March 5, 2026

Company name:	Oki Electric Industry Co., Ltd.
Representative:	Takahiro Mori Representative Director Chief Executive Officer
Securities code:	6703 (Prime Market, TSE)
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Notice Concerning the Formulation of "OKI Group New Management Plan (Outline)"

OKI hereby announces the formulation of its "New Management Plan (Outline)". Details are presented in the attachment.

OKI Group New Management Plan (Outline)

FY2026-FY2031

This document outlines the key points of our new management plan.
Details by segment are scheduled to be disclosed around May 2026.

Takahiro Mori

Representative Director and CEO

Oki Electric Industry Co., Ltd.

March 5, 2026

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Agenda

1 Introduction: OKI Group's Journey

2 OKI's Corporate Philosophy：Purpose / Vision / Value

3 Review of the Medium-Term Business Plan 2025

4 Outline of New Management Plan

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Introduction: OKI Group's Journey

Founded in 1881, OKI has tackled social challenges with an "enterprising spirit"

1881 — **Keeping Critical Infrastructure Running**



Founder: Kibataro Oki

Founded as Japan's first telecommunications equipment manufacturer

Founder's words: "Lead the Way."


Microphonic amplifier


Manual / Automatic telephone switchboard


Type-600 telephone


D10 electronic switching system


Telecommunications modem (PCLINK)


Japan's first VoIP System (VOICEHUB)


IP COVERGENCE Server (SS9100)


Japan's first multi-hop wireless system (SmartHop)


Zero Energy IoT series


Minicomputer (OKITAC 5090)


Thermal-type facsimile (OKIFAX7100)


Personal computer (if800)


Computer Telephony Integration System(CTstage)


ETC


Disaster information service (DPS Core)


Remote control tower system


Punched tape typewriter (OKITYPER)


World's first cash recycling ATM (AT-100)


Convenience store ATM(CP21Z)


Service counter terminal system


Modular ATM

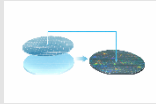

Self-service deposit and withdrawal machine (SmartCashStation)


World's first LED printer


High-performance multilayer printed circuit board


LED array chip for printers


LED printer (COREFIDO)


Bounding dissimilar semiconductor materials（CFB）

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Corporate Philosophy: Purpose / Vision / Value

Company-wide alignment of all employees toward transformation

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



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Achieved the Medium-Term Business Plan 2025 management targets in FY2024

Themes of Medium-Term Business Plan 2025	(1) Return to FY2019 levels of performance and restore the weakened financial foundation (2) Create future business for FY2026 and beyond

	(Billions of yen)	FY2022 Results	FY2025 MTBP*3	FY2024 Results	FY2025 Forecasts*1
Growth potential	Net sales	369.1	450.0	452.5	430.0
	Operating profit	2.4	18.0	18.6	20.0
	Net profit	-2.8	10.0	12.5	19.0
Profitability	Operating margin	1%	4%	4%	5%
Financial soundness	Shareholder's equity ratio	25%	30%	35%	37%
Capital efficiency	ROE	-3%	8%	9%	9%
Shareholder returns	Dividend payout ratio	-	30% or more	31%	30% or more

*1 Forecasts as of the Q3 financial results announcement
*3 MTBP: Medium-Term Business Plan

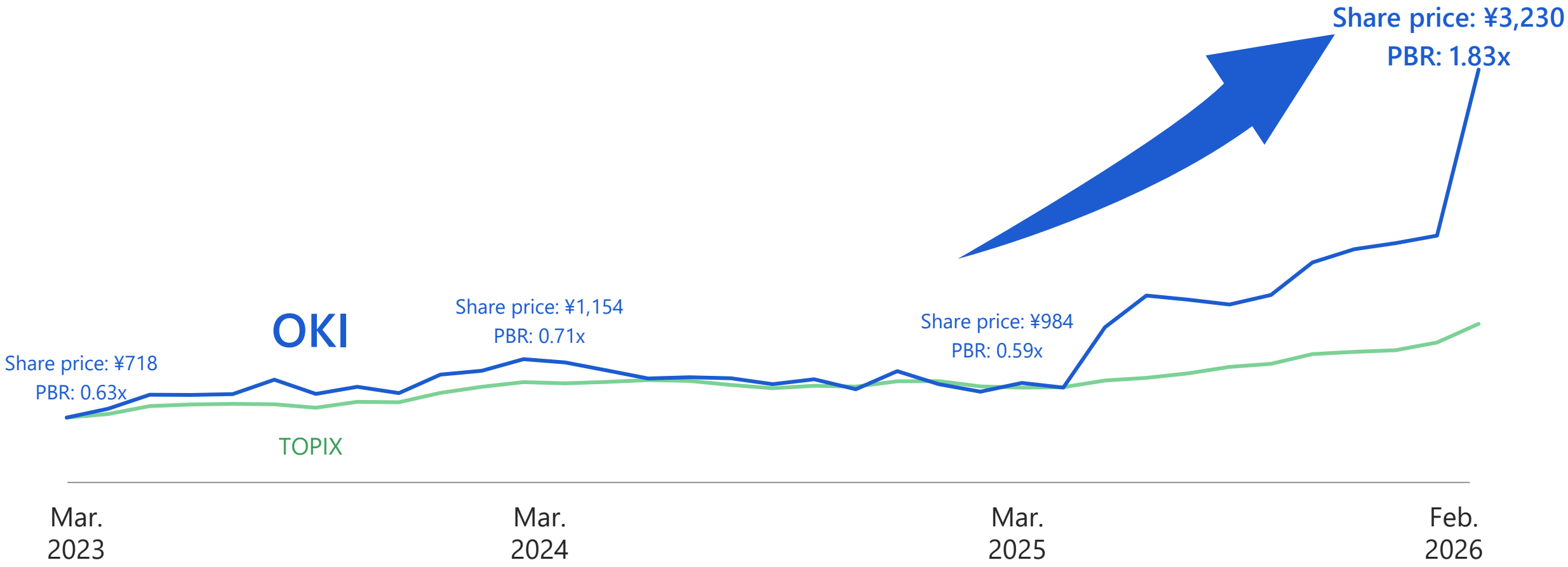
Steering toward growth 1st Stage

1. **Revision of Business Portfolio**
   - Participated in the ETRIA Co., Ltd. joint venture
   - Transferred the small motor business
   - Signed a strategic partnership agreement with FPT Japan Holdings Co., Ltd.
2. **Strengthen sales, technology, and production functions**
   - Established global R&D hubs
   - Strengthened overseas ATM*2 production (Vietnam, India)
3. **Create future businesses**
   - Obtained ISO 56001/56002 certification
   - Bringing CFB technology to the semiconductor market
4. **Improve financial foundation and effective investment**
   - Net sales and operating profit recovered to FY2019 levels; shareholder's equity ratio and ROE improved
5. **Practice sustainability management**
   - Achieved environmental targets
   - Achieved the target ratio of women in management

*2 ATM: Automatic Teller Machine

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Share price: ¥3,230 / PBR: 1.83x (as of end-Feb. 2026)



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New Management Plan: Basic Policy

Shifting Management from Defense to Offense

Steering toward growth 1st STAGE

Themes:

(1) Restore performance to FY2019 levels and rebuild the financial base.
(2) Create new businesses for FY2026 and beyond

	FY2022 Results	FY2025 Forecasts *
Credit rating	BBB	
Net sales	¥369.1B	¥430.0B
Op. margin	1%	5%
ROE	-3%	9%
Shareholder's equity ratio	25%	37%
Dividend payout ratio	–	30%+

*Forecast as of the Q3 financial results announcement

Steering toward growth 2nd STAGE

Themes:

Implement intellectual capital management

(Philosophy x Strategy x Execution)

(1) Value Creation Model
(2) Business Strategy
(3) Management System Reform
(4) Human Capital Investment

FY2031 targets (OKI 150th)	
Credit rating	A
Net sales	¥600.0B+
Op. margin	7%+
ROE	10%+
Shareholder's equity ratio	40%+
Dividend payout ratio	35%+

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(1) Value Creation Model

Strengthening OKI's unique intellectual capital and create social value

Purpose: Shaping Next for Society

Strengthening Intellectual Capital

Social & Relationship capital*3		Deepening long-standing trust with social infrastructure operators, financial institutions, and central government—leading safety and security	
Organizational capital	Process	Customer value design process based on Innovation Management System	Management System Reform
	Digital / Technology / Knowledge	An edge platform that accumulates practical know-how and applies it to problem solving	
		Physical-to-digital conversion technology	Unique core component technologies
Manufactured capital *3		End-to-end Mono-zukuri*1 capability for mission-critical reliability (HW/SW*2: design, manufacture, maintain)	
Human capital		Customer-site professionals	
		Talent to design strategy with ownership	

*1 Mono-zukuri : manufacturing
*2 HW/SW : Hardware/Software
*3 Natural capital included within social & relationship capital and manufactured capital.

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(2) Business Strategy: Business Domain

OKI

Business Concept

1. Innovation in Core Businesses /
2. Taking on High-Growth Markets

Information and Communications





Network Devices



Business Communications



IP telephony system

AI & Semiconductors / Aerospace





Air Traffic Control



Advanced Technologies



OKI's Unique Perspective



Transport and Passenger services



Retail



Finance





Remote Operations, Control, and Maintenance



Comprehensive Services



Manufacturing



ETC system



Printers



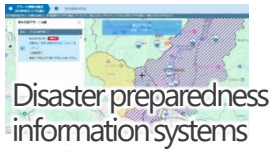
Manufacturing

Disaster preparation and national land resilience





Firefighting command systems

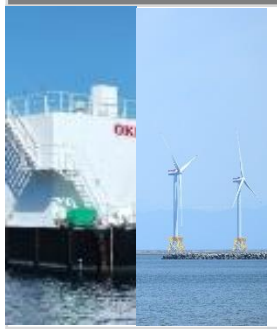


Disaster preparedness information systems



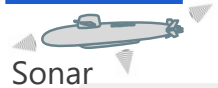
Edge Devices

Defense / Ocean

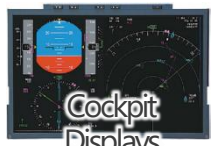




Source: Japan Maritime Self-Defense Force website



Sonar



Cockpit Displays





Underwater Acoustic Technologies

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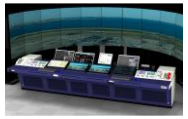
Focused on customer frontlines where OKI's strengths stand out

	Current Assets	Changes in the External Environment	Target State
Financial & Payments Domain	Financial Terminals & Nationwide Maintenance Network ATMs / Service Network / SmartCashStation	- Customers focusing resources on their core business - Growing demand for operations outsourcing	Next-gen Branch Operations
Network Infrastructure Domain	"Network Terminals", "Voice Communications", "Large-Scale Network Systems Integration" GE-PON (Optical Access Terminal) / Large-Scale IP Telephony System	Deployment and Adoption of Next-Generation Networks (6G, IOWN®, etc.)	Carrier-grade "Mono-zukuri"/ SI Enhance network operations
Defense Domain	Source: Japan Maritime Self-Defense Force website Sonar / Cockpit Displays	Rising government defense budgets	Meeting Domestic and Global Defense Equipment Demand (Technology Development & Supply Capacity)

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Focused on customer frontlines where OKI's strengths stand out

	Current Assets	Changes in the External Environmer	Target State
Social Infrastructure Domain 	Highway Roadside Systems  ETC System	- Growing need for rapid road-condition detection to support the adoption of automated driving	Information Provision for Mobility 
	Air Traffic Control Systems  Remote Radio (Remote site)	- Accelerating the international expansion of aviation technologies through public-private collaboration	Ensuring safe and secure skies at home and abroad 
	Disaster Preparedness and Firefighting Systems  Firefighting Command System  Disaster Information System	- Growing demand for disaster preparedness radio systems, information sharing, wide-area coordination, and advanced system capabilities	Community and Customer Safety and Security 

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Creating new value with a unique core component

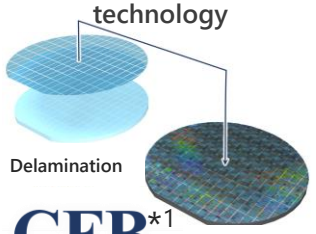
High-growth Markets



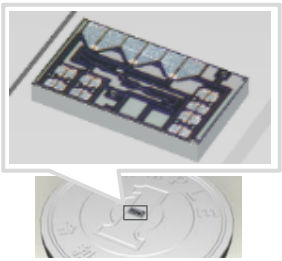
Current Assets

OKI's Proprietary Technologies

Semiconductor bonding technology

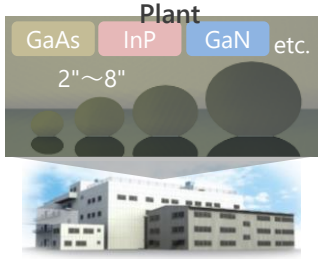


Silicon Photonics

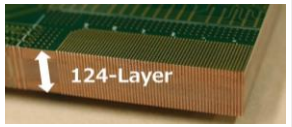


OKI's Component Business

Compound Semiconductor Plant



Printed Circuit Board



Optical Cables and FPC*2



Changes in the External Environment

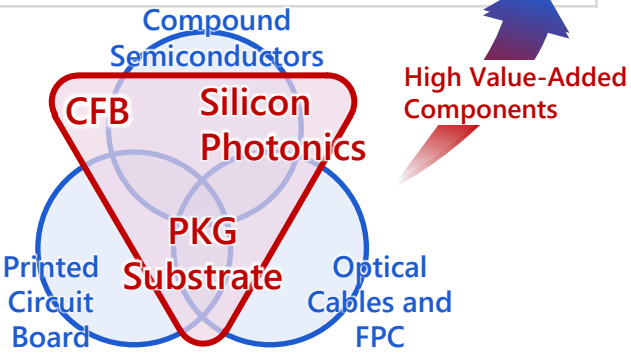
- Needs for social infrastructure development to support generative AI
- Needs for managing power supply-demand constraints amid rapid growth of the information society

Target State

Growth Market

- Generative AI and Data Centers
- Mobility and Autonomous Driving
- Next-Gen Access Networks
- Infrastructure Monitoring
- Aerospace
- Industrial Equipment and Robotics



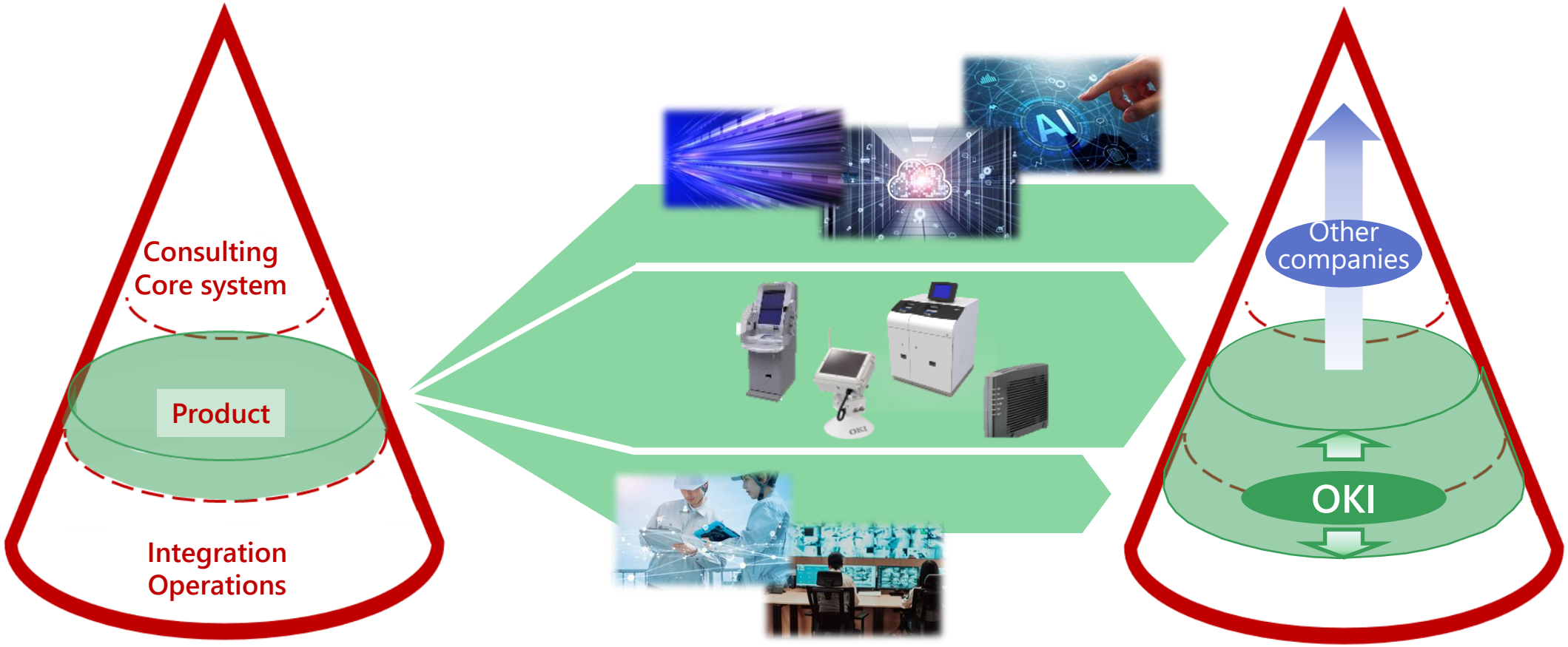


*1 CFB : Crystal Film Bonding (CFB) technology
*2 FPC : Flexible Printed Circuits

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(2) Business Strategy: Business Positioning

Layer Master



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(3) Management System Reform

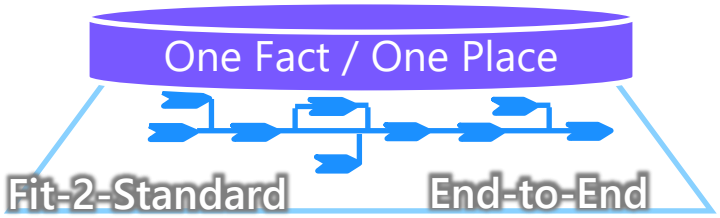
OKI

Building a platform for company transformation: "Becoming *Future-Makers*"

SAP Business Suite x Global communications infrastructure

Thorough Business Process Optimization

Labor saving
+
Shift to
Higher value-added work



Faster decision-making

Management information
↓
Shorter decision-making lead time

AI agents

Security + Availability

OKI's foundation for mission-critical social infrastructure



Zero Trust global communications

SAP Business Suite

Go live in FY2028

Turn this expertise into a business

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(4) Strengthening Human Capital

Each employee is the source of value creation - a Future-Maker

Human Capital Strategy	Create growth opportunities for those who step forward and keep taking on challenges - driving individual growth

Proactively invest 2.5x more in human capital as the starting point to drive the Value Creation Model.

Expand opportunities for learning and practice

- **Expand Global Challenge** from FY2024




- **Expand "MiraIntern"** from FY2024




- **Enhance the Leadership Development Program**
  Launch "Next Leaders Program" in FY2026

Mindset change and embedding initiatives

Each Employee as a Future-Maker

- **Conducting Future Making Workshops in a World Café style**




- **Future Making Canvas**
  Every OKI employee keeps asking what "Next for Society" means—and acts every day.

Create an environment where everyone can do their best work

- **Redesign HR systems**



- **Enhance employee benefits**
  - Launch a cafeteria plan in FY2027
  - Introduce a 20% company incentive for the employee shareholding plan in Apr. 2026
  - Plan to a introduce incentive compensation "trust-based ESOP" in Oct. 2026

- **Launch a new office "Engagement Center"**
  (Open the office at Takanawa Gateway in FY2028)

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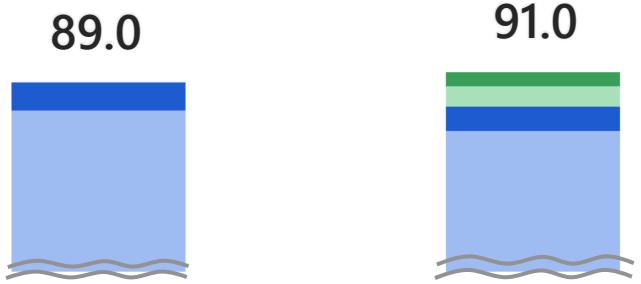
Toward realizing our intellectual capital and business strategy

(Billions of yen)

Past Medium-Term Business Plans

MTBP 2022

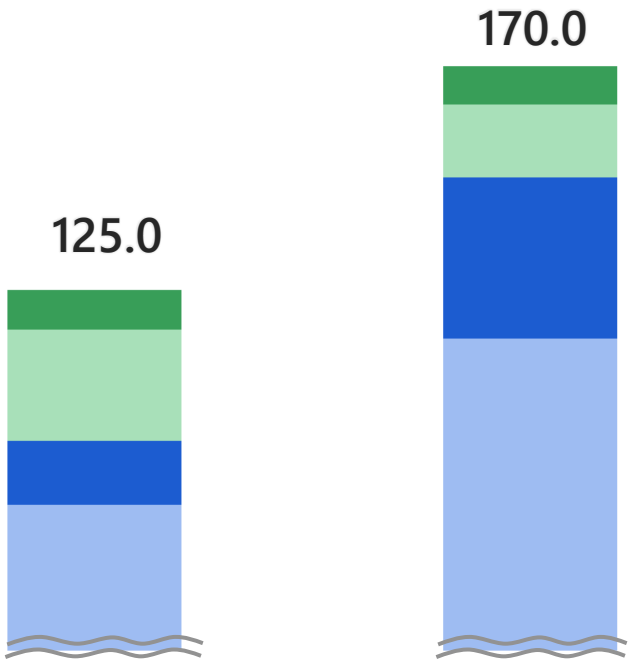
MTBP 2025



New Management Plan

First 3 years

Last 3 years



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From OKI Electric Industry to OKI

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Glossary

Term	Description
Intellectual capital management	Intellectual Capital Management is a strategic management model that visualizes and leverages a company's unique intellectual capital; this includes human talent, technology, organizational processes, and customer networks, to achieve sustainable growth and enhance corporate value.
Value Creation Model	A structural framework that illustrates the process of transforming diverse capital inputs into tangible outcomes and social impacts through unique business activities and strategies.
Intellectual capital	Defined as broad-based capital other than financial capital, broadly aligned with the six-capital framework advocated by the IIRC. It consists of four elements: human capital, manufactured capital, organizational capital, and relationship capital.
Future-Makers	Individuals, organizations, and the company, as well as the mindset, that work together with customers and co-creation partners to create new value.
GE-PON	Abbreviation for Gigabit Ethernet Passive Optical Network; a technology that uses optical fiber to share high-speed data communications among multiple users.
Remote Radio	A device that provides airport video and operational information to operators located remotely.
CFB	Abbreviation for “Crystal Film Bonding”; heterogeneous material bonding technology that lifts off the functional layer of a semiconductor device as a thin film and bonds it to a different material substrate using intermolecular forces.

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Glossary

Term	Description
Silicon photonics	A technology that forms optical circuits on a silicon substrate to generate, modulate, transmit, split, multiplex/combinate, and detect signals using light.
Package (PKG) substrate	A substrate on which semiconductor devices are mounted or bonded and electrically connected to external electronic circuits.
Zero Trust global communications	A global ERP secured by a Zero Trust network architecture.
Global Challenge	Program providing opportunities for early-career employees to apply for open positions at OKI Group's global locations. Following application, selected employees are assigned to international roles, fostering a global mindset from an early stage in their careers.
"MiraIntern"	Cross-boundary learning program that gives employees opportunities to look outside the Company and experience real-world situations of problem-solving. By gaining diverse insights and skills outside their current roles, participants leverage these experiences for personal and professional growth.
Future Making Workshops	Platform to foster a sense of ownership of corporate and department visions. Participants envision a future based on their personal will and build empathy through dialogue. Starting with management, leaders share their individual vision—"how we want to be"—to drive a company-wide mindset change and create added value through stronger organizational connections.
Future Making Canvas	Framework for visualizing and sharing individual visions aligned with corporate and department goals. By documenting personal will and the actions needed to realize it, the canvas encourages proactive behavioral change and enhances mutual understanding.

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Notice

• The projections and plans in this material are based on information currently available to OKI as of the date of publication and certain assumptions judged as rational, therefore actual results are subject to change depending upon the changes of business environments and other conditions.

•Indication method of amounts in hundred millions (yen) are as follow:
Amounts in each item are rounded to the nearest hundred million yen. Variances are calculated in the hundred millions.

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