

## Giving Feedback to Konica Minolta

People that have various types of relationships with Konica Minolta have been kind enough to tell us about their perceptions and opinions about the Company.



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Being engaged in research related to the effect of chemical substances on the natural environment, I am particularly interested in how Japanese companies are responding to environmental issues.

Because of this, when Konica Minolta decided to promote better understanding of its environmental protection activities among people in local communities by Community Environmental Briefings, I was invited to make the keynote speech at the first such briefing and was able to observe its progress from the back of the auditorium. Since then, the briefing has been an annual event, and I was honored to participate in the third annual session.

Many manufacturers who handle various chemicals that could potentially affect local environments have an interest in communicating with local communities, but, so far as I know, Konica Minolta



is the first company to take the initiative of holding meetings expressly for this purpose. I am very impressed with this initiative, particularly regarding the holding of meetings for sites that use large quantities of dichloromethane. I think the meetings will greatly deepen the trust and confidence local communities feel toward Konica Minolta, and I am looking forward to seeing the next steps the Company will take to further reinforce this trust and confidence. I expect that the Company will experiment with various means of fostering steady growth in its dialog with local communities, and I am expecting positive results from those efforts.

Konica Minolta can be expected to undertake truly global CSR activities in the future, and I hope that the Company will shift to global CSR programs that build on the solid foundation of its highly successful CSR activities focused on relations with local communities and that give due consideration to the questions of how to contribute to people in local communities, what kind of initiatives should be taken with respect to employees, and, ultimately, what kind of responsibility do companies have with respect to the global environment.

I recognize that maximizing the benefits of CSR as an effective management tool is not easy, but I am looking forward to seeing Konica Minolta set itself increasingly ambitious CSR goals.



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Ten years ago, I was working as an analyst covering both Konica and Minolta, and I happened to get the same impression of both companies—earnest and honest. All the employees I met were in work environments that looked both peaceful and efficient. But the companies' frankness and honesty was also a weakness as it seemed to hold them back somewhat from engaging in the kind of proactive positioning and aggressive self-promotion that might have given them more appeal. They had technologically superior products but they weren't telling people about them forcefully enough. I think the same kind of thing can be said with regard to CSR. I think that, although Konica Minolta has set itself the goal of making "world-class CSR management" part of its fundamental management strategy, the Company really needs to more-forcefully explain this and other items in its CSR reports.

On the other hand, I find this CSR report is filled with highly interesting information, particularly the section that deals one by one with items in the Konica Minolta Group Charter of Corporate Behavior and the section about the construction of a factory in China. I can see that a lot of creative work went into the report. The creation of the factory in China is an excellent illustration of how the Company is implementing its global strategy. Some things that impressed me about the factory in China are the emphasis on people as an important asset, the local hiring of 90% of the workforce, the contribution to work opportunities in the region, and the early creation of a labor union. If I were to criticize anything, I suppose it could be said that the special feature section on the factory could have given more and earlier emphasis to the social contribution aspects of the factory rather than the fac-

tory's rapid construction and start-up. That would be a tighter and clearer focus on the factory's CSR aspects.

If Konica Minolta continues proactively showing outsiders appealing aspects of its inner workings and also acts in accord with its ethical code by frankly disclosing negative information, then I expect that the Company's CSR programs will effectively increase the number of Konica Minolta fans.



#### Dr. Endo

I have used mammography to diagnose breast cancer for many years. To enable doctors to obtain clear information from mammographs, it is extremely important to have clear-cut levels of image density. When we were studying methods of photocopying mammographs for educational purposes about eight years ago, Konica Minolta proposed we use its digital copying technology, which offered much sharper levels of image density than the films available at that time. At the frequent times when we were photocopying mammographs late at night, the Company would help us make good-quality copies. I am very grateful for this assistance,



#### Dr. Morita

In the United States and Europe, over 80% of women recommended to do so undergo mammography testing for cancer, but the percentage of women in Japan who are screened remains very low. There are many reasons for this disparity, such as social customs and a low awareness of the need for tests on the part of women themselves. In view of this, I am grateful that Konica Minolta provides considerable support for the Pink Ribbon

which I believe has made a significant contribution to promoting the early discovery of breast cancer and reflects the Company's commitment to making this kind of social contribution.

More recently, Konica Minolta researchers have concerted and fruitfully worked to develop epochal new digital mammography technologies and films offering higher image densities. I think this work reflects the entire Company's eagerness to find ways of making additional contributions to society at large.

I think that manufacturers, in their eagerness to increase sales, have a tendency to emphasize the convenience of their products rather than real value. Since Konica Minolta's operations center on imaging technologies, I am hoping the Company will continue helping save lives by considering and responding to needs related to what people involved with medical therapy are looking at as well as what they would like to be able to see.

Campaign, which promotes the early discovery, diagnosis, and treatment of breast cancer.

However, I think that Konica Minolta should also conduct internal campaigns to increase the mammography testing awareness of its female employees and more proactively work to create an environment that promotes early diagnosis. Progressively broadening the scope of this environment in society will eventually enable a sharp rise in the percentage of women in Japan who have mammographs.



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