



Earning the Confidence of Customers

Konica Minolta aspires to maximize customer satisfaction and trust by providing products and services of superior value. The Group has articulated its basic approach to accomplishing this in the Konica Minolta Quality Policy, which governs Group companies worldwide. An issue of particular importance is ensuring safe, reliable products and services. Accordingly, Konica Minolta has established a unified quality assurance system across the Group and addresses quality assurance in terms of the entire product lifecycle. Konica Minolta is determined to help create a better world by solving customers' challenges, and to do this it seeks to build deeper relationships with customers so that it can pick up and satisfy both latent needs and apparent requests.



Fiscal 2012 Achievements

- The Group conducted a thorough review of market quality issues, identified quality issues at all stages of the product lifecycle, and considered and implemented measures to prevent serious product accidents and quality-related problems. **p. 26**
- The Group started initiatives aimed at improving customer relationship management and established detailed measures for each business. **p. 27**

Number of serious¹ product-related accidents

0

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

Reduction in quality problem index²

78% from fiscal 2008 levels

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

Always Putting the Customer and Quality First

In line with its policy of always putting the customer and quality first, Konica Minolta makes every effort to improve quality from every angle, including maintenance and service, as well as the quality of products themselves. For that reason, it assesses every kind of quality risk at each stage of the product lifecycle, from planning to manufacturing, sales, and maintenance, in an effort to prevent quality 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



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[Universal Design / Security Functions for MFPs](#)

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Assuring Product Safety and Preventing Quality-Related Problems

Group-Wide Quality Assurance System

Konica Minolta, Inc. has established a Quality Assurance Managers' Committee that supervises Group-wide quality management. This committee is chaired by the head of Corporate Social Responsibility Operations and reports to the executive officer who has responsibility for and authority over the entire Group's quality issues. The committee meets on a quarterly basis, in principle, and, in addition to promoting quality planning and monitoring progress, it shares and scrutinizes information concerning quality assurance. Furthermore, each business regularly holds meetings to discuss quality-related issues and work to continuously improve quality by thoroughly implementing the PDCA cycle.



Thorough Investigation of All Quality Problems

Whenever a problem related to product quality occurs, sales sites around the world are required to register information in a Group-wide critical accident report database within 24 hours. Registered information is instantly sent to the appropriate supervisor and shared with relevant departments. Using this system, the Group takes action to prevent a recurrence by thoroughly investigating all registered incidents, analyzing the causes, implementing countermeasures, and reflecting these in technical and assessment standards. In the unlikely event of a safety-related incident, a report will be immediately filed with the supervisor of the individual business and shared with the executive officer in charge of quality as well as the Quality Assurance Department, Corporate Communications, and Legal Department, regardless of the cause of the problem. When a

quality problem with a potentially serious risk arises, a Quality Problem Countermeasure Conference is convened based on the Market Quality Management Rules in order to promptly deal with the issue and ensure thorough information disclosure. In fiscal 2012, there were no serious accidents.

Product Safety Education

Since fiscal 2009, Konica Minolta has conducted Group-wide 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. Starting in fiscal 2011, experts in relevant fields from each division led 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 to ensure product safety," using specific case studies to illustrate key points. Coupled with a hands-on training involving combustion tests, these courses constitute a full-fledged product safety education system. Approximately 70% of the personnel targeted for training had completed the training by the end of fiscal 2012, and the Group plans for all targeted personnel to be finished with the training during fiscal 2013.



A fire experimental course

Preventing Quality-Related Problems

Konica Minolta has continued to identify and fix quality issues at each stage of the product lifecycle, in order to prevent all types of quality-related problems before products appear on the market. In the development, design, and procurement stages, it inspects quality issues in terms of new technology, design changes, customer use, procured parts, and other matters and reconsiders assessment items and methods. The Group also carries out initiatives in manufacturing, which combine the activities of the Production Capability Strengthening Task Force, consisting mainly of executives and organizational managers responsible for production, which identifies issues in manufacturing processes from a wide perspective, with Process Improvement efforts at individual workplaces. These initiatives resulted in a 78% reduction in problems in fiscal 2012, compared to fiscal 2008, based on the Group's original quality problem index.

Increasing Customer Satisfaction

Working to Improve Customer Relationship Management

Konica Minolta aspires to increase the trust and appraisal from customers and to maintain long-term good relations with them. 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 products and solutions to customer problems in order to deliver “appealing quality” that makes a powerful impression by providing customer support that goes beyond what customers expect. In fiscal 2012, it newly established a Customer Relationship Management Improvement and Promotion Managers’ Committee, which oversees Group-wide policies and management. It also sets indices and detailed measures within each business according to their respective characteristics.

Heeding the Voice of the Customer

Konica Minolta provides customer assistance in countries around the world through call centers and websites set up for different products and services. In addition to responding promptly to defect information and inquiries received by each contact point, the Group also centralizes that information in its Voice of the Customer* database in an effort to ascertain the status of quality and customer requests. Additionally, each business division periodically conducts customer satisfaction surveys either through an independent organization or in-house. Moreover, development personnel in addition to sales personnel make visits to customers who use the Group’s products.

* **VOC(Voice of Customer)** : This database stores feedback gathered from call centers, interviews, and the results of market surveys.

Improving the Solutions Provided to Customers

Konica Minolta strives to provide solutions in the form of products as well as customer service and support in order to maximize customer satisfaction and trust. In the Business Technologies Business and Healthcare Business, for example, the Group not only implements globally standardized processes for providing products and solutions, but also strengthens maintenance and support systems and offers new functions reflecting customer feedback.

Examples

Healthcare Business

The Healthcare Business has been strengthening remote maintenance and its call centers in order to minimize the time diagnosing stops due to product trouble and operational mistakes. Also, in April 2012, it moved call centers out of sales companies and centralized them in the Quality Assurance Division at headquarters in order to gather customer feedback worldwide and cross deploy measures.

Spotlight

Group personnel made a focused effort over a two-month period to visit customers around the world who had adopted products from the AeroDR series that was launched in March 2011. They obtained a lot of information that is available nowhere else, such as detailed circumstances of product trouble, instances in which functions are not being used sufficiently, and cases where products are being used in unexpected ways. Within one month, the Group provided answers to approximately 1,000 requests and troubles gleaned from customers through these visits.

Wireless Digital Radiography System “AeroDR 1012HQ”



Features

- Minimizes burden on patients thanks to high image quality with low X-ray exposure
- Improved operability during shooting with increased shooting freedom provided by wireless technology and light weight (1.7 kg, the lightest in the world*)
 - * At time of release in April 2013
- Substantially reduced power consumption while maintaining imaging performance and processing capabilities

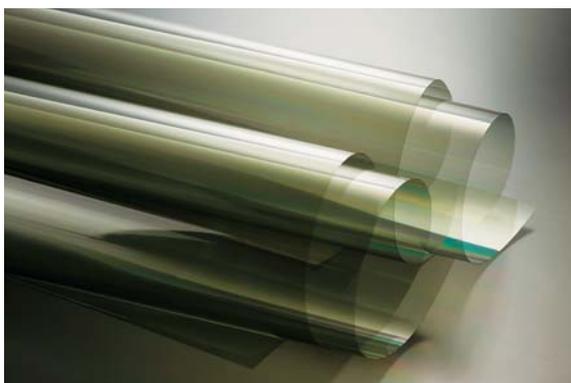
Industrial Business

Performance Materials

Konica Minolta brings together the materials technologies and film-making technologies it has accumulated over the years to deliver film materials with the new added value required by industry and society for a wide variety of applications, such as protection, thermal insulation, water shielding, polarization, and luminescence.

The Group stays in constant contact with customers and exchanges technical information with them in order to make product proposals that go the extra mile to benefit the growth of customers' businesses.

Functional window film "ICE-μ"



Features

- Thermal insulation and UV-cutting function thanks to a high infrared reflectance
- Does not hinder electromagnetic wave transmission thanks to a proprietary construction that does not use metal film



Also provided for automotive glass, which requires absolute safety

Sensing

As a company that supports quality management in a wide range of industrial fields, Konica Minolta aspires to be an entity that can deliver on customers' true needs in response to consultations from the world's leading companies about cutting-edge technology and products. That is why the Group focuses on quality assurance to maintain a high level of reliability even under long use and puts effort into enhancing after-sales service.

Display color analyzer "CA-310"



Features

- Holds an approximately 80% share together with the previous model as a measurement device for adjusting the white balance of displays
- High-speed measurement possible up to 20 times per second
- Reduces measurement errors from variability in LED light emission distribution to less than a third

Spotlight

The High-Speed Non-Contact In-Line Color Measuring System was created with the cooperation of a customer using technology developed thus far by Konica Minolta in response to a request for a way to efficiently measure product color on the production line instead of pulling samples.

High-Speed Non-Contact In-Line Color Measuring System

Features

- Contactless color measurement of uneven samples
 - World's fastest color measuring speed* of 20 times per second
- * At time of release in April 2012





Examples

Business Technologies Business

Business Solution

Seeking to build good long-term relationships with customers, Konica Minolta measures whether it is providing products and services that customers can recommend to others and strives to make improvements. Specifically, it engages in worldwide activities it calls its "CS Approach" together with sales companies. Through these activities, the Group aims to deepen relationships with customers by increasing the quality and response speed of its sales operations and customer support and to win endorsements from more customers by providing experiences that exceed expectations.

Color MFP "bizhub C554e"



Features

- Intuitive multi-touch user interface for the control panel developed with attention to universal design
- Provides access to information and documents stored in the cloud (optional)
- Saves resources by using proprietary recycled plastic
- Encourages low power consumption with a Weekly Timer and ECO Dashboard that come with learning functions



Industrial Inkjet

Konica Minolta is expanding the scope of application of industrial inkjets to electronic circuit substrates, textiles and other fields, by leveraging its proprietary materials technology and precision processing technology to develop high-performance inkjet printheads and multi-functional inks.

It also stays in direct communication with customers to provide advanced maintenance addressing a wide variety of situations.

Inkjet printheads, KM1024i Series



Features

- Multi-row structure inkjet printhead with independent drive system for all nozzles
- Stable ejection performance and printhead structure with superb ink durability
- Certified as a Green Product that is environmentally considerate  p. 17



Top share of heads for large inkjet printers for outdoor applications