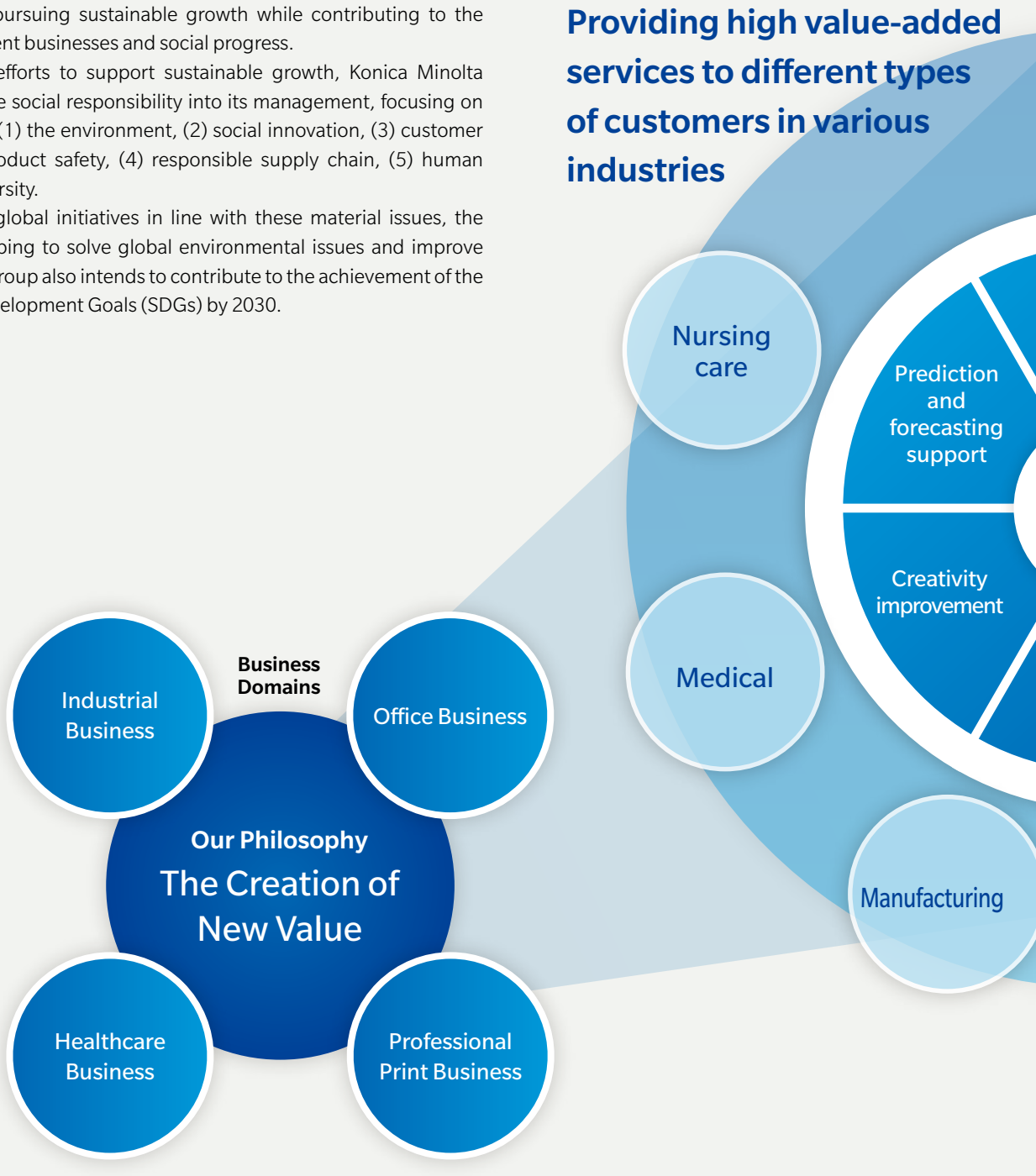
Konica Minolta will continue to create new value that helps business and society evolve while contributing to the achievement of the SDGs.

Under its Medium Term Business Plan, "SHINKA 2019," Konica Minolta is aiming to become a digital company with insight into implicit challenges. By utilizing strengths developed in its business over the decades, the company is providing high value-added products and services to help different types of customers in various industries solve the problems they face. By doing so, Konica Minolta is pursuing sustainable growth while contributing to the advancement of client businesses and social progress.

As part of its efforts to support sustainable growth, Konica Minolta integrates corporate social responsibility into its management, focusing on six material issues: (1) the environment, (2) social innovation, (3) customer satisfaction and product safety, (4) responsible supply chain, (5) human capital, and (6) diversity.

By promoting global initiatives in line with these material issues, the entire Group is helping to solve global environmental issues and improve quality of life. The Group also intends to contribute to the achievement of the UN Sustainable Development Goals (SDGs) by 2030.



A company
that continues to create
new value to **SHINKA (evolve)**
business and society

Contribute to achieving the SDGs

SUSTAINABLE DEVELOPMENT GOALS
17 GOALS TO TRANSFORM OUR WORLD

CSR Management

Basic Approach

Konica Minolta aims to establish itself as an innovative company that is constantly evolving. Under its management philosophy, "The Creation of New Value," Konica Minolta works to remain vital to society. This is why the Group strives to contribute to the resolution of global challenges by creating value that improves the quality of society through its business endeavors.

Konica Minolta's CSR activities are guided by its management philosophy and vision, which are based on its Charter of Corporate Behavior. The Konica Minolta Group Guidance for the Charter of Corporate Behavior is shared globally and illustrates desirable behavior in each of the categories included in the Charter as a basis for understanding and practicing desired behavior. The Group Guidance articulates Konica Minolta's respect for international social norms such as the United Nations Global Compact, to which Konica Minolta, Inc. is a signatory, and its commitment to acting in compliance with those ideals.

WE SUPPORT UN GLOBAL COMPACT

CSR-Related Principles, Charters, and Norms That Konica Minolta Observes

- Universal Declaration of Human Rights
- Sustainable Development Goals (SDGs)
- United Nations Guiding Principles on Business and Human Rights
- OECD Guidelines for Multinational Enterprises
- ISO 26000
- Japan Business Federation "Charter of Corporate Behavior"

CSR-Related Organizations in Which Konica Minolta Participates or Is a Signatory

- United Nations Global Compact
- Responsible Business Alliance (RBA)
- Responsible Minerals Initiative (RMI)
- Japan Electronics and Information Technology Industries Association (JEITA), Responsible Minerals Trade Working Group, Conflict-Free Sourcing Working Group

Konica Minolta Group Charter of Corporate Behavior

Corporations, in addition to being economic entities engaged in the pursuit of profit through fair competition, should be beneficial to society at large.
For this reason, the Konica Minolta Group shall behave in a socially responsible manner and shall have all of its directors, officers and employees clearly acknowledge the spirit of this Charter of Corporate Behavior.
Senior management shall recognize that the fulfillment of the spirit of this Charter is its own role and responsibility and shall take the initiative to ensure that all directors, officers and employees fully understand the Charter.
In addition, management shall constantly pay attention to the opinions of internal and external parties and shall promote the implementation of effective systems to secure ethical corporate behavior.

1. **Beneficial and safe products**
   We shall strive to earn the confidence of consumers and clients through the development and provision of socially beneficial products and services with the utmost consideration for safety.

2. **Fair and transparent corporate activities**
   We shall, in the pursuit of fair and transparent corporate activities, comply with laws and social regulations and act in accordance with international rules and the articles of incorporation.

3. **Communications with society and information disclosure**
   We shall communicate with society at large and disclose corporate information fairly and adequately.

4. **Environmental protection**
   We shall acknowledge the seriousness of global environmental issues and shall act voluntarily and affirmatively to protect the environment.

5. **Contribution to society**
   We shall, with a global perspective, affirmatively make contributions to society while respecting local customs and cultures.

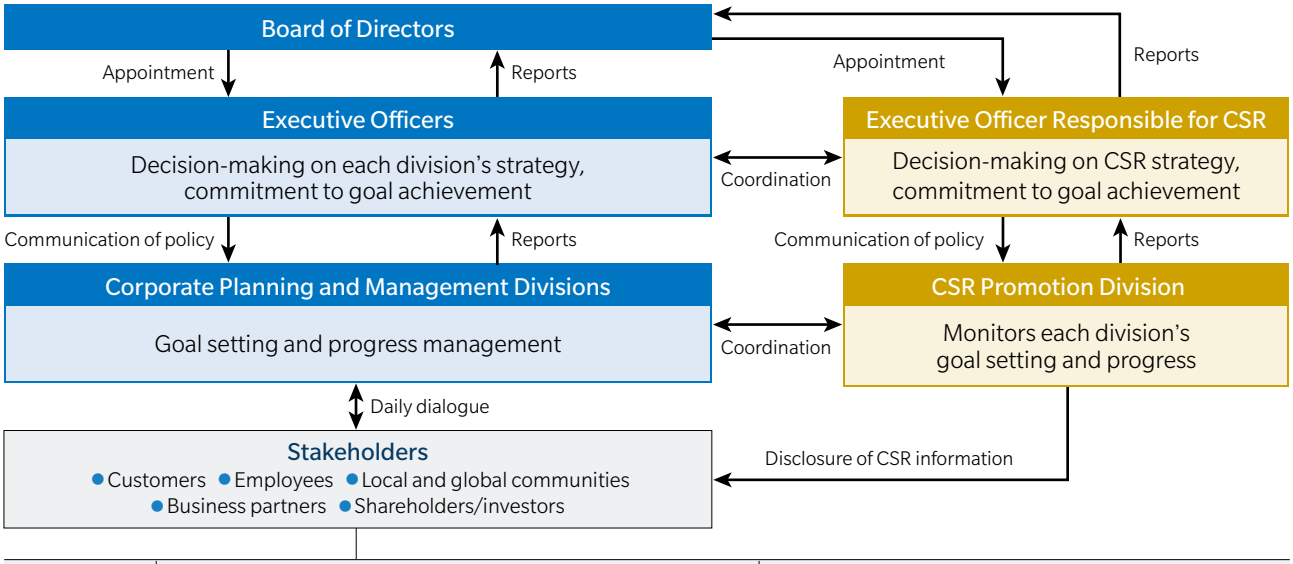
6. **Respect for employees**
   We shall endeavor to make the lives of employees comfortable and fulfilling, provide a safe work environment, and respect each employee's personality and individuality.

7. **Responsible actions**
   In the event of a violation of the principles of this Charter, in order to solve the problem senior management shall investigate the cause of the violation and develop reforms to prevent its recurrence in accordance with corporate compliance procedures. Prompt public disclosure of precise information and an explanation regarding the violation shall be made and responsibility for the violation shall be clarified. Strict and fair disciplinary action shall be taken including with respect to senior management where necessary.

CSR Management System

At Konica Minolta, Inc., the executive officer responsible for CSR, who is appointed by the Board of Directors, carries out the duties and authorities concerning the entire Group's CSR activities. Directly reporting to the officer is the CSR promotion division, which sees to the implementation of CSR management for the entire Group. On a weekly basis, the division reports the progress of CSR activities to the executive officer in charge, while also reviewing measures and making proposals. Furthermore, the division consults the executive officers on important matters as appropriate.

In fiscal 2015, Konica Minolta established the CSR Executive Meeting, with executive officers as core members, to facilitate detailed discussion of CSR issues. At the same time, the company is improving measures and policies by reviewing each issue from a cross-sectional perspective. Since fiscal 2017, CSR activities have been implemented as an integral part of business management, and executive officers are now also being evaluated using non-financial performance indicators such as criteria related to the environment, society, and governance (ESG).



	Characteristics of Stakeholders	Tools and Opportunities for Communication
Customers	Konica Minolta does business around the world. The major customers of Konica Minolta's main business operations are corporations, government agencies, and hospitals.	● 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
Employees	Konica Minolta employs 43,299 people worldwide. Of those, 26% are in Japan, 25% are in Europe, 21% are in the U.S., and 28% are in China and elsewhere in Asia and other locations. (Figures are based on total regular employees of consolidated companies, as of March 31, 2018.)	● Interactive intranet ● Group journal ● Employee engagement survey ● Dialogue with labor unions ● Internal help line systems ● Discussion during inspection tours of production sites by senior staff ● Video messages from the CEO
Local and global communities	Throughout its global operations, Konica Minolta acts as a responsible member of every community where it operates.	● 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 ● Global public relations activities through international publications and websites
Business partners	Konica Minolta procures raw materials, parts and components from many suppliers for each of the Group's businesses. The majority of these suppliers are located in Japan, China, and elsewhere in Asia.	● Holding suppliers' meetings ● Procurement Collaboration System ● Conducting CSR surveys (self-assessment questionnaires) ● Visiting suppliers to exchange information
Shareholders and investors	Since Konica Minolta, Inc. has relatively high ownership by institutional and foreign shareholders, the company is expected to proactively take part in IR initiatives on a global basis.	● Shareholders' meetings ● Briefings for investors ● Visits to investors ● Briefings for business analysts and institutional investors ● Integrated reports ● IR website

Process for Identifying Material Issues

The companies of today must address a wide range of social issues, including human rights, labor ethics, and environmental challenges such as climate change and resource depletion. In light of the changing social landscape and business environment, Konica Minolta identifies material issues to address with priority, with the aim of ensuring that its initiatives function with a balance between social issues and business objectives.

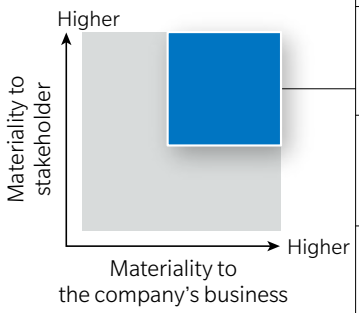
To identify material issues, first a comprehensive list of issues was created with reference to international guidelines. These issues were given a quantitative rating for two aspects, "stakeholder interest" (materiality to stakeholders) and "impact on the Group's business" (materiality to the company's business), to verify their materiality. Outside experts were asked for their opinions in order to incorporate objectivity into the decisions on the materiality of each issue, which were validated by the CSR Executive Meeting, thereby completing the process for identifying material issues.

Targets and action plans will be established in accordance with these material issues, and action will be taken. This approach will help to ensure that Konica Minolta contributes to the resolution of social challenges, thereby enhancing its competitiveness as a company.

Process for Identifying Material Issues

Step 1 Issue awareness	Step 2 Assessment of issues from stakeholders' perspectives	Step 3 Assessment of materiality for Konica Minolta and prioritization	Step 4 Validation and identification
Make an extensive list of environmental, social, and economic issues with reference to GRI guidelines, the UNGC, ISO 26000, and the SDGs	Quantitatively assess the materiality of issues based on publicly available sustainability information and interviews with outside experts, etc.	Quantitatively assess the materiality of issues based on their impact on the Group's business and prioritize the issues	Validate and identify material issues at the company's CSR Executive Meeting while incorporating the opinions of outside experts

Identification of Material Issues



Material Issues	Boundary	Corresponding GRI Standards
1 Environment	•Group •Suppliers •Customers	•Materials •Energy •Emissions to Air •Supplier Environmental Assessment
2 Social Innovation	•Group	–
3 Customer Satisfaction and Product Safety	•Group	•Customer Health and Safety
4 Responsible Supply Chain	•Group •Suppliers	•Supplier Social Assessment
5 Human Capital	•Group	•Employment •Occupational Health and Safety •Training and Education
6 Diversity	•Group	•Diversity and Equal Opportunity

Stakeholder Engagement

When promoting CSR activities, Konica Minolta emphasizes dialogue with diverse stakeholders including customers, employees, the local and global communities, business partners, shareholders and investors. Therefore, the company not only conducts daily dialogue with each division in charge, but also proactively creates opportunities for communication, including at the executive level, while leveraging communication tools to help people understand Konica Minolta's approach.

The opinions acquired from feedback received and in dialogues with stakeholders are reviewed and urgent concerns are reported to management, facilitating improvements in management, products and services.

Medium-Term Environmental Plan Briefing for Investors

In recent years, ESG investment, which considers corporate approaches to the environment, society, and governance in addition to financial performance, has been rapidly growing. Konica Minolta proactively disseminates information in response to the interests of such investors.

In 2017, investor briefings on the Medium-Term Environmental Plan 2019 were held in June and September. They were attended by 23 securities analysts and 23 institutional investors. Konica Minolta will continue to share this kind of information in the future.

Medium-Term Environmental Plan briefing in 2017

ESG Evaluation by External Parties

Konica Minolta has earned high praise internationally.

Inclusion in Prominent Investment Indices

March 2018	Inclusion in the Morningstar Socially Responsible Investment Index (MS-SRI)
September 2017	Maintained inclusion in the Dow Jones Sustainability World Index for six consecutive years, and selected as the only industry group leader from Japan
July 2017	Maintained inclusion in the MSCI ESG Leaders Indexes (formerly MSCI Global SRI Indexes) for eight consecutive years
July 2017	Maintained inclusion in the FTSE4Good Index for 14 consecutive years
July 2017	Selected for inclusion in all three investment indicators adopted by the Government Pension Investment Fund (GPIF), Japan: FTSE Blossom Japan Index, MSCI Japan ESG Select Leaders Index, and MSCI Japan Empowering Women Index

Evaluations by International ESG Rating Agencies

March 2018	Certified "Prime" for the eighth consecutive year, as a leading company in the global electronics industry in ESG ratings, by oekom research AG.
February 2018	Ranked Gold Class ESG by RobecoSAM, a world-leading research and rating company in the ESG field
October 2017	Selected as a Climate A List company, the highest rating, by CDP

Recognition in Japan

February 2018	Received second place prize at the 20th NIKKEI Annual Report Awards
January 2018	Received the Grand Prize in NIKKEI Smart Work Awards 2018

CSR Targets and Results

Medium-Term Environmental Plan 2019, fiscal 2017 targets and results and fiscal 2018 targets

Material Issue	Key Action	Priority Issue	Medium-Term Environmental Plan 2019		Fiscal 2017 Targets
			Business value	Environmental value	Business value
Environment	Green Products (planning and development)	(1) Creation of Sustainable Green Products (SGPs) sought by customers and society	**Sales** ● Sustainable Green Products sales: 770 billion yen (sales ratio: 70%) **Cost reductions** ● Resource-saving cost reduction	● CO_2 emissions reduction during product use: 17.2 thousand tons ● CO_2 emissions reduction in the procurement stage: 45.9 thousand tons ● Effective resource utilization: 11.3 thousand tons ● Control emissions **+ Social issue solutions based on SDGs**	**Sales** ● Sustainable Green Products sales: 640 billion yen (sales ratio: 65%) **Cost reductions** ● Resource-saving cost reduction
		(2) Complying with government procurement standards and environmental label requirements	**Sales** ● Eliminate lost sales opportunities	● Reduce environmental impact through compliance with standards	**Sales** ● Eliminate lost sales opportunities
		(3) Dependably complying with product-related laws and regulations	**Risk avoidance** ● Eliminate effect on sales	● Reduce hazardous chemical substance risk by conforming to laws and regulations	**Risk avoidance** ● Eliminate effect on sales
	Green Factory (procurement and production)	(1) Excellent Green Factory activities	**Cost reductions** ● Energy and resource cost reduction	● CO_2 emissions reduction in production activities: 19 thousand tons ● Effective resource utilization: 2.8 thousand tons ● Water consumption reduction: 220 thousand m^3	**Cost reductions** ● Energy and resource cost reduction
		(2) Expansion of Green Supplier activities	**Cost reductions** ● Supplier cost reductions **Sales** ● Measures and expertise database creation, and knowledge commercialization	● CO_2 emissions reduction at suppliers: 5 thousand tons ● Effective resource utilization at suppliers: 0.25 thousand tons **+ Social issue solutions based on SDGs**	**Cost reductions** ● Supplier cost reductions
		(3) Expanded adoption of renewable energy	**Sales** ● Eliminate lost sales opportunities	● Renewable energy ratio: 1% **+ Social issue solutions based on SDGs**	**Sales** ● Eliminate lost sales opportunities
		(4) Supply chain risk response	**Risk avoidance** ● Eliminate environmental impact from procurement, production, and sales	● Environmental impact reduction through standards compliance	**Risk avoidance** ● Eliminate environmental impact from procurement, production, and sales
	Green Marketing (distribution, sales and service, and collection and recycling)	(1) Strengthening relationships with customers globally	**Sales** ● Acquire sales opportunities	● Reduce customer's environmental impact **+ Social issue solutions based on SDGs**	**Sales** ● Acquire sales opportunities
		(2) Optimizing the supply chain and linking environmental initiatives	**Cost reductions** ● Reduce cost of distribution and packaging	● CO_2 emissions reduction in distribution: 0.3 thousand tons ● Effective resource utilization: 0.04 thousand tons	**Cost reductions** ● Reduce cost of distribution and packaging
		(3) Complying with laws on collection and recycling of used products	**Risk avoidance** ● Eliminate effect on sales	● Resource recycling through collection and recycling of used products	**Risk avoidance** ● Eliminate effect on sales

● Preventing global warming ● Supporting a recycling-oriented society ● Reducing chemical substance risks
● Environment overall ● Restoring and preserving biodiversity

	Fiscal 2017 Results			Fiscal 2018 Targets	
Environmental value	Business value		Environmental value	Business value	Environmental value
● CO_2 emissions reduction during product use: 11.2 thousand tons ● CO_2 emissions reduction in the procurement stage: 36.9 thousand tons ● Effective resource utilization: 9.3 thousand tons	**Sales** ● Sustainable Green Products sales: 657.6 billion yen (sales ratio: 64%) **Cost reductions** ● Resource-saving cost reduction	○	● CO_2 emissions reduction during product use: 10.9 thousand tons ● CO_2 emissions reduction in the procurement stage: 37.1 thousand tons ● Effective resource utilization: 10.3 thousand tons	○	**Sales** ● Sustainable Green Products sales: 700 billion yen (sales ratio: 65%) **Cost reductions** ● Resource-saving cost reduction	● CO_2 emissions reduction during product use: 13.2 thousand tons ● CO_2 emissions reduction in the procurement stage: 39.8 thousand tons ● Effective resource utilization: 10.4 thousand tons
● Reduce environmental impact through compliance with standards	**Sales** ● Eliminate lost sales opportunities	○	● Reduce environmental impact through compliance with standards	○	**Sales** ● Eliminate lost sales opportunities	● Reduce environmental impact through compliance with standards
● Reduce hazardous chemical substance risk by conforming to laws and regulations	**Risk avoidance** ● Eliminate effect on sales	○	● Reduce hazardous chemical substance risk by conforming to laws and regulations	○	**Risk avoidance** ● Eliminate effect on sales	● Reduce hazardous chemical substance risk by conforming to laws and regulations
● CO_2 emissions reduction in production activities: 17.4 thousand tons ● Effective resource utilization: 1.9 thousand tons ● Water consumption reduction: 150 thousand m^3	**Cost reductions** ● Energy and resource cost reduction	○	● CO_2 emissions reduction in production activities: 25.6 thousand tons ● Effective resource utilization: 4.0 thousand tons ● Water consumption reduction: 259 thousand m^3	○	**Cost reductions** ● Energy and resource cost reduction	● CO_2 emissions reduction in production activities: 23.4 thousand tons ● Effective resource utilization: 4.8 thousand tons ● Water consumption reduction: 213 thousand m^3
● CO_2 emissions reduction at suppliers: 3 thousand tons ● Effective resource utilization at suppliers: 0.15 thousand tons	**Cost reductions** ● Supplier cost reductions	○	● CO_2 emissions reduction at suppliers: 3.4 thousand tons ● Effective resource utilization at suppliers: 0.26 thousand tons	○	**Cost reductions** ● Supplier cost reductions	● CO_2 emissions reduction at suppliers: 5.4 thousand tons ● Effective resource utilization at suppliers: 0.35 thousand tons
● Renewable energy ratio: 0.2%	**Sales** ● Eliminate lost sales opportunities	○	● Renewable energy ratio: 0.4%	○	**Sales** ● Eliminate lost sales opportunities	● Renewable energy ratio: 0.6%
● Environmental impact reduction through standards compliance	**Risk avoidance** ● Eliminate environmental impact from procurement, production, and sales	○	● Environmental impact reduction through standards compliance	○	**Risk avoidance** ● Eliminate environmental impact from procurement, production, and sales	● Environmental impact reduction through standards compliance
● Reduce customer's environmental impact	**Sales** ● Acquire sales opportunities	○	● Reduce customer's environmental impact	○	**Sales** ● Acquire sales opportunities	● Reduce customer's environmental impact
● CO_2 emissions reduction in distribution: 0.3 thousand tons ● Effective resource utilization: 0.005 thousand tons	**Cost reductions** ● Reduce cost of distribution and packaging	○	● CO_2 emissions reduction in distribution: 0.5 thousand tons ● Effective resource utilization: 0.007 thousand tons	○	**Cost reductions** ● Reduce cost of distribution and packaging	● CO_2 emissions reduction in distribution: 0.4 thousand tons ● Effective resource utilization: 0.02 thousand tons
● Resource recycling through collection and recycling of used products	**Risk avoidance** ● Eliminate effect on sales	○	● Resource recycling through collection and recycling of used products	○	**Risk avoidance** ● Eliminate effect on sales	● Resource recycling through collection and recycling of used products

Targets and Results Regarding Social Impact

Material Issue	Key Action	Fiscal 2017 Targets
Social Innovation	Business development that contributes solutions to social issues	•Promote new business development through core technologies and open innovation •Promote business development at the company's five Business Innovation Centers (BICs) •Establish KPIs for the social outcomes of new businesses
Customer Satisfaction and Product Safety	Achieving top-tier quality and reliability	•Number of serious product-related accidents*1: 0 •Risk assessment practices: 12 times/year
	Creating new quality value	•Continue conducting satisfaction surveys, set targets, and make improvements
Responsible Supply Chain	Promoting CSR in the supply chain	**CSR procurement** •Request that suppliers carry out CSR activities: 100% implementation •CSR assessment: Complete assessments of all Group production sites and about 120 important suppliers by the end of fiscal 2019 •CSR audit: Complete audits of two important Group production sites and two important suppliers by the end of fiscal 2019 **Response to conflict mineral issues** •Supplier response rate to conflict mineral surveys: Maintaining 95% or higher •Respond to customers' requests for surveys: 100% response
Human Capital	Work-style reform	•Define actions and work methods required for each business portfolio and implement disruptive innovation in work-style reforms based on business process reforms and use of robotics and AI •Improve productivity per unit of time, promote collaboration, and promote diversity
	Developing human capital	•Continue implementing human resource development program (Global e-Juku) for global group managers •Define ideal human resources, required abilities and skills to achieve new medium-term business plan •Accelerate human capital development for young employees •Create business producers who create new businesses from the customer's perspective
	Occupational safety and health	•Serious accidents*4: 0 •Frequency rate of accidents causing absence from work*5: 0.1 or less •Improve global health and safety management by senior management •Implement comprehensive risk management to comprehensively reduce equipment, material, work, and work environment risks •Strengthen cultivation of safety culture: Involve top management in safety, manage safety in the workplace, and improve individuals' safety awareness
	Improving employee health	•Curb the number of absences due to illness Number of absences due to illnesses: 38 (as of April 1, 2018) •Reduce the number of employees with health risks (1) Rate of reduction of people with risk of requiring ongoing hospital treatment for blood pressure, blood sugar, lipids: Down 21.3% from FY2016 (2) Rate of reduction of people with specific health guidance: Down 14.9% from FY2016
Diversity	Supporting women's career advancement	•Foster awareness and a culture supportive of diversity, with a focus on promoting participation by women •Consider ways of supporting life events affecting both men and women, such as childbirth, child-rearing and care-taking, and consider work styles tailored to these life events •Appoint female managers: Women hold 5% of all management positions •Raise the percentage of women among new graduate hires
	Utilizing employee experiences gained outside the company and abroad	•Proactively hire and train non-Japanese employees in Japan

*1 **Serious product-related accidents** refer to those accidents that cause serious harm to the product user's life and/or body and accidents that cause serious damage to assets other than the product.
*2 **Serious security incidents** refer to those product-security incidents that cause serious and significant harm to the product user's business.
*3 **RPA (Robotic Process Automation)**: Automating routine business processes on a personal computer

	Fiscal 2017 Results	Fiscal 2018 Targets and Plans
	• Four BIC projects brought a product to market • BIC Japan released "Kunkun body" body odor detector, a product that makes body odor visible • Conducted surveys of nursing care staff about their satisfaction with Care Support Solutions®	• Promote new business development through core technologies and open innovation • Promote business development at the company's five Business Innovation Centers (BICs) • Continue to survey nursing care staff about satisfaction with Care Support Solutions® and implement improvements for any issues identified
	• Number of serious product-related accidents*1: 0 • Risk assessment practices: 12 times/year	• Number of serious product-related accidents*1: 0 • Number of serious security incidents*2 in the service business area: 0
	• Customer satisfaction surveys conducted according to the characteristics of each business area • Identified issues for each business area and made improvements	• Continue conducting satisfaction surveys and implement improvements based on the results • Construct verification processes for customer value creation using design thinking
	CSR procurement • Requested that suppliers carry out CSR activities: 100% implementation • CSR assessment: Completed assessment of three Group production sites and 50 important suppliers • CSR audit: Completed audit of two important Group production sites and one important supplier	**CSR procurement (FY2017 to FY2019)** • Request that suppliers carry out CSR activities: 100% implementation • CSR assessment: Complete assessments of all Group production sites and approximately 120 important suppliers • CSR audit: Complete audits of two important Group production sites and two important suppliers
	Response to conflict mineral issues • Supplier response rate to conflict mineral surveys: 99% • Response to customers' requests for surveys: 100%	**Response to conflict mineral issues (FY2017 to FY2019)** • Supplier response rate to conflict mineral surveys: Maintaining 95% or higher • Respond to customers' requests for surveys: 100%
	• Full-scale implementation of a remote work system • Allowed employees to take a second job or work concurrently to promote innovation • Introduced a job return system • Utilized RPA*3 to enhance the efficiency of 45 operations, saving 4,200 hours	• Prepare operational and workplace environments • Reform operational processes • Make the most of diverse human resources • Expand systems • Clarify roles and authorities • Enhance efficiency using RPA*3: Save approximately 19,000 hours
	• Implemented Global e-Juku (34 people from 13 countries participated) • Expanded educational programs based on a clear picture of the ideal human resources and the necessary skills and abilities • Launched an overseas training program for young employees in Japan (total of 24 people sent overseas) • Implemented a program for employees to learn about digital innovation creation through new business proposals	• Accelerate the development of high-potential human resources, and foster global human resources development for executives • Promote an overseas training program for young employees in Japan • Develop entrepreneurs who can create new businesses based on customer needs • Develop human resources who can establish IoT business models
	• Serious accidents*4: 0 • Frequency rate of accidents causing absence from work*5: Japan, 0.22; Overseas, 0.20 • According to Konica Minolta's original safety management indicator Unsafety Marks*6, a 20% reduction was achieved over the past three years	• Serious accidents*4: 0 • Frequency rate of accidents causing absence from work*5 (FY2017 to FY2019): 0.1 or less • Improve health and safety management capability using Konica Minolta's original indicator Unsafety Marks*6 • Advance comprehensive risk management that broadly minimizes equipment, materials, operation and work environment risks • Enhance the safety culture: Top management involvement in safety promotion, workplace safety management, and individual safety awareness improvement
	• Curb the number of absences due to illness Number of absences due to illnesses: 26 (as of April 1, 2018) • Reduce the number of employees with health risks (1) Rate of reduction of people with risk of requiring ongoing hospital visits for blood pressure, blood sugar, lipids: Down 4.3% from FY2016 (2) Rate of reduction of people with specific health guidance: Down 3.3% from FY2016	• Curb the number of absences due to illness • Reduce the number of employees with health risks
	• Established a Corporate Diversity Office directly under the president • Held workshops for key personnel groups (Top management, general managers, managers, and all women employees) • Conducted a survey to ascertain the actual situation for employees with home care responsibilities, and distributed information to relieve concerns • Appointed female managers: Women held 5.5% of all management positions • Actively recruited women graduates: Percentage of women among new graduate hires: 33%	• Foster awareness and a culture supportive of diversity, with a focus on promoting participation by women • Consider ways of supporting life events affecting both men and women, such as childbirth, child-rearing and caretaking, and consider work styles tailored to these life events • Appoint female managers (target for fiscal 2019: Women hold 7% of all management positions) • Raise the percentage of women among new graduate hires (30% or more)
	• Percentage of non-Japanese nationals among new employees hired by Konica Minolta, Inc.: 14% (April 2018)	• Active recruitment of mid career human resources and personnel from outside of Japan • Provide opportunities to gain experience and knowledge outside of the company • Promote exchanges among employees globally and provide venues for innovation creation where diverse employees can inspire and learn from each other

*4 **Serious accidents**: (1) Death, disease requiring a long recovery period (or the possibility thereof), an injury resulting in a disability (or the possibility thereof), or a specific contagious disease; (2) an accident resulting in the death or injury of three or more workers during work at one point or the contraction of a disease (including accidents not accompanied by lost worktime)

*5 **Frequency rate of accidents causing absence from work**: The number of persons absent from work per one million total actual working hours for current employees

*6 **Unsafety Marks**: Numerical values obtained by assigning points based on the number, type and severity of accidents that occur in a workplace