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## INNOVATION MANAGEMENT SYSTEM

OKI introduced the Innovation Management System (IMS) "Yume Pro" in 2017, prior to the publication of international standard ISO 56002, and is conducting innovation creation activities. The purpose of this system is to organically work on our leadership, vision, plan, support structure, innovation creation activities, and evaluation/improvement based on our organization's situation while also increasing the level of maturity of innovations. "Full participation innovation" that utilizes this system contributes to the resolution of the seven social issues raised in Medium-Term Business Plan 2022.

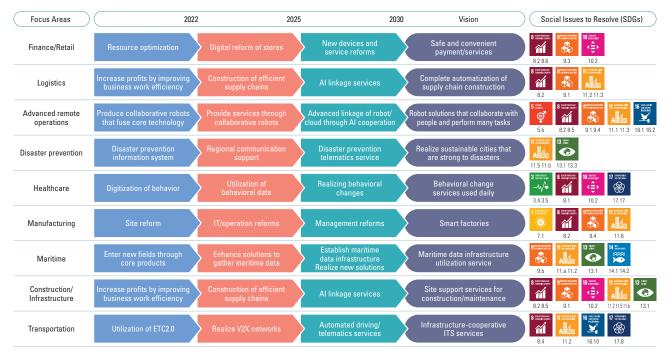
## Aim for Full Participation Innovation

In December 2020, OKI declared that it would promote "full participation innovation" that incorporates IMS "Yume Pro" as the company-wide management system, and that in fiscal year 2022, it would become an "IMS Ready" company that has implemented systems for innovation generation across the entire Group. In April 2021, OKI established a company-wide project to standardize the processes and procedures. We are conducting trials of processes corresponding to ISO 56002's "Identify opportunities," "Create concepts," "Validate concepts," "Develop solutions," and "Deploy solutions" and are feeding the results back to the standards. OKI also continued and strengthened innovation education, having held tutorial for 3,124 total people across the Group by fiscal year 2020. OKI plans for 6,000 people, or around half of the total number of Group employees in Japan, to have taken this tutorial by the end of fiscal year 2022. In order to continue producing new businesses based on the IMS process, OKI has held the "Yume Pro Challenge" every year from 2018. This is a business idea contest that aims to craft actual businesses from ideas. In fiscal year 2020, there were 147 entries across the entire Group.

## Announcing the Innovation Strategy until 2030

In January 2021, OKI announced its "Innovation Strategy" that aims to generate businesses for the medium- and long-term until 2030. This presented a roadmap for the vision of each business field as the "opportunities intent" in ISO 56002. OKI broke down the specific actions to resolve the seven social issues in Medium-Term Business Plan 2022 as nine areas of focus. It defines these actions as innovation roadmaps aligned with Yume Pro processes. With all of us steadily making progress on initiatives in this strategy while staying attuned to the needs of our customers, OKI will achieve the vision in the Medium-Term Business Plan and realize the goal of "Delivering OK! to your life."

OKI's Innovation Management System "Yume Pro" https://www.oki.com/en/yume\_pro/



List for innovation roadmaps in areas of focus