

PRESS RELEASE

FOR IMMEDIATE RELEASE

No. e26010

Oki Electric Industry Co., Ltd.

Public Relations and Promotion Department

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

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

OKI Group New Management Plan 2031

- Achieve sustained improvement in corporate value through intellectual capital management -

TOKYO, May 13, 2026 -- OKI (TOKYO: 6703) has formulated a six-year OKI Group New Management Plan 2031 that looks ahead to 2031, the year marking the company's 150th anniversary. Under the New Management Plan 2031, we will strengthen OKI's unique intellectual capital and transform the company into one that continuously creates value to address social issues. As the core of this plan, we will establish the Value Creation Model and drive innovation in its core businesses while taking on high-growth markets. In addition, we will reorganize our business segments and advance strategic investments, while making proactive investments in our management foundation, including human capital, to support these initiatives and accelerate our transformation.

● Review of the Medium-Term Business Plan 2025

As a company that "Delivering OK! to your life," OKI has supported the fields of social infrastructure that our customers can use safely. During the three years of the Medium-Term Business Plan 2025, we recovered from a net loss in FY2022 and achieved the plan's targets ahead of schedule, reaching them in FY2024. Now, we have grown into a company now able to provide stable dividends to our shareholders.

● Our Aspiration

We will establish the Value Creation Model as the foundation for our growth process to create unique social value, based on intellectual capital management built upon the strong, trusted relationships we have built with our customers, the deep field expertise of our human capital, and our advanced technologies and know-how that connect people's daily lives with information and communications infrastructure. In addition, we will achieve sustained improvement in corporate value by promoting corporate activities based on our Purpose, Vision, Value, and OKI Spirit, which were redefined as our corporate philosophy at the start of the OKI Group New Management Plan 2031.

● Key points of New Management Plan 2031

Under the New Management Plan 2031, we will strengthen our intellectual capital through the growth of human capital that support our on-site implementation capabilities, starting with our transformation into a company that fosters human capital. At the same time, by further strengthening the relationships of trust with our customers, as well as enhancing our technological and operational know-how accumulated over

many years, and by continuously providing value that helps solve social issues, we will transform ourselves into a company that is more needed by society than ever before. By enhancing our reputation and expectations of society and creating a virtuous cycle that attracts business to OKI, we will solve our customer issues and increase the value we provide. This shift toward a management approach focused on the growth of OKI itself embodies our Purpose of "Shaping Next for Society".

● **Reorganization of Business Segments**

OKI will reorganize into three business segments to drive innovation in its core businesses and take on growth markets.

• **Public Solutions Segment**

OKI will strengthen its efforts in the Japanese government's growth strategy investments area.

- Defense Systems business
- Social Infrastructure Solutions business
- Network Infrastructure business

• **Financial & Payments Solutions Segment**

Building on the establishment of the JV, OKI will become the "Layer Master" responsible for ATMs and other automated equipment, maintenance and operations, and services in an integrated manner.

- Financial & Payments Solutions business

• **Components & Manufacturing Segment**

OKI will accelerate growth in its Advanced Components business and restructure Component Products business and EMS business.

- Advanced Components business
- Component Products business
- EMS business

● **Investment Plan**

To strengthen its intellectual capital and realize its business strategies, OKI plans to strategically increase investments with a total investment of 295 billion yen in FY2031.

● **FY2031 Targets**

- Credit rating: A
- Net sales: 600 billion yen or more
- Operating margin: 7 % or more
- ROE: 10 % or more
- Shareholders' equity ratio: 40 % or more
- Dividend payout ratio: 35 % or more

[Related link]

- Redefining the OKI Group's Corporate Philosophy and Formulating the New Management Plan (Outline):
<https://www.oki.com/global/press/2026/z25078e.html>

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, Financial & Payments Solutions, and Components & Manufacturing 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:

- Oki Electric Industry Co., Ltd. is referred to as "OKI" in this document.
- The names of the companies and products mentioned in this document are the trademarks or registered trademarks of the respective companies and organizations.

Press contact:

Oki Electric Industry Co., Ltd.

Public Relations and Promotion Department

Contact Form : <https://www.oki.com/cgi-bin/inquiryForm.cgi?p=020e>

#