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## Each Employee Providing Society with Useful Information



### COMMITMENT

Konica Minolta believes that two-way communications enable diverse people to pool their wisdom and constructively collaborate. Therefore, we engage in dialogue with diverse counterparts, including our customers, shareholders, and investors as well as government units, local communities, and other companies. To ensure widespread understanding of and confidence in the Konica Minolta Group, we strongly emphasize not only the timely and proper disclosure of financial information but also the timely and proper disclosure of such nonfinancial information as that related to our social and environmental activities.

### APPROACH

We proactively post information on the Internet—including, as quickly as possible, English-language information—to ensure that the quantity and quality of available information on Konica Minolta is consistent worldwide. We now aim to further broaden the scope of our information dissemination by providing corporate information in a number of other languages.

We believe it important that each of our employees communicates well with society at large, therefore, we organize communication-related education programs for all employees. Moreover, wide-ranging information that is deemed to be appropriate for disclosure to those outside the Group is uniformly disseminated among employees.

## Communications with Society and Information Disclosure

We shall communicate with society at large and disclose corporate information fairly and adequately.

We constantly work to augment the financial information we disclose and proactively disclose and explain nonfinancial information in order to increase the number of people who understand and support our CSR activities.

## 2006 TARGETS

1. We will promote a better understanding of the Konica Minolta Group's activities among stakeholders around the world by further enhancing the usability of the Group's websites and the clarity of information posted on those websites by better reflecting diverse perspectives.
2. We will establish information disclosure control systems and perform audits to confirm the appropriateness of information disclosure as well as the timing of such disclosure.



Through proactive communication, the Konica Minolta Group aims to inspire trust and become a Group that is welcomed around the world. To promote greater understanding and trust, we do our utmost to appropriately disclose information on all our activities.

**Establishment of the Corporate Information Disclosure Committee**

To promote communication, Konica Minolta has drafted its Communication Policy and, in November 2005, strengthened corporate governance by establishing the Corporate Information Disclosure Committee. This committee is responsible for drafting rules for the Group's timely, appropriate, and fair disclosure of important corporate information as well as ensuring that rules are followed. In fiscal 2005, the committee began operations with the launch of our Information Disclosure Control/Procedures, which clearly explain in detail the processes of information gathering, analysis, evaluation, and announcement for each type of corporate publication and disclosure.

**Undertaking IR Activities Designed to Ensure Simultaneous Disclosure Worldwide**

The Konica Minolta Group works to maximize its corporate value in line with the expectations of its shareholders and investors. The "no news is bad news" approach we take to ensure the timely and fair disclosure of corporate information as articulated in the Konica Minolta Group Charter of Corporate Behavior, helps us achieve this goal and promote the better understanding of our operations. We are proactively implementing IR<sup>1</sup> programs designed to further increase the number of information disclosure opportunities.

In fiscal 2005, the Group made timely IR information disclosure at performance explanation

meetings for shareholders, investors, and rating institutions held after each quarterly settling of accounts. Overseas investors could participate in telephone conferences on the evening of each meeting and access explanation meeting materials in Japanese and English posted on the day of each meeting. In these and other ways, we are undertaking IR programs with a global perspective while working to eliminate disparities in information release, timing, and quality.

**Helping Deepen Understanding through Communication between Plants and Local Communities**

Factories exert a large influence on the environment as well as on the economies of nearby communities, and they are, in turn, influenced by those communities. We believe that community outreach communications that deepen mutual understanding help ensure that these relationships are harmonious. Konica Minolta factories organize facility tours and other events that promote direct contact and conversations with people from their local communities.

Konica Minolta Supplies Manufacturing U.S.A., Inc., our toner manufacturer in the United States, has been holding discussions with and acting on the concerns of the local community since opening its factory. These concerns include the factory's potential environmental impact, and, as a result of this communication, the environmental quality of nearby wetlands that are home to geese, deer and

2005 Performance

More than **400** companies

Konica Minolta representatives attended investors' meetings at more than 400 (investment-related) companies worldwide during fiscal 2005. Top executives are active participants in such meetings.



Number of downloads of each version

The *Konica Minolta CSR Report 2005* was posted on our website in Japanese and English, and digest versions of the report were posted in five languages. The graph above shows the number of downloads of each version.



other wildlife has been maintained. This company has also deepened its ties with the local community by providing support for such local events as marathons as well as to a museum and by furnishing a conference room for the use of the local Chamber of Commerce and Industry. 🌿

In Japan, Konica Minolta holds Community Environmental Briefings that are open to the general public and provide a venue for discussions with representatives of local communities. The highly meaningful discussions at these briefings often help to identify additional initiatives that the Group should take. To date, we have introduced numerous such initiatives—such as those to reduce water consumption and reinforce truck traffic safety—and subsequently reported on their effectiveness. In fiscal 2005, Community Environment Briefings were held at four factories, compared with two in fiscal 2004. 🌿

### Every Employee Is a Spokes Person

Konica Minolta views each of its employees as a Group representative, and it encourages them to communicate with various parties on the Group's behalf. 🌿 At the same time, the Group is promoting greater internal communication and information sharing designed to ensure all employees have access to the information that should be communicated externally.

The marketing staff has frequent contact with people outside the Group, and we have distributed educational brochures on how staff members can

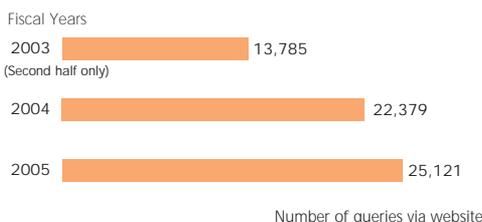
help augment the power of the Konica Minolta brand. By helping employees understand their roles as brand representatives, we are enabling them to promote greater confidence and trust in the Konica Minolta name.

To increase internal communications and information sharing, the Group has designated 106 employees as Intra Group information transceivers responsible for building information coordination systems. We are also working to bolster the internal communication and information sharing infrastructure and tools, particularly the Group newsletter, *Konica Minolta*, and the Konica Minolta Online intranet<sup>2</sup> system. In fact, the newsletter received a comprehensive award by the "2005 Keidanren internal corporate newsletter competition".

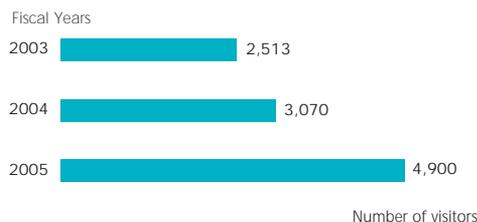
<sup>1</sup> Investor Relations (IR): Corporate disclosure of financial, performance, and other information to shareholders and investors.

<sup>2</sup> Intranet: Internal information networks created within organizations to more tightly interlink the members and units of that organization.

- 🌿 The Investor Relations section of Konica Minolta's website
- 🌿 Local people visiting a Konica Minolta plant in the United States
- 🌿 Participants in a "Community Environmental Briefing" inspect a factory in Japan
- 🌿 An illustration from the Group newsletter captioned "Use your heart to understand customers"



The graph above shows the number of queries about corporate activities and products Konica Minolta received via its global website and Japanese website.



The graph above shows the number of visitors to the Konica Minolta booth at the Eco-Products Exhibition held annually at Tokyo Big Sight. This exhibition provides the Group with excellent opportunities to directly interface with diverse people.

As public companies have an obligation to explain their operations to the public, Konica Minolta believes it important to disclose diverse information about its products and activities. We also keep our ears open to inquiries and suggestions from those outside the Group, and we often take action based on those inquiries and suggestions.