

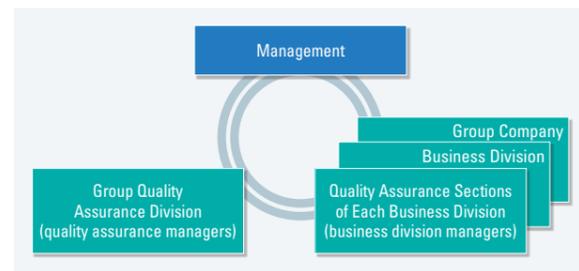
## QUALITY- AND PRODUCTION-RELATED INITIATIVES

Under its quality philosophy of “we will constantly provide products able to satisfy customers,” the OKI Group considers its customers to be the center of “Mono-zukuri and Koto-zukuri” and strives to develop, produce and provide products and services with due consideration for safety and user-friendliness.

### Quality-Related Initiatives

Product quality assurance in the OKI Group is achieved through the activities of all divisions and employees involved in the product life cycle. We conduct quality assurance through collaboration between the Group quality assurance division, which adopts a Groupwide perspective, and the quality assurance sections of each business division, which have business-specific functions.

### Quality Assurance System



### Quality Improvement Activities Based on Quality Policies

Based on our quality philosophy, the OKI Group has established Group Quality Policies and engaged in quality improvement activities across our organization. In our ongoing efforts to prevent quality fraud, in fiscal year 2021 we conducted questionnaires with all employees of the Group as well as simultaneous inspections and on-site surveys primarily at production bases to check whether there were any signs or potential sources of fraud. We share activities from each site for fraud risk mitigation and quality improvement through means such as Groupwide quality liaison meeting, as we aim for cross-lateral development of these activities.

The OKI Group Quality Philosophy (Overview)	
We will constantly provide products able to satisfy customers	
The OKI Group Quality Policies (Overview)	
1. Ensuring compliance	Establish mechanisms to prevent fraud with relevant laws and regulations, standards, promises to customers, and company rules to prevent fraud through practicing “express, encourage others to express and listen to” opinions and questions.
2. Continuation of improvement activities	Aim to improve customer satisfaction and product quality through continued steady improvements and actions focused on customer perspective.
3. Succession of skills and know-how	Learn not only from one’s own experience, but also from others’ experiences to pass know-how and technology on to the next generation of OKI.

### • Succession of Skills and Know-how

The OKI Group conducts group activities in which production base supervisors announce and award everyday improvement activities. To award and share effective initiatives and to promote cross-lateral development and succession, a Groupwide “Production Reform Award Presentation” and “Quality

Improvement Award Presentation” are held once a year, respectively. In fiscal year 2021, the Production Reform Award was conferred to the “Large-scale Overseas Production Transfer of the Printer Business” that was achieved amid the pandemic, and the Quality Improvement Award was conferred to “Quality Awareness Reform Efforts,” which organically linked corporate culture improvements, human resources development, and improvement activities.

In addition, with the aim of improving the technical capabilities of customer engineers (CE), who are responsible for equipment maintenance for customers, and improving how effectively CEs respond to customers, OKI Crosstech, a maintenance service company, organizes an “IT Technology Contest” each year. In fiscal year 2021, 20 representatives of 1,200 CEs in Japan competed on maintenance and customer service skills using the CrosCore PBX and USCOS II recycling withdrawal/deposit machine. The contest was streamed in Japan, and operations that received a high score were archived to contribute to the skills enhancement of CEs as a whole.

### Enhancing Safety and User-Friendliness

Under its Product Safety Basic Policy, the OKI Group is committed to enhancing product safety from various perspectives including by incorporating safety requirements into its own activities and into contracts with suppliers. We have established rules for responding quickly to quality-related problems and we manage the progress of each problem until it is corrected and prevented from recurring.

As initiatives for user-friendliness, the OKI Group is committed to universal design which is defined as the achievement of a higher level of usability (basic user friendliness) and accessibility (consideration of elderly, disabled, and so forth) in products and services so that all customers can use them properly, effectively, and satisfactorily. We also reflect the opinions of users, obtained through verification testing and the like in our products and services.

### Mono-zukuri Infrastructure Reinforcement Initiatives

Within the OKI Group, asking the question of “what is Mono-zukuri that contributes to customers,” we are reinforcing our Mono-zukuri infrastructure as a foundation for growth. The development environment that has been optimized for each specific business is now seeing standardization across development tools, such as electronic CAD, mechanical CAD, component technology information systems, and PDM. We are also standardizing measures for the environment and compliance with various laws and regulations. In fiscal year 2021, we standardized the skillsets of hardware engineers as part of our commitment to developing and making effective use of human resources.

Website “Quality Initiatives”  
<https://www.oki.com/en/sustainability/csract/customer/quality.html>

## SUPPLY CHAIN INITIATIVES

To promote fair corporate activities in response to the voice of stakeholders, cooperation from suppliers is essential. We are committed to building relationships of trust with our suppliers. This commitment is reflected in our OKI Group Procurement Policies, which illustrate our basic approach to procurement activities. The policies stipulate “fair and honest selection of suppliers,” “procuring activities that incorporate the concepts of CSR,” and “pursuit of appropriate levels of quality and cost and stable procurement of materials.”

### Legal Compliance Initiatives

In accordance with the OKI Group Code of Conduct, we emphasize fair, honest, and non-discriminatory selection of suppliers, as well as sincere and fair business transactions. To ensure that our procurement activities are conducted properly, OKI conducts biannual workshops on purchasing-related laws for persons in charge of materials- and procurement-related divisions, including those of subsidiaries. At the workshops, we provide education and share information on the OKI Group’s policies as well as relevant laws including the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors. In fiscal year 2021, we held the workshops on purchasing-related laws online in September and February. A total of 240 people participated. In addition, 29 people participated in the Ministry of Economy, Trade and Industry’s online lecture on Subcontract Act cases and practices.

### Promoting CSR-Conscious Procurement

As a CSR guideline for suppliers and business partners, the OKI Group established the OKI Group Supply Chain CSR Deployment Guidebook, which covers areas such as human rights and labor, occupational health and safety, environment, fair trade and ethics, product quality and safety, information security, business continuity plans, and the construction of a management system, in compliance with the Responsible Business Conduct Guidelines published by JEITA (Japan Electronics and Information Technology Industries Association). Based on these guidelines, OKI is conducting CSR surveys through self-assessment questionnaires given to domestic and overseas suppliers and business partners, and is also monitoring CSR initiatives of domestic suppliers and business partners through visits.

For the CSR surveys, around 300 companies are selected according to OKI’s criteria, based on publicly available information on approximately 2,000 primary and secondary suppliers and business partners. In fiscal year 2021, we received questionnaire responses from 51 of these suppliers and business partners with manufacturing bases in Asia and China. Primary suppliers and business partners which are trading companies were asked to submit questionnaires to secondary suppliers and business partners. In this survey, no suppliers and business partners raised concerns regarding CSR initiatives. OKI will continue to expand and revise the details of CSR surveys in light of the growing interest of stakeholders in ESG. In fiscal year 2022, we plan to ask approximately 100 companies to fill out CSR surveys.

### Procurement BCP (Stable Procurement of Materials)

As a company which provides many products in businesses that support social infrastructure, the OKI Group considers it essential to establish a procurement BCP system for ensuring stable procurement of materials in these businesses. We have produced

a Groupwide procedural manual in light of the earthquakes, typhoons, torrential rains, and other natural disasters that are occurring frequently in recent years, and are preparing for disasters by regularly examining the locations of our suppliers’ manufacturing bases and improving communication protocols for times of emergency. In the event of a disaster, we strive to maintain our supply chain by keeping in contact with suppliers and business partners across the OKI Group and making necessary adjustments.

In fiscal year 2021, a global materials shortage emerged, including semiconductors, as demand rapidly increased for computers and servers worldwide due to the spread of telework and other lifestyle changes with the COVID-19 pandemic, followed by a rapid recovery in demand for automobiles. Materials supply continues to be unstable as measures to prevent the spread of COVID-19 in China and Southeast Asia have resulted in suspension of plant operations and logistical disruptions. The OKI Group is taking measures, such as promptly sharing the status of materials supply from suppliers with related divisions, as well as providing access to inventory across the Group, searching for products in stock in the market, placing orders early to meet extended lead times, and using alternative products. OKI will continue to work and coordinate with suppliers and business partners in order to secure materials.

### Constructing a Relationship of Trust with Suppliers and Business Partners

Maintaining cooperative relationships with suppliers is becoming increasingly critical for the OKI Group’s business growth, including coping with material supply shortages and rising costs of raw materials and energy, and introducing new technologies. We work closely with suppliers not only through daily exchanges of purchasing plans and other information, but also through sharing the OKI Group’s long-term business plans and receiving suppliers’ proposals on value engineering (VE)\* and new products. We are also building win-win relationships for the future by sharing market trends and long-term roadmaps for product supply from suppliers.

OKI has prepared and announced a “Declaration of Partnership Building” encouraged by the Ministry of Economy, Trade and Industry in line with the purpose of the above initiatives. We strive to further strengthen partnerships between the OKI Group and suppliers in accordance with this declaration, which states OKI’s intention to improve operational efficiency by sharing and visualizing information across the entire supply chain, engage in initiatives that increase mutual and collaborative added value through the sharing of purchasing plans, and ensure employees are trained to make judgements and act based on the OKI Group Procurement Policies.

\*Value engineering (VE): A way of reducing production costs without lowering the functional value of products, such as quality and reliability