

The Relationship between Konica Minolta and Stakeholders			Targets and Results
Stakeholders		Tools and Opportunities for Communication	Theme
Customers   p. 25	<p>Konica Minolta does business around the world. The major customers of Konica Minolta's main business operations are corporations, government agencies, and hospitals.</p>	<ul style="list-style-type: none"> • Providing customer service via websites and call centers • Providing product information via websites and newsletters • Conducting customer satisfaction surveys • Exchanging information via visits to customers • Exchanging information at showrooms and trade shows • Holding seminars 	<p>Assuring product safety and preventing quality-related problems</p> <hr/> <p>Increasing customer satisfaction</p>
Business Partners   p. 30	<p>Konica Minolta procures raw materials, parts and components from different companies depending on the type of business. Over 90% of these suppliers are located in Japan, China, and elsewhere in Asia.</p>	<ul style="list-style-type: none"> • Holding suppliers' meetings • Procurement Collaboration System • Conducting CSR surveys (self-assessment questionnaires) 	<p>Promoting CSR across the supply chain</p>
Shareholders and Investors   WEB	<p>Konica Minolta has 30,206 shareholders. The breakdown highlights relatively high ownership by institutional and foreign shareholders; foreign shareholders own a combined stake of 44%, while Japanese financial institutions own 40% (as of March 31, 2013).</p>	<ul style="list-style-type: none"> • Shareholders' meetings • Briefings for investors • Visits to investors • Annual reports • IR website 	<p>Enhancing communication with shareholders and investors</p>
Employees   p. 33	<p>Konica Minolta employs 41,844 people worldwide. Of those, 30% are in Japan, 20% are in Europe, 18% are in North America, and 32% are in China and elsewhere in Asia, and others (Figures are based on total regular employees of consolidated companies, as of March 31, 2013).</p>	<ul style="list-style-type: none"> • Interactive intranet • Group journal • Employee attitude surveys • Dialogue with labor unions • Offering internal help line systems • Exchanging opinions during inspection tours of production sites by senior staff 	<p>Promoting and developing diverse human resources</p> <hr/> <p>Promoting occupational health and safety</p>
Local and Global Communities   p. 37	<p>Konica Minolta operates in some 41 countries across the globe, and acts as a responsible member of every community where it operates.</p>	<ul style="list-style-type: none"> • Activities that contribute to local communities • Community briefings and invitational events • Sending speakers to lectures and places of education • Industry group activities • Environmental reports and websites 	<p>Implementing social contribution activities around the world</p>
Global Environment   p. 15	<p>As a manufacturer, Konica Minolta engages in various operations that impact the environment, for instance generating CO₂ emissions, which contribute to climate change, using materials derived from petroleum, which is a dwindling natural resource, and affecting ecosystems in various ways.</p>	<ul style="list-style-type: none"> • CSR reports, environmental reports, and websites • Community briefings and explanatory meetings • Collaboration with research institutions 	<p>Preventing global warming</p> <hr/> <p>Supporting a recycling-oriented society</p> <hr/> <p>Reducing the risk of chemical substances</p> <hr/> <p>Restoring and preserving Biodiversity</p>

1 **Serious product-related accidents:** Accidents in which products put the lives of product users at risk or cause serious bodily injury and those in which property other than the products is 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

	Fiscal 2012 Targets	Fiscal 2012 Results	Fiscal 2013 Targets
	1. Number of serious product-related accidents ¹ : 0 2. Quality problem index ² : Halving problems by fiscal 2013 compared to fiscal 2008	1. 0 2. 78% reduction <ul style="list-style-type: none"> Investigated and evaluated 100% of cases registered in the critical accident report database Continued product safety education (about 70% complete) Identified quality-related issues throughout the product lifecycle and considered and implemented measures 	1. Number of serious product-related accidents ¹ : 0 2. Quality problem index ² : 80% reduction compared to fiscal 2008 <ul style="list-style-type: none"> Complete product safety education for all target personnel Visualize quality risk management throughout the product lifecycle
	<ul style="list-style-type: none"> Improving customer relationship management 	<ul style="list-style-type: none"> Established a Customer Relationship Management Improvement and Promotion Managers' Committee; established management indicators and created detailed measures for each business 	<ul style="list-style-type: none"> Achieve management indicators for strengthening customer relationship management established for each business (e.g., loyalty measurements)
	<ul style="list-style-type: none"> Promoting CSR Procurement 	<ul style="list-style-type: none"> Completed incorporation of CSR procurement into supplier evaluations within ISO 9001 quality management system in most business divisions Trained examiners 	<ul style="list-style-type: none"> Finish incorporating CSR procurement into supplier evaluations within ISO 9001 quality management system in all business divisions and start operating it Continue training examiners in all business divisions
	<ul style="list-style-type: none"> Addressing the issue of conflict minerals 	<ul style="list-style-type: none"> Established a promotion system compliant with conflict minerals regulations 	<ul style="list-style-type: none"> Establish management system for compliance with conflict minerals regulations
	<ul style="list-style-type: none"> Enhancing the IR activities through direct dialogues in Asia Enhancing the IR website 	<ul style="list-style-type: none"> Gave briefings at conferences and visited investors in Hong Kong and Singapore Won a gold medal in the Gomez IR Website Ranking 2013, which assesses user friendliness and richness of information on IR websites 	<ul style="list-style-type: none"> Enhance website for individual investors Hold briefings for individual investors
	<ul style="list-style-type: none"> Appointing and developing human resources who can actively participate in the global business environment Supporting career development of female employees 	<ul style="list-style-type: none"> Established a Group-wide platform for human resources development and deployment Continued a program to train global business leaders Promoted the employment of "global human resources" and employee interaction Implemented a support program for the development of women in management positions 	<ul style="list-style-type: none"> Roll out Group-wide platform for human resources development and deployment Expand business leader development program to manager-level personnel and offer program in different regions
	1. Number of serious accidents ³ : 0 2. Frequency rate of accidents causing absence from work: 0.1 or less	1. 0 2. In Japan: 0.11, outside Japan: 0.10 <ul style="list-style-type: none"> Analyzed similar accidents and rolled out recurrence prevention measures Group-wide Increased the number of model facilities for fundamental facility improvement and expanded initiative outside Japan 	1. Number of serious accidents ³ : 0 2. Frequency rate of accidents causing absence from work: 0.1 or less <ul style="list-style-type: none"> Reduce risk of accidents during working hours and prevent recurrences of similar accidents Continue making fundamental facility improvements
	→  p. 37 Typical examples of fiscal 2012		
	→  p. 23		

³ **Serious accidents:** 1. Death, diseases that require or may require long-term care, injuries that cause or may cause disabilities, and specific communicable diseases
2. Accidents that cause three or more employees at one time to suffer on-the-job death, injuries or diseases(including accidents that do not cause absence from work)