

# Global Strategy

## Restarting Overseas Businesses

Under the Medium-Term Business Plan 2025, OKI has set the goal of creating future businesses and restarting its overseas businesses. OKI is aiming to achieve 50 billion yen in the new global businesses by 2031 by clearly identifying areas with business potential, beyond those defined in the Innovation Strategy 2025. To drive businesses, OKI will transform its existing overseas locations into frontline bases, instilling “full participation innovation” at each site and establishing a structure where new business initiatives can emerge from overseas as well. To this end, OKI refers to each location as a “Global Innovation Hub (GIH),” emphasizing that it is not only a sales office but a center for innovation. In fiscal year 2024, OKI gathered GIH leaders in Japan to hold “Global Meeting” with all of the executive officers, fostering shared understanding between domestic and overseas teams to push forward business efforts. We will also share the cultural reform mechanisms developed in Japan with the GIHs, accelerating the global implementation not only of “innovation education,” “Yume Pro Challenge,” and “Acceleration Support Community,” but also “Yume Hub,” which builds a network of core innovation employees, “Yume Pro Forum,” which promotes information sharing on innovation activities, and “Innovation Dialogue and the Innovation Future Talk,” which facilitate direct conversations between top management and employees.

On the other hand, there are key technologies necessary for commercialization that we currently lack in-house as we expand our business globally. We are establishing open innovation hubs overseas in order to acquire and develop these technologies. As announced in May 2024, we signed a partnership agreement with Plug and Play, LLC in Silicon Valley to launch global open innovation initiatives focused on exploring startup technologies. We plan to increase the number of hubs in Europe, Asia, and other regions based on this first step, while also sending young employees to these locations.

We aim to incorporate technological innovations from around the world into our Edge platform through this investment in human capital, thereby contributing to the rapid resolution of various societal challenges.

## Global Expansion of CFB

CFB is a semiconductor bonding technology for dissimilar materials that OKI developed through its LED printer business. In 2006, OKI successfully became the first in the world to mass-produce an optoelectronic chip that integrated LED and IC functions, with 18 years of mass production history behind this now-mature technology. OKI aims to promote the widespread adoption of CFB to enhance the functionality of semiconductor devices that underpin the accelerating trends of DX and green transformation (GX). While functioning as a bonding technology between dissimilar materials, CFB also plays a catalytic role in the semiconductor industry, which activates open innovation and promotes co-creation of new innovations with partners. OKI is currently focusing on four business areas that are highly compatible with CFB: Photonics, Micro-LED, Power, and Analog-IC. Collaborating with various partners, we are working toward commercialization by fiscal year 2026. Furthermore, we will leverage synergies with other internal business units and contribute to the delivery of high-value-added products and services.

