Growing Together with Our Employees

With its business expanding globally, Konica Minolta employs a diverse group of people around the world—people of different nationalities, cultures, and languages. The Group recognizes that enabling each member of this diverse team to maximize his or her individual potential is essential to its growth. For this reason, Konica Minolta fosters an environment in which all employees, regardless of ethnicity, nationality, or gender, are encouraged to challenge themselves, and it strives to build the skills of those who are capable of taking the lead on the global stage. The Group also focuses on improving health and safety in the workplace and providing the support employees need to achieve a satisfying work-life balance.

Employee Composition by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Employees</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia Pacific (excluding Japan)</td>
<td>9,047</td>
<td>26%</td>
</tr>
<tr>
<td>Japan</td>
<td>12,421</td>
<td>35%</td>
</tr>
<tr>
<td>North/South America</td>
<td>7,245</td>
<td>21%</td>
</tr>
<tr>
<td>Europe</td>
<td>6,491</td>
<td>18%</td>
</tr>
<tr>
<td>Worldwide</td>
<td>35,204</td>
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</tbody>
</table>

(Total regular employees of consolidated companies, as of the end of March 2011)

Fiscal 2010 Targets

- * Establish program to foster those likely to become leaders on the global stage and to fully deploy their talents
- * Implement corporate culture reforms to encourage employees to take on new challenges
- * Enhance personnel system to reflect employee aspirations

Major Achievements

- * Constructed Global HR Database
- * Implemented Global Executive Program
- * Introduced simply BOLD Award
- * Introduced Free Agent (FA) System
- * Fully implemented work-at-home system
- * Implemented programs to train and develop female managers
- * Continued to implement measures to prevent work-related accidents at priority sites
- * Introduced fundamental facility improvement for safety
- * Bolstered measures to prevent overwork

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Personnel Training and Effective Utilization of Skills

Konica Minolta is committed to creating an environment in which each person in its diverse team of employees is able to maximize his or her individual skills, capabilities, and aspirations, as well as continuously challenge themselves in the workplace. The Group also focuses on building the skills of those who will play an active role on the global stage.

Introduction of Group-Wide Executive Training Program

In its effort to raise Konica Minolta to the level of a truly global company, the Group focuses on fostering those who are likely to become leaders on the global stage to maximize the overall strength of its team as a whole.

As part of this initiative, Konica Minolta has built a database of executives and executive candidates at Group companies throughout the world. In fiscal 2010 it introduced the Group-wide Global Executive Program to foster the skills of people selected from the database. In November 2010, 14 candidates from nine companies in China visited Japan to participate in the weeklong program. They were followed in February 2011 by 19 people from 15 companies in a total of 11 countries spanning Europe, the U.S., and Asia Pacific.

The program facilitates communication with executive managers in order to impart an understanding of Konica Minolta management policies and strategies and ensure that these policies are well established at all Group companies. It is also designed to foster leadership from a global perspective, and build a network among executive management and participating candidates. In the first year, separate sessions were held for Chinese speakers and English speakers, but Konica Minolta is now considering integrating them so that they are conducted in English and include Japanese participants.

Presentations and discussions at the Global Executive Program

Employee Comments

The program was tremendously valuable for expanding our business in the global market place.

The Global Executive Program was a tremendous experience both in regards to the content and the importance of time spent with other attendees. The opportunity to get to know leaders from other countries has provided a connection to share ideas and best practices for the benefit of all attendees. Understanding that Konica Minolta is investing in leadership development to build a worldwide leadership network will increase our ability to succeed in the global marketplace.

Velinda Cox
Vice President
Strategic Business Planning
Konica Minolta Business Solutions U.S.A., Inc.

I realized just how important our company is to Konica Minolta’s business in the growing Chinese market.

By participating in face-to-face discussions with and receiving guidance from executive managers, I gained a broader understanding of Konica Minolta Group management policies and strategies. At the same time, I realized that, as competition in the global market intensifies, the Chinese market is becoming increasingly important and the subject of greater expectations. I was deeply aware of the responsibility our company has in driving Group growth in the future. I will bring what I learned from the program back with me to share with my colleagues in China and take the initiative in fulfilling my role to live up to the Group’s expectations.

He Yue Feng
General Manager
Production Division I
Konica Minolta Business Technologies (Dongguan) Co., Ltd.
Growing Together with Our Employees

Personnel Training and Effective Utilization of Skills

Employees Who Embody “simply BOLD” Mindset Honored with Award

Konica Minolta recognizes that employee motivation and independent initiative is essential for its continued growth as a company. In fiscal 2008, the Group introduced the worldwide action slogan “simply BOLD” to help create a Group-wide culture that encourages employees to develop the necessary mindset for taking bold action.

In fiscal 2010, targets were set to expand the focus of the “simply BOLD” mindset beyond the level of the individual employee and incorporate “simply BOLD” action at the Group level. Conceived as a way of sharing information on individual activities to integrate them throughout the entire Group, Konica Minolta introduced “simply BOLD” Award to commend employees who have implemented excellent initiatives. The award committee received 247 submissions for initiatives in Japan and 65 pre-selected submissions from companies overseas between November 2010 and January 2011. Thirty teams in Japan and eight teams overseas were selected by employee ballot to receive the simply BOLD Award.

Feature

“simply BOLD” Award Winners

Konica Minolta Enterprise Foundation Project Team

Konica Minolta’s MFPs incorporate the principles of universal design to make them easy to use for people of all ability levels. We are proud to have been a part of the establishment of the Konica Minolta Enterprise Foundation, which is dedicated to increasing mobility for those who are physically challenged by installing wheelchair-accessible ramps in public places. This initiative, which began as the idea of just five employees, has now gone company-wide. Many employees are making donations and participating in various ways.

Company Study Group Transcends Departmental Borders

Konica Minolta Opto, Inc.

It can be difficult for employees, even those working on the same product, to share their knowledge with others who play different roles in development, production, or sales, or work in different locations. To address these difficulties, we asked employees interested to take part in a study group we introduced in May 2010. Employees from different departments give talks presenting the particular expertise of their own department to employees from other divisions. This is a strictly voluntary gathering that takes place after working hours. Despite this, the study group had met 30 times by January 2011 and more than 500 employees had participated. The documents prepared for the study group presentations are distributed Group-wide and have proved useful in our business activities.

FA System to Promote Self-Determination in Career Building

As a complement to the Group’s company-led system of personnel assignments, Konica Minolta has introduced the Internal Open Job Posting System* and the Free Agent (FA) System,* which encourage employees to request transfers to new positions on their own. These systems will help produce employees willing to undertake new positions in building their own careers and create a corporate culture that respects the desire to challenge oneself in new ways.

The Internal Open Job Posting System allows employees to apply for open positions posted by departments looking for personnel. When the system was introduced in fiscal 2009, numerous employees applied for several openings in two departments, and a total of seven employees transferred to new jobs. In May 2011, 11 open job posts were listed on the system.

Under the FA System launched in May 2010, employees wishing to take on the challenge of a new type of job or department are asked to post their application on the Intranet server. Departments with open positions review the employee posts, call promising candidates in for interviews, and if both the department and the employee agree, the employee is transferred to the new job. In fiscal 2010, 10 employees transferred to new departments under this system.

With these two systems in place, Konica Minolta continues to facilitate the fluid movement of human resources across the Group and to support employee self-determination in shaping their own careers.

* These systems are for regular employees at the holding company, business companies, and common function companies in Japan.
Health and Safety at Work and Support for Work-Life Balance

Konica Minolta implements a variety of measures designed to continuously improve health and safety levels in the workplace and to help employees achieve a fulfilling personal life.

Identifying Priority Sites and Implementing Intensive Accident Prevention Measures

Konica Minolta works to prevent accidents from occurring during working hours by identifying the specific risks at each company and developing specific measures for dealing with them. Each fiscal year, the Group also identifies priority sites and implements intensive measures at these specific sites.

In fiscal 2010, the Group chose one of its production sites in China to establish an organization to implement health and safety programs, and provided on-site training to raise the level of risk assessment. During the first half of fiscal 2010, two accidents causing absence from work and three accidents not causing absence occurred at this site. With the implementation of intensive measures starting in July, the site was able to achieve a record of zero accidents during working hours for the second half of the fiscal year. This approach will be expanded to other production sites in China in the future.

In fiscal 2010, Konica Minolta created a list of equipment at high risk for causing serious accidents and implemented fundamental facility improvements to reduce this risk. The Group drafted safety standards to be met during installation or refurbishing of equipment and developed tools to check for potential risk. In fiscal 2011, it plans to establish a system to promote activities that will reduce the risk of accidents at business companies and to introduce specific measures under this system.

Enhancing the Work-Life Balance System

Konica Minolta is striving to enhance its system to provide the support employees need to achieve a satisfying work-life balance. The goal is to ensure that employees are able to fully demonstrate their skills and capabilities in the workplace while also achieving a fulfilling personal life that includes family, community, and self-development.

A program allowing employees to work at home during child-rearing years was introduced in October 2009. This system allows employees to work from home one to two days per week. The program is proving quite effective with an increasing number of employees, including men, taking part.

In January 2011, the Group received for the second consecutive year Honorable Mention in the Telework Promotion Awards presented by the Japan Telework Association in recognition of such initiatives.

Work-Life Balance Support Program Use (Fiscal 2010)

<table>
<thead>
<tr>
<th>During pregnancy/child-birth, post delivery</th>
<th>Child-rearing period</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maternal health management leave</td>
<td>Women: 5</td>
<td>Men: Parental leave: 80</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Maternity leave</td>
<td>Women: 33</td>
<td>Men: Shorter working hours for childcare: 170</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Spousal maternity leave</td>
<td>Women: 140</td>
<td>Men: Work-at-home during child-rearing: 17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>

Scope: Regular employees at the holding company, business companies and common function companies in Japan.