

# Earning Public Confidence: Adding to Corporate Value

In order to fulfill its corporate social responsibilities and to meet the needs of various stakeholders, Konica Minolta carries out communication activities with broader society, and fully and fairly discloses corporate information. The Group is aiming to increase its corporate value in terms of stakeholder confidence by reflecting public opinion in management decisions.

## | Direct Dialogue with Individuals

### ● Relations with Stakeholders

In order to consider the opinions of stakeholders when making management decisions, Konica Minolta maintains two-way communication with customers, shareholders, investors, government agencies, members of local communities and people from other companies using various tools, as described below. The objective is to give large numbers

of people an accurate understanding of the Group's business activities and of its relations with society. In addition, in order to earn trust, the Group not only discloses financial information, but also other information such as corporate and environmental activities, in a fair and timely manner.

### ■ Communication with Stakeholders



## CSR Reports Published in Five Languages

Since 2005, to help its global stakeholders gain a better understanding of the Group's CSR activities, Konica Minolta has been publishing its CSR Reports in five languages: Japanese, English, Chinese, German and French. The reports cover topics from around the world, and feature individual employees from a variety of countries—all playing an important role in the Group's CSR activities.



## Proactive Information Disclosure to Shareholders and Investors

### ● IR Activities

Konica Minolta proactively provides substantial investor relations (IR) information to give shareholders and investors a good understanding of its corporate activities. In fiscal 2007, the Group continued to hold results briefings for investors each quarter. Konica Minolta also promoted IR activities for investors outside Japan, through overseas visits and participation in investor conferences held in Japan and other countries, in addition to holding international conference calls on the same days as the briefings in Japan.

Based on the idea that direct communication with top management is important, company executives participate in investor meetings whenever necessary. In fiscal 2007, meetings were held with over 400 large institutional investors, in and outside Japan. Discussions with about 120 of these institutions were handled by the president or executives from Konica Minolta. Moreover, the Group actively visits institutional investors, and strives to reflect shareholder and investor opinion in its management plans.

In order to distribute information to individual investors in a timely manner, presentation materials and audio recordings of results briefings are made available on the Konica Minolta website.

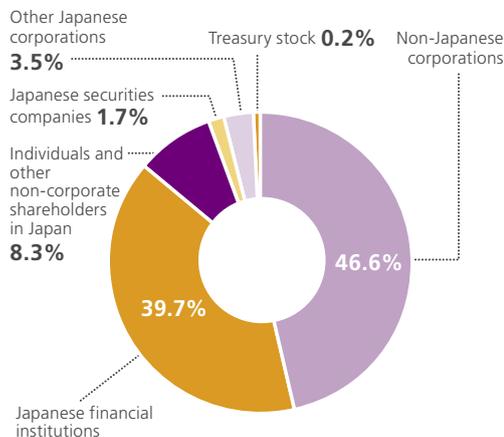
Results briefings	Four briefings (interim, year-end, first and third quarters)
Business and technology briefings	Two briefings
Participation in investor conferences	Seven conferences (three in Tokyo, three in U.S., one in Europe)
Trips to visit investors	Five trips (two in Japan, two in North America, one in Europe)
Separate meetings	Meetings with over 400 institutions

## Facilitating Shareholders' Participation

### ● Electronic Voting via the Internet

Starting with the General Meeting of Shareholders in June 2007, shareholders have been given the means to exercise their voting rights via the Internet. Konica Minolta joined an electronic voting system that is being used by 2400 financial institutions worldwide (mainly in the U.S. and U.K.), and thus enabled its institutional investors outside Japan, as well as all investors in Japan, to vote online. In the past, the institutional investors outside Japan were notified of the agenda for the General Meeting of Shareholders through related institutions including financial agencies, which did not give the investors much time to review the details of the agenda. With the introduction of the electronic voting system, shareholders both in and outside Japan are able to review the information on the same day that the invitations to the General Meeting of Shareholders are sent out. As a result, the voting rate for institutional investors outside Japan has increased from the previous year.

### ■ Shareholder Breakdown (as of March 31, 2008)



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## Staff Voice

### New solutions from a customer-oriented atmosphere

In order to realize new printing solutions, I think it is important to create an atmosphere in which customers feel free to ask about the smallest details. We are making the best use of the Konica Minolta Digital Imaging Square by inviting customers to, "Try it together" with us.



Business Promotion Section,  
Production Print Division  
Konica Minolta Business Solutions Japan Co., Ltd.

Yoko Sakairi

## Reporting Konica Minolta's Latest CSR Activity News

### ● CSR Topics

Konica Minolta has been publishing CSR Topics on its website since September 2007 to help provide the wider society with the latest information on the Group's CSR activities.

Konica Minolta will continue to provide information through CSR Topics, about its products and services that have earned the confidence of customers, as well as the fairness and transparency of its corporate activities and progress toward environmental protection.



CSR Topics

## A Place to Experience Production Printing

### ● Konica Minolta Digital Imaging Square

In October 2007, the Konica Minolta Digital Imaging Square (DIS) was opened as Konica Minolta's new showroom in Shinagawa, Tokyo. The showroom is a venue for disseminating the latest information on production printing, and allows customers to experience Konica Minolta's printing solutions first hand. DIS is based on the idea of providing solutions, rather than just selling products. The staff offer customers new business models, and a variety of solutions to their digital printing needs, with a focus on production printing. DIS has earned high praise from customers as the place to go to find answers to the questions that confront them in their work. Konica Minolta will strive to continue providing the latest information to customers in the printing industry.



Konica Minolta Digital Imaging Square

## Fostering Relationships with Customers on a Mini-cruise

### ● Discovery Cruise

In October 2007, Konica Minolta Business Solutions (Belgium) N.V., an office equipment sales company in Belgium, organized an event called the Konica Minolta Discovery Cruise. The "Seastar" canal cruiser was set up as a Konica Minolta show space and customers were invited to board, in Liege, Antwerp, and Ghent.

Six business corners were set up in different areas of the boat for guests to learn about the new bizhub lineup and the latest Konica Minolta business solutions. A total of 250 customers enjoyed the cruises during the three days, and it proved to be an excellent opportunity for Konica Minolta and its customers to get to know each other better.



All aboard for the exhibition

## Worldwide Employees Play a Leading Role in Communication

### ● A Global Group Magazine

In spring 2008, Konica Minolta began publishing the Konica Minolta Global Magazine. The Group will publish this magazine quarterly for its employees worldwide. The launch of the magazine is another illustration of Konica Minolta not limiting itself to disseminating information, but further enhancing bilateral communication with its employees, using the Intranet, questionnaires, and other media to seek feedback. Konica Minolta will use this publication, as well as the Group Magazine in Japan, to foster employees' understanding and empathy for the Group, and to encourage them to represent the Group, building sound communication channels with both customers and society.



First issue of the Konica Minolta Global Magazine

### Staff Voice

#### Striving for sustained innovation

By providing a solid exchange platform to discuss with our customers, real added value is created around our knowledge and technology. To ensure a sustained innovation, this type of communication has an important value for Konica Minolta.



Manager  
Strategies & development  
Sales and Marketing  
Konica Minolta Business  
Solutions Belgium nv/sa

Kim Limbourg

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## Staff Voice

### Collaborating with suppliers for responsible procurement

Partnerships with suppliers are a priority issue in Asia, where the components procurement environment is often uncertain. Our entire staff is striving to create a company with a strong sense of reliability, a company that can be trusted. We try to carry out procurement activities in collaboration with business partners, sharing the same embedded values and high CSR standards. This adds to corporate value and customer satisfaction.



Deputy Senior Manager  
Corporate Control Division  
Konica Minolta Consulting  
(Shenzhen) Co., Ltd.

## Joe Ho

<sup>1</sup> Carbon offset: The act of offsetting emissions of CO<sub>2</sub> and other greenhouse gases produced in economic activities by investing in reforestation, clean energy (e.g. wind and solar power) projects, and other CO<sub>2</sub> emission reduction activities that may have an equivalent value.

## Business Improvement Proposals for Suppliers

### ● Procurement Collaboration System

Konica Minolta is also actively promoting communication with its suppliers. Every year, Konica Minolta Business Technologies, Inc. holds meetings for suppliers to offer briefings on the company's procurement policies and results, and on its procurement plans for the upcoming fiscal year. In addition, the company operates a Procurement Collaboration System to support suppliers in quality, cost, delivery period, environmental protection, and business management. Konica Minolta personnel visit supplier sites to gain an understanding of the conditions on site, and offer proposals for improvement.

In order to prevent supply problems for parts and materials, the company operates a management evaluation system, and helps to prevent any unforeseen risks from arising at suppliers.

In March 2008 the Company held a large-scale meeting for suppliers on the Procurement Collaboration initiative. The meeting, where 240 suppliers from Southern China and 170 suppliers from Eastern China attended, provided a chance to reaffirm ties marking the start of the new fiscal year.



Meeting for suppliers

## All Employees Play a Leading Role in CSR

### ● CSR Training

As part of communication activities with employees, Konica Minolta carried out CSR training for new hires, as well as newly appointed managers and executives, in order to promote the understanding and application of CSR by both management and general employees. The training was provided to a total of about 270 participants.

A questionnaire was given to new managers after the training, and many responses were received to questions such as "What are your impressions of the CSR training?" "What future CSR activities do you think Konica Minolta should pursue?" and "What kind of CSR activities would suit the functions of your department?" The individual responses to these questions will be used when planning future initiatives.

### ■ Questionnaire Responses by New Managers

#### Some of the responses to the question "What future CSR activities do you think Konica Minolta should pursue?"

- "Development of MFPs for 100% recycled paper. What about solar or wind power generation on each business site and emergency power provision to the neighboring community?"
- "We should pursue MFPs that use less paper and toner, products with a higher recycling rate."
- "Promotion of a reduction in paper use on a long term basis—a must for an imaging company."
- "Introduction of carbon offsets\* for CO<sub>2</sub> emissions caused by future office equipment use (by financing reforestation, etc.), and donation of medicines to developing countries, associated with the medical equipment domain."

## Employees and their Families Interact with Local Communities through Cleanup Activities

### ● Cleanup Event in Dalian, China

In November 2007, some 200 employees of Konica Minolta Opto (Dalian) Co., Ltd., an optical lens production company in China, and their families participated in a cleanup at Paotaishan Park in the Dalian Economic and Technological Development Zone. In China, the profusion of litter, including plastic shopping bags, has become a social issue. Under the slogan "community environmental protection begins with you," the employees got together to collect rubbish in the park, and filled 30 garbage bags, each with a 90-liter capacity. Many employees participated in the activity with an awareness of the need not just for the park cleanup, but also for environmental protection, and the event was widely reported by local TV stations and newspapers. Many children of employees also volunteered to participate in the event. The interaction between Konica Minolta and local communities through the actions of employees and their families is part of the company's communication efforts.



Cleanup event in Dalian

## Showing the Next Generation the Allure of Product Creation

### ● Internships

An internship course entitled, Experiencing Core and Advanced Technologies through Products, was offered to university students aiming to become engineers. The course was held at Konica Minolta's Tokyo site in September 2007, and 21 students participated. The internship course placed emphasis on having students experience the allure of creating products and giving shape to dreams. For example in the class on mechanical and electrical information systems, the students got an actual sense of the advanced technology contained in products, through the process of taking apart MFPs and then reassembling them. The Group will continue to provide students with opportunities to learn what it means to work at a company, and help them to find careers that fit their abilities and interests.



Students try taking apart and assembling an MFP

### Staff Voice

#### Employees organize community cleanup

Our first try at a Dalian community cleanup went off without a hitch thanks to the enthusiastic suggestions and specific proposals made by employees. I was so impressed when I saw the Paotaishan Park after some 200 employees spent nearly two hours cleaning it.



Chief  
General Affairs Department  
Konica Minolta Opto (Dalian)  
Co., Ltd.

Jin Zhe Jiu