

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.

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

March 5, 2026

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- Thank you very much for gathering here today.
We would also like to express our sincere gratitude for your continued support.
- We will conclude the three-year medium-term management plan from FY2023 through this year at the end of this month.
Starting in April, we will embark on a new phase for further growth.
The outline of the new management plan, which we have been considering, has been finalized, and I will provide an explanation today.
- The key points we want you to focus on are the overall outline of the plan, the target figures, and the management philosophy and approach to achieve them.
- Today, I will provide an overview to help you grasp the general direction our company is heading.
- Details of the plan will be disclosed through the financial results announcement in May and subsequent briefings.

- 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

➤ Here is the agenda. I will explain it step by step.

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 |  Telecommunications modem (PCLINK) |  Japan's first VoIP SystemP VOICEHUB |  SystemP COVERGENCE Server (SS9100) |  Japan's first multi-hop wireless system (SmartHop) |  Zero Energy IoT series |
| |  Minicomputer (OKITAC 5090) |  Thermal-type facsimile (OKIFAX7100) |  Personal computer (i800) |  Computer Telephony Integration System (CTstage) |  ETC |  Disaster information service (DPS Core) |  Remote control tower system | |
| |  Punched tape typewriter (OKITYPWR) | |  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) |  Bouncing dissimilar semiconductor materials (CFB) | | |

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- Since our founding in 1881, we have been committed to keeping critical infrastructure running without interruption.
- We developed Japan's first domestically produced telephone. Since then, we have provided mission-critical products and services across a wide range of fields, including telecommunications, information processing, transportation, disaster preparation, and defense.
- Our company's contribution may not be widely drawing public attentions.
- Nowadays in Japan, it is taken for granted that social infrastructure functions properly. Therefore, most people hardly recognize the importance of the work to protect social infrastructure.
- One example of this is the issuance of Japan's new banknotes in July 2024.
- The circulation of new banknotes is a project where no trouble can be tolerated. There are countless cash-handling machines nationwide, including ATMs. Ensuring that these machines are fully prepared by the start date of the new banknote circulation is no easy task. Most people hardly give such matters a thought.
- Fulfilling such an essential role quietly and reliably is our company's pride.

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 |



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- Based on this historical background, we have reorganized and reestablished our corporate philosophy into four elements—Purpose, Vision, Value, and OKI Spirit—to communicate the new OKI to stakeholders both inside and outside the company as we execute the new management plan.
- At the core is a return to the founding philosophy of our founder, Kibataro Oki, developed through careful review of past documents.
- **Purpose: Shaping Next for Society**
- This succinctly expresses the core of our philosophy since founding: always challenging new things and building a society that protects people’s hearts and lives.
- **Vision: Becoming *Future-Makers*: Powered by People and Technology**
- For many years, we have faithfully responded to customer demands. However, that approach no longer suffices. We aim to transform from a company that “does what it is told” to *Future-Makers* who imagine and create the future with our customers.
- **Value: Integrity and Beyond, Together**
- Integrity is a key strength highly valued by customers. We now aim to refine this further and go beyond it—together with our stakeholders. This embodies our commitment to always consider, “What more can we add from the other’s perspective?”
- **OKI Spirit: Lead the Way**
- This phrase from our founder has deeply inspired me and is most needed now as we build the new company. Work faces many obstacles, but we want all employees to boldly carve their own path without fear.
- With this new PVV + OKI Spirit as our foundation, we will focus on social value, unique capabilities, and employee growth, growing sustainably in a virtuous cycle.

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 1st Stage

- 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.
- Strengthen sales, technology, and production functions**
 - Established global R&D hubs
 - Strengthened overseas ATM^{*2} production (Vietnam, India)
- Create future businesses**
 - Obtained ISO 56001/56002 certification
 - Bringing CFB technology to the semiconductor market
- Improve financial foundation and effective investment**
 - Net sales and operating profit recovered to FY2019 levels; shareholder's equity ratio and ROE improved
- Practice sustainability management**
 - Achieved environmental targets
 - Achieved the target ratio of women in management

*2 ATM: Automatic Teller Machine

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- Next, I will review the "Medium-Term Management Plan 2025," which concludes this fiscal year.
- In fiscal 2022, when the plan was created, our company posted a net loss due to the impact of COVID-19 and supply chain issues.
- That was my first year as COO.
- Over these three years, our management focused on recovering from a damaged state. As a result, we reached our target one year ahead, in FY2024.
- This fiscal year, although sales have slightly declined due to the end of special demand from previous years, profit levels have improved. Net sales have stabilized in the 400 billion yen range, with an operating profit margin of about 5%, enabling stable dividends.
- The numbers reflect the steady execution of the five key initiatives shown on the right, confirming that our approach was correct.

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



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- This graph shows the stock price trend.
- As of the end of February, the share price was ¥3,230.
- It has increased 4.5 times from ¥718 three years ago, and the PBR has risen from 0.63 to 1.83. Although there has been some fluctuation this week, we have steadily raised our level.

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 2nd STAGE

Themes:

Implement intellectual capital management

(Philosophy x Strategy x Execution)

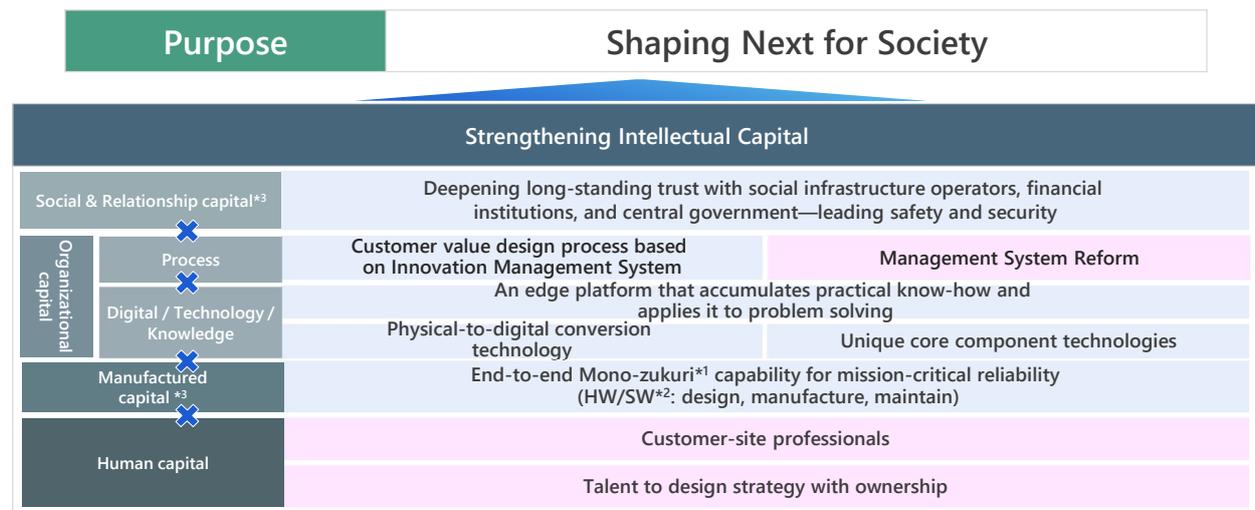
- (1) Value Creation Model
- (2) Business Strategy
- (3) Management System Reform
- (4) Human Capital Investment

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%+ |

- Now, we come to the main topic: the outline of the new management plan.
- This is a concept to move beyond the current level of approximately ¥400 billion in sales and a 5% operating margin.
- The targets are shown at the top right.
- We aim to achieve these goals by FY2031:
 - Credit rating "A"
 - Sales of over ¥600 billion
 - Operating margin of 7% or more
 - ROE of 10% or more
 - Equity ratio of 40% or more
 - Dividend payout ratio of 35% or more
- Recognizing that these targets cannot be reached by simply extending current business situation, we set the plan period to six years to pursue more intensive reforms.
 - The first three years will focus on simultaneous business growth and further structural reforms to strengthen the growth foundation.
 - The latter three years will leverage this foundation to deliver results and advance transformation.
- A distinctive feature of this plan is its approach rooted in intellectual capital.
 - Over the past two years, we have thoroughly explored what intellectual capital we possess that can create value.
- The key points are these four:
 1. Building a Value Creation Model
 2. Restructuring Business Strategy based on that model
 3. Reforming Management System to support the model and strategy above
 4. Investing in Human Capital to drive all these efforts
- I will explain these four points in detail shortly.

Strengthening OKI's unique intellectual capital and create social value



*1 Mono-zukuri : manufacturing

*2 HW/SW : Hardware/Software

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

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- First, the Value Creation Model.
- This term may be unfamiliar, so please bear with me.
- This slide encompasses the entire new management plan.
- It illustrates the mechanism to realize our Purpose by insightfully responding to societal changes, needs, and seeds, while leveraging our intellectual capital—our characteristics and uniqueness.
- Please view it as creating value by classifying intellectual capital into four categories and combining them with our company's strengths.
- For example:
 - Social & Relationship capital: Long-standing trust relationships with leading public and private organizations, which cannot be built overnight.
 - Organizational capital: Unique hardware and software technologies and Japan's pioneering innovation management system.
 - Manufactured capital: Our top strength is the ability to produce high-quality, highly reliable products and systems essential for critical social infrastructure that must never stop.
 - Human capital: Our strength also lies in personnel and on-site capabilities who deeply understand mission-critical customer sites accumulated over many years.
- On the other hand, challenges exist.
- As strategies become more advanced, corresponding management systems and human and organizational capabilities to execute them are required.
- Our current ERP system has undergone many migrations over the years, and looking ahead, we decided to renew it at this timing and completely review business processes.
- Regarding human resource development, we will fundamentally revise the existing personnel system and actively create an environment where employees can fully engage in their work.
- By strengthening these intellectual capitals individually and connecting them organically, we aim for sustainable corporate value enhancement.
- This is our "Value Creation Model."

Business Concept

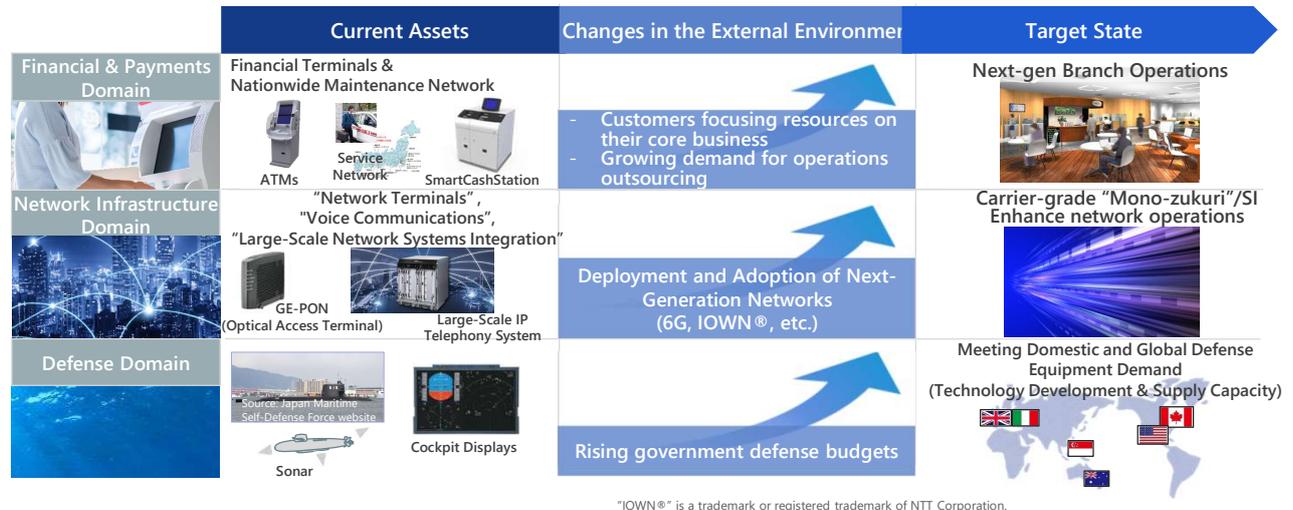
1. Innovation in Core Businesses /
2. Taking on High-Growth Markets

| Information and Communications | | AI & Semiconductors / Aerospace | OKI's Unique Perspective |
|--|---|---|--------------------------|
|  <p>Network Devices Business Communications</p>  <p>IP telephony system</p> |  <p>Advanced Technologies</p>  <p>Air Traffic Control</p> |  <p>Transport and Passenger services Retail Finance</p> | |
| <p>Disaster preparation and national land resilience</p>  <p>Firefighting command systems Disaster preparedness information systems</p>  <p>Edge Devices</p> | <p>Defense / Ocean</p>  <p>Sonar Underwater Acoustic Technologies</p>  <p>Cockpit Displays</p> |  <p>Remote Operations, Control, and Maintenance</p>  <p>Comprehensive Manufacturing Services</p>  <p>ETC system Printers Manufacturing</p> | |

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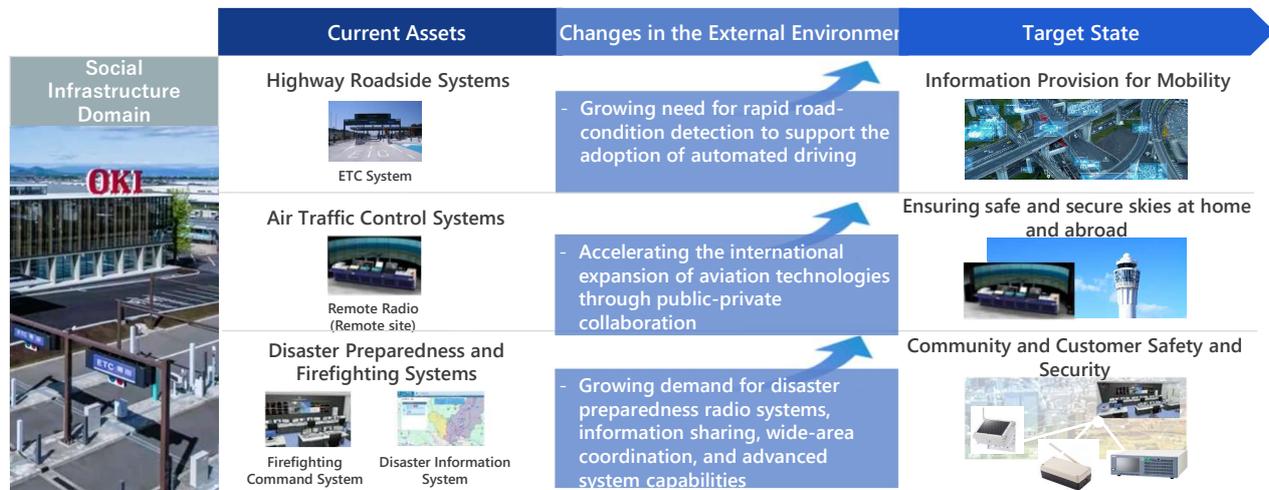
- Next is the business strategy.
- This shows our company's business domains.
- Considering the growth strategy investment areas designated by the Japanese government and our unique perspective, we will optimize resource allocation.
- The growth strategy investment areas include:
 - Information and Communications
 - AI & Semiconductors
 - Aerospace
 - Disaster preparation and national resilience
 - Defense and Ocean sectors, among others.
- In addition, we have various businesses unique to our company, including those serving financial institutions.
- We will advance our business strategy through two approaches: innovating our core businesses and challenging high-growth markets.
- I will explain examples of each approach.

Focused on customer frontlines where OKI's strengths stand out



- As examples of innovating our core businesses, I will highlight the financial & payments, network infrastructure, and defense domains.
- First, the financial & payments domain.
 - Our strength lies in devices and systems that improve efficiency around financial institutions' branches.
 - We aim to shift from selling devices like ATMs to designing future customer touchpoints.
 - We have a nationwide network of financial terminals and maintenance services, offering unmatched one-stop solutions. In a labor-shortage era, this capability covering physical operations is increasingly valuable. Leveraging this, we will build a comprehensive service business that improves efficiency and customer service, fulfilling the vital social role of maintaining cash infrastructure.
- Next, the network infrastructure domain.
 - We focus on opportunities like 6G, IOWN, autonomous networks, and AI-driven operations.
 - Using our voice communication technology and large-scale network SI expertise, we provide carrier-grade manufacturing, SI, and advanced network services.
 - Beyond telecom carriers, we will expand into social infrastructure markets such as railways, roads, and power utilities, contributing to safe and secure networks.
- Then, the defense domain.
 - Our defense business includes sonar, sonobuoys, cockpit displays, and information systems.
 - Our approach to defense business has changed significantly since the Three Strategic Documents were released in December 2022. With increased demand for defense equipment and overseas transfers, our role has grown.
 - Anticipating long-term growth, we have started active investments. Recently, we began constructing a new building at the Numazu factory, which develops and manufactures sonar and sonobuoys. We are also considering building a new factory to prepare for further demand increases.
 - Regarding cockpit displays, we participate in the joint development of the Global Combat Air Program among Japan, UK, and Italy, aiming to expand business overseas.

Focused on customer frontlines where OKI's strengths stand out



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- And, the social infrastructure domain.
- First, in the road domain, we handle systems such as ETC and roadside equipment.
- With the spread of autonomous driving, the need to “detect” and “communicate” road conditions is rapidly increasing.
 - Our strength lies in providing reliable, uninterrupted information integrated into field operations through ETC and probe data analysis on expressways.
- By combining this on-site expertise with communication and AI analysis, we will accelerate the advancement of mobility information services.
- Second, in the aviation domain, we mainly handle air traffic control systems.
- International expansion of airport technologies is accelerating, demanding both enhanced safety assurance and improved operational efficiency. Our strength lies in the implementation and operational capabilities honed in high-risk environments where serious accidents are a constant concern.
- Leveraging this, we will meet demands for system updates and enhancements, contributing to safe skies domestically and internationally.
- Third, in the disaster preparation and firefighting domain, we handle systems such as fire command consoles and disaster administrative radio.
- With the intensification of natural disasters, disaster sites demand “urgent initial response” and “wide-area coordination.” Our strength lies in accumulated know-how deeply embedded in command systems and workflows on-site.
- Going forward, we will connect municipalities, fire departments, and related agencies to enhance the speed and accuracy of command decisions, expanding practical disaster preparation that directly supports resident evacuation and rescue on a wide scale.

Creating new value with a unique core component

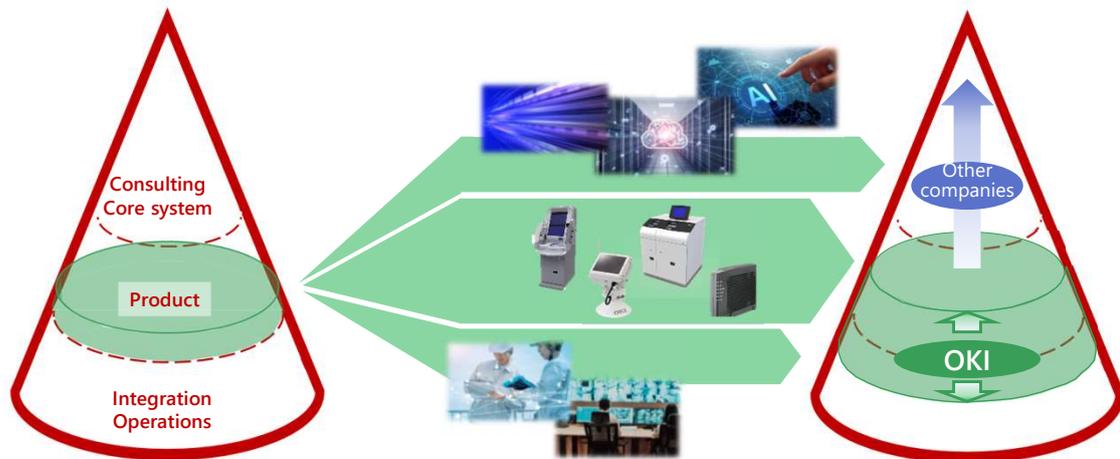


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- Finally, specific examples of our challenge in high-growth markets.
- Our company possesses world-class proprietary technologies, including heterogeneous material bonding technology for semiconductors called "CFB" and silicon photonics design technology. We will leverage these strengths to enter high-growth markets.
- For CFB, we are advancing co-creation activities with partners to build an ecosystem for photonics-electronics convergence and GaN power semiconductors, and plan to commercialize the business from FY2026 as scheduled.
- Accordingly, we have established an 8-inch pilot line at the Nishiyokote factory in Gunma Prefecture, the base for CFB, expanding the scope of co-creation with partners.
- In addition to CFB, we have proprietary technologies in high-layer printed circuit boards, optical cables, and flexible circuit boards.
- The rapid development of generative AI and the urgent infrastructure expansion of data centers, along with tightening power supply and demand, pose significant social challenges.
- We aim to create high-value "photonics-electronics convergence chips" to address these issues.
- By integrating photonics-electronics convergence chips with PCB or FPC through semiconductor package substrates, we strive to create unique core components.
- To support this challenge, we reorganized our structure to enable integrated operation of the previously separate CFB, printed circuit board, and cable businesses.

Aiming to be the "Layer Master" at the Frontlines

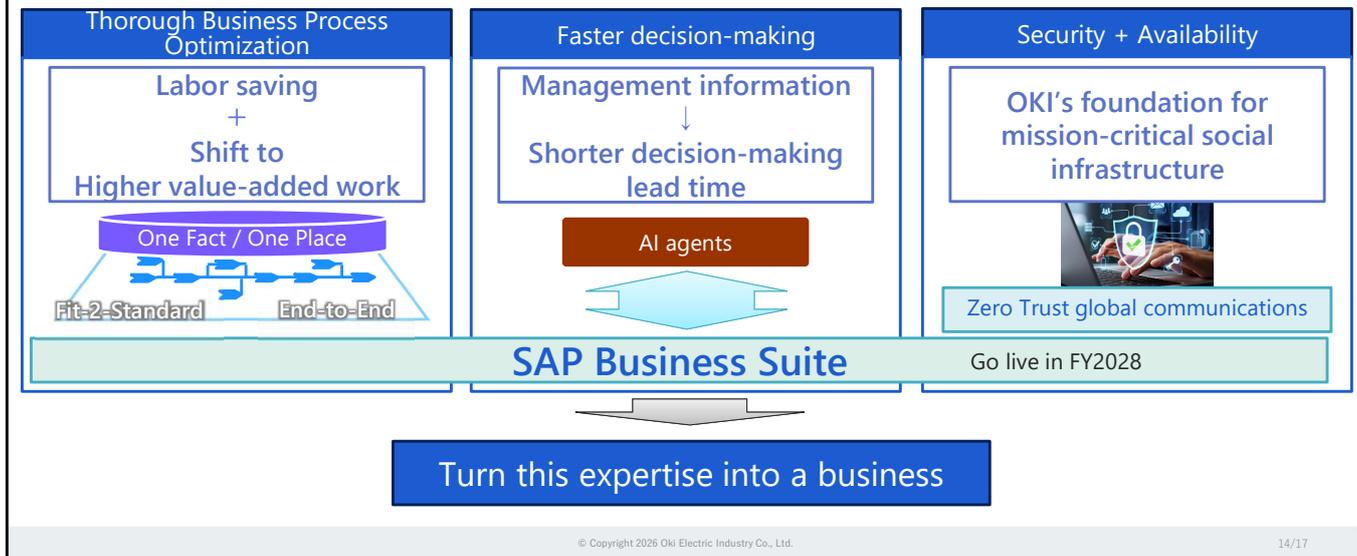


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- This slide shows our company's positioning.
- We have outlined our business strategy so far, but to compete effectively in our focus areas, we believe our unique positioning is crucial.
- While many electrical manufacturers have shifted their focus away from manufacturing toward the upper layers of this triangle—a mainstream and rational business strategy—should we follow the same approach? The answer is no.
- Considering our characteristics and intellectual capital, we avoid direct competition with strong players in the same domains and instead aim to dominate less-contested layers that others overlook.
- Though seemingly "modest," this positioning aims to become indispensable to society.
- In Japan, some domains are considered mature or declining, but a closer look reveals persistent long-term demand and many socially essential areas.
- Our strategy centers on actively taking on the "somewhat troublesome tasks" of providing hardware and systems close to mission-critical sites, along with on-site operational services at the frontlines—our areas of strength.
- This positioning represents the best intersection of our intellectual capital and social needs, and we aim to be the "Layer Master" in these frontline layers.
- That concludes the explanation of our business strategy.

Building a platform for company transformation: "Becoming *Future-Makers*" SAP Business Suite x Global communications infrastructure



- Next, I will explain the reform of our management system.
- As mentioned earlier, upgrading to a management system that matches the sophistication of our strategy is necessary.
- To achieve this, we have decided to pioneer the introduction of the latest and best systems available today and build business processes aligned with them. This represents a significant challenge, requiring a break from the familiar ways of working.
- In the first three years of the new management plan, we will establish a new management system incorporating SAP.
- This will enable us to fully utilize the latest AI, accelerating management speed, thoroughly streamlining all operations, and enhancing productivity.
- At the same time, we will build a work foundation where information security and availability coexist.
- We will construct a zero-trust global communication infrastructure, creating a work environment where colleagues can collaborate safely and smoothly both domestically and internationally.
- Here is a point unique to OKI.
- We will not confine this foundation within our company but will externalize it to social infrastructure and manufacturing customers.
- We plan to launch a business that shares the experience and know-how gained from implementing, operating, and refining this system on-site with companies facing similar challenges.

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)

- To elevate our company to the next level, the growth of our employees—the source of our strength—is indispensable.
- As the starting point to drive the Value Creation Model, we will actively invest in human capital.
- Our slogan is "Each employee is a Future-Maker."
- In the new management plan, we will increase investment in human resources by 2.5 times compared to before.
- Based on our human capital policy, we will strengthen:
 - Expanding opportunities for learning and practice
 - Mindset change and embedding initiatives
 - Creating an environment where everyone can do their best work
- Regarding expanding learning and practice opportunities, we will multiply programs already underway, such as Global Challenge, "MiraIntern," and leadership development programs, and selective personnel appointments.
- For mindset change, we will conduct Future Making Workshops and use the Future Making Canvas to help employees internalize the concept of being a Future-Maker.
- Regarding creating an environment to work to one's fullest, we will renew the existing personnel system and implement improvements in welfare and office environments as described here.
- Through these initiatives, each employee will continuously question what "Next for Society" means in their role, think daily, and act as a Future-Maker, thereby realizing our Purpose and Vision.

Toward realizing our intellectual capital and business strategy

(Billions of yen)



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- This is a rough investment plan for the next six years.
- Unlike before, the investments are categorized into four areas:
 - Investment in Core Business Renewal
 - Investment in High-Growth Markets
 - Investment in Management System Reform
 - Investment in Human Capital
- The total investment amount will be 1.3 times higher in the first three years and 1.9 times higher in the latter three years compared to the past three years.

From Oki Electric Industry to OKI

- That concludes the outline of the new management plan.
- As we embark on this new plan, the formal procedures are yet to come, but we are considering changing our company name from Oki Electric Industry to OKI.
- We believe this timing is ideal to take the first step into a new era for OKI.
- Finally, over the next six years, we will strengthen our intellectual capital and move toward a new stage.
- Valuing what makes OKI unique, we will continue to create social value distinctive to OKI, making our company increasingly attractive and better for society, our employees, and all stakeholders.
- Thank you very much for your attention.

| 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.