



KONICA MINOLTA

KONICA MINOLTA
CORPORATE PROFILE



Giving Shape to Ideas

Introduction

Creating new value in a changing world

At Konica Minolta, we continue to mount the challenge to create new value from our expertise with light, which enables us to freely manipulate light. The proprietary and timeless technologies we have developed—office equipment, production materials, optical devices, medical imaging systems—have evolved new value that enhances our lives and society. That effort continues to this day. Researching for innovative technologies and striving to create new value is our management philosophy, and that will never change.

History

- 1873 Rokusaburo Sugiura began selling photographic and lithographic materials at Konishiya Rokubeiten in Tokyo (the startup of the business of Konica Corporation).
- 1903 Marketed "Cherry Hand Camera," Japan's first brand name camera.
- 1928 Kazuo Tashima established Nichi-Doku Shashinki Shoten (Japan-Germany photo company; the precursor of Minolta Co., Ltd.).
- 1940 Released the first made-in-Japan color film "Sakura Natural Color Film." 
- 1957 Completed the company's first planetarium unit. 
- 1960 Completed the Company's first copier "Minolta Copymaster." 
- 1975 Released the world's first 35mm camera with built-in flash and AE functions "C35EF." 
- 1977 Released the world's first 35mm compact autofocus camera "C35AF." 
Released world's first finger measurement type pulse oximeter "OXIMET MET-1471."
- 1983 Released the world's first copier with zoom magnification/reduction function "EP450Z." 
- 1984 Developed an ultra-high-precision aspheric plastic lens for CD players.
- 1985 Released SLR camera with autofocus function "7000." 
- 1987 Released simple color-proofing system "Konsensus." 
- 1989 Released medical digital imaging output system "Laser Imager Li-10." 
- 1990 Released monochrome laser printer "SP101." 
Released digital color copier "CF70."
- 2000 Fully launched business for TAC films for LCD polarizers. 
Established Konica Minolta Supplies Manufacturing Co., Ltd., a joint venture for the production of polymerized toners.
- 2003 Integrated Konica Corporation and Minolta Co., Ltd., and created Konica Minolta Holdings, Inc.
- 2004 Opened its own planetarium Sunshine Starlight Dome "Manten" in Tokyo, Japan. 
Released next-generation inkjet textile printer "Nassenger V."
- 2005 Released the world's first mammography to use phase contrast technology.
- 2007 Withdrawal from the photo and camera business. 
Opened the first "Digital Imaging Square."
- 2010 Released digital printing system "bizhub PRESS C8000." 
- 2011 Released wireless DR system "AeroDR." 
Released the world's first Organic Light Emitting Diode (OLED) lighting panels using all phosphorescent materials.
- 2012 Opened the Konica Minolta Planetarium "Tenku" at the TOKYO SKYTREE TOWN®.
- 2013 Reorganized the group management system and changed the company's name to Konica Minolta, Inc.

Giving Shape to Ideas



For the future
Creating new value in a changing world
We give shape to new ideas that offer the chance
to revolutionize our lives and society.

Management Philosophy

The Creation of New Value

Communication Message

Giving Shape to Ideas

Making Konica Minolta “a robust company that is capable of strong growth,” and “a company that is vital to society”

Reorganizing our management system to sustain strong growth

With the speedy expansion of digital networks, economic activities and the transmission of information becoming increasingly borderless, the business climate continues to change rapidly around us. Meanwhile, society faces ever more acute problems in terms of resources and energy. These are just two examples of the ongoing changes forcing us to make drastic revisions to our existing values. At times like these, it is imperative for any company to manage its businesses with an even greater sense of urgency. To ensure that we can react with agility to changes in the business environment,

Reorganization of the Management System



keep on top of the global competition, and sustain strong growth, Konica Minolta has now radically reorganized its management system.

Previously, Konica Minolta Holdings, Inc. was a pure holding company. It has now absorbed seven business companies and common function companies, becoming the company that manages the Konica Minolta Group, and operates its businesses directly. In line with this change, it has changed its name to “Konica Minolta, Inc.,” marking a new incarnation as of April 2013.

Broadly speaking, the aims of this reorganization are threefold.

The first aim is to increase the management power of our Business Technologies Business — which accounts for around 70% of our group sales — by unifying it with our holding company. Although our Business Technologies Business no longer enjoys such a favorable climate as before, we need to achieve continuous growth, no matter what. To that end, we decided to confront the current adverse conditions by unifying our holding company with our business companies.

The second aim is to utilize our management resources more strategically and flexibly by adopting a “group-wide optimization” perspective. At the time of the management integration between Konica Corporation and Minolta Co., Ltd., back in 2003, we adopted a new organizational system consisting of a holding company plus separate business and common function companies. At the time, this worked effectively. However, now that ten years passed, and the business climate is undergoing massive changes, we have arrived at a point where this system sometimes presents disadvantages. For example, it can lead to a mind-set where each company implements optimization by itself, producing the inefficiencies associated with vertically divided organizational structures. From now on, Konica Minolta is going to work toward further growth by focusing on the fields where our management resources ought to be concentrated.

The third aim is to adopt the in-house company system, thereby retaining the advantages of having

separate business companies, while remedying the decrease in our organizational strength caused by functional distribution, bolster corporate functionality, and build an efficient business support system. This reorganization has enabled each company to focus its energies on growing and expanding the businesses that are its true organizational mission.

This fiscal year takes us into the final fiscal year of our medium term business plan “G PLAN 2013.” Under the new management system, we will continue our steady pursuit of its three basic policies, which are 1) Achieving strong growth, expanding business scale, 2) Changing into a “Global Company,” and 3) Increasing the recognition of the Konica Minolta brand.

We will advance steadily toward realizing our vision of the kind of company we should aim to be: “a robust company that is capable of strong growth,” and “a company that is vital to society.”

“The Creation of New Value” and “Giving Shape to Ideas”

We believe that the way to ensure the future and the growth of Konica Minolta is to find out what products and what services would have value to our customers and to society in general. We also believe that it is indispensable to tell the world about our desire to create the value that our customers want, and to communicate even more profoundly with our customers in a wide range of fields.

Konica Minolta’s mind-set is about sharing problems: the problems of our customers and of our entire society, and giving shape to ideas that can help solve them. Our Communication Message, “Giving Shape to Ideas,” encapsulates this mind-set and expresses our commitment to our customers around the world to put it into action. The “Giving Shape” element means using the expertise and proprietary technologies we have amassed over the decades, to solve problems, improve productivity and more. It refers to all the daily efforts and creative ingenuity of every single employee. Through

these innovative efforts, we are committed to giving shape to our customers’ ideas, one by one, to bringing excitement to the worldwide business scene and to the daily life of the community, and to creating new value.

Through this commitment, rooted in our Management Philosophy “The Creation of New Value,” the Konica Minolta Group aims to create the kind of new value that only we can deliver. Through our daily corporate activities, and through everything we provide for our customers, we aim to build a better society.

Masatoshi Matsuzaki

President and CEO
Konica Minolta, Inc.



Konica Minolta Rising to the Challenge of Creating New Value

In April, 2013 Konica Minolta reorganized its management body, focusing on “the creation of new value” for a new age.

We unified eight group companies to launch a new administrative organization as “One Konica Minolta.” Under this new system, our Business Technologies Business will be the core domain through which we will continue to mount the “creation of new value” challenge.



Business Solutions

Main Products & Services

- MFPs (Multi-functional peripherals)
- Laser printers
- Filing devices
- Facsimile machines
- Software and peripheral devices

Business Fields

- Corporate offices
- SOHO



Production Print

Main Products & Services

- Digital printing systems
- Digital color-proofing systems
- CTP (Computer to Plate)
- Remote color management systems
- RGB workflow products
- Prepress production systems

Business Fields

- Printing companies
- Corporate printing departments



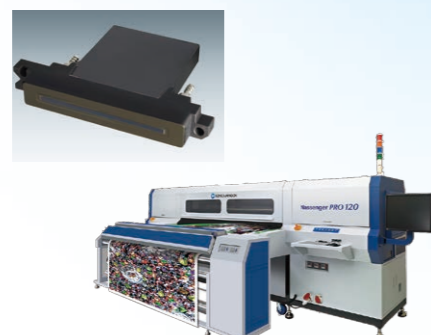
Industrial Inkjet

Main Products & Services

- Inkjet printheads
- Inkjet textile printers
- Inkjet print units
- Inkjet inks

Business Fields

- Digital printing
- Textile dyeing
- Printed electronics



Business Technologies Business

Industrial Business

Healthcare Business



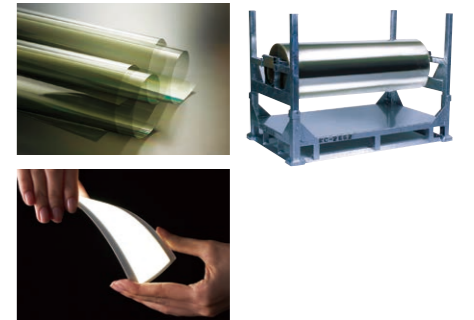
Performance Materials

Main Products & Services

- TAC film for LCD polarizers
- VA-TAC film for increasing viewing angle
- High-precision photo plates
- Barrier film
- Functional film for windows
- Organic Light Emitting Diode

Business Fields

- Electronics industries
- Auto industries
- Research institutes



Optical Devices/Sensing

Main Products & Services

- Micro-camera modules
- Lens units
- Pickup lenses for optical disks
- Prisms for pickups
- Glass substrates for HDDs
- Spectrophotometers, Colorimeters
- Illuminance meters, Chroma meters
- Spectroradiometers
- Spectrometers
- Pulse oximeters
- Solar cell measurement and calibration equipment

Business Fields

- Electronics industries
- Auto industries
- Research institutes
- Hospitals/Nursing homes



Main Products & Services

- Digital X-ray diagnostic imaging systems (CR, DR)
- Digital mammography
- Diagnostic ultrasound systems
- Medical imaging filing systems
- All-in-one medical imaging information workstations
- Medical management support and service
- Diagnosis medicine

Business Fields

- Hospitals
- Clinics

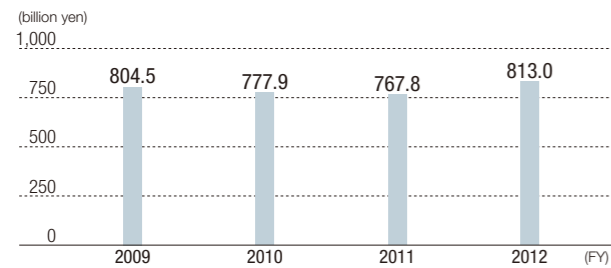


Overview

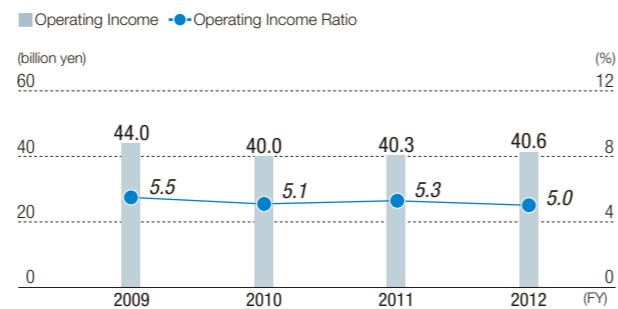
Head office	2-7-2 Marunouchi, Chiyoda-ku, Tokyo, Japan	Consolidated net sales	813 billion yen (2012 FY)
President and CEO	Masatoshi Matsuzaki	Fiscal year-end	March 31
Established	December 22, 1936	Number of employees	
Paid-in capital	37,519 million yen (as of March 31, 2013)	Non-consolidated:	Approx. 6,700 (As of June 2013)
		Consolidated:	Approx. 41,800 (As of June 2013)

Main Data

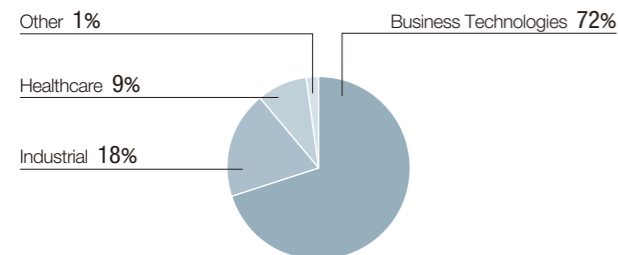
Consolidated Net Sales



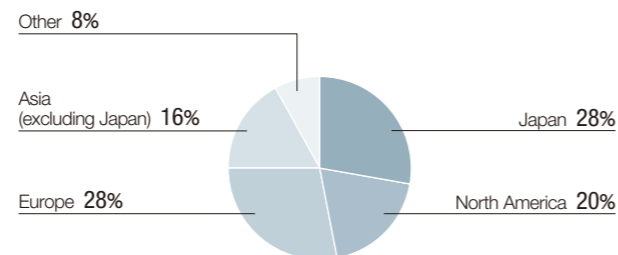
Consolidated Operating Income/Operating Income Ratio



Breakdown of Sales by Business Segment (2012 FY)



Breakdown of Sales by Region (2012 FY)



* "Other" includes the industrial inkjet business.

Company-with-committees system

In order to increase transparency, corporate soundness, and efficiency, Konica Minolta uses a company-with-committees system. The Board of Directors includes the Nominating Committee, the Audit Committee, and the Compensation Committee, with functions separated between directors who handle management supervision and executive officers who are in charge of business execution. Directors without a dual executive officer role account for the majority of the Board of Directors, including four outside directors who have a high degree of independence and who have no personal connection with important business relationships or with company officers. Furthermore, supervisory functions are enhanced by having directors who are not executive officers serve as chairman of the board, and by having outside directors serve as chairman of each committee. At the same time, we attempt to increase decision-making speed by having much of the business decision authority transferred from the Board of Directors to executive officers.

Number of members on the Board of Directors: 11

		Nominating Committee	Audit Committee	Compensation Committee
Number of non-Executive Officers: 7	Director (Chairman of the Board)	●		
	Outside Directors	●		○
	Outside Directors	○	●	
	Outside Directors		○	●
	Outside Directors	●	●	●
	Director	●	●	●
	Director		●	●
Number of dual-role Executive Officers: 4	Director (President and CEO)			
	Director (Senior Managing Executive Officer)			
	Director (Senior Managing Executive Officer)			
	Director (Senior Managing Executive Officer)			
	Director (Senior Executive Officer)			

(As of June 2013) ○ committee chairmans, ● committee members

Chapter

Business Technologies Business

Konica Minolta's core competency is technological innovation and the creation of new business models.

The Business Technologies Business is Konica Minolta's core business, and consists of three segments: Business Solutions, which improve office output environments; Production Printing, which brings innovation to businesses and printing companies alike; and Industrial Inkjet Printing.

- Business Solutions**
 - The future of Multi-functional peripherals P. 9
 - "OPS" new service concept P. 11
- Production Print**
 - Evolution of digital printing systems P. 13
 - New Konica Minolta group services P. 15
- Industrial Inkjet**
 - The possibilities of "inkjet technology" P. 17

“bizhub,” the world’s top-class A3 color MFP

Meeting needs for increased sophistication and diversity with a varied lineup; establishing a position at the top of the global market.

MFPs (Multi-functional peripherals) that supports a variety of functions otherwise handled by separate equipment such as copiers, printers, scanners, and facsimiles are indispensable in today’s business arena. Just as the name suggests, the Konica Minolta MFP “bizhub” series acts as a “business hub” and increases both the quality and efficiency of customer businesses in offices around the world.

Customers’ MFP needs are becoming more sophisticated and diverse in line with rapid changes in economic activities and the arrival of the mobile cloud age. Konica Minolta has gained the trust of the marketplace by strengthening our “bizhub” series product lineup and providing tailored responses to our customers’ needs. We now enjoy being one of the top companies around the world in A3 office color MFP market share.

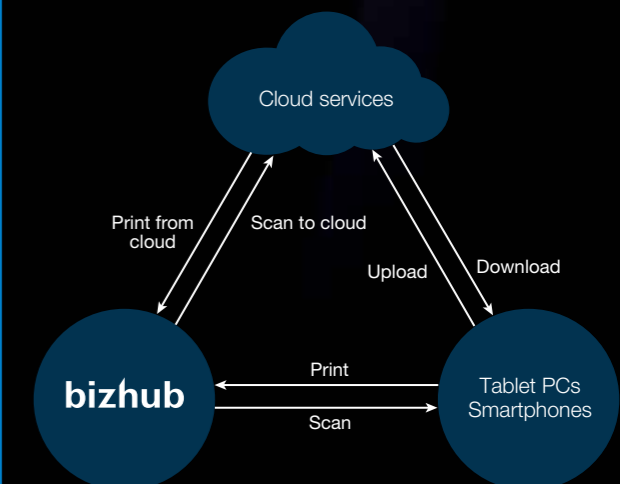


Our Strength

Strengthening functionality in response to the mobile cloud age; supporting a flexible and efficient work style

Mobile device users can print documents, images, and web pages directly, and download scan data from bizhub. By taking advantage of cloud computing functions, they can also view documents and images, issue print instructions, and download scan data while on a business trip or from home. The “bizhub” series enables flexible, efficient work styles.

Connecting bizhub MFPs with smartphones and tablet PCs

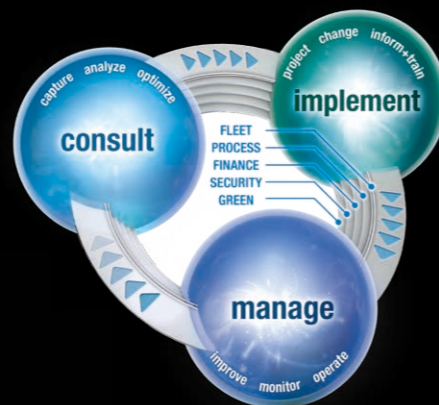




Optimizing the office environment, with “the operating status of MFPs” as the starting point

From optimization of the printing environment to optimization of work styles... to optimization of corporate management. “Optimized Print Services (OPS)” is a new concept revolutionizing business.

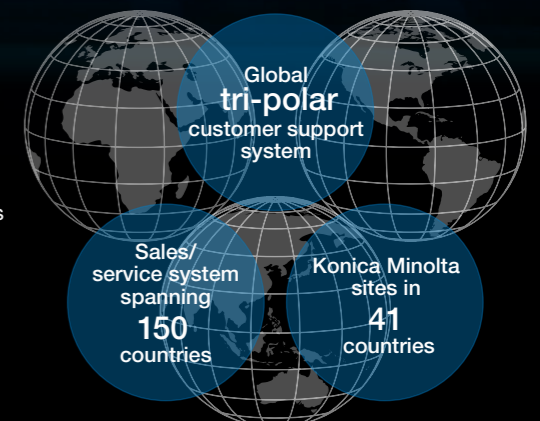
Optimizing the management and use of office output equipment (such as MFPs) without reducing productivity and business efficiency has become a pressing business issue. Konica Minolta offers its Optimized Print Services (OPS) to meet these needs. OPS is a print environment optimization solution that involves managing all output equipment to achieve the optimum configuration of these devices and improve availability. OPS runs through a cycle consisting of “consult” which examines customer needs and issues, “implement” which provides support from installing the optimum output equipment to its smooth operation, and “manage” which identifies new issues while monitoring output equipment utilization. The process allows for continuous improvement, which in turn optimizes the management of the entire company.



Our Strength

With “Think Global, Act Local” as our motto, we strongly support the business of global corporations

In order to evolve as a global corporation, Konica Minolta has adopted Think Global, Act Local as our motto. In other words, while assuming a global point of view, we consider the unique conditions of each region. We are putting this into practice by focusing on our GMA (Global Major Account) Business which targets customers who are developing their business on a global scale. We do this through the global support structure within our Business Technologies Business, and are rolling out the previously regionally developed OPS print environment optimization solutions under the uniform worldwide Global OPS Program. We respond to the needs of global corporations with sites around the world, and contribute to overall cost reduction and business optimization.

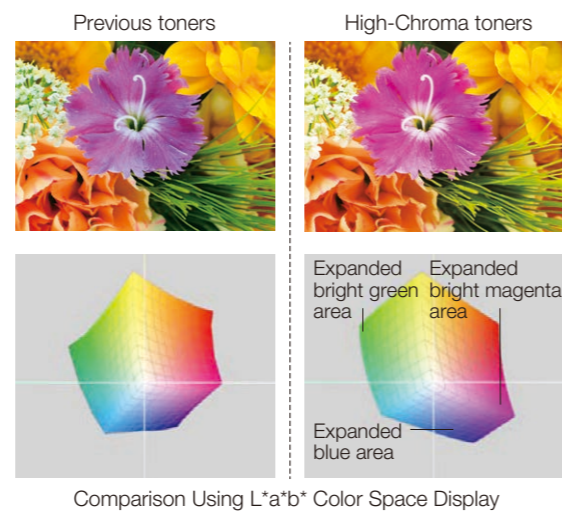


“High-Chroma toners” achieve vivid, display-quality image printing

Our proprietary technology reforms the color materials and molecular structures of toners, enabling the reproduction of even those colors that were previously difficult to reproduce on paper.



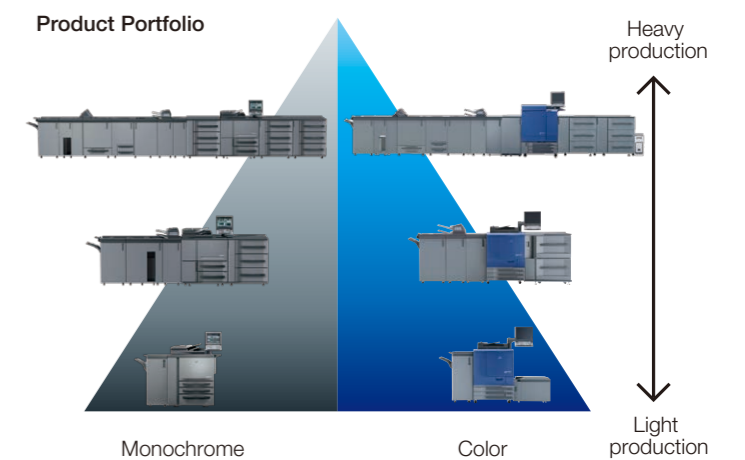
The switch to digital camera images and computer graphics continues at printing sites. Color from such sources are composed of the three primary colors of light: red, green, and blue (RGB). It is necessary to go beyond the four primary colors in the printing process (CMYK: cyan, magenta, yellow, and black) to achieve such vivid colors and reproduce colors that are closer to RGB. Utilizing our proprietary design and construction knowledge, Konica Minolta developed High-Chroma toners that greatly improve “light reflectance” by redesigning the materials and molecular construction of colors. This enables the reproduction of vivid color with a translucent quality that could be viewed on a display but could not be previously printed. The bizhub PRESS C70hc digital printing system uses High-Chroma toners and increases the value of printed materials to further expand the possibilities of digital printing.



Our Strength

From light to heavy production printing, a diverse product lineup to revolutionize commercial printing

Commercial printing sites all over the world continue to transition from analog printing to digital printing as technology evolves. Konica Minolta has a wide range of both color and monochrome products. We offer products that provide customers with optimal responses to quality, printing volume, paper type, post-processing, and other requirements for each customer’s unique applications and purposes.



Toward higher levels of efficiency the “New Shape” of the corporate printing business

From equipment vendor to total solution provider.

Corporations place great importance on optimizing print output (meeting documents, forms, business cards, direct mail) while keeping an eye on efficiency and cost reduction. Along with offering high-speed and high-quality print devices for use in corporate printing rooms, Konica Minolta also provides on-demand print services and print management services through our group companies. By combining our diverse services, we support the customers' quest for streamlined in-house printing.

Our Strength 1

Becoming the ultimate “on-demand service provider”
Kinko’s print outsourcing service

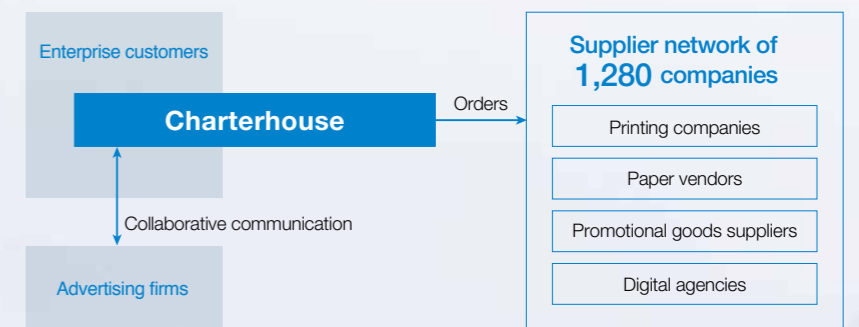
Kinko’s Japan Co., Ltd. and Kinko’s Korea Ltd. are the leading on-demand print service companies that own their own storefronts and centralized print centers. Amid rising output business outsourcing needs, they support both storefront and corporate sales (proposal business for corporations), and provide optimized solutions that combine their storefront network and customers' internal print environments.



Our Strength 2

Optimizing corporate marketing promotions
Charterhouse’s print management services

Charterhouse PM Ltd., based in England and active in 18 countries across Europe, offers specialized print management services in the marketing field. It makes use of a supplier network consisting of more than 1,200 companies including printing companies, paper vendors, and promotional goods suppliers to create and produce promotional and advertising materials. Charterhouse provides total support, from planning to consulting, including business process improvement and cost improvement.



kinko's
On Demand Solutions



Bringing ideas to life
= Charterhouse
MARKETING SERVICES FROM KONICA MINOLTA

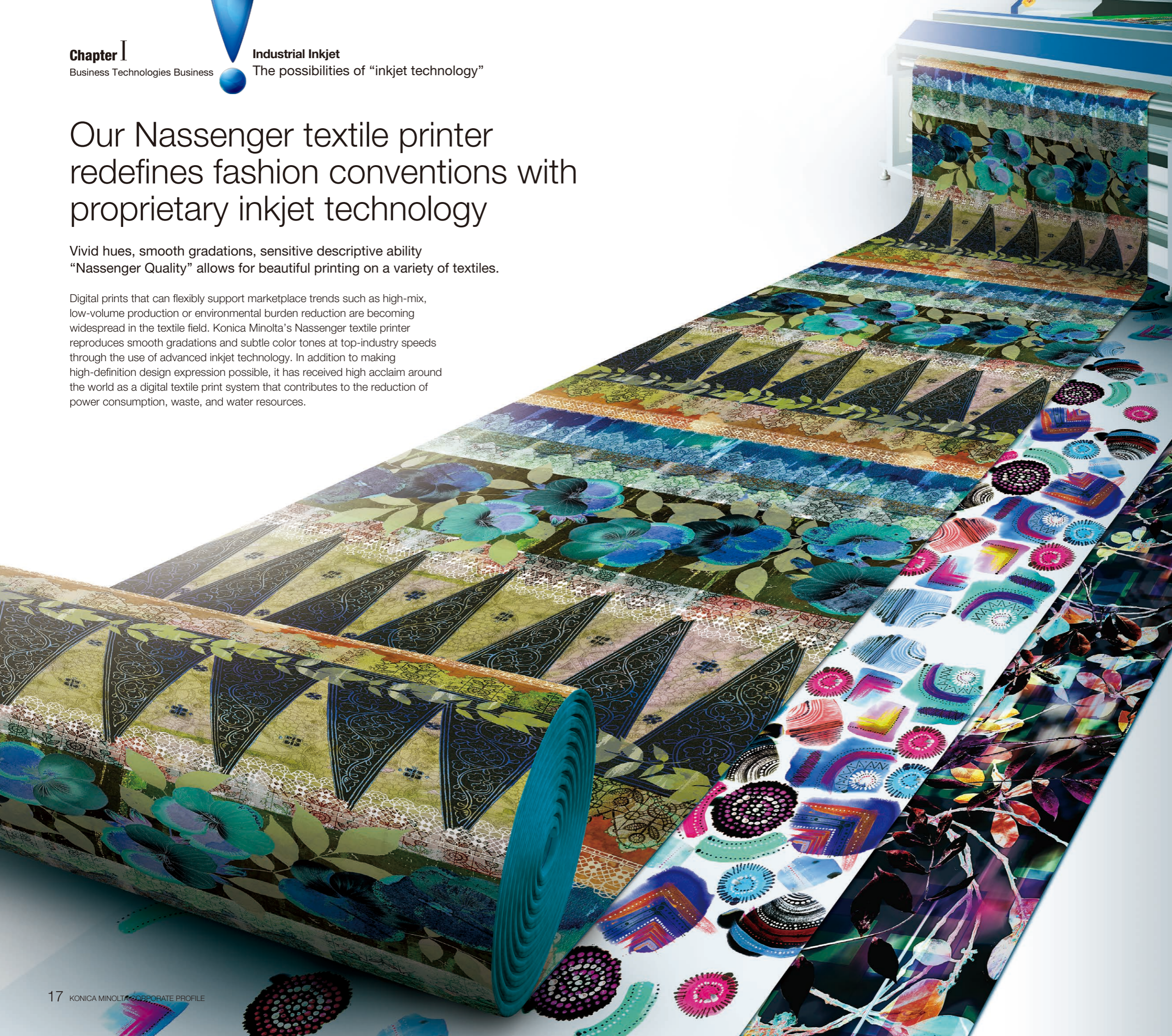




Our Nassenger textile printer redefines fashion conventions with proprietary inkjet technology

Vivid hues, smooth gradations, sensitive descriptive ability
"Nassenger Quality" allows for beautiful printing on a variety of textiles.

Digital prints that can flexibly support marketplace trends such as high-mix, low-volume production or environmental burden reduction are becoming widespread in the textile field. Konica Minolta's Nassenger textile printer reproduces smooth gradations and subtle color tones at top-industry speeds through the use of advanced inkjet technology. In addition to making high-definition design expression possible, it has received high acclaim around the world as a digital textile print system that contributes to the reduction of power consumption, waste, and water resources.



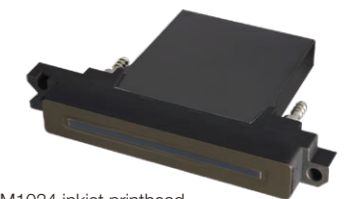
Our Strength

The possibilities of industrial inkjet technology that go beyond printing applications

Konica Minolta offers a variety of innovative products, from inks based on material technology, and inkjet printheads that make use of precision processing technology, to printers that utilize printing technologies such as transfer control. Konica Minolta's development system concentrates a diverse set of technologies that bring innovations such as small-dot, increased speeds, high driving force optimization, increased image quality, and reduced power consumption to the industrial inkjet market. We are expanding the application of industrial inkjet printers through a wide variety of inks such as environmentally friendly water-based inks, in addition to solvent-based inks, and various industrial inks.



Nassenger PRO120



KM1024 inkjet printhead

Konica Minolta inkjet printheads small-dot before ejecting, to enable increased image quality and speed, with high driving force optimization.

Inspiring people through sports

Sports Assistance and Sponsorship

Konica Minolta contributes to sports promotion through track and field athletics and endeavors to make social contributions by providing sponsorships for sports events held throughout the world.



One of the ways Konica Minolta contributes to the promotion of sports is through sponsoring company sports and a variety of sports competitions. The company is especially eager to communicate to the rest of society, and to children in particular who represent the next generation, the power of sports to inspire people to achieve their dreams. Konica Minolta Track & Field Club, which has been active since 1970, leads the pack in the corporate-group long-distance relay in Japan, having won Japan's New Year Ekiden race seven times, including in 2013. Going forward, they will continue to take on new challenges and contribute to local communities by sponsoring "running clinics" and other events that introduce people of all ages to the joys of running.

We have also assisted in the development of a number of sports. We have developed and co-sponsored the major golf tournament Konica Minolta Cup in Japan since 1997. We have also served as an official sponsor of the Asian Football Confederation (AFC). Our role in such endeavors goes beyond just providing financial support; it includes assistance in business-related activities such as providing MFPS to produce printed materials. Other ways in which Konica Minolta endeavors to make contributions throughout the world include issuing invitations to participate in sports competitions, giving grants to charity events, and holding sports events for children in local communities.

Chapter

III

Industrial Business

Using proprietary core technologies to develop new materials and equipment for the advancement of the industrial society.


Industrial Business refers to businesses that provide materials and equipment that contribute to the evolution and development of a broad industrial society.

Such materials and equipment include high-performance film and other high-performance materials, optical devices such as lenses and camera units, and sensing equipment such as those used at manufacturing sites.

Performance Materials

 Flow-on effect of film technologies P. 21

Optics & Sensing

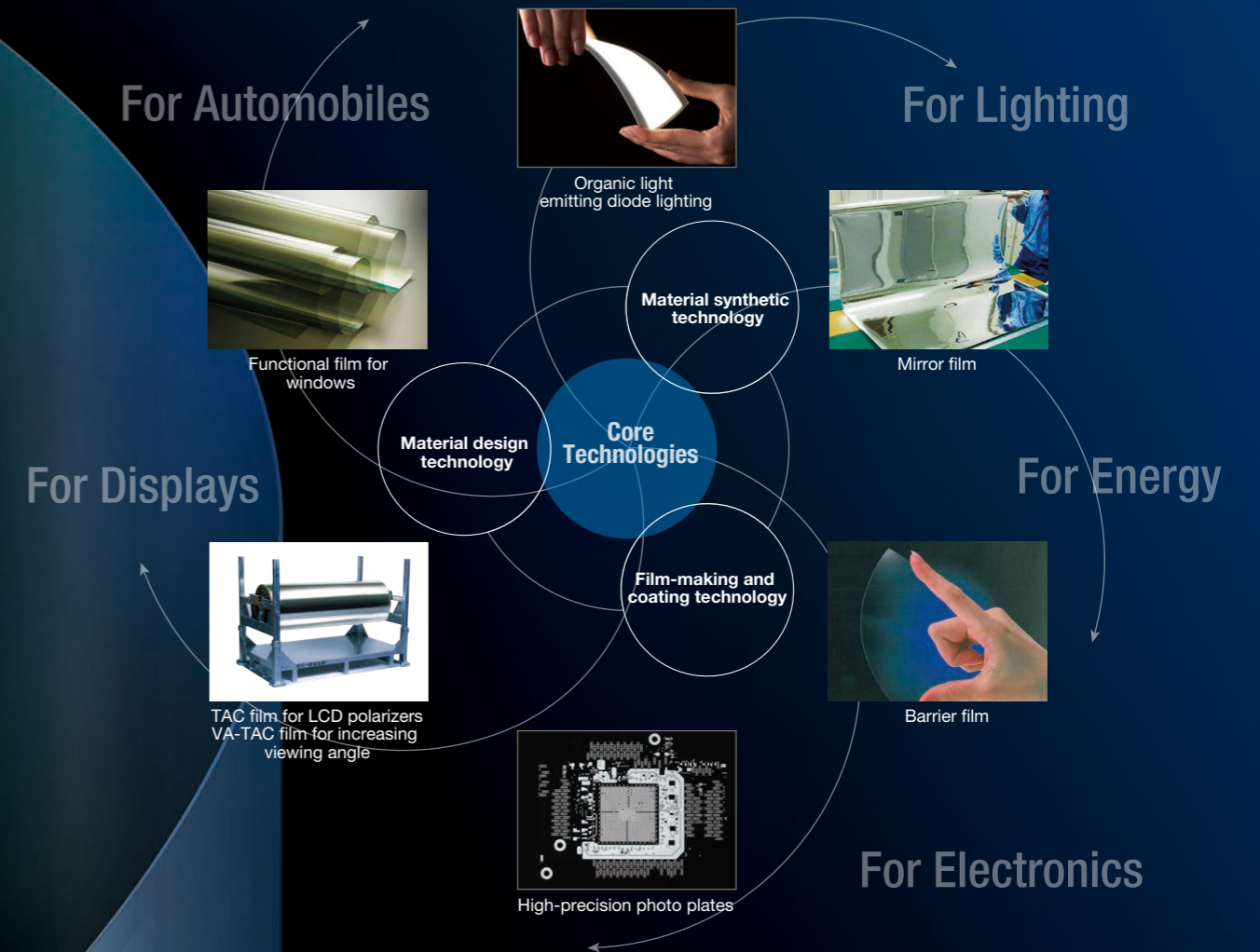
 Supporting society with optical technology P. 23

Combining materials and film-making technologies to create new functions

Konica Minolta provides technological solutions that contribute to the evolution of various industries, from displays to next-generation lighting, cars, architecture, and electronics.

Protective film, enhancing the value of displays in every kind of appliances whether LCD television, personal computer, or smartphone. Luminescent materials, innovating next-generation lighting. Processing materials, supporting micro-fabrication of semi-conductor devices. Window film, contributing to energy saving in buildings and automobiles.

Konica Minolta has delivered high-performance films in response to the diverse needs of industry, and thus has created new value for society. These high value-added products were created using our advanced technologies, which were developed over many years. These technologies consist of "Material design," "Material synthetic" and "Film-making and coating." We will continue to use these technologies to create many more performance materials, and thus contribute to the creation of a vibrant society in a new age.



Our Strength

Development OLED lighting by utilizing our unique materials technologies

Organic Light Emitting Diode (OLED) lighting utilizes organic material that emits light by applying voltage. This technology is regarded as the next-generation lighting technology due to its "surface emitting" characteristic, which emits uniform lights from whole area. It is also environmentally friendly because it is low energy consumption and mercury-free. Konica Minolta has been developing high-performance blue phosphorescent materials by applying our unique materials technology that we cultivated through the development of photo sensitizing materials. We commercialized the world's first all-phosphorescent OLED lighting panel. We are accelerating research for future applications.



Taking advantage of the world's most advanced expertise to give total control over light

Creating new value in optical devices and sensing instruments, based on optics and photometric technologies that have been cultivated through camera development and manufacturing.

The optical technology accumulated through the development and manufacture of cameras and lenses is, in many ways, the original source of Konica Minolta's "monozukuri" manufacturing. Our expertise at manipulating light—collecting, guiding, and sensing light—has led to the development of many breakthrough products and helped the company establish its world-leading optical technology. Our mastery of light has enabled us to realize high-value-added engineering unrivalled by other companies. These technologies are expanding into two fields, the field of optical devices which supports the development of electronics devices, and the field of sensing which measures and assesses light and color in a wide range of fields. Going forward, we will continue to provide products using world-class technology and introduce even greater innovation to a diversity of industries, thereby creating new value in an ever-expanding range of domains.



Our Strength

Maintaining our lead in light-measuring devices through the acquisition of Instrument Systems GmbH

As a top maker in the display and light-source color measurement field, Konica Minolta has provided high-quality measuring instruments that now serve as global standards. In recent years the company has solidified its lineup of optical measurement devices in order to meet the growing need for LED lighting measurement. As part of these activities, the company acquired Instrument Systems GmbH, a leading company in the lighting industry (including LED), which has strengths in both technology and business. While securing its status as a global leader in the overall field of display and light-source color measurement, Konica Minolta is striving to achieve synergies with next-generation lighting device businesses, beginning with OLEDs.



Moving people with the beauty of the starry sky

Planetarium

Konica Minolta is handling the total production of a planetarium, from developing and manufacturing the projection equipment to content production and facilities construction and management, based on the solid technology and know-how that we have cultivated over a period of nearly 60 years.



The world's first planetarium was completed in 1923. Japan's first planetarium was completed by Konica Minolta in 1957. Since then, as a comprehensive planetarium developer covering all stages of the project, from developing and manufacturing the projection equipment to content production and facilities construction and management, Konica Minolta creates and communicates new appeal. Our systems development has attracted attention from around the world for its decisive impact on the evolution of the planetarium, such as developing the

world's first integrated planetarium GEMINISTAR that simultaneously controls both optical and digital projections. Also, its two directly-managed locations—Konica Minolta Planetarium "Manten" and "Tenku" (in Tokyo)—provide visitors with new ways of enjoying planetariums. Further, using the know-how we have cultivated through managing these two locations, we are helping create spaces to inspire visitors by offering total support from the design and construction stages to ongoing management of many planetariums.

Chapter

III

Healthcare Business

Developing innovative diagnostic imaging solutions for today's networked, digital hospitals and clinics.

The Healthcare business develops and provides a variety of diagnostic imaging systems that introduce innovation to medical diagnosis.

The Healthcare business aims to meet the needs of medical facilities where medical digital networking is advancing, through its medical diagnostic imaging systems.

Healthcare



Bringing innovation to medical diagnosis

P. 27

Faster, easier to carry AeroDR high-resolution, low-level radiation cassette-type digital X-ray system

High resolution and instant action improve portability, which has been a challenge, to achieve a highly flexible diagnostic environment.



Digitalization at medical sites has proceeded at a rapid pace, greatly reducing the burden on medical personnel and patients. Compared with film, digital radiography (DR) not only reduces the amount of X-ray radiation received by patients, it has the advantage of enabling the display of a higher-precision image immediately after taking the X-ray. However, conventional DR poses several operability problems, including its heavy weight and the necessary power and data transmission cables. AeroDR, which was developed by Konica Minolta, solves these problems by reducing the weight of the conventional DR and making data transmission wireless—solutions that have contributed to broader use of DR.



AeroDR Series

Our Strength

The network service Informity has set its sights on cloud computing for medical information

Expectations of medical IT services that utilize networks has soared as medical facilities have digitized. Anticipating these needs, Konica Minolta has provided Informity as a comprehensive service that assists with networking among medical institutions, including remote diagnostic devices, information sharing between hospitals and clinics, and transmission of medical management news. In these ways, the company has made a difference in the ongoing streamlining and refining of medical services.



Applying a broad range of core technologies to the creation of new value



We are "Giving Shape to Ideas" through the unique core technologies that we have cultivated over many years. Our technologies are the driving force behind the creation of new value for our times. Based on twelve core technologies in four fields: materials, optics, imaging, and nano-fabrication, Konica Minolta has combined and fused these technologies to produce and provide high-value-added products to a

broad market. Looking ahead, the company is further evolving products in existing businesses and investing energy and resources into the creation and cultivation of new businesses that stand to become the pillars of the next generation. We are taking steps to create new value in fields that are critical to the future of society, such as environment and energy, and health, safety, and security.



TOPICS

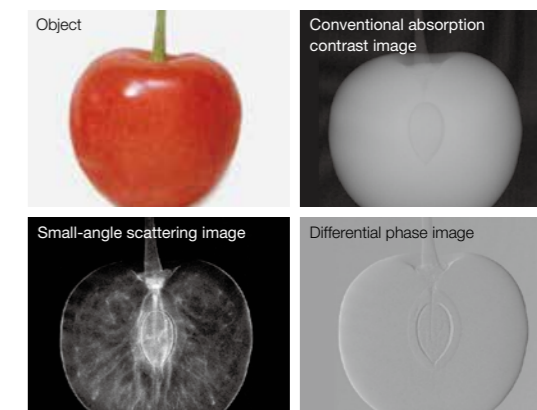
New technology has made MFP sound more "Pleasant"

Konica Minolta has endeavored to reduce the operational noise of MFPs in order to accommodate the need for a quieter atmosphere in the workplace. Since 2007, the company has been involved in joint research with Kyushu University in Japan aimed not only at reducing absolute noise level, but also at cutting the particular kinds of noise that people find uncomfortable to make the sound emitted by MFPs more pleasant. The research analyzes the noise emitted when MFPs are in operation using techniques borrowed from the study the train noise, and then identifies the specific materials and structures that cause the objectionable noise to enable specific improvements to control it. Konica Minolta provides products that reduce abrasive and unpleasant noise.



Research based on industry-government-academia cooperation promoting the development of innovative, highly sensitive X-ray imaging devices

Konica Minolta is actively working with academic and government research institutes in the pursuit of R&D. For example, in recent years, we have been collaborating with partners, including the University of Tokyo and the University of Hyogo, to develop an innovative X-ray imaging device that employs X-ray refraction. This device uses the Talbot-Lau interferometer to produce X-ray images with nearly 1,000 times the sensitivity of conventional X-ray technology. Images with that degree of sensitivity make it possible to identify very early-stage breast cancer, cartilage abnormalities due to rheumatoid arthritis, and other conditions that so far have evaded simple detection.



A single exposure produces three types of data including that equivalent to a conventional X-ray image (upper right). These sample images are of a cherry.

Construction of a next-generation R&D facility

Konica Minolta is building a new wing on its R&D facilities, scheduled to be completed in 2014, at the Tokyo Site Hachioji, which is one of the company's main research bases. The new facility is intended to be a "smart" research and development hub that serves as a diversified intellectually collaborative space, capable of generating dialogue that transcends national boundaries and organizational walls, and that accommodates environmental and security concerns. The name of the facility, which captures the essence of this idea, is Smart R&D Office for Knowledge Work, and Trans-boundary Communication (SKT). With seven stories, totaling approximately 40,000 square meters, the new SKT will become the largest R&D facility for Konica Minolta Group.



Creation of New Value Contributes to a Better Society

Further details about our CSR activities are available on the following website:
<http://www.konicaminolta.com/about/csr/>



Tree-planting project in Ethiopia



Exhibition at Konica Minolta Plaza in Japan



Fund-raising event supporting breast cancer research

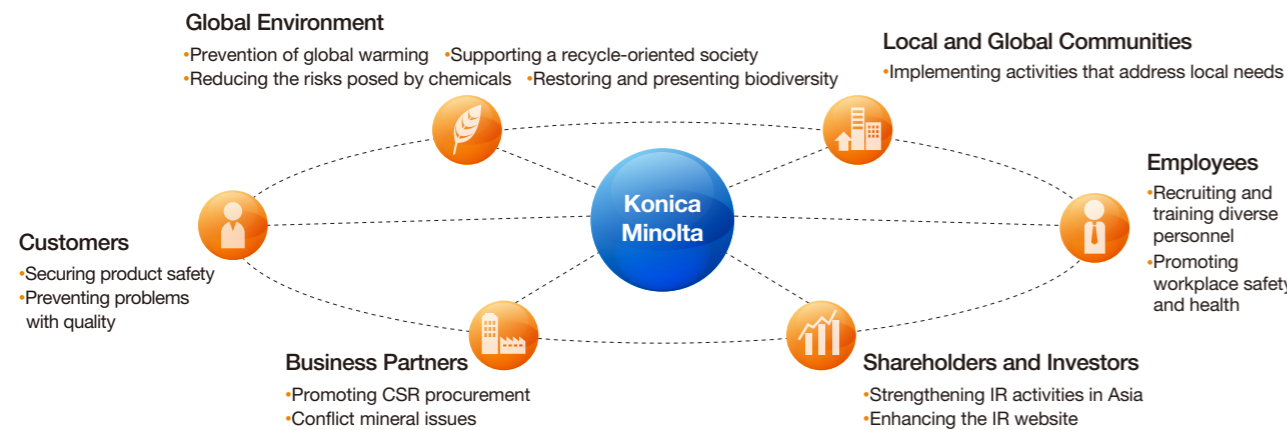
Management Philosophy and the Charter of Corporate Behavior as the Basis of our CSR Activities

Konica Minolta executes its management philosophy, the Creation of New Value, and the Konica Minolta Charter of Corporate Behavior as the basis for the company's CSR activities. We have signed on to the United Nations Global Compact, which refers to principles of human rights, labor, the environment, and anti-corruption. The Konica Minolta Charter of Corporate Behavior Guidelines clearly states our intent to respect and abide by these fundamental principles, which are shared around the world by Konica Minolta employees who come from diverse backgrounds, nationalities, and languages.



External Assessment of Konica Minolta's CSR Activities

Konica Minolta has received high marks from SRI research organizations, such as inclusion in the FTSE4Good Global Index for ten consecutive years. This is one of the most recognized SRI (socially responsible investment) indicators around the world. In February of 2013 we were for the first time inducted into the "Gold Class" by RobecoSAM, a globally representative SRI research and rating company based in Switzerland.



TOPICS

Creating an environment for diverse human resources and supporting their development

With business operations in 41 countries around the world, Konica Minolta employs many people of different nationalities, languages, and backgrounds. We respect diversity in ways of thinking and expertise and seek to train personnel to make the most of their skills from a global perspective, always aiming to continue to create new value for society.



Training program for personnel selected from many different countries

Using the Web and SNS to communicate with stakeholders

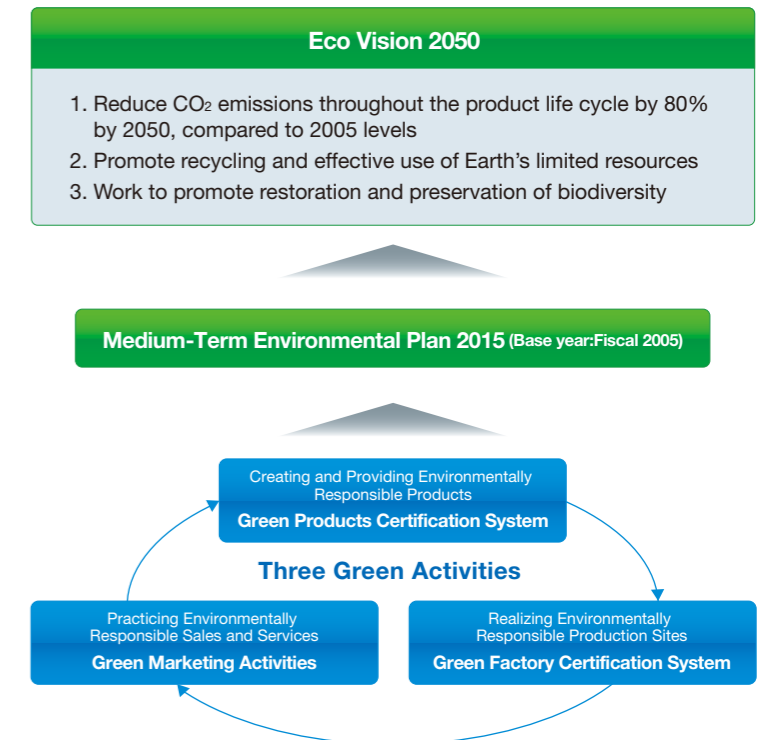
In order to establish broad communication with society, Konica Minolta discloses a variety of information on its website, beginning with CSR information, in a timely and impartial manner. Also, we have set up a public page on Facebook so that our stakeholders have a place where they can post their ideas.



The Facebook page
<https://www.facebook.com/konicaminolta.message>

Heading towards realizing Eco Vision 2050

Konica Minolta established Eco Vision 2050, a set of long-term goals that looks all the way out to the year 2050, focusing on the three aims of preventing global warming, promoting resource recycling, and preserving biodiversity. Governing the Group's current efforts to achieve Eco Vision 2050 is the Medium-Term Environmental Plan 2015, which establishes major objectives and specific goals to be implemented by the target year of fiscal 2015. At the same time, Konica Minolta has committed itself to the "Three Green Activities" that will help it reach its goals for fiscal 2015. Konica Minolta is determined to create environmental innovation at each stage in its business processes, from product development to production, distribution, sales and service, and collection and recycling. This effort will contribute to reducing its environmental impact while also bringing costs down and promoting sales to customers concerned about the environment.



TOPICS

"Green Products Certification System" Creating Products Demonstrating Superior Environmental Performance

Konica Minolta introduced the unique "Green Products Certification System," to develop and provide environmentally responsible products. This system is intended to lead to the creation of environmental values aligned with business and product features, and to contribute to the reduction of the environmental load borne by customers and society. Our interim target is to have 50 percent of our sales come from products certified as Green Products by 2015.



Examples of green product certification

bizhub C554e Color MFP

- More than 39% reduction of power consumption (TEC^{*1}) (compared to our previous model)
- Uses originally developed, fire-resistant, recycled PC/PET
- Industry-top-class quietness^{*2} when operated



^{*1} Typical Energy Consumption, a measure of energy consumption established by the International Energy Star Program
^{*2} Sales launch in May 2013

REGIUS ΣII Desktop CR Device

- Power consumption on driving has been cut by 20%, and 30% on standby (compared to our previous model).
- The world's lightest^{*3} cassette CR system at 28kg.



^{*3} Sales launch in June 2012

Konica Minolta Sites in 41 Countries across the Globe



- Sales
- ▲ Production
- Development, other

Konica Minolta, Inc.

Business Technologies Business

- Japan**
- Konica Minolta Business Solutions Japan Co., Ltd.
 - Konica Minolta Bizcom Co., Ltd.
 - Kinko's Japan Co., Ltd.
 - Konica Minolta Supplies Manufacturing Co., Ltd.
 - Toyohashi Precision Products Co., Ltd.
 - Konica Minolta Supplies Manufacturing Kansai Co., Ltd.
 - Konica Minolta Electronics Co., Ltd.

Asia/Pacific

- Konica Minolta Business Solutions Asia Pte. Ltd.
- Konica Minolta Business Solutions India Private Ltd.
- Konica Minolta Business Solutions Australia Pty. Ltd.
- Konica Minolta Business Solutions (M) Sdn. Bhd.
- Konica Minolta Business Solutions Vietnam Co., Ltd.
- Konica Minolta Business Solutions (HK) Ltd.
- Konica Minolta Business Solutions (WUXI) Co., Ltd.
- Konica Minolta Business Solutions (Shenzhen) Co., Ltd.

- Konica Minolta Business Solutions (CHINA) Co., Ltd.
- Kinko's Korea Ltd.

- Konica Minolta Business Technologies Manufacturing (HK) Ltd.

- Konica Minolta Business Technologies (WUXI) Co., Ltd.

- Konica Minolta Business Technologies (DONGGUAN) Co., Ltd.

- Konica Minolta Technology Development (Wuxi) Co., Ltd.

The Americas

- Konica Minolta Business Solutions U.S.A., Inc.
- Konica Minolta Business Solutions (Canada) Ltd.
- Konica Minolta Business Solutions do Brasil Ltda.
- Konica Minolta Business Solutions de Mexico SA de CV.
- Konica Minolta Supplies Manufacturing U.S.A., Inc.

Europe/Middle East

- Konica Minolta Business Solutions East Ltd.
- Konica Minolta Business Solutions (Ideal) Ltd.
- Konica Minolta Business Solutions (UK) Ltd.
- Charterhouse PM Ltd.

- Serians S.A.S.
- Aisne Impressions S.A.S.
- Raber+Märcker GmbH
- R+M Graphik GmbH
- Konica Minolta Business Solutions Italia S.p.A.
- Konica Minolta Business Solutions Roma srl
- Konica Minolta Ukraine
- Konica Minolta Business Solutions Austria GmbH
- Konica Minolta Business Solutions Nederland B.V.
- Konica Minolta Business Solutions Greece S.A.
- Konica Minolta Croatia-Business Solutions d.o.o.
- Konica Minolta Business Solutions Sweden AB
- Konica Minolta Business Solutions Spain S.A.
- Konica Minolta Slovakia spol. s.r.o.
- Konica Minolta Business Solutions Slovenia d.o.o.
- Konica Minolta Business Solutions Czech spol. s.r.o.
- Konica Minolta Business Solutions Denmark a/s
- Konica Minolta Business Solutions Deutschland GmbH
- Konica Minolta Business Solutions Europe GmbH
- Konica Minolta Business Solutions Middle East FZE
- Konica Minolta Turkey Business technologies A.S.
- Konica Minolta Business Solutions Norway AS

- Konica Minolta Hungary Business Solutions Ltd.
- Konica Minolta Business Solutions SE, Ltd.
- Konica Minolta BH-Poslovna Rjesenja d.o.o.
- Konica Minolta Business Solutions Finland Oy
- Repro Conseil S.A.S.
- Konica Minolta Business Solutions France S.A.S.
- Konica Minolta Business Solutions Bulgaria EOOD
- Konica Minolta Business Solutions (BELGIUM) N.V.
- Konica Minolta Business Solutions Polska s.p. z.o.o.
- Konica Minolta Business Solutions Portugal, Unipessoal Lda.
- Konica Minolta Baltia UAB
- Konica Minolta Business Solutions Romania s.r.l
- Konica Minolta Business Solutions Russia LLC
- Konica Minolta Supplies Manufacturing France S.A.S.

Industrial Business

- Japan**
- Konica Minolta Chemical Co., Ltd.
 - Konica Minolta Opto Products Co., Ltd.
 - Konica Minolta Opto Device Co., Ltd.
 - Konica Minolta Glass Tech. Co., Ltd.

Asia/Pacific

- Konica Minolta Opto (Dalian) Co., Ltd.
- Konica Minolta Opto (Shanghai) Co., Ltd.
- Konica Minolta Optical Products (Shanghai) Co., Ltd.
- Konica Minolta Glass Tech (M) Sdn. Bhd.
- Konica Minolta Sensing Singapore, Pte. Ltd.

The Americas

- Konica Minolta Sensing Americas, Inc.

Europe/Middle East

- Konica Minolta Sensing Europe B.V.
- Instrument Systems GmbH

Healthcare Business

Japan

- Konica Minolta Health Care Co., Ltd.
- Konica Minolta Technoproducts Co., Ltd.

Asia/Pacific

- Konica Minolta Medical & Graphic (Shanghai) Co., Ltd.
- Konica Minolta Healthcare India Private Ltd.

The Americas

- Konica Minolta Medical Imaging U.S.A., Inc.

Europe/Middle East

- Konica Minolta Medical & Graphic Imaging Europe B.V.
- Konica Minolta Medical & Graphic Imaging Europe GmbH
- Konica Minolta Medical Systems Russia LLC

Others

Japan

- Konica Minolta Planetarium Co., Ltd.
- Konica Minolta Information System Co.,Ltd.
- Konica Minolta Technosearch Co., Ltd.
- Konica Minolta Business Associates Co., Ltd.
- Konica Minolta Engineering Co., Ltd.

Asia/Pacific

- Konica Minolta (China) Investment Ltd.

The Americas

- Konica Minolta Holdings U.S.A., Inc.
- Konica Minolta Laboratory U.S.A., Inc.



KONICA MINOLTA

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<http://konicaminolta.com>

The symbol logo

This mark is a representation of the Earth. We call it a “globe mark” because it expresses the infinite expansion of Konica Minolta and the offering of innovative value to customers throughout the world.