

## CORPORATE BROCHURE

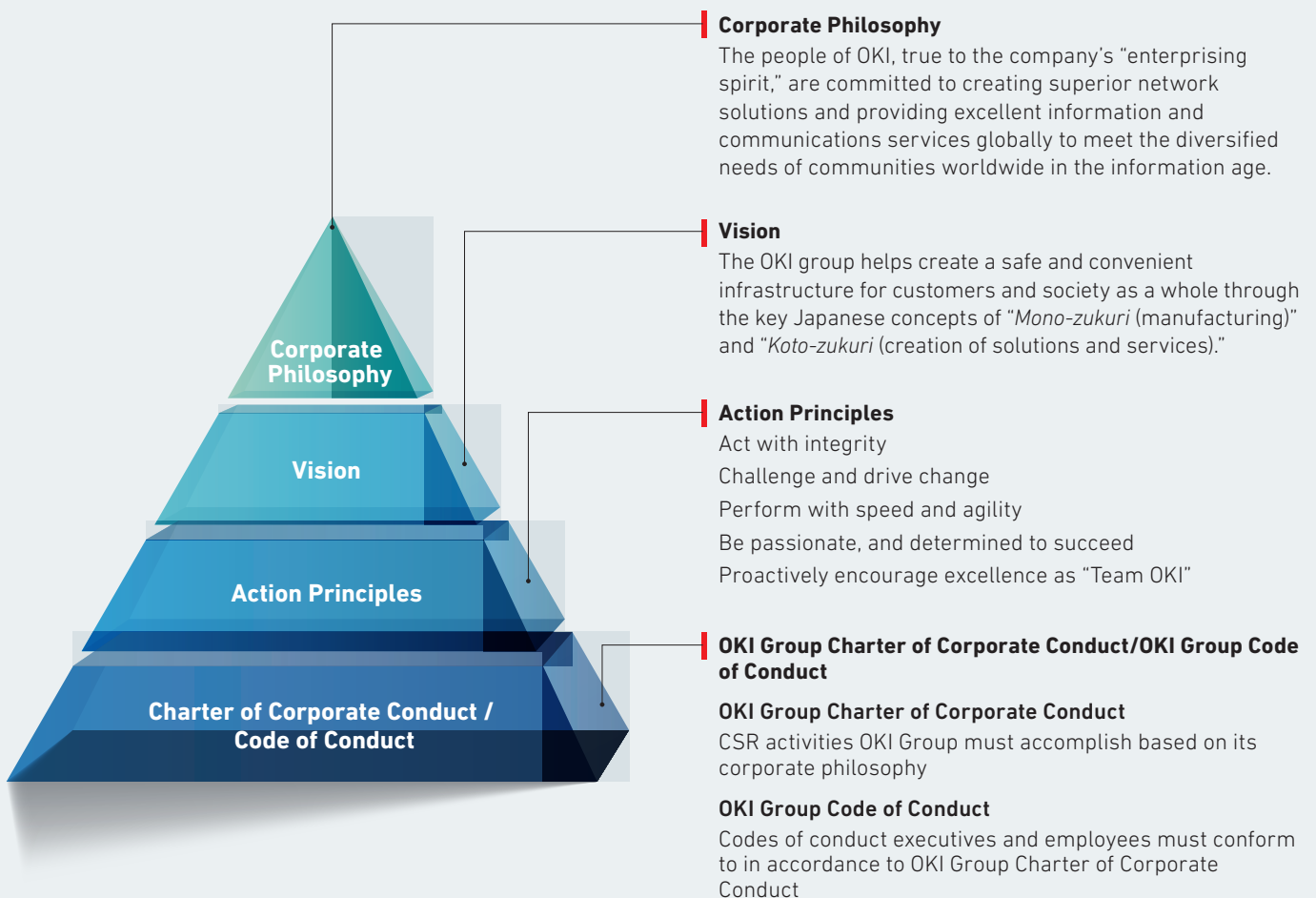


## Since 1881

### Helping to solve social issues with “enterprising spirit”

OKI was established in 1881 as Japan's first telecommunication equipment manufacturer. Today, we are working to solve a host of social issues following our corporate philosophy. This philosophy embodies our founder's spirit to proactively tackle the challenges of new frontiers, which at the time of our founding was telephone manufacturing.

#### OKI Group Values



## We will solve social issues with the key message of “Delivering OK! to your life.” through mission-critical Mono-zukuri and Koto-zukuri.

Since our inception, OKI has always identified issues faced by our customers on their frontline and helped address them by providing products and services that support mission-critical social infrastructure over its 140 year history. We believe that delivering safety and peace of mind to customers and gaining the trust of stakeholders through these activities forms the foundation for enhancing corporate value.

As a company “Delivering OK! to your life.” for many years, OKI’s vision is to provide value that solves social issues in three specific fields of contribution; namely, safe and convenient social infrastructure, job satisfaction and productivity enhancement, and conservation of global environment, by 2031, our 150th anniversary.

To achieve this, we launched Medium-Term Business Plan 2025 in April 2023 seeking to realize sustainable growth and enhance corporate value by steering toward new areas of growth while strengthening our ability to adapt to changing environments. Along with practicing sustainability management following our material issues (materiality), we will utilize OKI’s strengths in edge technologies and know-how to not only grow our existing business footprint, but also actively tap into new areas where growth is anticipated to create businesses of the future.

OKI stands committed to creating and providing new value underpinning a society where everyone can live safely, in order to solve social issues in the fields where the OKI Group contributes under the key message “Delivering OK! to your life.”

We look forward to your continued support and guidance as we move forward.



**Takahiro Mori**

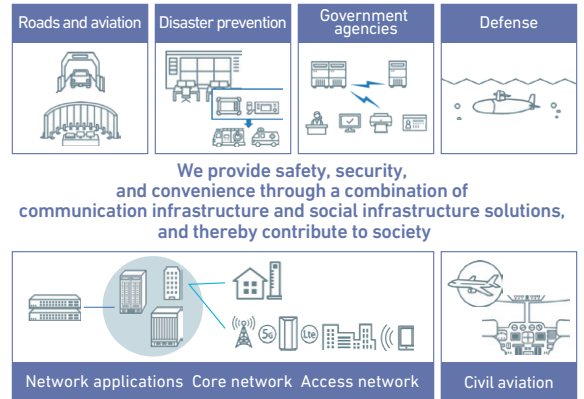
*Representative Director and CEO*

*T. Mori*

## Public Solutions

### Mission-critical solutions underpinning social infrastructure

The Public Solutions segment delivers safety, security and convenience through mission-critical solutions that greatly benefit society. Additionally, we provide platforms customized for the operations of our customers in social infrastructure utilizing our technologies and expertise in radios, sensing, data analysis and prediction.



## Vision

### Safe and convenient social infrastructure



We provide services that “visualize” the condition of structures based on installed sensor information, contributing to social infrastructure through remote monitoring.

### Conservation of global environment



We contribute to the preservation of the global environment through data utilization by reducing CO<sub>2</sub> emissions with the elimination of traffic congestion by facilitating traffic flow as well as protecting marine life by monitoring marine noise.

### Job satisfaction and productivity enhancement



We contribute to solving labor shortages and improving operational efficiency by providing highly convenient solutions for public service operations.

## Main products and solutions



### Road systems

ETC and collection/analysis/forecasting of probe-based transportation information, etc.



### Aviation systems

Air traffic control, etc.



### Firefighting and disaster prevention systems

Firefighting command radios and municipal response radios, etc.



### Public sector systems

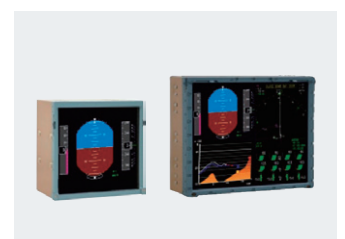


### Networks from terminal to backbone (CenterStage and 5G routers)



### Measurement Barge (SEATEC NEO)

For defense and marine measurement applications



### Cockpit displays for commercial aviation

## Enterprise Solutions

### Solutions and services that help address labor shortages and improve operational efficiency

The Enterprise Solutions segment delivers secure and convenient solutions and services utilizing an integrated value chain. These include design, development and manufacturing of mechatronics, solutions including mechatronics and networks, along with recurring services for ATM operation and monitoring using full outsourcing from installation to construction and maintenance. With the trend toward cashless, paperless and other digitalization, OKI harnesses its strength in mechatronics technology to help address labor shortages and improve customers' operational efficiency with its product lineup empowering the automation or self-serve functions of stores and other facilities. Based on our experience with ATMs, we also offer services for recurring business models in other markets including public, medical care, transport, traffic, and distribution.



## Vision

### Job satisfaction and productivity enhancement



We contribute to job satisfaction by helping to resolve labor shortages with products that enable automation and self-service, and by enabling customers to use the resulting freed-up time to focus on their core job duties.

### Conservation of global environment



We contributed to the environment through products with reduced electricity consumption and reduction of CO<sub>2</sub> emissions at factories. Preventive and predictive maintenance through outsourcing of operations and remote monitoring reduces the number of trips made to onsite locations and contributes to the reduction of environmental impact in operational scenarios as well.

### Safe and convenient social infrastructure



By providing remote monitoring and operation for edge devices such as ATMs, we ensure their operation along with peripheral systems, helping maintain safe and convenient social infrastructure.

## ● Main products and solutions

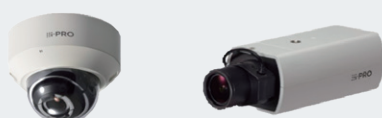
### Sales branch and centered-administration systems



### Online and smartphone applications



### Network solutions



### Financial Institution

Sales branch and centered-administration systems  
(ATMs, SmartCashStation, bank branch systems, cash handling equipment)  
Online and smartphone applications  
Network solutions (video surveillance, network security)



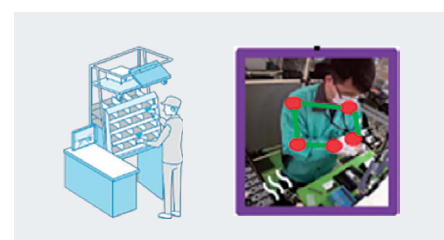
### Retail

Cash handling systems  
(cash dispensers, coin conversion machines, etc.)



### Passenger Transportation

Self-service baggage check-in machines, self-tagging machines, self-check-in terminals, ticket reservations and issuing terminals, railway ticketing systems, etc.



### Manufacturing

Projection assembly system, behavioral analysis, etc.



## Component Products

### Components for sensing, AI, communications and output that contribute to society

The Component Products segment provides edge devices that contribute to solving social issues such as deteriorating infrastructure and labor shortages using the latest technologies such as AI, in addition to OKI's long-established sensing and communication technologies. Furthermore, the segment provides communication products utilizing voice, video and text that enhance customer business productivity by improving the way they work and communicate as well as printers that are tough and take up less space for operation. The segment is responsible for offering other business segments with the products that make OKI's solutions possible, while also providing a wide range of products to customers around the world through direct sales channels, indirect sales channels and the OEM business.



## Vision

### Job satisfaction and productivity enhancement



In business communication, we utilize telephony functions to transform approaches to work and customer contact points. In the area of printers, we contribute to improve frontline productivity and business innovation by utilizing toughness, space-saving, and simple designs.

### Safe and convenient social infrastructure



### Conservation of global environment



Edge devices support safe and convenient social infrastructure. We contribute to maintaining social infrastructure to combat the effects of climate change with not only remote monitoring of traffic conditions and structures using AI analysis technology, but also power visualization harnessing sensor networks that are easily and efficiently connected.

### ● Main products and solutions



#### Business communication

Contact centers, PBX, and business phones



#### Printers

Miscellaneous monochromatic/color printers, compact ticket and label printers, high-speed specialty color printers, etc.



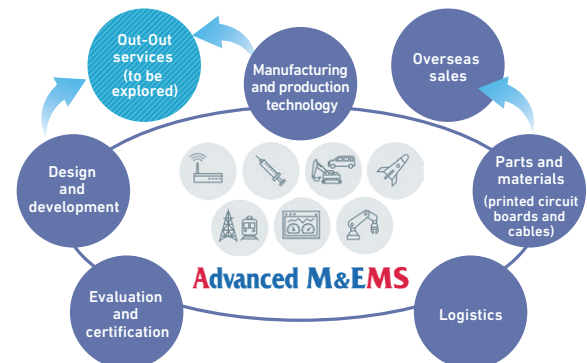
#### Edge devices

AI edge computers, 920 MHz band multi-hop wireless and Zero Energy IoT Series

## EMS

### One-stop comprehensive manufacturing services from design to manufacturing and reliability testing

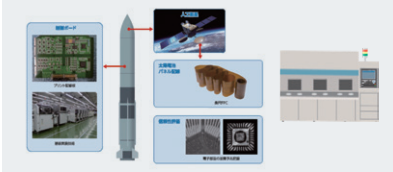
The EMS segment, comprised mainly of the electronics manufacturing services (EMS), components and engineering businesses, provides comprehensive manufacturing services spanning from design to manufacturing and reliability testing. Capitalizing on OKI's strengths in communication and mechatronics technologies, the segment focuses on manufacturing high quality products of variable types and quantities in the fields of industrial measurements as part of social infrastructure, as well as medical care and aerospace. The segment also addresses customer needs flexibly by providing design, parts and assembly including PCBs and cables, along with peripheral services including engineering. As a "manufacturing platformer" that supports the manufacturing aspects of customers' products, we help customers resolve their production challenges.



Comprehensive Manufacturing Service

## Vision

### Safe and convenient social infrastructure



We contribute to the realization of safe and convenient social infrastructure through the production of customer products in high-end areas that require high quality standards.

### Conservation of global environment



We contribute to the conservation of the global environment by promoting the collection and recycling of used electrode wires and other products, as well as actively working to conserve energy at our own factories to realize sustainable manufacturing.

### Job satisfaction and productivity enhancement



We contribute to job satisfaction and productivity enhancement by proactively developing and rolling out automation technology, raising productivity, and realizing a better working environment.

### Coverage area of services



ICT devices



Measurement devices



Industrial equipment



Medical devices



Aerospace and onboard automotive electronics

## Technology Strategy

Learn more

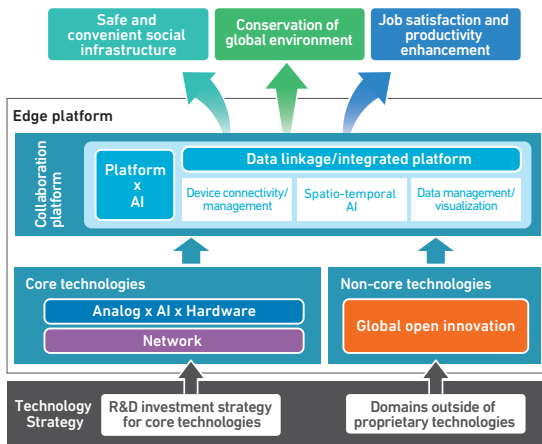
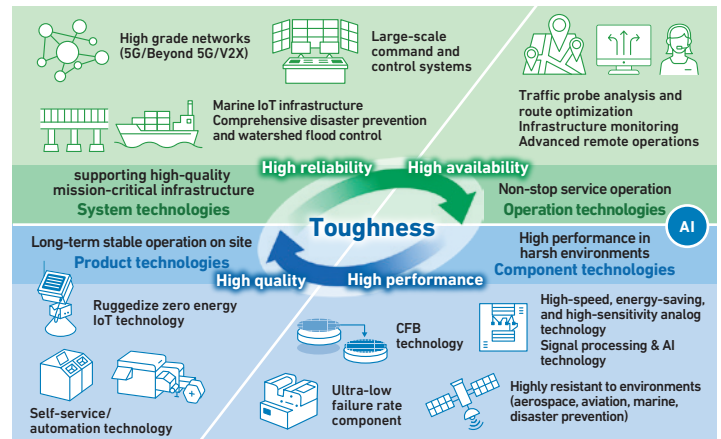


### Toughness as an OKI's Core Competency

The OKI Group possesses advanced technologies that realize sustained/unstopping social infrastructure. We call this core competency, which offers strengths across the entire value chain of technological development, "toughness."

In addition to creating highly reliable and available products and services, we also use component technology to achieve high performance through AI and signal processing that can withstand a variety of environments. Our operation technology increases availability and enables the advanced use of the enormous amount of data linked to infrastructure services generated every day. In this way, we define our technology strategy as further expanding our strengths in the technologies that make up our toughness.

### Toughness as a Core Competency



### Edge Platform

Our edge platform is a technology concept for delivering solutions to various customer challenges promptly that aims to expand value propositions by combining and connecting the strengths of OKI's technologies in the "edge" cultivated over many years.

In an effort to accelerate the growth of our edge platform, we will develop our strengths in collaboration with global research institutes for the core technologies in which OKI excels and harness global open innovation activities with startups, in addition to own technologies, for technologies that should be complemented. OKI will advance technological innovation through its edge platform and deliver sustainable, safe, and convenient social infrastructure.

### Utilization of Generative AI

OKI is taking a multifaceted approach to generative AI technology. In order to build strengths for future businesses, we are researching multimodal generative AI technology that supports diverse time series data generated by the edge domain. In addition, to efficiently and accurately use ever-evolving large language model (LLM), we are also conducting research on vectorization of various data and advanced linkage architectures with surrounding data.

Moreover, we are developing an LLM service that enables all OKI Group employees to safely utilize internal data in order to promote the automation of a wide variety of internal and external operations, which has proved challenging in the past. We are now working to incorporate LLM into specific business applications, while improving all employees' literacy of AI utilization.

### Examples of Generative AI Utilization

Concierge	<b>Mitigation of correspondence workload:</b> Transcription of conversations into text in real time, automatic searches for relevant knowledge, and presentation of suggested answers After correspondence, automatic summarization of the content of the conversation and registration in the database.
	<b>Automated Q&amp;A correspondence from the web:</b> Automatic interpretation of questions and provision of easy-to-understand answers with appropriate reference to relevant terms and conditions.
Idea generation	<b>Idea discovery support:</b> Tree of extraction ideas in brainstorming, automatic generation of ideas, further expansion and stimulation of discussions
	<b>Improvement of the efficiency of new business planning:</b> In-depth exploration and presentation of information on markets, companies, technologies, etc. related to the description of the business model canvas
Document aids	<b>Improvement of the efficiency of report and knowledge accumulation:</b> Automatic generation of reports from various records, conversation records, etc.
	<b>Streamlining of contract related work:</b> Checking of important contract elements and completeness and automatic detection of issues



## Global Expansion Initiatives

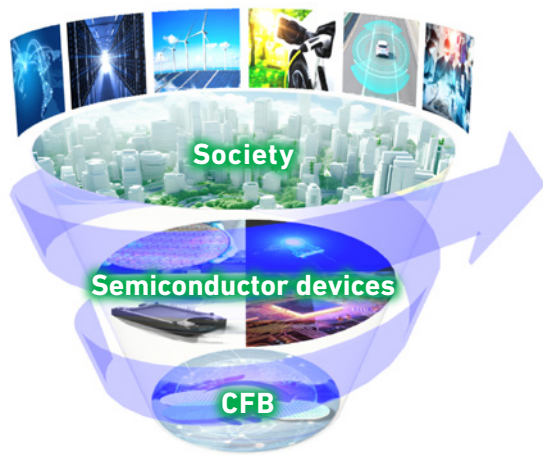
OKI has set a goal for restarting its overseas business in Medium-Term Business Plan 2025. Toward this end, we are taking actions such as the establishment of an overseas technology exploration base and the global expansion of Crystal Film Bonding (CFB). This will energize innovation activities throughout OKI and further accelerate the creation of future businesses.

### Establishment of overseas technology exploration base in Silicon Valley

To strengthen our technological competitiveness, we signed an Ecosystem Plus partnership agreement with Plug and Play, LLC (Headquarters: Sunnyvale, California, USA), a major accelerator company in the United States, and commenced open innovation activities at a base in Silicon Valley in May 2024. We will expand the scope of our activities outward from the United States to include other regions and pursue collaboration with many startups. This will position us to bring technological innovations from around the world into our platforms to accelerate innovation.



Exterior view of Plug and Play, where OKI has set up a base to explore technologies



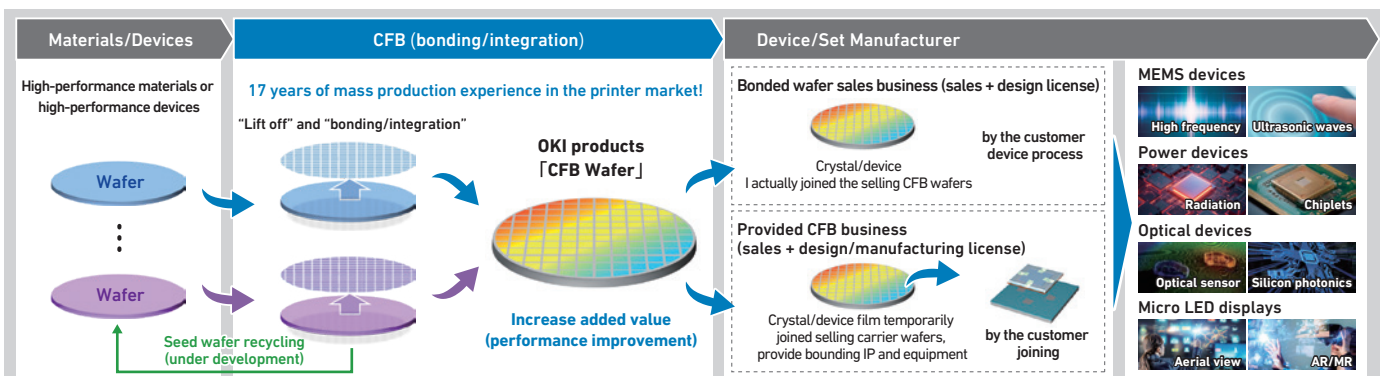
### Global rollout of CFB solutions

Learn more



Amid the growing need to increase the added value of semiconductor devices that support information society, technology that integrates a variety of semiconductor devices is attracting attention as the key to the sustainable growth of the semiconductor industry as a whole. CFB represents the world's first bonding technology for different semiconductor materials commercially developed OKI. It is used to lift off only the functional layer from a wafer and bond it on a different wafer. Since it is direct bonding by intermolecular forces, the interaction of electricity, light, and heat results in a new functional bond that was not possible with conventional technology. By improving the added value of semiconductor devices through CFB solutions, we will contribute to "Delivering OKI to your life" globally.

### CFB Solutions Business Model



## Innovation Initiatives

Learn more

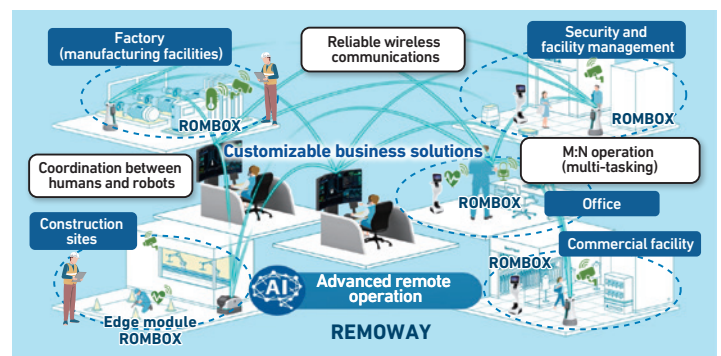


OKI has established and developed an innovation management system (IMS) called “Yume Pro” ahead of the adoption of ISO 56002 and strives to create a systematic approach to innovation that involves all hands on deck.

### REMOWAY™: DX platform technology for advanced remote operations

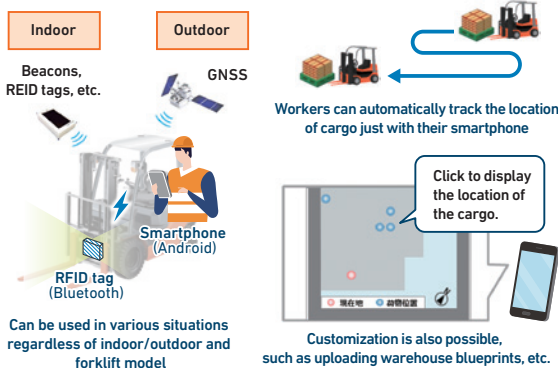
Demand is rapidly growing for automation and robotics as a way to solve the social issue of declining business competitiveness resulting from serious frontline worker shortages and dependence on specific skill sets. In response to these issues and demand, we are promoting co-creative efforts with customers centered on REMOWAY, an advanced remote operation platform which empowers remote frontline operations.

REMOWAY makes human-robot collaboration possible by allowing for flexible autonomous control across different environments with different edge devices including people, robots and sensors. By providing services and solutions tailored to frontline operations, REMOWAY helps reduce the workforce and streamlines operations as well as alleviates labor shortages.



\*PF: Platform

### Conceptual image of automatic locating system for cargo location



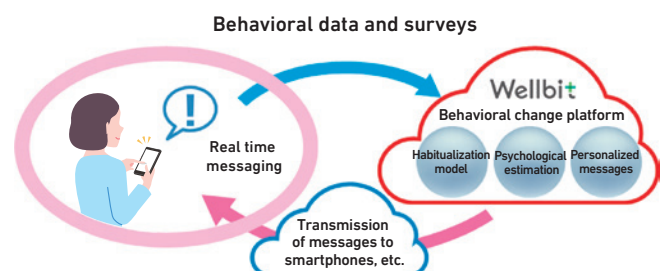
### Automatic tracking of cargo and vehicle location information with an installation-free system

We are looking to improve the productivity of operations at warehouses and other facilities in a way tailored to frontline format and operations in order to solve the problem of labor shortages caused by growing logistics demand.

The automatic positioning system for cargo location uses OKI's sensing technology to automatically track and record the location information of the cargo, regardless of whether it is indoors or outdoors, with almost no change needed in the current workflow of operations. It reduces the number of hours required to search resulting from human errors in relation to the management and recording of cargo location, contributing to the improved efficiency of warehouse operations.

### Wellbit™, a behavioral change platform that habituates behavior with timely and personalized messages

Initiatives that take into account the health of workers are attracting attention in response to the decline in the working population and other social situations. OKI has researched behavioral change technology based on behavioral science and behavioral economics, leading to the development of the behavioral change platform Wellbit. We aim to help habituate healthy behaviors by analyzing time-series data of behavior and environment and sending messages optimized for the target behavior. In this way, we will contribute to the realization of a society in which even people who are indifferent to their health can "become healthy before they even notice," such as exercise that improves productivity and daily behaviors that improve sleep quality.



## Sustainability Initiatives

Learn more



As a company “Delivering OK! to your life.,” the OKI Group is working under its corporate philosophy to contribute to solutions to social issues as well as advance environmental, social, and governance (ESG) initiatives underpinning corporate value.

### Environmental

Amid the growing impacts of climate change, the OKI Group recognizes that its mission is to pass down a better environment to future generations through solutions to social issues. Toward this end, we established OKI Environmental Vision 2030/2050, which received certification for being Science Based Targets (SBT: targets to reduce greenhouse gas emissions scientifically in line with the Paris Agreement goals), and we are now implementing environmental management with medium- to long-term consideration of environment-related risks and opportunities associated with our business operations.

#### Eco-friendly smart factory

The OKI Honjo Plant H1 building located in Honjo City, Saitama Prefecture was the first large-scale production facility in Japan to obtain Net Zero Energy Building (ZEB)\* certification. In addition to reducing environmental impacts with high performance insulation of exterior walls and roof, installation of solar panels, and lighting and HVAC controls linked with operating conditions, the plant seeks to be in harmony with the community, including using local materials (Chichibu Cedar Tree). OKI has positioned the H1 building as a model smart factory for the “Manufacturing DX” solution concept promoting DX in the manufacturing industry. We will now expand these initiatives within the Group to respond to changes in customer needs and technological evolutions.



OKI Honjo Plant H1 building

\* A building whose design seeks to achieve net zero primary energy usage used to power the building while also providing a comfortable indoor environment (energy consumed by production facilities and office automation equipment, etc., is excluded from the calculation for ZEB). Certification is broken down into the following four categories depending on the energy reduction rate. ZEB: 100% or higher; Nearly ZEB: 75% or higher; ZEB Ready: 50% or higher; and ZEB Oriented: 40% or 30% or higher.

### Social

In order for the OKI Group to continuously develop in response to changes in the social environment, it is essential for each and every diverse employee to maximize one's own capabilities to create innovation. The OKI Group positions human resources as one of the most important management resources and promotes the creation of a workplace environment where its diverse workforce can proactively take on new challenges.

#### External Certification for Human Resources

##### 1. Health management

Certified Health & Productivity Management  
Outstanding Organization (OKI, OKI Crosstech)



##### 2. Childcare support

Kurumin certification (OKI Software)  
Platinum Kurumin certification (OKI, OKI Circuit Technology)



##### 3. Promoting women's participation and advancement in the workplace

Eruboshi certification (OKI, OKI Crosstech)



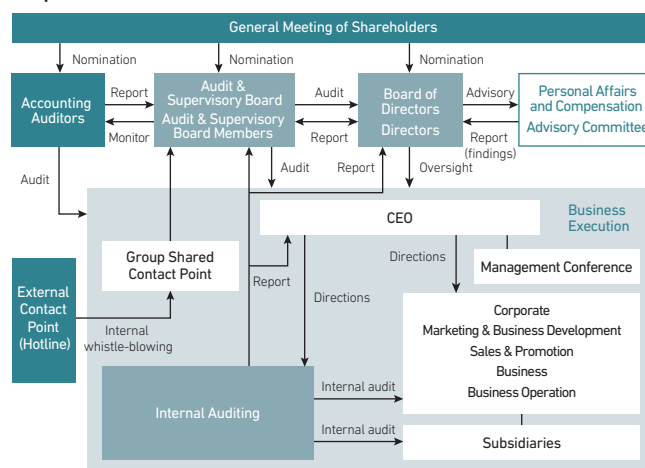
#### Main initiatives/ organizations in which OKI participates

- United Nations Global Compact (UNGC)
- TCFD Consortium
- Japan Climate Initiative (JCI)
- Challenge Zero
- Responsible Minerals Initiative (RMI)

### Governance

The OKI Group recognizes sustainable growth and increasing corporate value over mid- and 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.”

#### Corporate Governance Structure

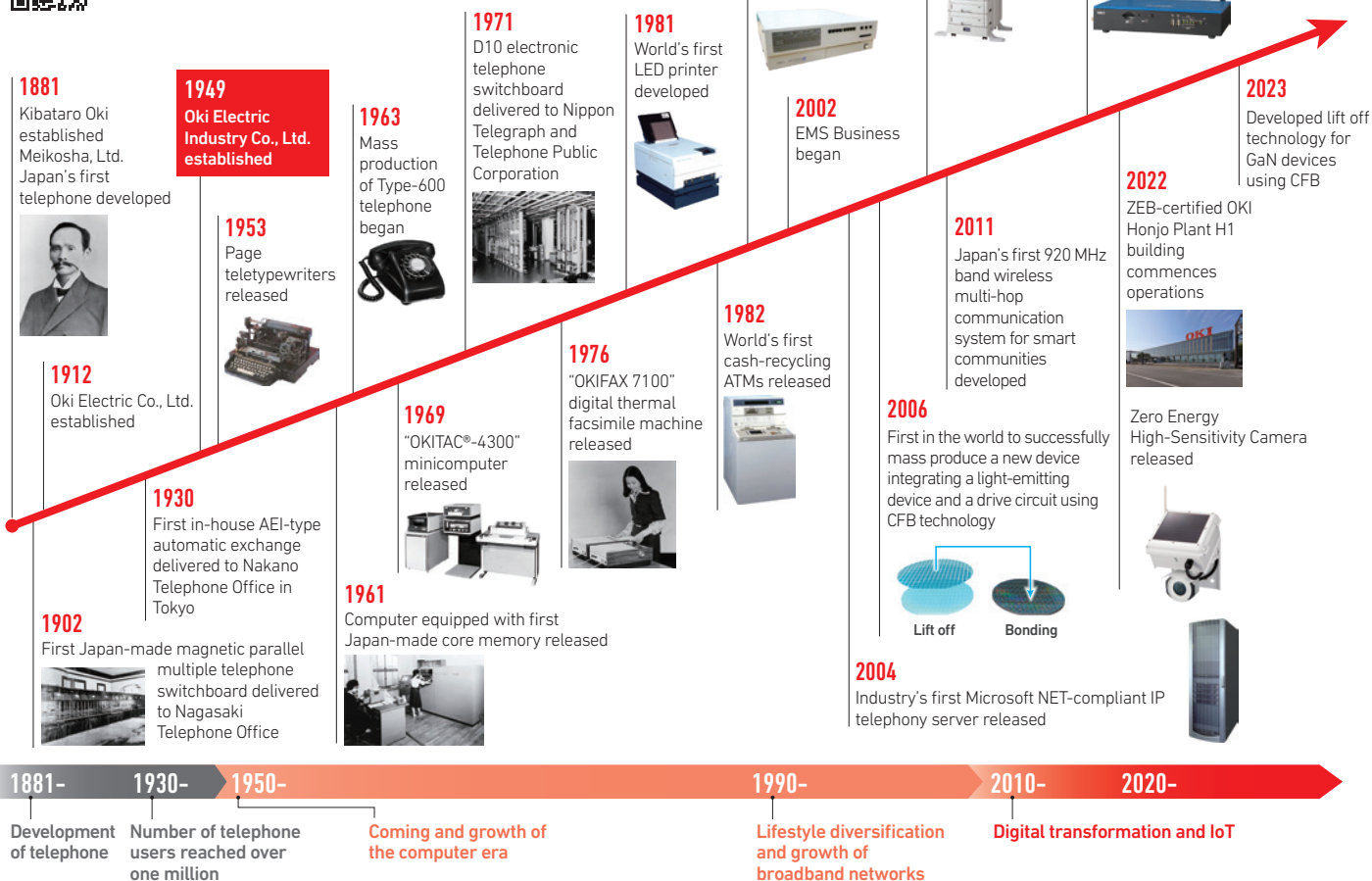


## OKI GROUP'S JOURNEY

Since its founding, OKI has been delivering a succession of advanced products and services underpinned by the Company's "enterprising spirit" to meet the needs of society. We will realize a comfortable and affluent tomorrow of everyone by creating values that contribute to the development of information society.



Learn more



## PR and Media Information



### OKI Website

<https://www.oki.com/>

A portal site with information on OKI Group's corporate information, initiatives, products and services



### Official OKI YouTube Channel

<https://www.youtube.com/c/OKIchannel>

Shares various information on the OKI Group through videos (only available in Japanese)



### OKI's official Facebook page

<https://www.facebook.com/oki.japan/>

Our Facebook page features the latest information and happenings from the OKI Group (only available in Japanese)



### OKI Report

<https://www.oki.com/en/ir/data/ar/news.html>

Integrated report on OKI Group's strategy and policies for all stakeholders including shareholders and investors



### OKI Technical Review

<https://www.oki.com/en/otr/>

Technical journal containing easy-to-understand information on the results of OKI Group's technical development



\* Oki Electric Industry Co., Ltd. is referred to as OKI.

\* All company and product names included in this corporate brochure are trademarks or registered trademarks of each of the companies they represent.



COMPANY PROFILE

PROFILE (As of April 1, 2025)

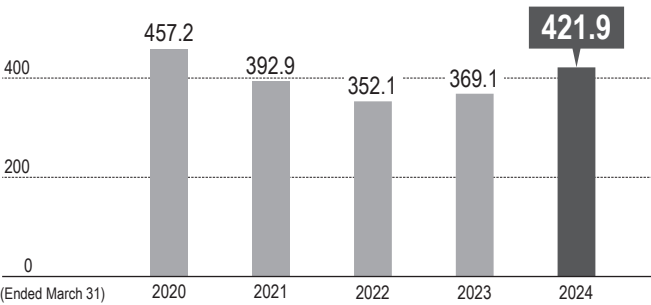
Company Name:	Oki Electric Industry Co., Ltd.	Representative Director and CEO:	Takahiro Mori
Founded:	1881	Head Office:	1-7-12 Toranomom, Minato-ku Tokyo 105-8460, Japan Tel +81-3-3501-3111 URL <a href="https://www.oki.com">https://www.oki.com</a>
Company Established:	November 1, 1949		
Common Stock:	44,000 million yen		
Employees*:	14,125 (Consolidated) 4,674 (Non-consolidated)		

\*As of December 31, 2024

NET SALES/OPERATING INCOME/OPERATING PROFIT MARGIN

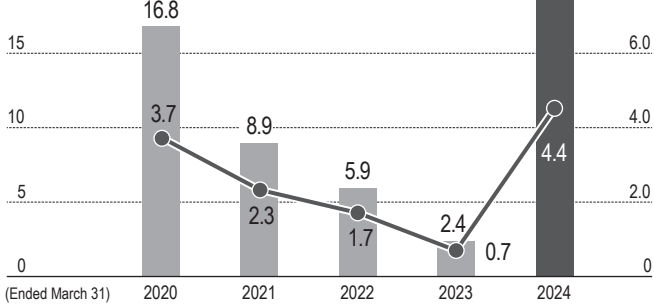
Net Sales (Consolidated)

(Billions of yen)  
600



Operating Income/Operating Profit Margin (Consolidated)

(Billions of yen) 20  
(%) 8.0



MANAGEMENT (As of April 1, 2025)

DIRECTORS

Senior Director	Shinya Kamagami
Representative Director	Takahiro Mori
Representative Director	Teiji Teramoto
Director	Yuichiro Katagiri
Director	Shigeru Asaba* <sup>1</sup>
Director	Tamotsu Saito* <sup>1</sup>
Director	Izumi Kawashima* <sup>1</sup>
Director	Makoto Kigawa* <sup>1</sup>

EXECUTIVE OFFICERS

CEO (Chief Executive Officer)	Takahiro Mori
Senior Executive Vice President	Teiji Teramoto
Executive Vice President	Yuichiro Katagiri
Senior Vice President	Hiroshi Nishimura
Senior Vice President	Yoichi Kato
Executive Officer	Takashi Inoue
Executive Officer	Takashi Itou
Executive Officer	Shotaro Nakatsu
Executive Officer	Akira Ogasawara
Executive Officer	Nobuya Suzuki
Executive Officer	Masaya Motosugi
Executive Officer	Kurato Maeno
Executive Officer	Kei Kato
Executive Officer	Hiroe Nakanishi
Executive Officer	Naohiro Amamoto
Executive Officer	Hiroshi Tanabe

AUDIT & SUPERVISORY BOARD MEMBERS

Standing Audit & Supervisory Board Member	Masashi Fuse
Standing Audit & Supervisory Board Member	Toshiyuki Yokota
Audit & Supervisory Board Member	Yoshihiro Tsuda* <sup>2</sup>
Audit & Supervisory Board Member	Yasuyuki Oda* <sup>2</sup>
Audit & Supervisory Board Member	Hiroshi Niinomi* <sup>2</sup>

\*1 Outside Directors  
\*2 Outside Audit & Supervisory Board Members

# OKI FACILITIES IN JAPAN

(As of April 1, 2025)

## MAJOR FACILITIES

OKI Toranomon Office (Minato-ku, Tokyo)  
OKI Shibaura Office (Minato-ku, Tokyo)  
OKI Warabi System Center (Warabi city)  
Takasaki Facility (Takasaki city)  
Honjo Plant (Honjo city)  
Tomioka Plant (Tomioka city)  
Numazu Plant (Numazu city)  
Nishiyokote Plant (Takasaki city)  
Komine Plant (Akiruno city)  
OKI Kansai Techno Research Center (Osaka city)

## SALES OFFICES

### HOKKAIDO REGION

Hokkaido Area Operation (*Sapporo city*)

### TOHOKU REGION

Tohoku Area Operation (*Sendai city*)

Aomori Branch Office (*Aomori city*)

Akita Branch Office (*Akita city*)

### KANTO/KOSHINETSU/HOKURIKU REGION

Kitakanto, Hokushinetsu Area Operation (*Takasaki city*)

Gunma Branch Office (*Takasaki city*)

Nagano Branch Office (*Nagano city*)

Niigata Branch Office (*Nagaoka city*)

Hokuriku Branch Office (*Kanazawa city*)

### CHUBU REGION

Chubu Area Operation (*Nagoya city*)

Shizuoka Branch Office (*Shizuoka city*)

Gifu Branch Office (*Gifu city*)

### KANSAI REGION

Kansai Area Operation (*Osaka city*)

Kyoto Branch Office (*Kyoto city*)

### CHUGOKU REGION

Chugoku Area Operation (*Hiroshima city*)

Okayama Branch Office (*Okayama city*)

Sanin Branch Office (*Matsue city*)

Yamaguchi Branch Office (*Hofu city*)

### SHIKOKU REGION

Shikoku Area Operation (*Takamatsu city*)

Kochi Branch Office (*Kochi city*)

Tokushima Branch Office (*Tokushima city*)

### KYUSHU REGION

Kyushu Area Operation (*Fukuoka city*)

Kumamoto Branch Office (*Kumamoto city*)

Kagoshima Branch Office (*Kagoshima city*)

Oita Branch Office (*Oita city*)

Miyazaki Branch Office (*Miyazaki city*)

Okinawa Branch Office (*Urasoe city*)

# MAJOR AFFILIATES

(As of April 1, 2025)

## JAPAN

OKI IDS  
Adachi Protechno  
OKI ADTECH SUPPORT  
OKI Alestech  
OKI Engineering  
OKI Crosstech  
OKI Com-Echoes  
OKI Comtec  
OKI Consulting Solutions  
OKI Circuit Technology  
OKI JIP  
OKI Sympho-Tech  
OKI Software  
OKI Software Expert Service  
OKI Data Manufacturing and Engineering Service  
OKI Electric Cable  
OKI TOHO DENSHI  
OKI TOMIOKA Manufacturing  
Japan Business Operations  
OKI Nextech  
OKI High-Technologies  
BANKING CHANNEL SOLUTIONS  
OKI Proserve  
OKI Micro Engineering  
Mogami Wire & Cable  
OKI WorkWel

## AMERICAS

OKI Data Americas

## EUROPE

OKI Europe

## ASIA/OCEANIA

OKI Banking Systems (Shenzhen)  
OKI Data Dalian  
OKI Electric Industry (Shenzhen)  
OKI Hong Kong  
OKI Micro Engineering (DG)  
OKI Micro Engineering (HK)  
OKI Printed Circuits (Changzhou)  
OKI Software Technology  
OKI Trading (Kunshan)  
OKI Trading (Beijing)  
OKI Data (Australia)  
OKI Data (Singapore)  
OKI Data Manufacturing (Thailand)  
OKI India  
OKI Systems Korea  
OKI Systems (Thailand)  
OKI VIET NAM