

# Employees are Invaluable Assets

Konica Minolta’s greatest assets around the world are its employees: it is they who are the major contributors to significant increases in corporate value. In order to maximize the potential of its workforce, the Group strives to improve the quality of life of its employees, by creating safe and supportive workplace environments and respecting the individuality of all of its employees.

## Creation of Values through Human Resources

### ● Konica Minolta’s Personnel Philosophy

Konica Minolta is promoting the development and utilization of human resources worldwide under the Konica Minolta Personnel Philosophy, which is based on the Group’s Management Philosophy, “The Creation of New Value.” While respecting the cultures and customs of the regions where the Group operates, Konica Minolta is building workplaces that are supportive of every employee working under the Konica Minolta name, including regular, temporary, and part-time employees. This allows them to display energy and abilities that are necessary for innovation.

#### ■ Konica Minolta’s Personnel Philosophy is Based on its Management Philosophy

**Management Philosophy**  
The Creation of New Value

**Corporate Message**  
The Essentials of Imaging

**Personnel Philosophy**  
Konica Minolta values people who...

- are committed to shared corporate goals of becoming a global company with market leadership in the imaging business domain.
- always strive for continuous innovation through a customer oriented approach, not simply adhering to successful achievements of the past nor established customs.

## Appraising Employees Based on Abilities and Results

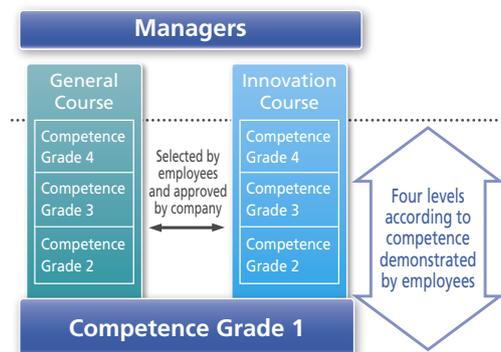
### ● Personnel System

Konica Minolta’s personnel system honors employees who are endeavoring to unlock their potential and are willing to take on challenging tasks. It is a performance-based system to ensure that employee salaries and promotions are based on ability and performance.

For ambitious employees willing to strive more vigorously to achieve lofty goals, Konica Minolta has established a new career program titled the Innovation Course for its Group companies in Japan. Those who select the program can act more on their own discretion with greater focus on actual performance, which is thus more clearly reflected in compensation.

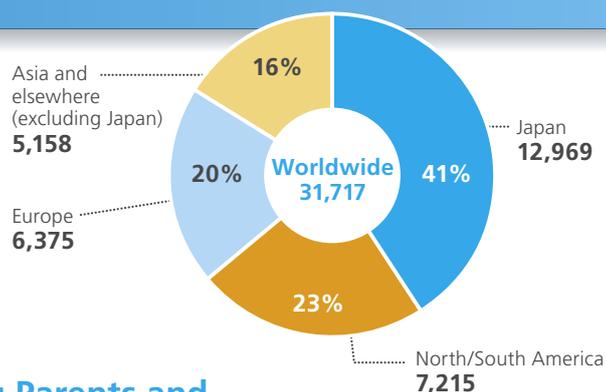
With the aim of inspiring employees to take on challenging tasks, the Group is continuing to promote the enhancement of its personnel system worldwide.

#### ■ Competence Grading System (Japan)



## Global Human Resources

As of March 2008, the Konica Minolta Group comprises 85 companies in 25 countries with 31,717 employees in total. Close to 60% of these human resources are outside Japan—in Europe, North America, South America, Asia (excluding Japan), and elsewhere. Konica Minolta is represented by a truly global workforce.



## Developing Versatility through Various Programs

### Human Resources Development

Konica Minolta promotes human resources and skills development through on-the-job development (OJD<sup>1</sup>). The Group runs various training programs, including the Strategic Capacity Building Programs for the development of next-generation leaders, a variety of Knowledge and Skill Development Seminars, and Position-Based Training for employees who assume new positions and roles. In fiscal 2007, the Group carried out training for all managers with the aim of improving vertical communication, and worked to enhance the human resources development function in the workplace.

In fiscal 2007, a total of 5,231 employees received 6,691 hours of training, costing 2.71 million yen. Furthermore, the Group provides programs with the goal of fostering various abilities, including the Konica Minolta College for skills improvement, the Challenge Engineers Forum, and the Business Leader Program.



Konica Minolta College (Japan)

## Supporting Parents and Eliminating Harassment

### Creating Supportive Workplace Environments

With the goal of helping employees balance their work and personal lives, Konica Minolta has enhanced the availability of various parental support programs for both male and female employees at levels that exceed requirements under Japanese law. The effort has been promoted by the Committee for Fostering the Next Generation, which was established in July 2006. In May 2007, Konica Minolta Business Technologies, Inc. and Konica Minolta Technology Center, Inc. obtained *Kurumin* certification from the Japanese Ministry of Health, Labour and Welfare. This certificate is given to enterprises whose parental support programs satisfy the Ministry's criteria.

The Group has also made efforts to prevent sexual harassment, the abuse of power in the workplace, and similar conduct. In December 2007, other harassment liaisons were placed at all the main offices of the Konica Minolta Group in Japan to promote workplace environments wherein harassment can be easily reported. The Group has also held harassment awareness seminars on these issues for approximately 1,600 managers at Konica Minolta Group companies in Japan.

<sup>1</sup> On-the-job development (OJD): Developing employee abilities through the performance of tasks in the workplace under the guidance of a superior



Kurumin logo: certification for efforts in fostering the next generation.

### Usage of Maternity Leave and Parental Support Programs by Konica Minolta Employees in Japan

Number of employees who took maternity leave (FY 2007: out of the 1,280 female employees)	53
Number of employees who took parental leave	113 women 4 men
Number of employees who selected shorter working hours for childcare	156 women

### Staff Voice

#### Excellent "Road to Tier 1"

I cannot thank Konica Minolta Business Solutions U.S.A., Inc. enough for my upcoming trip to the national meeting in Canada this summer. I am proud to say that I work at a wonderful company that rewards the hard work of its employees with fun, inventive gifts, and a variety of programs.



SAP Business Warehouse Analyst  
Konica Minolta Business Solutions U.S.A., Inc.

Sajani Menon

## A Tier 1 Company Starts with Tier 1 Employees

### ● Road to Tier 1 (USA)

Konica Minolta Business Solutions U.S.A., Inc., an office equipment sales company in the U.S., has introduced an employee initiative called, Road to Tier 1. This program is supported by e-learning and offers MVP (Most Valuable Player) awards for employees.

The Road to Tier 1 program offers online corporate learning through the company intranet, and employees who complete the required modules become members of the Passport Club. Members of the Passport Club are able to participate in corporate events such as lunch with the company president. Furthermore, the company awards MVP status to three deserving employees each month. The candidates are nominated by their fellow employees, and selected by a committee made up of representatives from each department. The monthly MVP recipient is announced during a live corporate event and followed up with a corporate-wide email and is also posted on the intranet, which further increases employee motivation to participate in the program. By increasing the competencies of employees, the company is developing its own potential as the Road to Tier 1 program offers a direct route to becoming a premier company.



MVPs introduced on the website

## Recreation for Employees Nationwide

### ● First Employee Sports Day (China)

Konica Minolta Business Technologies (Wuxi) Co., Ltd., an office equipment sales company in China, is promoting company-wide CSR activities. As part of these efforts, some 3,000 employees from across China gathered at Jiangnan University stadium under sunny skies in June 2007 for the 1st Sports Day. The meet consisted of eight individual and five team events, including men's and women's running, long jump, jump rope, soccer, and basketball.



Opening address



## Bilingual Kindergarten for Employees' Children

### ● Support for Daycare (Germany)

Konica Minolta Business Solutions Europe GmbH and Konica Minolta Business Solutions Deutschland GmbH, office equipment sales companies in Germany, are helping employees raise their children by establishing and subsidizing a kindergarten near the head office. The daycare uses the Montessori educational method, and offers bilingual education in German and English. Every child receives systematic instruction according to age, including early education in English and music as well as helping with reading, writing, and arithmetic. The children also enjoy playtime, sports, and local excursions.

The kindergarten is open throughout the year, and children may attend on an hourly basis in the case of parental needs such as overtime or illness. This makes the service highly useful for employees with small children. The kindergarten also benefits the company since it facilitates an early return to work for employees.

## Educational Support for Employees

### ● Skills Improvement Support Program (Norway)

Konica Minolta Business Solutions Norway AS, an office equipment sales company in Norway, has created a training program that provides employees with monetary support. It allows workers to obtain qualifications for new jobs within the company, or to acquire skills and knowledge to keep pace with changing technology. This program has been operating since April 2004 and is available to all employees.

The program is divided into three areas: technical and commercial subjects, university and high-school levels, and information technology. Employees undergo training during their spare time, except for examinations where leave time during working hours is given. The standard amount of monetary support is 2,500 euros for six months, but employees also pay a certain percentage of the total expenses themselves.

This system for providing real education and skill improvement to employees is almost like a school within the company with scholarships provided.

#### Staff Voice



Assistant to the General Manager International SCM Division  
Konica Minolta Business Solutions Europe GmbH

#### Returning to work with peace of mind

I'm currently expecting a child and would like to return to work one year after giving birth. As the kindergarten is open from 06:30 to 21:00, I will be able to return to full-time work without worry. There is a big need in Germany for this kind of service and Konica Minolta is pioneering the practice.

Simone Nolte

#### Staff Voice



Product Manager Local Marketing Division  
Konica Minolta Business Solutions Norway AS

#### Studying to develop my career

After many years in a technical position, I wanted to make a career change to a more marketing-oriented job. The company gave me its full support. I am now studying part-time at a business school where I am in a marketing management program and aiming to obtain a Bachelor's Degree.

Thomas Gronli