

PRESS RELEASE

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Oki Electric Industry Co., Ltd.

Public Relations

4-10-16, Shibaura, Minato-ku, Tokyo 108-8551, Japan

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

Redefining the OKI Group's Corporate Philosophy and Formulating the New Management Plan (Outline)

TOKYO, March 6, 2026 -- OKI (TOKYO:6703) has redefined its corporate philosophy shared by the OKI Group and has announced the New Management Plan (Outline) set to take effect with the 2026 fiscal year.

As we begin the new fiscal year with the launch of the New Management Plan, the OKI Group has redefined its corporate philosophy to continue playing a leading role into the future and to share with society its essential value, or reasons for being, in an era of dramatic social and industrial change. Through these initiatives, we aim to achieve medium- to long-term growth and implement reforms while making every effort to ensure that our aspirations take firm root across the organization.

In the New Management Plan, we will shift "Management from Defense to Offense". These efforts will proceed in two phases: the first half through FY2028 and the second half within the FY2029–2031 timeframe. In the first phase, we will establish the foundations for future growth by strengthening our intellectual capital, enhancing the earning power of our core businesses, and pursuing proactive growth investments and structural reforms. In the second phase, we will consolidate the gains made through the phase one initiatives, thereby strengthening profitability and reinforcing our financial foundations. These measures will establish a cycle of continuing growth.

1. Redefining the Corporate Philosophy

To execute the New Management Plan, the OKI Group has reorganized and redefined its corporate philosophy into four elements: Purpose, Vision, Value, and OKI Spirit.

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

Corporate Philosophy

· Purpose : Shaping Next for Society

Based on the words of our founder Kibataro Oki, “Enterprising Spirit” invoked in our previous corporate philosophy, and the Key Message, “Delivering OK! to your life”, we define the OKI Group’s reason for being.

· Vision : Becoming *Future-Makers*: Powered by People and Technology

We aim to evolve into a Group capable of anticipating change, addressing emerging issues, and thereby creating new value.

· Value : Integrity and Beyond, Together

We define the attitude of independently considering what the world needs and acting accordingly in addition to the OKI Group’s long-held core value of integrity.

· OKI Spirit : Lead the Way

As our mindset for reform, we establish the attitude of deciding and acting on our own as a part of corporate culture.

2. Outline for New Management Plan

The New Management Plan covers the period from FY2026 through FY2031, and its theme is the implementation of intellectual capital management. In the first three years, we will focus on simultaneously driving business growth and advancing further structural reforms to solidify the foundations for future growth. In the subsequent three years, we will position this period as one in which we leverage the strengthened foundation to deliver meaningful results and continue to promote reforms.

【Key points of implementing intellectual capital management】

1. Value Creation Model: Strengthening OKI’s unique intellectual capital and creating social value.
2. Business Strategy: Innovating in core businesses and taking on high-growth markets.
3. Management System Reform: Building a platform for company transformation: “Becoming *Future-Makers*”.
4. Human Capital Investment: Investing proactively in human capital as the starting point for driving the Value Creation Model.

2. FY2031 targets

Credit rating: A

Net sales: 600.0 billion yen or more

Operating income margin: 7% or above

ROE: 10% or above

Shareholders' equity ratio: 40% or above

Dividend payout ratio: 35% or above

Related specifics of the New Management Plan are planned to be announced from May 2026 onward.

[Related link]

- OKI Group New Management Plan (Outline) Presentation:

https://www.oki.com/global/ir/assets_c/uploads/260305.pdf

- Corporate Philosophy: <https://www.oki.com/global/profile/spirit/>

About Oki Electric Industry (OKI)

Founded in 1881, OKI is Japan's leading information and telecommunication manufacturer. Headquartered in Tokyo, Japan, OKI provides top-quality products, technologies, and solutions to customers through its Public Solutions, Enterprise Solutions, Component Products, and Electronics Manufacturing Services businesses. Its various business divisions function synergistically to bring to market exciting new products and technologies that meet a wide range of customer needs in various sectors. Visit OKI's global website at <https://www.oki.com/global/>.

Notes:

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Press contact:

Oki Electric Industry Co., Ltd.

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