

Continuing to Create New Value that Improves the Quality of Society



Group Reorganization: Preparing for New Growth

The business environment surrounding Konica Minolta continues to change rapidly. To ensure that we can respond to these changes even more quickly, Konica Minolta reorganized its management system on April 1, 2013. Konica Minolta Holdings, Inc., which had been a pure holding company, merged with seven companies in the Group, including business companies. The resulting structure enables the company to run businesses directly while managing the Group as a whole. With this change, the company's trade name became Konica Minolta, Inc.

The main objectives of the reorganization were to strengthen the management of our Business Technologies business and to enable us to leverage management resources more strategically and nimbly. We also expect integration of our core Business Technologies Business with the holding company to further improve the Group's overall competitiveness. The change also enables us to drive the growth of each business more actively by centralizing and redeploying management resources, making strategic organizational changes, and accelerating personnel deployment. I think this kind of agility is essential for the development of emerging businesses in fields such as organic light emitting diode (OLED) lighting, functional films, and industrial inkjet devices. In addition, the Industrial business and Healthcare Business have been made into internal companies and given structures that enable optimal administration for their respective business characteristics. All of these changes help to mobilize the total strengths of the Group in pursuit of greater corporate value.

A Sustainable Company: Meeting the Needs of the Times

Konica Minolta's vision is to become a robust company that is capable of strong growth and is vital to society. I am certain that a sustainable company that meets the needs of

the 21st century is one that creates value for both society and itself by integrating efforts to resolve societal challenges and improve corporate competitiveness and profits. Another benefit of the reorganization is that it makes us better able to deliver on this vision.

The era of mass production and mass consumption to satisfy the endless desire for material riches has come to an end. In the new age, the demand is for value that helps improve the quality of society by reducing environmental impact and redressing disparities. This is why Konica Minolta is focused on creating products and services that offer solutions to societal challenges. Take our Green Products Certification system, for instance. We use it to drive development of highly competitive, environmentally responsible products that not only help our customers and society as a whole to reduce environmental impact but also increase our earnings.

We are also working hard to push sound business practices through the entire value chain involved in the creation of our products and services. Our socially responsible procurement practices, for example, require business partners that supply raw materials and parts to make progress on occupational health and safety and environmental conservation, encouraging them to make CSR a more integral part of their management.

Konica Minolta participates in the United Nations Global Compact, supporting its basic principles in the areas of human rights, labor, the environment and anti-corruption. Our commitment to respecting and complying with these and other universal principles is articulated in the Konica Minolta Group Guidance for the Charter of Corporate Behavior, which guides our people and operations worldwide. Konica Minolta has been included on a number of socially responsible investment (SRI) indexes in recognition of our corporate commitment and the various initiatives it leads us to take.

One Konica Minolta: Creating New Value

Konica Minolta's management philosophy has been "The Creation of New Value" since the beginning. This is why the company exists; it guides everything we do. Now that we have made a fresh start with a new Group structure, we are asking each and every employee to seek an even better understanding of this philosophy and reaffirm its deeper meaning.

"Giving Shape to Ideas," our brand communication message, is designed to convey to customers and other stakeholders our determination to deliver the new value that the coming age demands. It is another way of expressing our management philosophy, a way of saying that we recognize the challenges faced by our customers and the broader society and commit ourselves to generating new ideas and making them into practical solutions. As "One Konica Minolta," our employees around the world are working together to keep the promise stated in this message—to create solutions to the challenges our customers and the global community face.

Konica Minolta's nearly 40,000 employees around the world represent many nationalities, languages, and backgrounds. By sharing the values inscribed in our corporate philosophy and message, our diverse workforce is uniquely positioned to create value that helps improve the quality of society. At Konica Minolta, we are determined to make the most of the abilities of our people and their diverse skills and ways of thinking in pursuit of sustainable growth we share with society as a whole. Heeding the expectations of all of our stakeholders, we are confident that the Konica Minolta Group will keep creating new value that fulfills their hopes and dreams.



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