



Growing Together with Our Employees

With business operations in 45 countries around the world, Konica Minolta employs people of many different nationalities, languages, and backgrounds. The source of the Group's competitiveness lies in how this diverse team shares values and cooperates closely. This is why Konica Minolta respects diversity in ways of thinking and expertise and seeks to train personal to make the most of their skills from a global perspective, always aiming to create new value for society.

Konica Minolta focuses on improving workplace health and safety Group-wide, seeking to create a workplace environment in which each and every employee can succeed while enjoying physical and mental wellbeing.

	~FY2009	FY2010	FY2011	FY2012	FY2013
<p>Important Theme 1</p> <p>Leveraging and Developing Diverse Human Resources</p>		<p>FY2008: Implementation of human resources exchange program between Group companies in and outside Japan</p>			
		<p>FY2009: Establishment of a common global HR database</p>			
		<p>FY2010: Holding of Global Executive Program for management executives</p>			
		<p>FY2010: Provision of career development programs for female employees (e.g. leadership training, mentor system)</p>			
<p>Important Theme 2</p> <p>Promoting Occupational Health and Safety</p>		<p>FY2009: Implementation of measures focused on important sites</p>			
		<p>FY2010: Initiative on fundamental facility improvements for safety</p>			
		<p>FY2010: Implementation of Medium Term Health Management Plan</p>			
					<p>FY2013: Implementation of measures to foster a culture of safety</p>



Important
Theme

1

Leveraging and Developing Diverse Human Resources

Background and Issues

In order to grow sustainably as a corporation, companies must respond to the intensification of global competition as well as market changes such as the increasing sophistication and diversification of customer needs.

Human resources who can pursue the overall optimum on a global scale from the customer's perspective are the key to success in this endeavor.

To develop this kind of human resources it is important to attract and continue to foster personnel with diverse values. It is also vital to build an environment in which their respective talents can be exerted and used to the full. This is why Konica Minolta puts so much energy into human resources management for its global workforce of over 40,000 employees.

Key Measures

Strengthen global workforce (human resources development and utilization on a global scale)

- Establish Group-wide evaluation standards, develop business leaders, choose the right persons for the right posts, and visualize human resources

Reform corporate culture

- Instill the management philosophy system, promote diversity, improve productivity, and create an environment with high employee satisfaction

Main Initiatives in Fiscal 2013

Enhancing the Platform for Human Resources Development and Deployment

Konica Minolta has created a Group-wide platform (system, tools, and mindset definition) for training personnel and making the most of their skills in an effort to boost the collective strengths of its employees.

While making roles at the global, regional, and individual company levels clear, the Group is pursuing global personnel training and deployment as "One Konica Minolta."

In fiscal 2013, the Group moved the global HR database adopted in fiscal 2009 over to a new online HR database. From here on the scope of the database will be expanded and its functions enhanced.

Regional Implementation of Business Leader Development Program

Since fiscal 2010, the Group has run a Global Executive Program (GEP) for executives at affiliated companies around the world, looking to develop business leaders. As of the end of fiscal 2013, the program had been held 8 times with 132 people from 60 companies participating.

The goals of GEP are to raise participants' awareness as business leaders within the Konica Minolta Group and to enable participants to forge a global network of personal contacts among themselves. During the program, which lasts about one week, participants embrace a global mindset and develop their leadership skills via face-to-face discussions with top managers and debates on key issues among themselves.

In fiscal 2013, the first Regional GEP brought together manager-level personnel with the aim of developing potential future executives, was held in China. The Group plans to hold Regional GEPs in Asia, Europe, North America, and other locations in the future.



Regional GEP held in China

Highlight

Establishment of Special Subsidiary "Konica Minolta With You, Inc.," to Promote Employment of Persons with Disabilities

Konica Minolta established the special subsidiary Konica Minolta With You, Inc., in September 2013 with the purpose of supporting the independence of persons with disabilities by offering them meaningful employment.

The phrase "With You" in the company name is meant to convey the hope that persons with disabilities can live together "with" everyone else, not that something be done "for" them. As of the end of fiscal 2013, nine persons with mental challenges are engaged in work such as digital printing and contingent tasks, on-premise maintenance, landscaping, and company history management.

Important Theme 2

Promoting Occupational Health and Safety

Background and Issues

Konica Minolta has maintained a low level of occupational accidents at its production sites through many years of occupational health and safety initiatives. Based on a commitment to “safety first for employees,” the Group has focused on fostering a culture of safety by involving senior management in safety, reinforcing safety management in the workplace, and taking steps to enhance the safety awareness of every individual.

Furthermore, in recent years the risk of employee health problems has been increasing in all workplaces, including offices, due to the diversification of lifestyle habits and work content. The Group is focusing on countermeasures in this respect, as well.

Key Measures

Preventing occupational accidents at production sites

- Evolution of risk assessment
- Prevention of similar accidents
- Promotion by senior management of health and safety management
- Provision of occupational health and safety education

Preventing health problems

- Prevention of health problems from overwork
- Promotion of mental health (mental health care)
- Prevention of lifestyle-related diseases

Main Initiatives in Fiscal 2013

Strengthening Risk Reduction Efforts to Prevent Occupational Accidents

Konica Minolta has implemented various measures to prevent accidents during working hours with the goals of zero serious accidents and a frequency rate of accidents causing absence from work^{*1} of 0.1. In fiscal 2013, it worked at strengthening risk reduction efforts in terms of both risk assessment and the prevention of similar accidents.

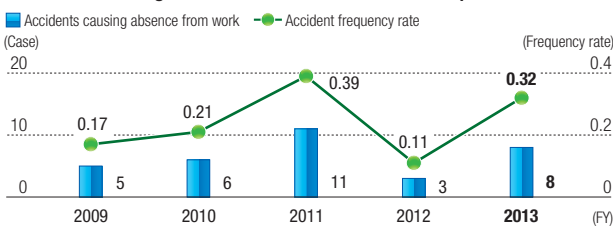
With respect to risk assessment, education was

provided for workers in addition to supervisors in order to expand the number of implementers and raise the level of assessments. Risk assessments emphasizing non-regular tasks were implemented, with potential risks identified and their countermeasures shared Group-wide.

Looking to prevent common accidents, a series of articles on examples of accidents at group companies was published on the Japanese intranet in order to disseminate specific preventive measures. Moreover, the causes of accidents leading to missing work were analyzed using the 4M5E method,^{*2} and countermeasures were cross-deployed Group-wide.

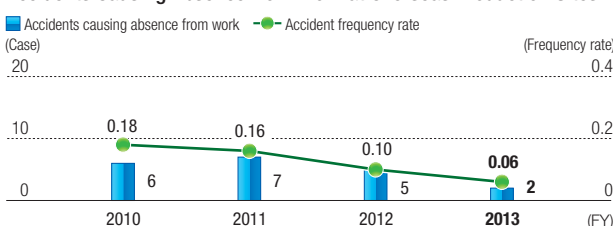
As a result of these efforts, the company reported zero serious accidents in fiscal 2013. The frequency rate of accidents causing absence from work was 0.32 in Japan and 0.06 outside Japan. In fiscal 2014 and thereafter, the Group will continue to focus on preventing accidents causing absence from work.

Accidents Causing Absence from Work at Sites in Japan



Note: Boundary: Regular and temporary employees of Konica Minolta, Inc. and Group companies in Japan

Accidents Causing Absence from Work at Overseas Production Sites



Note: Boundary: Regular and temporary employees at major production companies in China and Malaysia

*1 Accident frequency rate: Number of people injured or killed due to occupational accidents per one million labor hours

*2 4M5E method: A method of analyzing the causes of failure by the “Four Ms” — man, machine, media, and management — and devising countermeasures using the “Five Es” — education, engineering, enforcement, example, and environment

Enhancing Mental Health Care Measures for Employees

Konica Minolta, Inc., has developed a rank-based educational system to enhance mental health care, in order to help its employees maintain good mental health. It has also identified and taken countermeasures for workplaces and occupations that have a relatively high mental health risk.

Human Resources Data Summary

Employee Composition by Employment Status

(as of March 31, 2014)

	Regular employees	Non-regular employees*	Total
Konica Minolta, Inc.	6,342	1,937	8,279
Group companies in Japan	5,835	1,504	7,339
Group companies outside Japan	28,224	3,683	31,907

Note : Non-regular employees : Contract or temporary employees

Employee Gender Ratio

(Women : Men)

	Fiscal 2011	Fiscal 2012	Fiscal 2013
Konica Minolta, Inc.	16:84	16:84	16:84

Note : Includes employees seconded to Group companies

Percentage of Women in Management Positions

	Fiscal 2011	Fiscal 2012	Fiscal 2013
Konica Minolta, Inc.	1.6%	1.8%	2.1%

Note : Includes employees seconded to Group companies

Percentages of Locally Hired and Women Presidents of Subsidiaries Outside Japan

	Fiscal 2011	Fiscal 2012	Fiscal 2013
Locally hired	48.6%	56.5%	56.6%
Women	2.7%	2.4%	1.9%

Percentage of Employees with Disabilities

	Fiscal 2011	Fiscal 2012	Fiscal 2013
Konica Minolta, Inc.	1.37%	2.01%	1.84%

Work-Life Balance Support Program Use

	Fiscal 2011		Fiscal 2012		Fiscal 2013	
	Women	Men	Women	Men	Women	Men
Maternal health management leave	2		3		1	
Maternity leave	26		37		30	
Spousal maternity leave		129		137		129
Parental leave	61	5	51	9	61	2
Shorter working hours for childcare	191	1	166	3	156	3
Work-at-home during child-rearing	13	5	13	5	16	2
Nursing care leave	1	0	3	2	1	0
Shorter working hours for nursing care	0	0	2	0	0	0

Note : **Scope** : Regular employees of Konica Minolta, Inc.