

List of Targets and Results

Sustainability Targets and Progress FY2020-FY2025

Status of achievements (self-assessment) ○: 100% or more, △: 80% or more, ×: less than 80%

Improving Fulfillment in Work and Corporate Dynamism															
Vision for 2030: Increase labor productivity for corporate clients, society, and Konica Minolta. Make time for creativity, and promote workplaces where all individuals can thrive.															
Themes	Indicators		FY2020		FY2021		FY2022		FY2023		FY2024	FY2025	FY2030	FY2023 Target Achievement Status	
			Results	Targets	Results	Targets	Results	Targets	Results	Targets	Targets	Targets	Targets		
Increasing customer productivity and making time for creativity															
Creating an organization that draws out potential talent so that individuals can thrive	Social and environmental value	Number of DX specialized technical human resources * ¹	500	—	—	—	814	—	1085	1000	40% or more engineers in each business unit	50% or more engineers in each business unit	—	○	
		GES score* ²	Employee engagement score* ³	GES designing	GES designing	6.4 (GES implementation Problem identification and goal setting)	GES implementation Problem identification and goal setting	6.6	10% score increase in GES compared to FY2021	6.8	—	—	7.7 (Industry benchmark average)	Industry benchmark top 25%	—
			Equity* ⁴ Note 1	—	—	7.1 (6.1)	—	7.4 (6.1)	—	7.6(6.6)	7.6(6.4)	7.8(6.7)	8.0 (7.0) or more	—	○
			Freedom of opinion * ⁵ Note 1	—	—	6.9 (6.5)	—	7.2 (6.6)	—	7.3(6.8)	7.5(6.9)	7.7(7.2)	8.0 (7.5) or more	—	△
		Percentage of management positions held by women (%)* ⁶	7.2	—	9.1	8	9.9	10% or more	10.7	11% or more	12% or more	13% or more	18% or more* ⁷	△	
		Percentage of women among new graduate recruits (%)* ⁶	23	30% or more	35	30% or more	37	Maintain 30% or more	39	30% or more	30% or more	30% or more	—	○	

Note: Target scope: Konica Minolta, Inc. However, the scope of targets of the GES score (*2) is the Konica Minolta Group (worldwide) and the data for Konica Minolta, Inc. in parentheses in Note 1.
*1 DX Specialized Technical Human Resources: Specialists who leverage data from products, services, and business processes, as well as digital and AI technologies, to create solutions for internal and external challenges.
*2 GES score: The average score of responses, on a scale of 0 to 10, to relevant questions in the Global Employee Survey
*3 Engagement: Applicable question "How likely is it you would recommend Konica Minolta as a place to work?" (This has been corrected due to an error in the question description. The same question has been used in the evaluation since FY2021)
*4 Equity: Applicable question "people of all backgrounds treated fairly in my department/team?"
*5 Freedom of opinion: Applicable question "Is your opinion respected in your department/team?"
*6 Time of compilation: As of April 1 of the following fiscal year.
*7: Target value as of April 1, 2030.

Supporting Healthy, High-Quality Living															
Vision for 2030: Promote health and high quality of life at corporate clients, in society, and Konica Minolta. Help individuals lead fulfilling lives.															
Themes		Indicators		FY2020		FY2021		FY2022		FY2023		FY2024	FY2025	FY2030	FY2023 Target Achievement Status
				Results	Targets	Results	Targets	Results	Targets	Results	Targets	Targets	Targets	Targets	
Promote Health and High Quality of Life at Corporate Clients															
Building Safe and Comfortable Workplaces Where Employees Feel Motivated	Improve organizational health	Social and environmental value	Percentage of workplaces where stress levels exceed the appropriate range* ¹	—	—	—	—	13.3%	—	5.3%	12.5%	11.3%	9.3%	—	○
			Average score of the organizational health survey (10-point scale) results	—	—	—	—	6.1	—	6.3	6.4	6.9	7.7	—	△
	Employee health		Presenteeism: Percentage of employees with moderate or greater impaired work function due to health problems* ²	—	—	—	—	18.2%	—	18.2%	17.1%	16.1%	15.1%	—	×
			Absenteeism* ³ : Average reduction* ⁴ in the number of days of leave for the person on leave* ⁵	—	—	—	—	—	—	2% increase	3% decrease	9% decrease	17% decrease	—	×

Note. Target scope: Konica Minolta, Inc.
*1 Workplaces with stress levels that exceed the appropriate range: Workplaces with a total health risk of 120 or higher in stress check (A total health risk of 100 is the national average)
*2 Presenteeism: A condition in which an employee is present at work, but their performance is declining due to some physical disorder. It is evaluated using the Work Functioning Impairment Scale (WFun), a survey developed at the University of Occupational and Environmental Health, Japan to measure the degree of impaired work function due to health problems. In Japan, a score of 21 or higher on this survey is said to indicate moderate or greater impaired work function.
*3 Absenteeism: Condition of not being able to come to work due to illness or poor health
*4 Percentage of reduction from FY2022 results
*5 Person on leave: Employee on leave (including unscheduled absence and temporary retirement). The number of days of leave of absence does not include fixed days off, paid vacations, and absence due to work-related injury.

Ensuring Social Safety and Security															
Vision for 2030: Enhance safety and security in the workplaces of corporate clients and in society. Minimize risks posed by Konica Minolta products and services.															
Themes		Indicators		FY2020		FY2021		FY2022		FY2023		FY2024	FY2025	FY2030	FY2023 Target Achievement Status
				Results	Targets	Results	Targets	Results	Targets	Results	Targets	Targets	Targets	Targets	
Provide Safety and Security in the Work and Daily Lives of Corporate Clients															
Minimizing Risks Related to the Safety and Security of Konica Minolta Products and Services	Eliminate substances that affect health	Social and environmental value	Number of serious accidents* ¹ caused by chemical substances	0	0	0	0	0	0	0	0	0	0	0	○
	Reinforce efforts to ensure safety when products and services are used		Number of serious product-related accidents* ²	0	0	0	0	0	0	0	0	0	0	○	
	Completely eliminate serious information security incidents		Number of serious information security incidents* ³	0	0	0	0	0	0	0	0	0	0	○	

*1 Serious accident: A case that causes serious harm to the product user's life and/or body and cases that cause serious and significant impact on the business of the product user
*2 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.
*3 Serious security incidents refer to those product-security incidents that cause serious and significant harm to the product user's business

Addressing Climate Change																	
Vision for 2030: Reduce CO2 emissions by Konica Minolta. Enhance CO2 emissions reduction at corporate clients and suppliers.																	
Themes		Indicators		FY2020		FY2021		FY2022		FY2023		FY2024	FY2025	FY2030	FY2050	FY2023 Target Achievement Status	
				Results	Targets	Results	Targets	Results	Targets	Results	Targets	Targets	Targets	Targets	Targets		
Reducing Energy Usage and CO ₂ Emissions by Transforming Customer Processes		Social and environmental value	Amount of contribution to CO ₂ reduction* ¹ (thousand tons)	578	590	585	700	624	640	631	630	690	800	1,000	2,060	○	
		Economic value	Solution sales (billion yen)	51	56	56	66	76	71	84	89	97	100	—	—	△	
Energy Usage and CO ₂ Emissions Reduction Related to Konica Minolta Sites, Business Partners, Products and Services	CO ₂ emissions over the product lifecycle* ²	Social and environmental value	Reduction of CO ₂ emissions (thousand tons)	821	—	790	—	850	970	750	—	—	800	650	0 (net zero)	○	
			Reduction rate (%) over FY2005	60	—	61	—	58	57	63	—	—	61	70	100	○	
	Reduction of environmental impact of Konica Minolta production sites* ³	Social and environmental value	Reduction of CO ₂ emissions through energy conservation (thousand tons)	4	4	12	10	18	18	11	6	17	21	—	—	○	
		Economic value	Monetary equivalent of energy reduction (million yen)	79	89	270* ⁸	210* ⁸	450	350	410	280	630	800	—	—	○	
		Social and environmental value	Amount of CO ₂ reduced through procurement of renewable energy (thousand tons)	7	6	10	12	20	20	3	3	13* ⁹	55	—	—	○	
			Percentage of electricity derived from renewable energy (%)	6.5	—	8.3	—	12.3	10	14	—	—	—	50	100	—	
		Reduction of environmental impact through the use/procurement of Konica Minolta products and services	Social and environmental value	Reduction of CO ₂ emissions (thousand tons)	14	16	25	28	53	50	19	22	30	35	—	—	△
			Economic value	Green Products* ⁴ sales (billion yen)	676	770	597	690	777	690	773	—	—	735	—	—	—
	Reduction of environmental impact at suppliers using DX* ³	Social and environmental value	Amount of contribution to CO ₂ reduction* ¹ (thousand tons)	1.1	1.0	2.8	2.1	6.4	5.0	2.2	1.8	4.2	4.8	—	—	○	
		Economic value	Monetary equivalent of energy reduction (million yen)	16	15	43	32	103	77	46	42	95	110	—	—	○	
	Reinforcing Engagement with Customers Using DX	Economic value	Number of customer relationships strengthened* ⁵	285	320	303	—	338	408	424	372	371	—	—	—	○	
			Number of times participating in business talks* ⁶	212	160	153	—	230	181	372	257	258	—	—	—	○	
Sales Contributions* ⁷ (million yen)			692	700	892	—	989	1,000	1,100	1,100	1,100	1,300	—	—	○		

Note: Targets and results have been revised retrospectively to fiscal 2020 figures as the method of calculating the effects of measures was changed in fiscal 2021.Targets for FY2024 and FY2025 have been revised based on FY2023 results.

^{*1} Contribution to CO₂ reduction: Volume of CO2 emissions reduced at customers, business partners and the broader society

^{*2} CO₂ emissions over the product lifecycle, from procurement, production, distribution, sales and service to use by the customer

^{*3} Cumulative reductions for each fiscal year from FY2020 - FY2022 and FY2023 - FY2025.The reduction effects of measures implemented from the first fiscal year of each period to the relevant fiscal year are summed up for each fiscal year.

^{*4} Green Products: Name changed from Sustainable Solution in FY2023. Promotes the solving of social and environmental issues by defining and certifying solutions that help to solve social and environmental issues and expand sales

^{*5} Enhanced customer relations: Number of business opportunities gained by providing customers with environment-related technologies and know-how

^{*6} Business negotiation participation: Number of proposed products for which a quotation was submitted out of the number of enhanced customer relations

^{*7} Sales contribution: Total amount of sales of products proposed at the above-mentioned business negotiations

^{*8} In the fiscal 2023 disclosure, there was an error for fiscal 2021, which has been corrected.

^{*9} In our disclosure for fiscal year 2024, an error was discovered, so the figures have been revised.

Using Limited Resources Effectively															
Vision for 2030: Promote the effective use of resources at Konica Minolta, while also helping corporate clients and suppliers to achieve effective use.															
Themes	Indicators		FY2020		FY2021		FY2022		FY2023		FY2024	FY2025	FY2030	FY2023 Target Achievement Status	
			Results	Targets	Results	Targets	Results	Targets	Results	Targets	Targets	Targets	Targets		
Effective Use of Resources by Transforming Customer Business Processes	Social and environmental value	Reduction of waste discharge of customers (thousand tons)	320	330	320	350	340	350	360	360	380	400	500	○	
	Economic value	Solution sales (billion yen)	53.0	58.0	59.9	71.0	79.3	78.0	83.6	89.0	97.0	100.0	—	△	
Toward Zero Natural Resources *1	Social and environmental value	Natural resources used *1 (thousand tons)	—	—	—	—	104	—	91	—	—	108	95	○	
		Reduction rate (%) over FY2019	—	—	—	—	20	—	32	—	—	19	30	○	
Effective Use of Resources Relating to Konica Minolta Sites, Suppliers, Products and Services	Reduction of environmental impact of Konica Minolta production sites *2	Social and environmental value	Reduction of waste discharge *3 (thousand tons)	0.6	0.5	1.3	1.0	1.7	1.7	1.6	0.2	1.6	1.7	—	○
		Economic value	Monetary equivalent of waste reductions (million yen)	130	110	260	200	470	300	610	—	650	670	—	—
	Reduction of environmental impact through the use of Konica Minolta products and services	Social and environmental value	Amount of resources saved and recycled (thousand tons)	12	14	12	14	12	15	13	13	14	14	—	○
			Of which, circulated resources (recycled and bio-materials) utilization rate (thousand tons)	—	—	—	—	—	—	10	10	11	11	—	○
		Economic value	Green Products *4 Sales (billion yen)	676	770	597	690	777	690	773	—	—	735	—	—

Note: Targets and results have been revised retrospectively to fiscal 2020 figures as the method of calculating the effects of measures was changed in fiscal 2021.Targets for FY2024 and FY2025 have been revised based on FY2023 results.

^{*1} Natural resources: Resources that involve new mining, such as crude oil and mineral resources, and are generally synonymous with depletable resources.

^{*2} Cumulative reductions for each fiscal year from FY2020 - FY2022 and FY2023 - FY2025. Total reduction amount for each fiscal year due to the measures implemented from the first fiscal year of each period to the relevant fiscal year.

^{*3} Set as a target that includes the reduction of plastic waste at major sites in Japan as part of activities to reduce and recycle plastic waste from products that use plastic based on the Act on Promotion of Resource Circulation for Plastics enacted in Japan

^{*4} Green Products: Name changed from Sustainable Solution in FY2023. Promotes the solving of social and environmental issues by defining and certifying solutions that help to solve social and environmental issues and expand sales.

Cross-cutting Activities Supporting Material Issues

Response to Social Trends in Regards to Supply Chain														
Themes	Indicators		FY2020		FY2021		FY2022		FY2023		FY2024	FY2025	FY2030	FY2023 Target Achievement Status
			Results	Targets	Results	Targets	Results	Targets	Results	Targets	Targets	Targets	Targets	
CSR procurement	Social and environmental value	Percentage of suppliers requested to carry out CSR activities ^{*1}	-	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2020-FY2022)	100%	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2020-FY2022)	-	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2020-FY2022)	-	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2023-FY2025) (100% implementation planned for FY2024)	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2023-FY2025) (100% implementation planned for FY2024)	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2023-FY2025) (100% implementation planned for FY2024)	-	-
		Number of CSR assessments	Four Group manufacturing sites, 40 suppliers	CSR assessments carried out at all Group manufacturing sites and important suppliers (about 100 companies) during the medium-term plan's period (FY2020-FY2022)	13 Group manufacturing sites, 30 suppliers	CSR assessments carried out at all Group manufacturing sites and important suppliers (about 100 companies) during the medium-term plan's period (FY2020-FY2022)	Four Group manufacturing sites, 28 suppliers	CSR assessments carried out at all Group manufacturing sites and important suppliers (about 100 companies) during the medium-term plan's period (FY2020-FY2022)	9 Group manufacturing sites, 30 major suppliers	CSR assessments carried out at all Group manufacturing sites and major supplier during the medium-term plan's period (FY2023-2025)	CSR assessments carried out at all Group manufacturing sites and major supplier during the medium-term plan's period (FY2023-2025)	CSR assessments carried out at all Group manufacturing sites and major supplier during the medium-term plan's period (FY2023-2025)	-	-
		CSR assessment implementation rate (cumulative) ^{*2}							31%	30%	60%	100%	-	○
		Number of CSR third-party audits (RBA-VAP)	One supplier	CSR third-party audits (RBA-VAP) carried out at particularly important Group manufacturing sites and particularly important suppliers (total of seven sites) during the medium-term plan's period (FY2020-FY2022)	Two Group manufacturing sites, one supplier	CSR third-party audits (RBA-VAP) carried out at particularly important Group manufacturing sites and particularly important suppliers (total of seven sites) during the medium-term plan's period (FY2020-FY2022)	Audits carried out at three Group manufacturing sites, four suppliers	CSR third-party audits (RBA-VAP) carried out at particularly important Group manufacturing sites and particularly important suppliers (total of seven sites) during the medium-term plan's period (FY2020-FY2022)	3 Group manufacturing sites, two suppliers	3 Group manufacturing sites, two suppliers	3 Group manufacturing sites, 4 suppliers	3 Group manufacturing sites, 3 suppliers	-	○
		Rate of CSR third-party audit implementation							100%	100%	100%	100%	-	○
		Number of final product production sites receiving RBA certification (Silver or higher) ^{*4}	0	0	0	3	7	7	8	8	8	8	-	○
	Economic value	Loss of sales opportunities	0	0	0	0	0	0	0	0	0	0	-	○
	Practicing responsible minerals procurement	Social and environmental value	Percentage of suppliers returning conflict mineral surveys (%)	96	95% or higher	96	95% or higher	96	95% or higher	95	95% or higher	95% or higher	95% or higher	-
Percentage responding to requests for surveys from customers (%)			100% response	100% or higher	100% response	100% or higher	100% response	100% or higher	100% response	100% response	100% response	100% response	-	○

*1 Requests submitted to suppliers for each medium-term business plan's period from FY2022 to FY2022 and FY2023 to FY2025
*2 Figures are cumulative for the medium-term business plan (FY2023 - FY2025) and are calculated as the number of CSR third-party audits implemented divided by the number of sites planned for implementation (Group production sites + major suppliers^{*3})
*3 Number of major supplier: Reviewed annually
*4 Total number of manufacturing sites that have conducted third-party audits for new or continuing RBA certification and hold SILVER or higher RBA certification.

Occupational Safety and Health														
Themes	Indicators		FY2020		FY2021		FY2022		FY2023		FY2024	FY2025	FY2030	FY2023 Target Achievement Status
			Results	Targets	Results	Targets	Results	Targets	Results	Targets	Targets	Targets	Targets	
Preventing occupational accidents	Social and environmental value	Serious accidents* ¹	0	0	0	0	0	0	0	0	0	0	—	○
		Rate of lost-worktime injuries* ²	0.17	0.21	0.19	0.19	0.18	0.15	0.12	0.14	0.12	0.10 or less	0.10 or less	○

*1 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)
*2 Frequency rate of lost-worktime injuries: The number of persons absent from work per one million total actual working hours for current employees