

## We believe that being a good corporate citizen helps us achieve our goal to raise corporate value.

### —What are your thoughts about the Konica Minolta Group's corporate social responsibility (CSR)?

The Konica Minolta Group is a new global enterprise born from the integration of Konica Corporation and Minolta Co., Ltd. in August 2003. Rather than continuing on our former paths, we assumed a stance and direction as a new company with respect to our employees as well as our customers, shareholders and communities. Simultaneously with our reorganization, we formulated a management philosophy, management visions, corporate message and the Konica Minolta Group Charter of Corporate Behavior, which we announced and are implementing. These indicate how we fulfill our responsibility to society and make positive contributions, and are the very basis of Konica Minolta's CSR.

To thoroughly immerse our worldwide activities in this fresh spirit, we translated the the Konica Minolta Group Charter of Corporate Behavior into eight languages and distributed it to Group employees around the globe in April 2005 in an effort to ensure rigorous implementation.

### —Why are you focusing on CSR right now?

I believe that the trust placed in us by our stakeholders is the most important element for continuing development and raising corporate value. We are striving to earn their continued trust in this changing era by taking the stakeholder's viewpoint in organizing and reviewing aspects that have been our concern all along—corporate

governance, the environment, compliance with laws and regulations, contributing to society and communicating with society. Even without CSR, these are our concepts, our philosophy. We combined these ideals into the *CSR Report* so that our stakeholders would be able to understand the thinking and behavior of our Group. As a result of this effort, the stakeholders are placing even more faith in our Group, which we believe is the key to raising corporate value.

### —What actually is Konica Minolta's CSR?

There is no worldwide consensus about what CSR should entail. The concept itself can differ for Europe, the Americas, Asia and Japan. What's more, the nature of the business engaged in by corporations varies considerably so there are different characteristics in terms of development, production, sales and service. For the Konica Minolta Group to fulfill our responsibility to society and to make contributions that will earn good faith, it is vital for us to constantly work on our own initiative without following the pack. In this sense, the promotion of CSR depends primarily on the understanding and involvement of each and every employee. Here, it is essential that employees have a correct and thorough grasp of the management philosophy and the Konica Minolta Group Charter of Corporate Behavior so that they are highly conscious of CSR. Also, with regard to issues we are conventionally concerned with, such as corporate governance, the environment, compliance with laws

and regulations, and contributing to society, it is important for us to communicate with our stakeholders in order to be able to continually review and improve our approach.

Just as we have made economic and environmental issues compatible in our product development, procurement (collection), production, sales and service activities, I feel obliged as a representative of management to make social responsibility an integral and intrinsic part of our economic activities.

### —Why are you issuing the report as the CSR Report this year?

First, in terms of accountability, we must carry out the disclosure of information required by stakeholders of the Konica Minolta Group. At the same time, the information has to be highly transparent. The report is positioned as one of the means of fulfilling this responsibility. Second, in the process of creating the report, we can extract Group issues and use these as an opportunity for making improvements. Seeing the report from this perspective, we had to shift from a sustainability report that focused on the environment, and instead provide a well-rounded report in terms of social as well as environmental matters that are the concern of our stakeholders. That's the reason for making this year's report the *CSR Report*.

I might add that this year's report is quite a transformation compared with last year's, disclosing information in a far more transparent and precise manner for stakeholders. Additionally, we



wanted to have as many people as possible understand the stance and contents of our CSR efforts, so we issued a digest of the detailed report.

The digest has been widely distributed to our customers, shareholders, suppliers, contractors, regional companies, employees and other stakeholders. We are very keen to hear comments from everyone after they read the report.

As a global enterprise, there is still plenty of room for improvement this fiscal year when it comes to disclosing Group-wide information, as I'm sure many will agree. We hope to continually improve the business activities of the Konica Minolta Group by heeding your highly valued opinions.

August 2005

A handwritten signature in black ink that reads "Fumio Iwai". The signature is written in a cursive, flowing style.

**Fumio Iwai**  
President and CEO  
KONICA MINOLTA HOLDINGS, INC.