Improvement of Customer Satisfaction

The OKI Group is dedicated to the development and supply of products and services that will ensure continued customer satisfaction, with proper emphasis on safety and ease of use.

Focal Points for Fiscal 2009

- Continuation of the improvement of education on quality (focusing on educational programs for mid-level engineers)
- Expansion of the application range of universal design technique

Achievements in Fiscal 2009

- Incorporation of a new training program for younger engineers into the programs common to all group companies
- Development and introduction of a system to support customer engineers that helps improve customer satisfaction
- Implementation of a demonstration experiment of an information service for senior citizens

Focal Points for Fiscal 2010

- Improvement of educational programs for mid-level engineers
- Implementation of education and training programs on quality across the group
- Expansion of the application range of universal design technique

OKI's Efforts for Quality Assurance

Believing that quality entails "customer satisfaction," OKI's quality philosophy focuses on "providing products that always make customers happy." In order to make them happy, it is necessary for us to offer the products (products, services and solutions) customers truly need in the most timely manner. Based on this idea, we have built our quality assurance system and made various efforts.

Quality Assurance System and Management

Upon the transfer of its semiconductor business in October 2008, OKI reformed its quality assurance system. Quality Assurance Division, that had been part of the company's corporate management function, became a division of the business execution function. We decided to follow this system at our organizational change in April 2010. Since then, we have carried out quality assurance activities in continuum with the activities of each business division.

The "Quality Assurance Regulations," the most significant rules among all quality-related rules and regulations of the company, defines OKI's quality philosophy, responsibility and authority, and companywide product safety policy. In addition, there are administrative instructions for the entire company and each business division. These rules and regulations are incorporated into the the quality management system of each business division.

Furthermore, we have obtained ISO9001 certification at all our production sites, and have built the most appropriate quality control system for each production line or product.

Reflecting the Standpoint of Customers in Quality Assurance Activities

OKI has promoted customer-oriented quality assurance activities in close cooperation with the company's R&D division and group companies responsible for maintenance and support. We hold a "Field Quality Meeting(FQM)" in each business domain every month whose participants include people from the business units with customer contacts such as Marketing, Sales and Maintenance as well as those from R&D, Quality Assurance (QA)

and Quality Control (QC) sections. They share information collected by Sales and/or Maintenance, detect quality problems at an early stage, and promptly solve them.

● System to Share Quality Information Through FQM
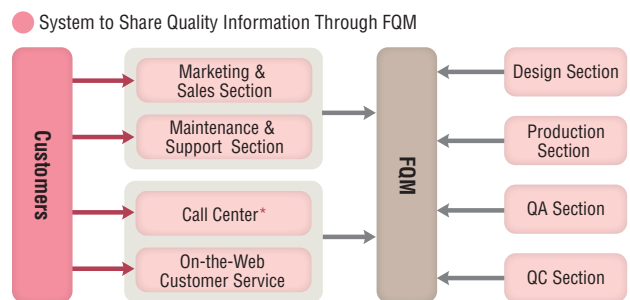
* Only for some products such as printers

Education on and Awareness-Raising Activities for Quality

Enhancement of Quality Education

The most fundamental factor in quality management is each employee's understanding of the importance thereof and his or her everyday conduct. Based on this idea, OKI has given

Learning materials for the "Basics of Statistics" course

education programs on quality for different types of employees at different levels such as new recruits, novice members of functional departments, and mid-level engineers. We have also offered a variety of elective education programs from among which each employee can choose the most appropriate program for his or her need. In addition we have utilized e-learning to prevent busy employees from missing educational opportunities.

In fiscal 2009, we integrated different programs for younger

engineers including new recruits on the basic knowledge of statistics and reliability given by different business units into a new program common to all group companies. The new program focuses on offering practical knowledge such as cases and heuristics in the group in order to help younger engineers become ready for working at the front lines of manufacturing. We are currently planning to add some advanced programs.

Raising Quality Awareness in Quality Month

The OKI Group has designated November as the group's "Quality Month" in which employees are asked to reflect on their quality awareness and quality assurance activities. During the Quality Month in fiscal 2009, different business units (such as Marketing & Sales, Design and Manufacturing) at each group company addressed the improvement of quality awareness by setting its slogan in line with its business tasks and quality activity plan, under the group-wide theme "From Awareness to Action -- the Integration of Marketing, Sales, Engineering, Production and Maintenance."

Awareness raising posters of different business units with different slogans for the Quality Month

Strengthening Interactions within the Group about Product Safety Risks

OKI has made various efforts to ensure product safety. OKI's companywide Product Safety Policy clearly states that "the corporate activities to ensure the safety of our customers using our products must be given the most priority." In this context, we have always incorporated provisions about product safety into agreements with our suppliers.

The Group's Cooperative Framework for Responding to Product Accidents

The OKI Group has a set of rules for coping with accidents arising from product deficiency. These rules specify necessary procedures for actions to be taken in case of such accident, including the establishment of a task force, the adoption of a remedial measure, the notification of the accident to the market and society, the implementation of a recall, and the development of a preventive measure. Furthermore, the OKI Group has rolled out these rules to major group companies in order to cope with any accident as a group in a coordinated way.

In fiscal 2009, we reconfirmed the measures to be taken by each business unit of each group company in order to appropriately respond to the Revised Consumer Products Safety Act that went into effect on April 1, 2009.

Product Safety and Technology Compliance Initiatives

In order to improve the safety of its products, the OKI Group has been active in ensuring the full compliance with the "four safety technology laws*" under the leadership of the "Product Safety and Technology Committee." As part of such efforts, we have facilitated communication among corporate management divisions, business divisions and group companies so that each issue can be properly addressed in order to ensure compliance with laws, regulations and certification requirements at all areas of business operation including design, manufacturing, procurement, sales and maintenance services. In addition, problems and improvements at different business units are shared through the Product Safety and Technology Committee in order to equalize the level of product safety and technology compliance of these units.

In fiscal 2009, we focused on making appropriate responses to the revisions of some relevant laws and ordinances by sharing related information through the Product Safety and Technology Committee. More specifically, we reexamined the Information and Communication Council's reports and public comments on the revisions of the Electrical Appliances and Material Safety Act (in September) and the Telecommunication Business Act.

* The four safety technology laws consist of major legal requirements and voluntary regulations pertaining to the safety of information technology equipment in Japan. More specifically, they are the Electrical Appliance and Material Safety Law, the Telecommunications Business Laws, the Radio Law, and the Regulations of the Voluntary Control Council for Interference by Information Technology Equipment (VCCI).

Initiatives to Improve Customer Satisfaction (CS)

Results of CS Surveys Reflected in Product Development

OKI Data manufactures and distributes printers. The company conducts a global CS survey every month, collects data on failure rates, on-site services and etc. Requests from customers and quality problems found through these efforts are described in a document called "CS Feedback Request," and shared through meetings for product development.

In fiscal 2009, the company validated the feedback requirements at earlier stages of product development more accurately, and raised the feedback target (a rate of customer opinions to be reflected in new products) from 80% to 100%. The company aims at reflecting CS feedback in new products more effectively by checking each product at each stage of development.

Opinions of Partners Reflected in Products and Services

In order to ensure customer satisfaction through products and services, close communication with suppliers engaged in marketing and sales activities is indispensable. OKI Networks a group company develops and markets IP system devices, has made

Feedback Committee meeting (in May 2010)

various efforts to enhance communication with partners. The company's two most important activities for this purpose are an

annual survey on partner satisfaction and day-to-day feedback from partners into business activities.

In the partner satisfaction survey, the company's partners are asked to evaluate not only its products and services but also its various activities such as marketing support and maintenance. The results of the survey are reflected in the company's business strategy for the next fiscal year. The company also collects opinions from its partners through various channels including education programs designed for partners, a web portal for partners called the Partner's Net, and SEs and sales representatives. All these opinions are shared through monthly meetings of the Feedback Committee and reflected in the development of new products. The committee has discussed more than 6,000 opinions from partners since 2006. We will continue to analyze requests from partners, and reflect them in our products and services.

Development and Introduction of a System to Support Customer Engineers that Helps Improve Customer Satisfaction

OKI Customer Adtech, an OKI Group company providing maintenance services, developed "@ Smart CE System," a system to support customer engineers (CEs). The purpose of the system is to improve the quality of services offered by CEs working at customer sites and thus help improve customer satisfaction. The company completed the nationwide deployment of this system for its approximately 1,200 CEs at 250 service sites in January 2010.

The system allows the company's CEs to search and browse technical information in situ at customer sites with their smart phones. It also enables the back-office staff to check real-time what is going on where with each CE and offer him/her the most appropriate support at

2010 MCPC Awards

the most appropriate timing. The company won the Encouragement Award of the 2010 MCPC Awards (organized by the Mobile Computing Promotion Consortium) on March 19, 2010, for the introduction of the mobile system that contributes to the improvement of customer satisfaction by offering quality field services and reducing recovery time. We will continue to further improve customer satisfaction by utilizing this system.

## Expanding Application Range of Universal Design Technology

The OKI Group's Approach to Universal Design

The OKI Group defines universal design as the achievement of a high level of usability (basic user-friendliness) and accessibility (considerations for elderly people and people with disabilities) in products and services so that all customers can use them properly, effectively and satisfactorily.

The OKI Group's efforts to enhance usability and accessibility are based on four concepts. First, products must have interfaces that are easy to understand. Second, mental and physical stress on users must be minimized. Third, there must be choices of operating procedures. Fourth, products must be designed in a friendly and attractive package. In order to promote universal design, OKI established a cross-functional organization called the Ergonomics Committee. The committee conducts verification tests and collects opinions from users which help shape products and services.

● Universal Design Intended for the Use of as Many People as Possible
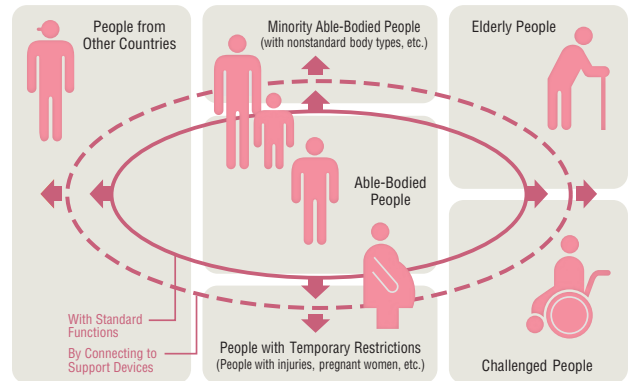
Application Example of Universal Design Technology: Feasibility Study of a Mobile Tourist Information Service for Senior Citizens

OKI conducted a feasibility study of a mobile tourist information service system for senior citizens on a shopping street in Dogo Onsen, a hot spring resort in Matsuyama, Ehime Prefecture, in December 2009. The study was part of the joint research project with the University of Tokyo for designing user-oriented ubiquitous services. A

OKI staff observing collaborators shopping at a mall

mobile tourist information service system is a system to offer tourists useful information at a tourist site using mobile devices such as cell phones. The conventional systems of this kind, however, have some problems to overcome, such as the lack of information truly meeting tourist needs and the inadequate utilization of mobile devices.

During the feasibility study, a group of tourists, 18 men and women in their sixties, were asked to use the system for shopping. The system had been designed based on the results of some surveys of people in the same age bracket. Many technological problems have been already solved in developing ICT-based services. It is indispensable, however, to conduct qualitative researches like this study in order to offer truly easy-to-use services to increasingly diversified users. We will continue our research efforts to realize highly useful information systems.