1881

## Keeping Critical Infrastructure Running



Founder: Kibataro Oki

Founded as Japan's first telecommunications equipment manufacturer

Founder's words:  
"Lead the Way."

Microphonic amplifier	Manual / Automatic telephone switchboard	Type-600 telephone	D10 electronic switching system	Telecommunication's modem (PCLINK)	Japan's first VoIP System (VOICEHUB)	IP COVERAGE Server (SS9100)	Japan's first multi-hop wireless system (SmartHop)	Zero Energy IoT series
Minicomputer (OKITAC 5090)	Thermal-type facsimile (OKIFAX7100)	Personal computer (if800)	Computer Telephony Integration System (CTstage)	ETC	Disaster information service (DPS Core)	Remote control tower system		
Punched tape typewriter (OKITYPER)	World's first cash recycling ATM (AT-100)	Convenience store ATM (CP21Z)	Service counter terminal system	Modular ATM	Self-service deposit and withdrawal machine (SmartCashStation)			
World's first LED printer	High-performance multilayer printed circuit board	LED array chip for printers	LED printer (COREFIDO)	Bounding dissimilar semiconductor materials (CFB)				

## OKI's New Commitment

Purpose	Shaping Next for Society
Vision	Becoming <i>Future-Makers</i> : Powered by People and Technology
Value	Integrity and Beyond, Together
OKI Spirit	Lead the Way



## Achieved the Medium-Term Business Plan 2025 management targets in FY2024

### Themes of Medium-Term Business Plan 2025

- (1) Return to FY2019 levels of performance and restore the weakened financial foundation
- (2) Create future businesses for FY2026 and beyond

(Billions of yen)

		FY2022 Results	FY2025 MTBP*3	FY2024 Results	FY2025 Forecasts*1
Growth potential	Net sales	369.1	450.0	452.5	430.0
	Operating profit	2.4	18.0	18.6	20.0
	Net profit	-2.8	10.0	12.5	19.0
Profitability	Operating margin	1%	4%	4%	5%
Financial soundness	Shareholder's equity ratio	25%	30%	35%	37%
Capital efficiency	ROE	-3%	8%	9%	9%
Shareholder returns	Dividend payout ratio	-	30% or more	31%	30% or more

\*1 Forecasts as of the Q3 financial results announcement

\*3 MTBP: Medium-Term Business Plan

### Steering toward growth 1<sup>st</sup> Stage

#### 1. Revision of Business Portfolio

- Participated in the ETRIA Co., Ltd. joint venture
- Transferred the small motor business
- Signed a strategic partnership agreement with FPT Japan Holdings Co., Ltd.

#### 2. Strengthen sales, technology, and production functions

- Established global R&D hubs
- Strengthened overseas ATM\*2 production (Vietnam, India)

#### 3. Create future businesses

- Obtained ISO 56001/56002 certification
- Bringing CFB technology to the semiconductor market

#### 4. Improve financial foundation and effective investment

- Net sales and operating profit recovered to FY2019 levels; shareholder's equity ratio and ROE improved

#### 5. Practice sustainability management

- Achieved environmental targets
- Achieved the target ratio of women in management

\*2 ATM: Automatic Teller Machine

Share Price **4.5X** (vs. Mar. 2023)/ PBR: **1.83X** (as of end-Feb. 2026)



## Shifting Management from Defense to Offense

## Steering toward growth 1st STAGE

## Themes:

- (1) Return to FY2019 levels of performance and restore the weakened financial foundation
- (2) Create new businesses for FY2026 and beyond

	FY2022 Results	FY2025 Forecasts *
Credit rating	BBB	
Net sales	¥369.1B	¥430.0B
Op. margin	1%	5%
ROE	-3%	9%
Shareholder's equity ratio	25%	37%
Dividend payout ratio	—	30%+

\*Forecast as of the Q3 financial results announcement

Steering toward growth 2<sup>nd</sup> STAGE

## Themes:

## Implement intellectual capital management

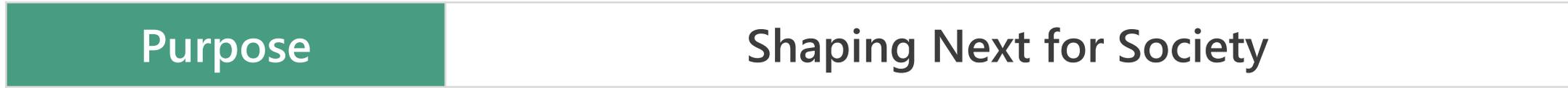
(Philosophy x Strategy x Execution)

- (1) Value Creation Model
- (2) Business Strategy
- (3) Management System Reform
- (4) Human Capital Investment

## FY2031 targets (OKI 150th)

Credit rating	A
Net sales	¥600.0B+
Op. margin	7%+
ROE	10%+
Shareholder's equity ratio	40%+
Dividend payout ratio	35%+

# Strengthening OKI's unique intellectual capital and create social value



## Strengthening Intellectual Capital

Social & Relationship capital*3		Deepening long-standing trust with social infrastructure operators, financial institutions, and central government—leading safety and security	
Organizational capital	Process	Customer value design process based on Innovation Management System	Management System Reform
	Digital / Technology / Knowledge	An edge platform that accumulates practical know-how and applies it to problem solving	
		Physical-to-digital conversion technology	Unique core component technologies
Manufactured capital *3		End-to-end Mono-zukuri*1 capability for mission-critical reliability (HW/SW*2: design, manufacture, maintain)	
Human capital		Customer-site professionals	
		Talent to design strategy with ownership	

\*1 Mono-zukuri : manufacturing

\*2 HW/SW : Hardware/Software

\*3 Natural capital included within social & relationship capital and manufactured capital.

Business Concept

1. Innovation in Core Businesses/
2. Taking on High-Growth Markets

Information and Communications



AI & Semiconductors / Aerospace



OKI's Unique Perspective



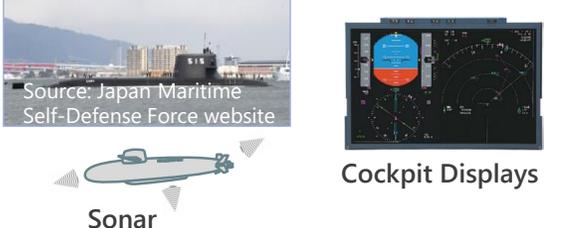
Disaster preparation and national land resilience



Defense / Ocean

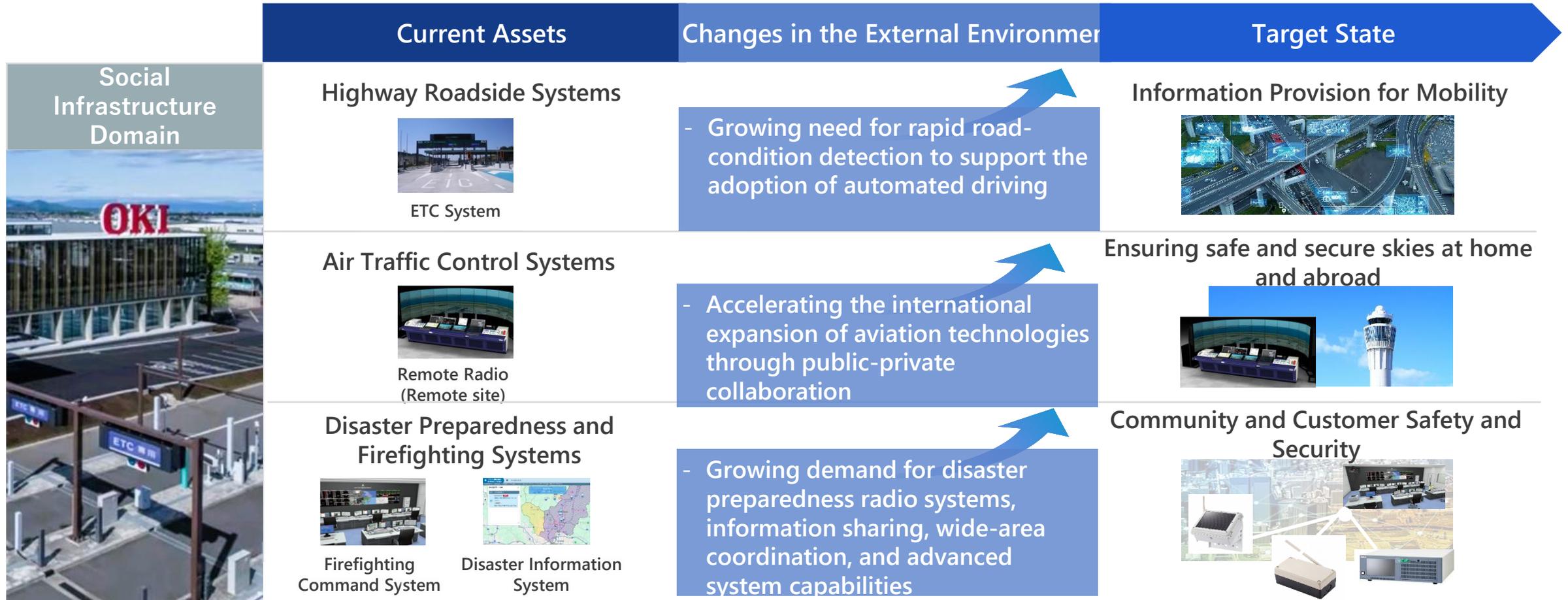


## Focused on customer frontlines where OKI's strengths stand out

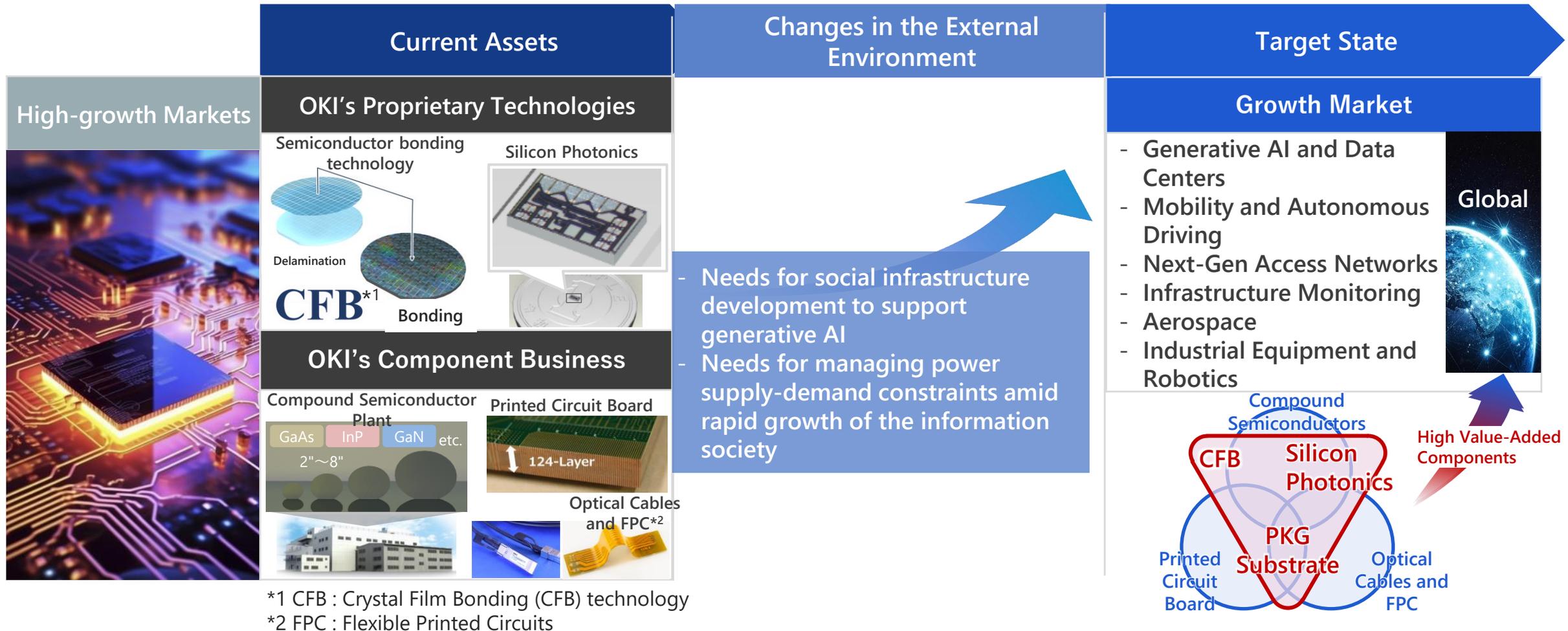
	Current Assets	Changes in the External Environment	Target State
<p><b>Financial &amp; Payments Domain</b></p> 	<p>Financial Terminals &amp; Nationwide Maintenance Network</p>  <p>ATMs      Service Network      SmartCashStation</p>	<ul style="list-style-type: none"> <li>- Customers focusing resources on their core business</li> <li>- Growing demand for operations outsourcing</li> </ul>	<p>Next-gen Branch Operations</p> 
<p><b>Network Infrastructure Domain</b></p> 	<p>"Network Terminals", "Voice Communications", "Large-Scale Network Systems Integration"</p>  <p>GE-PON (Optical Access Terminal)      Large-Scale IP Telephony System</p>	<p>Deployment and Adoption of Next-Generation Networks (6G, IOWN®, etc.)</p>	<p>Carrier-grade "Mono-zukuri"/SI Enhance network operations</p> 
<p><b>Defense Domain</b></p> 	<p>Source: Japan Maritime Self-Defense Force website</p>  <p>Sonar      Cockpit Displays</p>	<p>Rising government defense budgets</p>	<p>Meeting Domestic and Global Defense Equipment Demand (Technology Development &amp; Supply Capacity)</p> 

"IOWN®" is a trademark or registered trademark of NTT Corporation.

## Focused on customer frontlines where OKI's strengths stand out



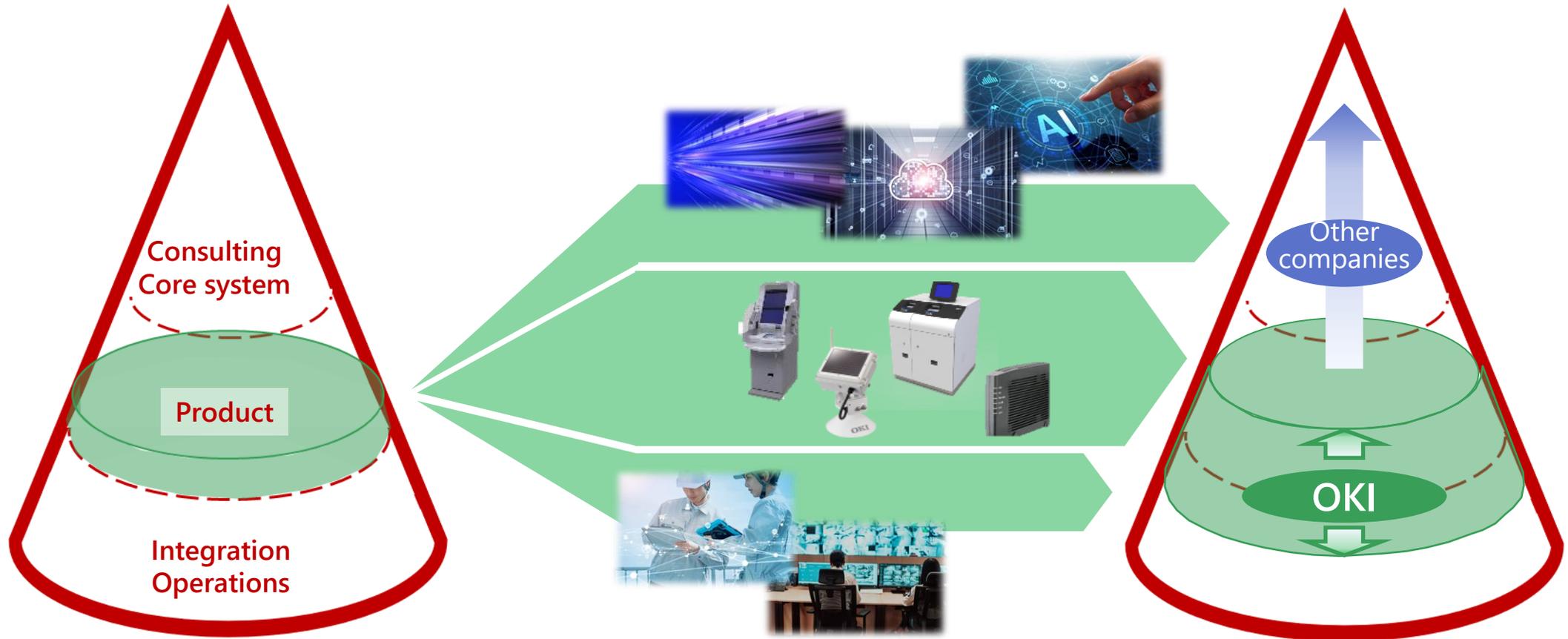
## Creating new value with a unique core component



\*1 CFB : Crystal Film Bonding (CFB) technology

\*2 FPC : Flexible Printed Circuits

## Aiming to be the “Layer Master” at the Frontlines



## Building a platform for company transformation: "Becoming *Future-Makers*"

### SAP Business Suite x Global communications infrastructure

#### Thorough Business Process Optimization

Labor saving  
+  
Shift to  
Higher value-added work

One Fact / One Place

Fit-2-Standard

End-to-End

#### Faster decision-making

Management information  
↓  
Shorter decision-making  
lead time

AI agents

#### Security + Availability

OKI's foundation for  
mission-critical social  
infrastructure



Zero Trust global communications

SAP Business Suite

Go live in FY2028

Turn this expertise into a business

## Each employee is the source of value creation - a Future-Maker

### Human Capital Strategy

Create growth opportunities for those who step forward and keep taking on challenges - driving individual growth

Proactively invest 2.5x more in human capital as the starting point to drive the Value Creation Model

#### Expand opportunities for learning and practice

- Expand Global Challenge from FY2024



- Expand "MiraIntern" from FY2024



- Enhance the Leadership Development Program

Launch "Next Leaders Program" in FY2026

#### Mindset change and embedding initiatives

### Each Employee as a Future-Maker

- Conducting Future Making Workshops in a World Café style



- Future Making Canvas

Every OKI employee keeps asking what "Next for Society" means—and acts every day.

#### Create an environment where everyone can do their best work

- Redesign HR systems

- Enhance employee benefits

- Launch a cafeteria plan in FY2027
- Introduce a 20% company incentive for the employee shareholding plan in Apr. 2026
- Plan to introduce incentive compensation "trust-based ESOP" in Oct. 2026

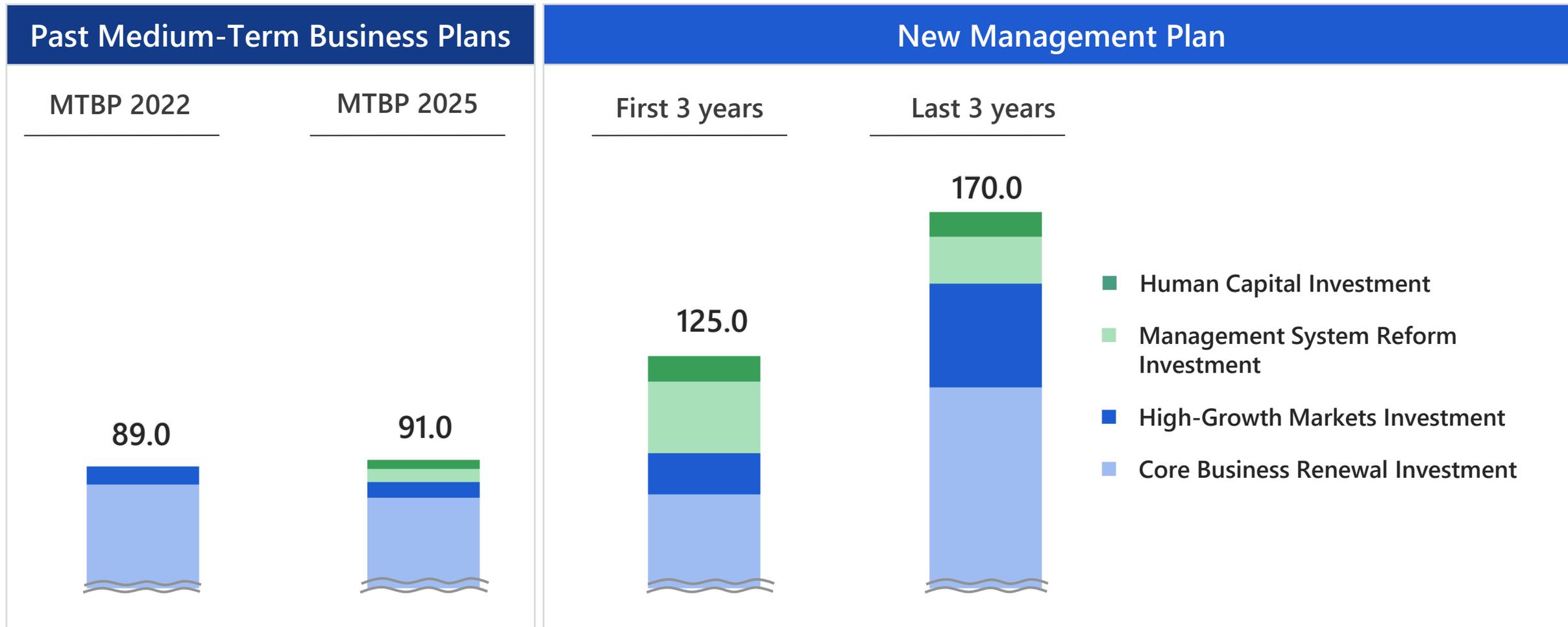
- Launch a new office "Engagement Center"

(Open the office at Takanawa Gateway in FY2028)



## Toward realizing our intellectual capital and business strategy

(Billions of yen)



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# From Oki Electric Industry to OKI

Term	Description
Intellectual capital management	Intellectual Capital Management is a strategic management model that visualizes and leverages a company's unique intellectual capital; this includes human talent, technology, organizational processes, and customer networks, to achieve sustainable growth and enhance corporate value.
Value Creation Model	A structural framework that illustrates the process of transforming diverse capital inputs into tangible outcomes and social impacts through unique business activities and strategies.
Intellectual capital	Defined as broad-based capital other than financial capital, broadly aligned with the six-capital framework advocated by the IIRC. It consists of four elements: human capital, manufactured capital, organizational capital, and relationship capital.
Future-Makers	Individuals, organizations, and the company, as well as the mindset, that work together with customers and co-creation partners to create new value.
GE-PON	Abbreviation for Gigabit Ethernet Passive Optical Network; a technology that uses optical fiber to share high-speed data communications among multiple users.
Remote Radio	A device that provides airport video and operational information to operators located remotely.
CFB	Abbreviation for "Crystal Film Bonding"; heterogeneous material bonding technology that lifts off the functional layer of a semiconductor device as a thin film and bonds it to a different material substrate using intermolecular forces.

Term	Description
Silicon photonics	A technology that forms optical circuits on a silicon substrate to generate, modulate, transmit, split, multiplex/combinate, and detect signals using light.
Package (PKG) substrate	A substrate on which semiconductor devices are mounted or bonded and electrically connected to external electronic circuits.
Zero Trust global communications	A global ERP secured by a Zero Trust network architecture.
Global Challenge	Program providing opportunities for early-career employees to apply for open positions at OKI Group's global locations. Following application, selected employees are assigned to international roles, fostering a global mindset from an early stage in their careers.
"MiraIntern"	Cross-boundary learning program that gives employees opportunities to look outside the Company and experience real-world situations of problem-solving. By gaining diverse insights and skills outside their current roles, participants leverage these experiences for personal and professional growth.
Future Making Workshops	Platform to foster a sense of ownership of corporate and department visions. Participants envision a future based on their personal will and build empathy through dialogue. Starting with management, leaders share their individual vision—"how we want to be"—to drive a company-wide mindset change and create added value through stronger organizational connections.
Future Making Canvas	Framework for visualizing and sharing individual visions aligned with corporate and department goals. By documenting personal will and the actions needed to realize it, the canvas encourages proactive behavioral change and enhances mutual understanding.

- The projections and plans in this material are based on information currently available to OKI as of the date of publication and certain assumptions judged as rational, therefore actual results are subject to change depending upon the changes of business environments and other conditions.
- Indication method of amounts in hundred millions (yen) are as follow:  
Amounts in each item are rounded to the nearest hundred million yen. Variances are calculated in the hundred millions.