

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.

Fiscal 2008	Fiscal 2009
<p>Focal Points</p> <ul style="list-style-type: none"> Facilitation of information sharing within the group for preventing product accidents Review quality education based on changes in demand Expansion of the application range of universal design technique 	<p>Focal Points</p> <ul style="list-style-type: none"> 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
<p>Achievements in Fiscal 2008</p> <ul style="list-style-type: none"> Shared information on minor product accidents and precautions about the use of particular materials/components throughout the group Enhanced education on product safety, safety-related laws and regulations, statistics and reliability Developed systems to support challenged teleworkers 	

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 so that quality assurance activities can be carried out 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 company-wide 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.

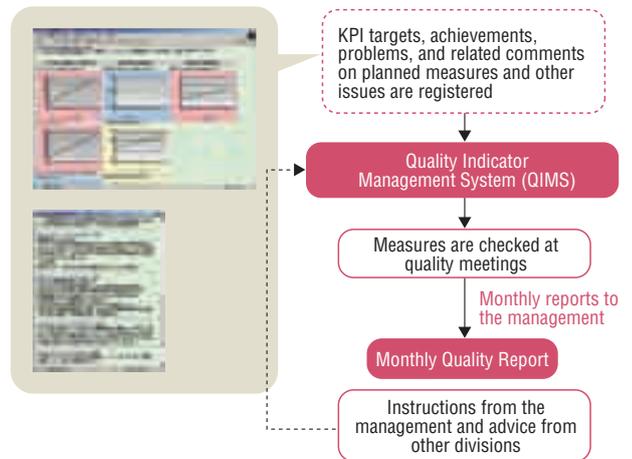
Continuation of Company-wide Quality Improvement Program

OKI has implemented a "company-wide quality improvement program" since 2005 in order to promote customer-oriented quality assurance activities in close cooperation between the company's R&D division and group companies responsible for maintenance and support. Under the program, we have extracted five issues deemed to be most important to customers (nuisance to customers, quality of products and services, customer TAT*1, delivery time, and CS) from the results of customer satisfaction (CS) surveys we have conducted and opinions of customers we have collected. Based on this information, each business division sets its indicators to evaluate its quality assurance activities (quality KPI*2), checks if its targets have been achieved on a

biannual and monthly basis. The achievements of each division are accessible to the management and all relevant parties whenever necessary through the intranet.

*1 TAT stands for turnaround time, the time taken to complete a certain task.
*2 KPI, a Key Performance Indicator, is an indicator to evaluate a factor to be focused for a certain goal.

▶ Procedure to manage quality KPI on a monthly basis



Strengthening Interactions within the Group about Product Safety Risks

OKI has made various efforts to ensure product safety. OKI's company-wide 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

OKI 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, OKI has established a cooperative framework for major group companies by rolling out these rules to the other group companies and coordinating them with the rules established by each company. In fiscal 2008, the OKI Group actively developed information about product accidents, and precautions for use of purchased materials and parts in the group companies, which leads to preventive measures for product accidents and defects.

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 fiscal 2008, a reeducation program about product safety was given to the members of the Product Safety and Technology Committee. The program featured the latest trends of safety-related laws and regulations and the basic knowledge of the four safety technology laws. Upon the foundation of OKI Networks Co., Ltd., a spin-off from OKI's telecommunication business, we completed all necessary processes to notify the supervisory authorities of the safety of products to be taken over.

* 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).

Education on and Awareness-Raising Activities for Quality

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, the OKI Group has given education programs on quality for different types of employees at different levels such as new recruits, novice members of functional departments, mid-level engineers and newly promoted employees. We have also offered a variety of elective educational programs from among which each employee can choose the most appropriate program for his or her need. The use of e-learning prevents busy employees from missing educational opportunities. Furthermore, all members of the OKI Group are supposed to reflect on their day-to-day commitment to and conducts for quality in November, "the month of quality," every year. In order to see the effects of these activities, we conduct a consciousness survey once in a while whose results will be reflected in measures to further improve quality awareness.

In fiscal 2008, we integrated different education programs for new recruits given by different divisions into one as the program

common to all business divisions of the company. The curriculum of the new program includes not only the basic knowledge of product safety and relevant laws and regulations but also that of statistics and reliability for to-be-engineers. The program was incorporated into the new recruit training for fiscal 2009.

Initiatives to Improve Customer Satisfaction (CS)

Continuously Conducting CS Surveys on Our Products and Activities

OKI has conducted CS surveys of its customers in the financial industry about different aspects of the OKI Group's business activities, including products in general, sales, proposals, development and maintenance, since fiscal 2007. During the survey conducted in fiscal 2008, we asked the respondents, representatives of approximately 40 customers, to answer various questions in seven categories on a scale of one to five. We also asked them to write their opinions and comments as they liked.

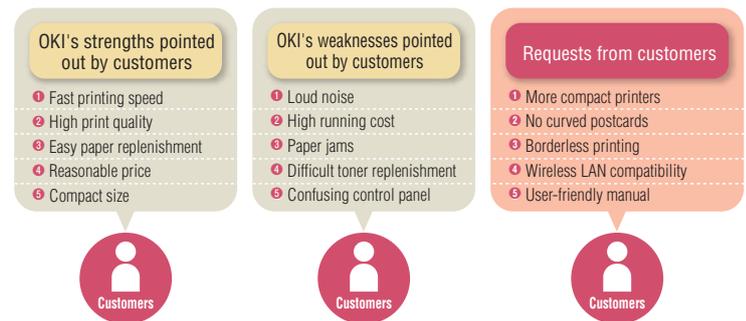
The results of each survey is disclosed to all respondents with our explanation. If we obtain any opinions from customers at this stage, we feed them back to the OKI Group. Based on the results of the survey and feedback from customers, we understand our weakness and examine what to be done in the future by each business unit. If there are any common problems, solutions to them are shared among all relevant business units within the group.

Opinions from Customers Reflected in Product Development

OKI Data manufactures and distributes printers. The company believes that one of the most important jobs of its CS division is to make its customers choose OKI printer as their second printers. In other words, it means to offer satisfaction continuously to customers. In this context, the company has conducted surveys in order to improve CS. The main purposes of these surveys are to understand what customers demand and reflect their opinions in the development of new products. More specifically it conducts global CS surveys on a monthly basis, collects data on failure rates, on-site services and etc.

Requests from customers and quality problems found through the these surveys are described in a document called "CS Feedback Request," and shared among people involved in

▶ Request from Customers About Color Printers



the development of new products through meetings. They aim at achieving a feedback rate (a rate of customer opinions that are reflected in new products) of 80%, and check any product being developed if it meets customer needs at each stage of product development.

The A3 color page printers launched in October 2008, C810dn and C830dn, feature compact sizes, low running costs, and simple structures that help decrease chances of paper jams. They were developed by reflecting opinions and requests from customers as shown below.

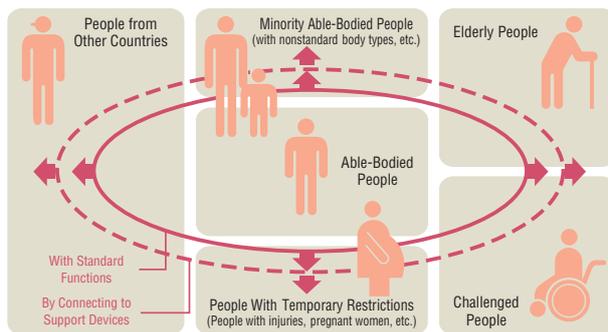
Expanding Application Range of Universal Design Technology

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 "WorkWel Communicator"

WorkWel Communicator is a multipoint voice communicator to support physically challenged teleworkers. It was developed by OKI WorkWel (see page 28), a special subsidiary of OKI, through a number of trial operations. OKI WorkWel has had a number of teleworking employees. As the company gained experience in working with teleworkers, it came to realize several problems involved in this style of work. Among them are: 1) slower decision making when working as a team, 2) limited information available to

teleworkers, 3) difficulties in conducting effective training, and 4) feelings of loneliness teleworkers are likely to suffer. Intended to solve these problems, WorkWel Communicator, a system that can be used constantly all through working hours, focuses only on voice communication because teleworkers put a greater importance on it than visual communication. With little network load, the system can be used in a mobile computing environment as well. Since the system allows timely information sharing, teleworkers using it don't suffer from loneliness. Furthermore, the user interface of the system, designed based on OKI's approach to universal design, is very easy to use for physically challenged users with a number of convenient features such as the operation buttons compatible with numerical keypads, and the automatic voice function with frequently used conversational sentences registered in it (optional).



A teleworker using WorkWel Communicator

Topics

OKI's commitment to accessibility for web sites receives high acclaim, and wins 8th place in the "Corporate Web Site Ranking 2008."

OKI has pursued accessibility for web sites since 2002, established the "OKI Guidelines for Web-Page Design" based on "JIS X 8341-3^{*1}" and "WCAG^{*2} 2.0," and contributed to realization of universally user-friendly web sites. These efforts have been highly acclaimed. In September 2008, OKI's web site won 8th place in the Nikkei Personal Computing Corporate Web Site Ranking 2008. (Nikkei Personal Computing is a magazine published by Nikkei Business Publications.) The ranking evaluated the web sites of 500 major companies in terms of "basic information," "branding," "risk management," "user friendliness" and "accessibility."



OKI's web site

^{*1} JIS X 8341-3: Guidelines for older persons and persons with disabilities — Information and communications equipment, software and services — Part 3: Web content

^{*2} WCAG: Web Content Accessibility Guidelines, established by W3C (World Wide Web Consortium).