

**OKI** *Open up your dreams*



Delivering OK! to your life.

## OKI REPORT 2025

For the year ended March 31, 2025

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### Editorial Policy

OKI Report 2025 has been created with the aim of deepening the understanding of shareholders, investors, and other stakeholders regarding the OKI Group's efforts aimed at sustainable growth. The report has been edited with the primary focus on clearly communicating the progress of the Medium-Term Business Plan 2025, which started in fiscal year 2023, as well as the goals, initiatives, and accomplishments related to value creation strategies and the value creation foundation. More detailed information is reported on our website, so please see that as well. Please note that in the editing of this report, we referred to the "International Integrated Reporting Framework" of the International Financial Reporting Standards (IFRS) Foundation and "Guidance for Collaborative Value Creation" from the Ministry of Economy, Trade and Industry (METI), among other materials.

### Targeted Organizations

Ok Electric Industry Co., Ltd. and consolidated subsidiaries

Note that when the scope differs from the above, this has been individually mentioned.

### Targeted Period

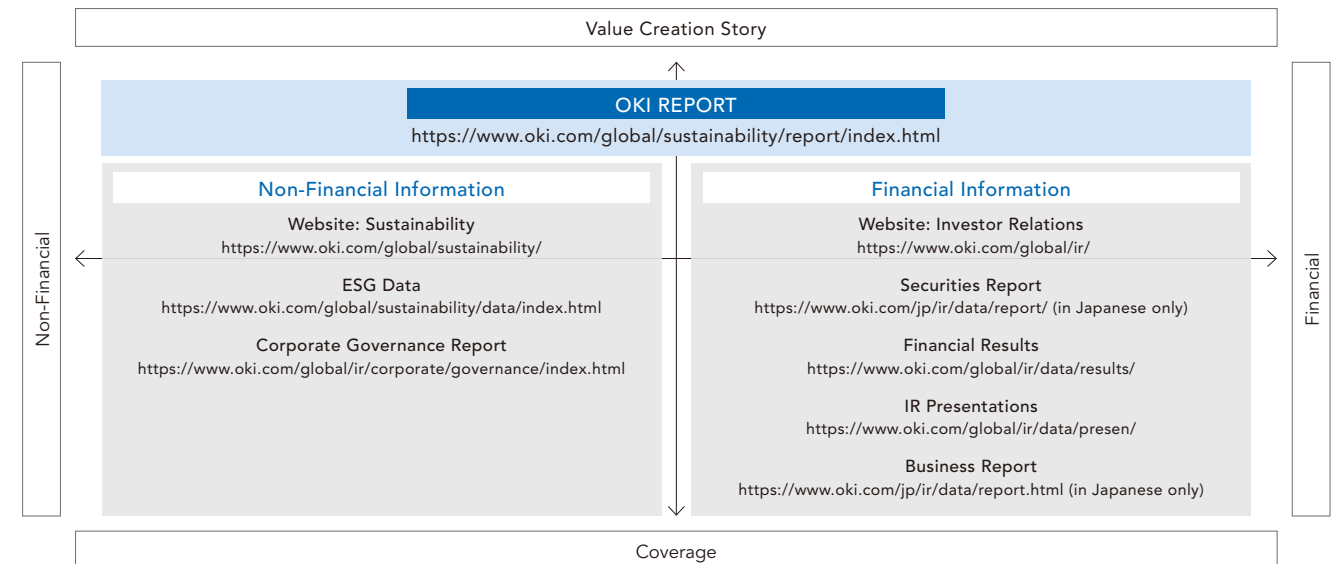
Fiscal year 2024 (April 1, 2024 to March 31, 2025)

Some portions include information pertaining to April 2025 and after.

### Forward-Looking Statements

This report contains forward-looking statements concerning the OKI Group's future plans, financial targets, technologies, products, services and performance. These statements represent assumptions and beliefs based on data and calculation methods currently available to OKI as of the date of publication, and therefore they are not a guarantee of future accuracy. Also, these forward-looking statements, which include our analysis and forecasts, are not a guarantee of future performance or outcomes. These statements involve business risks and uncertainties. Due to various factors, actual results may differ from those discussed in this document.

### Information Disclosure System



Note: All company and product names included in this report are trademarks or registered trademarks of each of the companies they represent.

# Delivering OK! to your life.

Amid large changes in the business environment, we seek to embed these principles as extensively as we can into our practices with the commitments expressed in the “OKI Group Charter of Corporate Conduct” and the “OKI Group Code of Conduct” as the cornerstones of our corporate activities. We seek to realize our corporate philosophy by striving to embody our vision.

## OKI Group Values

### Corporate Philosophy

The people of OKI, true to the Company’s “enterprising spirit,” are committed to creating superior network solutions and providing excellent information and communications services globally to meet the diversified needs of communities worldwide in the information age.

### Vision

The OKI Group helps create a safe and convenient infrastructure for customers and society as a whole through the key Japanese concepts of “Mono-zukuri” and “Koto-zukuri.”\*

\* Mono-zukuri: manufacturing

\* Koto-zukuri: creation of solutions and services

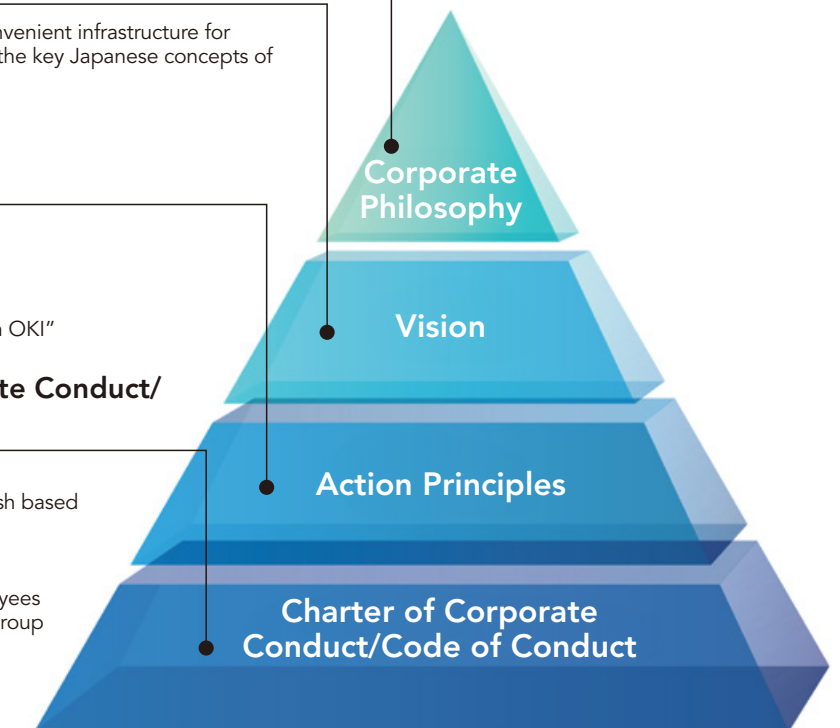
### Action Principles

Act with integrity  
Challenge and drive change  
Perform with speed and agility  
Be passionate, and determined to succeed  
Proactively encourage excellence as “Team OKI”

### OKI Group Charter of Corporate Conduct/ OKI Group Code of Conduct

OKI Group Charter of Corporate Conduct  
CSR activities OKI Group must accomplish based on its corporate philosophy

OKI Group Code of Conduct  
Codes of conduct executives and employees must conform to in accordance to OKI Group Charter of Corporate Conduct



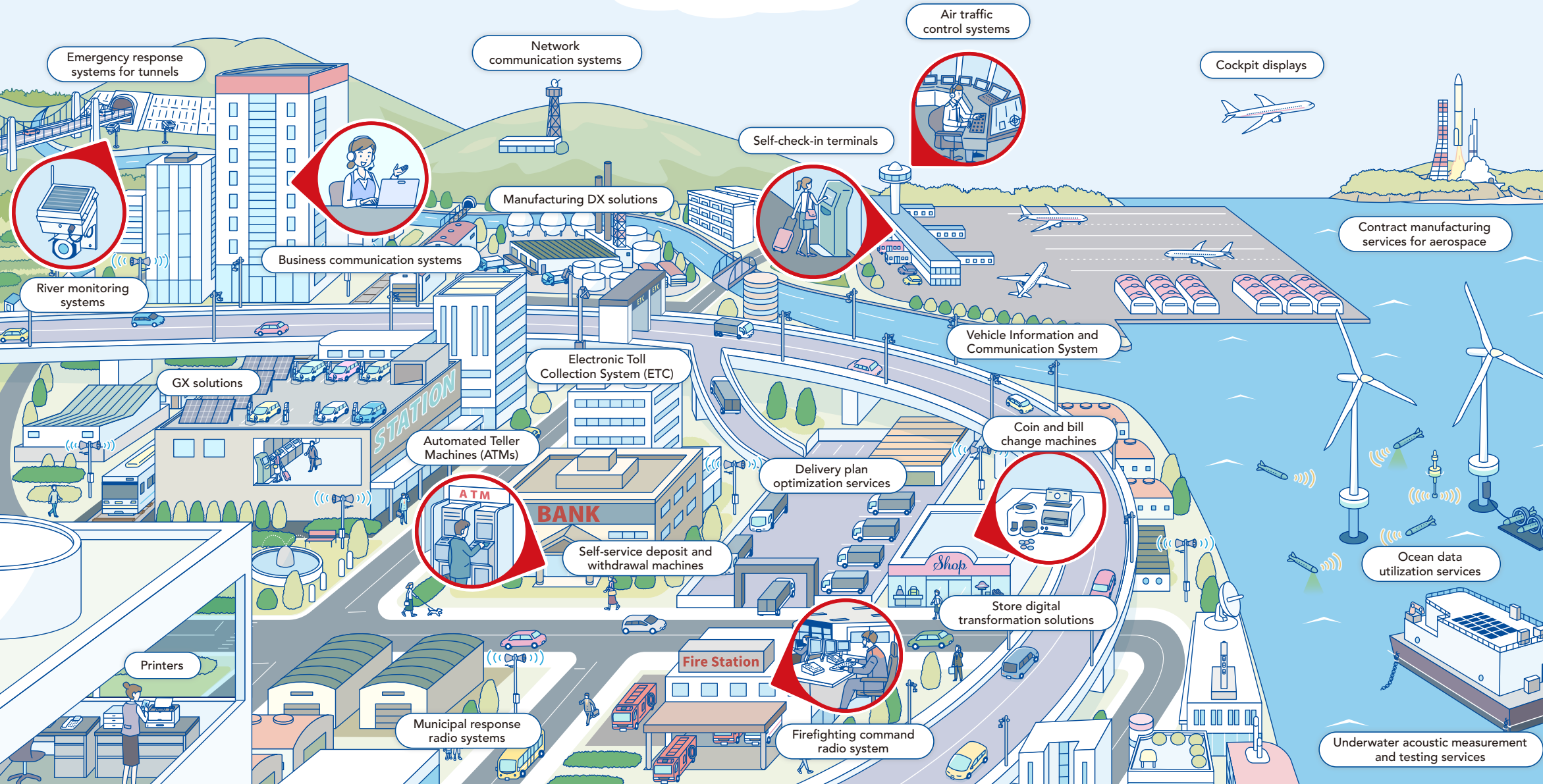
 Please refer to the website below for details.  
<https://www.oki.com/global/profile/spirit/index.html>



At a Glance

# Delivering OK! to your life.

OKI's products and services play an active role in various places in towns and cities, contributing to a wide range of areas, from improving corporate productivity to ensuring public safety. Additionally, we focus on developing products that are friendly to people and the environment, striving to create a sustainable future. With the key message "Delivering OK! to your life.", OKI is committed to using technology to illuminate people's futures and work toward realizing a more prosperous society.



Founded  
**1881**

Founder: Kibataro Oki

Consolidated Net Sales  
**¥452.5 billion**

Fiscal year ended March 31, 2025

Employees  
**13,906**

Group consolidated, as of March 31, 2025  
(Non-consolidated: 4,612)

Global Offices and  
Countries Sold  
**19 companies**  
Around **80 countries**  
and regions

As of May 2025  
Sales, production, and technology  
development locations

Domestic Maintenance  
Service Locations  
Approx. **180**  
locations

About 3,200 personnel, available 24/7,  
365 days a year



## 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.

## Message from the CFO



**Teiji Teramoto**

Representative Director and  
Senior Executive Vice President

# Fostering a corporate culture where every individual can fully demonstrate their capabilities

## Improving the Financial Foundation and Effective Investment

Under the Medium-Term Business Plan 2025, we have adopted the basic policy of steering toward growth and breaking free from the downward trend. Our goals are to restore performance to pre-COVID-19 levels achieved in fiscal year 2019 and to advance initiatives that will lead to creating future businesses for fiscal year 2026 and beyond. As part of our financial and investment strategy, we are working to improve our financial foundation while executing investments aimed at further business expansion, based on maintaining a BBB (triple B flat) credit rating.

## Review of Fiscal Year 2024 Performance

In fiscal year 2024, net sales totaled 452.5 billion yen and operating income was 18.6 billion yen. Net sales increased for the third consecutive year, surpassing 450.0 billion yen for the first time in five years. Operating income absorbed one-off negative factors and remained at the same level as the previous fiscal year. Excluding these one-off factors, underlying business profit increased, demonstrating improved profitability. Both return on equity (ROE) and the shareholders' equity ratio achieved the targets set under the Medium-Term Business Plan 2025 ahead of schedule, indicating a steady recovery in profitability and financial soundness.

As part of the Company-wide cultural transformation, we undertook a major review of our sales structure in fiscal year 2024, establishing an integrated framework that enables closer collaboration between the Sales & Promotion and Business divisions. In the past, OKI's organizational structure tended to be vertically segmented, making cross-organizational collaboration difficult—even in areas such as working capital management, which require cooperation across divisions. To address this, we strengthened collaboration between the Sales & Promotion and Business divisions by aligning them around the same markets and operational targets. This led to a growing sense of unity and mindset change across the organization, improved business operations and resource utilization, and, ultimately, stronger overall organizational performance.



## Message from the CFO

### Actions in Fiscal Year 2025

#### Initiatives toward Achieving a P/B Ratio of 1 or Higher

Fiscal year 2025 marks a return to normal business conditions following the completion of large-scale demand seen in previous fiscal years. It will be a year that truly tests OKI's capabilities. Over the two years since the start of the current Medium-Term Business Plan, I have seen a significant strengthening in each business division's commitment and execution toward their respective businesses. In particular, the awareness of profitability and determination to achieve targets have risen across the entire organization. Building on this positive momentum, we are working together as one Company to achieve the goals of the Medium-Term Business Plan 2025.

Profit attributable to owners of parent for fiscal year 2024 reached 12.5 billion yen, exceeding expectations, and is projected to increase to 14.0 billion yen in fiscal year 2025. Based on this performance, we implemented a 15 yen dividend increase in fiscal year 2024 and plan to raise dividends by an additional 5 yen this fiscal year.

To achieve and sustain a price-to-book (P/B) ratio of 1 or higher, it is essential not only to meet numerical targets but also to foster a corporate culture that values keeping promises and to transform our business structure into one capable of generating stable profits. With the entire Company united under the banner of "Building a Brand-New OKI," we will continue striving for sustainable growth and the establishment of firm trust in the market.

#### Toward the Full-Scale Implementation of ROIC Management

We began trial implementation of ROIC in fiscal year 2024 and started discussions on business strategies that take ROIC into account within each business division. During fiscal year 2024, we also selected ROIC management as the theme for an off-site meeting with outside directors, where all executive officers gathered to conduct in-depth discussions. Together, we reviewed the drivers and key performance indicators (KPIs) that make up each business's ROIC tree and formulated improvement measures. Through this process, we created opportunities to share the policies and action plans of each business division, which had a mutually positive impact. As a result, management staff across divisions have come to understand the significance of ROIC and are now able to outline concrete pathways for its full-scale implementation. At the same time, specific challenges—such as the treatment of shared assets—have also emerged in advancing full-scale ROIC implementation. In fiscal year 2025, while addressing these challenges, we will prepare for the full-scale start of ROIC management and, during the next management plan period beginning in the following fiscal year, accelerate the transformation of our business portfolio based on business evaluations using ROIC.

#### Cash Allocation

Under the current Medium-Term Business Plan, our main sources of cash inflow are the steady generation of operating cash flow and the reduction of cross shareholdings.

To generate operating cash flow, it is essential not only to improve profitability but also to strengthen Company-wide working capital management. In this regard, strengthened collaboration between the Sales & Promotion and Business divisions has already produced tangible results. As for cross shareholdings, excluding shares acquired in connection with our participation in ETRIA CO., LTD.—responsible for printer development and manufacturing—we aim to reduce the ratio of such shareholdings to 20% or less of net assets by the end of fiscal year 2025. In fiscal year 2024, we sold eight stock holdings, bringing the total number of holdings down to 57 and reducing the ratio to 24%, steadily approaching our target.

On the cash outflow side, we are prioritizing strategic investments for growth—such as through the use of co-creation funds—while ensuring disciplined allocation of funds. Growth investments are projected to total approximately 18.0 billion yen over the three years of the plan, with active investments in growth areas such as the Public Solutions business.

By continuously managing operations with a strong focus on maximizing capital efficiency through measures such as the use of ROIC, we will work to strengthen both business growth and our financial foundation, while maintaining stable and sustainable shareholder returns.

### Looking Ahead

#### OKI now stands at a historic turning point

As we enter the final year of the Medium-Term Business Plan 2025, our priority is to firmly achieve the performance targets set for this fiscal year and deliver a third consecutive year of dividend increases, thereby further strengthening the market's trust in OKI.

What is required of us now is to clearly define the direction of OKI's value creation under our corporate philosophy and action principles, and to communicate that direction as a growth story that links sustainability with financial goals. The key to "Building a Brand-New OKI" lies in our connections—with customers, partners, and among our employees and organizations. Even within OKI, I am convinced that as individuals and teams connect more organically across vertical, horizontal, and diagonal lines, new ideas and added value will emerge. When each individual unleashes their abilities and brings forward new ideas and innovations—combining them with OKI's technologies—previously unseen opportunities will come into view. By maximizing dialogue with stakeholders inside and outside the Company and sharing insights across organizational boundaries, we will continue to generate new value together.

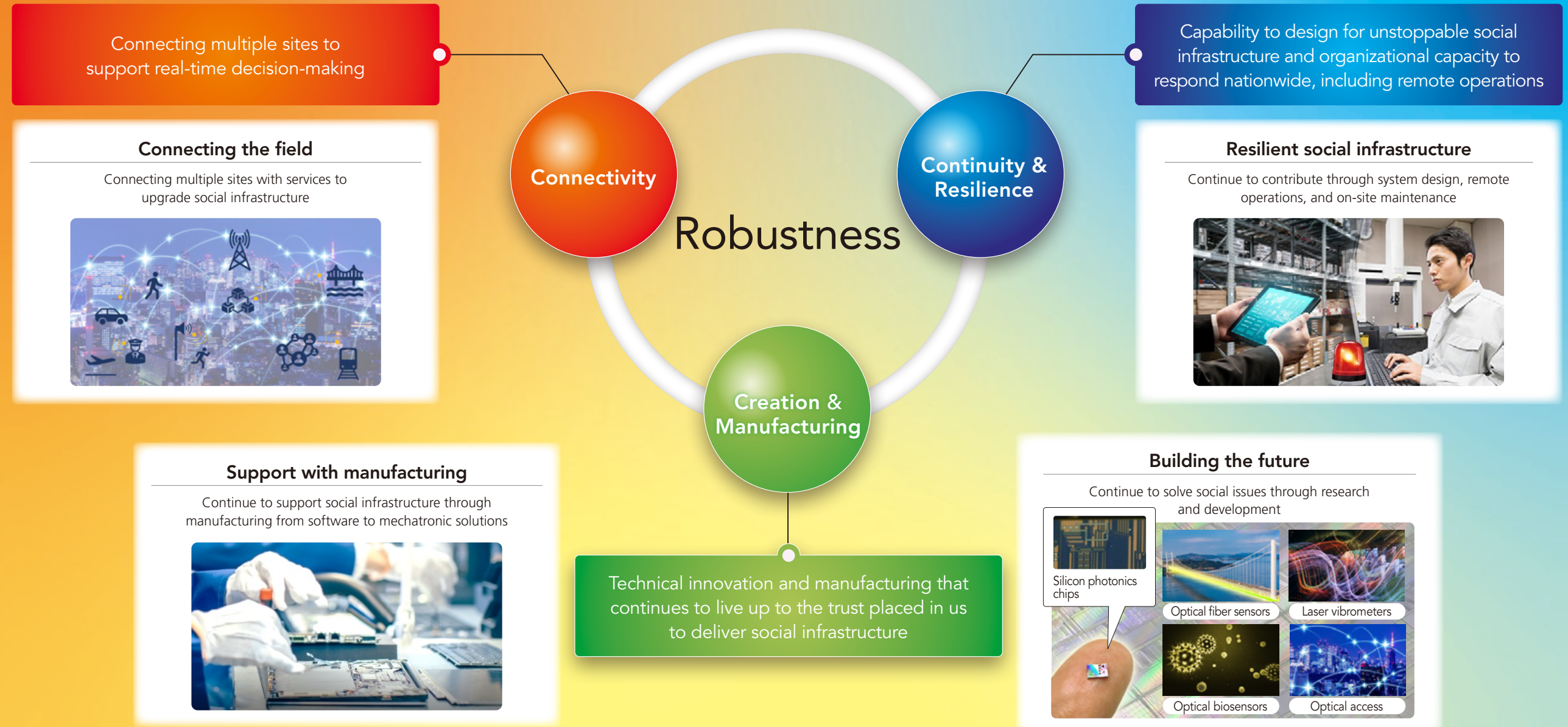
As Chief Financial Officer, I will focus on fostering a corporate culture that enables every individual to fully demonstrate their capabilities by further strengthening connections beyond divisions/departments and positions—vertically, horizontally, and diagonally throughout the organization. By combining OKI's technologies and expertise and taking on the challenge of creating unprecedented new value, we will move forward together as one toward the "Second Stage of Steering toward Growth."

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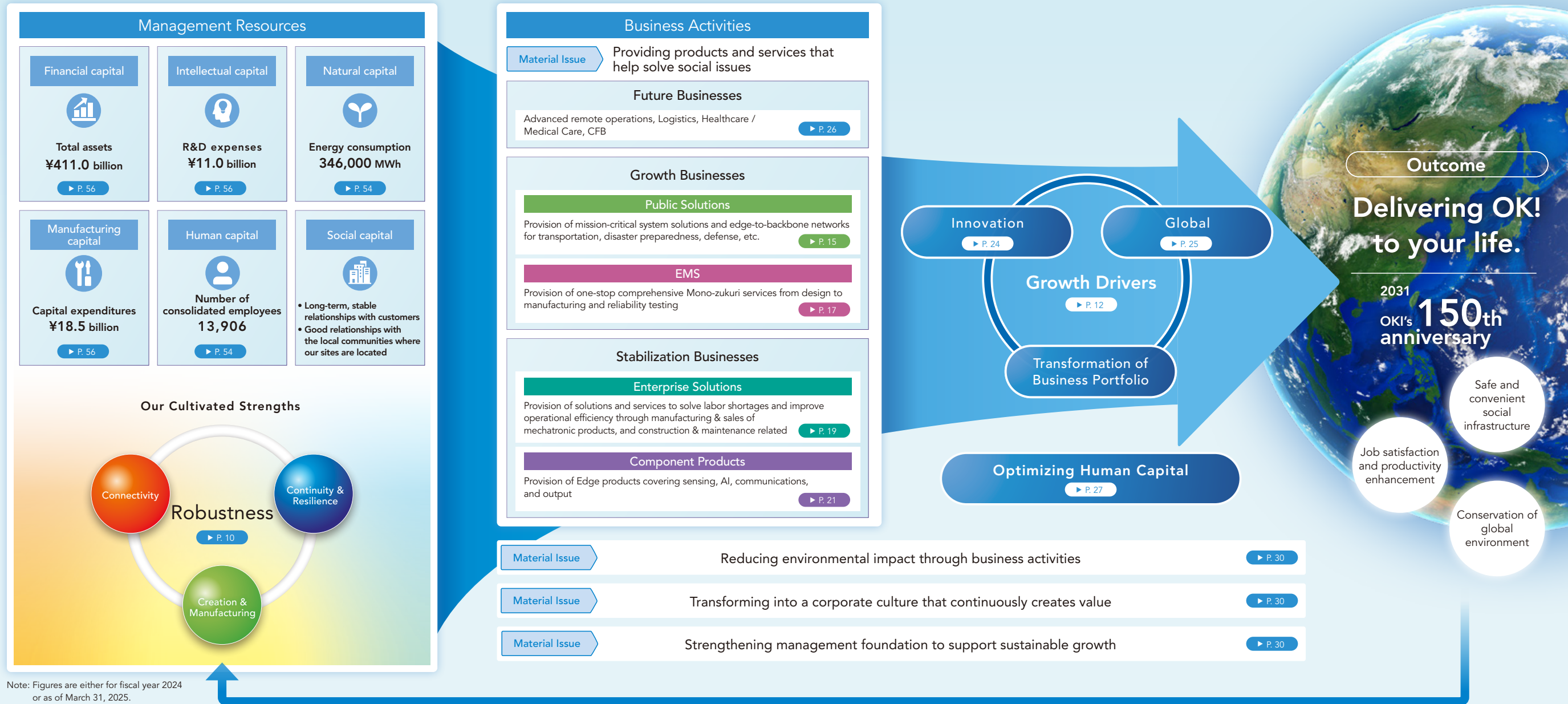
# Our Cultivated Strengths

Since our foundation, OKI has supported social infrastructure with advanced products that meet society's needs. OKI's strength is its "robustness" in providing "innovative and rigorous" solutions that are critical to maintain a secure and simplistic (easy to use) social infrastructure. Based on these strengths, we are working to solve social issues with our "capability to create & manufacture," "capability to connect," and "capability to support the continuity of social infrastructure."



# Value Creation Process

Toward the goal of “Delivering OK! to your life.”, the OKI Group addresses social issues in the fields of “safe and convent social infrastructure,” “conservation of global environment,” and “job satisfaction and productivity enhancement” by utilizing the strengths that we have cultivated to date, with the aim to realize a sustainable society and enhance our corporate value.





# Growth Drivers Overview

As drivers of new value creation, OKI is placing strong emphasis on the growth drivers introduced in 2024 and is advancing initiatives under these growth drivers. The Company is strengthening innovation activities across the organization as a whole, while also focusing on expanding its overseas business through collaboration with its global network and local partners. OKI will also work on advancing the transformation of its business portfolio and the human capital strategies that underpin it, aiming to address social issues and create value by building an organization that emphasizes autonomy and growth potential.

## Innovation

Embracing the concept of “full participation innovation,” and backed by strong commitment from management, we are fostering a corporate culture that continues to take on innovative challenges. By utilizing the IMS Yume Pro, we are driving Company-wide reform from both institutional and cultural perspectives. We are also focusing on discovering and developing talent. Starting from 2025, we will provide opportunities for inexperienced employees to engage in paired activities with seasoned employees, aiming to drive growth across the entire organization.



Innovation

▶ P. 24

Global

▶ P. 25

Growth Drivers

Transformation of Business Portfolio

Optimizing Human Capital

▶ P. 27

## Global



Guided by our key message “Delivering OK! to your life.”, we are driving the creation of new value by leveraging our global network and innovation rooted in on-site capabilities. Centered on our Global Innovation Hub\*, we are strengthening collaboration with local partners and startups, thereby accelerating the expansion of our business worldwide.

## Transformation of Business Portfolio

To further enhance corporate value and achieve sustainable growth, we are working to create new value by leveraging the strengths of our existing businesses, while also preparing to fully implement management focused on ROIC. Under the next management plan, we will accelerate the transformation of our business portfolio based on business evaluations using ROIC.



## Optimizing Human Capital



We aim to transform our organization and talent into a unified force that, together with customers and partners, can identify the essence of social issues and proactively propose future solutions. Through personnel training, we seek to optimize our human capital that drives management strategy by enabling employees to acquire diverse experiences and skills, while fostering the will to take on challenges independently and the wisdom to create value.

\* OKI refers to each overseas location as a “Global Innovation Hub,” emphasizing that it is not only a sales office but also a center for innovation.

# Progress of the Medium-Term Business Plan 2025

Under the basic policy of “steer toward growth and break free from the downward trend,” the Medium-Term Business Plan 2025 has management targets of net sales of 450.0 billion yen, operating income of 18.0 billion yen, and a shareholders’ equity ratio of 30.0% for fiscal year 2025, with the aim to “return to fiscal year 2019 levels of performance and restore the weakened financial foundation” and “create future businesses for fiscal year 2026 and beyond.” To meet these targets, after completing the measures set forth under the “First Stage of Steering toward Growth,” we will move toward the “Second Stage of Steering toward Growth” (fiscal year 2026 and beyond), aiming to expand future businesses by 2031, the 150th anniversary of the Company’s founding.

## Review of Fiscal Year 2024 and Future Outlook

### Financial Overview

▶ P. 7

Net sales in fiscal year 2024 increased for the third consecutive year, surpassing 450.0 billion yen for the first time in five years. Operating income absorbed one-off negative factors and remained at the same level as the previous fiscal year. Excluding these one-off factors, underlying business profit increased, demonstrating improved profitability. In addition, both ROE and the shareholders’ equity ratio exceeded the management targets set under the Medium-Term Business Plan 2025, indicating a steady recovery in profitability indicators and financial soundness.

For fiscal year 2025, we are aiming to exceed the plan’s targets, with profit attributable to owners of parent projected at 14.0 billion yen against the 10.0 billion yen target, ROE at 9.4% versus the 8.0% target, the shareholders’ equity ratio at 37.0% versus the 30.0% target, and a net debt-to-equity (D/E) ratio of 0.5 times versus the 0.7 times target.

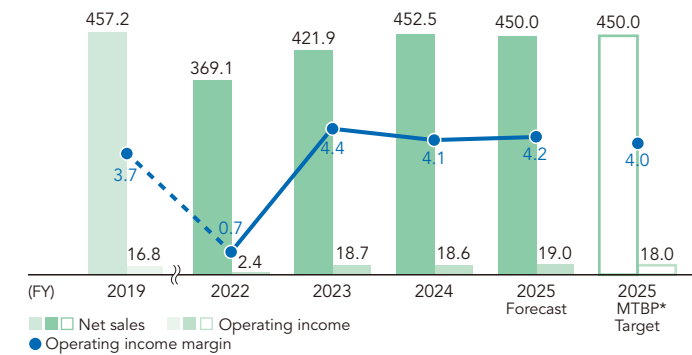
While steadily completing Medium-Term Business Plan 2025, we will also work to strengthen the foundation for sustainable growth and drive further reforms with a view to the future beyond the current plan.

### Sustainability

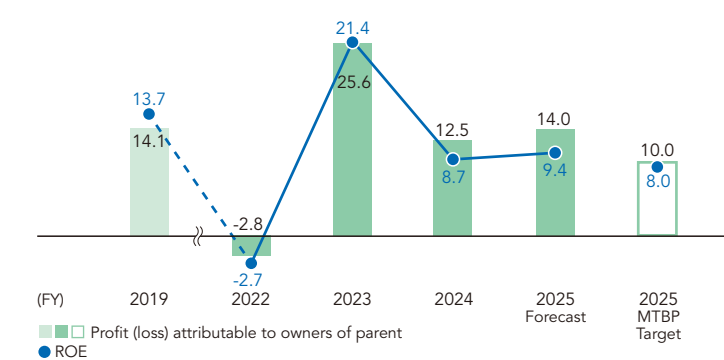
In alignment with the vision for OKI in fiscal year 2031, we are working to strengthen sustainability management based on our updated material issues alongside the formulation of the Medium-Term Business Plan 2025.

In fiscal year 2024, we promoted the initiatives outlined in the material issues progress table ▶ P. 30. In particular, under “strengthening management foundation to support sustainable growth,” we identified “respect for human rights within our own operations” and “management of human rights, the environment, and ethical issues among our suppliers” as key challenges and took steps to address them. With a focus on human rights, especially the risks faced by workers engaged in manufacturing at our own factories and within the supply chain, we promoted alignment among relevant divisions under the CEO’s leadership, while also incorporating input from external experts. Based on this, we have begun planning responses for fiscal year 2025 onward and initiated discussions on specific measures.

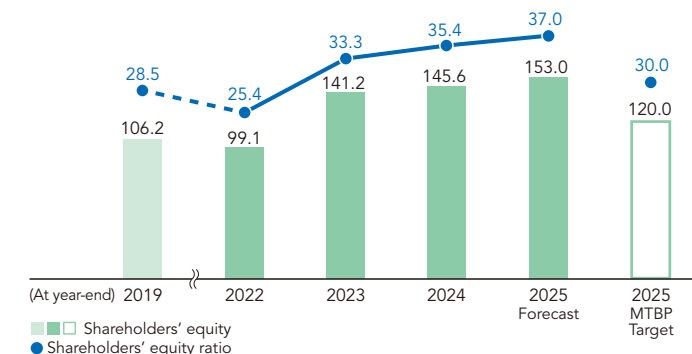
Net Sales (Billions of yen) / Operating Income (Billions of yen) / Operating Income Margin (%)



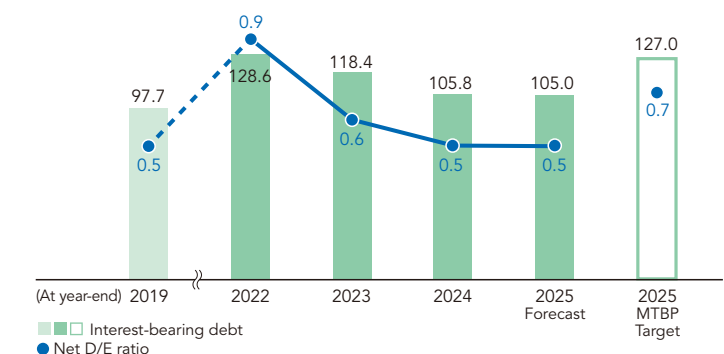
Profit (Loss) Attributable to Owners of Parent (Billions of yen) / ROE (%)



Shareholders’ Equity (Billions of yen) / Shareholders’ Equity Ratio (%)



Interest-Bearing Debt (Billions of yen) / Net D/E Ratio (Times)



\* The Medium-Term Business Plan is referred to as “MTBP” in the graphs hereinafter.

Edge devices  
920MHz band multi-hop wireless systems and Zero  
Energy IoT series



# Public Solutions

## Messages from Heads of the Division

We aim to grow and contribute to the realization of a safe, secure, and convenient society by providing solutions that support social infrastructure.



With the goal of “delivering safety, security, and convenience to people through innovation in social infrastructure solutions, thereby realizing a prosperous and sustainable society,” we aim to be a business partner that deeply understands our customers’ operations and provides safe and secure social infrastructure together with them.

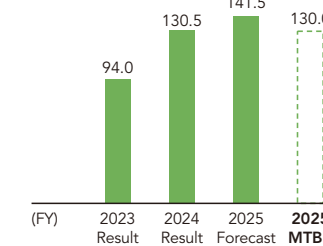
Hiroshi Tanabe  
Executive Officer, Head of Social Infrastructure Solutions Division



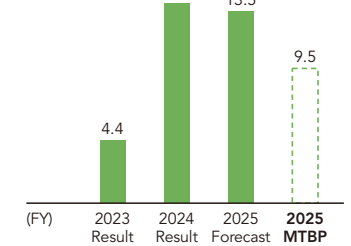
As a business that plays a role in Japan’s national security, we will respond to the increase in the domestic defense budget by strengthening our development and production systems, while at the same time realizing “Delivering OK! to your life.” in tandem with business growth.

Masaya Motosugi  
Executive Officer, Head of TOKKI Systems Division

Net Sales  
(Billions of yen)

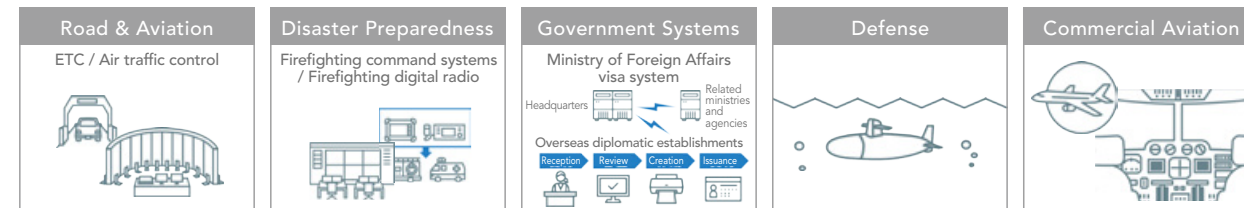


Operating Income  
(Billions of yen)



## Business Overview

We provide mission-critical solutions that support society. These include air traffic control systems, ETC, traffic probe data, firefighting command and radio systems, municipal disaster preparedness radio systems, and other disaster preparedness solutions. Additionally, we offer business solutions for central government agencies, defense-related systems, networks ranging from edge to backbone, and commercial avionics displays.



## Business Policy

### Social Infrastructure Solutions Division

Our business policy is to continually provide valuable solutions that meet the expectations of customers involved in social infrastructure and to grow and develop together with them. We aim to secure earnings by successfully completing large-scale projects across various fields, particularly in firefighting, where major system upgrades are underway. At the same time, we will strengthen our framework for planning and developing new products to drive future business growth.

### TOKKI Systems Division

We view opportunities such as the increase in the defense budget and the overseas transfer of defense equipment as growth drivers and will continue to make strategic investments. Focusing on advancing underwater acoustics and Ruggedize\* technologies—the sources of our value creation—we will expand production capacity, strengthen domestic maintenance systems, and promote overseas expansion, while also pursuing new value creation in the civilian ocean market by leveraging our technological assets.

\* Ruggedize: Technology that enhances the durability of products or systems, equipping them with qualities such as heat and cold resistance, waterproofing, dustproofing, and shock resistance, making them suitable for challenging environments

## Understanding the Business Environment

### Opportunities

- Investment opportunities in major system upgrades in the firefighting market and new services in the road market
- Increase in domestic defense budgets and the formation of export markets
- Growing demand for ocean development and advancements in emerging technologies

### Threats

- Intensifying price competition due to a decline in product superiority
- Heightened interest from foreign manufacturers to enter the market as domestic defense budgets rise
- Increasing opportunities for the entry of new technologies and manufacturers, such as AI, that are not aligned with traditional business models

## Business Strengths and Possible Issues/Challenges

### Strengths

- Long-standing customer base, extensive installed base\*, as well as robust services, operations, and maintenance capabilities
- Expertise in network virtualization technology and optical transmission technology (wavelength and bandwidth control)
- Advanced underwater acoustics technologies (sensors, signal processing, maritime testing, etc.)

### How to address possible issues/challenges

- To address resource shortages for production expansion, we are reallocating resources across different businesses and factories
- To overcome the lack of distinctive solutions and products, we are developing underwater acoustic communication solutions and products for both the defense and commercial sectors

\* Installed base: A track record of providing device groups at edge domains, and solutions centered on those device groups

## Public Solutions

### Progress of the Medium-Term Business Plan 2025 and Future Outlook

#### ■ Social Infrastructure Solutions Division

One of the key initiatives of the Medium-Term Business Plan 2025 is the development and launch of differentiated new products, in areas such as firefighting systems, to capture the demand for system upgrades. The market's upgrade plans have progressed steadily as expected, and in fiscal years 2023 and 2024 we consistently secured upgrade demand in the firefighting, disaster preparedness, and road infrastructure sectors. In addition, through proposals and discussions with customers, we have advanced the development of functions and services tailored to on-site needs, steadily progressing toward growth.

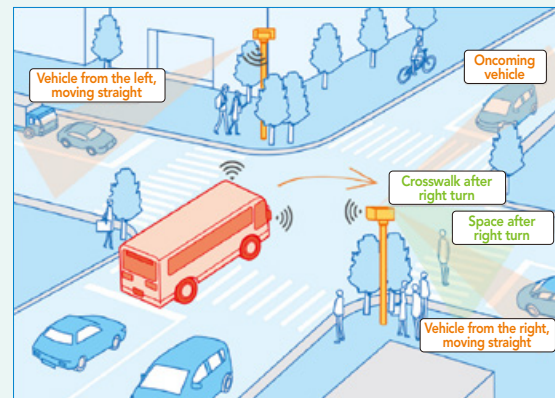
Looking ahead, we are leveraging the strength of our installed base to examine and develop next-generation products that pursue greater convenience. In the firefighting and disaster preparedness field, we will seek growth by strengthening the provision of systems and services that contribute to community disaster safety. In the road infrastructure sector, we are continuing activities aimed at the utilization of road traffic information data with a view to autonomous driving, including participation in proof-of-concept testing. Furthermore, we are making steady progress in entering the large-scale private network domain, and will continue to promote expansion in this area.

#### TOPICS Value Creation Material Issue | Safe and Convenient Social Infrastructure

In recent years, many regional cities in Japan have experienced service reductions and discontinuations of local bus routes due to a shortage of bus drivers, making mobility difficult for residents and affecting daily life and local economies. As a solution to these challenges, expectations are growing for the practical use of autonomous driving, and demonstration experiments are underway nationwide.

OKI is participating in autonomous driving demonstration projects led by the Ministry of Internal Affairs and Communications and others, using road-vehicle cooperative system technologies with roadside sensors that detect road conditions and transmit information to vehicles to support the safe operation of autonomous buses.

Going forward, we will continue to leverage insights gained from these demonstrations to develop advanced solutions tailored to local needs and promote the social implementation of autonomous driving.



Supporting vehicle operations at intersections through road-vehicle cooperative systems

#### ■ TOKKI Systems Division

Under the Medium-Term Business Plan 2025, Japan's domestic defense market has been steadily growing, and we have been advancing various initiatives in line with that growth. As a result, in fiscal year 2024 we achieved record-high net sales. With sales expected to remain at high levels in fiscal year 2025 and beyond, we will increase the number of engineers and promote the strengthening of production capacity and improvement of quality. In the commercial aviation sector, we will also continue to promote sustainable business operations by providing cockpit displays for small- and medium-sized aircraft.

In overseas defense markets, we are expanding sales channels for defense equipment such as underwater acoustic sensors and instruments for next-generation fighter aircraft. At the same time, by strengthening collaboration with overseas manufacturers, we are working to enhance the performance of defense equipment and drive further growth in the defense business.

#### TOPICS Value Creation Material Issue | Safe and Convenient Social Infrastructure

To respond to the medium- to long-term growth of Japan's domestic defense market, we plan to begin operations at a new building at the Numazu Plant in 2027. This will enable us to meet increasing demand for higher production volumes of defense products.

Going forward, we will continue developing underwater acoustics products, while strengthening the capabilities and technologies that give us an advantage in the underwater domain and contributing to areas such as ocean resource exploration. Through these initiatives, we aim to pursue business growth in both the global defense and ocean markets.



Rendering of the new building at the Numazu Plant

# EMS



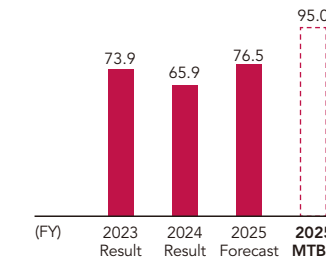
Kurato Maeno  
Executive Officer,  
Head of EMS Division

## Message from Head of the Division

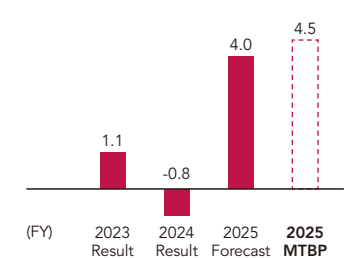
In diverse fields that support society—including medical mechatronics, aerospace, semiconductors, industrial equipment, and information and communications—the EMS Group provides its technological expertise and Mono-zukuri (manufacturing) capabilities to help customers create high-end products.

In today's rapidly changing market environment, customers are facing complex management challenges such as asset-light management and a reshoring of domestic production. OKI works in co-creation with customers, supporting them in addressing these challenges through a structure that comprehensively covers the entire value chain of high-quality, highly reliable Mono-zukuri. Furthermore, we are strengthening global competitiveness, particularly in growth areas such as AI and aerospace, aiming for sustainable development.

Net Sales  
(Billions of yen)



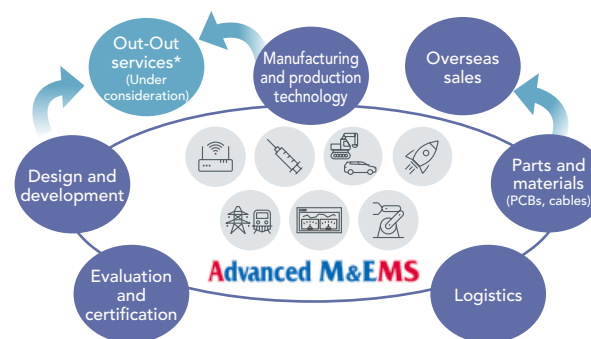
Operating Income (Loss)  
(Billions of yen)



## Business Overview

We provide one-stop solutions for Mono-zukuri (manufacturing) that accommodate variable-mix variable-volume, high quality, and high added value. Our business is primarily composed of EMS/DMS business, components business, and engineering business. Through collaboration within the EMS Group, we provide a wide range of services covering every process from upstream to downstream manufacturing, leveraging the technology and expertise OKI has developed over many years of production.

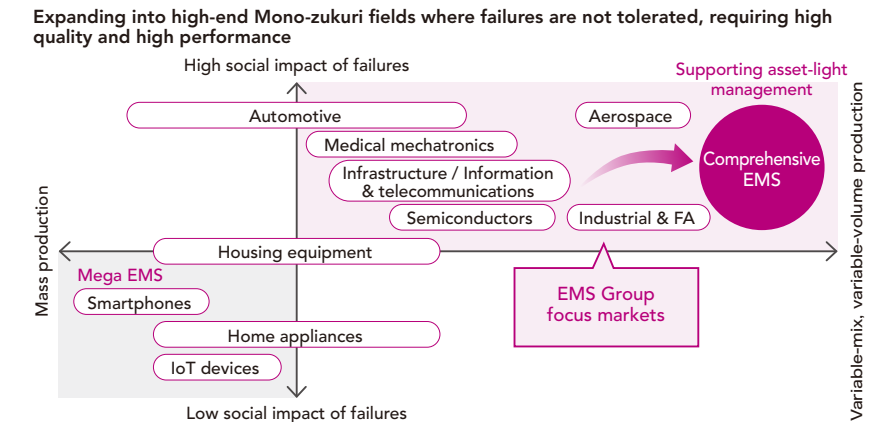
### Comprehensive Mono-zukuri (Manufacturing) Service



## Business Policy

We aim to become a manufacturing platform provider that supports customers in addressing their challenges from a production perspective. By offering design and manufacturing processes filled with accumulated know-how and standardized products as components or modules as platform-based products and services, we will contribute to solving our customers' social challenges through OKI's manufacturing expertise.

### EMS Business Field



## Understanding the Business Environment

Opportunities	<ul style="list-style-type: none"> <li>Return to domestic production due to increasing country risk</li> <li>Expansion of production outsourcing driven by labor shortages</li> <li>Global growth in markets such as AI-related semiconductors, factory automation (FA) robots, and aerospace</li> </ul>
Threats	<ul style="list-style-type: none"> <li>Unstable customer demand caused by international geopolitical risks</li> <li>Rising costs from higher raw material and energy prices, as well as increased personnel and logistics expenses</li> </ul>

## Business Strengths and Possible Issues/Challenges

Strengths	<ul style="list-style-type: none"> <li>High-quality, highly reliable Mono-zukuri, including variable-mix, variable-volume production and efficiency gains through system utilization</li> <li>Ongoing advancement of technologies such as ultra-multilayer circuit boards and high-flexibility technologies that enable high-end products</li> <li>Provision of evaluation and certification support services tailored to customer needs</li> </ul>
How to address possible issues/challenges	<ul style="list-style-type: none"> <li>Addressing production capacity shortages caused by labor constraints through labor-saving measures such as the introduction of automated transport robots</li> <li>Enhancing cost competitiveness by reducing costs through value engineering* and automation</li> </ul> <p>* Value engineering: A way of reducing production costs without lowering the functional performance of products, such as quality and reliability</p>



## EMS

### Progress of the Medium-Term Business Plan 2025 and Future Outlook

We have been working on key initiatives of the Medium-Term Business Plan 2025, including a business model shift from EMS to DMS and growth investments in the highly profitable components and engineering businesses. Results are beginning to emerge, such as winning Comprehensive EMS projects, securing new component projects through the development of new technologies, and launching new evaluation services.

Looking ahead, we will work to achieve business growth by expanding EMS/DMS business in line with the reshoring of domestic production, driving global sales expansion in fields such as AI and aerospace, and providing new evaluation services closely aligned with customer needs. At the same time, we will strengthen profitability through optimization of production locations and investment.

#### Key Initiatives

1. Business model shift from EMS to DMS
  - Expand the DMS sales ratio and aim to acquire new large-scale, high-value-added projects
2. Expansion of components and engineering businesses
  - Invest in expanding production capacity to keep pace with the growth of the semiconductor, machine tool, and FA robotics markets
3. Expansion of overseas sales
  - Strengthen co-creation relationships with key customers in the components business
  - In the EMS/DMS business, pursue Out-Out business\* opportunities

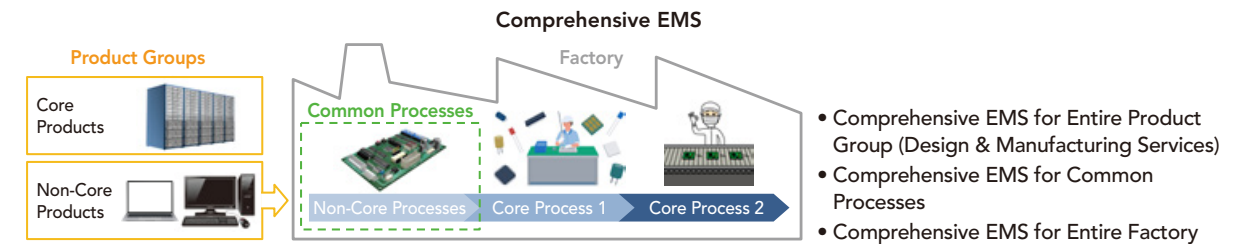
\* Out-Out business: Service in which customers' products for overseas markets are manufactured on contract at OKI's overseas sites

#### Progress

1. In response to country risk and demand for reshoring of domestic production, we launched new Comprehensive EMS services. Orders already received have completed their initial phase and moved into mass production. In addition, we are promoting the creation of high-value-added solutions through technology partnerships with ARM and Efinix.
2. In the components business, we are focusing on technology development aimed at expanding into areas such as AI semiconductors and aerospace (see TOPICS). In the engineering business, we are creating new customer-oriented services, such as calibration tie-ups with manufacturers.
3. Leveraging our strength in advanced, high-quality, high-performance technologies in the components business, we have reinforced our overseas sales structure, resulting in steady inquiries for new projects, including AI servers, aerospace, and defense applications.

#### ■ Launch of Comprehensive EMS Services

We have launched Comprehensive EMS services, which support companies' asset-light management in the manufacturing field by providing the entire process from product planning through development and production. This service enables customers to both reduce investment in their own factories and leverage the latest production facilities and technologies, allowing them to focus management resources on growth areas and core businesses. It also reduces factory operation risks by making it easier to respond to demand fluctuations, switch product lines, and even shift or withdraw from businesses, thereby contributing to improvements in various management indicators.

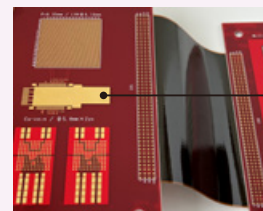


#### ■ Strengthening Co-Creation with Customers through DMS Services

We are expanding our On-Site DMS service, in which our engineers work directly at customers' development sites to co-create design and development. By seamlessly linking flexible, highly confidential on-site development with EMS contract manufacturing, we provide solid support for customers' new product launches.

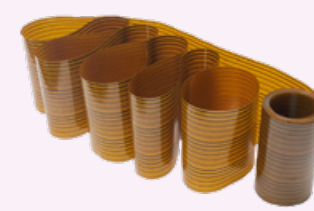
#### TOPICS Value Creation Material Issues | Safe and Convenient Social Infrastructure / Job Satisfaction and Productivity Enhancement

We have developed substrates and flexible printed circuit boards (FPCs) with high heat dissipation and reduced thickness for use in the space field, which is gaining increasing importance in next-generation disaster prevention, infrastructure maintenance, and telecommunications infrastructure. By enabling high-performance modules to be made smaller and lighter, these modules can be mounted on satellites and other equipment, contributing to the advancement of social infrastructure.



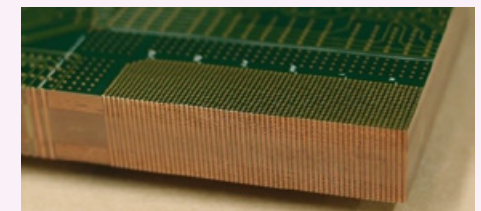
Copper coins

Launched rigid-flex PCBs with embedded copper coins featuring improved heat dissipation for space equipment applications



Launched small-lot custom long FPCs for the New Space industry

With the expanding use of large-scale AI, AI is becoming a critical part of social infrastructure. In response, AI-related semiconductors are becoming increasingly integrated and faster. Through ongoing technology development, OKI is contributing to further improvements in productivity.



Developed 124-layer PCB technology for next-generation AI semiconductor testing equipment

# Enterprise Solutions



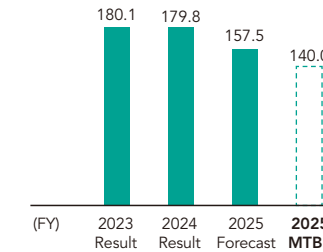
**Shotaro Nakatsu**  
Executive Officer,  
Head of Enterprise Solutions  
Division

## Message from Head of the Division

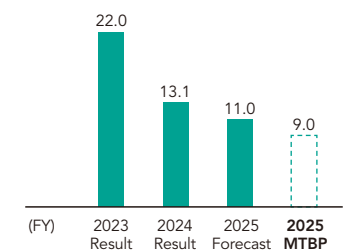
By uniting mechatronics technology, solutions, networks, maintenance, and services, we will provide safe and convenient solutions and services that contribute to resolving labor shortages and improving business efficiency.

Since fiscal year 2023, we have merged the Automation Systems business, solutions business for financial institutions, and network SI business to form the Enterprise Solutions Division. Additionally, we integrated OKI Crosstech, which manages maintenance, operations, and construction for OKI products, into the same segment, establishing a structure that provides a seamless offering from products to services. With this new framework, OKI can offer more comprehensive and efficient solutions to its customers, aiming for both business growth and enhanced customer satisfaction. Furthermore, by strengthening interdepartmental collaboration, we have achieved faster response times and delivered high-quality services. Through these efforts, OKI aims to further strengthen its competitiveness in the market and achieve sustainable growth.

**Net Sales**  
(Billions of yen)



**Operating Income**  
(Billions of yen)



## Business Overview

In addition to the design, development, and manufacturing of mechatronic products, we offer advanced solutions that include network integration. Furthermore, we have established a comprehensive value chain, from installation, construction, and maintenance to full outsourcing services for ATM operation and monitoring. This allows us to provide solutions that enhance the value of mechatronic products and offer more efficient, reliable monitoring, operation, and maintenance, delivering safe and convenient services to our customers on a one-stop basis.

In fiscal years 2023 and 2024, both sales and operating income were strong due to large-scale, one-off projects. Although it is anticipated to benefit from already secured projects and the rollout of new products in fiscal year 2025 too, we will transform our business structure in light of future shifts toward cashless and paperless environments.

## Business Policy

Taking advantage of large-scale projects, we aim to transition to a leaner, more resilient management structure for future growth and transform our business model from product-focused to service-centered, ensuring business stability. To achieve this transformation, we are advancing three key initiatives in tandem: “shift to recurring business,” “shift to front-office processing,” and “strengthen product competitiveness.” The transition of the business into a stable operation beyond fiscal year 2025 is also progressing smoothly as planned. Based on OKI’s strong product foundation, we will continue to develop and provide solutions and services that solve social issues.

### Strategic Direction

#### Conservation of global environment



- Reuse of recycled components and environmentally conscious manufacturing
- Reduction of factory CO<sub>2</sub> emissions and paperless solutions

#### Safe and convenient social infrastructure



- Visualization of field operations and operational monitoring
- Network security and stricter management

#### Job satisfaction and productivity enhancement



- Address labor shortages through self-service automation and labor-saving solutions
- Business process outsourcing (BPO) for common customer operations

## Understanding the Business Environment

### Opportunities

- Advancement in automation trends, such as self-checkout systems, driven by the labor shortage resulting from declining birthrates and an aging population
- Increased outsourcing opportunities due to labor shortages and the shift of resources toward core business activities

### Threats

- Decreased handling of cash, bankbooks, cash cards, slips, and other paper documents
- Reduction in physical handling tasks in the back offices of stores

## Business Strengths and Possible Issues/Challenges

### Strengths

- Provision of one-stop solutions for ATM deployment, from planning and support to installation, monitoring, operation, maintenance, and services
- A nationwide service network with service centers covering all of Japan
- Provision of solutions that add value to mechatronic products

### How to address possible issues/challenges

- Provide BPO services for customer operations
- Leverage the nationwide service centers and maintenance network to enter the maintenance service sector for new social infrastructure

## Enterprise Solutions

### Progress of the Medium-Term Business Plan 2025 and Future Outlook

Key Initiatives	Progress
<ol style="list-style-type: none"> <li>Shift to recurring* business <ul style="list-style-type: none"> <li>Expand ATM maintenance, operation, monitoring, and network services</li> <li>Leverage the maintenance network developed through ATM maintenance</li> </ul> </li> <li>Shift to front-office processing <ul style="list-style-type: none"> <li>Launch products focused on self-service automation and labor-saving solutions</li> </ul> </li> <li>Strengthen product competitiveness <ul style="list-style-type: none"> <li>Combine technology and AI to achieve automation and advanced capabilities</li> </ul> </li> </ol> <p>* "Recurring" here refers to a business model that combines equipment provision with BPO to offer integrated services.</p>	<ol style="list-style-type: none"> <li>We are expanding our service business for non-financial markets such as railway and airport companies by leveraging operational assets and ATM maintenance expertise, supporting the uninterrupted operation of mobility hub equipment.</li> <li>The rollout of eight models has been completed, further advancing self-service automation and labor-saving initiatives.</li> <li>In addition to improving operational efficiency by utilizing generative AI and RPA*, we are promoting automation and advancement of operations. By updating conventional ATM operation technologies and systems, we are strengthening the competitiveness of our service business.</li> </ol> <p>* Robotic process automation (RPA): Refers to software robots that automate repetitive tasks</p>

Steering toward stability and growth 1st Stage		Steering toward stability and growth 2nd Stage	
Initiatives	FY2023–2025	FY2026–2028	FY2029–2031
	<ul style="list-style-type: none"><li>• Expansion of recurring business</li><li>• Launch of products focused on front-office processing</li><li>• Ongoing investment to strengthen product competitiveness</li></ul>	<ul style="list-style-type: none"><li>• Apply base modules and service platforms to products and expand business operations</li></ul>	<ul style="list-style-type: none"><li>• Expand and deploy services utilizing base modules and service platforms into new markets</li></ul>

Under the Medium-Term Business Plan 2025, we are working to transform our business structure based on the three key initiatives of "shift to recurring business," "shift to front-office processing," and "strengthen product competitiveness." In fiscal years 2023 and 2024, we strengthened cross-departmental collaboration and successfully completed the transition to Japan's new banknotes as planned. In addition, by launching new ATMs and cash handling machines for retail markets both domestically and overseas, we have enhanced our ability to meet the growing demand for self-service automation and labor-saving solutions. Furthermore, in service enhancement, we launched an integrated service collaboration platform.

In fiscal year 2025, while closely monitoring changes in the domestic financial market environment, we are strengthening cost competitiveness by expanding product deployment in India and Southeast Asia and by reducing costs through the operation of a new factory in Vietnam.

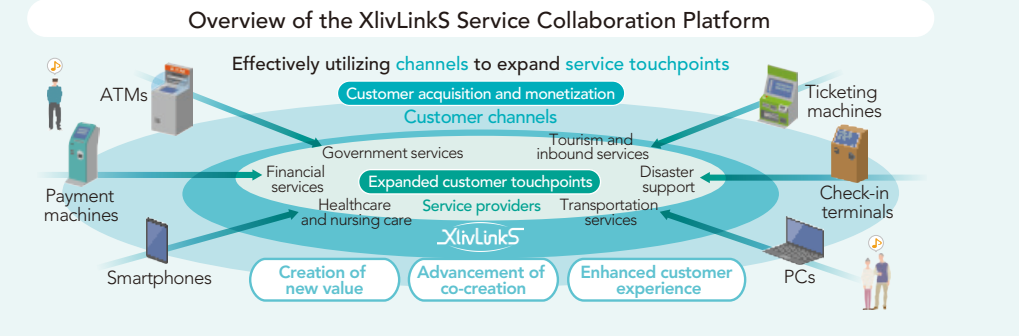
Looking ahead, we will focus on standardizing product modules and restructuring our overseas production system to accelerate product development and rollout, advance localization, reduce production and maintenance costs, and establish sustainable competitiveness in the global market, thereby driving further business growth.



### TOPICS Value Creation Material Issue | Safe and Convenient Social Infrastructure

The integrated service collaboration platform XlivLinkS seamlessly connects physical and digital services by utilizing existing self-service terminals such as ATMs, providing users with an optimal service environment. For terminal operators, it creates new revenue opportunities and improves operational efficiency, while for service providers, it strengthens customer engagement.

Starting in 2026, a new payment service will be launched that enables users to pay utility bills and taxes via ATMs, enhancing user convenience while improving the operational efficiency of businesses.





# Component Products



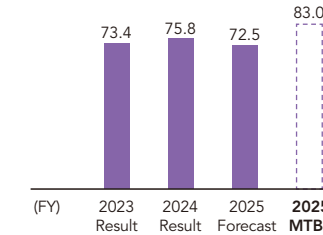
**Takashi Inoue**  
Executive Officer,  
Head of Component Products  
Division

## Message from Head of the Division

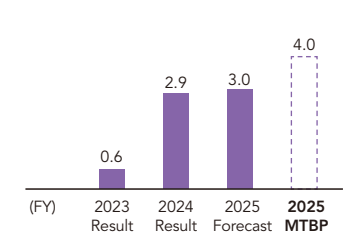
We plan, develop, and manufacture OKI products based on core technologies such as sensing, AI, communication, and output, and sell them broadly to customers in Japan and overseas through our global sales network.

In the printer business, OKI has newly joined ETRIA, a joint venture responsible for developing and manufacturing multifunction printers, thereby completing the business transformation set forth in the Medium-Term Business Plan 2025. Going forward, we aim to realize the benefits of these reforms and achieve stable profits over the medium to long term. In the business communications segment, sales are recovering and profitability has greatly improved thanks to the effects of these reforms. Looking ahead, by further expanding the Edge devices business—which we have positioned as a growth area—we aim to sustain and strengthen overall profitability and establish the division as a stable and sustainable business.

**Net Sales**  
(Billions of yen)



**Operating Income**  
(Billions of yen)



## Business Overview

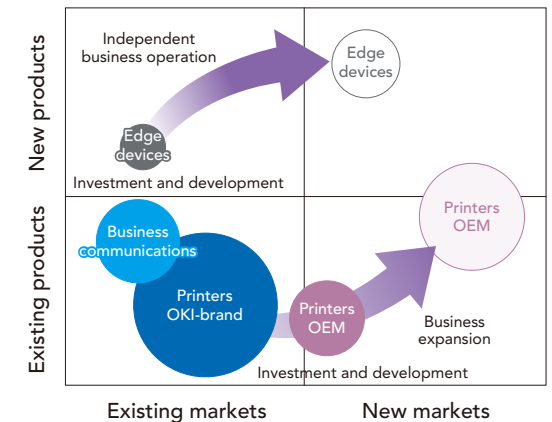
The printer and business communications markets are mature and show a gradual contraction trend, but the market shares of major companies, including OKI, have remained relatively stable. In this market environment, we are working to improve profitability through structural reforms.

For Edge devices, the global infrastructure monitoring market is expected to expand. Leveraging OKI's strengths in energy-saving, wireless technology, and environmental durability, we are expanding our product lineup and driving sales growth both in Japan and overseas.



## Business Policy

Under the Medium-Term Business Plan 2025, we aim to stabilize profits by promoting structural reforms in our two core business areas (as shown in the diagram on the right: OKI-branded printers and business communications). This includes reviewing product lineups, reallocating personnel, and optimizing development investments. Additionally, we are making proactive investments in key focus areas, fostering the growth in the Edge device and printer OEM businesses. By driving sustainable stabilization of existing and new businesses in tandem, we aim to achieve steady profitability while also pursuing business growth in new domains that present fresh opportunities.



## Understanding the Business Environment

Opportunities	<ul style="list-style-type: none"> <li>In a mature market expected to shrink (with declining sales), as development investments become burdensome for many companies, there are increasing opportunities in the printer engine OEM business, one of OKI's strengths</li> <li>Expanding demand for products that contribute to solving social issues such as infrastructure monitoring for aging infrastructure, increasing severity of natural disasters, and environmental conservation, including carbon-neutral solutions</li> </ul>
Threats	<ul style="list-style-type: none"> <li>Continued market contraction due to the maturation of the printer and business communication markets</li> <li>Rising costs associated with compliance due to stricter regulations in such areas as the environment, security, and human rights</li> </ul>

## Business Strengths and Possible Issues/Challenges


Strengths	<ul style="list-style-type: none"> <li>Streamlining development investments and reducing procurement costs by leveraging economies of scale through participation in ETRIA</li> <li>Assets from a global sales network developed through the printer business</li> <li>Technical expertise in LED, durability, and space-saving solutions cultivated through printer development</li> <li>Communication technology developed through business phone and wireless terminal development, along with sensor technology utilizing frequency analysis</li> </ul>
How to address possible issues/challenges	<ul style="list-style-type: none"> <li>Enhancing profitability by continuing structural reforms in the printer and business communication businesses</li> <li>Securing new OEM business partners</li> <li>Entering new markets, such as environmental conservation and disaster prevention, by developing unique products that leverage strong existing technologies</li> </ul>

## Component Products

### Progress of the Medium-Term Business Plan 2025 and Future Outlook

#### Printers

OKI leverages its strengths in durability, space-saving design, and simple structure (which makes maintenance easy) to target markets with high printing demand, such as distribution, logistics, and pharmaceuticals. By fully utilizing the integration benefits of design and manufacturing through participation in ETRIA, we aim not only to reduce costs but also to expand sales through enhancement of our product lineup and reform of sales channels.

 Please refer to the press release below for details.  
OKI joins ETRIA joint venture for multifunction printer development and manufacturing

#### Business Communications

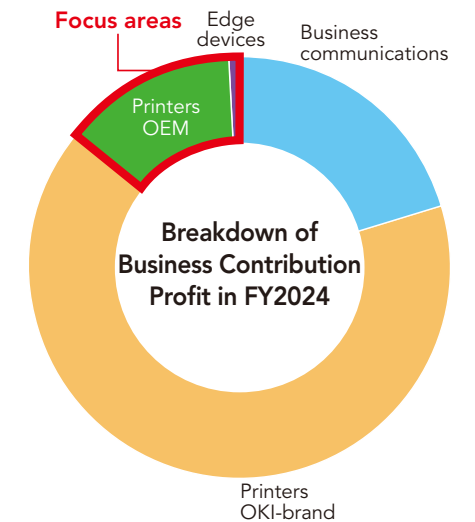
In terms of business communications, we plan to enhance functionalities for environments where communication is crucial, such as field operations and customer interaction points. This will allow us to uncover new needs and expand the use of our solutions, moving beyond the office environments where web conferencing tools are predominantly used. Along with reviewing our product lineup and streamlining fixed costs, we aim to further enhance profitability.

#### Edge Devices

For Edge devices, we have been advancing product development leveraging OKI's strengths in power-free, energy-saving, and environmental durability technologies. Based on feedback from overseas proof-of-concept testing, we are enhancing value and functions tailored to local needs and aiming to expand overseas sales. We will also apply the expertise and know-how gained overseas to product development in the domestic market.

Furthermore, we are increasing investment to cultivate Edge devices as the next core pillar of our business. By developing products that contribute to society—such as remote monitoring solutions to ensure the safety of infrastructure including railways, roads, and power, and that protect human lives from disasters such as river flooding and landslides—we are helping to realize a safer and more secure society.

#### CPS Breakdown of Business Contribution Profit in FY2024



#### TOPICS Value Creation Material Issues | Safe and Convenient Social Infrastructure / Conservation of Global Environment

The infrastructure monitoring market is expected to grow globally, driven by aging infrastructure and the increasing frequency of natural disasters, with an anticipated compound annual growth rate (CAGR) of over 10%. The Zero Energy IoT series, the flagship product of the Edge devices business, achieves high power generation efficiency through compact solar panels, combined with energy-saving functions that allow long-term operation, making it an environmentally contributing product designed with consideration for global environmental conservation.

In fiscal year 2024, OKI conducted railway monitoring demonstrations in Türkiye and Indonesia, gaining extensive expertise

and know-how.

In fiscal year 2025, we plan to launch an overseas version of the Zero Energy IoT series—reflecting on-the-ground feedback—marking the start of full-scale overseas sales.

Also in fiscal year 2025, utilizing subsidies from METI's Global South program, we will conduct monitoring demonstrations of large sinkholes (see right) in Türkiye.

In collaboration with Turkish State Railways, we are developing new technologies to predict and detect large-scale ground subsidence, which has become a serious social issue in Türkiye, thereby contributing further to solving social challenges.

#### Edge Devices – Zero Energy IoT Series



Ultrasonic water level gauge



High-sensitivity camera



Large sinkholes increasing in Türkiye's grain belt

# Technology Strategy

OKI has cultivated its strengths over 144 years and possesses advanced technological capabilities that realize uninterrupted and resilient social infrastructure. We define this core competence as “robustness,” which serves as the foundation of all our activities.

Through our overseas sites, we actively collaborate with startups and research institutions to incorporate a wide range of advanced technologies, leading to the creation of new customer value and new businesses. By pursuing such technological collaboration, OKI is driving further value creation.

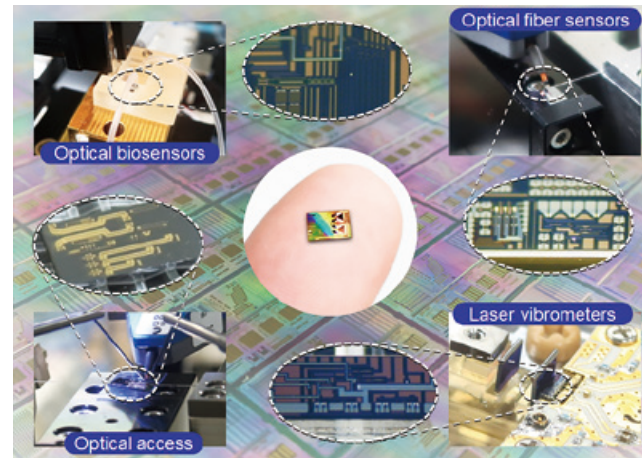
## Strengthening Technological Capabilities through Global Open Innovation and Local Co-Creation

OKI is promoting global open innovation along two axes: incorporating cutting-edge startup technologies and strengthening its core technologies.

In Silicon Valley in the United States, we are identifying innovative technologies from startups to fill the gaps in OKI's own technological capabilities. By integrating with OKI's products, services, and existing technologies, we are enhancing customer value and creating new business opportunities.

In Berlin, Germany, we are reinforcing photonics technologies and advancing the practical implementation of advanced Edge devices through joint research with leading EU research institutions and collaborations with photonics clusters and optomechatronics-related companies. These efforts are accelerating the strengthening and advancement of OKI's core technologies.

In the field of photonics, we are developing ultra-compact, low-cost optical functional modules by using semiconductor microfabrication technologies to integrate and miniaturize optical circuits, previously realized by wiring individual optical components with optical fibers, onto silicon substrates. As a result, we are enabling the development of ultra-compact optical sensor chips that can be applied not only to communications but also to diverse fields ranging from infrastructure monitoring to healthcare.



Example of ultra-compact optical integrated circuit chip application

## Creating Next-Generation Value through the Use of Generative AI

OKI is proactively introducing AI technologies into its operations to improve internal efficiency and create new value. By analyzing and applying its long-cultivated expertise and extensive operational data through the use of generative AI (OKI AI Chat System), the Company enables faster and more accurate decision-making and addresses complex challenges.

Going forward, OKI will continue to apply generative AI and other advanced technologies to areas such as mobility analysis and operational data from Edge devices, thereby strengthening the Edge platform and meeting the expectations of customers and society through its technological capabilities and creativity.

## Advancing the Realization of the Edge Platform

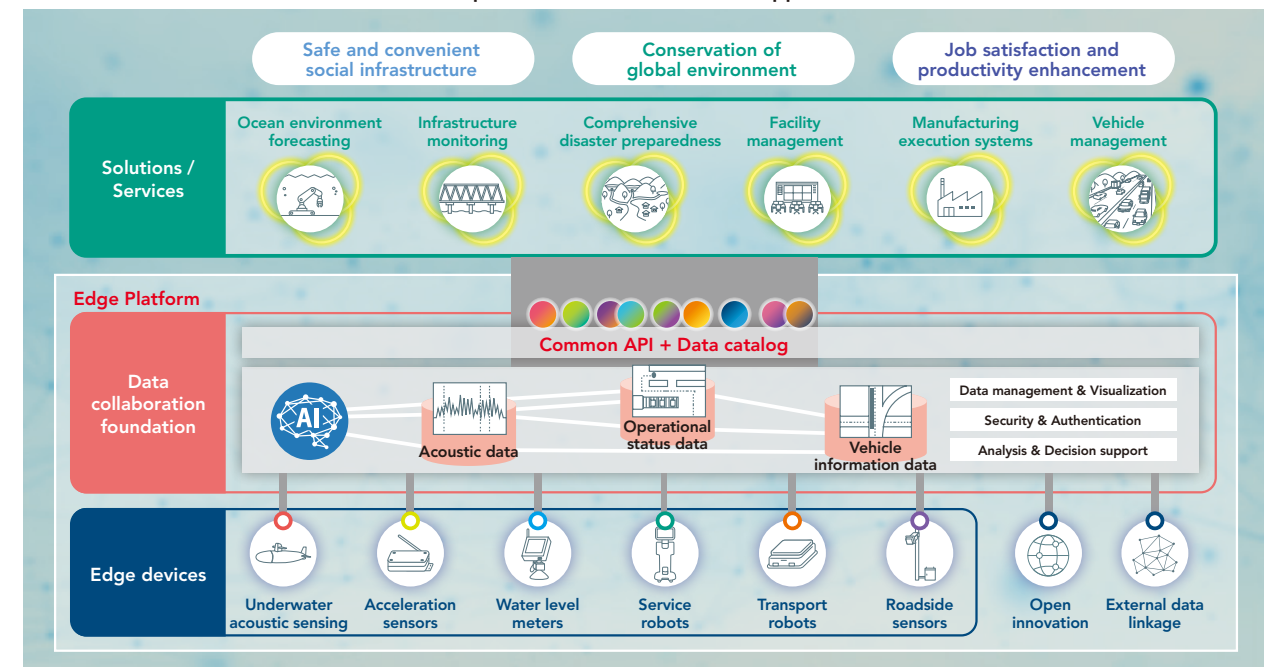
OKI is working to enhance the use of data in social infrastructure by building an Edge platform that centrally manages and integrates data from diverse IoT and Edge devices.

Up to now, we have deployed individually optimized solutions in each field, such as the disaster information system, DPS Core, the next-generation traffic system, LocoMobi 2.0, and infrastructure monitoring services, Monifi. With the Edge platform, we aim to link the data from these services to create new value across a wide range of fields, including disaster preparedness, transportation, and infrastructure monitoring.

By leveraging this platform as a shared foundation, we are promoting frontline DX by providing the remote DX platform technology, REMOWAY, which enables efficient remote monitoring and control of sites by collecting and analyzing diverse sensor data in real time and automatically generating action plans.

In the future, by sharing the functions developed through existing services, we will accelerate data collaboration across different industries, driving innovation in frontline operations and contributing to the resolution of social issues.

### Example of Solution and Services Application





# 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

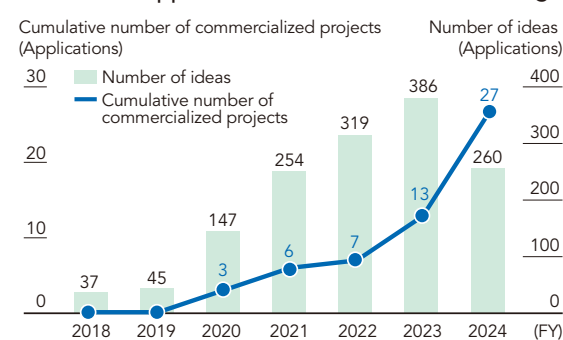
In fiscal year 2023, OKI began Company-wide implementation of IMS regulations, and in September 2024 obtained BSI Kitemark certification from the BSI based on ISO 56002 (IMS guidance standard)—the first such certification for a manufacturing company in Japan. In July 2025, OKI became the first company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

### Number of Applications for the Yume Pro Challenge



Commemorative photo from the certificate presentation ceremony

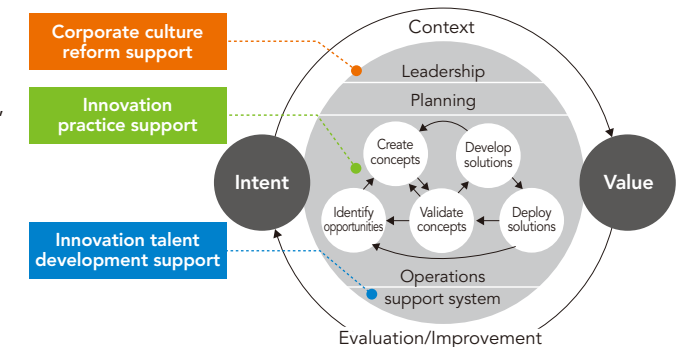
## Evolution of Co-Creation Workshops and Launch of IMS Support Services (External)

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

# 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.

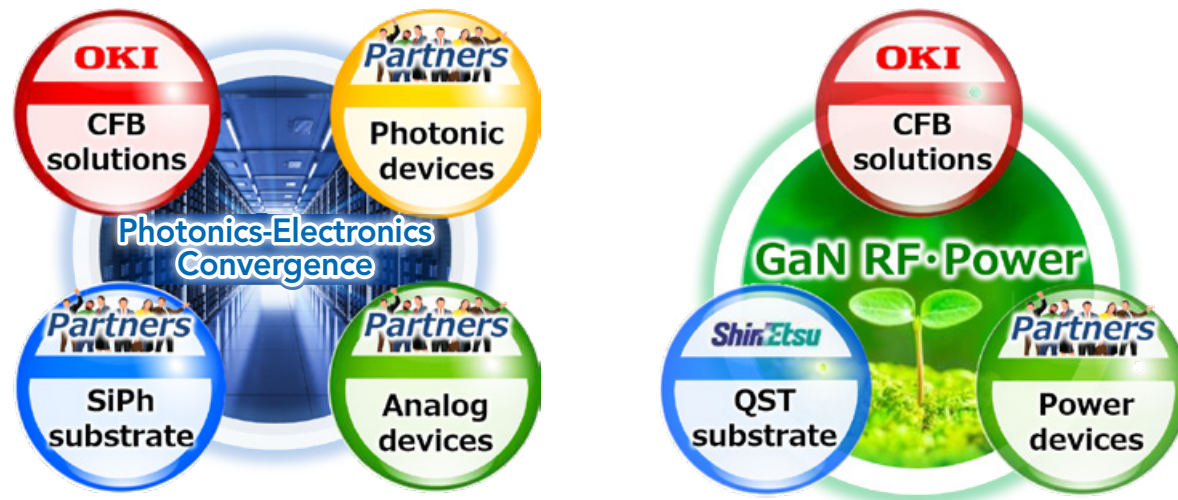
For specific examples, please refer to the Human Capital Strategy: Global Challenge on [▶P.27](#)

# Progress in Creating Future Businesses

## CFB Technology Pioneering the Future of Semiconductors

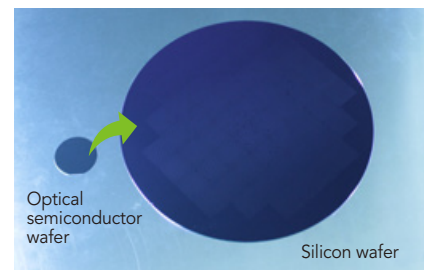
With the rapid growth of generative AI, electric vehicles, and smartphones in recent years, the importance of semiconductor devices continues to rise. At the same time, new social challenges have emerged, including increasing strain on data center power supply and demand and the risk of disruptions in the supply of rare resources.

At the core of its initiatives, OKI is leveraging its proprietary semiconductor bonding technology for dissimilar materials—crystal film bonding (CFB)—and accelerating commercialization through three strategic pillars: Technology Strategy, Innovation, and Global. By maximizing the advantages of CFB and building ecosystems around technologies such as photonics-electronics convergence devices and gallium nitride (GaN), OKI aims to contribute to solving social issues related to power supply and demand at data centers and the efficient use of scarce resources. Targeting mass production in 2026, OKI will continue to advance global co-creation with partners and further develop CFB into a core business.



### Development of Tiling CFB Technology for Heterogeneous Integration of Optical Semiconductors onto 300 mm Silicon Wafers

OKI has developed a tiling CFB technology using its proprietary CFB technology. This technology overcomes the long-standing challenge of integrating small-diameter optical semiconductor wafers with large-diameter silicon wafers, achieving heterogeneous material integration across different wafer sizes. It contributes to the rapid advancement of photonics-electronics convergence technology. Going forward, OKI will work in collaboration with partner companies and universities to accelerate the practical application of this technology.



Wafer size conversion using tiling CFB technology

Please refer to the press release below for details.  
OKI Develops Tiling crystal film bonding (CFB) Technology for Heterogeneous Integration of Optical Semiconductors onto 300 mm Silicon Wafers

### Initiatives toward the Realization and Commercialization of Vertical GaN Power Semiconductor Devices

In 2023, OKI successfully developed a technology to separate GaN functional layers formed on Shin-Etsu Chemical Co., Ltd.'s QST® substrates and bond them to heterogeneous material substrates.

Currently, the two companies are working toward the realization and commercialization of vertical GaN power semiconductor devices by further improving crystal quality, optimizing QST substrates for CFB technology, and collaborating with device manufacturers to move into the device verification stage. To take advantage of the large-diameter feature of QST substrates, OKI plans to complete the installation of an 8-inch pilot production line at its Nishiyokote Plant within fiscal year 2025.

Note: QST substrate  
A composite substrate developed exclusively for GaN growth by Qromis, Inc. (California, USA; CEO: Cem Basceri). Shin-Etsu Chemical obtained a license for the technology in 2019.

Please refer to the press release below for details of the technology.  
Develops GaN Lifting off/Bonding Technology on QST Substrates of Shin-Etsu Chemical



Expansion of 8-inch pilot production line at the Nishiyokote Plant

### Received the 2025 Semiconductor of the Year Award for Excellence for the First Time Awarded for 3D integration of thin-film analog ICs developed jointly with Nisshinbo Micro Devices

OKI received the 2025 Semiconductor of the Year Award for Excellence for the first time for the 3D integration of thin-film analog ICs developed jointly with Nisshinbo Micro Devices Inc. This technology combines OKI's proprietary CFB technology with analog IC technology to achieve miniaturization while maintaining analog IC performance. Through this collaboration, the two companies aim to contribute to the revitalization of Japan's semiconductor industry and will continue working toward mass production and the creation of greater social value.

Please refer to the press release below for details.  
Received the 2025 Semiconductor of the Year Award for Excellence for the First Time



2025 Semiconductor of the Year Award Ceremony



# Human Capital Strategy

## Optimizing Human Capital



Hiroe Nakanishi

Executive Officer,  
Head of Human Resources Strategy Division

At OKI, as we strive to address emerging social challenges and create new value for society, it is crucial to transform both our organization and talent so that they can proactively identify fundamental issues together with customers and partners, and independently envision and propose solutions for the future.

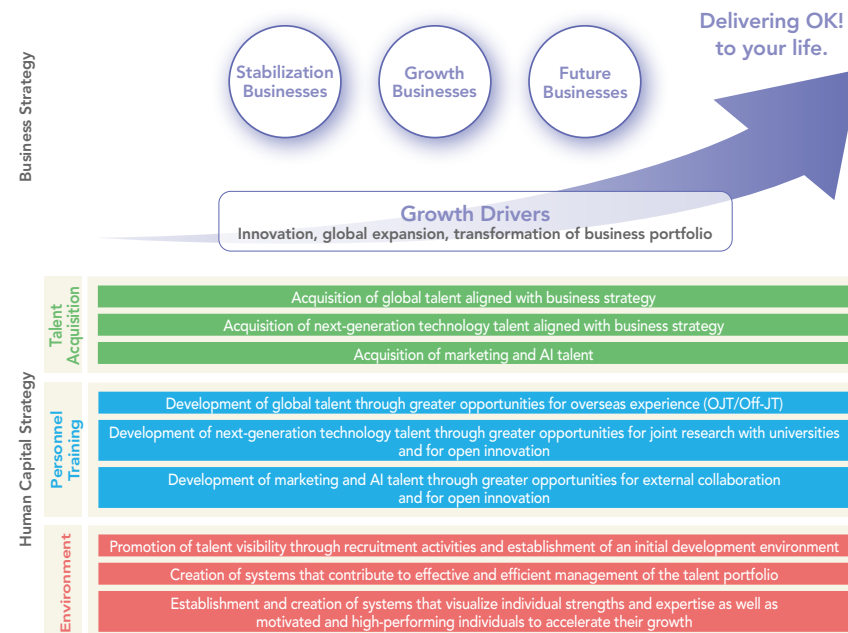
To this end, through personnel training we will help employees acquire the necessary experiences and skills on their own, while cultivating both the will to take on challenges proactively and the wisdom to create value. In addition, we will further enhance the visualization of talent by clarifying each individual's strengths and career aspirations, as well as their stage of growth.

Through personnel training and optimal allocation of talent across the organization, we will optimize our human capital that drives the execution of business strategy.

## Alignment with Business Strategy: Striving for the Ideal State

With the policy of further strengthening the alignment between our human capital strategy and key business strategies, we are enhancing all frameworks that support human capital management.

As in the previous year, we continue to focus on acquiring, developing, and promoting the talent necessary to realize our business strategies. In addition, we have also begun to reinforce various initiatives to foster the organizational climate and culture that will shape the future of OKI. By establishing systems that support employees' autonomous career development and enabling diverse talent to play active roles, we are working to maximize organizational performance.



## Challenge of Acquiring Necessary Experience and Skills

### 1. Global Challenge: Stepping Out of the Comfort Zone and Fostering Self-Efficacy

The Global Challenge program is designed to provide broad opportunities for young employees who wish to work overseas and grow. Young employees who aspire to work abroad can apply for open positions at OKI's overseas sites, and those who pass the selection process are assigned concrete missions and gain hands-on experience at the local site. In fiscal year 2024, the program's first year, seven highly motivated employees participated.

#### Case 1: Germany – “Seizing Opportunities on My Own Initiative”

##### — Miki Nishihata

In a culture where people exchange opinions openly regardless of background or position, I am learning every day the importance of creativity in communication and taking initiative. If you have the courage to take the first step, you will find opportunities greater than you ever imagined!

First presentation in London



#### Case 2: Thailand – “Personal Growth Gained from Firsthand On-Site Experience”

##### — Yuki Murakami

In Thailand, I make daily visits to industrial parks. Although I struggle at times with language differences and local business practices in this first overseas assignment, I am pushing forward while working closely with the local staff.

Preparing a demonstration of OKI color label printers for customers



### 2. MiraIntern: Gaining New Perspectives and Reframing How We See the World

To support the growth of OKI employees and foster the talent who will shape OKI's future, we launched the MiraIntern program in fiscal year 2024, providing new opportunities of learning and experience. The program gives employees opportunities to look outside the Company and experience real-world situations of problem-solving. In fiscal year 2024, the program's first year, 16 highly motivated employees participated.

#### Case 1: JICA – “From Morocco, Accelerating OKI's Global Business”

##### — Momo Horie

I was drawn to the program's flexibility, which allowed me to plan and execute my activities independently. While experiencing Morocco's national growth firsthand, I also became aware of issues in the education environment, and I felt that building trust with local people could become a springboard for future business. Personally, I hope to contribute to OKI's global expansion, and the relationships I built there are invaluable for my career.

Teaching classes at a local elementary school with limited resources



#### Case 2: JICA – “From Paraguay, Driving Things Forward Dynamically through My Own Decisions” — Akihiro Sawada

I participated in a development aid project for emerging countries and found it very rewarding to push initiatives forward strongly by making my own decisions. I empathized with the way local peers of my generation acted with strong determination in their respective roles, taking on challenges without fear of failure. It also made me realize how cautious and defensive I had become in my day-to-day work.

Using satellite data at the Paraguayan Space Agency



# OKI Group Sustainability

As a company “Delivering OK! to your life.”, the OKI Group, guided by its corporate philosophy of an “enterprising spirit,” contributes to resolving social issues through the key Japanese concepts of Mono-zukuri and Koto-zukuri, while engaging in corporate activities built on integrity that are worthy of the trust of stakeholders.

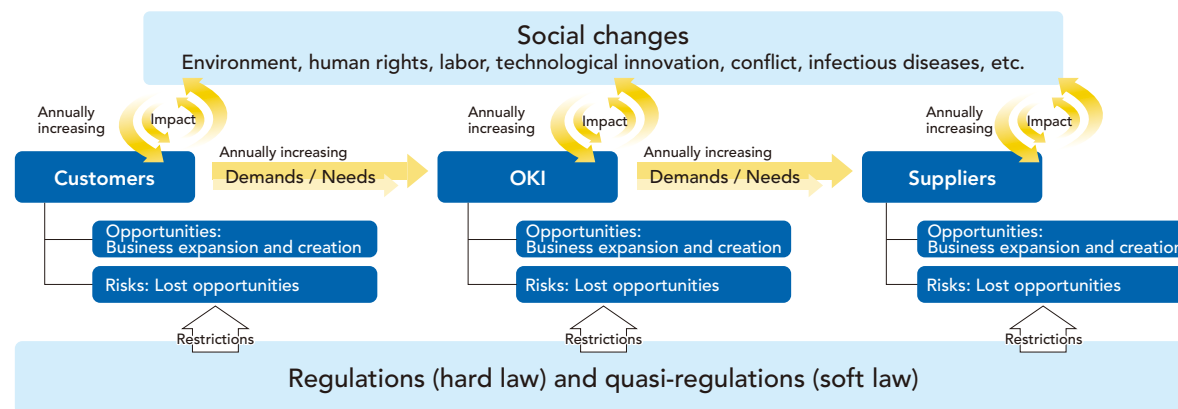
## Basic Approach

In recent years, rapid advances in science and technology have coincided with worsening global environmental issues, such as climate change, and emerging social challenges, including human rights infringements and the spread of infectious diseases. As a result, expectations and demands from society and stakeholders for the OKI Group to contribute to resolving these issues have increased. Taking this external environment into account, we identify material issues (materiality) by considering both our vision and contribution fields, viewing them from two perspectives: value creation strategies and strengthening the management foundation that supports them.

As part of our value creation strategies, we have defined “providing products and services that help solve social issues” as a material issue. Guided by our corporate philosophy of an “enterprising spirit” and our commitment to “Delivering OK! to your life.”—that is, solving social issues through the provision of mission-critical products and services that must not stop—we continue to pursue this unchanging mission with tireless effort.

With regard to strengthening the management foundation, we focus on “reducing environmental impact through business activities,” “transforming into a corporate culture that continuously creates value,” and “strengthening management foundation to support sustainable growth.” Led mainly by corporate and business operation divisions, we promote cross-organizational management to reduce the negative impacts associated with business activities.

## OKI's Recognition of the External Environment



## Key Initiatives

In fiscal year 2024, under the material issue of “strengthening management foundation to support sustainable growth,” the OKI Group identified “respect for human rights within our own operations” and “management of human rights, the environment, and ethical issues among our suppliers” as key challenges and took steps to address them. With a focus on human rights, especially the risks faced by workers engaged in manufacturing at our own factories and within the supply chain, we promoted alignment among relevant divisions under the direction of the CEO, while also incorporating input from external experts. Based on this, we have begun planning responses for fiscal year 2025 onward and initiated discussions on specific measures.

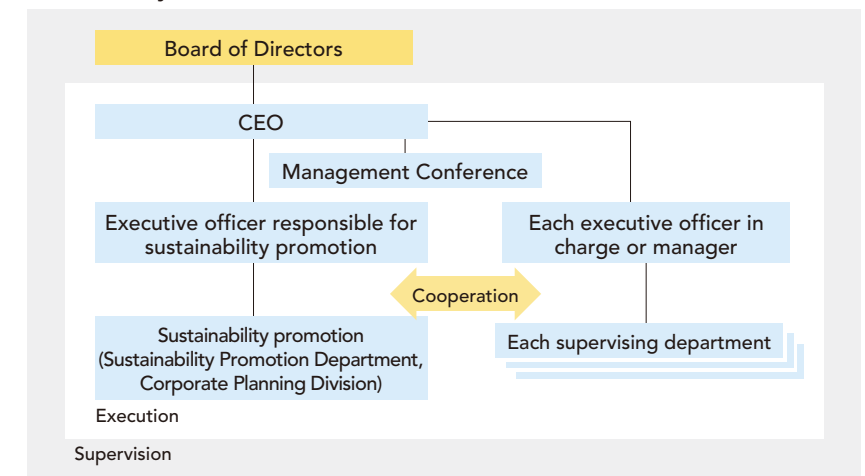
For details, please refer to “Respect for Human Rights” [▶ P. 36](#) and “Initiatives for Responsible Procurement” [▶ P. 37](#).

## Sustainability Promotion Structure

In April 2023, the OKI Group established a dedicated sustainability promotion department and appointed an executive officer responsible for sustainability promotion to advance initiatives based on identified material issues, with the aim of achieving sustainable growth.

The Management Conference makes decisions on important matters related to sustainability. Relevant departments, including the abovementioned dedicated organization, report to the Management Conference on the status of environmental, social, and governance (ESG) initiatives and issues that embody the material issues. Matters that may significantly impact business are reported to the Board of Directors.

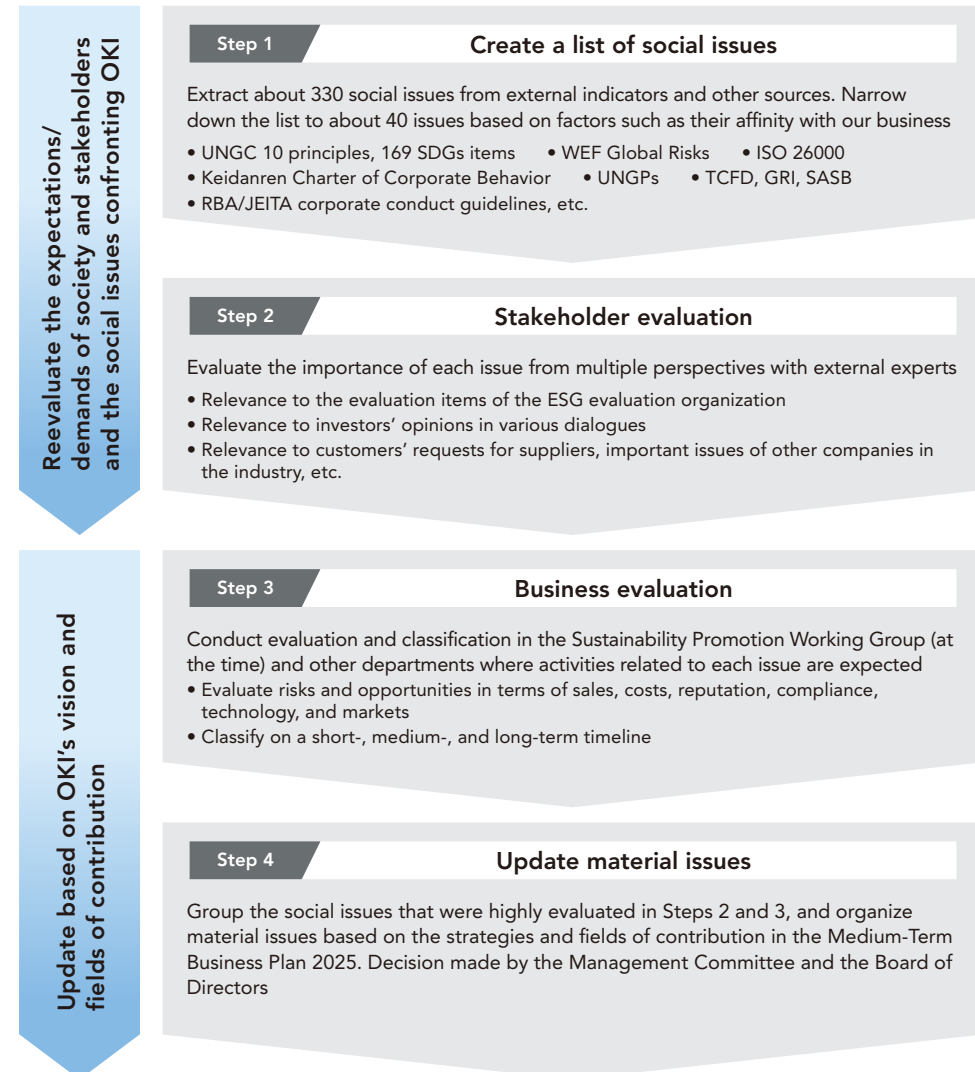
### Sustainability Promotion Structure



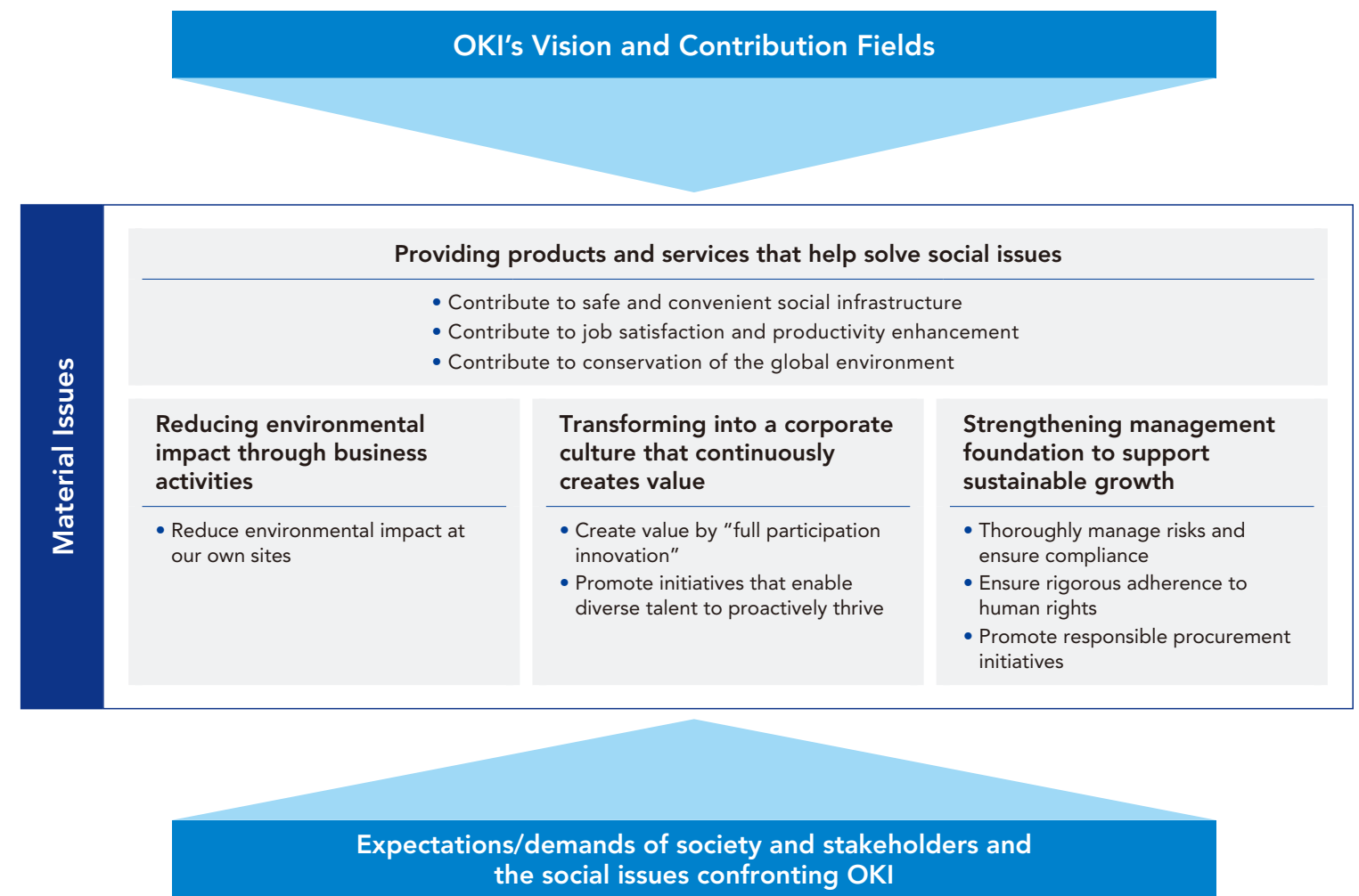
# OKI Group's Material Issues

Based on the expectations and demands of society and stakeholders, we reevaluated the social issues surrounding OKI. In conjunction with the formulation of the Medium-Term Business Plan 2025, we updated our material issues and continue to promote related initiatives through our daily business activities.

## Material Issues Update Process in Conjunction with the Medium-Term Business Plan 2025



## Practicing sustainability management as a company that is Delivering OK! to your life.





# Progress on Material Issues

The progress on the material issues updated in fiscal year 2023 is as follows.

## Progress on Material Issues and Fiscal Year 2025 Targets

Material Issues	Our Vision	Key Areas of Value Creation	FY2025 Targets	Progress (Key Achievements in FY2024)
Providing products and services that help solve social issues	Based on the “enterprising spirit” enshrined in our corporate philosophy, we will pursue our goal of “Delivering OKI to your life.” In other words, we will solve social issues through the provision of mission-critical products and services that cannot be stopped. This vision remains unchanged for the OKI Group, and we will continue to make relentless efforts toward achieving it.	<ul style="list-style-type: none"> <li>Contribute to safe and convenient social infrastructure</li> <li>Contribute to job satisfaction and productivity enhancement</li> </ul>	<ul style="list-style-type: none"> <li>Develop new products that contribute to ensuring regional disaster relief and safety, and provide customers with related systems or services</li> <li>Strengthen the product lineup that supports automation and labor-saving measures, enabling customers to focus on their core business while improving operational efficiency and addressing labor shortages</li> </ul>	<ul style="list-style-type: none"> <li>Prepared to launch products that address issues such as the increasing diversity and sophistication of emergency calls</li> <li>Completed the rollout of products that enable self-service and labor savings to domestic and overseas banks, municipalities, retail, and railway markets</li> </ul>
		<ul style="list-style-type: none"> <li>Contribute to conservation of the global environment</li> </ul>	<ul style="list-style-type: none"> <li>Environmentally contributing product net sales ratio of 35%*3</li> </ul>	<ul style="list-style-type: none"> <li>Environmentally contributing product net sales ratio of 45%*3</li> </ul>
Material Issues	Our Vision	Key Initiative Themes	FY2025 Targets	Progress (Key Achievements in FY2024)
Reducing environmental impact through business activities	To pass on a better global environment to future generations, we are committed to reducing environmental impact through business activities, based on the environmental policies and vision of the entire Group.	<ul style="list-style-type: none"> <li>Reduce environmental impact at our own sites</li> </ul>	<ul style="list-style-type: none"> <li>21.0% reduction in CO<sub>2</sub> emissions at business sites (compared to FY2020)*3</li> <li>Reduction of waste from factories: Recycling rate of 84% or more*3</li> </ul>	<ul style="list-style-type: none"> <li>30.7% reduction in CO<sub>2</sub> emissions at business sites (compared to FY2020)*3</li> <li>Maintained recycling rate of 86%*3</li> </ul>
Transforming into a corporate culture that continuously creates value	The creation of new value requires flexible thinking and a willingness to take on challenges in response to changing and diversifying social demands. The foundation for this lies in enhancing human capital, promoting diversity and inclusion, and ensuring well-being. We believe that innovation activities built on this foundation lead to transformation, and we are advancing various initiatives to achieve this vision.	<ul style="list-style-type: none"> <li>Create value by “full participation innovation”</li> <li>Promote initiatives that enable diverse talent to proactively thrive</li> </ul>	<ul style="list-style-type: none"> <li>Over 300 applications*3 annually for the Yume Pro Challenge</li> <li>Female management ratio of 5% or higher*1 (by April 2026)</li> <li>Positive response rate regarding work engagement of 70% or higher*2</li> <li>Develop innovation talent, global talent, and AI talent</li> </ul>	<ul style="list-style-type: none"> <li>260 applications*3 for the Yume Pro Challenge</li> <li>Female management ratio of 6.1%*1</li> <li>Positive response rate regarding work engagement of 57%*2</li> <li>140 high-potential innovation talent identified, a total of 185 participants in global leadership development training, and over 4,929 employees utilizing generative AI*2</li> </ul>
Strengthening management foundation to support sustainable growth	We are committed to practicing risk management, compliance, respect for human rights, and CSR in the supply chain, not only to fulfill our responsibilities as a member of society but also to enhance corporate value and contribute to the realization of sustainable growth in society.	<ul style="list-style-type: none"> <li>Thoroughly manage risks and ensure compliance</li> <li>Ensure rigorous adherence to human rights</li> <li>Promote responsible procurement initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that risk management and compliance are firmly established among employees</li> <li>Establish a system in line with the United Nations Guiding Principles on Business and Human Rights (UNGP), enabling continuous implementation and disclosure of human rights due diligence</li> <li>Expand the CSR procurement promotion program</li> </ul>	<ul style="list-style-type: none"> <li>100% participation rate in compliance manager training, among other initiatives*2</li> <li>Conducted various training programs (99.9% participation rate in sustainability education)*2</li> <li>The guidebook was revised as the OKI Group Sustainable Procurement Guidelines, and a pilot survey was conducted.</li> </ul>

\*1 OKI alone

\*2 OKI and domestic consolidated subsidiaries

\*3 OKI and consolidated subsidiaries

# Environmental Management

## Basic Approach

The OKI Group Environmental Policy incorporates our desire to pass on a better global environment to the next generation. This Environmental Policy is the foundation of our environmental management, and we are promoting activities centered on decarbonization, resource recycling, and pollution prevention from a life-cycle perspective with our products and sites.

Among them, OKI has identified addressing climate change, which has become increasingly important in recent years, and reducing environmental impact through products. To guide these efforts, we have formulated the OKI Group Environmental Vision 2030/2050 as the medium- to long-term environmental target for the entire Group.

Considering our Environmental Policy and Environmental Vision, as well as the recent demands of our customers and other stakeholders, we have formulated a three-year plan, which is incorporated into our annual activity plan. We have positioned ISO 14001 as a tool to achieve our plans and targets, and have established a management system to implement environmental management throughout the OKI Group.

## Structure

The OKI Group has obtained integrated certification for the international environmental management system standard ISO 14001 across the entire Group. Including locations that have independently obtained certification, ISO 14001 certification has been achieved at 100% of the 19 production sites both in Japan and overseas, including the major sites in Warabi, Takasaki, and Shibaura.

From fiscal year 2023, a Chief Environmental Officer has been appointed from among the executive officers to strengthen environmental governance, including climate change measures. The Chief Environmental Officer is responsible for drafting Group-wide policies and medium-term plans in the environmental field and is accountable for achieving the overall Group plan.

### Environmental Management Structure



### OKI Group Environmental Vision 2030/2050 (Overview)

#### (1) Prevention of Global Warming (SDGs 7/13)

FY2030: 42% CO<sub>2</sub> emissions reduction at OKI sites and 25% CO<sub>2</sub> emissions reduction at suppliers and from the use of products (compared to FY2020)

FY2050: Net-zero CO<sub>2</sub> emissions across the entire value chain, including at OKI sites  
Specific goals include net-zero CO<sub>2</sub> emissions at OKI sites and net-zero power consumption for new products

#### (2) Contribution to Achieving SDGs (SDGs 3/6/7/9/11/12/13/14)

FY2030: Through (i) and (ii) below, contribute to achieving the targeted reductions in environmental impact set out by the 2030 SDGs

(i) Generate innovative products and services and provide solutions conducive to resolving a wide range of environmental issues. Environmentally contributing product net sales ratio of 50% or more.

(ii) Realize innovative technologies for manufacturing and creating things in the value chain, including workplaces.

FY2050: In addition to preventing global warming and adapting to climate change, we will promote innovation in products and services that contribute to solving environmental issues, and support social infrastructure by promoting development and provision.



## Environmental Activity Plan for Fiscal Years 2023 to 2025 (Summary)

The main activities from fiscal years 2023 to 2025 are shown in the table below. We are promoting environmental management with a focus on both business sites and products.

Environmental Themes	Initiatives	Material Issues	Action Plan and Targets by FY2025	FY2024 Targets	FY2024 Results
Entire	Expansion and creation of environmentally contributing products	○	Increase ratio of environmentally contributing product net sales to overall net sales (35%)	33%	45%
Mitigation of climate change*	CO <sub>2</sub> emissions reduction at OKI sites	○	21.0% reduction (compared to FY2020)	16.8% reduction (compared to FY2020)	30.7% reduction
	CO <sub>2</sub> emissions at suppliers and from the use of products		12.5% reduction (compared to FY2020)	10% reduction (compared to FY2020)	13.0% increase
Pollution prevention	Management of chemical substances		Zero legal violations (sites: environmental laws and regulations related to business operations)	Same as FY2025 target	No violations
			Zero legal violations (products: laws and regulations related to chemical substances contained in products)	Same as FY2025 target	No violations
Resource recycling	Reduction of waste from factories	○	Recycling rate of 84% or more	84% or higher	86%
	Recycling of used products		Recycle rate of collected used products of 90% or more	90% or higher	98.6%
Addressing water risk	Water consumption reduction		Reduction of water consumption by 0.2% (compared to the previous fiscal year)	0.2% reduction (compared to the previous fiscal year)	2.1% reduction
Conserving biodiversity	Overall initiatives listed above		Contribution to biodiversity conservation through climate change mitigation, pollution prevention, and water risk initiatives	Same as FY2025 target	No issues

\* CO<sub>2</sub> emissions data may be revised due to third-party verification. Please check the website below for fiscal year 2024 data.  
<https://www.oki.com/global/sustainability/eco/data/index.html>



Please refer to the website below for details.  
<https://www.oki.com/global/sustainability/eco/mng/index.html>

# Response to Climate Change

## Basic Approach

Amid the growing severity of climate change, the OKI Group sees it as our mission to pass on a better global environment to the next generation by addressing social issues. We promote environmental management by considering environment-related business risks and opportunities from a medium- to long-term perspective. OKI manages climate change efforts by categorizing them into two main areas: mitigation (preventing global warming, energy conservation, and expanding the use of renewable energy) and adaptation (responding to damage caused by extreme weather events, such as typhoons and flooding, which are thought to result from global warming). These efforts are disclosed based on the TCFD\*1 framework, and the Company reviews its initiatives against the environmental management system ISO 14001 and the TCFD.

\*1 Task Force on Climate-related Financial Disclosures (TCFD): A task force that recommends companies to disclose information to investors on their response toward climate change

## Governance

We address these issues through the environmental management system framework outlined on the previous page. [▶P. 31](#)

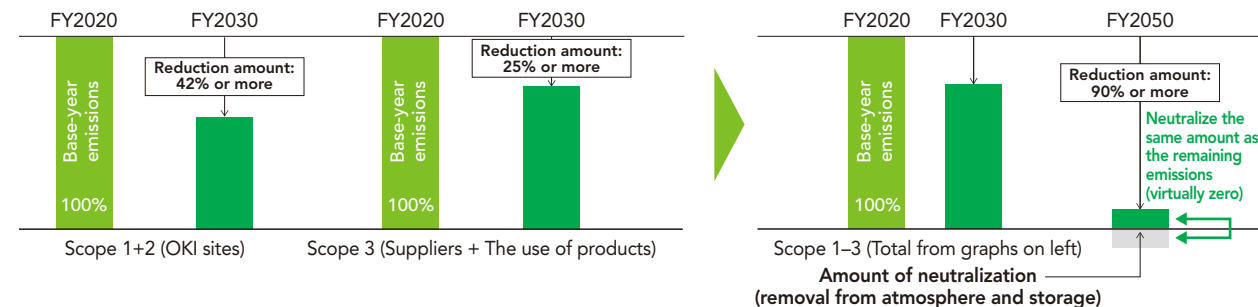
## Risk Management

At least once a year, OKI identifies recent events related to climate change to evaluate the impact, frequency, and timing of the risks and opportunities that emerge from them in order to determine their importance.

After considering countermeasures for these risks and opportunities, we develop a Group-wide plan for environmental management and implement this into environmental action plans at each organization and site. The execution status of these plans is checked through internal auditing and revised as needed. This entire process is managed in an integrated manner under the OKI Group's environmental management system.

## Metrics and Targets

The OKI Group has established the following metrics and targets\*2 for each of its strategies addressing climate change, and monitors and manages progress toward achieving these goals.



\*2 The 2030 and 2050 targets have obtained SBT certification. Emissions and reduction rates are shown on [▶P. 56](#).

## Strategy

We identify risks and opportunities and develop responses through scenario analysis.

- OKI identifies physical risks and transition risks based on reports related to climate change issued by international institutions. OKI then performs scenario analysis that considers the intensification of climate change if temperatures rise by 4°C and social changes needed to limit this increase to 1.5°C.
- As outlined below, aspects of climate change, resource circulation, and prevention of pollution are included in scenario analysis. OKI identifies risks and opportunities based on these scenarios and establishes countermeasures to enhance its ability to respond flexibly to potential future events.

### ■ Strategy Based on Scenario Analysis

OKI's climate change strategy is based on two key scenarios, considering both risks and opportunities. In the event of a temperature rise of 3 to 4°C, physical risks such as more severe storms and flooding are expected to increase. In response, OKI is advancing business continuity management and planning (BCM/BCP) measures across its supply chain. At the same time, demand is expected to grow for disaster preparedness information systems and other products in OKI's areas of strength, which are positioned as environmentally contributing products. Conversely, if society moves toward limiting the global temperature rise to 1.5°C, the demand for decarbonization products will increase. In response, OKI is working to enhance energy efficiency in its hardware products and expand solutions that contribute to decarbonization for its customers and society, further promoting environmentally contributing products.

Scenario Analysis					Response to Risks and Opportunities
Category	Expected phenomena	Risks/ Opportunities	Impact on future finances	Time frame*3	
1.5°C Scenario (Transition Risk)	Growing and widespread demand for decarbonization	Risk	<ul style="list-style-type: none"> <li>• Decreased orders due to failure to meet energy efficiency standards or customer requirements</li> <li>• Higher costs stemming from strengthening decarbonization at business sites</li> </ul>	Medium term	<ul style="list-style-type: none"> <li>• Products: Energy-saving for hardware</li> <li>• Supply chain: Strengthening communication with suppliers</li> <li>• Sites: Reducing CO<sub>2</sub> emissions through thorough energy-saving measures and the introduction of renewable energy</li> </ul>
		Opportunities	<ul style="list-style-type: none"> <li>• Increased demand for decarbonization and labor-saving solutions</li> <li>• Increased demand for technologies that support the spread of renewable energy</li> <li>• Increased demand for renewable energy-powered products</li> </ul>	Medium term	
4°C Scenario (Physical Risk)	Increase and intensification of extreme weather events	Risk	<ul style="list-style-type: none"> <li>• Sites &amp; suppliers: Damage to plants or suppliers due to disasters</li> <li>• Sites: Increased air conditioning costs due to rising temperatures</li> </ul>	Short term	<ul style="list-style-type: none"> <li>• Sites: Strengthen climate change BCM/BCP</li> <li>• Suppliers: Strengthen procurement BCP</li> </ul>
		Opportunities	<ul style="list-style-type: none"> <li>• Products: Growing demand for advanced disaster prevention and mitigation solutions</li> </ul>	Medium term	

\*3 Time frame definitions: Long term means 10 years or more, medium term means 3 to less than 10 years, and short term means 1 to less than 3 years

## Initiatives toward the Realization of a Decarbonized Society

The OKI Group is promoting new initiatives such as introducing advanced ultra-lightweight flexible solar power systems and switching the electricity used in evaluation and analysis operations to renewable energy sources. Through these measures, we are steadily increasing the ratio of renewable energy adoption and contributing as a group to the realization of a decarbonized society.



OKI Crosstech (Repair Center), Konosu City, Saitama Prefecture  
Ultra-lightweight flexible solar power system



# Human Capital Management

## Basic Approach

OKI regards its employee as its most important management capital and is committed to creating an environment where diverse talent can take on challenges with a positive mindset, as well as supporting employee growth. To translate investment in talent into value creation, we need personnel who can drive transformation and reform with leadership, and are actively implementing initiatives that encourage employee motivation and willingness to take on challenges.

Under the Medium-Term Business Plan 2025, we are promoting initiatives based on themes such as fostering an organizational culture where employees can proactively take on challenges, supporting employee growth, diversifying talent, and creating a safe and secure workplace environment. Looking ahead to the next Medium-Term Business Plan, we are beginning to formulate a human capital strategy more closely linked to management strategy, supporting the development of employees who can proactively envision and propose future directions.

## System of Initiatives

Initiative Theme			Material Issues	Indicators and Results of Initiatives			
				FY2023	FY2024		
Alignment with Business Strategy	Investment in Personnel	Fostering an organizational culture where employees can proactively take on challenges and supporting employee growth	Awareness survey	○	Positive response rate for the “job satisfaction (workplace is positive and work is rewarding)” item in the internal survey for all OKI Group employees in Japan* <sup>1</sup> (%)	53	57
			Fostering innovation talent	○	Number of high-potential innovation talent* <sup>1</sup>	111	140
			Fostering global talent	○	Cumulative number of participants in global leadership development training* <sup>1</sup>	147	185
			Fostering AI talent	○	Number of employees using the OKI AI Chat System* <sup>1</sup>	Over 3,500	4,929
			Introduction of self-nomination system for managerial appointments	—			
			Fostering next-generation leaders	—			
	Diversifying talent	Promoting women's participation and advancement in the workplace	○	Female management ratio* <sup>2</sup> (%)	5.1	6.1	
		Mid-career recruitment		Number of mid-career hires* <sup>1</sup>	114	145	
		Acceptance of side jobs and dual employment		Number of employees accepted for side jobs and dual employment* <sup>2</sup>	6	4	
		Employment of persons with disabilities		Employment rate of persons with disabilities* <sup>3</sup> (%)	2.72	2.73	
	Creating a safe and secure workplace environment	Promoting health management		Body: Obesity prevention and reduction in the number of obese employees – Obesity rate* <sup>2</sup> (%)	30.9	30.7	
Mind: Prevention of mental health issues – Stress check participation rate* <sup>2</sup> (%)				93.7	88.8		
Awareness: Promotion of health awareness that leads to action – Exercise habit establishment rate* <sup>2</sup> (%)				27.3	26.0		
Support for balancing work and private life			Paternity leave and childcare leave acquisition rate* <sup>2</sup> (%)	78.6	103.0		
Promoting occupational health and safety activities			Incidence rate of occupational accidents	0.00	0.09		
			Severity rate of occupational accidents	0.00	0.00		

\*1 OKI and domestic consolidated subsidiaries

\*2 OKI alone

\*3 Aggregate figure for seven special subsidiary companies in Japan including OKI

## Fostering an Organizational Culture Where Employees Can Proactively Take on Challenges and Supporting Employee Growth

By actively supporting employees' autonomous career development, we aim to accelerate their growth, enhance job satisfaction, and foster an organizational culture where proactive challenges are encouraged. In fiscal year 2024, we particularly focused on initiatives that increase opportunities for young and mid-career employees to independently secure avenues for growth.

In addition, for each individual employee, we are supporting self-directed challenges and development through the operation of systems and frameworks such as career design programs.

### Awareness Survey

	Target	FY2024
Positive response rate for the “job satisfaction (workplace is positive and work is rewarding)” item in the internal survey for all OKI Group employees in Japan	70%	57%

### Fostering Innovation Talent

We define individuals capable of driving and accelerating innovation activities as high-potential innovation talent. As of fiscal year 2024, a total of 140 high-potential innovation talent has been cultivated.

### Fostering Global Talent

To encourage employees to shift their mindset toward global business, we are clarifying the qualities required of OKI global talent and developing such human capital through strategic assignments, rotation, and training. These initiatives prepare employees to adapt to differences in language, business practices, and culture, enabling them to thrive on the global stage.

As of fiscal year 2024, the cumulative number of participants in global leadership development training reached 185.

### Fostering AI Talent

To enhance the value of solutions through AI utilization, OKI is developing personnel in each department who can leverage AI. Our internal generative AI platform, the OKI AI Chat System, launched in fiscal year 2023, is now used by 4,929 employees.

### Introduction of Self-Nomination System for Managerial Appointments

We are reforming the appointment process for employees in managerial positions, who play a central role in organizational management, to increase opportunities for them to proactively take on desired positions and roles. As a first step, from April 2025, we revised the appointment process for section managers. In addition to the traditional route of departmental recommendation, we introduced a self-nomination system that allows employees to apply directly for manager positions.

### Fostering Next-Generation Leaders

To develop next-generation leaders, we will place even greater emphasis on identifying young talent at an early stage and nurture them systematically in alignment with management strategies, focusing on challenging assignments linked to real business operations.



Please refer to the websites below for details.

Initiatives for fostering an organizational culture where employees can proactively take on challenges  
<https://www.oki.com/global/sustainability/social/employ/culture/>

Initiatives to support employee growth  
<https://www.oki.com/global/sustainability/social/employ/promotion/>

## Human Capital Management

### Diversifying Talent

OKI is promoting diversity, equity, and inclusion (DE&I) with the aim of enabling employees with diverse experiences, knowledge, and skills to thrive regardless of personal attributes, and to create new value and foster personal growth by bringing together different perspectives and ideas for open discussion. Our initiatives to diversify talent are being advanced based on this DE&I approach.

#### Promoting Women's Participation and Advancement in the Workplace

To systematically motivate and support women from the early stages of their careers, OKI conducts career training for female employees in their fourth year of employment as well as selective leadership strengthening training. OKI has set a target to increase the female management ratio to at least 5% by April 2026. As of April 2025, the ratio of female managers stood at 6.1%. In the future, we hope to achieve an equal female management ratio in proportion to the number of female employees. We will continue to strengthen our initiatives for policies to encourage female employees to play an active role.

	FY2026 Target	FY2024*
Female management ratio (OKI alone)	5% or higher	6.1%


\* Results as of April 1, 2025

#### Mid-Career Recruitment

We are actively promoting mid-career recruitment in order to acquire the talent necessary to execute our business strategies.

	FY2021	FY2022	FY2023	FY2024
Number of mid-career hires*	46	66	114	145

\* Number of full-time mid-career hires at OKI and domestic consolidated subsidiaries

 Please refer to the website below for details.  
<https://www.oki.com/global/sustainability/social/emply/diversity/>

#### Acceptance of Side Jobs and Dual Employment

To leverage expertise not available in-house, we accept highly specialized talent on a project basis or for short-term employment in strategic areas.

	FY2024
Number of employees accepted for side jobs and dual employment (OKI alone)	4

#### Employment of Persons with Disabilities

OKI is actively engaged in the employment of persons with disabilities, primarily through its special subsidiary, OKI Workwel. Individuals with disabilities play active roles in various workplaces as valuable contributors to value creation.

	FY2024
Employment rate of persons with disabilities*	2.73%

\* Aggregate figure for seven special subsidiary companies in Japan including OKI

### Creating a Safe and Secure Workplace Environment

We are promoting various initiatives to ensure the health and safety of our employees and to enhance programs that support a balance between work and private life, allowing diverse talent to work in a way that is true to themselves in a safe and secure environment.

#### Promoting Health Management

Under the OKI Group Health Management Declaration, the OKI Group companies, industrial health staff, and the health insurance union are working together to promote the health of employees and their families, placing importance on employee initiative.


As part of year-round initiatives in fiscal year 2024, we implemented programs designed to raise health awareness and encourage behavioral change, including online exercise programs for employees and their families focused on improving sleep, a theme of particular interest to employees. In March 2025, OKI was certified for the ninth consecutive year as one of the 2025 Certified KENKO Investment for Health Outstanding Organizations under the recognition program jointly administered by METI and the Nippon Kenko Kaigi. Going forward, the entire Group will continue to advance health and productivity management.



#### Key Health Issues Results (OKI alone)

Key Health Issues and Indicators	FY2026 Targets	FY2022	FY2023	FY2024
Body: Obesity prevention and reduction in the number of obese employees – Obesity rate	31.0%	31.3%	30.9%	30.7%
Mind: Prevention of mental health issues – Stress check participation rate	100.0%	94.6%	93.7%	88.8%
Awareness: Promotion of health awareness that leads to action – Exercise habit establishment rate*	30.0%	27.1%	27.3%	26.0%

\* Percentage of employees who conduct light-sweating exercise for 30 minutes or more per session, at least two days per week for at least one year

 Please refer to the website below for details.  
[https://www.oki.com/global/sustainability/social/emply/health\\_safety/](https://www.oki.com/global/sustainability/social/emply/health_safety/)

## Human Capital Management

### Creating a Safe and Secure Workplace Environment

#### ■ Support for Balancing Work and Private Life

We have established various systems to support a balance between work and private life, while labor union and management members confirm working hours and leave utilization.

#### • Support for Balancing Work and Childcare

We have established various systems to support employees in balancing work and childcare, ensuring that those with childcare responsibilities can work with peace of mind. In October 2022, we introduced “Baby8 Leave” to encourage the uptake of paternity leave. In fiscal year 2024, we also established a new childcare leave support incentive, under which up to 100,000 yen is distributed to employees who supported colleagues on childcare leave by ensuring their duties were smoothly carried out during the leave period. Additional measures such as subsidies for fertility treatment, childcare and household assistance allowances, and babysitter discount vouchers have also been introduced. With these measures, we support not only employees who are raising children, but also the colleagues who assist and support them.

**Baby8 Leave** is a system that allows employees raising children up to the age of two to take up to 40 days (8 weeks) of paid leave.

Character to Promote  
Childcare Leave by Men  
**Baby8-chan**



	Target	FY2021	FY2022	FY2023	FY2024
<b>Paternity leave and childcare leave acquisition rate (OKI alone)</b>	50% or higher	52.9%	81.7%	78.6%	103.0%

#### ■ Promoting Occupational Health and Safety Activities


OKI positions the creation of a comfortable work environment where employees can work in a safe and healthy manner as an important foundation for its corporate activities. In each region, OKI established Safety and Health Committees comprised of management and labor union members to develop safety and health systems. Management and labor union members work together to systematically advance measures for preventing hazards and health problems and promoting the health of employees.

The Central Safety and Health Committee is held once a year to evaluate and expand the activities of each region. We will continue to promote efforts with the aim of achieving zero workplace accidents.

In 2024, OKI's incidence rate of occupational accidents\*1 was 0.09 (electric machinery/equipment manufacturing industry's average in Japan: 0.67) and its severity rate of occupational accidents\*2 was 0.00 (electric machinery/equipment manufacturing industry's average in Japan: 0.03).

\*1 Incidence rate of occupational accidents: Number of casualties due to occupational accidents per million man-hours worked, representing the frequency of occupational accidents.

\*2 Severity rate of occupational accidents: Total number of lost workdays per thousand man-hours worked, representing the severity of occupational accidents.

 Please refer to the websites below for details.  
**Promotion of office development and support for balancing work and private life**  
<https://www.oki.com/global/sustainability/social/employ/swl/>  
**Initiatives for Health Management, Occupational Health and Safety**  
[https://www.oki.com/global/sustainability/social/employ/health\\_safety/](https://www.oki.com/global/sustainability/social/employ/health_safety/)

### Material Issues

In our Medium-Term Business Plan 2025, we have set out to “promote initiatives that enable diverse talent to proactively thrive,” as one of the key themes in line with the material issue and goal of “transforming into a corporate culture that continuously creates value,” and have advanced a variety of initiatives. Going forward, while carrying forward our existing approach to talent-related material issues, we will examine new measurement items, strengthen alignment with management strategy, and further enhance investment in personnel.

Material Issues	Key Initiative Theme	Initiatives for FY2023 to FY2025	FY2024 Results
<b>Transforming into a corporate culture that continuously creates value</b>	<b>Promote initiatives that enable diverse talent to proactively thrive</b>	<b>Realizing OKI Well-Being</b> Efforts aimed at achieving organizational development based on dialogue, promoting health management, and realizing the right placement of talent in the right roles	Positive response rate for the “job satisfaction (workplace is positive and work is rewarding)” item in the internal survey for all OKI Group employees in Japan: 57%
		<b>Promoting Women's Participation and Advancement in the Workplace</b> Continuing to conduct career training for fourth-year employees, selective leadership enhancement training, etc.	OKI's female management ratio: 6.1%
		<b>Fostering Innovation Talent</b> Establishing a system for selecting and developing talent in line with the innovation talent development plans of each department	Number of high-potential innovation talent: 140 employees
		<b>Fostering Global Talent</b> Developing individuals who can thrive in global business settings through training and placements	Advanced and implemented selective global leadership development training: Cumulative total of 185 participants
		<b>Fostering AI Talent</b> Conducting practical prompt training and ideathons to safely and effectively leverage generative AI	4,929 employees using the internal generative AI platform OKI AI Chat System



# Respect for Human Rights

## Basic Approach

The OKI Group aims to contribute to solving social issues based on the enterprising spirit set forth in our corporate philosophy and recognizes that the foundation of all of our activities must be to consider the human rights of each and every person connected to OKI in our operations. As a signatory to the United Nations Global Compact (UNGC), OKI respects international human rights norms, including the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. To ensure understanding by all OKI Group executives and employees, as well as suppliers and other stakeholders directly involved in its businesses, products, and services, the OKI Group promotes initiatives based on the OKI Group Human Rights Policy, which was established in fiscal year 2022 in alignment with the UN Guiding Principles on Business and Human Rights (UNGPs).

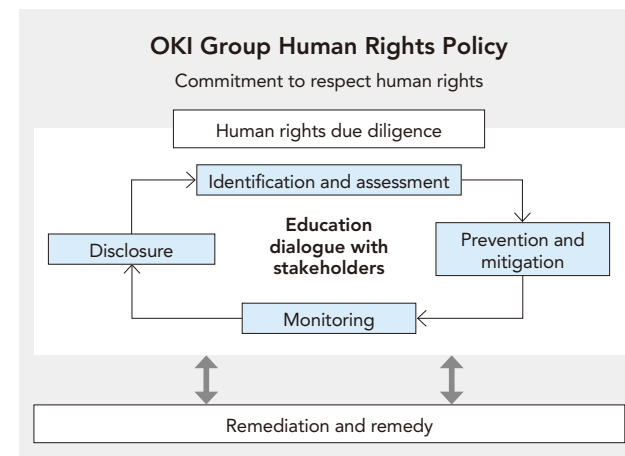
Please refer to the website below for details.  
<https://www.oki.com/global/sustainability/social/humanrights/policy/>

## Structure

As shown in the diagram below, initiatives related to human rights are promoted within the sustainability promotion structure by theme, and we have established and operate a human rights due diligence mechanism in line with the OKI Group Human Rights Policy.

In terms of remediation and remedy, OKI is continuing to consider the establishment of a point of contact for rights holders outside the Group.

### Structure of the OKI Group Human Rights Policy and Theme-Based Responsible Divisions



Themes	Responsible Divisions
Dissemination of the Human Rights Policy	Sustainability promotion
Human rights due diligence planning and promotion	Sustainability promotion
• Risk management of human rights and labor-related issues within the Group (including human rights and harassment education)	Human resources & general affairs
• Human rights and labor surveys in the supply chain (CSR procurement)	Procurement
• AI ethics (AI governance)	Technology
Internal whistleblowing system	Risk management
OKI Group critical incidents reporting system	Risk management
Harassment consultation hotline	Human resources & general affairs

## Initiatives for Material Issues and Results

Material Issue	Key Initiative Theme	Initiatives for FY2023 to FY2025	FY2024 Results
<b>Strengthening management foundation to support sustainable growth</b>	Ensure rigorous adherence to human rights	<ul style="list-style-type: none"> <li>Establishing systems in line with the UNGPs, and efforts toward the continuous operation of human rights due diligence</li> <li>Strengthening AI governance based on domestic and international discussions</li> </ul>	<ul style="list-style-type: none"> <li>Obtained RBA VAP audit Silver status at OKI Data Manufacturing (Thailand) Co., Ltd., a printer manufacturing company</li> <li>Strengthened governance framework based on AI service provider guidelines</li> <li>For other achievements, please refer to the information below</li> </ul>

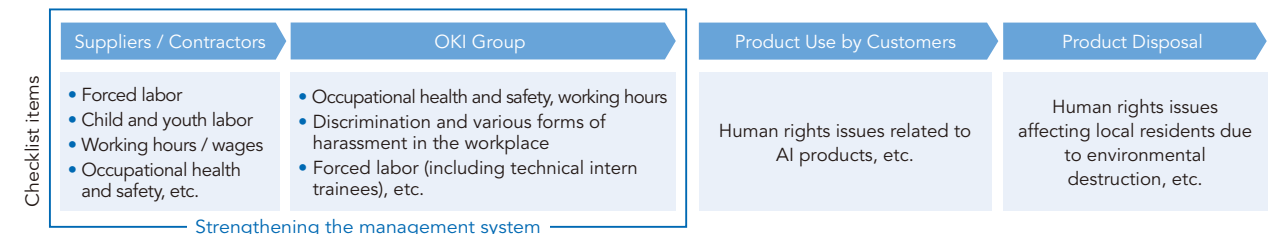
### Key Initiatives for Fiscal Year 2024

- Conducted surveys at OKI manufacturing sites and certain domestic manufacturing subsidiaries to identify initiatives and issues related to human rights
- Updated the OKI Group Supply-Chain CSR Deployment Guidebook as the OKI Group Sustainable Procurement Guidelines and conducted a pilot survey
- Conducted a human rights risk assessment to identify potential negative human rights impacts the OKI Group may cause and specified priority issues (see below)
- Provided sustainability education for all domestic Group employees, continuing from the previous fiscal year (participation rate of 99.9%) to promote awareness of the OKI Group Human Rights Policy within the Company
- Shared domestic and international AI trends internally and discussed measures to strengthen governance frameworks based on AI service provider guidelines
- Enhanced literacy training content for OKI employees in response to the EU's AI Act
- Launched an internal AI information portal site for OKI Group employees to organize and share information on AI-related risks

## Strengthening Human Rights and Occupational Health and Safety Management

In fiscal year 2024, with the aim of strengthening the OKI Group's overall human rights and occupational health and safety management framework, we identified external trends and internal issues and defined the scope and level of responses to be addressed over the medium to long term as a group. Based on the results of the human rights risk assessment conducted in January 2025, we are focusing on strengthening human rights and occupational health and safety management systems across the Group, particularly at manufacturing sites and within the supply chain. At manufacturing sites, we are shifting from initiatives implemented at the individual site level to initiatives aimed at building a Group-wide management framework that also incorporates human rights themes. We are working to strengthen our initiatives for sustainable procurement in our supply chain. [▶P. 37](#)

### Human Rights and Occupational Health and Safety Management System Issues in the OKI Group



Please refer to the websites below for details.  
**Respect for Human Rights** <https://www.oki.com/global/sustainability/social/humanrights/index.html>  
**OKI Group AI Principles** <https://www.oki.com/global/technologies/ai/>

# Initiatives for Responsible Procurement

## Basic Approach

To support the Mono-zukuri infrastructure, the OKI Group aims to strengthen collaboration between plants and optimize efficiency and quality, cost, and delivery through Group-wide production and procurement activities. In procurement activities, we recognize that the cooperation of our suppliers is essential for sustainable corporate activities that meet the expectations of stakeholders. Accordingly, we strive to build trust-based relationships, promoting stable material procurement, and advancing sustainability initiatives throughout the supply chain.



Please refer to the websites below for details.  
OKI Group Procurement Policies  
OKI Group Sustainable Procurement Guidelines  
Declaration of Partnership Building

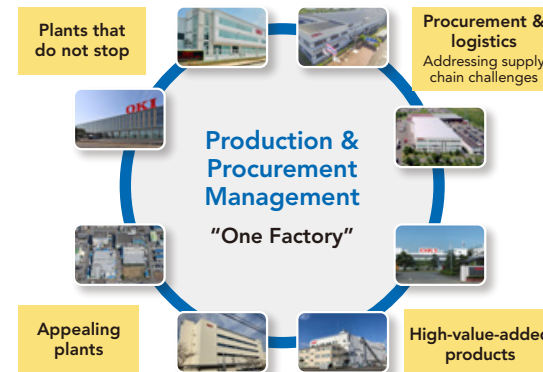
<https://www.oki.com/global/sustainability/social/procure/policy.html>  
[https://www.oki.com/global/sustainability/assets\\_c/uploads/csrguide\\_202507.pdf](https://www.oki.com/global/sustainability/assets_c/uploads/csrguide_202507.pdf)  
<https://www.oki.com/global/sustainability/social/procure/renkei.html>

## Structure

Under the Production & Procurement Management Division, which integrates all of the Company's production plants and procurement functions, OKI is pursuing strong Group-wide Mono-zukuri through the "One Factory" concept, which aims to organically connect each production site to enhance cost competitiveness and maximize added value.

The Production & Procurement Management Division oversees each production site and takes a cross-functional approach to execution, strengthening cooperation between plants and smart plant initiatives based on the following key concepts: plants that do not stop, appealing plants, and high-value-added products.

The Procurement Center under this Production & Procurement Management Division works closely with each plant and business while addressing supply chain challenges from a Group-wide perspective, thereby promoting responsible procurement initiatives.



## Initiatives for Material Issues and Results

Material Issue	Key Initiative Theme	Initiative for FY2023 to FY2025	FY2024 Result
Strengthening management foundation to support sustainable growth	Promote responsible procurement initiatives	Continuous implementation of CSR procurement promotion program	The guidebook was updated as the OKI Group Sustainable Procurement Guidelines, and a pilot survey was conducted.

## Initiatives for Ensuring Stable Procurement of Materials

OKI has positioned procurement risk as one of the common risks that must be managed across the Group, and promotes initiatives to ensure stable procurement of materials. Through regular meetings between procurement divisions, including subsidiaries, OKI promptly shares information on the supply status of materials from suppliers. We also provide access to inventory across the Group, searching for products in stock in the market, placing orders early in response to extended lead times, and using alternative products. From a business continuity perspective, OKI has developed procedural manuals to be applied in the event of a disaster, regularly surveys the locations of suppliers' manufacturing sites, and continuously improves communication methods for emergencies.

In fiscal year 2024, to enable faster information gathering in the event of a disaster, we updated the methods by which business partners respond to surveys (including survey content and tools). Furthermore, we conducted additional surveys on information related to supply continuity, such as scheduled end-of-supply dates for individual parts and roadmaps for new products, and are moving forward with the adoption of parts expected to ensure stable supply.

## Sustainable Procurement Initiatives

To assess risks related to human rights, labor, occupational health and safety, and the environment within the supply chain, OKI established the OKI Group Supply-Chain CSR Deployment Guidebook in 2014 and has since implemented a CSR procurement promotion program based on it.

In fiscal year 2024, following the completion of a three-year supplier survey plan launched in fiscal year 2021, we updated the conventional guidebook as the OKI Group Sustainable Procurement Guidelines, taking into account recent developments in international standards related to the environment and human rights. At the same time, we reviewed the survey items and scope, and to increase the effectiveness of the initiatives, we conducted a pilot survey with selected suppliers. Based on the results, we will implement sustainable procurement surveys using the new guidelines and survey forms starting in fiscal year 2025.

## Initiatives for Responsible Minerals Procurement

As a member of the Responsible Minerals Initiative (RMI), OKI promotes responsible mineral procurement in line with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. The OKI Group Procurement Policies states that "The OKI Group is committed to responsible mineral procurement initiatives to ensure that minerals such as tantalum, tin, tungsten, gold, and cobalt contained in our products do not contribute to serious human rights abuses, environmental destruction, corruption, or disputes in Conflict-Affected and High-Risk Areas." In line with this policy, we request our suppliers' cooperation in necessary surveys and disclosures, while also conducting mineral surveys based on requests from customers and other stakeholders.



Please refer to the website below for details.  
<https://www.oki.com/global/sustainability/social/procure/index.html>

# Risk Management / Compliance

## Basic Approach

The OKI Group recognizes that gaining the trust of all stakeholders is the foundation for improving corporate value. We aim to contribute to the realization of comfortable and prosperous lives for people worldwide through the development of sound and sincere corporate activities rooted in social decency while adhering to all relevant laws and regulations. In the Medium-Term Business Plan 2025, we have identified “thoroughly manage risks and ensure compliance” as a key initiative under the material issue theme of “strengthening management foundation to support sustainable growth,” and are actively working to enhance Group-wide controls.

## Initiatives for Material Issues and Results

Material Issue	Key Initiative Theme	Initiatives for FY2023 to FY2025	FY2024 Results
Strengthening management foundation to support sustainable growth	Thoroughly manage risks and ensure compliance	<ul style="list-style-type: none"> <li>Enhance the risk management structure</li> <li>Enhance the compliance promotion structure</li> </ul>	100% participation rate in compliance manager training Please refer to the main text for additional information.

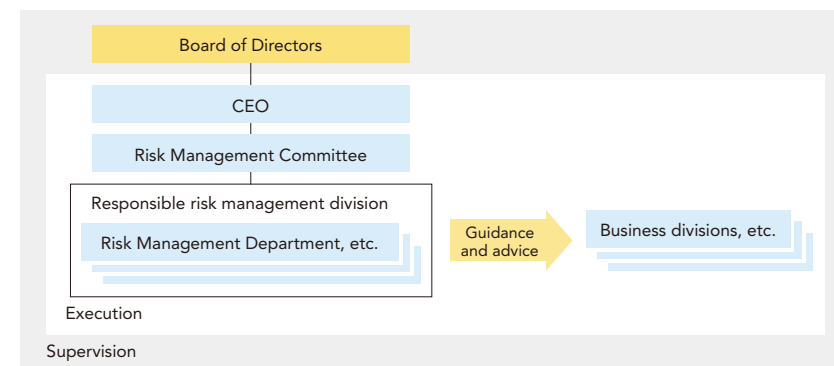
## Structure

OKI has established the Risk Management Committee to discuss basic policies and key measures related to Group-wide risk management and compliance along with the policy for addressing realized risks. We are working to build and implement an effective risk management structure. The structure allows the CEO, who serves as the chair of the Risk Management Committee, to quickly identify both apparent and latent risks that could impact corporate management for timely and appropriate instruction and management decisions.

In the OKI Group, each division identifies, analyzes, and assesses its own risks, controlling them within its business activities, including operations and sales. For Group-wide risks, a responsible risk management division is selected primarily from among the corporate divisions, and the division identifies these risks, formulates control measures, and monitors them. This division also provides guidance and advice on risk management to OKI and consolidated subsidiaries.

Additionally, the Internal Auditing Division reviews the OKI Group’s risk management and compliance promotion structures and their implementation status and offers advice, suggestions, and corrective recommendations to management when necessary.

### Risk Management/Compliance Promotion Structures

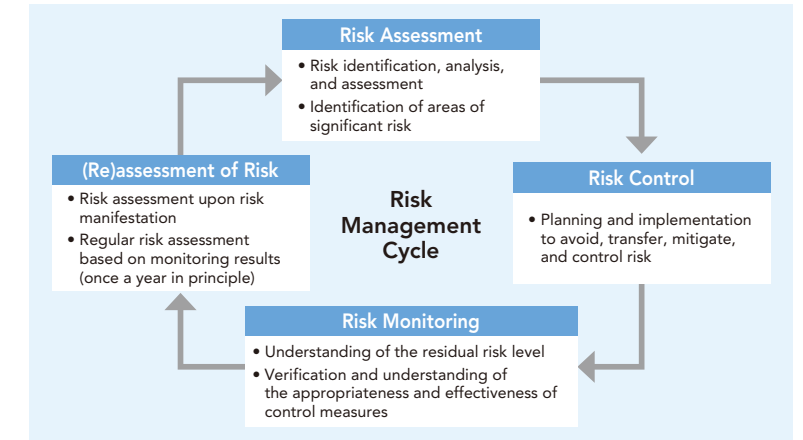


## Risk Management Initiatives

Group-wide risks are identified, analyzed, and assessed by the division responsible for the relevant risk. This process helps pinpoint the location, characteristics, and magnitude of risks along with areas where significant risks reside and it is necessary to develop a structure.

The identified risks are managed by the responsible division, which develops specific control measures to avoid, transfer, mitigate, or control the risks. The division also continuously monitors the appropriateness and effectiveness of the measures. The results of monitoring and any newly emerging risks are assessed by the responsible division and incorporated into the periodic review of risk management measures (conducted once a year in principle).

We have also established the OKI Group Critical Incidents Reporting System for reporting to the Risk Management Committee when risks emerge or when there is concern that they may arise. This system enables early identification of potential issues and ensures quick risk mitigation and resolution.



### Major Risks That Could Have a Significant Impact on the OKI Group’s Business or Finances

① Risks related to global political and economic trends	⑧ Risks related to major IP-related contracts and technological support contracts
② Risks related to country risk	⑨ Risks related to quality
③ Risks related to exchange rates	⑩ Risks related to mergers and acquisitions (M&As) and alliances
④ Risks related to fluctuations in financial markets and interest rates	⑪ Risks related to environmental protection
⑤ Risks related to laws and regulations	⑫ Risks related to information security
⑥ Risks related to market trends, products, and services	⑬ Risks related to human resources
⑦ Risks related to procurement	⑭ Risks related to human rights

Please refer to the website below for details.  
<https://www.oki.com/global/ir/corporate/risk.html>

## Emergency and Disaster Response

The OKI Group has established Safety Countermeasure Committees at its sites and subsidiaries in order to “protect people’s lives,” “prevent secondary accidents,” “contribute to local communities and foster good relationships with them,” and to ensure the “continuity of business operations” in the event of disasters. We have established the Business Continuity Management (BCM) Development Guidelines and conduct regular reviews of the BCM/BCP in each division to ensure the continuity of business operations in preparation for unforeseen events.



## Risk Management / Compliance

### Initiatives to Promote Compliance

The OKI Group has adopted the OKI Compliance Commitment at its Board of Directors' meeting and established the OKI Group Charter of Corporate Conduct and the OKI Group Code of Conduct to ensure compliance. Officers and employees of OKI and consolidated subsidiaries are working to raise awareness of compliance and ensure strict adherence.

In addition, to ensure the early detection of legal violations and improper activities and the effectiveness of their rectification, we have established whistleblowing and consultation contact points (including in-house, Group-wide, and external contact points) across all Group companies. The whistleblowing system is operated based on whistleblowing regulations, which stipulate provisions such as anonymous reporting, protection of whistleblowers, and confidentiality obligations. In fiscal year 2024, 33 reports and consultations were received at OKI and domestic consolidated subsidiaries.



Please refer to the websites below for details.  
**OKI Compliance Commitment**  
<https://www.oki.com/global/sustainability/mng/cpcommit.html>  
**OKI Group Charter of Corporate Conduct / OKI Group Code of Conduct**  
<https://www.oki.com/global/sustainability/mng/code.html>

### Ongoing Compliance Training

In Japan, the OKI Group holds regular training sessions for compliance managers and promoters at each division and subsidiary, provides training specific to various job levels, and conducts compliance-related e-learning for all Group employees.

We also have tools in place to foster and raise awareness, including regular reporting of compliance case studies via our intranet and internal newsletters as well as compliance awareness surveys.

Furthermore, we provide a unified e-learning compliance training program for employees of overseas Group companies.

#### Main Compliance Training Programs (OKI and Domestic Consolidated Subsidiaries) in FY2024

Training Overview	Subject Employees	Attendance Rate
Compliance manager training • Compliance lessons learned from critical incidents • Information security (Video distribution: December 2024 to March 2025)	Managers and promoters of OKI and domestic consolidated subsidiaries	100% (approx. 350 persons)
Anti-Monopoly Act training (Video distribution: December 2024 to March 2025)	Employees of related divisions at OKI and domestic consolidated subsidiaries	98.7% (approx. 4,700 persons)
Personal information protection and information security e-learning (regularly or as needed) (Simultaneous training: August to November 2024)	All employees of OKI and domestic consolidated subsidiaries	100% (approx. 16,700 persons)
Workplace compliance e-learning (regularly or as needed) (Simultaneous training: January to March 2025)	All employees of OKI and domestic consolidated subsidiaries	99.9% (approx. 16,200 persons)

### Ensuring Fair Business Transactions

The OKI Group is committed to complying with laws and regulations and engaging in fair and open competition in all business activities and relationships across the regions where it operates.

#### ■ Approaches to Anti-Corruption

The OKI Group has established the OKI Group Anti-Corruption and Anti-Bribery Policy to prevent the risks of offering or receiving bribes and other forms of corruption, both domestically and internationally. Furthermore, in line with the 10th principle of the UNGC on anti-corruption, we have established management rules for recording gifts and entertainment under the policy and are promoting activities to enhance the effectiveness of anti-corruption initiatives through regular monitoring of management performance in an effort to improve both social and corporate sustainability and transparency. In fiscal year 2024, there were no violations of anti-corruption laws in any country or region within the OKI Group.

#### ■ Ensuring Thorough Compliance with Anti-Monopoly Laws

The OKI Group has established basic rules for compliance with competition laws, outlining the fundamental principles for conducting business properly and in accordance with the competition laws and regulations in each country and region where OKI and consolidated subsidiaries operate. In addition, we have introduced and are operating a system to record interactions with competitors, and conduct annual Anti-Monopoly Act training sessions, primarily for the Sales & Promotion divisions. In fiscal year 2024, there were no violations of anti-monopoly laws within the OKI Group.



Please refer to the website below for details.  
<https://www.oki.com/global/sustainability/governance/compl/index.html>

# Information Security

## Basic Approach

As the OKI Group is building a robust IT infrastructure to support its business growth, we are working to strengthen information security from the perspective of minimizing management risks based on the policies below.

Please refer to the websites below for details.  
 OKI Group Information Security Basic Policy <https://www.oki.com/global/sustainability/governance/security/policy/>  
 OKI Group Privacy Policy <https://www.oki.com/global/privacy/>

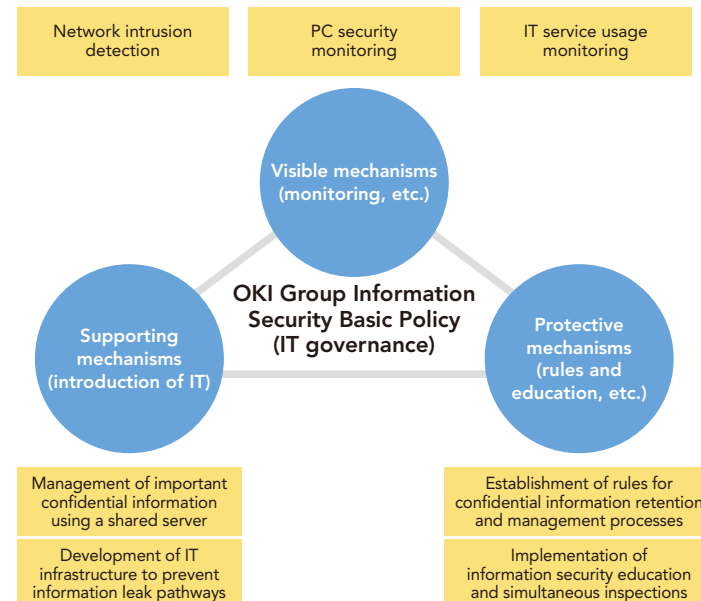
## Information Security Initiatives

The OKI Group is building an IT infrastructure to support business growth. One of the ways we are working to minimize management risks is by enhancing information security. We have identified electronic information leaks and cyberattacks as risks common to the Group, as outlined by the Risk Management Committee. We clearly demonstrate that information security measures are one of the top priority areas for management as we are advancing initiatives.

In line with the OKI Group Information Security Basic Policy, we have created related regulations and operational rules. We also defined confidential information to include both customer data entrusted to us and internally processed data. Based on this definition, we are establishing rules, detailed procedures, and guidelines that cover the entire life cycle of this data—from acquisition and creation to disposal.

In accordance with the Information Security Basic Policy, we are also promoting a wide range of visibility, support, and protection measures. Furthermore, we established OKI-CSIRT\* as a specialized security incident response organization tasked with strengthening our ability to prevent and respond to incidents utilizing the framework of Information Security Management System (ISMS; ISO 27001).

To enhance the reliability of system development and provision of related services, the OKI Group has obtained ISMS certification for its internal information system development and operation divisions, as well as its system design and development divisions. We are continuously working to expand ISMS certification across our Group in Japan. In fiscal year 2024, the OKI Group revised its cloud usage rules to make them more stringent, thereby working to further strengthen information security. As a technical measure, we also enhanced internal security monitoring functions to reinforce countermeasures against unauthorized access.



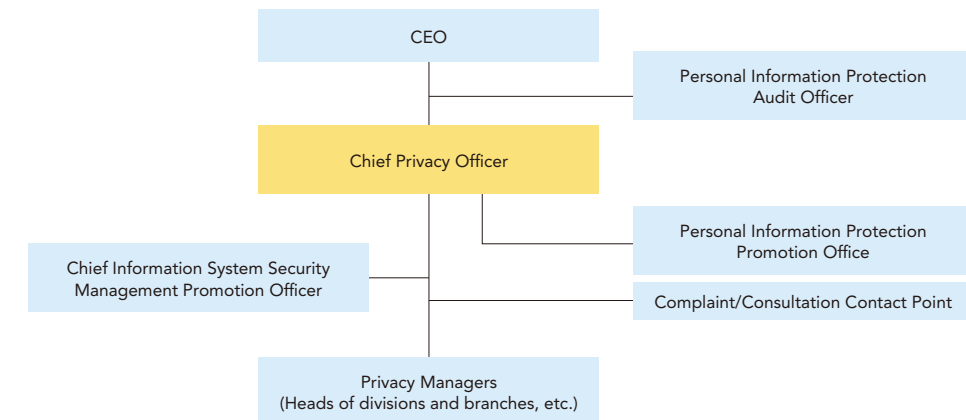
\* CSIRT: Computer Security Incident Response Team

## Personal Information Protection Initiatives

The OKI Group is committed to thoroughly protecting personal information in line with its Privacy Policy. OKI is taking measures based on regulations related to personal information protection in Europe, Asia, and other regions where it operates. The website of each Group company has a cookie banner that complies with applicable regional and national privacy protection legislation and cookie regulations.

As of June 2025, eight companies within the OKI Group have been certified to use the PrivacyMark, implementing appropriate measures to protect personal information in accordance with JIS Q 15001, the Personal Information Protection Management System (PMS)—Requirements. Each year, companies granted the PrivacyMark review the personal information management records of each division, along with the list of subcontracting companies, and assess these companies. In addition, internal audits of the PMS are conducted in each division, with ongoing efforts to maintain and improve the system. These activities are subject to on-site audits by the PrivacyMark assessment organization every two years to evaluate the status of the PMS and related efforts, and they have been deemed appropriate.

### Personal Information Protection Structure



Please refer to the website below for details.  
<https://www.oki.com/global/sustainability/governance/security/index.html>

# Quality Management

## Basic Approach

Each company within the OKI Group, along with its executives and employees, strives to embody the OKI Group Quality Philosophy, which serves as the foundation of the OKI Group's quality activities, while keeping in mind the OKI Group Charter of Corporate Conduct and the OKI Group Code of Conduct. In contrast to our enduring Quality Philosophy, the OKI Group Quality Policies have been established to pinpoint timely focus areas, ensuring that quality assurance activities are consistently aligned.

Foundational System for the OKI Group to Fulfill Its Social Responsibility Regarding Quality

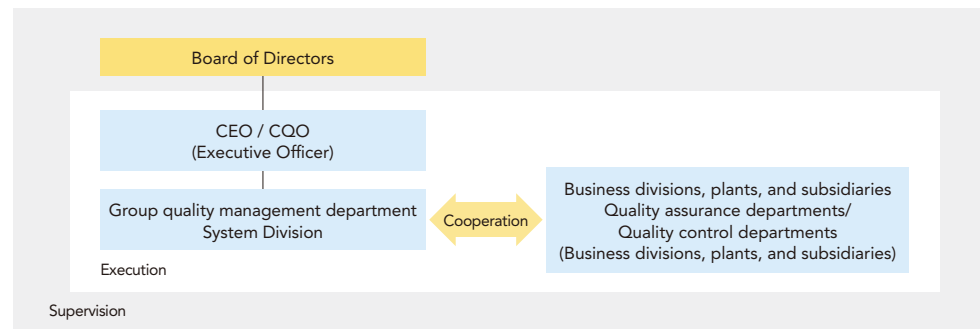


## Structure

Product quality assurance in the OKI Group is achieved through the activities of all divisions and employees involved in the product life cycle. Under the leadership of the Chief Quality Officer (CQO), the Group quality management department plans and promotes common quality activities, such as quality compliance initiatives and measures to enhance communication between quality divisions across the Group. The quality divisions of business divisions, plants, and subsidiaries implement measures to maintain and improve the quality of products in each business field. These sections and divisions also cooperate with one another to drive Group-wide initiatives.

In line with organizational changes in fiscal year 2023, OKI has integrated the previously separate Quality Management Systems (QMS) built within each business division, with the aim to standardize business processes, improve operational efficiency, and enhance overall organizational performance.

Quality Management Structure



## Key Initiatives

### ① Enhancing QMS Effectiveness (Integration of Management Systems and Organizational Structure)

The previously separate QMS established for each business division were integrated in September 2023.

Objective	To establish a unified QMS structure and align the management system with the Company's organizational structure
Effect	Improved effectiveness of the QMS, ensuring and enhancing quality

### ② Promoting Quality Compliance (Preventing Quality Fraud)

Various activities are continuously carried out based on the quality compliance promotion plan.

Key initiatives include on-site investigations conducted by internal third-party departments, quality compliance inspections where departments plan and implement self-improvements to enhance internal oversight, and quality compliance education for all employees.

Objective	To prevent quality fraud through quality compliance promotion activities
Effect	Achieved zero cases of quality fraud across the entire Group

### ③ Quality Communication

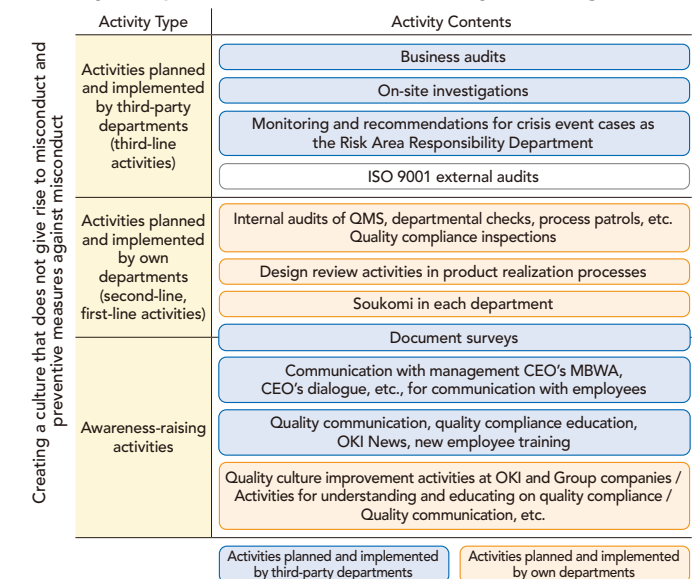
During Quality Month (November), we hold dialogues led by management, the Chief Quality Officer, and quality divisions.

Objective	To create opportunities for quality-related communication during Quality Month by facilitating open exchanges with top management and quality divisions, aiming to enhance two-way communication (internally referred to as "Soukomi") and build a human network
Effect	Through open discussions, participants gain a better understanding of the management's thoughts and commitment to quality. Additionally, it promotes the sharing of initiatives among quality divisions and encourages cross-divisional communication.

### ④ Maintaining and Improving the Quality of Products and Services in Each Business Area

In business divisions, plants, and subsidiaries, continuous improvement efforts are applied across all processes—from design and development to manufacturing and maintenance—to ensure the consistent maintenance and enhancement of product quality, always striving to meet customer satisfaction.

Quality Compliance Promotion Activities System Diagram





# Corporate Governance

## Basic Approach

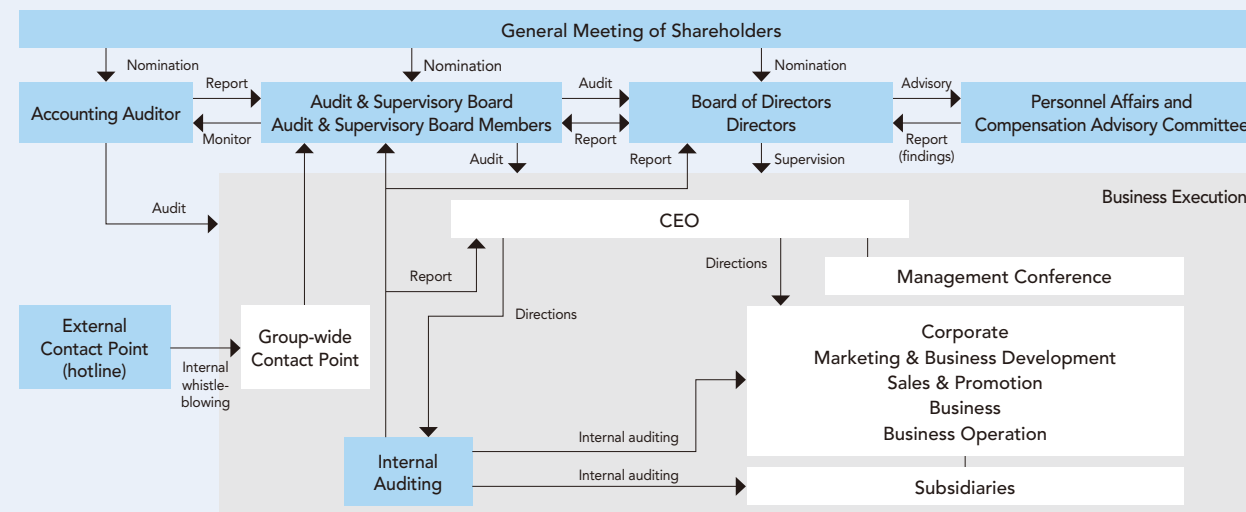
True to the Company's "enterprising spirit," and based on the corporate philosophy of providing excellent information and communications services globally to meet the diversified needs of communities worldwide in the information age, the OKI Group recognizes sustainable growth and increasing corporate value over the medium to long term as its most important management priorities in earning the trust of its various stakeholders. To this end, we are working to enhance corporate governance based on our fundamental policies, including "enhancement of management fairness and transparency," "timely decision-making processes," and "full compliance and fortification of risk management."

Please refer to the website below for details.  
<https://www.oki.com/global/ir/corporate/governance/index.html>

## Corporate Governance Structure

OKI maintains a corporate auditor system, with the Board of Directors and the Audit & Supervisory Board. With an executive officer system in place, it strives to promote timely decision-making processes by separating business execution and oversight. OKI also endeavors to improve the fairness and transparency of management by nominating outside directors to the Board as well as setting up a voluntary committee on nomination, remuneration, etc., so as to ensure effective supervision from an independent and objective standpoint. In addition to audits by Audit & Supervisory Board members and the Audit & Supervisory Board, OKI is making efforts toward full compliance and the fortification of risk management, such as by establishing the Risk Management Committee.

### Governance Structure



## Board of Directors

Number of meetings in FY2024: 14

The Board of Directors in principle meets once a month, but can call extraordinary meetings when necessary, and is responsible for deciding fundamental management policies and other important matters and overseeing business execution in accordance with laws and regulations and the Articles of Incorporation. To secure the functions of the Board of Directors, OKI selects candidates for directors by considering their diversity, such as expertise, work experience, and gender, based on a skills matrix, and—because OKI believes that it is appropriate to achieve a balance of approximately 50% internal executive directors and 50% outside directors with a high level of independence—four independent outside directors (including two female directors) are appointed in order to enhance management fairness and transparency; furthermore, one of the independent outside directors is Chair of the Board of Directors. To clarify management responsibility for each fiscal year, the Articles of Incorporation stipulates that directors are appointed for single-year terms.

### ■ Main Deliberations in Fiscal Year 2024

In fiscal year 2024, the Board of Directors focused on monitoring the progress of the Medium-Term Business Plan 2025, holding active discussions based on regular direct reports from each responsible division, including through off-site meetings. In addition, the Board engaged in deeper deliberations on the following matters:

- Profit management including ROIC, and appropriate allocation of management resources
- Important investments and business reorganizations
- Board effectiveness evaluation
- Shareholder relations plan and results
- Cross shareholdings

### Structure of Board of Directors, Personnel Affairs and Compensation Advisory Committee, and Audit & Supervisory Board

	Name	Position	Board of Directors	Personnel Affairs and Compensation Advisory Committee	Audit & Supervisory Board
Directors	Takahiro Mori	Representative Director and CEO	○		
	Teiji Teramoto	Representative Director and Senior Executive Vice President	○		
	Yuichiro Katagiri	Executive Vice President, Member of the Board	○		
	Yoichi Kato	Senior Vice President, Member of the Board	○		
	Tamotsu Saito	Independent Outside Director	○	○	
	Izumi Kawashima	Independent Outside Director	◎ Chair	○	
	Makoto Kigawa	Independent Outside Director	○	◎ Chair	
	Ryoko Toyama	Independent Outside Director	○	○	
Audit & Supervisory Board Members	Masashi Fuse	Standing Audit & Supervisory Board Member	△		◎ Chair
	Hajime Inoue	Standing Audit & Supervisory Board Member	△		○
	Yoshihiro Tsuda	Independent Outside Audit & Supervisory Board Member	△		○
	Yasuyuki Oda	Independent Outside Audit & Supervisory Board Member	△		○
	Hiroshi Niinomi	Outside Audit & Supervisory Board Member	△		○

○ Member   ◎ Chair   △ Non-member who holds right and obligation to attend

## Corporate Governance

### Board Effectiveness Evaluation

Each year, OKI evaluates and analyzes the Board of Directors by recognizing, sharing, and improving the direction that the Board of Directors must aim for and issues related to that undertaking for the purpose of enhancing the Board's effectiveness.

The Board of Directors discussed methods for evaluating effectiveness for fiscal year 2024 and decided that a self-evaluation would be the most suitable approach to ensure the survey and evaluation align with the Company's circumstances. On the other hand, in order to verify the objectivity and validity of the evaluation process, we have determined that it is appropriate to conduct a third-party evaluation once every few years. We therefore underwent an evaluation conducted by a major external law firm in fiscal year 2024. The third-party evaluation reviewed the design of the questionnaire, tabulation of results, interviews, and setting of discussions at the Board of Directors, as well as the process and effectiveness of these steps, and concluded that OKI's evaluation of effectiveness is appropriate.

#### Verification of the Effectiveness Evaluation Process and its Effectiveness by a Third Party



#### Results of Effectiveness Evaluation of the Board of Directors



## Corporate Governance

### Appointment, Dismissal, and Compensation of Directors and Executive Officers

#### ■ Personnel Affairs and Compensation Advisory Committee

Number of meetings in FY2024: 12

OKI has established the Personnel Affairs and Compensation Advisory Committee as a voluntary body to ensure transparency in the decision-making processes and objectivity in judgment regarding appointments and dismissals of directors, as well as the compensation of Board members and executive officers. Meetings are held as appropriate, and before resolutions are passed by the Board of Directors but after the committee receives advice and deliberates from an objective perspective on appointments and dismissals of Board members and executive officers, as well as the structure and level of their compensation, etc., it reports its findings to the Board of Directors. The committee is made up of four outside directors, and the current chairperson is an independent outside director who was appointed by a resolution of the Board of Directors.

In fiscal year 2024, the committee mainly discussed the executive structure for achieving the Medium-Term Business Plan 2025, deliberating on the executive compensation system to ensure that it functions sufficiently as an incentive to improve business performance and thereby continuously improve corporate value, and the development of a long-term plan for training successors (management personnel).

#### ■ Appointment and Dismissal of Directors and Executive Officers

When nominating and appointing candidates for directors, Audit & Supervisory Board members, and executive officers, OKI will comprehensively consider the following as well as legal eligibility:

- A person who has a noble character with wisdom, a high level of ethics, fairness, honesty, and a law-abiding spirit
- A person who realizes the OKI Group's corporate philosophy and conducts one's duties to enhance corporate value continuously
- One's length of tenure
- Audit & Supervisory Board members must have the necessary financial, accounting, and legal knowledge
- Outside directors must fulfill the OKI Group's criteria for independence

The criteria for submitting a proposal to dismiss a director, Audit & Supervisory Board member, or executive officer takes into consideration the following: the person's act violates or infringes on the law or the Articles of Incorporation; or reason arises that the person is unable to properly perform their duties. Should such an incidence occur it is immediately deliberated on.

#### ■ Approach to Skills Matrix

OKI believes that for the Board of Directors to fulfill its roles and responsibilities effectively, each director must apply their knowledge and experience in line with the Company's philosophy, vision, and management plans. This ensures the Board collectively has the necessary skills. The areas in which we are particularly looking for the directors to demonstrate their skills are provided below. Please refer to "Management" on [▶P.51](#) for the skills matrices of each director.

Item	Description
Corporate management	Management strategies, business management, business strategies, etc., to improve the profitability of the business and strengthen the governance structure
Marketing	Promoting the creation of an ecosystem through co-creation with customers
Technology & innovation	Creating new businesses for further development and growth of the business
Human capital management	Helping employees feel motivated and empowered to perform at their best by securing and developing the human capital needed for sustainable growth
Global	Global expansion essential for securing growth opportunities
Finance & accounting / Legal affairs & risk management	Basis for decision-making related to management and business activities
Manufacture & supply chain management (SCM)	Vital management foundation for enhancing our core strengths of Mono-zukuri and competitiveness

#### ■ Successor Selection and Development

The selection and training plans for successor candidates for the position of CEO are prepared in collaboration with the incumbent CEO and the Personnel Affairs and Compensation Advisory Committee, taking into account our corporate philosophy and business environment and based on thorough discussions of the selection criteria and the job requirements. Specific candidates are selected objectively through a multifaceted evaluation according to a selection criteria and selection process. The Board of Directors consults the Personnel Affairs and Compensation Advisory Committee, which then deliberates and reports to the Board of Directors for a resolution before making a decision.

In terms of training, we select potential management candidates from within the Company. After management has gauged the talent pool, we provide training for management personnel and evaluate them by assigning and appointing them to key positions, such as a head of a division or as president of a subsidiary, to gain experience. In addition, we actively utilize occasions of reporting on Medium-Term Business Plan strategies and progress as opportunities for outside directors to evaluate management candidates' credentials and abilities.




## Corporate Governance

### Compensation for Board Members and Executive Officers

(Fiscal year 2024)

#### ■ Basic Approach to Compensation for Board Members and Executive Officers

OKI's basic policy on compensation for directors and executive officers is to serve as incentives for performance improvement with the aim of continuous enhancement of corporate value and enforcement of corporate competitiveness while being a compensation structure that can attract excellent talent .

 Please refer to the website below for details.  
<https://www.oki.com/global/ir/corporate/governance/officers.html>

#### ■ Composition of Director Compensation

The compensation system is a part of efforts to develop an environment for a shift to management which focuses on more aggressive target setting and medium- to long-term growth for achieving sustainable growth. For medium- to long-term incentive compensation, starting from fiscal year 2023, the Company adopted a performance-linked stock compensation plan (performance share units), where shares are awarded based on the achievement level of the targets set in the three-year Medium-Term Business Plan. Compensation for outside directors consists only of basic compensation.

Types of Compensation		Description
Basic compensation	Fixed compensation	<ul style="list-style-type: none"> <li>For those serving concurrently as executive officers, compensation is determined primarily based on their executive rank and position, with payments allocated individually and distributed in monthly installments.</li> </ul>
Annual incentive compensation		<ul style="list-style-type: none"> <li>Annual payment amounts are determined individually, linked to the OKI Group's consolidated performance and the performance of the respective department, and paid once per year.</li> <li>Payout rate is determined within a range of 0% to 250% based on quantitative performance evaluation and qualitative evaluation by the CEO or members of the Personnel Affairs and Compensation Advisory Committee.</li> <li>Set to increase performance linkage for higher executive ranks, with the amount at a 100% payout rate set between 35% and 45% of basic compensation.</li> </ul>
Medium- to long-term incentive compensation	Performance-linked compensation	<ul style="list-style-type: none"> <li>Adopted performance-linked stock compensation (performance share units).</li> <li>Performance evaluation period is set to the three-year duration of the Medium-Term Business Plan, with shares awarded after the period ends based on performance achievements (with a portion of the awarded shares paid in cash).</li> <li>Payout rate is determined within a range of 0% to 250% based on the level of target achievement.</li> <li>Set to increase performance linkage for higher executive ranks, with the amount at a 100% payout rate set between 15% and 20% of basic compensation.</li> <li>If the Board of Directors determines that a director or other officer has committed a serious legal or regulatory violation, the right to receive shares will be forfeited (clawback clause).</li> </ul>

#### ■ Method for Calculating Performance-Linked Compensation

Annual incentive compensation is calculated with 80% based on a quantitative evaluation, multiplying the standard compensation amount, which is predetermined according to rank, by a performance-based coefficient, and 20% based on a qualitative evaluation. The performance evaluation indicators for the quantitative evaluation are net sales, operating income, and working capital, which have been deemed appropriate for assessing progress toward sustainable growth for the OKI Group. The quantitative evaluation consists of two components: one tied to the OKI Group's consolidated performance and the other to the performance of the relevant department.

We have adopted ROE as a performance evaluation indicator for medium- to long-term incentive compensation, recognizing it as a key measure for enhancing corporate and shareholder value while aligning interests with shareholders. We also adopted net sales and ESG indicators, including the reduction rate of CO<sub>2</sub> emissions at our facilities and the ratio of female executives, determining that they are appropriate for strengthening the link to the Medium-Term Business Plan to further emphasize medium- to long-term growth. The calculation method involves determining the number of shares to be granted by dividing the predetermined standard compensation amount for each rank by the share price at the start of the performance evaluation period, then multiplying the result by a performance evaluation-based coefficient. However, a portion of the granted shares will be converted into cash, based on the share price at the time of grant, and paid out accordingly.

#### ■ Process for Determining Compensation

As for the method of determining the policy related to individual compensation for directors and executive officers, we have established the Personnel Affairs and Compensation Advisory Committee to ensure transparency and objectivity in the process of determining compensation for directors and executive officers. The committee is composed of four outside directors and one non-executive internal director, with an outside director serving as the chair. It reviews the system, levels, and other such details of compensation for directors and executive officers and submits its recommendations to the Board of Directors before the Board makes its final decision. As part of this process, we verify the appropriateness by utilizing objective evaluation data from external organizations.

#### Total Compensation, etc., of Directors and Audit & Supervisory Board Members

Officer Classification	Total Amount of Compensation (Millions of yen)	Total Amount of Compensation by Type (Millions of yen)			Number of Eligible Directors
		Fixed compensation	Performance-linked compensation		
		Basic compensation	Annual incentive compensation	Medium- to long-term incentive compensation	
Directors (excluding outside directors)	265	183	58	22	5
Audit & Supervisory Board members (excluding outside Audit & Supervisory Board members)	46	46	—	—	2
Outside officers					
Outside directors	55	55	—	—	4
Outside Audit & Supervisory Board members	27	27	—	—	5

Notes: 1. The amount of medium- to long-term incentive compensation is the amount recognized as an expense in fiscal year 2024.

2. The reason for the difference in the number of directors (excluding outside directors) and outside Audit & Supervisory Board members at the end of fiscal year 2024 is that it includes officers who ended their term at the conclusion of the 100th Ordinary General Meeting of Shareholders on June 21, 2024.

## Corporate Governance

### Audit & Supervisory Board

Number of meetings in FY2024: 17

The Audit & Supervisory Board comprises five Audit & Supervisory Board members, three of which are outside Audit & Supervisory Board members with a high level of independence. Based on audit policies, methods, etc., decided at Audit & Supervisory Board meetings, Audit & Supervisory Board members attend Board of Directors' meetings and other important meetings, verify the content of reports received from directors, etc., and conduct investigations into matters concerning the Company's operations, financial status, etc. Collaborating closely with outside directors, the Internal Auditing Division, and the accounting auditor, Audit & Supervisory Board members audit the performance of duties by directors. In addition, the Company has assigned staff to support the auditors in their duties, operating independently and not subject to the directors' instructions.



Please refer to the website below for details.  
<https://www.oki.com/global/ir/corporate/governance/structure.html>

### Executive Officer System

OKI appoints executive officers to implement operations in accordance with management policies determined by the Board of Directors so as to separate the functions of business execution and oversight of management and promote timely decision-making processes. Moreover, to assist the CEO in making decisions, the Company has established the Management Conference.

### Internal Auditing

OKI has established the Internal Auditing Division, which is tasked with internal auditing and is directly connected to the CEO. The division's internal auditing personnel are comprised of 28 members, including three certified internal auditors and two certified fraud examiners, and, in accordance with internal audit regulations, conducts internal audits for the purpose of accurately perceiving the actual state of compliance risk management across businesses and functions in the Company's various divisions and subsidiaries, along with discovering problems in the implementation of internal control systems and proposing enhancements, thereby supporting operational improvements.

### Internal Control

In compliance with Japan's Companies Act, OKI has adopted the Basic Policy on the Establishment of an Internal Control System at a Board of Directors' meeting, with the details of the resolution and its implementation status disclosed to the public. This basic policy aims to enhance corporate value and establish an effective internal control system that ensures legal compliance and the appropriateness and efficiency of business operations. In addition, to ensure the reliability of financial reporting and comply with the internal control reporting system under the Financial Instruments and Exchange Act, we conducted internal control evaluations at OKI and major Group subsidiaries both in Japan and overseas. The evaluation results are compiled into an internal control report, submitted to the Prime Minister of Japan in June 2025 and disclosed publicly.

To strengthen the governance system of our subsidiaries, we provide guidance and support to each subsidiary in accordance with the Management Regulations for Associated Companies.

### Cross Shareholdings

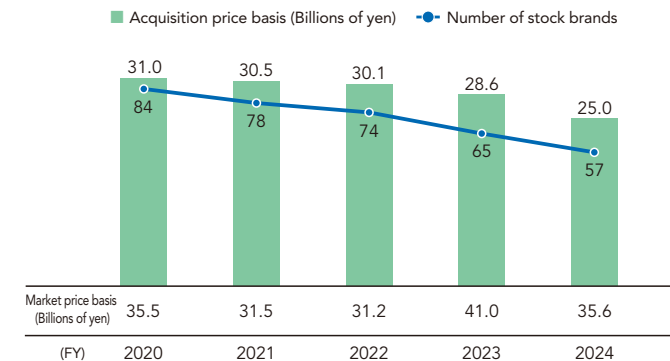
OKI is reducing the number of cross shareholdings in stages, verifying medium- to long-term corporate value enhancement of the Company and the share-issuing company and other circumstances comprehensively. At the end of fiscal year 2022, cross shareholdings accounted for approximately 30% of net assets, but by the end of fiscal year 2024 this had been reduced to about 24%. By the end of fiscal year 2025, the final year of the Medium-Term Business Plan 2025, the ratio to net assets is expected to fall below 20%\*. The Board of Directors reviews the Company's cross shareholdings annually. We make a decision on whether to keep each stock based on a comprehensive consideration of both quantitative and qualitative factors.

In exercising our voting rights for our cross shareholdings, we categorize bills as follows, make judgments, and exercise our voting rights based on exercising criteria.

\* Excluding the acquisition of shares associated with participation in ETRIA, a company engaged in printer development and manufacturing.

- In the case of appointing executives, we consider total number, ratio of independent directors, etc.
- In the case of executive compensation, we look at business performance, status of assets, etc.
- In the case of the appropriation of surplus, we consider business performance, retained earnings, etc.
- Special consideration will be given to anti-takeover measures, M&A, and third-party share allocation.

### Cross Shareholdings



## Roundtable Discussion among Outside Directors



**Tamotsu Saito**  
Outside director

**Izumi Kawashima**  
Outside director

**Makoto Kigawa**  
Outside director

Driving OKI's corporate value enhancement through swift and accurate decision-making under a transparent governance structure

The discussion covered topics such as the progress of the Medium-Term Business Plan 2025 and expectations for the next management plan, focusing on the effectiveness of governance, corporate culture and organizational climate, the advancement of ROIC management, and strengthening of the talent portfolio.

### Effectiveness of Governance and an Open and Constructive Organizational Culture

**Saito** In terms of my view of OKI's governance, I believe that the Board of Directors is operating appropriately in accordance with established rules, and that its effectiveness is fully ensured. The agenda items submitted by the secretariat and the executive side comprehensively cover a wide range of management and business topics—from near-future investment projects to the OKI Group's medium- to long-term strategies. The Board of Directors is composed of a diverse group of members with different ages, genders, career backgrounds, and areas of expertise, and discussions are conducted openly, free from any undue deference.

**Kigawa** I believe that open and constructive discussions at Board meetings form the foundation for ensuring transparency in decision-making. The internal directors and executive officers, including the CEO, engage sincerely with the opinions and recommendations of outside directors. Furthermore, beyond the Board meetings, we are provided with ample opportunities for explanations and information-sharing on important agenda items. This open culture—where directors and executive officers can speak frankly with one another—is, in my view, an indispensable element in enhancing the effectiveness of governance.

**Kawashima** I also recognize that OKI's governance framework is functioning effectively. As I serve as chairperson of the Board, I participate in preliminary meetings to review proposed agenda items. I highly value the balanced selection of agenda topics, which reflects a clear focus on what should be discussed to enhance medium- to long-term corporate value. In addition to Board meetings, off-site sessions are held regularly to deliberate important management themes, and I believe that the various governance bodies are functioning appropriately and flexibly—another of OKI's strengths.



## Roundtable Discussion among Outside Directors

### OKI's Sincere Corporate Culture — A Source of Both Strength and Weakness

**Saito** I believe OKI's strength lies in the technological capabilities it has cultivated over its long history—particularly its unique sensing technologies—and in the solid talent foundation that supports them. However, I feel the Company is still in the process of translating those technologies and talent into true earning power. Since the start of the Medium-Term Business Plan 2025 in April 2023, OKI has been advancing business operations with a stronger focus on ROIC. I see this as an important opportunity to ensure that the Company's technological and talent strengths are clearly reflected in business selection, prioritization, and strategy formulation.

**Kawashima** I see OKI's sincere corporate culture and customer-centric management as a strength, but also at the same time, a weakness. For more than 140 years since its founding, the OKI Group has remained steadfast in its management approach while earning the trust and expectations of its customers. However, as a company with such a long-standing tradition, it cannot be denied that there is a certain lack of aggressiveness in taking bold steps to pioneer new business domains on its own. Although OKI possesses ample resources to take on new challenges, I feel these are not yet being fully leveraged in product development and investment activities.

**Kigawa** I understand that OKI's manufacturing-based technologies are the very source of its market competitiveness. At a time when many Japanese manufacturers are shifting their focus toward software, there are few companies capable of creating diverse solutions centered on distinctive technologies to enhance corporate value. OKI has steadily built trust by responding accurately to customer needs, but going forward, I believe the key to further growth lies in taking a product-out approach—identifying and shaping latent market needs rather than simply responding to existing demand.



### Pursuing Further Advancement of ROIC Management

**Kawashima** Even before the Tokyo Stock Exchange began calling for management that is conscious of cost of capital and stock price, OKI had already been implementing business operations with a focus on capital efficiency. However, it was only in 2023 that the Company began using ROIC as a defined management indicator, so the initiative is still relatively new. At present, OKI is distinguishing between businesses and divisions where ROIC can be effectively applied and those where it is less relevant, and is examining how effectively ROIC-based management can be practiced. I believe ROIC management will truly take hold under the next management plan, which will begin in April 2026.

**Kigawa** Within OKI, awareness of the importance of indicators that represent capital efficiency—such as ROE and ROIC—is steadily growing. However, I feel the Company is still in the process of determining how best to interpret these figures and translate them into actual business activities. Since ROIC is undeniably an important KPI, it will be essential to develop the next management plan in a way that clearly links initiatives to improve ROIC with business strategies, making those relationships visible and understandable to employees.

**Saito** As Ms. Kawashima pointed out, I feel that ROIC management is still in its early stages. Since the role of ROIC differs by business and by investment project, it is important to establish clear benchmarks and verify OKI's capital efficiency through comparisons with industry peers. In other words, ROIC-focused management is closely tied to the broader management challenge of how to build highly profitable business models. I view ROIC management as a concept that encompasses this entire process—using efforts to improve ROIC as a starting point to drive business model transformation and achieve sustainable enhancement of earning power, specifically through the continuous expansion of the operating income margin.

**Kigawa** I share Mr. Saito's view. The significance of ROIC varies across divisions and businesses, and the expected profit rate differs depending on the level of investment capital allocated. ROIC should be seen as one of the indicators that show whether the Company has built a business portfolio for which customers are willing to pay appropriate value, rather than as an absolute measure of business success or failure. It would be premature to evaluate management solely by setting a Company-wide ROIC target and judging performance on whether it has been achieved or not.

## Roundtable Discussion among Outside Directors

### Building on the Achievements and Challenges of the Current Medium-Term Business Plan to Enter the Next Stage of Growth

**Saito** Under the Medium-Term Business Plan 2025, now in its final year, OKI has sought to break free from the downward trend and steer toward growth by focusing on five key measures: revising its business portfolio; strengthening the functions of sales, technology, and production; creating future businesses; improving its financial foundation and executing effective investments; and practicing sustainability management. Looking at progress to date, overseas expansion is accelerating in businesses other than printers, such as information and telecommunications systems and ATMs for financial institutions. At the same time, innovation initiatives are being fully launched through cross-organizational projects such as Yume Pro and investments in co-creation funds. Overall, I believe the current plan is progressing smoothly and producing numerous positive results.

**Kawashima** While there have been short-term fluctuations in sales and profits, overall business performance under the current plan has remained solid. The key question now is what we do next. The next management plan must be built on a realistic assessment of the business environment, with a focus on creating a plan that is both reliable and executable. As outside directors, we will continue contributing to the formulation of highly effective management and business strategies through appropriate advisory activities. I am confident that the next management plan will be a meaningful one—one that generates unique OKI value across a wide range of fields and embodies, in every aspect of corporate activity, the key message carried forward since the Medium-Term Business Plan 2022, “Delivering OKI to your life.”

**Kigawa** I view the current Medium-Term Business Plan as a milestone for OKI as it moves toward the next stage of growth. It can be considered a period of preparation—one in which every employee looks ahead to the future, builds positive momentum in their work, and lays the groundwork for a leap forward. The next management plan, however, will be fundamentally different from those of the past, shaped by an entirely new mindset. It will take a backcasting approach from the corporate vision OKI aims to realize, clarifying the specific initiatives to be prioritized each year. Moreover, by communicating to shareholders and investors—through tangible progress and results—that OKI is uniting its collective strength and taking on the challenge of growth, the Company will deliver a strong message of determination. I believe this will be one of the key priorities of the next management plan.

### Initiatives to Strengthen the Talent Portfolio

**Kawashima** It has been over seven years since I was appointed as an outside director in 2018, and during this time I have seen significant changes in OKI's approach to human capital and talent development. In the past, it was common practice for employees to build experience within a single department and advance within that same structure—a so-called “silo-based” personnel system. However, as understanding has deepened that the Company needs talent with skills honed across diverse fields to manage the business as a whole, OKI has begun implementing job rotations that transcend organizational units. Opportunities for mid-level managers to interact with outside directors have also increased, allowing for the sharing of management and business perspectives from an external viewpoint. While diversity among employees and organizations may not yet be fully realized, I feel that significant progress has been made.

**Kigawa** I believe OKI's management has a deep understanding of the importance of human capital management and is proactively expanding its talent foundation. The Company is working to develop talent through a multilayered training and education system, while also advancing various initiatives, such as promoting diversity and inclusion, supporting employee growth, and creating a comfortable working environment. Of course, the commitment to putting customers first and working with sincerity is ingrained in employees as part of OKI's DNA—one of the Company's defining strengths. When this is combined with a corporate culture that encourages employees to boldly take on challenges and respects individuality, OKI's talent portfolio will become even more robust, and its organizational capabilities will grow stronger still. I look forward with great expectation to CEO Mori's leadership in making the enhancement of human capital a key management theme.

**Saito** In recent years, OKI has made steady progress in various initiatives related to talent development and utilization, including strategic job rotations and challenging assignments designed to enhance employees' capabilities. Although the results of these efforts may take more time to fully emerge, I sense that steady progress is being made, particularly in the reskilling of senior employees and the capability development of younger generations. Going forward, I believe that active utilization of social media will become increasingly important. By leveraging multiple social media channels to communicate OKI's human capital and technology strategies, the Company can help ensure fair recognition of its true value and, above all, generate positive effects for its recruitment activities.



## Roundtable Discussion among Outside Directors

### Aiming to Become a Corporate Group That Shares and Inspires Dreams

**Kigawa** In today's world—where industries and lifestyles are changing rapidly and new advanced technologies continue to emerge—it is no longer easy for a company to evolve its value creation process on its own. For OKI to continue achieving sustainable growth, it will be essential to build co-creative partnerships with trusted partners, especially in the global market, while swiftly expanding its strengths worldwide. Clinging to a self-reliant approach will only slow down growth. From that standpoint, OKI's investment in co-creation funds, which began in earnest in 2025, represents a groundbreaking initiative for the Company's future. I will continue to fulfill my responsibilities in helping shape a corporate group to which stakeholders can entrust their aspirations and dreams.

**Saito** I recognize that the key management challenge lies in how far OKI can advance its transformation of both management and business. There are several subsidiaries and affiliates with overlapping business domains, and in promoting the One Factory concept, it may become necessary to consider the consolidation or reorganization of production sites. Furthermore, as a company that leads Japan's manufacturing industry, OKI has an important role to play in contributing to the sustainability of both the natural environment and the broader socioeconomic system—by reducing environmental impact throughout its manufacturing processes and addressing the growing needs for building and renewing social infrastructure. As an outside director, I am committed to exploring what the next generation of management and Mono-zukuri (manufacturing) at OKI should look like.

**Kawashima** Today's discussion provided a frank and open exchange of views on OKI's management strategies and governance. I intend to draw on the insights gained here to further enhance management practices. In addition, we will continue to communicate OKI's initiatives and achievements in expanding corporate value to the capital markets and society, striving to ensure fair recognition of OKI's true value that reflects its full potential.



### Message from the Newly Appointed Outside Director

As a professor at Chuo Graduate School of Strategic Management, a business school for working professionals, I am engaged in developing what I call “change leaders.” A change leader is someone who views change not as a threat but as an opportunity—and takes the initiative to turn that change into something meaningful. In this era of unprecedented and rapid transformation, I believe OKI must also foster such change leaders to drive transformation from within if the Company is to truly thrive.



My area of expertise is innovation management, but innovation is not about creating new technologies, it is about creating new value. OKI's corporate philosophy expresses a commitment to offering an enriched life to people around the world through its enterprising spirit. Yet what defines a truly fulfilling and prosperous life—and how it should be realized—varies from person to person and from era to era. That is precisely why OKI must continue to deliver new value that aligns with the times. OKI possesses abundant technological resources and a strong manufacturing heritage. The question is how to translate those strengths into “new value” that can be shared with the world. By drawing on my knowledge and experience in cultivating change leaders and promoting innovation, I hope to contribute to OKI's ongoing growth and development.



**Ryoko Toyama**  
Outside director

## Corporate Governance

### Management — Directors — (As of June 25, 2025)

				
	<b>Takahiro Mori</b>	<b>Teiji Teramoto</b>	<b>Yuichiro Katagiri</b>	<b>Yoichi Kato</b>
Position	Representative Director and CEO	Representative Director and Senior Executive Vice President	Executive Vice President, Member of the Board	Senior Vice President, Member of the Board
Career Summary	<p>Apr. 1988 Joined the Company</p> <p>Nov. 2006 General Manager of Partner Business Department, Domestic Sales Division, OKI Data Corporation</p> <p>Oct. 2017 Director, Deputy Head of Product Development and Business Division, and Head of Office Printing Department, OKI Data Corporation</p> <p>Apr. 2019 Managing Executive Officer, Head of Product Development and Business Division, OKI Data Corporation</p> <p>Oct. 2019 Managing Executive Officer, Head of Product Development and Business Division, and Head of Domestic Sales Division, OKI Data Corporation</p> <p>Apr. 2020 Representative Director and President, OKI Data Corporation, and Executive Officer of the Company</p> <p>Apr. 2021 Executive Officer of the Company and Head of Business Collaboration Division, Components &amp; Platforms Business Group</p> <p>Apr. 2022 COO</p> <p>Jun. 2022 Representative Director and COO</p> <p>Apr. 2023 Representative Director and CEO (current)</p>	<p>Apr. 1985 Joined The Fuji Bank, Ltd. (currently Mizuho Bank, Ltd.)</p> <p>Apr. 2013 Executive Officer, General Manager, Investment Banking Coordination Division, Mizuho Financial Group, Inc. &amp; Mizuho Bank, Ltd.</p> <p>Apr. 2014 Executive Officer, Europe, Middle East and Africa, Mizuho Bank, Ltd.</p> <p>Apr. 2015 Managing Executive Officer, Head of Europe, Middle East and Africa, Mizuho Financial Group, Inc. &amp; Mizuho Bank, Ltd.</p> <p>Apr. 2017 Managing Executive Officer, Mizuho Financial Group, Inc., Managing Executive Officer, Head of Global Corporate Division, Mizuho Bank, Ltd.</p> <p>Apr. 2018 Senior Managing Executive Officer, Head of the Americas, Mizuho Financial Group, Inc. &amp; Mizuho Bank, Ltd.</p> <p>Jul. 2021 Senior Vice President of the Company, Deputy Head of Marketing &amp; Sales Group, Deputy Head of Components &amp; Platforms Business Group</p> <p>Apr. 2023 Executive Vice President</p> <p>Jun. 2023 Executive Vice President, Member of the Board</p> <p>Apr. 2024 Senior Executive Vice President, Representative Director (current), Chief Compliance Officer (current), Chief Financial Officer (current), Chief Human Resources Officer (current), Internal Control Administrator</p>	<p>Apr. 1984 Joined the Company</p> <p>Apr. 2000 Manager, SE Department, Intelligent Transport Systems Division, Systems Solutions Company</p> <p>Apr. 2008 Senior Manager of Business Promoting Department, Government &amp; Public Solutions Division, Systems Solutions Company, Information Systems Business Group, Systems Network Group</p> <p>Apr. 2011 Senior Manager of Intelligent Transport Systems &amp; Safety Systems Department, Public Systems Business Division</p> <p>Apr. 2015 Executive Officer, Deputy Head of Public Systems Business Division, Senior Manager of Next Social Infrastructure Business Planning Taskforce</p> <p>Apr. 2020 Senior Executive Officer, Deputy Head of Solution Systems Business Group</p> <p>Apr. 2022 Senior Vice President, Head of Solution Systems Business Group</p> <p>Apr. 2023 Senior Vice President, Chief Quality Officer (current), Chief Environmental Officer (current), Construction Business Executive Officer (current), and President, OKI Software Co., Ltd. (current)</p> <p>Apr. 2024 Executive Vice President and Head of Cross Industry Business Center</p> <p>Jun. 2024 Executive Vice President, Member of the Board (current)</p> <p>Apr. 2025 Chief Information Officer (current)</p>	<p>Apr. 1987 Joined the Company</p> <p>Apr. 2012 Senior Manager of Engineering Department No.1, Defense Systems Department, Public Systems Business Division</p> <p>Apr. 2015 Senior Manager of Systems Engineering Department No.1, Defense Systems Department, Public Systems Business Division</p> <p>Apr. 2016 Head of Defense Systems Department, ICT Business Group</p> <p>Apr. 2021 Executive Officer, Head of TOKKI Systems Division, Solution Systems Business Group</p> <p>Apr. 2022 Executive Officer, Deputy Head of Solution Systems Business Group, and Head of TOKKI Systems Division</p> <p>Apr. 2023 Senior Executive Officer, Head of TOKKI Systems Division</p> <p>Apr. 2025 Senior Vice President, Chief Technology Officer (current), Head of Technology Division (current)</p> <p>Jun. 2025 Senior Vice President and Member of the Board (current)</p>
Term of Service	3 years	2 years	1 year	—
Number of Shares Held	10,500 ordinary shares	6,300 ordinary shares	6,200 ordinary shares	1,700 ordinary shares

### Skills Matrix





Corporate Management	●			
Marketing	●	●	●	
Technology & Innovation	●		●	●
Human capital Management	●	●		
Global		●		
Finance & Accounting		●		
Legal Affairs & Risk Management	●	●	●	
Manufacture & SCM			●	●

Note: The above list does not represent all knowledge and experience respective individuals have.  
 ● : Required skills for directors that have been acquired as a result of business execution experience at the OKI Group (up to five skills)  
 ○ : Outside experience and specialist knowledge the Company expects in particular



## Corporate Governance

### Management — Directors — (As of June 25, 2025)

				
	<b>Tamotsu Saito</b>	<b>Izumi Kawashima</b>	<b>Makoto Kigawa</b>	<b>Ryoko Toyama</b>
Position	Director <span>Outside</span> <span>Independent</span>	Director <span>Outside</span> <span>Independent</span>	Director <span>Outside</span> <span>Independent</span>	Director <span>Outside</span> <span>Independent</span>
Career Summary	<p>Apr. 1975 Joined Ishikawajima-Harima Heavy Industries Co., Ltd. (currently IHI Corporation)</p> <p>Jun. 2006 Executive Officer, Vice President of Aero-Engine &amp; Space Operations, Ishikawajima-Harima Heavy Industries Co., Ltd.</p> <p>Apr. 2008 Director, Executive Officer, President of Aero-Engine &amp; Space Operations, IHI Corporation</p> <p>Apr. 2011 Executive Vice President, IHI Corporation</p> <p>Apr. 2012 President, Chief Executive Officer, IHI Corporation</p> <p>Apr. 2016 Chairman of the Board, IHI Corporation</p> <p>Jun. 2017 Outside Director, JAPAN POST INSURANCE Co., Ltd.</p> <p>Jun. 2018 Outside Director of the Company (current)</p> <p>Apr. 2020 Director of IHI Corporation</p> <p>Jun. 2020 Advisor of IHI Corporation</p> <p>Jun. 2021 Outside Director of Furukawa Electric Co., Ltd. (current)</p> <p>Jun. 2022 Outside Director, KAJIMA CORPORATION (current)</p> <p>Apr. 2023 Chairman, New Energy and Industrial Technology Development Organization (current)</p> <p>Apr. 2024 Senior Advisor of IHI Corporation (current)</p>	<p>Mar. 1985 Completed Ph.D program without dissertation, Graduate School of Law, Waseda University</p> <p>Apr. 1989 Assistant Professor, Faculty of Economics, Gifu Keizai University</p> <p>Apr. 1996 Professor, Faculty of Law, Senshu University</p> <p>Sep. 2004 Professor, Faculty of Social Sciences, Waseda University (current)</p> <p>Jun. 2016 Outside Director, Oki Electric Cable Co., Ltd.</p> <p>Jun. 2018 Outside Director of the Company (current)</p> <p>Aug. 2023 Outside Director of TAKARA &amp; COMPANY LTD. (current)</p>	<p>Apr. 1973 Joined The Fuji Bank, Ltd. (currently Mizuho Bank, Ltd.)</p> <p>Apr. 2004 Managing Director of Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.)</p> <p>Mar. 2005 Resigned from Mizuho Corporate Bank, Ltd.</p> <p>Nov. 2005 Senior Representative Director of Yamato Holdings Co., Ltd.</p> <p>Apr. 2011 Representative Director, President and Executive Officer of Yamato Holdings Co., Ltd.</p> <p>Jun. 2016 Outside Director of Komatsu Ltd.</p> <p>Apr. 2018 Chairperson of the Board of Directors of Yamato Holdings Co., Ltd.</p> <p>Jun. 2018 Outside Director of Seven Bank, Ltd. (current)</p> <p>Jun. 2019 Outside Director of the Company (current) and Special Advisor of Yamato Holdings Co., Ltd.</p> <p>Apr. 2020 Outside Audit &amp; Supervisory Board Member, The Higo Bank, Ltd.</p> <p>Jun. 2021 Outside Director of The Higo Bank, Ltd. (current)</p> <p>Jun. 2022 External Board Member, ICMG Co., Ltd. (current)</p> <p>Jun. 2023 Associate Director of Yamato Holdings Co., Ltd.</p>	<p>Mar. 1989 Completed the Master's Program at Division of Commerce, Hitotsubashi University Graduate School; Master of Commerce</p> <p>Dec. 1997 Completed the Doctoral Program at School of Business Administration, The University of Michigan; Ph.D.</p> <p>Apr. 2001 Associate Professor, Japan Advanced Institute of Science and Technology (JAIST)</p> <p>Apr. 2008 Professor, Chuo Graduate School of Strategic Management, Chuo University (current)</p> <p>Jun. 2009 Audit &amp; Supervisory Board Member, M3, Inc.</p> <p>Jun. 2016 Outside Director (Audit and Supervisory Committee Member), M3, Inc. Outside Director, Toppan Printing Co., Ltd. (currently TOPPAN Holdings Inc.) (current)</p> <p>Jun. 2025 Outside Director of the Company (current)</p>
Term of Service	7 years	7 years	6 years	—
Number of Shares Held	7,800 ordinary shares	1,500 ordinary shares	1,400 ordinary shares	0 ordinary shares

### Skills Matrix

Corporate Management	○		○	
Marketing	○		○	○
Technology & Innovation	○			○
Human Capital Management	○	○	○	
Global	○			○
Finance & Accounting			○	
Legal Affairs & Risk Management	○	○	○	
Manufacture & SCM	○		○	

Note: The above list does not represent all knowledge and experience respective individuals have.  
 ● : Required skills for directors that have been acquired as a result of business execution experience at the OKI Group (up to five skills)  
 ○ : Outside experience and specialist knowledge the Company expects in particular

## Corporate Governance

### Management — Audit & Supervisory Board Members — (As of June 25, 2025)

					
	<b>Masashi Fuse</b>	<b>Hajime Inoue</b>	<b>Yoshihiro Tsuda</b>	<b>Yasuyuki Oda</b>	<b>Hiroshi Niinomi</b>
Position	Standing Audit & Supervisory Board Member	Standing Audit & Supervisory Board Member	Audit & Supervisory Board Member <span>Outside</span> <span>Independent</span>	Audit & Supervisory Board Member <span>Outside</span> <span>Independent</span>	Audit & Supervisory Board Member <span>Outside</span>
Career Summary	<p>Apr. 1984 Joined the Company</p> <p>Jun. 1994 Oki America Inc.</p> <p>Apr. 2015 Head of Accounting &amp; Control Division of the Company</p> <p>Jun. 2015 Outside Director of SAXA Holdings, Inc.</p> <p>Apr. 2016 Executive Officer of the Company</p> <p>Apr. 2018 Senior Executive Officer, Head of Corporate Management Group</p> <p>Apr. 2019 Head of Legal Affairs &amp; Intellectual Property Division</p> <p>Jun. 2019 Senior Executive Officer and Member of the Board</p> <p>Apr. 2020 Senior Vice President and Member of the Board, Head of Corporate Group, Internal Control Administrator</p> <p>Apr. 2022 Chief Information Officer</p> <p>Apr. 2023 Director and Associate Director</p> <p>Jun. 2023 Audit &amp; Supervisory Board Member (current)</p>	<p>Apr. 1986 Joined the Company</p> <p>Apr. 2002 Senior Manager of VoIP SE Department No.1, Network SE Division, Network Systems Company</p> <p>Apr. 2015 Head of Smart Communication Business Department, Telecom Systems Group</p> <p>Apr. 2016 Head of Platform Development Center, ICT Business Group</p> <p>Apr. 2017 Head of IoT Platform Business Department, ICT Business Group</p> <p>Oct. 2019 Head of Corporate Network Systems Division, ICT Business Group</p> <p>Apr. 2022 Executive Officer, Deputy Head of Solution Systems Business Group and Head of Social Infrastructure Solutions Division</p> <p>Apr. 2023 Executive Officer, Head of Social Infrastructure Solutions Division</p> <p>Apr. 2025 Associate Director</p> <p>Jun. 2025 Audit &amp; Supervisory Board Member (current)</p>	<p>Mar. 1985 Joined Tohatsu Awoki &amp; Co. (currently Deloitte Touche Tohmatsu LLC)</p> <p>Mar. 1988 Registered as Certified Public Accountant</p> <p>Jul. 1993 Detroit Office, Deloitte &amp; Touche (US)</p> <p>Jun. 1998 Appointed as Employee (currently Partner) of Deloitte Touche Tohmatsu</p> <p>Sep. 2002 London Office, Deloitte &amp; Touche (UK)</p> <p>Jun. 2007 Representative Partner of Deloitte Touche Tohmatsu LLC</p> <p>Jul. 2019 Resigned from Deloitte Touche Tohmatsu LLC</p> <p>Aug. 2019 Representative of Yoshihiro Tsuda CPA Office</p> <p>Sep. 2019 Audit &amp; Supervisory Board Member of Oki Data Corporation</p> <p>Feb. 2020 Standing Audit &amp; Supervisory Board Member of Tribeck Strategies Inc. (currently Tribeck Inc.) (current)</p> <p>Jun. 2021 Outside Audit &amp; Supervisory Board Member of PRONEXUS Inc. (current), Outside Audit &amp; Supervisory Board Member of the Company (current)</p>	<p>Apr. 1980 Joined Fujikura Electric Wire Corporation (currently Fujikura Ltd.)</p> <p>May 2006 GM of Finance &amp; Accounting Div., Fujikura Ltd.</p> <p>Apr. 2009 GM of Corporate Planning Div., Fujikura Ltd.</p> <p>Apr. 2013 Executive Officer, GM of Corporate Planning Div., Fujikura Ltd.</p> <p>Jan. 2015 Executive Officer of Fujikura Ltd. and Managing Director of Fujikura Europe Ltd.</p> <p>Jun. 2016 Corporate Auditor of Fujikura Ltd.</p> <p>Jun. 2017 Member of the Board, Chairman of the Audit &amp; Supervisory Committee of Fujikura Ltd.</p> <p>Jun. 2023 President, The Social Welfare Corporation, Fujikura Gakuen (current)</p> <p>Jun. 2024 Outside Audit &amp; Supervisory Board Member of the Company (current)</p>	<p>Apr. 1998 Registered as Attorney with the Tokyo Bar Association</p> <p>Joined Asahi Law Offices (currently Nishimura &amp; Asahi, Foreign Law Joint Enterprise)</p> <p>Jun. 2003 Audit &amp; Supervisory Board Member of Dai-ichi Kangyo Asset Management Co., Ltd. (currently Asset Management One Co., Ltd.)</p> <p>Jan. 2006 Partner of Nishimura &amp; Asahi, Foreign Law Joint Enterprise</p> <p>Jan. 2021 Office Executive Committee Partner of Nishimura &amp; Asahi, Foreign Law Joint Enterprise</p> <p>Jun. 2024 Outside Audit &amp; Supervisory Board Member of the Company (current)</p>
Term of Service	2 years	—	4 years	1 year	1 year
Number of Shares Held	20,700 ordinary shares	1,400 ordinary shares	0 ordinary shares	1,100 ordinary shares	1,500 ordinary shares

### Management — Executive Officers — (As of June 25, 2025)

<b>Takahiro Mori</b>	CEO (Chief Executive Officer), Responsible for Internal Auditing Division	<b>Takashi Inoue</b>	Executive Officer Head of Component Products Division	<b>Masaya Motosugi</b>	Executive Officer Head of TOKKI Systems Division
<b>Teiji Teramoto</b>	Senior Executive Vice President Assistant to the President, Chief Compliance Officer, Chief Financial Officer, Chief Human Resources Officer, Responsible for General Affairs Division, Secretarial Division, Internal Control Management Division, and Legal, Intellectual Property & Risk Management Division	<b>Takashi Itou</b>	Executive Officer Head of Corporate Planning Division, Responsible for Corporate Communication Division and Business Service Center	<b>Kurato Maeno</b>	Executive Officer Head of Electronics Manufacturing Services Division
<b>Yuichiro Katagiri</b>	Executive Vice President Assistant to the President, Chief Information Officer, Chief Quality Officer, Chief Environmental Officer, Chief Construction Business Executive Officer, Responsible for Cross Industry Business Center and Systems Division	<b>Shotaro Nakatsu</b>	Executive Officer Construction Business Executive Officer (Assistant), Head of Enterprise Solutions Division	<b>Kei Kato</b>	Executive Officer Head of Global Marketing Center
<b>Yoichi Kato</b>	Senior Vice President Chief Technology Officer and Head of Technology Division	<b>Akira Ogasawara</b>	Executive Officer Assistant to Chief Financial Officer and Head of Accounting & Finance Division	<b>Hiroe Nakanishi</b>	Executive Officer Head of Human Resources Strategy Division
<b>Hiroshi Nishimura</b>	Senior Vice President Head of Production & Procurement Management Division	<b>Nobuya Suzuki</b>	Executive Officer Construction Business Executive Officer (Assistant), Responsible for Business Promotion Strategy Division, Carrier Network Business Promotion Division, Public Business Promotion Division (Business for Government & Social Infrastructure), Enterprise Business Promotion Division, Industry Business Promotion Division	<b>Naohiro Amamoto</b>	Executive Officer Head of Corporate Strategy Division
				<b>Hiroshi Tanabe</b>	Executive Officer Construction Business Executive Officer (Assistant), Head of Social Infrastructure Solutions Division

# ESG Data

## Environmental

	FY2020	FY2021	FY2022	FY2023	FY2024
<b>Greenhouse gas (GHG) emissions*1 *2</b>					
Scope 1*3 (t-CO <sub>2</sub> )	9,750	9,730	8,490	8,280	7,940
Scope 2 (t-CO <sub>2</sub> )	68,700	65,900	62,400	51,800	46,400
Scope 1+2*3 (t-CO <sub>2</sub> )	78,500	75,600	70,900	60,100	54,400
GHG emission basic unit (Scope 1+2) (t-CO <sub>2</sub> /million yen)	0.200	0.214	0.195	0.163	0.144
Scope 3*3 (t-CO <sub>2</sub> )	1,580,000	1,470,000	1,450,000	1,580,000	1,780,000
<b>Energy consumption*2</b>					
Total (MWh)	444,000	440,000	414,000	354,000	346,000
Amount of introduced renewable energy*4 (MWh)	65	86	6,650	36,700	54,900
<b>Waste</b>					
Total amount of waste*5 (t)	12,800	16,400	13,700	12,400	11,800
Recycling rate*6 (%)	81	86	85	86	86
<b>Water used</b>					
Total amount used*3 (m <sup>3</sup> )	1,729,000	1,789,000	1,761,000	1,660,000	1,625,000
Total amount of wastewater (m <sup>3</sup> )	1,571,000	1,547,000	1,516,000	1,492,000	1,446,000
<b>Amount of chemical substances used*7</b>					
Amount used (t)	552	517	477	359	316
Quantity of emissions (atmosphere/water system) (t)	9	9	6	9	8
Amount transferred (waste/product/sewage) (t)	42	46	36	28	36

\*1 Calculated according to the Greenhouse Gas Protocol Initiative classifications.

\*2 We undergo third-party verification annually, and the data may be subject to revision based on this process. Please check the website below for the most up-to-date data reflecting the third-party verification conducted for fiscal year 2025. (The above data has been revised, including past figures, based on the findings from the third-party verification conducted in fiscal year 2024.)  
<https://www.oki.com/global/sustainability/eco/data/index.html>

\*3 Some past data have been revised to reflect corrections resulting from a review of aggregation and calculation methods.

\*4 The total amount of electricity generated by equipment of OKI's facilities plus the total amount of renewable energy certificates purchased, such as Non-Fossil Certificates and J-Credits.

\*5 Only routine waste from sites included; excludes waste resulting from large-scale construction, relocation, etc.

\*6 Recycling rate = Recycling amount / Total amount of waste (including the valuable sale amount)  
(To properly evaluate Company initiatives as indicated by target values, waste resulting from construction and relocation are excluded regardless of size.)

\*7 Handling volume of major chemical substances related to the PRTR Law (Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof).

## Social

	FY2020	FY2021	FY2022	FY2023	FY2024
<b>Number of employees (numbers in parentheses are for OKI alone)</b>					
Male	12,054 (3,819)	11,400 (4,117)	11,123 (4,077)	10,860 (3,959)	10,554 (3,901)
Female	3,585 (576)	3,450 (643)	3,329 (663)	3,579 (689)	3,352 (711)
<b>Number of temporary workers</b>					
Male	2,444 (461)	2,598 (416)	2,740 (563)	3,016 (708)	3,072 (838)
Female	1,456 (284)	1,604 (289)	1,711 (411)	1,900 (542)	2,010 (645)
<b>Number of employees by region</b>					
Japan	15,639	14,850	14,452	14,439	13,906
Asia and others	12,271	11,992	12,086	11,568	11,369
Americas	2,926	2,600	2,150	2,671	2,400
Europe	120	46	40	36	5
<b>Management gender ratio (numbers in parentheses are for OKI alone)*5 ** (%)</b>					
Male	94.7 (96.7)	94.9 (96.4)	94.3 (96.1)	93.6 (94.9)	93.3 (93.9)
Female	5.3 (3.3)	5.1 (3.6)	5.7 (3.9)	6.4 (5.1)	6.7 (6.1)
<b>Average length of service*1 (years)</b>					
Male	19.5	19.9	19.9	19.6	19.1
Female	19.9	20.6	20.7	20.4	20.0
Average monthly hours of overtime*1 (hours/month)	16.2	15.4	15.1	15.0	14.2
<b>Gender pay gap*1 ** (%)</b>					
All workers	24.93	27.40	26.15	27.56	26.90
Of which, regular employees	–	–	70.0	71.0	72.4
Of which, non-regular employees	–	–	73.2	73.3	73.7
Paid leave usage rate*1 (%)	–	–	67.2	62.5	60.1
Percentage of workers taking childcare leave*1 **4 (%)	54.1	59.8	62.2	67.6	62.2
Male	56.7	63.8	82.9	79.3	102.2
Female	50.6	52.9	81.7	78.6	103.0
Employment rate of persons with disabilities*2 (%)	100.0	116.7	87.5	81.8	100.0
<b>Number of hires (new graduates)*3</b>					
Male	2.45	2.44	2.60	2.72	2.73
Female	266	259	240	287	321
Male	206	196	175	217	238
Female	60	63	65	70	83
<b>Number of hires (mid-career)*3</b>					
Male	36	46	66	114	145
Female	29	41	50	88	113
Male	7	5	16	26	32
<b>Rate of employee turnover*3 (%) (numbers in parentheses are for OKI alone)</b>					
Rate of voluntary employee turnover*3 (%) (numbers in parentheses are for OKI alone)	1.4 (1.3)	1.8 (1.6)	2.4 (2.3)	2.5 (2.6)	2.4 (2.7)
Average annual hours of education and training per employee*1 (hours)	1.2 (1.1)	1.6 (1.5)	2.2 (2.2)	2.3 (2.2)	2.1 (2.6)
Average annual education and training expenses per employee*1 (yen)	15.6	17.0	23.2	20.3	22.8
Health checkup participation rate*1 (%)	64,314	60,644	68,551	76,660	102,942
Incidence rate of occupational accidents*1 *7	100.0	100.0	100.0	100.0	100.0
Severity rate of occupational accidents*1 **8	0.00	0.09	0.00	0.00	0.09
	0.00	0.00	0.00	0.00	0.00

\*1 OKI alone

\*2 Aggregate figure for seven special subsidiary companies in Japan including OKI

\*3 OKI and domestic consolidated subsidiaries

\*4 This figure is calculated based on the provisions of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Act No. 76 of 1991), in accordance with Article 71-4, Item 2 of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Ordinance of the Ministry of Labour No. 25 of 1991), covering the percentage of workers taking childcare leave and leave for childcare purposes.

\*5 The figures presented reflect the results as of the end of each fiscal year. However, for OKI's single-year results in fiscal year 2024, the figures for the female management ratio are based on the target set at the start of the fiscal year under the General Employer Action Plan in accordance with the Act on the Promotion of Women's Active Engagement in Professional Life. Therefore, the figures as of the beginning of fiscal year 2025 are shown.

\*6 Calculated in accordance with the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015).

\*7 Number of casualties due to occupational accidents per million man-hours worked, representing the frequency of occupational accidents.

\*8 Total number of lost workdays per thousand man-hours worked, representing the severity of occupational accidents.

## ESG Data

### Governance

Number of Directors and Audit & Supervisory Board Members	June 2021	June 2022	June 2023	June 2024	June 2025
<b>Number of directors</b>	9	9	8	8	8
Number of outside directors	4	4	4	4	4
(Number of outside directors designated as independent officers)	4	4	4	4	4
Number of female directors	1	1	1	1	2
Number of outside directors with business management experience	2	2	2	2	2
<b>Number of Audit &amp; Supervisory Board members</b>	5	5	5	5	5
Number of outside Audit & Supervisory Board members	3	3	3	3	3
(Number of outside Audit & Supervisory Board members designated as independent officers)	3	3	3	2	2
Number of female Audit & Supervisory Board members	0	0	0	0	0

Board of Directors' Attendance Rate (%)	FY2020	FY2021	FY2022	FY2023	FY2024
<b>Overall attendance rate by directors</b>	100	100	98.2	100	100
<b>Overall attendance rate by Audit &amp; Supervisory Board members</b>	97.5	100	100	100	100

Total Compensation, etc., of Directors and Audit & Supervisory Board Members	FY2020 (no. of applicable executives)	FY2021 (no. of applicable executives)	FY2022 (no. of applicable executives)	FY2023 (no. of applicable executives)	FY2024 (no. of applicable executives)
<b>Directors excluding outside directors (millions of yen)</b>	265 (5)	234 (6)	238 (6)	254 (5)	265 (5)
<b>Audit &amp; Supervisory Board members excluding outside Audit &amp; Supervisory Board members (millions of yen)</b>	46 (2)	46 (3)	46 (2)	46 (3)	46 (2)
<b>Outside directors (millions of yen)</b>	46 (4)	53 (4)	55 (4)	55 (4)	55 (4)
<b>Outside Audit &amp; Supervisory Board members (millions of yen)</b>	17 (4)	24 (3)	27 (3)	27 (3)	27 (5)

\* Total compensation, etc., includes compensation, etc., of directors and Audit & Supervisory Board members who retired at the close of each fiscal year's Ordinary General Meeting of Shareholders.

Cross Shareholdings	FY2020	FY2021	FY2022	FY2023	FY2024
<b>Number of stock brands</b>	84	78	74	65	57
<b>Total value recorded on balance sheet (billions of yen)</b>	355	315	312	410	356

Compliance and Fair Corporate Activities	FY2020	FY2021	FY2022	FY2023	FY2024
<b>Number of incidents related to bribery and corruption</b>	0	0	0	0	0
<b>Number of cases consulted to consultation and reporting contacts*1</b>	41	23	42	25	33
<b>Participation rate of compliance manager training*2 (%)</b>	100	100	100	100	100
<b>Participation rate of workplace compliance training*3 (%)</b>	100	99.9	99.9	99.8	99.9
<b>Corporate donations, lobbying activities, etc., expenditures*4 (millions of yen)</b>	0	0	0	0	0

\*1 OKI and domestic consolidated subsidiaries

\*2 Managers and promoters of OKI and domestic consolidated subsidiaries

\*3 All employees of OKI and domestic consolidated subsidiaries

\*4 OKI alone

### External Evaluations

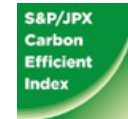
#### ESG Indexes in Which OKI Is Included



**FTSE Blossom  
Japan Index**



**FTSE Blossom  
Japan Sector  
Relative Index**



**2025 CONSTITUENT MSCI JAPAN  
ESG SELECT LEADERS INDEX**

**Morningstar Japan  
ex-REIT Gender  
Diversity Tilt Index**

Notes: 1. FTSE Russell confirms that OKI has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Index and the FTSE Blossom Japan Sector Relative Index. Created by the global index and data provider FTSE Russell, the FTSE Blossom Japan Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Index and the FTSE Blossom Japan Sector Relative Index are used by a wide variety of market participants to create and assess responsible investment funds and other products.  
<https://www.lseg.com/en/ftse-russell/indices/blossom-japan>

2. The inclusion of OKI in any MSCI index, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of OKI by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

#### Evaluations by External Organizations



**CDP Climate  
Change A-  
(OKI)**



**Eruboshi Certification  
(OKI, OKI Crosstech)**



**SPORTS  
YELL  
COMPANY  
2025**

**Sports Yell  
Company  
(OKI)**



**Resilience  
Certification for  
Contribution to  
National Resilience  
(OKI)**



**2025 Certified  
KENKO Investment for  
Health Outstanding  
Organizations  
(OKI, OKI Crosstech)**



**Platinum Kurumin Certification  
(OKI, OKI Circuit Technology)  
Kurumin Certification  
(OKI Software, OKI Crosstech)**



# Financial and Non-Financial Highlights

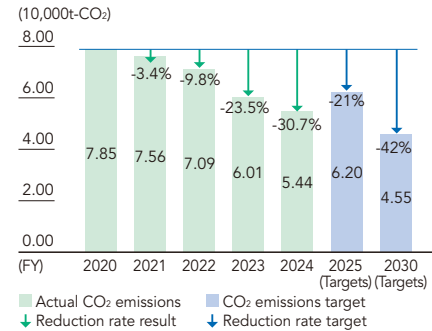
(Billions of yen)

(FY)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Net sales	540.2	490.3	451.6	438.0	441.5	457.2	392.9	352.1	369.1	421.9	452.5
Overseas sales ratio (%)	36.7	33.5	29.1	26.8	22.6	19.7	15.2	15.6	16.5	11.8	11.1
Operating income	32.4	18.6	2.5	7.7	17.5	16.8	8.9	5.9	2.4	18.7	18.6
Profit (loss) attributable to owners of parent	33.1	6.6	4.7	5.9	8.4	14.1	(0.8)	2.1	(2.8)	25.6	12.5
Capital expenditures (tangible/intangible)* <sup>1</sup>	11.5	11.7	14.2	10.3	14.2	19.2	16.3	22.3	18.7	16.0	18.5
Depreciation (tangible/intangible)* <sup>1</sup>	10.8	11.2	13.6	12.2	11.6	11.9	11.8	11.5	11.3	13.2	13.2
R&D expenses	13.8	13.3	10.3	8.4	10.7	10.6	11.2	11.5	9.6	12.5	11.0
Cash flows from operating activities	41.0	(3.6)	42.0	15.6	6.4	32.5	17.4	5.9	(3.1)	24.7	39.3
Cash flows from investing activities	(18.6)	(13.8)	7.6	(10.5)	(12.1)	(3.0)	(13.8)	(17.6)	(17.6)	(14.3)	(19.6)
Free cash flow	22.4	(17.3)	49.6	5.1	(5.7)	29.5	3.6	(11.7)	(20.7)	10.4	19.7
Cash flows from financing activities	(20.7)	11.1	(44.0)	(11.5)	(13.0)	(9.2)	(8.9)	1.7	23.3	(15.7)	(17.9)
<b>At Year-End</b>											
Total assets	439.4	411.8	360.7	371.8	365.5	372.5	371.5	369.2	390.4	423.4	411.0
Interest-bearing debt (including lease obligations)	114.3	130.3	96.7	93.6	93.4	97.7	94.8	100.8	128.6	118.4	105.8
Shareholders' equity	119.6	106.7	96.9	100.2	99.9	106.2	111.4	107.4	99.1	141.2	145.6
<b>Financial Indicators</b>											
Operating income margin (%)	6.0	3.8	0.6	1.8	4.0	3.7	2.3	1.7	0.7	4.4	4.1
Net D/E ratio	0.5	0.8	0.5	0.5	0.7	0.5	0.5	0.6	0.9	0.6	0.5
ROE (%)	31.8	5.8	4.6	6.0	8.4	13.7	(0.8)	1.9	(2.7)	21.4	8.7
Shareholders' equity ratio (%)	27.2	25.9	26.9	26.9	27.3	28.5	30.0	29.1	25.4	33.3	35.4
<b>Per Share Indicators*<sup>2</sup></b>											
Net income (loss) (yen)	40.03	76.10	54.03	67.86	97.16	162.80	(9.47)	23.85	(32.33)	295.93	143.93
Dividend (yen)	5	50	50	50	50	50	20	30	20	30	45

\*<sup>1</sup> Capital expenditures and depreciation up to fiscal year 2015 are for tangible assets only.

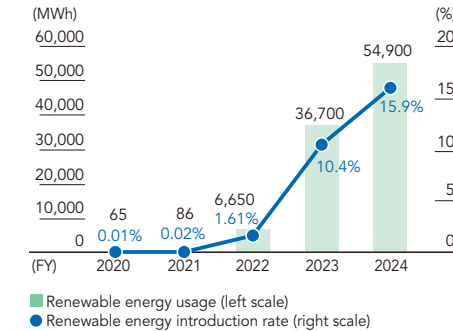
\*<sup>2</sup> With October 1, 2016 as the effective date, we implemented a reverse stock split at a ratio of 1 share for every 10 shares of common stock. Accordingly, the per share indicators above are calculated assuming that the reverse stock split was carried out at the beginning of fiscal year 2015.

## CO<sub>2</sub> Emissions and Reduction Rate from OKI Sites (Compared to FY2020)



Based on the OKI Group Environmental Vision in accordance with the SBT (Science Based Targets for GHG reduction consistent with the Paris Agreement), we have set a target of 42% CO<sub>2</sub> reduction (compared to fiscal year 2020) from our sites in fiscal year 2030 and net zero emissions in 2050, and are promoting initiatives from a medium-to long-term perspective.

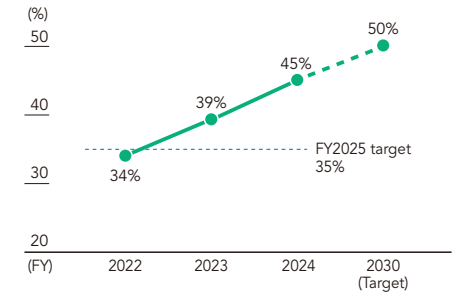
## Renewable Energy Usage and Introduction Rate\*



To achieve the SBT 1.5°C target, we have been promoting thorough energy conservation as well as advancing the introduction of renewable energy. Through measures such as installing solar panels and purchasing renewable energy certificates, including non-fossil certificates, we are working to increase the share of renewable energy in our energy use.

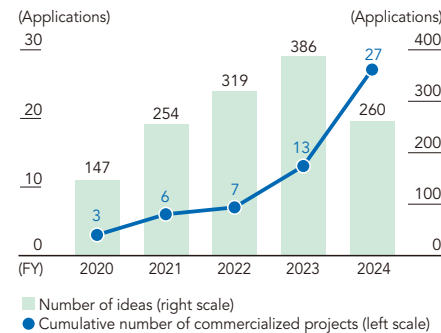
\* Ratio of renewable energy use (MWh) to total energy consumption (MWh)

## Environmentally Contributing Product Net Sales Ratio



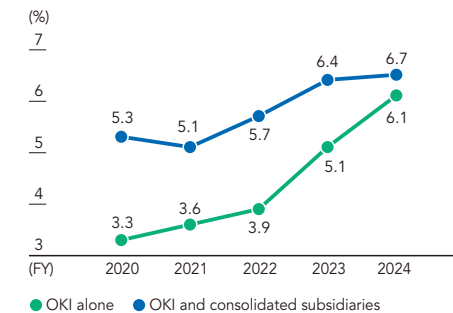
We aim to create and expand environmentally contributing products, including those that address climate change, and are strengthening our environmental initiatives by advancing the integration of the environment and business within the Company. Our target is to have net sales of environmentally contributing products account for 50% of total Group net sales by fiscal year 2030.

## Number of Applications for the Yume Pro Challenge



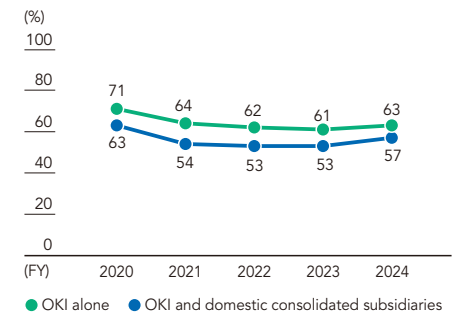
In fiscal year 2024, we placed greater emphasis on shifting from quantity to quality in order to enhance business contribution. By concentrating on themes linked to the Medium-Term Business Plan 2025 and global expansion, advancing cross-organizational proposals to maximize value, and establishing mechanisms for management participation to follow up on them, we are accelerating commercialization to drive sustainable growth and value creation.

## Female Management Ratio



Our target has been to increase the female management ratio to at least 5% (OKI) by April 2026. As of April 1, 2025, the ratio reached 6.1%, achieving the initial target. We will continue our efforts to bring the ratio of female managers in line with the ratio of female employees, and will further strengthen our initiatives to empower female employees.

## Positive Response Rate on the Job Satisfaction Item in Employee Awareness Surveys



Our target is to increase the positive response rate for items related to job satisfaction in the employee awareness survey to 70% (OKI and domestic consolidated subsidiaries) by fiscal year 2025. We are implementing a variety of initiatives aimed at improving the ease of work and job satisfaction for each and every employee.

# Consolidated Balance Sheets [Unaudited]

Ok Electric Industry Co., Ltd. and consolidated subsidiaries  
As of March 31

	Millions of yen		Thousands of U.S. dollars
ASSETS	2025	2024	2025
<b>Current assets:</b>			
Cash and deposits	¥ 36,865	¥ 35,044	\$ 247,416
Notes and accounts receivable, and contract assets	112,215	114,115	753,120
Lease receivables and investments in leases	4,728	5,866	31,731
Finished goods	18,441	17,981	123,765
Work in process	15,122	17,380	101,489
Raw materials and supplies	31,436	35,409	210,979
Other, net	13,187	13,909	88,503
Allowance for doubtful receivables	(118)	(19)	(791)
<b>Total current assets</b>	231,878	239,687	1,556,228
<b>Non-current assets:</b>			
<b>Property, plant and equipment:</b>			
Buildings and structures	25,319	24,951	169,926
Machinery, equipment and vehicles	7,338	8,654	49,248
Tools, furniture and fixtures	8,605	8,845	57,751
Land	16,075	15,979	107,885
Construction in progress	2,948	2,138	19,785
<b>Total property, plant and equipment</b>	60,288	60,569	404,617
<b>Intangible assets</b>	18,153	15,924	121,832
<b>Investments and other assets:</b>			
Investments in securities	38,380	43,336	257,583
Asset for retirement benefits	34,617	37,234	232,328
Other, net	40,523	36,959	271,966
Allowance for doubtful receivables	(12,875)	(10,313)	(86,409)
<b>Total investments and other assets</b>	100,645	107,218	675,469
<b>Total non-current assets</b>	179,086	183,711	1,201,919
<b>Total assets</b>	¥410,965	¥423,399	\$2,758,154

Note: For convenience, figures in U.S. dollars are converted at the approximate exchange rate of 1 U.S. dollar = 149 yen as of March 31, 2025.

	Millions of yen		Thousands of U.S. dollars
LIABILITIES	2025	2024	2025
<b>Current liabilities:</b>			
Notes and accounts payable	¥ 61,429	¥ 64,030	\$ 412,275
Short-term borrowings	41,390	60,012	277,785
Accounts payable - other	22,543	19,757	151,295
Other current liabilities	41,629	44,569	279,389
<b>Total current liabilities</b>	166,992	188,369	1,120,751
<b>Long-term liabilities:</b>			
Long-term borrowings	56,773	50,017	381,026
Lease obligations	4,839	5,119	32,476
Deferred tax liabilities	4,152	5,072	27,865
Liability for retirement benefits	27,100	27,887	181,879
Other long-term liabilities	5,361	5,619	35,979
<b>Total long-term liabilities</b>	98,226	93,715	659,234
<b>Total liabilities</b>	265,219	282,084	1,779,993
<b>NET ASSETS</b>			
<b>Shareholders' equity:</b>			
Capital stock	44,000	44,000	295,302
Additional paid-in capital	18,940	18,960	127,114
Retained earnings	83,501	73,622	560,409
Treasury stock, at cost	(713)	(761)	(4,785)
<b>Total shareholders' equity</b>	145,728	135,820	978,040
<b>Accumulated other comprehensive income:</b>			
Net unrealized holding gain (loss) on other securities	7,769	9,069	52,140
Gain (loss) on deferred hedges	(126)	(10)	(845)
Translation adjustments	(7,301)	(7,020)	(49,000)
Retirement benefits liability adjustments	(448)	3,315	(3,006)
<b>Total accumulated other comprehensive income</b>	(105)	5,353	(704)
<b>Subscription rights to shares</b>	44	73	295
<b>Non-controlling interests</b>	78	65	523
<b>Total net assets</b>	145,745	141,314	978,154
<b>Total liabilities and net assets</b>	¥410,965	¥423,399	\$2,758,154

# Consolidated Statements of Income [Unaudited]

Oki Electric Industry Co., Ltd. and consolidated subsidiaries  
Years ended March 31

	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
Net sales	¥452,457	¥421,854	\$3,036,624
Cost of sales	339,096	316,443	2,275,812
<b>Gross profit</b>	113,361	105,411	760,812
Selling, general and administrative expenses	94,733	86,718	635,791
<b>Operating income</b>	18,627	18,692	125,013
Non-operating income			
Interest income	1,175	1,094	7,885
Dividend income	1,438	1,401	9,651
Foreign exchange gain	–	500	–
Dividend income of insurance	397	418	2,664
Other	609	1,153	4,087
Total non-operating income	3,620	4,569	24,295
Non-operating expenses			
Interest expenses	2,289	2,289	15,362
Foreign exchange losses	1,397	–	9,375
Other	1,752	2,678	11,758
Total non-operating expenses	5,439	4,967	36,503
<b>Ordinary income</b>	16,808	18,293	112,805
Extraordinary income			
Gain on sale of investment securities	1,448	1,390	9,718
Total extraordinary income	1,448	1,390	9,718
Extraordinary loss			
Loss on sale and disposition of fixed assets	690	1,481	4,630
Loss on impairment of fixed assets	1,834	–	12,308
Extra retirement payments	528	–	3,543
Total extraordinary loss	3,052	1,481	20,483
<b>Profit before income taxes</b>	15,205	18,202	102,046
Income taxes			
Current	3,417	3,562	22,932
Deferred	(705)	(11,014)	(4,731)
Total income taxes	2,711	(7,452)	18,194
<b>Profit</b>	12,493	25,654	83,845
Profit attributable to non-controlling interests	13	5	87
<b>Profit attributable to owners of parent</b>	¥ 12,479	¥ 25,649	\$ 83,751

# Consolidated Statements of Comprehensive Income [Unaudited]

Oki Electric Industry Co., Ltd. and consolidated subsidiaries  
Years ended March 31

	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
<b>Profit</b>	¥12,493	¥25,654	\$83,845
Other comprehensive income			
Net unrealized holding gain (loss) on other securities	(1,298)	7,988	(8,711)
Gain (loss) on deferred hedges	(115)	21	(771)
Translation adjustments	(276)	1,325	(1,852)
Retirement benefits liability adjustments	(3,763)	8,788	(25,255)
Share of other comprehensive income of entities accounted for using equity method	(1)	3	(6)
Total other comprehensive income	(5,455)	18,128	(36,610)
<b>Comprehensive income</b>	¥7,037	¥43,783	\$47,228
Comprehensive income attributable to:			
Owners of the parent	¥7,020	¥43,773	\$47,114
Non-controlling interests	¥17	¥10	\$114

# Consolidated Statements of Changes in Net Assets [Unaudited]

Okii Electric Industry Co., Ltd. and consolidated subsidiaries  
Years ended March 31

(Millions of yen)

	Shareholders' equity					Accumulated other comprehensive income					Subscription rights to shares	Non-controlling interests	Total net assets
	Capital stock	Additional paid-in capital	Retained earnings	Treasury stock, at cost	Total shareholders' equity	Net unrealized holding gain (loss) on other securities	Gain (loss) on deferred hedges	Translation adjustments	Retirement benefits liability adjustments	Total accumulated other comprehensive income			
Balance at March 31, 2023	¥44,000	¥18,994	¥49,705	¥(841)	¥111,858	¥1,077	¥(32)	¥(8,341)	¥(5,473)	¥(12,770)	¥121	¥69	¥99,279
Dividends from surplus			(1,732)		(1,732)								(1,732)
Profit attributable to owners of parent			25,649		25,649								25,649
Purchases of treasury stock				(2)	(2)								(2)
Disposition of treasury stock		(33)		81	47								47
Net changes in items other than shareholders' equity during the term						7,991	21	1,321	8,788	18,124	(47)	(3)	18,072
Net changes during the term	—	(33)	23,916	79	23,962	7,991	21	1,321	8,788	18,124	(47)	(3)	42,035
Balance at March 31, 2024	<b>44,000</b>	<b>18,960</b>	<b>73,622</b>	<b>(761)</b>	<b>135,820</b>	<b>9,069</b>	<b>(10)</b>	<b>(7,020)</b>	<b>3,315</b>	<b>5,353</b>	<b>73</b>	<b>65</b>	<b>141,314</b>
Dividends from surplus			(2,600)		(2,600)								(2,600)
Profit attributable to owners of parent			12,479		12,479								12,479
Purchases of treasury stock				(1)	(1)								(1)
Disposition of treasury stock		(20)		50	29								29
Net changes in items other than shareholders' equity during the term						(1,299)	(115)	(280)	(3,763)	(5,459)	(29)	12	(5,476)
Net changes during the term	—	(20)	9,879	48	9,907	(1,299)	(115)	(280)	(3,763)	(5,459)	(29)	12	4,431
Balance at March 31, 2025	<b>¥44,000</b>	<b>¥18,940</b>	<b>¥83,501</b>	<b>¥(713)</b>	<b>¥145,728</b>	<b>¥7,769</b>	<b>¥(126)</b>	<b>¥(7,301)</b>	<b>¥(448)</b>	<b>¥(105)</b>	<b>¥44</b>	<b>¥78</b>	<b>¥145,745</b>

(Thousands of U.S. dollars)

	Shareholders' equity					Accumulated other comprehensive income					Subscription rights to shares	Non-controlling interests	Total net assets
	Capital stock	Additional paid-in capital	Retained earnings	Treasury stock, at cost	Total shareholders' equity	Net unrealized holding gain (loss) on other securities	Gain (loss) on deferred hedges	Translation adjustments	Retirement benefits liability adjustments	Total accumulated other comprehensive income			
Balance at March 31, 2024	<b>\$295,302</b>	<b>\$127,248</b>	<b>\$494,107</b>	<b>\$(5,107)</b>	<b>\$911,543</b>	<b>\$60,865</b>	<b>\$(67)</b>	<b>\$(47,114)</b>	<b>\$22,248</b>	<b>\$35,926</b>	<b>\$489</b>	<b>\$436</b>	<b>\$948,416</b>
Dividends from surplus			(17,449)		(17,449)								(17,449)
Profit attributable to owners of parent			83,751		83,751								83,751
Purchases of treasury stock				(0)	(0)								(0)
Disposition of treasury stock		(134)		335	194								194
Net changes in items other than shareholders' equity during the term						(8,718)	(771)	(1,879)	(25,255)	(36,637)	(194)	80	(36,751)
Net changes during the term	—	(134)	66,302	322	66,489	(8,718)	(771)	(1,879)	(25,255)	(36,637)	(194)	80	29,738
Balance at March 31, 2025	<b>\$295,302</b>	<b>\$127,114</b>	<b>\$560,409</b>	<b>\$(4,785)</b>	<b>\$978,040</b>	<b>\$52,140</b>	<b>\$(845)</b>	<b>\$(49,000)</b>	<b>\$(3,006)</b>	<b>\$(704)</b>	<b>\$295</b>	<b>\$523</b>	<b>\$978,154</b>



# Consolidated Statements of Cash Flows [Unaudited]

Ok Electric Industry Co., Ltd. and consolidated subsidiaries  
Years ended March 31

	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
<b>Cash flows from operating activities:</b>			
Profit before income taxes	¥15,205	¥18,202	\$102,046
Depreciation	14,978	14,201	100,523
Loss on impairment of fixed assets	1,834	228	12,308
Increase (decrease) in provisions	3,207	(7,681)	21,523
Interest and dividend income	(2,614)	(2,496)	(17,543)
Interest expenses	2,289	2,289	15,362
Loss (gain) on sale of investment securities	(1,406)	(1,389)	(9,436)
Loss (gain) on disposal of non-current assets	659	1,413	4,422
Decrease (increase) in trade receivables	1,648	(12,379)	11,060
Decrease (increase) in inventories	5,814	8,439	39,020
Increase (decrease) in trade payables	(2,822)	(3,779)	(18,939)
Other, net	3,962	8,175	26,590
Subtotal	42,755	25,223	286,946
Interest and dividends received	1,585	1,556	10,637
Interest paid	(2,252)	(2,220)	(15,114)
Income taxes paid or refunded	(2,827)	162	(18,973)
<b>Net cash provided by (used in) operating activities</b>	<b>39,261</b>	<b>24,721</b>	<b>263,496</b>
<b>Cash flows from investing activities:</b>			
Purchase of property, plant and equipment	(10,503)	(12,195)	(70,489)
Purchase of intangible assets	(6,339)	(4,788)	(42,543)
Proceeds from sale of investment securities	5,064	2,928	33,986
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	–	1,199	–
Purchase of long-term prepaid expenses	(7,881)	(1,004)	(52,892)
Other payments	(758)	(663)	(5,087)
Other proceeds	784	189	5,261
<b>Net cash provided by (used in) investing activities</b>	<b>(19,634)</b>	<b>(14,335)</b>	<b>(131,771)</b>

	Millions of yen		Thousands of U.S. dollars
	2025	2024	2025
<b>Cash flows from financing activities:</b>			
Net increase (decrease) in short-term borrowings	(13,392)	(32,249)	(89,879)
Proceeds from long-term borrowings	25,000	44,250	167,785
Repayments of long-term borrowings	(23,276)	(21,645)	(156,214)
Dividends paid	(2,586)	(1,726)	(17,355)
Repayments of lease liabilities	(3,650)	(4,403)	(24,496)
Other, net	44	65	295
<b>Net cash provided by (used in) financing activities</b>	<b>(17,861)</b>	<b>(15,709)</b>	<b>(119,872)</b>
Effect of exchange rate change on cash and cash equivalents	49	2,246	328
Net increase (decrease) in cash and cash equivalents	1,814	(3,076)	12,174
Cash and cash equivalents at beginning of period	34,422	37,498	231,020
<b>Cash and cash equivalents at end of period</b>	<b>¥36,237</b>	<b>¥34,422</b>	<b>\$243,201</b>

# Shareholder Information

## Number of Shares (As of March 31, 2025)

Authorized: 240,000,000  
 Issued: 87,217,602  
 (Including 507,427 treasury stock)

## Administrative Agent for the Company's Shareholder Register

Mizuho Trust & Banking Co., Ltd.

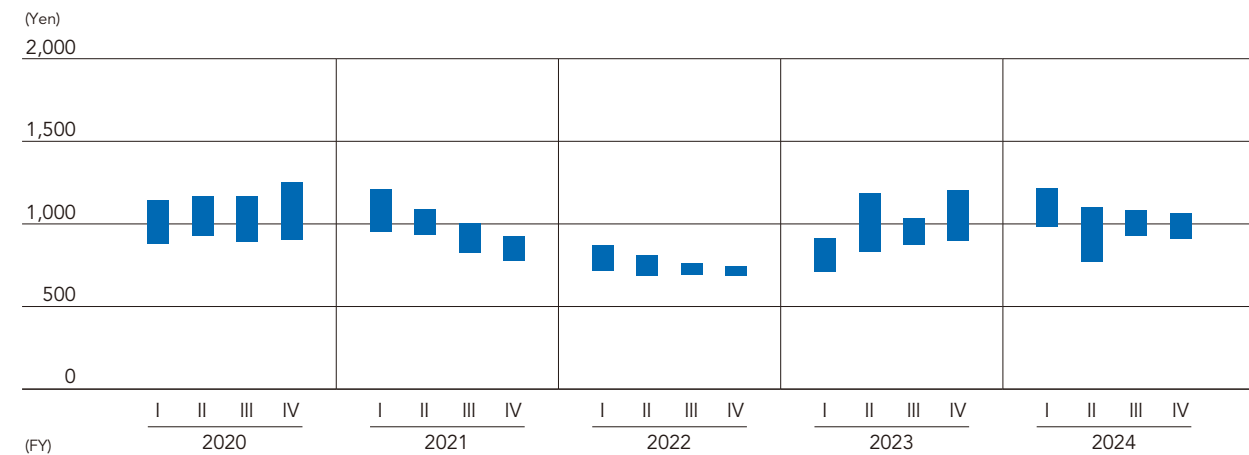
## Number of Shareholders (As of March 31, 2025)

63,184

## Stock Exchange Listing

Prime Market of the Tokyo Stock Exchange  
 Securities Code: 6703

## Common Stock Price Range on the Tokyo Stock Exchange

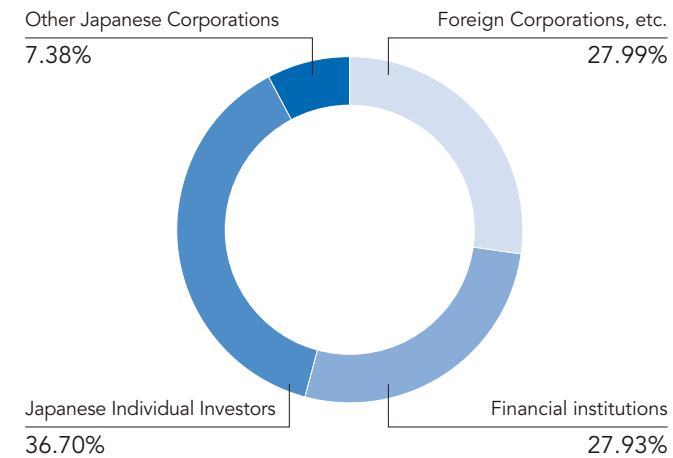


## Major Shareholders (As of March 31, 2025)

Major Shareholders (Top 10)	Number of Shares Held	Percentage of Shares Held
The Master Trust Bank of Japan, Ltd. (trust account)	13,385,000	15.44
Custody Bank of Japan, Ltd. (trust account)	4,999,700	5.77
Oki Denki Group Employees' Shareholdings Committee	2,149,961	2.48
STATE STREET BANK AND TRUST COMPANY 505001	1,778,804	2.05
BNYM AS AGT/CLTS 10 PERCENT	1,721,400	1.99
Mizuho Bank, Ltd.	1,419,648	1.64
Meiji Yasuda Life Insurance Company	1,400,097	1.61
STATE STREET BANK AND TRUST COMPANY 505223	1,273,637	1.47
STATE STREET BANK WEST CLIENT- TREATY 505234	1,211,893	1.40
JP MORGAN CHASE BANK 385781	1,167,883	1.35

Note: The percentage of shares held is calculated after excluding 507,427 shares of treasury stock.

## Distribution of Shareholders (As of March 31, 2025)



# Company Information

## Profile (As of April 1, 2025)

Company Name	Ok Electric Industry Co., Ltd.
Founded	1881
Company Established	November 1, 1949
Capital Stock	44,000 million yen
Employees	13,906 (Consolidated) 4,612 (Non-consolidated) (As of March 31, 2025)
Representative Director and CEO	Takahiro Mori
Head Office	1-7-12 Toranomom, Minato-ku, Tokyo 105-8460, Japan
Phone	+81-3-3501-3111
URL	<a href="https://www.oki.com/">https://www.oki.com/</a>

## Contact for Further Information

**Ok Electric Industry Co., Ltd.**

**Corporate Planning Division**  
**Sustainability Promotion Department**

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Sustainability: <https://www.oki.com/global/sustainability/>

Investor Relations: <https://www.oki.com/global/ir/>