

# Building a Company That is Valued by People around the World

## Fulfilling a necessary role in a changing world

The world today is witnessing a transformation of attitudes and values in response to a variety of situations. Some examples are the growing severity of global environmental problems, the emergence of issues relating to energy, and changes in global markets accompanying the rapid growth of newly developing countries. Against this backdrop of change on a global scale, the role that companies are expected to play is also changing significantly. Corporations are required to predict the impact of these changes and respond promptly.

True to our management philosophy of the creation of new value, we aim to maintain strong growth to ensure that Konica Minolta is a company essential to society and worthy of its support. The Group has been undertaking a variety of challenges in order to transform social changes into opportunities for advancement.

Nonetheless, the Great East Japan Earthquake that occurred on March 11, 2011 was far beyond anything we had imagined. Many of Konica Minolta's customers and business partners suffered extensive damage. I would like to offer my sincere condolences to everyone who was affected by the earthquake. At Konica Minolta, we are acutely aware of our responsibility to do all we can to contribute to the recovery. It is especially at times like this that all of our professionals think about what we can do as a company, and act to achieve it. This will in turn strengthen our relationship with our customers, business partners and society as a whole, and earn greater trust.

Although direct damage to Konica Minolta Group facilities was minor, procurement of materials and the future of electricity supply remain uncertain. These factors will have an unavoidable impact. By anticipating future trends, we will seek ways to minimize the impact of these factors on business operations and take a range of measures to fulfill our responsibility to maintain the supply of our products.

## New medium term business plan launched

While facing this unexpected situation, Konica Minolta's commitment to growth remains unchanged. To achieve

our goals for growth, in April 2011 we launched our new, three-year medium term business plan, called "G Plan 2013." This plan lays out three basic strategies: expanding the scale of operations by achieving growth, changing into a global company, and increasing the recognition of the Konica Minolta brand.

Konica Minolta is actively moving into sectors where it can meet the expectations of society using its core technologies. In order to achieve further growth and to continue to expand in size, the Group is entering the new businesses of energy saving and energy creation, while continuing to strengthen and expand its existing businesses.

Specifically, we aim to make a broad contribution to society by commercializing LED and organic light emitting diode (OLED) lighting. In response to changing market conditions, we are also striving to provide products and services to meet the challenges in various areas, including emerging markets.

### G PLAN 2013 Policy

1. Expanding the scale of operations by achieving growth
2. Changing into a "Global Company"
3. Increasing the recognition of the Konica Minolta brand

## Putting CSR activities on a business footing

To ensure that Konica Minolta remains a company essential to society and worthy of its support, it is imperative that, while achieving growth, we also fulfill our various social responsibilities and contribute to society.

Among the first of these responsibilities is responding to global environmental issues. Konica Minolta works to reduce the environmental impact of its business activities at every stage. In fiscal 2009, we established our long-term

environmental vision, "Eco Vision 2050," and the Medium-Term Environmental Plan 2015 to drive progress on it, setting targets to be met and priority measures. Then from fiscal 2011, we introduced the Green Products Certification System to promote the creation of environmentally responsible products as one of the mechanisms to support the achievement of our vision.

In addition to these environmental initiatives, ensuring product quality is indispensable for companies involved in manufacturing. Product quality is an important element in corporate reliability and social responsibility, as well as in customer satisfaction, so Konica Minolta does its utmost to prevent quality problems. Still, to be prepared for the unlikely event that a quality problem arises, we have established a system to ensure that top management can assess the situation quickly and respond appropriately in a timely manner.

Going beyond Konica Minolta itself, we have expanded our perspective to encompass our entire supply chain, and are undertaking "CSR procurement" initiatives with our business partners to address environmental and social issues.

## Changing into a truly global company

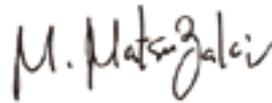
Konica Minolta currently has operations in some 40 countries around the world, and 70% of our sales are outside Japan. Among the basic strategies set out by the G Plan 2013 is the goal of transition from a company that simply has operations in countries around the world to a truly global company that genuinely thinks and acts globally. To realize this, we are working to develop human resources who can play a role around the world with a global perspective. As part of this, the company began its Global Executive Program in fiscal 2010 to develop executives and young managers from Group companies worldwide.

Furthermore, the Group has put forward the worldwide action slogan "simply BOLD" to further promote a corporate culture that will encourage each employee to develop a confident and ambitious mindset.

Through these initiatives, we aim to reconcile global business development with the delegation of authority to local operations. In this way, Konica Minolta will achieve optimization as a single company that operates globally.

Through these and other efforts, we aim to make Konica

Minolta a truly global company that is valued by people around the world.



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