Quality Management

Basic Approach

Each company within the OKI Group, along with its executives and employees, strives to embody the OKI Group Quality Philosophy, which serves as the foundation of the OKI Group's quality activities, while keeping in mind the OKI Group Charter of Corporate Conduct and the OKI Group Code of Conduct. In contrast to our enduring Quality Philosophy, the OKI Group Quality Policies have been established to pinpoint timely focus areas, ensuring that quality assurance activities are consistently aligned.

OKI Group Quality Philosophy / Product Safety Basic Policy:
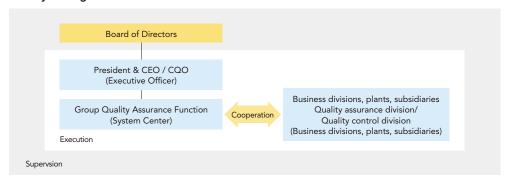https://www.oki.com/global/sustainability/social/quality/index.html

OKI Group Quality Philosophy

We will constantly provide products able to satisfy customers.

Timely focus areas

OKI Group Quality Policies

Specific policies and goals set according to business characteristics

Quality Policy / Quality Objectives

Company-wide safety policy applicable to all products

Product Safety Basic Policy

Foundational system for the OKI Group to fulfill its social responsibility regarding quality

Structure

Product quality assurance in the OKI Group is achieved through the activities of all divisions and employees involved in the product life cycle. Under the leadership of the Chief Quality Officer (CQO), the Group Quality Assurance Function plans and promotes common quality activities, such as quality compliance initiatives and measures to enhance communication between quality divisions across the Group. The quality divisions of business divisions, plants, and subsidiaries implement measures to maintain and improve the quality of products in each business field. These sections and divisions also collaborate with one another to drive Group-wide initiatives.

In line with organizational changes in fiscal year 2023, OKI has integrated the previously separate Quality Management Systems (QMS) built within each business division, with the aim to standardize business processes, improve operational efficiency, and enhance overall organizational performance.

Quality Management Structure

Board of Directors

President & CEO / CQO (Executive Officer)

Group Quality Assurance Function (System Center) ←Cooperation→ Business divisions, plants, subsidiaries Quality assurance division/ Quality control division (Business divisions, plants, subsidiaries)

Execution

Supervsion

Key Initiatives

① Enhancing QMS Effectiveness (Integration of Management Systems and Organizational Structure)

The previously separate QMS established for each business division were integrated in September 2023.

Objective	To establish a unified QMS structure and align the management system with the Company's organizational structure
Effect	Improved effectiveness of the QMS, ensuring and enhancing product quality, and a reduction in the number of external audits from five times per year to once a year

② Promoting Quality Compliance (Preventing Quality Fraud)

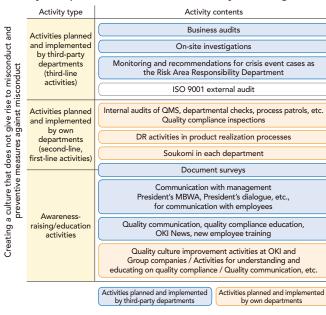Various activities are continuously carried out based on the quality compliance promotion plan.

Key initiatives include on-site investigations conducted by internal third-party departments, quality compliance inspections where departments plan and implement self-improvements to enhance internal oversight, and quality compliance education for all employees.

Objective	To prevent quality fraud through quality compliance promotion activities
Effect	Achieved zero cases of quality fraud across the entire Group

③ Quality Communication

During Quality Month (November), we hold quality dialogues led by the CEO, CQO, and quality divisions.

Objective	To create opportunities for quality-related communication during Quality Month by facilitating open exchanges with top management and quality divisions, aiming to enhance two-way communication (internally referred to as "Soukomi") and build a human network
Effect	Through open discussions, participants gain a better understanding of the management's thoughts and commitment to quality. Additionally, it promotes the sharing of initiatives among quality divisions and encourages cross-divisional communication.

Quality Compliance Promotion Activities System Diagram

Activity type	Activity contents
Activities planned and implemented by third-party departments (third-line activities)	Business audits
	On-site investigations
	Monitoring and recommendations for crisis event cases as the Risk Area Responsibility Department
	ISO 9001 external audit
Activities planned and implemented by own departments (second-line, first-line activities)	Internal audits of QMS, departmental checks, process patrols, etc. Quality compliance inspections
	DR activities in product realization processes
	Soukomi in each department
	Document surveys
Awareness-raising/education activities	Communication with management President's MBWA, President's dialogue, etc., for communication with employees
	Quality communication, quality compliance education, OKI News, new employee training
	Quality culture improvement activities at OKI and Group companies / Activities for understanding and educating on quality compliance / Quality communication, etc.

(left axis label: Creating a culture that does not give rise to misconduct and preventive measures against misconduct)

Activities planned and implemented by third-party departments | Activities planned and implemented by own departments

④ Maintaining and Improving the Quality of Products and Services in Each Business Area

In business divisions, plants, and subsidiaries, continuous improvement efforts are applied across all processes—from design and development to manufacturing and maintenance—to ensure the consistent maintenance and enhancement of product quality, always striving to meet customer satisfaction.

Please refer to the website for details. https://www.oki.com/global/sustainability/social/quality/index.html