

INTERVIEW WITH THE PRESIDENT :

AIMING FOR SUCCESSFUL FULFILLMENT OF THE MID-TERM BUSINESS PLAN



We will further strengthen our business in growth fields and steadily implement the structural reform of the Printers segment.

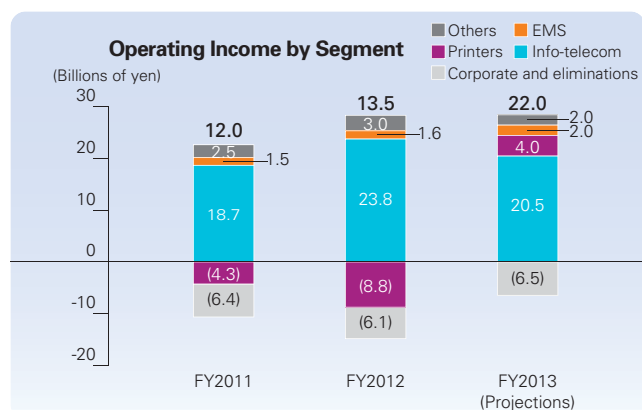
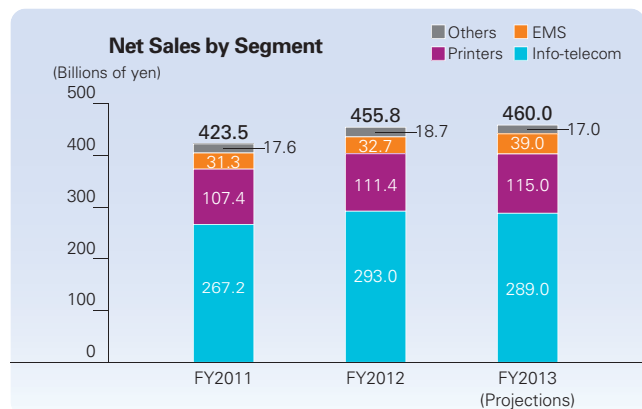
Q1 What are your thoughts on the OKI Group's performance in fiscal year 2012?

We achieved sales growth in every segment and vastly increased profits.

The market environment in fiscal year 2012 remained uncertain on the whole despite the upswing in business confidence in Japan on expectations for the new government that assumed office at the end of the year. While the business environment was severe, the OKI Group increased sales in every segment and raised overall net sales by ¥32.3 billion from the previous year to ¥455.8 billion in fiscal year 2012. Operating income rose ¥1.5 billion year on year to ¥13.5 billion, and the booking of gains on foreign exchange and other factors helped boost ordinary income by ¥11.2 billion year on year to ¥20.3 billion. Net income rose by a substantial ¥12.0 billion year on year to ¥13.6 billion.

The main drivers of the rise in performance were ATM sales in China (ATMs are part of the Mechatronics Systems business, which is part of the core Info-Telecom Systems segment that we regard as a growth field) and the Social Infrastructure Systems business, which grew on disaster prevention projects stemming from full adoption of digital firefighting systems and post-disaster reconstruction demand. The Printers segment actively invested in sales promotion during the year and generated increases in unit sales of color and monochrome LED printers.

Overall, fiscal year 2012 was a year in which our strategies aimed at growth steadily produced results and led to increased earnings.



Q2 Which fields do you expect to grow in the future as you seek to attain the targets of the mid-term business plan?

We expect more profits than ever from mechatronics systems, particularly ATMs, and the EMS field, and other areas.

Our objectives in fiscal year 2013, the final year of the mid-term business plan, are to achieve operating income of ¥22.0 billion and resume dividend payments to investors. We are making steady progress with business structural reforms and are focusing our resources on the growth fields that will enable us to reach our targets as we continue our business expansion.

The first growth field on which we are focusing is the Mechatronics Systems business, which centers on ATMs. The first of their kind in the world, our cash recycling ATMs are based on “integral architecture technology,” an area where Japanese companies excel, and this makes it difficult for our competitors to emulate them. We are leveraging the technological know-how that derives from Japan’s “*monozukuri*” (manufacturing) culture to develop ATMs for markets around the world with the aim of achieving further business growth.

Our business is already steadily expanding in China, and we are following this with efforts to develop other markets, such as our entry into the Russian and Indonesian markets in fiscal year 2012. For fiscal year 2013, we have steadily taken steps, including building a foundation for the ATM

business in Central and South American markets through a partnership with Itaotec S.A., a Brazilian company.

Our introductions of cash handling equipment and currency exchange machine capable of simultaneously handling multiple currencies have generated many inquiries from financial institutions and other customers in Japan and overseas, and we are targeting further growth for these products.

The EMS segment is another field where we anticipate growth. OKI uses the technology and expertise we cultivated by developing and manufacturing our own products as the foundation for our specialization in the high-end EMS market, which requires both highly sophisticated manufacturing technology and quality assurance capabilities. Nevertheless, fortifying our printed circuit board business is essential to achieving growth in this field. To that end, in October 2012, we obtained the printed circuit board business of TANAKA KIKINZOKU KOGYO K.K. via a business transfer and established OKI TANAKA Circuits Co., Ltd. Through such moves, we are working to steadily strengthen the EMS segment through the expansion of our domestic market share of printed circuit board business for high-end products and other steps.



Announcement of a strategic partnership with Itaotec S.A., a Brazilian company, in the ATM business in May 2013.



Assembly lines for banknote cassettes at our ATM manufacturing factory in Shenzhen, China.

Q3 What is the outlook for the Printers segment?

We are implementing structural reforms to establish a stable profit structure while also seeking to venture into new business domains and swiftly launch operations in new business fields.

Featuring superior LED technology, OKI printers play an important role as a user interface in our efforts to provide solutions to our customers. We have built up good relations over many years with our best customers around the world, and consider the Printers segment a core business domain that is crucial to executing the Group’s growth strategies. In the Printers segment, we are currently implementing structural reforms to establish a stable profit structure while also

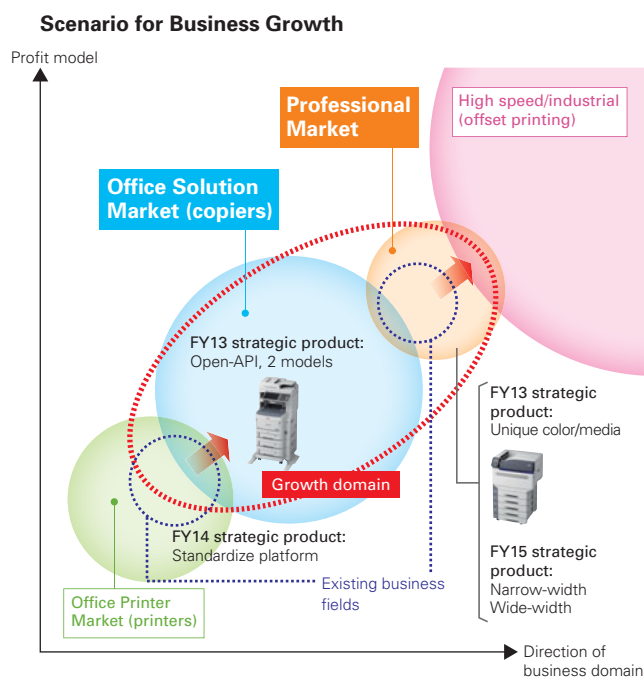
seeking to venture into new business domains and swiftly launch operations in new business fields.

Specific structural reforms include reducing fixed costs at overseas subsidiaries and reforming design and procurement operations to improve business efficiency to establish a profit structure capable of posting positive profits even at the level of sales achieved in fiscal year 2012. We are also revising the product lineup and marketing strategies of the

Printers segment to focus on profitability. The majority of the operating loss at the Printers segment in fiscal year 2012 is attributable to temporary expenses. We believe the structural reforms will give the business an operating structure capable of generating stable profits going forward.

Another measure aimed at positioning the Printers segment for growth is the leveraging of our Company's strengths to enter new business domains. Specifically, we are preparing to expand beyond our existing core business domains and into more sophisticated market categories, such as the office solutions market and the professional market. In the office solutions market, for example, we will promote our printers against multifunctional copier-printers by highlighting the total cost savings from the self maintenance, low-cost printer-based hardware, and other features of our lineup. In the professional printing market, we aim to replace the high-priced single-purpose equipment that has dominated the market with our high value-added printers that make full use of LED features.

We will also seek to enhance profitability in the office printer market by emphasizing our outstanding existing network of channels while using our B2B e-commerce channels, to increase the sales ratio and machines in field (MIFs) of our high value-added products.



Q4 What is your stance on strengthening governance?

I am spearheading various measures to enhance governance.

We believe strengthening our global governance is particularly important as we seek to expand our businesses overseas in line with the mid-term business plan. We are currently implementing numerous measures to strengthen governance following the significant inconvenience and concerns caused to our stakeholders by inappropriate accounting practices at an overseas consolidated subsidiary

announced in August 2012. The OKI Group's comprehensive approach to compliance begins with management taking the lead in compliance and includes the establishment of the OKI Compliance Commitment as well as providing thorough compliance training for all OKI Group employees, executives, and board members and revising the OKI Group Code of Conduct.

Q5 Lastly, what is the Company planning for fiscal year 2013 and what is the outlook for the resumption of dividend payments?

We are determined to achieve the operating income target of the mid-term business plan and aim for the early resumption of dividends and continuous payment of stable dividends.

We would like fiscal year 2013 to be a year of concerted effort by the OKI Group to enhance profitability and fulfill the objectives of the mid-term business plan.

While we are beginning to reap the benefits of seeds sown in business fields we expect to grow, we seek to establish stable profits in the businesses that form the base of our operations, such as systems for financial institutions, telecommunications, and social infrastructure. Through these initiatives, we aim to raise consolidated net

sales by ¥4.2 billion year on year to ¥460.0 billion and operating income by ¥8.5 billion year on year to ¥22.0 billion. We plan to achieve net income of ¥11.5 billion, a decline of ¥2.1 billion year on year primarily due to structural reform costs for the Printers segment.

Achieving the mid-term business plan's ¥22.0 billion operating income target is a primary objective that would enable us to resume dividend payments to investors.