



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 identify and satisfy both latent needs and specific requests.

	~FY2009	FY2010	FY2011	FY2012	FY2013
<p>Important Theme 1</p> <p>Assuring Product Safety and Preventing Quality-Related Problems</p>	FY2005: Started operating a critical accident report database				
		FY2010: Started full-fledged product safety education for Group's technicians			
		FY2010: Expanded operation of a Risk Map for safety assessment and increased the assessment levels			
		FY2010: Started top management diagnoses by the president and CEO			
<p>Important Theme 2</p> <p>Increasing Customer Satisfaction</p>			FY2011: Organized a Double Quality Assurance System		
			FY2011: Started efforts to improve customer relationship management		
			FY2012: Established Customer Relationship Management Improvement and Promotion Managers' Committee		
			FY2012: Established indicators for customer relationship management		

Important
Theme

1

Assuring Product Safety and Preventing Quality-Related Problems

Background and Issues

Customers and society at large have been taking a stricter look at quality in recent years. Across every industry, criticism has been leveled against companies that do not fulfill their social responsibility to maintain quality. Quality problems erode confidence in a company, tarnish its brand image, and can cause virtually immeasurable losses. Konica Minolta has established even more rigorous product safety standards in an effort to prevent accidents. When quality problems occur, the company shares information and strives to respond in an accurate and timely manner.

Key Measures

Prevent Major Product Accidents

- Conduct risk management practice during product safety education

Prevent Quality Problems

- Facilitate visualization of quality risks throughout the product lifecycle
- Share information on quality problems and cross-deploy countermeasures

Main Initiatives in Fiscal 2013

Adding Risk Assessment Practice to Product Safety Education

Since fiscal 2010, Konica Minolta has conducted full-fledged, 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.

In fiscal 2013, the Group enhanced the curriculum based on case studies of accidents at other companies and law-related matters. As risk management is an important

theme, the Group also added risk management learning material that uses familiar dangers such as bicycle accidents, in an effort to improve risk assessment and risk identification skills.

All personnel targeted for product safety training completed the courses in fiscal 2013, as planned. Some personnel who were not required to do so voluntarily took the courses while many employees requested that the courses continue, showing that product safety education has been firmly established.

Going forward, Konica Minolta will continue deepening employees' safety awareness by offering continuing education.

Sharing Information on Quality Problems and Cross-deploying Countermeasures within the Group

In fiscal 2013, Konica Minolta launched a Group-wide effort to share information on quality problems and cross-deploy countermeasures as "One Konica Minolta." The goal is to increase sensitivity to quality problems, resolve problems early on, and ensure better responses.

Each month, this initiative identifies high-risk problems requiring recall and repair among any quality problems reported. The series of actions, from customer notification to implementation of countermeasures to preventing recurrence, are shared with quality assurance departments from each business in a cross-deployment effort.

Specifically, in the Industrial Inkjet Business, inter-business cooperation is accelerating, including the establishment of a quality assurance system for new products in collaboration with the Business Technologies Business.



Product safety education

Important Theme
2

Increasing Customer Satisfaction

Background and Issues

Continuous after-sales service is necessary for products such as IT devices, medical devices, and measurement devices handled by Konica Minolta. The company is determined to increase the confidence and trust of its customers through this kind of long-term relationship and hopes to establish rapport that will lead to customers recommending Konica Minolta to other potential customers. That is why the company actively gathers feedback from customers, has established a system for using it to improve products and services, and is attempting to enhance customer relationship management Group-wide.

Key Measures

Improving customer relationship management

- Quantitatively ascertain the level of customer satisfaction and continually improve products and services based on that understanding
- Improve the ability to respond to customer inquiries received by the Healthcare Products Call Center

Main Initiatives in Fiscal 2013

Improving Customer Service at the Call Center in the Healthcare Business

Since products provided by the Healthcare Business are used in life-threatening medical settings, there is a need for especially rapid responses to product failures and problems. That is why Konica Minolta is striving to improve response time by its call center, in order to minimize diagnostic downtime due to product malfunction and faulty operation.

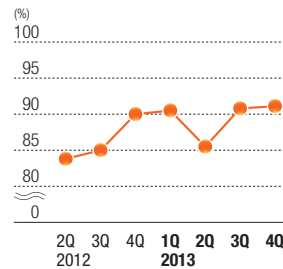
The call center responds to inquiries from hospitals and clinics across Japan 24 hours a day, 365 days a year. Inquiries have been growing steadily as the number of models handled and the number of devices installed has increased in recent years, creating a need to improve skills.

Accordingly, in the second half of fiscal 2012, the company established three indicators on the themes of reducing customer waiting time on the phone, improving the call center's ability to resolve problems on its own, and improving customer satisfaction. Targets were set for each indicator and the company is pursuing continual improvement.



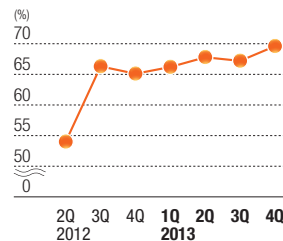
Call center

Indicator 1: Rate of Callbacks Within 10 Minutes



The call center has implemented system changes and work streamlining so that callback times do not exceed 10 minutes when a technician is not available to take a customer's call. Efforts are ongoing, with the aim of ultimately achieving 100% for this indicator.

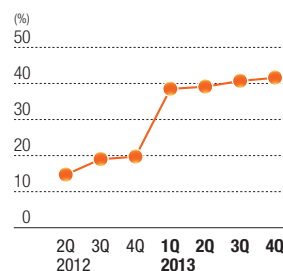
Indicator 2: Rate of Issues Resolved by the Call Center



Technical education and equipment maintenance focused on new products were implemented to increase the rate of customer issues that the call center resolves completely on its own. The rate of issues resolved by the call center improved for each product and the time needed to resolve each issue was shortened.

Note: Rate of issue resolution for Aero DR by call center

Indicator 3: Rate of "Thank You" Calls



The call center measures the rate of calls in which customers say "Thank you," to quantify customer satisfaction. Sharing successful examples has led to an overall increase, and the call center will continue making improvements, with the aim of topping 50%.

Initiatives to Improve Customer Satisfaction in the Business Technologies Business

In fiscal 2011, the Business Technologies Business launched a cross-sectional project team including departments ranging from sales to development, seeking to strengthen coordination for improving customer satisfaction. It established NPS* as an important indicator and started its own methods of increasing customer satisfaction. In April 2012, it created a Customer Relations Department to spread improvement efforts based on that method companywide. Meetings are regularly held for management to discuss issues from the customer point of view to facilitate swift decision-making.

The company also shares knowledge and awareness that lead to increased customer satisfaction and builds awareness through the publication of a newsletter, customer satisfaction survey results briefings, and the dissemination of information via its intranet.



Customer interaction in a showroom

Further, in fiscal 2013 it launched initiatives in cooperation with sales bases throughout the world, including holding a new global conference.

*NPS (Net Promoter Score): an indicator that measures the percentage of customers who recommend the company and its products and services to others.

Voice Aiming for the Highest Customer Satisfaction across the Business Technologies Business

What are the strengths of Konica Minolta's products? Do customers recognize those strengths? In order to answer those kinds of questions, it is important for all employees to have a shared awareness of Konica Minolta's uniqueness and strengths, to have clear goals, and for each department to fulfill its role. With that idea in mind, we formed a task force team including top managers from each department and have been steadily working toward achieving the highest customer satisfaction.



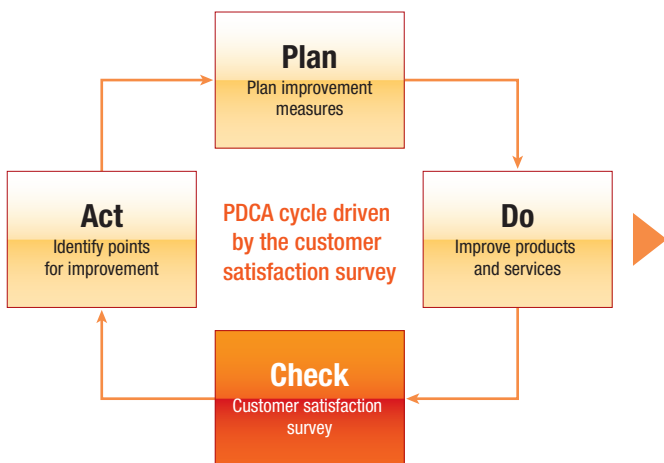
Makoto Takeda, General Manager Quality Assurance Operations, Konica Minolta, Inc.

Highlight

Global Customer Satisfaction Survey Conducted to Bring Better Products and Services to Customers Everywhere

In fiscal 2013, Konica Minolta conducted a customer satisfaction survey in Japan, the U.S., and Europe and identified the common product issues worldwide. The results of considering these issues at a meeting of manufacturing departments such as development, quality assurance, and

production, have already been reflected in some models currently being sold as well as in models slated for future development. The result of these improvements will be verified in the next customer satisfaction survey as part of an effort to make continual improvements using the PDCA cycle.



Selected improvements in fiscal 2013

- Improved so that the user can zoom by pinching the screen
 - Before zooming
 - Pinching
 - After zooming
- Display color inversion: consideration for seniors and persons with color blindness
 - Normal display
 - Switchable
 - Inverted display