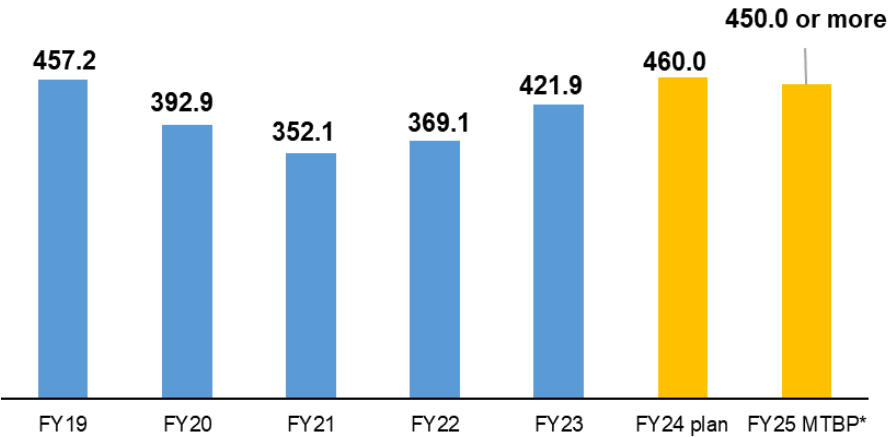


OKI Group
Business Strategy Meeting
Opening Remarks

Takahiro Mori
President, Representative Director

June 6, 2024

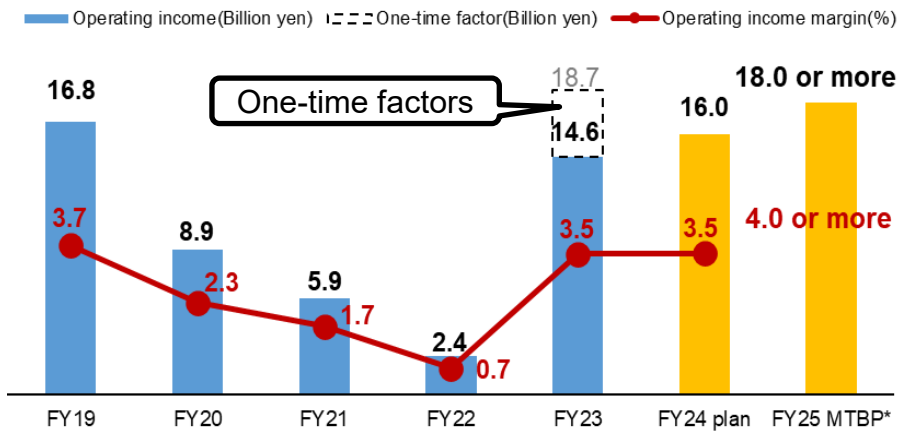
Net sales(billion yen)



■ Net Sales: Transitioning from Decline to Growth

- Net sales grew 14% YOY in FY23
Net sales expected to rise again and exceed the Medium-Term Business Plan target in FY24
- Enterprise Solutions drove sales growth in FY23; Public Solutions expected to be the primary driver in FY24

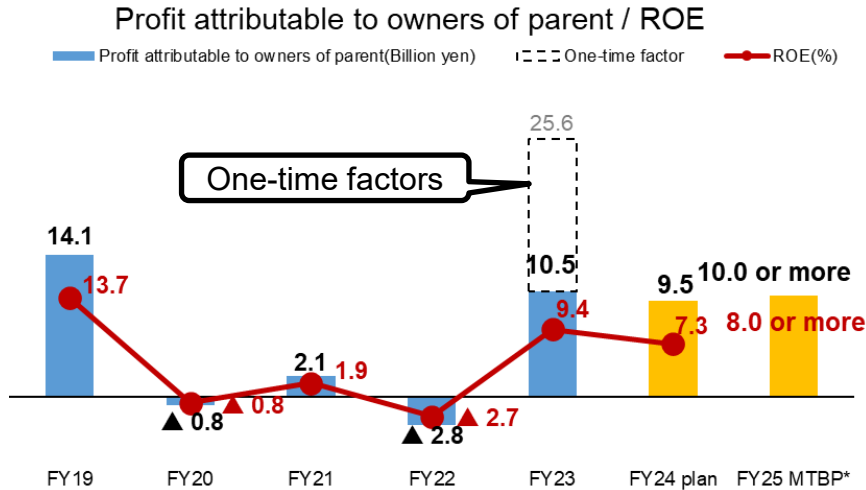
Operating income / Operating income margin



■ Operating Income: V-shaped Recovery despite Remaining Low

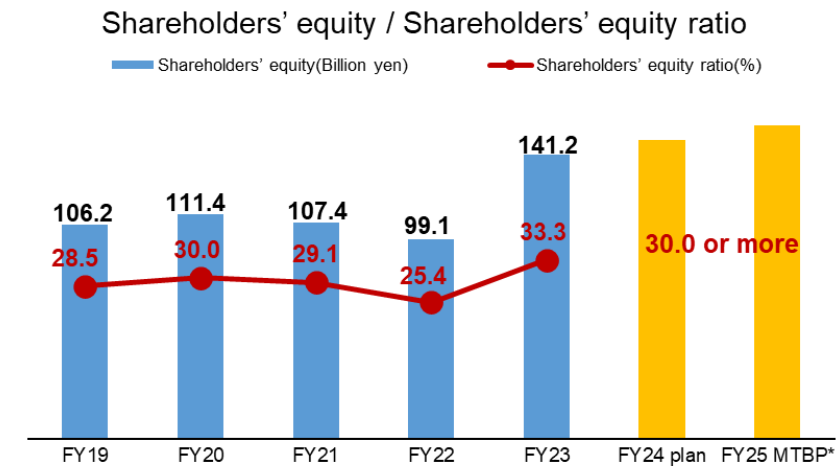
- Operating income expanded significantly in FY23, even when excluding positive performance impact from one-time factors
- In FY24, we will aim to raise operating income and further improve profitability through the core strength of our businesses

* MTBP = Medium-Term Business Plan



■ ROE: Cleared Our 8% Target; Now Aiming for 10% over the Long Term

- In FY23, profitability improved and ROE exceeded its target, even when excluding positive impact from one-time factors
- In FY24, we will enhance management efficiency to ensure success in FY25 and subsequent accounting periods



■ Shareholders' Equity Ratio: Cleared Target of 30%; Now Aiming to Establish an Even Stronger Financial Foundation

- In FY23, we observed growth in both net income and other comprehensive income, which reflected contributions from one-time factors
- We will target a balanced approach that ensures robust shareholders' equity, facilitates growth investment, and strengthens shareholder returns

* MTBP = Medium-Term Business Plan

FY2023 Review and FY2024 Outlook (Status of the business)

Growth Businesses	Public Solutions	Firefighting, disaster prevention, roads, and TOKKI secured projects steadily. Steadily responding to needs based on the policy of strengthening defense capabilities.
	EMS	Semiconductor market and FA/robot markets deteriorated. Following the market's recovery.
Stabilizing Businesses	Enterprise Solutions	Continue to ensure implementation of large projects. Transformation to a resilient management structure for the future.
	Component Products	European markets deteriorated more than expected. OEM expansion and rationalization of development/production system.
Creating Future Businesses	CFB	Promoted business expansion strategy for Crystal Film Bonding (CFB) business. Steady progress in a wide range of areas, including entry into the power device market.
	Restarting Overseas Business	Promotion of activities at global R&D sites.

OKI

Open up your dreams



Delivering OK! to your life.