

MESSAGES FROM NEWLY APPOINTED OUTSIDE DIRECTORS

OKI's corporate governance structure was further strengthened by the appointment of two new outside directors, bringing a high level of expertise to the Board of Directors.

For many years at IHI Corporation I was involved in manufacturing in the aerospace business where I gained experience in planning technological and production strategies, including new products and new businesses, as well as plant location and relocation. Later on, I took charge of company-wide strategies for new businesses, procurement, and manufacturing.

Considering that OKI was founded in 1881 and IHI in 1853, both companies have a long history of contributing to Japan's industrialization and modernization. While the industrial segments they operate in may differ, they share many similarities as manufacturers. Moreover, OKI's vision of being a company that helps create a safe and convenient infrastructure for customers and society as a whole through the key Japanese concepts of "Mono-zukuri" and "Koto-zukuri" is something I can identify with given its similarity to IHI's vision. Based on these many common points and similarities, I hope for OKI to utilize my accumulated experience and knowledge of corporate governance and I myself hope to do my utmost to contribute even in the slightest.

OKI boasts many competitive products and systems in the growth field of information and telecommunications. The "connected society," "connected lifestyles," and "connected manufacturing" visions promoted by OKI go hand-in-hand with the building of sustainable society and I hope to contribute somewhat as a member of the Board to these Company activities.



Director
Tamotsu Saito



Director
Izumi Kawashima

In June of this year the Tokyo Stock Exchange's Corporate Governance Code was revised for the first time. The amended version strongly reflects the idea of shifting corporate governance away from formality to something of substance.

I have spent many years researching corporate law with a focus on the Companies Act and the Financial Instruments and Exchange Act. One of my main research topics is legislation related to corporate governance based on comparative law studies of the UK and the US. The decision to employ a Board of Directors' structure in which the majority of members are highly independent outside directors says to me that OKI has a strong commitment to strengthening governance. As a member of OKI's Board of Directors, my first objective is to focus on accumulating information about the Company's businesses and hopefully contribute to the increased enhancement of corporate governance by leveraging the knowledge and experience I have honed as an expert in the field of corporate law. And given a flurry of corporate scandals coming to light at leading Japanese manufacturers, I will do everything possible to ensure that the supervision functions of the Board are working adequately with the aim of bolstering and enhancing OKI's compliance structure and internal control systems.