

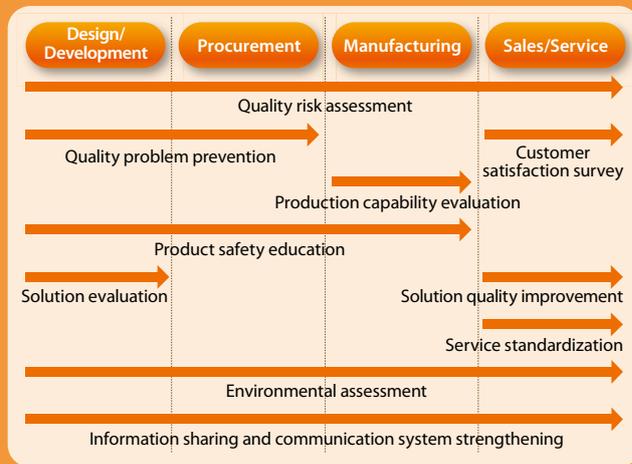


Summary of CSR Activities in 2011

Earning the Confidence of Customers

Konica Minolta believes that providing safe, reliable products and excellent customer service are among its most important responsibilities to customers. The Group has created a unified quality assurance system that covers all group sites. Using the system, the Group evaluates quality risks at all stages of the product's life cycle, from the product and service planning stage to design, development, procurement, manufacturing, sales, service, usage, and disposal. It enables the efficient prevention of quality problems and guides ongoing improvements. While working to improve not only products and services but also the quality of the ways it solves customer problems to improve customer satisfaction, the Group also strives to satisfy both latent and apparent customer needs through technological innovations using its core technologies.

Quality Activities, by Stage



Major Themes, Goals, Plans and Results of Initiatives

Self-assessment

☆☆☆:Result exceeded expectations ☆☆☆:Result satisfied expectations ☆:Not yet achieved

Theme	Fiscal 2011 Goals and Plans	Fiscal 2011 Achievements	Self-Assessment	Fiscal 2012 Plan
Assuring product safety and preventing quality-related problems	<ol style="list-style-type: none"> Number of serious product-related accidents*¹: 0 Quality problem index*²: Halving the fiscal 2008 level of problems by fiscal 2013 	<ol style="list-style-type: none"> 0 65% reduction <ul style="list-style-type: none"> Implement the PDCA*³ for quality problem investigations via regular quality meetings Improve the analysis of market quality problems related to safety and reflect these improvements in safety standards Hold product safety training courses for technicians that include hands-on practice Solve problems via a Process Improvement that is coordinated with the Production Capability Strengthening Activities task force 	☆☆☆	<ul style="list-style-type: none"> Continue fiscal 2011 initiatives Improve quality control at the design, development, and procurement stages
Increasing customer satisfaction	<ol style="list-style-type: none"> Improving the solutions provided to customers 	<ol style="list-style-type: none"> Standardize the process of providing solutions Improve the customer service/support system and the function for incorporating customer input 	☆☆	<ul style="list-style-type: none"> Establish a customer satisfaction index that is closely related to business and improve the PDCA system Step-up activities to improve customer relationship management

*1 Serious accidents: Includes those in which products threaten the lives of product users or cause serious bodily injury and those in which property other than products was damaged seriously

*2 Quality problem index: An index created by Konica Minolta based on the costs related to quality problems that arise in the process of creating products or those involving products on the market

*3 PDCA: Continuous activities that repeat the cycle of Plan, Do, Check, and Act



About Konica Minolta > Sustainability > CSR Activities > Together with Customers



Universal Design / Security Functions for MFPs



Assuring Product Safety and Preventing Quality-Related Problems

The entire Group implements quality management based on the Konica Minolta Quality Policy, and each business company develops initiatives in accordance with the special characteristics of its own business.



Quality Management System



Taking Various Steps to Improve the Quality Assurance System

Konica Minolta has established the Konica Minolta Quality Policy to articulate its basic ideas about how to obtain customer satisfaction and trust. The Policy is followed by all Group companies around the world, aiming to improve the implementation of the concept of always putting the customer and quality first.

Konica Minolta Holdings, Inc. has established a Quality Assurance Managers' Committee that supervises the Group's quality management. This committee is comprised of the quality assurance managers at all business companies and common function companies, chaired by the head of the Environment and Quality Division, and reports to the executive officer who has responsibility for and authority over the entire Group's quality issues.

All business companies have also created systems to regularly investigate quality problems, improved their ability to analyze market quality problems that are related to the safety of products and services, and have reflected these improvements in their individual product safety standards. In this way, serious accidents are avoided and quality problems are handled adequately.

Investigating Quality Problems via Regular Meetings

All business companies regularly hold quality meetings to discuss product safety and other quality-related issues and work to continuously improve quality by thoroughly implementing the PDCA cycle.

For example, the Quality Assurance Division at Konica Minolta Business Technologies, Inc. twice a month holds a Quality Council attended by those in charge of development, procurement, production, and customer support. They work to solve cross-functional quality problems and improve the quality management system as a united team. Established at this council was the Double Quality Assurance System in which, in addition to self-assessments performed by those in charge of development and production processes, evaluations are implemented from the unique perspective of the Quality Assurance Division. Since its start in April 2011, this system has contributed to the reduction in the frequency and severity of quality-related problems.

Konica Minolta Quality Policy (excerpts)

The Konica Minolta Group ensures maximum satisfaction and trust by our customers, paying the utmost attention to our customers and giving our top priority to the quality of products and services. Our concept is to make steady progress in quality based on quantitative measurement and analysis of accurate data. This basic concept is demonstrated in the following affirmation:

1. Achieving the industry's top level Customer Satisfaction
2. Providing advanced products that satisfy customers' potential needs
3. Establishment and development of a global Quality System
4. Quality Management in the total life cycle of products and services
5. Continued enhancement of Quality Assurance Process
6. Minimization of product quality risks
7. Disclosure of product safety information

Organization of the Double Quality Assurance System



For the Global Environment



Earning the Confidence of Customers



Cooperating with Business Partners



Growing Together with Our Employees



Contributing to Society





Assuring Product Safety and Preventing Quality-related Problems

Addressing Market Quality Issues

All business companies use the Group-wide critical accident report database. This system allows product quality information that has been input at sales sites around the world to be instantly sent to the appropriate supervisor and shared. This database is useful for the prevention of quality problems, not only by reporting incidents that have already occurred but also by sharing information that even hints of a potential incident.

In the unlikely event of a safety-related incident, a report must be immediately filed with the individual company's quality assurance manager and Konica Minolta Holdings, regardless of the cause of the problem. When a quality problem with a potentially serious risk arises, a Quality Problem Countermeasure Conference is convened in order to promptly deal with the issue by analyzing the problem, investigating what steps to take, and discussing issues such as market control and public disclosure of information. There were no serious accidents in fiscal 2011.

Enhancing Product Safety Standards

MFPs and laser printers used in offices must be designed so that misuse and break-downs do not cause electric shocks, smoking, or injuries to users. Konica Minolta Business Technologies, which handles these devices, has established independent product safety standards that exceed the requirements of the legal standards and have rules requiring the detailed check of every aspect of its products.

Past quality problems are thoroughly analyzed, the causes are identified, and measures to deal with the problems are investigated. The results of this process are reflected in updated product safety standards. Continuous implementation of this process prevents the recurrence of quality-related problems and prevents new problems from arising.

Fostering Increased Awareness of the Importance of Product Safety

Konica Minolta conducts product safety education for technicians involved in design and development, manufacturing technology, procurement, and quality assurance. The courses are designed to increase technicians' knowledge of product safety issues and increase their awareness of potential problems.

The courses were created by restructuring the product safety assurance initiatives that had been operated by Konica Minolta Business Technologies and now have been implemented Group-wide since fiscal 2009. Experts in relevant fields from each Group company lead the courses on such topics as "Product Safety from CSR, Risk Management, and Compliance Points of View," "Product Safety Regulations," "Product Safety Management Systems and Their Operation," and "Methods of Product Safety Assurance." The courses include actual examples and hands-on training segments.

Seventeen lecture courses were held by the end of fiscal 2011, and eight experimental courses that gave participants a first-hand look at how and why products catch fire so as to increase their awareness of this particular problem. A total of 849 people attended the courses.



A lecture course



A fire experimental course



Increasing Customer Satisfaction

Each business company at Konica Minolta is helping customers to solve their issues by providing products and solutions that meet changing needs and the requirements of individual market environments.

For the Global Environment



Providing Enhanced Solutions through Improved Customer Service and Support

Earning the Confidence of Customers

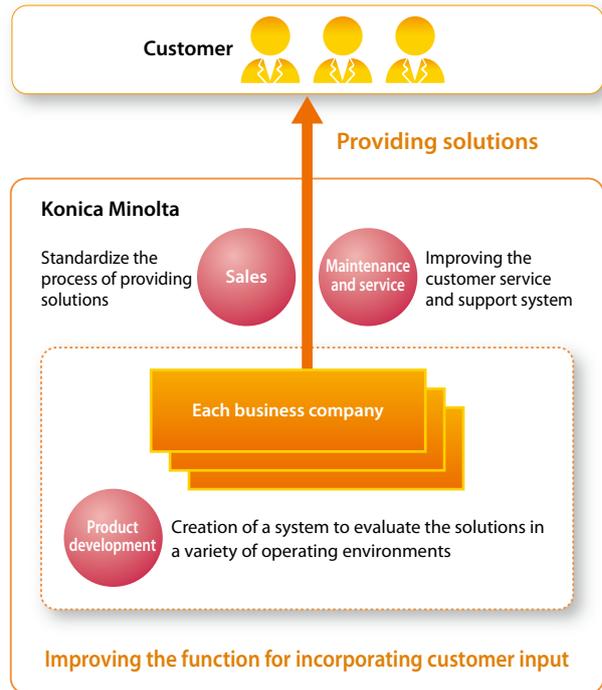


Konica Minolta strives to provide solutions in the form of both products and customer service and support in order to maximize customer satisfaction and trust.

For example, Konica Minolta Business Technologies is currently focused on the global development of its proprietary Optimized Print Services (OPS), a system designed to optimize the printing environment in business offices. OPS is a solution that seeks to meet the individual needs of each region of the world, while achieving total optimization. While creating worldwide standards for the sales and customer service processes, the company also seeks to improve the system by which it gets detailed feedback from customers and reflect this feedback in its future solutions.

Konica Minolta Medical & Graphic, Inc. is working on a system to better reflect customer feedback and improve its FAQ in an effort to improve the customer support system for its "Infomity," a remote maintenance and network service for medical devices.

Improving the Solutions Provided to Customers



Cooperating with Business Partners



Feature

Working to Improve Customer Relationship Management

In September 2011, Konica Minolta established its brand communication message "Giving Shape to Ideas." This message communicates the idea that "all the innovations we create are always for each and every one of our customers."

In order to realize this goal, the Group is working not only to satisfy essential quality needs such as consistent quality and complete customer support, but also to create innovative solutions to customer problems and deliver "appealing quality" that makes a powerful impression by providing customer support that goes beyond what customers expect. Each business company is creating detailed measures to meet their various customers' needs in order to maintain long-term good relations with customers by cooperating with them and offering the kind of assistance that leads to their success.



Growing Together with Our Employees



Contributing to Society



Strengthening Konica Minolta's Bond with Customers in the Sensing Business

Konica Minolta has introduced its "Strengthening the Bond with Customers" initiative with the goal of helping to maintain the good customer relations that the company's dedication to customer satisfaction has fostered over the years. To this end, each business company is preparing goals and measures to proactively meet the diverse customer needs across the company's business segments. These measures are scheduled to be fully implemented as of fiscal 2012. The following is a look at the initiatives in the Sensing Business that have been in place for many years at Konica Minolta Optics, Inc.

Clients Need "Measurable Trust"

Since the introduction of the TV Color Analyzer in 1968, Konica Minolta Optics has provided a wide array of industrial sensors to various industries for use in fields such as R&D and quality assurance. Sensors must be extremely reliable as customers depend upon them to ensure the quality of their products. In addition to ensuring reliability, the company is constantly working to ensure customer satisfaction above and beyond the value of its products. One way it does this is by having close communication with customers to identify ways to solve problems faced by different industries. This has resulted in the manufacture and usage of products that are widely considered industry-standard.



Display Color Analyzer "CA-310"

This sensor adjusts the white balance on displays. Together with previous models, it boasts an 80% share of the market.

The "Trio of Trust" That Creates Reliability

Konica Minolta Optics strives not just to make sure the sensors it manufactures display accurate values, but also to ensure that customers can rely on the company and its products through the "Trio of Trust."

Complying with Safety and Environmental Standards

The company complies with environmental and safety standards during the development and manufacture of its products. The company makes sure its manufacturing processes are safe for the environment and ensures that the products can be used and disposed of in ways that are environmentally friendly. The aim is to ensure that customers can always use the company's products with confidence.

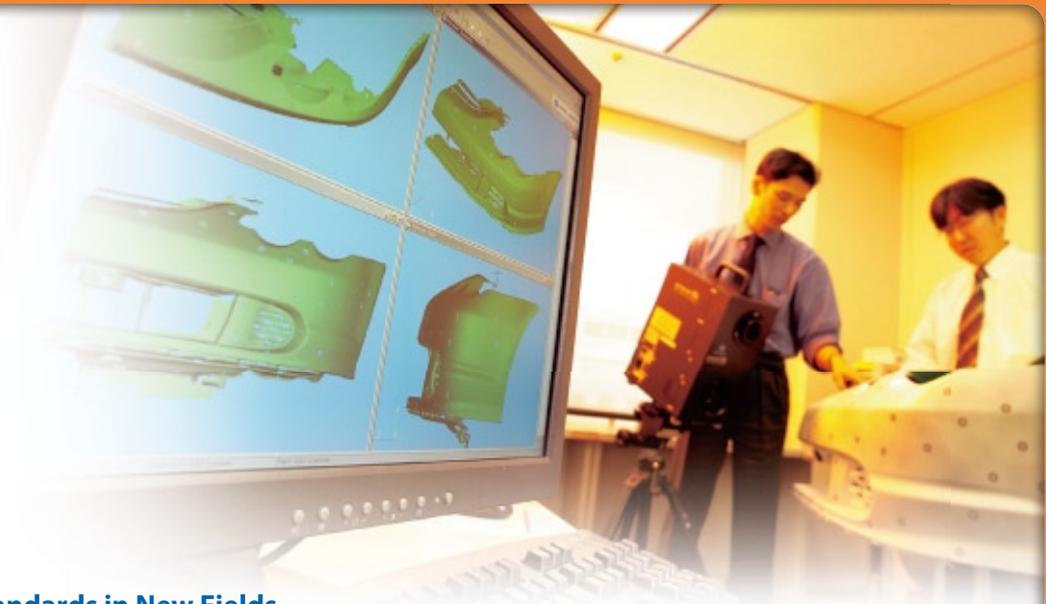


Highly Reliable Designs and Compliance with Standards

The company can provide certificates attesting to the fact that the values its products measure comply with both international and national standards. The company's painstaking monitoring of quality assurance procedures also helps to deliver products that maintain a high degree of reliability even when used over the long term.

Total Support—from Consultation to Purchase and Beyond

The company advises customers on the best choice of product and measuring methods before a purchase is made. It also has a customer support system that can answer questions on how to use and operate purchased products. There are 26 product service centers around the world that can conduct repairs in case of a problem. In Japan, product checks, calibrations, and repairs are done within two weeks (approximately 95% take only seven days from receipt to shipping to the customer).



Creating Global Standards in New Fields

As more and more products with new functions come on the market as a result of technological innovation, it is becoming more difficult to obtain accurate performance evaluations using existing sensing technology. In fact, there are cases where there are no standards yet available for the evaluation of new technologies. Konica Minolta Optics is utilizing the technologies it has developed over many years to create new sensing technologies and standards.

For example, the company manufactures sensors that can handle the specific light-emitting properties of LED lighting fixtures, which create uneven wavelength distribution and thus typically make accurate measurement very difficult. In the field of solar batteries, for which there are no mandatory international performance evaluation standards, the company is working with Japan's National Institute of Advanced Industrial Science and Technology (AIST) both to develop standardized solar cells that can be accurately and safely measured and to create international standards.



Spectrophotometer "CL-500A"

The world's first lightweight, portable spectroradiometer calibrated to JIS/DIN standards. It can evaluate how well the colors of objects can be rendered (known as color rendering) by comparing LED lighting, which has quickly become widespread, with sunlight.



Reference PV Cell "AK-200"

Until now it has been difficult for anyone other than testing laboratories with specialized equipment to evaluate solar cells. The Reference PV Cell AK-200 makes it possible for development and manufacturing sites to obtain highly reliable values and therefore is contributing to the R&D and rapid popularization of solar cells.

“Becoming the First Choice of the World's Top Corporations”



Toshihiko Karasaki,
President
Konica Minolta Optics, Inc.

Konica Minolta Optics has gained the trust of customers by striving to improve the quality of its products and customer support system. As a result, our products are now used by the leading companies in a diverse range of industries, and many of our products have become the industry standard in their respective field. This fact builds confidence which not only leads these companies to purchase our new devices but is also the reason why they recommend our products to other companies. We consider this to be an indicator of the strength of our bond with our customers.

I believe that each product's performance, the quality of our customer service and support, and our attitude as professionals all contribute to providing customers with the kind of value they require. Particularly when doing business with global companies, we have to meet extremely high expectations. These include having a system that provides customer service across national borders and being able to supply customers with products that have the functions they require within a limited period of time.

Our goal at Konica Minolta Optics is to become the company of first choice for the world's top corporations, the partner they can rely upon for solid advice and superior-quality products.