



Charter of  
Corporate Behavior

# 6

Respect for Employees

**We shall endeavor to make the lives of employees comfortable and fulfilling, provide a safe work environment, and respect each employee's personality and individuality.**

Konica Minolta constantly strives to ensure that all Group employees everywhere enjoy dynamically supportive work environments that help them make the most of their abilities and develop their potentials.

## Creating a Work Environment With Respect to Cultures and Customs Worldwide

Konica Minolta believes that people are its greatest asset, and that they are the key to expanding its corporate value. Based on this awareness, the Group places great importance on the development and posting of its human resources. The Group has a corporate culture in which its employees are free to explore ideas that motivate them, and the encouragement to channel their passion and energy into realizing these ideas.

As of March 31, 2007, there are a total of 30,207 employees in the Konica Minolta Group, working at locations in over 40 countries worldwide (see chart, right). Konica Minolta is respectful of regional and national cultures and customs, and creates workplace environments where its employees can be enthusiastic about their work.

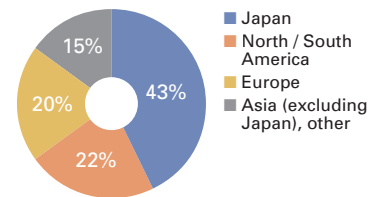
## Employees Encouraged to Share Opinions and Ideas Openly

In October 2006, a discussion was held between employees and President Yoshikatsu Ota, in the executive boardroom of Konica Minolta Holdings, Inc., in Tokyo. Five employees in their 20s and 30s participated in the discussion. These participants were selected among interested employees of different Group companies in Japan, and their specialties vary from planning, development, and manufacturing, to sales. An enthusiastic discussion with President Ota continued for about two hours, as they discussed reform and challenges facing the Group. The participating employees were able to offer frank opinions, and the president responded earnestly. Through this kind of activity, the distance between top management and employees is being bridged. This free and open corporate climate is encouraging the people of Konica Minolta to take on new challenges.

Since 2005, Konica Minolta has published a German edition of each new *CSR Report*. The report was distributed among employees in Germany in 2006. In February 2007, the Konica Minolta Holdings director responsible for CSR visited Europe for a CSR Promotion Committee meeting. During his visit, the director held a discussion on CSR with junior employees who had read the report. Some of the employees expressed the opinion that they wanted to deepen their understanding of not only their own sales duties but also the activities of the entire Group. Other employees shared ideas of things they could and would like to do to contribute to society, including supporting nearby daycare centers, helping senior citizens, giving assistance to children in underprivileged households, and aiding disabled persons.

### Global Breakdown of Employees

(March 31, 2007)



### Staff Column

**Chao King**  
President  
Konica Minolta  
Technology  
U.S.A., Inc.



“Working with Konica Minolta is really not just a job, it is a part of my life. I do not encourage changing jobs, like many Silicon Valley employees do. I often say to our people, “If the company treats you well, then you should treat her with fairness and loyalty.” Konica Minolta is a good company with a lot of potential. However, as I always say, the most important asset of a company is good people.”



Employees in Japan exchange opinions with President Ota



Employees in Germany share ideas with the CSR director

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Staff appointment ceremony



Employees of the Wuxi Plant



Konica Minolta Business Technologies  
(Wuxi) Ltd.

## Establishing Programs that Encourage the Growth and Development of Employees in China

Konica Minolta supports people who are willing to explore their own growth and change by offering a full range of education programs. Moreover, the Group regularly promotes employees based on their ability and performance.

Konica Minolta Business Technologies (Wuxi) Ltd., a production site in China, has expanded its number of employees eightfold (including temporary employees) in the year and a half since it began operation and has been experiencing steady growth.

The plant began a project to introduce new products in 2006. Although there were many obstacles and setbacks, the employees were able to gain a lot of valuable experience from the process. Experts from various fields and sites across Japan visited the plant to support them with the start up and shared their know-how. The plant employees worked hard to absorb all the knowledge and expertise provided by the specialists. They are now striving to organize and systematize the skills and information gained, so that the experience can be applied to future projects.

Here, outstanding temporary employees have an opportunity to be hired as employees formally. There is also a system to offer staff status according to ability and aptitude. Those who are appointed as staff members engage in the management of the production site or in support operations using computers. As of April 2007, 160 employees have been hired formally, and of these, 27 were given staff positions.

In addition, in order to support this personnel-promotion system, a training program was introduced to improve workers understanding about management basics, the organization of the Konica Minolta Group, and basic computer operation. Employees that have obtained skills and knowledge, with the guidance of senior workers, can obtain staff qualification after passing an exam. Currently, there are about 30 workers training to become staff members. This program also promotes staff development; it serves as an opportunity for the teaching staff to improve their abilities by preparing easy-to-understand materials and finding better ways to transfer the necessary skills.

Along with the development of the plant and local human resources, in October 2006, the company began promoting local staff to management positions. As of April 2007, 22 locally hired Chinese staff have been promoted to these positions. It is hoped that many will join the ranks of top management in the future.

## Workplace-Exchange Program Facilitates Employees Understanding of Each Other's Professions

In 2006, Konica Minolta Business Solutions France S.A.S., an office equipment sales company, established a new program called *Vis Mon Job*, which allows its employees to try out a different workplace for a day. By experiencing different work environments within the company, participants get to know operations outside their own fields and obtain a better understanding of the Group's overall activities in France. The program has already run twice in 2006 (June and December), each time with ten participants selected from the employees. Plans are being made to have about 30 or 40 people take part each year.

Under this program, if a participant discovers another appealing profession within the company, it is possible for that person to change professions. For example, there was a case where an office equipment customer engineer<sup>1</sup> switched to the position of sales promotion engineer. Through this program, employees develop a better appreciation for each other's jobs, with the added bonus of discovering new positions and skills worth pursuing.

## Fostering a Balanced Work Life for Both Men and Women with a Supportive Workplace

Japan has been faced with falling birthrates having reached its peak of approximately 128 million people in 2005. By 2050, the Japanese population is expected to decrease to 100 million people. The concern currently facing Japan is how to foster the next generation of citizens and to create a society that will support the upbringing of healthy children.

Konica Minolta is working on this issue by creating a work environment where both women and men can balance their work and family lives. In April 2005, various programs were introduced including the establishment in 2006 of the Committee for Fostering the Next Generation. Since then, Konica Minolta has been promoting activities to strengthen these programs. As a result, Konica Minolta Business Technologies Inc. and Konica Minolta Technology Center Inc., in fiscal 2005 and 2006, have satisfied the requirements under a program by the Ministry of Health, Labour and Welfare of Japan to certify companies that support childrearing. Accordingly, the two companies are entitled to use the *Kurumin* logo. Konica Minolta will continue to promote policies that advocate diverse human resources, both male and female, while adopting optimal work conditions. In this way Konica Minolta is helping to create a society that will foster healthy future generations.



Article on *Vis Mon Job* program

### Staff Column

**Alain Bendavid**  
Human Resource  
Director  
Konica Minolta  
Business Solutions  
France S.A.S.



"Today, everybody knows that the human element is essential for any company to be successful. The main goal, by implementing *Vis Mon Job*, is to create a new, open-minded culture, where the employees are aware of the consequences their actions have on other jobs. It also contributes to creating transverse communication."



The *Kurumin* logo, certification for efforts in fostering the next generation.

<sup>1</sup> A member of service personnel who maintains and inspects customers' devices.